



**Nottingham City Council
Executive Board**

Date: Tuesday 20 September 2022

Time: 2:00pm

Place: Ground Floor Committee Room, Loxley House, Station Street, Nottingham,
NG2 3NG

Councillors are requested to attend the above meeting to transact the following business. This meeting could not be convened with the usual notice of five clear working days due to the exceptional circumstances of the declaration of a Bank Holiday on Monday 19 September for the funeral of Her Majesty Queen Elizabeth II.

Director for Legal and Governance

Governance Officer: Adrian Mann

Direct Dial: 0115 8764468

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Any items listed under 'Exclusion of the Public' will be heard in private. These items have been included under this section of the agenda because no representations against hearing them in private were received.

Councillors, co-optees, colleagues and other participants must declare all disclosable pecuniary and other interests relating to any items of business to be discussed at the meeting. If you need any advice on declaring an interest in an item on the agenda, please contact the Governance Officer shown above before the day of the meeting, if possible.

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at: <https://www.nottinghamcity.gov.uk/your-council/about-the-council/council-meetings-decisions/recording-reporting-on-public-meetings>. Any person intending to record the meeting is requested to notify the Governance Officer shown above in advance.

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Nottingham City Council Executive Board

Minutes of the meeting held in the Ground Floor Committee Room, Loxley House, Station Street, Nottingham, NG2 3NG on Tuesday 19 July 2022 from 2:00pm to 2:35pm

Membership

Present

Councillor David Mellen (Chair)
Councillor Adele Williams (Vice Chair)
Councillor Cheryl Barnard
Councillor Neghat Khan
Councillor Pavlos Kotsonis
Councillor Toby Neal
Councillor Audra Wynter

Absent

Councillor Rebecca Langton
Councillor Sally Longford
Councillor Linda Woodings

Colleagues, partners and others in attendance:

Councillor Andrew Rule

Mel Barrett	-	Chief Executive
Wayne Bexton	-	Director of Carbon Reduction, Energy and Sustainability
Clive Heaphy	-	Interim Corporate Director for Finance and Resources
Frank Jordan	-	Corporate Director for Resident Services
Adrian Mann	-	Governance Officer
Malcolm Townroe	-	Director of Legal and Governance

Call-in

Unless stated otherwise, all decisions made by the Executive Board are subject to call-in. The last date for call-in is **Wednesday 27 July 2022**. Decisions cannot be implemented until the next working day following this date.

19 Apologies for Absence

Councillor Kevin Clarke	-	personal reasons
Councillor Rebecca Langton	-	maternity leave
Councillor Sally Longford	-	Council business
Councillor Linda Woodings	-	on leave
Sajeeda Rose	-	Corporate Director for Growth and City Development
Catherine Underwood	-	Corporate Director for People

20 Declarations of Interests

None.

21 Minutes

The Board confirmed the minutes of the meeting held on 21 June 2022 as a correct record and they were signed by the Chair.

22 Extension of the Public Spaces Protection Order in Respect of Dogs

The Portfolio Holder for Neighbourhoods, Safety and Inclusion presented a report on the extension of the Public Spaces Protection Orders (PSPOs) for the control of dogs in the city. The following points were discussed:

- (a) the four PSPOs in respect of dogs were first approved in 2016. PSPOs may only last for up to three years, so they were extended in 2019, and it is now proposed to extend them for a further three-year period from September. The powers arising from the PSPOs are not intended to prevent or discourage responsible dog walking in the city, but are to be used to ensure that dogs are kept under control at all times and to prevent irresponsible dog owners from causing anti-social behaviour and associated harassment, alarm and distress to members of the public;
- (b) tackling anti-social behaviour is a high priority for the Council. A full public consultation was undertaken on the proposals to extend the PSPOs, and the responses received were supportive. Clear evidence has been collected to demonstrate that the PSPOs are effective in deterring anti-social behaviour, and in providing Community Protection Officers (CPOs) with the right enforcement tools to ensure that dogs are kept on leads and controlled, and that dog fouling is cleaned up;
- (c) from October 2019 to end of March 2022, CPOs issued 385 Fixed Penalty Notices for breaches of the PSPOs, following the principle of 'advise, warn, enforce'. As such, the powers granted by the PSPOs have enabled CPOs to ensure public safety without being over-used, or deployed in a heavy-handed way.

Resolved:

- (1) to authorise the extension of the following four Public Spaces Protection Orders (PSPOs) so that they remain in effect for a further period of three years from 24 September 2022, having been satisfied that the test in Section 60 of the Anti-Social Behaviour, Crime and Policing Act 2014 is met and having regard to the rights of freedom of expression and freedom of assembly:**
 - **PSPO 1 – Nottingham City Council Dogs on Leads by Direction Public Spaces Protection Order 2016 (as set out in Appendix 1 to the report);**
 - **PSPO 2 – Nottingham City Council Dogs on Lead Public Spaces Protection Order 2016 (as set out in Appendix 2);**
 - **PSPO 3 – Nottingham City Council Dogs Exclusion Public Spaces Protection Order 2016 (as set out in Appendix 3);**
 - **PSPO 4 – Nottingham City Council Fouling of Land by Dogs and Requirement to Produce Device for or Other Suitable Means of Removing Dog Faeces Public Spaces Protection Order 2016 (as set out in Appendix 4);**
- (2) to delegate authority to the Director for Community Protection to carry out the necessary publications in relation to the extended PSPOs, and to**

arrange for current signage to be amended in accordance with the legislative requirements.

- **Reasons for the decision**

One of the Council's ambitions is for all those living in, working in or visiting the city to enjoy safe, clean, vibrant and attractive public spaces. In the past, there have been significant problems caused by dog-related anti-social behaviour, nuisance and disorder across the city. Evidence at the time showed that these issues impacted greatly on the quality of the life for residents, visitors and businesses alike. PSPOs provide a mechanism whereby the Council has additional powers to address any anti-social behaviour and nuisance created by dogs.

- **Other options considered**

To allow the current PSPOs to expire: this option is rejected because there is strong evidence that the PSPOs have been effective in reducing dog-related anti-social behaviour incidents across the city. The PSPOs create valuable enforcement powers for the Council, without which there are limited tools available to achieve the same impact. Relinquishing the current enforcement powers provided by the PSPOs would be likely to result in an increased level of anti-social behaviour incidents citywide, as there are no existing alternative powers to control the various problems associated with dogs in the administrative area of Nottingham.

23 Regulation of Investigatory Powers Policy

The Portfolio Holder for Finance presented a report on how the way in which the Council conducts surveillance for the purposes of law enforcement is regulated. The following points were discussed:

- (a) the Council is required by law to maintain a written Regulation of Investigatory Powers Act (RIPA) Policy and Guidance document on the way in which it uses directed surveillance and covert human intelligence sources for the purposes of law enforcement. The Policy has been updated to incorporate the revised Online Research and Investigation Policy, which sets out how information gathered through sources such as social media can be used for law enforcement purposes;
- (b) the powers set out in the Policy are available to all Local Authorities, but are deployed very infrequently, and their usage is inspected every three years.

Resolved:

- (1) to approve the updated Regulation of Investigatory Powers Act (RIPA) Policy and Guidance, which now incorporates the revised Online Research and Investigation Policy (as set out in Appendix 1 to the report);**
- (2) to note that the annual report in relation to the use of RIPA powers will be submitted to the Council's Audit Committee on an annual basis, as part of Information Assurance reporting;**

(3) to note that the RIPA Policy will be submitted to the Executive Board for review and approval on an annual basis, in line with the Home Office Code of Covert Surveillance Property Interference and the Code of Practice for Covert Human Intelligence Sources 2018;

(4) to note the Council's Senior Responsible Officer and Authorising Officers in relation to RIPA procedures (as set out in Section 2.6).

- **Reasons for the decision**

The RIPA, and the Codes of Practice issued under Section 71 of the Act, regulates the way in which the Council conducts surveillance for the purposes of law enforcement. The Council is required to consider a report annually on the use of its RIPA powers, and to review and approve its RIPA Policy.

- **Other options considered**

To do nothing: this option is rejected, as the Council is required by law to maintain an up-to-date RIPA Policy and ensure that surveillance is being carried out in accordance with the RIPA requirements and associated guidance.

24 Transformation Strategic Delivery Partner

The Portfolio Holder for Finance presented a report on the introduction of a structured and time-limited procurement process for appointing a Transformation delivery partner. The following points were discussed:

- (a) a framework has been developed to establish a planned means of procuring a strategic delivery partner so that, where required, the Council is able to obtain fixed-term external support to help deliver Transformation activity swiftly, transparently and at best value. Where specific external support is required, the related spend will be agreed through the appropriate approval process;
- (b) a great deal of work has been carried out as part of the Transformation journey to date, using and building internal capacity wherever possible. The Change Academy is in place to assist the development of internal expertise to drive Transformation, and is progressing well.

Resolved:

(1) to approve the principal of appointing a Strategic Delivery Partner for up to 24 months to support the delivery of the Together for Nottingham Plan and the 2023/24+ Medium-Term Financial Plan;

(2) to delegate authority to the Corporate Director for Finance and Resources to procure a Strategic Delivery Partner by way of call-off from an established framework, to enable further Improvement and Transformation work to commence as soon as is required;

(3) to note that the budget required for the next phase of Recovery and Improvement will form part of a separate report, once a refreshed

programme has been established to support the requirements of the 2023/24+ budget, and that budget approvals will be sought prior to undertaking any call-offs.

- **Reasons for the decision**

Based on the knowledge gained over the last 12 months and the expectations of the future demands of Improvement and Transformation activity, a more structured and time-limited procurement process is required for appointing a transformation delivery partner. A resourcing plan will be developed alongside the required Improvement and Transformation activity, which will inform the investment requirements and the appropriate procurement processes, ensuring value for money and a strong pace of change.

- **Other options considered**

To do nothing: this option is rejected as it would result in required savings and improvements not being delivered.

25 Treasury Management 2021-22 Annual Report

The Portfolio Holder for Finance presented a report on the management of the Council's external debt and investments for 2021/22. The following points were discussed:

- (a) there has been significant progress in the steady reduction of the Council's debt, and all of the prudential indicators have been met. The balance of external loan debt for 2021/22 decreased by £31.8 million, and debt levels are forecast to decrease further. There has been a reduced need for borrowing, and the value of the Council's investments is being maximised;
- (b) nevertheless, investment in the city and its citizens still continues, with new capital projects undertaken once the required funds are available to the Council for spending. Some projects, such as the fit-out of the new Central Library, have had to wait for the required funding to be in place before commencing, but this has meant that the delivery of new capital programmes has not required further borrowing.

Resolved to note the Treasury Management annual performance for 2021/22.

- **Reasons for the decision**

The Treasury Management function is governed by provisions set out under Part 1 of the Local Government Act 2003, whereby the Council must have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code and Code of Practice. The Council borrows and invests substantial sums of money as part of its 'business as usual' activity. In common with all local authorities, it is therefore exposed to financial risks, including the potential loss of invested funds and the revenue account impact of changing interest rates. As such, the Treasury Management annual report is intended to cover performance in relation to treasury management activity and the associated monitoring and control of risk.

- **Other options considered**

To do nothing: this option is rejected, as the overall aim is to minimise the net revenue costs of the Council's debt whilst maintaining an even debt profile in future years, and to maximise investment returns within stated security and liquidity guidelines.

26 Financial Reserves Policy

The Portfolio Holder for Finance presented a report on the Council's policy for the management and governance of its financial reserves. The following points were discussed:

- (a) financial reserves are a vital part of a Local Authority's toolkit, and a good level of reserves shows that a Council has financial resilience. The Financial Reserves Policy sets out the framework for how the Council manages and governs its financial reserves (including restricted reserves), and mitigates against financial risk, in a responsible and transparent way;
- (b) due to the challenging financial context, with a lack of funding from central Government for Local Authorities, it is vital that the Council's reserves are managed carefully, openly and prudentially, so that they can be used when required to address anticipated risks and potential shocks. This includes situations such as rising inflation and the growing cost of living;
- (c) the Board noted that it is vital for the Council to hold a strong level of reserves to help mitigate against future financial risks. It considered that the additional investment in the reserves earmarked for ICT is very positive, to enable further investment in digitisation and the associated requirements for greater digital security.

Resolved:

- (1) to approve and adopt formally the Financial Reserves Policy;**
- (2) to note that the Policy will be subject to an annual review and will be updated to reflect any changes in risk and/or external standards that the Council must adhere to, or any changes to the Council's approach;**
- (3) to note the following balances on the reserves as at 31 March 2022 (based on the draft 2021/22 outturn):**
 - **General Fund balance – £12.6 million;**
 - **Earmarked reserves – £190.4 million;**
 - **Housing Revenue Account revenue reserves – £46.1 million;**
 - **Housing Revenue Account Major Repairs Reserve – £38.8 million;**
- (4) to note that, going forward, the Policy will form part of the annual Medium-Term Financial Plan report to the Executive Board, which will then be subject to approval by Full Council.**

- **Reasons for the decision**

Reserves are an important part of the Council's financial strategy and are held to create long-term financial resilience and stability. All movements in reserves will continue to require approval by the Section 151 Officer and are subject to a quarterly review. The outcomes of these reviews are presented to the Executive Board for noting as part of the quarterly budget monitoring reports, and are included within the annual Medium-Term Financial Plan.

- **Other options considered**

To do nothing: this option is rejected as the Policy presented is the Section 151 and Deputy Section 151 Officers' recommended approach for the Council to take.

27 Pre-Audit Corporate Financial Outturn 2021-22

The Portfolio Holder for Finance presented a report on the Council's pre-audit revenue and capital outturn for the General Fund and Housing Revenue Account (HRA) for 2021/22. The following points were discussed:

- (a) the pre-audit outturn shows an underspend of £13.9 million against budget for 2021/22, in the context of operating over 300 services during the Coronavirus pandemic, the cost of living crisis and changes in Government funding, making the outturn result a good achievement. The figure was contributed to by a short-term reduction in spending in some areas due to the pandemic, and the Council is working hard on its financial processes to ensure that ongoing monitoring and forecasting against budget is carried out clearly and transparently, to ensure a good level of reserves and sound financial planning in the long-term;
- (b) due to the underspend, earmarked reserves for financial resilience and ICT are being increased, to support the improvement of services and to mitigate against any risks arising in-year that would be difficult to address within the current budget. As inflation is now at 9.1% and is likely to rise, costs will increase in all areas – including salary costs. Work is underway to forecast the impact of these cost increases and it is vital to the Council's financial resilience that the right level of reserves are in place, as the Government has indicated that it will not increase financial support to Local Authorities to help address any funding gaps caused by inflation. This is likely to be a particular issue with Adult Social Care, where the demand for services is already greater than the funding available, before the added costs of inflation.

Resolved:

(1) to note:

- **the pre-audit revenue outturn positive variance of £13.9 million, prior to outturn reserve adjustments for 2021/22 (as set out in Table 2 to the report);**
- **the portfolio variances +/- £50,000 (as set out in Appendix A);**
- **the additions to the Capital programme (as set out in Paragraph 6.6 and Table 9); and**

- **the Housing Revenue Account (HRA) outturn for 2021/22 (as set out in Section 7) and the surplus of £8.3 million to be transferred to the HRA General Reserve;**

(2) to approve:

- **the general fund balance as at 31 March 2022 of £12.6 million;**
- **contributions of £3 million to the IT Reserve and of £10.9 million to the Finance Resilience Reserve, following the £13.9 million outturn variance;**
- **the quarter 4 movements of resources (as set out in Appendix B);**
- **the quarter 4 increase on earmarked reserves of £27.9 million (as set out in Section 4 and Appendix D); and**
- **the write-offs in excess of £10,000, totalling £0.5 million, where all options for recovery have been exhausted (as set out in Paragraph 5.8).**

- **Reasons for the decision**

The pre-audit corporate financial outturn forms a key part of the revenue, capital and HRA monitoring against the 2021/22 budget. The formal approval of virements of budgets and movement in reserves is required by corporate financial procedures.

- **Other options considered**

To do nothing: this option is rejected, as this outturn reporting is a requirement of corporate financial procedures.

28 Streets for People Programme for Highways and Transport 2022-24

The Portfolio Holder for Highways, Transport and Parks presented a report on the funding allocation and spend for the Streets for People Programme. The following points were discussed:

- (a) the Streets for People Programme has been developed by combining funding from the Government's Levelling Up Fund and Local Transport Plan Area Capital annual block allocations to enable improvements to the highway in local areas (including works to footways, roads, traffic and safety), and the introduction of highway Clean and Green Schemes. This is intended to enhance neighbourhoods for residents and achieve a greener public realm;
- (b) the Programme aims to make the best possible use of the funding available, so has been developed in consultation with councillors to achieve the strongest possible impact in individual wards. Works will take place from 2022 to 2024, following the carrying out of an appropriate procurement process;
- (c) the Board thanked all officers involved for their hard work in developing the Streets for People Programme, and for their success in securing the central Levelling Up funding to support the delivery of direct quality of life improvements for residents in a timely way.

Resolved:

- (1) to approve the ward allocation and spend of the Streets for People Programme 2022-24 (as set out in Appendix 2 to the report);**
- (2) to delegate authority to the Director for Neighbourhood Services to undertake the appropriate procurement processes and enter into contracts as necessary to carry out the ward-based projects delivered under the ward allocations (as set out in Appendix 2);**
- (3) to delegate authority to the Corporate Director for Resident Services, in consultation with the Corporate Director for Growth and City Development and the Portfolio Holder for Highways, Transport and Parks, to undertake the required engagement and prioritisation process for the remaining funding allocations, and to approve the final allocations of the Streets for People Programme 2022-24.**

- **Reasons for the decision**

The Streets for People Programme will enable improvements to the highway in local areas, including works to footways, roads, traffic and safety, and Clean and Green Schemes. The prioritisation for works is based on a technical assessment, local knowledge and engagement with all ward councillors, and is supported by the Highways Asset Management Plan, safety data and local ward priorities.

- **Other options considered**

To do nothing: this option is rejected as it would result in no approval of spend and, therefore, no schemes being delivered. Further, it would cause delay on dual-funded schemes and impact adversely on the overall delivery of the Local Transport Plan Capital Programme, breaching the external grant criteria on the timescales on non-delivery of schemes and, as such, not meet the set spend target.

29 Social Housing Decarbonisation Fund - Wave 1

In the absence of the Portfolio Holder for Energy, Environment and Waste Services, the Portfolio Holder for Housing and Human Resources presented a report on the launch of the Social Housing Decarbonisation Fund (SHDF) scheme. The following points were discussed:

- (a) the SHDF is intended to develop a pathway for all social housing to be net zero for carbon emissions by 2050, while also improving energy efficiency. A grant allocation from the Government's Department for Business, Energy and Industrial Strategy is being matched by funding from the Housing Revenue Account (HRA) and Public Sector Housing Capital Programme. A governance structure has been put in place to manage how the funding will be spent, and the use of the HRA funds has been authorised correctly;
- (b) Nottingham City Homes will act as the Council's managing agent for the delivery of the Wave 1 works via Teckal arrangements. It is likely that a range of improvements will be delivered to around 300 properties to help achieve warm, energy-efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty and support green jobs;

- (c) the Board thanked all officers involved for their hard work in developing the SDHF programme, and for their success in securing the central funding to support the delivery of carbon neutral and energy efficiency improvements for social housing, which will be very helpful to residents in managing their energy costs. It considered that the work will also represent an important step towards reducing carbon emissions as part of the Council's wider statutory responsibility for future housing standards.

Resolved:

- (1) to accept and spend the grant allocation of £2,881,923.67 from the Department for Business, Energy and Industrial Strategy in line with the Social Housing Decarbonisation Fund (SHDF) Wave 1 bid, to support the regional delivery of the SHDF scheme through the Midlands Net Zero Hub;**
- (2) to delegate authority to the Director for Carbon Reduction, Energy and Sustainability to manage the grant, including the authority to approve entering into agreements with third parties for the provision of goods and services associated with the delivery of the project;**
- (3) to approve the expenditure of £20,000 of the grant funding to cover Council staff time in administering the grant;**
- (4) to utilise Nottingham City Homes as the managing agent for the delivery of the grant-funded works on the Council's behalf, in accordance with the existing management agreement;**
- (5) to approve the use of match funding from current budgets contained within the approved Public Sector Housing Capital Programme (PSHCP) alongside this grant. The budget for match funding has been identified for these properties within the PSHCP period to March 2028 (as set out in Section 5 to the report).**

- **Reasons for the decision**

The SHDF scheme is being launched over a 10-year period to improve the energy performance of social rented homes, on the pathway to net zero carbon emissions by 2050. The scheme aims to support the social housing sector across England, improving the comfort and wellbeing of residents by installing energy efficiency and low-carbon heating upgrades.

- **Other options considered**

To not accept the funding: this option is rejected as this funding offers the opportunity to address fuel poverty and domestic decarbonisation issues within social housing across Nottingham, helping to improve the lives of citizens and directly contributing towards the Council's carbon neutral targets. Not accepting the funding would greatly limit the Council's ability to deliver these outcomes.

30 New Letting at Unit 4 North Lincolnshire Retail Park, Doncaster Road, Scunthorpe

The Portfolio Holder for Strategic Regeneration and Communications presented a report on the letting of Unit 4 North Lincolnshire Retail Park, Doncaster Road, Scunthorpe to a new tenant. The following points were discussed:

- (a) the commercial unit is currently unoccupied and is so creating void costs for the Council, but a lease has been negotiated with a new tenant that will achieve a good income, going forward.

Resolved:

- (1) to approve the lease terms agreed with the prospective tenant in respect of Unit 4 North Lincolnshire Retail Park, Doncaster Road, Scunthorpe (as set out in the Exempt Appendix to the report);**
- (2) to approve the payment of the associated fees;**
- (3) to delegate authority to the Director for Economic Development and Property to approve any required final terms and conditions to the agreement, save for the rent.**

- **Reasons for the decision**

It is proposed to let out Unit 4 North Lincolnshire Retail Park, Doncaster Road, Scunthorpe on market-facing terms to a prime UK covenant. The unit has been marketed openly by a retail warehouse specialist, which has recommended that the Council accepts the terms of the letting. The new lease will provide income for the Council and remove significant void costs.

- **Other options considered**

To not to proceed with the letting to the prospective tenant: this option is rejected as the market conditions could potentially worsen if the lease is not carried out now, leading to a longer void period (where the Council is responsible for meeting all associated void costs), and greater incentives may be required to secure a future letting.

31 Exclusion of the Public

The Board resolved to exclude the public from the meeting during consideration of the remaining items in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraph 3, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighs the public interest in disclosing the information.

32 New Letting at Unit 4 North Lincolnshire Retail Park, Doncaster Road, Scunthorpe - Exempt Appendix

The Portfolio Holder for Strategic Regeneration and Communications presented the exempt appendix to the report on the letting of Unit 4 North Lincolnshire Retail Park, Doncaster Road, Scunthorpe to a new tenant.

The Board noted the exempt appendix to the report.

Executive Board
20 September 2022

Subject:	Corporate Policy on Statues, Monuments and Public Art
Corporate Director(s)/Director(s):	Frank Jordan, Corporate Director for Resident Services Hugh White, Director for Sport and Culture
Portfolio Holder(s):	Pavlos Kotsonis, Portfolio Holder for Leisure, Culture and Planning
Report author and contact details:	Geoff Oxendale, Policy and Performance Officer geoff.oxendale@nottinghamcity.gov.uk
Other colleagues who have provided input:	Paul Seddon, Director for Planning and Regeneration Nigel Hawkins, Head of Culture and Libraries James Schrodell, Policy and Performance Manager Scott Talbot, Road Safety and Highway Development Service Manager Steve Sprason, Head of Property
Subject to call-in: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Key Decision: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: Nil	
Wards affected: All	
Date of consultation with Portfolio Holder(s): 1 August 2022	

Relevant Council Plan Key Outcome:

Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Healthy and Inclusive	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Financial Stability	<input type="checkbox"/>
Serving People Well	<input type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

This report sets out a new corporate policy to aid decision-makers in assessing proposals for new statues, monuments and public art to be installed on land owned by the Council. It will provide a clear process for applicants to follow and a consistent approach to assessing applications.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To approve the new corporate policy and process for assessing proposals for new statues, monuments and public art to be installed on land owned by the Council, including the new application form.

1. Reasons for recommendations

- 1.1 The recommendations close an existing gap in the Council's policies and set out a clear process for assessing applications for new statues, monuments and public art to be installed on land owned by the Council.

2. Background

- 2.1 The policy (as set out in Appendix 1) has been developed to set out a decision-making process for the Council to assess proposals where new statues, monuments and public art are to be installed on Council-owned land. It sets out criteria by which proposals will be assessed and clearly outlines the requirements placed on applicants who put forward these proposals.
- 2.2 The policy has been developed alongside policies covering street naming and numbering, and an ongoing assessment of existing statues and monuments within the City, to ensure that the same principles run throughout these pieces of work. This approach will ensure consistent and robust policies are in place to direct the

Council's response to residents' concerns around existing names and structures and to provide guidance to ensure that proposed names and structures best celebrate the City's heritage and culture in a way that is compatible with a modern, diverse City.

- 2.3 Applicants will be asked to outline practical aspects of their proposal, such as how they will meet the costs related its installation and ongoing maintenance. They will also need to consider the aesthetic and cultural aspects of their application and to demonstrate a degree of community support for it. The policy also outlines how the criteria to be met will vary depending on the proposed location, with the strictest criteria and the highest levels of support required for installations at the most prominent sites in the City.
- 2.4 The policy sets out a process of pre-application consultation with officers in the Culture service area, before an application form (as set out in Appendix 2) is submitted. The final decision will be taken by the Portfolio Holder with the remit covering Culture, with support from Ward Councillors, other relevant Portfolio Holders and officers and, if necessary, organisations such as One Nottingham or a Citizens' Panel.
- 2.5 It should be stressed that the policy sets out the Council's opinion as the land owner of the site. Plans will still be subject to the statutory Planning system and applicants will also need to apply for Planning Permission.
- 2.6 The policy only covers applications on land owned by the Council and not installations on privately-owned land.
- 2.7 Consideration was given to similar policies developed by other Local Authorities in Camden, Leeds, Vale of White Horse and Birmingham. The Application Form was developed from a form used by Birmingham City Council.

3. Other options considered in making recommendations

- 3.1 To not develop the new policy: this option is rejected as the proposed approach will ensure consistent and robust policies are in place to direct the Council's response to residents' concerns around existing names and structures and to provide guidance to ensure that proposed names and structures best celebrate the City's heritage and culture in a way that is compatible with a modern, diverse City.

4. Consideration of Risk

- 4.1 Reputational risks: the policy seeks to avoid reputational risks to the Council. It stresses the importance of community support for installations, particularly for those in prominent locations. Initially, this support should be gathered by the applicant, but some applications may require the Council to convene a Citizens' Panel to support its decision-making. The policy also adopts a principle used by English Heritage that installations commemorating an individual should only be considered 20 years after their death, although this principle can be waived where there is exceptional public support.

4.2 Financial risks: the policy requires applicants to demonstrate how they will finance the installation and ongoing maintenance of their proposal and stresses that the Council will not contribute to the financing of the project. It also asks applicants to consider what should happen to the installation at the end of the agreed maintenance period.

5. Finance colleague comments

5.1 There are no direct financial implication as part of this report. The policy requires applicants to demonstrate how they will finance the installation and ongoing maintenance of their proposal and stresses that the Council will not contribute to the financing of the project. It also asks applicants to consider what should happen to the installation at the end of the agreed maintenance period. This should be adhered to at all times and assessed in the appropriate manner, in consultation with relevant officers at the application stage, to ensure that no financial burden and future financial liabilities are placed upon the Council.

Comments provide by Phil Gretton, Strategic Finance Business Partner, on 26 August 2022.

6. Legal colleague comments

6.1 This policy is a non-statutory policy that sets out the principles and framework that the Council will use to determine applications for statues, monuments or public art on its land.

6.2 Approval under this policy is not a grant of Planning Permission and does not negate the need for Planning Permission, and does not automatically mean that the statue, monument or public art will be acceptable in Planning terms. Approval under this policy is not a consent to cite the statue, monument or public art on Council-owned land, this will need to be subject to the appropriate application and consent once the appropriate application and Planning Permission have been sought.

6.3 This Policy went to the Overview and Scrutiny Committee on 3 August 2022 and the Committee made recommendations to the Executive in respect of the policy.

Comments provide by Beth Brown, Head of Legal and Governance, on 12 August 2022.

7. Property colleague comments

7.1 Where installations are sited on designated open space, this may be considered a disposal or change of use/appropriation. Advice would be needed on a case-by-case basis to ensure that any transfer of land or assets in undertaken in accordance with the Council's policies and procedures. Furthermore, the Council should retain the right to move the installation to another site if necessary, and ensure that robust arrangements are in place to govern the future maintenance of the installation and site.

Comments provided by Steve Sprason, Head of Property, on 23 August 2022.

8. Crime and Disorder Implications

- 8.1 The potential for vandalism and negative impacts on community cohesion are to be active considerations in the decision-making process. Applicants will be expected to provide ongoing financial support to cover maintenance and cleaning of the installation.

9. Social value considerations

- 9.1 The policy encourages the development of public art that celebrates the City's heritage and culture in a way that is compatible with a modern, diverse City.

10. Equality Impact Assessment (EIA)

- 10.1 An EIA is not required because this decision does not represent proposals for a new or changing policy, service or function. Individual applications may require an EIA to be produced.

11. Data Protection Impact Assessment (DPIA)

- 11.1 A DPIA is not required because no personal identifiers are being collected as part of the proposals.

12. Carbon Impact Assessment (CIA)

- 12.1 A CIA is not required because there are no carbon impact implications to the policy. Individual applications may require a CIA, and the policy favours installations with low carbon impacts or where mitigations are put in place to offset the carbon impacts.

13. List of background papers relied upon in writing this report

- 13.1 None.

14. Published documents referred to in this report

- 14.1 Artworks and memorials in parks, open spaces and the public realm in Camden

- 14.2 Camden Planning Guidance, Artworks, statues and memorials, April 2019

- 14.3 Birmingham Public Art Strategy, 2015-2019

- 14.4 Planning and Public Art – Supplementary Planning Guidance, Adopted by Vale of White Horse Council, July 2006

- 14.5 A review of statues in Leeds in response to Black Lives Matter, October 2021

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New Corporate Policy

New Statues, Monuments and Public Artworks in parks, open spaces and the public realm owned by Nottingham City Council.

Corporate Guidance

1. Introduction

1.1 This document aims to provide guidance to private individuals, businesses or groups proposing the installation of a statue or piece of public art on land either owned or maintained by Nottingham City Council.

1.2 What types of proposals are covered by this guidance?

a) Statues and Memorials – large and / or prominent installations including anything intended to celebrate, honour or memorialise a prominent person, group, or event.

b) Public Art – including works of art in any physical media that are proposed with the specific intention of being either sited or staged on the public realm for a duration of more than 6 months.

1.3 What types of proposals are not covered by this guidance.

a) smaller installations intended to memorialise deceased residents i.e. benches, trees etc in public parks which will continue to be administered through the current processes by the Parks and Open spaces team.

b) temporary installations being created or displayed as part of a wider event.

c) murals and painted street art on Council property,

d) any installations on private land, although these may still require planning permission.

1.4 This policy is to support decisions around proposals for installations on land owned by Nottingham City Council, for specific questions about this guidance and the decision making process **please contact sportandculture@nottinghamcity.gov.uk for further support and advice.**

2. Summary of considerations for any proposal

2.1 This document sets out the main factors that will be considered by the City

Council as the land owner when a proposal for a statue or piece of public art to be located on land owned by the Council, is received.

2.2 In summary, the main factors that will be considered are:

- **Relevant Planning Policy:** Where relevant, applications should be mindful of local planning policies such as [Policy 10 of the Aligned Core Strategies](#) and [Policies DE1 and DE2 of the Local Plan Part 2](#).
- **Funding and management:** applications must detail how the commissioning, creation and installation of the project will be funded and give details of how the proposal will be maintained in the future. Has the proposal considered issues of safety and criminal behaviour – such as criminal damage and anti-social behaviour, and how these will be managed?
- **Community support and issues of equality, diversity and inclusion:** Does the proposal have the support of the local community. Does it reflect the diversity of our local communities and demonstrate a strong connection/relevance to our local communities and Nottingham more widely? Does it support the high levels of community cohesion in the city?
- **Quality:** Is the proposal of sufficient standard and in keeping with the quality of other statues/memorials and public artworks in the public realm? Does it enhance the local area and neighbourhood/city overall? Larger and more imposing installations which have a greater impact on the public realm would be expected to meet a higher evidential threshold for permission to be granted.
- **Appropriateness of location:** Is the proposal appropriate for the location it is proposed for? For example, does it respect the surrounding area and public realm, including the historical environment (e.g. existing buildings/statues/public works)? Does it have a clear historical and/or conceptual connection between the proposal and the location – this is likely to strengthen the case for a proposal. This is particularly the case for proposals at prominent locations in the City such as tourist attractions, civic buildings or key entrance points to the City. Such sites may require a higher evidential threshold.

2.3 More detail of each of these factors is set out in the remainder of this guidance under Section 3.

3 The main factors that will be considered

3.1 Funding and management of the installation

When developing a proposal, consideration will need to be given to the following:

- The cost of developing the concept and how that will be met by the applicant.

- Consultation - developing your proposal in conjunction with local people and interested stakeholders.
- The cost of producing the concept and how that will be met by the applicant.
- Installation - the cost of delivery, site preparation, site safety and restoration after work is complete.
- Project management - an experienced project manager may be required to provide advice.
- Maintenance period - how future maintenance will be paid for, the cost of insurance and for how long.
- Ownership, moral rights and copyright, certainty on who owns the work and who has rights to reproduce the work.
- Adoption or removal – when the maintenance period has elapsed, whether ownership and responsibility for the work will transfer to the City Council or whether the work will be removed at the applicant's cost.
- Applications on or near the public highway may be liable to additional checks, licencing and charges relating to access to the site and the impact of the installation on associated works. It is recommended that applicants contact the Highways team (HighwaysDM@nottinghamcity.gov.uk) at an early stage for their advice on issues relating to the proposed location.

It may be that legal advice will be needed on some of these issues, and when approached to consider a proposal, the authority reserves the right to ask for details of how the above considerations will be met.

Where a proposal seeks to locate a statue or artwork in one of our parks, open spaces or in the public realm or on a public highway or associated land, the City Council will want to see reassurance that the development group or proposer can fund the entire project cost. This should include continuing maintenance of the installation for a reasonable period of time (a minimum of five to ten years is suggested but applicants may suggest longer periods), including activity such as graffiti removal and general cleaning to maintain it in good order, including any associated ongoing landscaping requirements, and to a clear written specification agreed by the City Council.

We will be unable to consider proposals that do not address reasonable ongoing maintenance and sustainability issues.

3.2 Community Support

The City Council encourages active engagement with our local communities - any proposal will need to demonstrate that consultation and proactive engagement has taken place with local people and locally representative organisations (where appropriate), and that local views have been listened to. Views should be obtained from local residents, businesses and users of the proposed site and not just from the applicant and their local network. Where there are reasonable

objections to the proposal the applicant should address these objections and how they will mitigate against them.

Proposals should explain who has been consulted to garner evidence of community support and how this was carried out to ensure the consultation was sufficiently wide. Evidence of support provided to the Council should be anonymised by the applicant. Businesses and organisations may be named, along with their comments, but only initials and a postcode district (e.g. NG1) should be attached to comments from individuals

Engagement needs to take place in an open and inclusive manner and the level of support needed to demonstrate support for any proposal should be proportionate to the impact of the proposal. In particular, proposals relating to prominent sites in the City such as tourist attractions, civic buildings or key entrance points to the City should be able to demonstrate the highest levels of support.

Any proposal needs to consider safety and anti-social behaviour issues.

Some statues and memorials can become a focus of anti-social behaviour and graffiti because of the controversial nature of the person or event they portray. Installations marking politicians or political events can also become the subjects of vandalism or demonstrations.

Careful design and sensitive placing can help to reduce these risks.

If the City Council assesses that a proposal poses unacceptable safety concerns, or has the potential for attracting anti-social behaviour, it may not be approved.

The level of community support required for an installation will increase based upon the significance and prominence proposed:

Type of Installation	Description of proposed installation	Community Support that needs to be demonstrated
Community Level	<ul style="list-style-type: none"> • Smaller physical size and prominence • Mainly viewed by members of the local community • Less prominent location (e.g. residential streets, local parks) 	<ul style="list-style-type: none"> • General support from the local community • Little or no controversy
Local Level	<ul style="list-style-type: none"> • Medium physical size and prominence 	<ul style="list-style-type: none"> • Wider support from the local community

	<ul style="list-style-type: none"> • Viewed more widely by city residents and passers-by • Prominent location (e.g. site of heavy travel / major infrastructure / town centres) 	<ul style="list-style-type: none"> • Wide support from interested and relevant community groups beyond the proposer(s) • Evidence of support from site users businesses and the Voluntary and Community Sector • Little or no controversy or where reasonable objections have been identified, evidence of how you will mitigate these
City Level	<ul style="list-style-type: none"> • Significant scale, size and prominence • Viewed by all people who live, work or visit the city and site • Location of city-wider significance (e.g. Nottingham Castle, Old Market Square, Council House and the city centre) 	<ul style="list-style-type: none"> • Strong and robust evidence of city wider support • Strong evidence of support from multiple groups and communities beyond the proposer(s) • Strong and robust evidence of support from site users businesses and the Voluntary and Community Sector • Little or no controversy or where reasonable objections have been identified, evidence of how you will mitigate these

3.3 Diversity and Inclusion

Nottingham is a diverse city and we are proud of our strong sense of community.

We are committed to being an inclusive and fair city, which recognises our shared values as well as the distinct needs of our many different groups and communities, particularly the most vulnerable and disadvantaged.

We are more likely to support initiatives and proposals for artworks and statues that recognise the wide variety of experiences and cultures in Nottingham, consider issues of diversity and inclusion and commemorate and celebrate people and events that have a clear connection to our local communities and the city overall.

3.4 Quality

Nottingham wants to see new artworks and statues that are high quality, respect and enhance the public realm, and enrich the vibrant feel of the city.

The quality of a proposal can be enhanced by commissioning experienced artists and using an experienced panel to carry out the selection process.

Commissioning can be by open invitation or it can be by a direct commission where the artist has an established reputation for producing work appropriate to the proposal.

We appreciate that different works suit different environments across the city and we welcome proposals that capture the culture of Nottingham through high quality contributions to the public realm.

It is also worth considering employing qualified architects and landscape architects as their professional guidance and judgement can greatly enhance a proposal.

As well as the aesthetic quality of the proposal, a judgement will be made on the quality and suitability of the materials to be used.

Consideration of this will need to be given during the concept phase of the development of the proposal. Applicants will need to show that their chosen materials are sympathetic to the local area, appropriate for their location and durable and straightforward to maintain.

Applicants should also consider the environmental implications of their proposal and choice of materials. Installations using low carbon materials or proposals which seek to offset their carbon usage will be more likely to gain permission, in line with Nottingham's commitment to be carbon neutral by 2028. Installations will also be looked on favourably if they consider and enhance the natural environment either directly through the design of the installation or, through improvements in the area where it will be sited.

3.5 Appropriateness of location

Applications will be strengthened if a link to the proposed location can be demonstrated. Again, this will be a particular consideration in the most prominent sites in the City. Local research should be carried out by the applicant outlining the appropriateness of the location and other potential locations, before a proposal is made to Nottingham City Council.

3.6 Relevant Planning Policy

If a proposal is deemed to meet the requirements set out in this policy guidance, then the next stage is an application for planning permission.

Nottingham's existing Adopted Local Plan, including the Aligned Core Strategy, Land and Planning Document, relevant Planning Policies, Development Policies and Supplementary Planning Documents will apply to all proposals for the development of statues and artworks in Nottingham City.

Neighbourhood Plans may also have a bearing on proposals.

Applications to be sited on or near the public highway will need to consult with the Highways team in relation to the following points

- The applicant will need to check whether there is any apparatus or accesses in the area that could be affected, such as an underground electrical cable in the way of any foundations.
- Anything that will be installed on or near the public highway will need a road safety audit to ensure that it will not cause any problems
- Anything that goes on the public highway requires a licence and checks to see if there are works planned in the area.
- Any necessary changes to the highway and the installation/maintenance methods will need to be approved.

Note: Even if approval is given by Nottingham City Council as the land owner, Planning Permission must be sought, via the existing planning process before any proposal can progress.

4 Other factors which may be considered

4.1 A broad principle, in line with English Heritage guidance, that 20 years should pass between the death of an individual or the date of an event before a proposal to commemorate them, or it, will be considered. This principle can be waived if there is overwhelming public support for a proposal.

- 4.2 Where a statue or installation commemorates an individual, it should only be created with the permission of the individual's family. Evidence should also be submitted detailing their achievements and any existing memorials to their life and/or work.
- 4.3 There is currently no part of the City which is designated a saturation zone for statues and public art, but this could be a consideration in the future in order to widen the distribution of such installations across the City. Areas which do not currently feature extensive public art or statuary, may be preferred for new installations.

5 The Process

- 5.1 Officers at the City Council should be contacted at an early stage, before planning permission is sought, and prior to commissioning any work on a particular concept for a proposed site. The email address sportandculture@nottinghamcity.gov.uk should be used as an initial point of contact.
- 5.2 Nottingham City Council welcome discussions on initial proposals with all interested parties. Once initial discussions have taken place, we will then consider any formal proposal/application against the general considerations set out in this corporate policy guidance document.
- 5.3 As part of this process, we ask parties considering submitting proposals for a statue/public art in Nottingham to complete the following form [Draft form attached at Appendix 2].
- 5.4 Providing key information about your proposal and how it meets the considerations above will help us fully consider your proposal at an early stage.
- 5.5 We will be unable to consider proposals that do not provide a sufficient level of detail of how they will address the factors set out in this guidance.**
- 5.6 You should note that agreeing your proposal meets our corporate guidelines does not automatically mean that you will be granted planning permission.**

6 Taking the Proposal Forward

- 6.1 After initial discussions have taken place and key information has been provided, your proposal will be considered by the Portfolio Holder with responsibility for

Culture and Planning. Their decision will be supported, at their discretion, by other relevant Portfolio Holders (e.g. for Property, Community and Highways), by the local ward Councillors and relevant senior officers [for example the Director for Sport & Culture, the Director of Planning]. The views of the One Nottingham Board and the Nottingham Project may also be sought and for significant or potentially controversial applications, proposals may be considered by a Citizen's panel.

6.2 In reaching a decision on a proposal, the Portfolio Holders, ward councillors and Senior Officers will be assisted by relevant expert officers from across the organisation [for example in Sport & Culture, Planning, Highways, Public Realm, Community Protection] to ensure any decision is evidence based and well informed, based on the key factors set out in **Sections 2 and 3 of this guidance**.

6.3 **Who confirms the proposal meets the corporate guidance?** The Portfolio Holder with responsibility for Culture and Planning will take the final decision. Their decision will be communicated to you in writing.

7. Other Important Information

7.1 We reserve the right to decommission or move any memorial or artwork on our land. We will of course make every effort to contact the owner and/or artist to discuss the decommissioning.

7.2 We cannot guarantee the location if we need to move the memorial or artwork.

Also, we cannot guarantee that we will be able to eventually move it back to the original location.

7.3 Artwork installed without permission being granted through this process and/or which does not adhere to these guidelines may be subject to enforcement action.

8. Contact details, links to other key documents (e.g. planning) and relevant form for process

Xxxx

Xxxx

Version Control

Current version no.	5.3
Status	Draft
Effective date	09.03.2022
Author	Dean Goodburn / Geoff Oxendale
Organisation	Nottingham City Council

Document history

Revision date	Version number	Author of changes	Summary of changes
28.02.2022	1	DG	First draft shared for discussion
09.03.2022	2	DG	First draft revised for circulation to relevant officers for input
27.04.2022	3	GO	Updated draft for DLT/CLT/ Leadership
28.04.2022	3.1	JS/GO	Update
03.05.2022	3.2	PS/SA/GO	update
09.05.2022	4	GO	Updates following discussion at Residents services DLT
11.05.2022	4.1	GO	Updates following discussion at Growth and City Development DLT
11.05.2022	4.2	JS/GO	Table on different requirements for community support showing proposed process for assessment of applications
01.06.2022	5	GO	Change to Portfolio Holders responsible
05.07.2022	5.1	GO	Additional requirement related to Highways added to sections 3.1 and 3.5 Generic sportandculture@nottinghamcity.gov.uk email address added to sections 1.4 and 5.1
07.07.2022	5.2	GO	On advice of governance colleagues, the decision should be taken by the portfolio holder for culture. A new section 3.3 on diversity and inclusion.
08.07.2022	5.3	GO/BB	Amends and notes added by Beth Brown, Head of Legal and Governance.
12.07.2022	5.4	GO	Submission version for O and S Chair

21.07.2022	5.5	GO	Addition to section 3.4 Quality, referring to the environmental and carbon impacts of proposals
27.07.2022	5.6	GO	Advice added on providing anonymized evidence of community support.

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Statue/Public Art on Land owned by Nottingham City Council

Proposal Form

Section 1

Name:

**Full Contact
Details**

Organisation represented:

Email:

Telephone:

Section 2

**Details of
proposed
artwork**

What is the purpose or context of the artwork?

**What will it look like? – Please include drawings/ sketches/
photographs if available**

What material will it be made from?

Specify proposed dimensions

- **Height:**
- **Width:**
- **Depth:**

**Where is the proposed site or sites? – Please include a plan of the site
or sites with the location of the artwork/ statue marked in red**

Statue/Public Art on Land owned by Nottingham City Council

Proposal Form

Section 3

**Supporting
information**

Community Support

Please provide evidence of support from the local community for your proposal. This should include opinions from a range of local people, organisations and businesses, particularly those in the vicinity of the proposed installation and from users of the proposed site. Where there are reasonable objections to the proposal, please indicate how you will mitigate against them.

Please anonymise any comments from individuals by only giving their initials and the first part of their postcode (e.g. NG1). Businesses and organisations who have been consulted can be named in full.

Installation and Maintenance

The cost of installing and maintaining the proposal must be met by the applicant. Please indicate how you would fund the ongoing maintenance of the installation and surrounding grounds, and for how long this would be sustained. Also, at the end of the maintenance period, what do you propose should happen to the artwork (e.g. removal, adoption by the City Council, etc)

Statue/Public Art on Land owned by Nottingham City Council

Proposal Form

**Section 4: Statues
or artworks
commemorating
individuals if
applicable**

Details of individual

Name:

Date of birth:

Date of death:

Gender*:

Ethnicity*:

Sexual Orientation *:

Faith/beliefs *:

** These details are optional, to be completed if applicable to the consideration of the name in relation to promoting diversity and addressing historic imbalances in societal representation*

Connection of the person to the proposed installation site:

Consideration of any celebrated achievements, exploits or inventions:

Anything of note which might cause that person to fall into disrepute

Details of any existing memorials to the individual

Has the information above been validated by an expert, please give contact details if so.

Has consent been given to this proposal by direct living relatives or descendents?

If yes, please give contact details (name, address, telephone, email) and relationship to the individual

Statue/Public Art on Land owned by Nottingham City Council

Proposal Form

**Executive Board
20 September 2022**

Subject:	Draft Municipal Resources and Waste Strategy – Public Consultation
Corporate Director(s)/Director(s):	Sajeeda Rose, Corporate Director for Growth and City Development Frank Jordan, Corporate Director for Residents Services Wayne Bexton, Director for Carbon Reduction, Energy and Sustainability Mary Lester, Director for Neighbourhood Services
Portfolio Holder(s):	Councillor Sally Longford, Portfolio Holder for Energy, Environment and Waste Services
Report author and contact details:	Antony Greener, Head of District Heating and Waste Strategy antony.greener@nottinghamcity.gov.uk
Other colleagues who have provided input:	Alvin Henry, Head of Waste Services Carl Pendleton, Waste Disposal Manager
Subject to call-in: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Key Decision: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Criteria for Key Decision: (a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision and/or (b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: Nil	
Wards affected: All	
Date of consultation with Portfolio Holder(s):	

Relevant Council Plan Key Outcome:

Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Financial Stability	<input type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

This report seeks endorsement of and approval to publicly consult on a draft Municipal Resources and Waste Strategy, which sets out a vision, objectives, ambitions, intentions and options in respect of managing the city's municipal waste through to 2050. Public consultation will enable strategic partners, businesses and citizens to engage with the Council in identifying the preferred waste prevention, reuse, collection (including recycling) and waste disposal policies and services to be developed during the strategy period.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To endorse the draft Municipal Resources and Waste Strategy (as set out in Appendix 1) for the basis of public consultation.

2. To approve the Public Consultation Plan, as detailed in the report.

3. To note that a final draft Strategy will be presented to Executive Board for its approval following the period of consultation, which will outline how the consultation has informed the Strategy.

1. Reasons for recommendations

1.1 Approval of a draft Strategy will outline the Council's future ambitions in relation to the reduction and management of waste in the City. The feedback from the consultation will be used to inform the final draft of the Strategy, ahead of its approval.

2. Background

2.1 The Government published a national Resources and Waste Strategy entitled [Our Waste, Our Resources: A Strategy for England](#) in December 2018. This strategy sets out how Government intends to preserve material resources by minimising waste, promoting resource efficiency, and moving towards a circular economy in England.

The national strategy sets a target that 65% of Municipal Solid Waste should be recycled by 2035. Through primary legislation, many of the objectives identified in the national strategy were enshrined in law through the [Environment Act 2021](#). The Act places new statutory obligations on Councils to:

- introduce mandatory separate food waste collections for households and businesses by 2025; and
- adopt a consistent set of dry recyclable materials for separate collections from homes and businesses for the purposes of recycling; effectively this will require, as a minimum, the separate collection of paper and card from other dry recyclable materials;

2.2 The national strategy also sets broader aims and objectives that are relevant to the development of Nottingham's draft Strategy, including:

- reducing avoidable waste to zero by 2050, and no food waste being disposed of through landfill by 2030;
- introduction of an extended packaging producer responsibility scheme, legislating for the producers of packaging waste to pay for the collection and sustainable treatment of the packaging which they produce;
- introduction of a deposit return scheme for single use drinks containers to encourage public behavioural change in the choices taken when disposing of this waste; and
- to drive greater efficiency of Energy from Waste plants by ensuring that the energy recovered is harnessed for district heating.

2.3 Waste collection and treatment is one of the key universal services delivered to every household in the City. The current arrangements for the management of waste do not represent best value and need significant transformation to improve both the customer experience and to demonstrate good value for money.

2.4 As a City, there is potential to improve the current waste service. The current performance places the Council in the bottom quartile for recycling when compared all English authorities and our waste collection service sustains unacceptable rates of service failure. As a consequence, it is estimated that over £1 million per year is spent on indirect management of waste (clearance of side waste, fly tipping, recycling contamination, and managing customers).

2.5 Service transformation requires a holistic approach including improvements in the way residents and businesses are engaged on how best to manage their waste, complemented by transforming the way the Council delivers its waste management services to deliver a more robust, efficient and therefore, satisfactory experience to service users.

2.6 This report therefore presents a draft Resources and Waste Strategy for Nottingham (as set out in Appendix 1), which responds to the local challenges, the national strategy and the requirements of the Environment Act 2021 and outlines how the Service could be transformed.

2.7 The Strategy is drafted for the basis of public consultation to inform its development before formal adoption. Once the Strategy is agreed, future detailed proposals for

the operational delivery of waste management services in the City will be subject to future consideration and the decision-making processes of the Council.

- 2.8 In developing the draft Strategy for Nottingham, consideration has been given to national legislation and policy as well local policy drivers, particularly the ambition for the City to have clean streets and be carbon neutral by 2028. Effective waste management reduces public health risk and promotes wellbeing in addition to reducing crime and antisocial behaviour. The quality of service is therefore pivotal to delivering Clean and Connected Communities.
- 2.9 The Strategy describes how recycling and waste management services could be delivered by the Council up to 2050. This covers approaches to reducing waste, the collection of waste and recycling (also known as municipal solid waste, MSW) that is generated by households, the collection of similar wastes from businesses and other organisations across Nottingham, and the methods for the treatment and disposal of waste.
- 2.10 In addition, the draft Strategy sets out:
- the vision, objectives and ambitions required to deliver the aspirations of the Strategy;
 - the Council’s approaches to engagement, education and enforcement to support the required behaviour changes required to deliver the strategy; and
 - proposed options of how waste could be collected and treated in the City with an appraisal of those options to help inform the public consultation exercise (as set out in Appendix 2).
- 2.11 Furthermore, the Together for Nottingham plan identifies the need to have an updated Resources and Waste Strategy to inform the future decisions the Council needs to take in relation to its current waste to energy contract and future investment requirements in the district heating network. Despite the objectives and ambitions set out below, there remains a requirement to treat a residual fraction of non-recyclable MSW whilst minimising the amount of waste disposed of to landfill.

Strategy Vision, Objectives and Ambitions

- 2.12 The draft Strategy sets a vision, 10 objectives and 17 ambitions for the delivery of waste management services as follows:

Vision

- 2.13 “The Resources & Waste Management Strategy aims to deliver a high-quality service driven by the need to conserve resources, protect the local environment and reduce carbon emissions in line with the Councils carbon neutral policy for 2028 and beyond. This means reducing the amount of waste that is generated; through prevention, reuse, repair, recycling and recovery.”

Objectives

- 2.14 The draft objectives are designed to be compatible with local priorities including CN28, local waste planning policy drivers detailed in the recently drafted Waste

Local Plan whilst also supporting key outcomes of the Council Plan including Healthy and Inclusive and Serving People Well. The draft objectives are that the Council would:

1. Manage wastes as resources, using the waste hierarchy as a guide: to prevent wastes arising in the first instance; then reuse; then recycle / compost; then recover energy, and; finally to dispose of waste as a last resort.
2. To reduce the amount of waste landfilled, working towards zero waste to landfill.
3. Continually seek to reduce carbon emissions to improve performance and contribute to the City and Council ambitions on carbon emissions.
4. 'Lead from the front' and improve the environmental performance of activities within Council buildings and via services it provides, including the management of waste and resources.
5. Deliver high quality, customer focussed waste management services that are accessible and inclusive.
6. Work in partnerships with the community sector, private sector or other public sector bodies to expand the resource and expertise available to the municipal waste management service and engage with the residents and the customers of the service to promote environmental awareness and improve participation in waste reduction, re-use and recycling schemes.
7. Ensure that options facilitate / integrate the management of commercial, industrial and other wastes where it is environmentally, socially and economically feasible to do so.
8. Seek efficiencies and economies of scale through partnering and procurement to retain a cost-effective service.
9. Utilise and improve existing infrastructure where it can contribute to sustainable waste management and innovate in the development of new infrastructure where required.
10. Develop local solutions wherever practicable to minimise transport impacts of the service. The value of secondary raw materials / energy should be used locally where practicable.

Ambitions

2.15 In order to deliver the vision and objectives, the draft Strategy presents a route-map, in the form of ambitions set by the Council, detailed in Table 1 below.

Table 1 – Resources and Waste Ambitions

Draft Strategy Ambitions		
Preventing Waste and Promoting Re-use	Ambition No. 1	Nottingham City Council will encourage a reduction in consumption by highlighting the environmental benefits of waste prevention and reuse. Through education and enforcement, residents and businesses will be encouraged to dispose of their waste correctly in order to reduce uncontained waste being left on the streets and prevent side waste (additional waste placed at the side of the relevant collection container, or bagged waste left on the street).

	Ambition No. 2	Nottingham City Council aim to continue working with the local businesses and community groups to expand and promote the development of repair and reuse services.
	Ambition No. 3	Nottingham City Council to work with the community and voluntary sector to identify opportunities for reuse or repair of suitable goods collected through the Household Waste & Recycling Centre and the Bulky waste collection service.
Enhancing Recycling	Ambition No. 4	Nottingham City Council will explore the potential expansion of the materials collected for dry recycling from its residents and businesses to ensure that the full range of recyclables can be collected from both the kerbside service and the Household Waste Recycling Centre service by 2027.
	Ambition No. 5	Nottingham City Council will continue to prevent recyclables from going into the residual waste collections, through engagement and restrictions on the amount of residual waste presented for collection in order to encourage segregation of waste for recycling.
	Ambition No. 6	Nottingham City Council will introduce and promote a separate weekly food waste collection to its residents.
	Ambition No.7	Nottingham City Council will procure suitable Anaerobic Digestion capacity to treat food waste collected from households in a manner that helps reduce carbon emissions from the City.
Managing Business Waste	Ambition No. 8	Nottingham City Council will develop its collection service from businesses and organisations to improve recycling performance and to contribute to the achievement of the national 65% recycling target by 2035, whilst remaining a high quality and competitive service.
Dealing with the Waste that is Leftover	Ambition No. 9	Nottingham City Council will continue to prioritise energy recovery and avoidance of waste to landfill for all waste that remains once material has been recycled, reused and composted.
	Ambition No. 10	Nottingham City Council will continue to extract more recyclables from residual waste to maximise the use of materials (at present this is metals and aggregate recovered from incinerator ash).
	Ambition No. 11	Nottingham City Council to continue to keep waste sent to landfill to under 8% of that collected, well in advance of the 10% national target for 2035.

Walking the Talk	Ambition No. 12	Nottingham City Council will lead by example by reviewing their internal purchasing activities and waste management services to promote waste prevention and encourage reuse and recycling within its internal operations.
Comms and Engagement	Ambition No. 13	Nottingham City Council aim to continue to proactively engage with residents, through a variety of mechanisms, to promote waste prevention, low waste alternatives, reuse and repair schemes in the City with the aim of reducing overall waste arisings and helping develop more sustainable lifestyles.
	Ambition No. 14	Nottingham City Council aim to continue to proactively engage with residents, through a variety of mechanisms, to ensure maximum participation in recycling services in the aim of improving kerbside recycling performance. This will include clear and effective communication regarding the recycling and waste collection service.
	Ambition No. 15	Nottingham City Council aim to provide more education in schools covering: sustainable living; the linkage between the 3 R's [reduce, reuse, recycle] and providing the resources we need as a society, and; how good management of resources helps to tackle climate change.
	Ambition No. 16	The Council will continue to provide clear and effective communication regarding waste prevention, reuse, repair and recycling services by promoting best practice behaviours which support the circular economy and contributes to the net zero aspirations of the Council.
Working towards Net Zero carbon in Nottingham	Ambition No. 17	Nottingham City Council will continue to expand its fleet of alternative fuel vehicles to reduce the carbon emissions of the service that are associated with waste and recycling collection and transportation to improve local air quality.

2.16 Aspirations to contribute to the national target to recycle 65% of municipal waste by 2035 do not require the Council to implement all the ambitions immediately. A detailed and costed action plan of delivery will be developed upon adoption of a final strategy, with public consultation on proposed operational changes to deliver the strategy to take place as appropriate.

2.17 Of particular interest and concern to stakeholders will be the form that future kerbside waste and recycling collection services will take. It is clear that to enhance the Council's recycling performance, collection services will require transformation over the coming years, but the choices that the Council will adopt will depend on a number of contributory factors including statutory compliance, affordability, capability of service transition and public engagement.

2.18 Part of the solution to enhancing recycling performance, irrespective of the path which service transition takes, will be to complement this transition through effective engagement and encouragement and ultimately enforcement of the behavioural changes necessary where required. On average, UK households dispose of 6.1 items incorrectly (either by missing an item they could recycle or recycling something that is not accepted) with four in five UK households (85%) putting items in their recycling bin that are not targeted materials locally. There is clear evidence to support that restrictions on volumes of residual waste collected encourages households to segregate their waste and utilise the recycling services provided thereby improving overall performance.

Collection Options

2.19 The current system of co-mingling all targeted dry recyclables into a single wheeled bin for sorting will no longer be a viable or compliant methodology under the new legislation. The current local policy practice of removing residual side waste also requires consideration in the context of its harmful impact on pest control, health and safety, attitudes to managing waste and delivering Clean and Safer Streets.

2.20 Trials will take place over the coming months to help to map out how food waste collection impacts on residual waste volume, and campaigns will be increased on how and what to recycle once the strategy is endorsed.

2.21 An Options Appraisal is presented to support the draft strategy, setting out a shortlist of five potential future collection and waste treatment arrangements and an indicative quantitative and qualitative evaluation of each option in terms of performance.

2.22 The full results are presented in Appendix 2, and a non-technical summary is presented as Appendix 3, but the draft Strategy does not attempt to identify a preferred option at this stage. However, it is clear that in 'leading from the front' to deliver the Strategy objectives identified, an optimal waste management service must include further separation of both food waste and dry recyclables by householders and businesses, alongside the minimisation of waste arising from those stakeholders in the first place, and by restriction, if necessary.

2.23 All five options maintain the current collection frequencies of a fortnightly residual and garden waste collection, and all include the introduction of a weekly food waste collection service. However, changes to the way that dry recyclables (paper, glass, plastics, metals, etc.) are presented for collection, including proposals on optimising container types to store waste between collections are presented in the options. The types of container and frequency of collecting certain materials will dictate the type and number of collection vehicles required. The five collection options are summarised in Table 2. Shaded boxes indicate no change to the current collection service, whereas unshaded boxes represent a proposed change to the current collection service.

2.24 In summary, Options 1, 2 and 5 propose a Twin Stream recycling collection comprising a Paper and Card collection which is separate from other recyclable materials, whereas Options 3 and 4 comprise a Multi-Stream collection system

where the householder is required to separate and present individual materials for recycling at the point of collection.

Table 2 – Collection Options

Option	Collection Stream	Frequency	Capacity
Baseline <i>As current</i>	Residual	Fortnightly	240L Wheeled Bin
	Dry Recycling (co-mingled)	Fortnightly	240L Wheeled Bin
	Food waste	None	
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 1 <i>Twin-stream collection with weekly food waste</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Twin-stream + film + cartons)	Fortnightly	1x 70L bag – Paper & card, 1x 180L WHB – plastic, cartons, glass and metals
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 2 <i>Twin-stream collection with weekly food and restricted residual capacity</i>	Residual waste	Fortnightly	140L Wheeled Bin
	Dry recycling (Twin-stream + film + cartons)	Fortnightly	(1x 70L bag – Paper & card, 1x 180L ¹ WHB – plastic, cartons, glass and metals)
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 3 <i>Multi-stream recycling with weekly food waste</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Multi-stream + film + cartons)	Weekly	3x 40L boxes; paper & card; glass & metals; plastic & cartons
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 4 <i>Multi-stream dry recycling</i>	Residual waste	Fortnightly	140L Wheeled Bin
	Dry recycling (Multi-stream + film + cartons)	Weekly	3x 40L boxes; paper & card; glass & metals; plastic &

¹ There would also be the option of swapping the current 240L residual bin to be used for the recycling, and issuing a new 140L bin for residual waste. This option has been considered in the 'cost of change' section of this report.

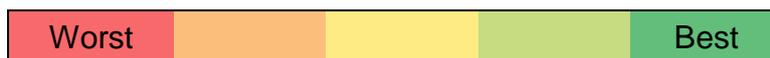
Option	Collection Stream	Frequency	Capacity
<i>with weekly food waste and restricted residual capacity</i>			cartons
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 5 <i>As Option 1 with co-collection of paper and food.</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Twin-stream, + film + cartons)	Frequency varies Paper & card – co-collected (with food) on podded vehicle – weekly Plastic, glass, cartons and metals – fortnightly	1x 70L bag – Paper & card 1x 180L WHB – plastic, glass, cartons and metals
	Food waste	Weekly (co-collected with paper and card)	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin

2.25 A summary of the performance anticipated by each collection option based on a set of predetermined evaluation criteria is illustrated in Tables 3 below. The evaluation criteria cover both quantitative and qualitative considerations, the latter being subjective and ranked, but not weighted, as illustrated by the legend.

Table 3 – Performance Assessment of the Options

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
Total cost (Collection, Treatment and Disposal)	£13.4m	£14.5m	£14.4m	£13.6m	£13.7m	£14.6m
Kerbside Recycling performance (%)	22.57%	29.14%	37.12%	28.50%	34.64%	29.67%
Total Environmental Benefit (carbon, tCO₂-eq)	642	-14	-2,834	-31	-2,157	-288
Cost of Change (initial Capex)	N/A	£6m	£6.4m - 8.7m	£3.2m	£5.9m	£4.5m
Alignment to R&WS / TEEP /National Policy						
Public acceptability						
Operational flexibility (deliverability)						
Social Value						
Health and Safety						

Legend:



- 2.26 It is clear that high performing options in terms of recycling and carbon benefit are more expensive to implement in terms of transition costs requiring capital investment and perceived as being potentially less popular with stakeholders (albeit this will be confirmed by public consultation). However, the overall on-going operational costs compare favourably against less well performing options once capital costs are amortised over the life expectancy of the vehicles and containers required to deliver the option. For all options, a change from the current collection services provided to a higher performing solution is anticipated to take place over several years of transition and future budgetary requirements will need to be considered as part of the Council's future decisions regarding transition of the service.
- 2.27 Government have indicated that financial support will be available to local authorities to implement their new statutory obligations, funded through the new Extended Producer Responsibility regulations such that manufacturers of packaging waste directly support the cost of their treatment and disposal.
- 2.28 Whilst precise details of funding formulas are currently unavailable, there is a clear steer from Government that the direction of travel it wishes local authorities to take is towards multi-stream (separate collections at the kerb-side) collections to maximise the quality of recyclables recovered from the municipal waste stream. Details of funding allocations are unlikely to be available however, until 2025 but may favour these options.
- 2.29 To be able to deliver the collection changes required accompanying policy principles will also be required. As part of the consultation, some initial policy items will also be explored such as closed lids, no side waste and container size as well as frequency and type of collections.

Next Steps – Public Consultation

- 2.30 Ultimately, the Council is required to formally adopt a new Resources and Waste Strategy that enables the Council to enter into suitable waste treatment and disposal arrangements in the future.
- 2.31 However, formal adoption of the strategy must be preceded by a period of public consultation with residents, visitors to Nottingham, businesses and stakeholders and representatives of special interest groups, the waste and wider environmental industries and regulatory bodies. Consultation should include all parties affected by the draft Resources and Waste Strategy proposals presented.
- 2.32 A Communications and Marketing Plan to undertake such consultation is attached as Appendix 4, setting out proposals for an 8-week consultation period starting in October 2022. The plan includes for both public and on-line meetings which will present the content of the draft Strategy and options appraisal, and stakeholders will be encouraged to complete an on-line set of questions to ascertain their views as the principle means of providing feedback. User friendly, non-technical versions of the

documents will be available to maximise the opportunity for responses and the process of engagement will be promoted across numerous media platforms. Requests to present to any special interest groups will also be considered depending on resource availability.

- 2.33 Whilst the questionnaire will seek views on the appropriateness of the vision objectives and ambitions contained in the draft strategy, particular focus will be placed on the options for future waste collection services. This is the part of the service which interfaces directly with all citizens and many of the businesses who live or operate within the city and therefore affect stakeholders most directly.
- 2.34 The consultation will attempt to gauge the public's appetite for change. Responses received during the consultation will be analysed and considered before a finalised Resources and Waste Strategy will be formulated and presented to Executive for formal adoption, with changes to operational delivery to be developed in response to the final strategy and consulted on with wards and communities as appropriate.
- 2.35 In addition, the draft Strategy will be considered by the Overview and Scrutiny Committee during the consultation and ahead of the final draft strategy being considered by the Executive Board.

3. Other options considered in making recommendations

- 3.1 To not produce a new Resources and Waste Strategy: this option is rejected because the current service does not demonstrate value for money, nor meet resident's current expectations. In addition, it would not fulfil the requirement to identify the interdependency between the Council's Waste Management Service and its District Heating Service, nor enable the Council to consider the transformation of waste collection and disposal services required in order to remain statutorily compliant. To not undertake a transformation of Waste Management Services would not meet the ambition to create safe and clean streets, nor improve the services contribution to achieve carbon neutrality by 2028.

4. Consideration of Risk

- 4.1 As a draft Strategy for public consultation with no predetermined views, the process carries no risk for the Council at this stage. Adoption of a final Strategy will include some reputational risk, and this will be considered post consultation in formulating the final Strategy.

5. Finance colleague comments

- 5.1 This report seeks approval to go out to public consultation on the draft Municipal Resources and Waste Strategy. There is no financial value to this decision at present due to a number of unknown factors that would impact the financials of any decision. The report however highlights 5 collection options, with indicative additional revenue costs ranging from £0.2 million to £1.2 million and capital cost of change costs ranging from £3.2 million to £8.7 million. Options have been costed using an external commissioned provider using the industry standard Kerbside Assessment Tool therefore further detailed financial analysis will need to be undertaken following

consultation to understand the true financial impact to the Council and its Medium-Term Financial Plan (MTFP). This will also need to be developed in conjunction with Government legislation updates.

- 5.2 A funding strategy will need to be developed once robust values are known. At present, no provision has been in the MTFP for any of the potential additional costs. Government have indicated that financial support will be available to local authorities via the new Extended Producer Responsibility regulations however precise details of funding formulas are currently unavailable.
- 5.3 Best value will need to be demonstrated when developing the options further as well as consideration for all peripheral services involved in waste collection and disposal to ensure the service as a whole is as efficient as possible.

Comments provided by Phil Gretton, Strategic Finance Business Partner – Resident Services, and Susan Tytherleigh, Strategic Finance Business Partner – Growth and City Development, on 25 August 2022.

6. Legal colleague comments

- 6.1 This report seeks the endorsement of a draft Municipal Resources and Waste Strategy and consultation thereon in accordance with the proposed Public Consultation plan before a further decision on a final Strategy will be made by the Executive Board. There are no significant legal issues on the face of the report or the proposed recommendations.
- 6.2 The proposed consultation will assist the Council to meet its duty under section 3 Local Government Act 1999 to consult identified representatives to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 6.3 A meaningful consultation will inform and improve the decision-making process followed by the Council and the final decision that the Council will make.

Comments provided by Anthony Heath, Senior Solicitor, on 18 August 2022.

7. Equality Impact Assessment (EIA)

- 7.1 An EIA is attached as Appendix 5 and due regard will be given to any implications identified in it.

8. Data Protection Impact Assessment (DPIA)

- 8.1 A DPIA is attached as Appendix 6 and due regard will be given to any implications identified in it.

9. Carbon Impact Assessment (CIA)

- 9.1 A CIA is attached as part of Appendix 2 and due regard will be given to any implications identified in it.

10. List of background papers relied upon in writing this report

10.1 None.

11. Published documents referred to in this report

11.1 [Our Waste, Our Resources: A Strategy for England](#)

11.2 [Environment Act 2021](#)



**A Draft Resources & Waste Strategy
for Public Consultation**

Acknowledgements:

Frith Resource Management would like to thank the essential contributions from waste management officers at Nottingham City Council for their contributions through the development of this project.

Disclaimer:

Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.

Foreword

[TBC – to be written by Council member / representative]

Executive Summary

The first Waste Strategy for Nottingham 'A Waste-Less Nottingham' (2010-2030) was originally written in 2010. The progress made since this time and rapidly changing approaches to resource and waste management has warranted a review of the Strategy to bring it up to date and reflect current global thinking.

This updated draft Resources and Waste Strategy (R&WS / the 'Strategy') outlines the intentions for the recycling and waste management service which will be delivered by Nottingham City Council from 2022 up to 2050. The vision of the Strategy is:

“The Resources and Waste Management Strategy aims to deliver a high-quality service driven by the need to conserve resources, protect the local environment and reduce carbon emissions in line with the Councils carbon neutral policy for 2028 and beyond. This means reducing the amount of waste that is generated; through prevention, reuse, repair, recycling and recovery.”

This vision is supported by a number of objectives and ambitions which are set out in this document.

The way that waste and recycling is managed in Nottingham is influenced by both national policy and legislation. The UK Government has set key targets for recycling, waste reduction and the amount of our waste that is sent to landfill. We are already ahead of the national targets for sending less than 10% of waste to landfill, in particular due to the City Council's approach to energy recovery at the Eastcroft Energy from Waste (EfW) plant. However, Nottingham City Council currently fall below the national average recycling rate of 43.4% for 2020/21, reporting a rate of 23.9% for the same year. Current Government targets aim for a 65% recycling rate by 2035. Analysis shows that 75% of items that are disposed of in general waste could be reduced, reused, or recycled in some way and as such we need to consider how our service can be changed to increase our performance, and reduce our demand on natural resources.

This draft Strategy has also been developed in consideration of local council outcomes including the Councils aspiration to achieve net zero carbon by 2028 and its commitment to make Nottingham a clean and connected community. Nottingham is a leader in the use of electric vehicles in its fleet, and in capturing the energy generated from the waste not recycled, through its electricity generation and district heating scheme. This draft Strategy introduces even more ways that we can reduce the carbon emissions associated with the recycling and waste management service, through avoiding waste production, repairing and reusing items and recycling more effectively. The potential net effect of the measures proposed within this draft Strategy is a reduction in the amount of carbon (as measured in CO₂ equivalents) of up to 3,400 tonnes of CO₂ eq. each year from the collection and management of wastes and resources in the city.

This document is the 'consultation draft' of the Strategy. Nottingham City Council are seeking views and feedback from its residents and communities, including businesses that use, or are impacted by this Strategy.

This document will be available for comments between XX and XX. We would encourage you to respond to this consultation online.

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1 Introduction

1.1 What is a Resources & Waste Strategy?

This document is the consultation draft of the Resources & Waste Strategy ('R&WS' or 'Strategy') for Nottingham City Council 2022-2050

This draft R&WS is an update to the Waste Strategy 'A Waste-Less Nottingham' 2010-2030 which has been in place since 2010 and is the result of acknowledging changes to legislation, policy, global and local context affecting waste and street scene services which need to be reflected in an updated Strategy. This draft Strategy sets the foundations to deliver best value for residents and to update these commitments so that waste is managed as a resource that can be used again, rather than waste to be disposed of.

The draft Strategy outlines key objectives and ambitions for the future management of waste and recycling (also known as municipal waste) within the city and identifies important actions that could be undertaken to deliver these. The actions will be targeted to change how residents view their waste through engagement, education and policy decisions that can drive the changes required. As a result, the Council aims to improve the sustainability of waste management practices, make increased use of waste as a resource, ensure legislative compliance moving forward and improve our resident's environment.

Since our last Strategy a significant movement has been formed to create a global commitment to reduce carbon emissions. The publication of a national Resources & Waste Strategy for England and the introduction of the Environment Act 2021 has introduced new obligations on us all. By moving to a 'circular economy', materials and resources are kept in use for as long as possible (through design, reuse, repair, recycling), minimising waste and improving resource efficiency. This would not only help to protect the environment but also aim to improve the local economy.

As a Unitary Authority, Nottingham City Council (NCC) is the statutory Waste Collection Authority, (WCA), Waste Disposal Authority (WDA) and Principal Litter Authority responsible for waste and recycling in the city. This means that NCC are responsible for planning the collection, treatment (composting, recycling, and recovery) and disposal of waste and to ensure an efficient service delivery for residents and communities, including businesses.

The Council provides a range of services for the collection of municipal waste and litter. These include:

- Kerbside collections –recycling, garden waste, food waste and non-recyclable waste,
- A bulky waste collection service (e.g. sofas, mattresses, furniture and electrical items),
- Lenton Household Waste Recycling Centre (HWRC), Redfield Road
- Litter and dog waste bins,
- Street and road sweeping,
- Clearing of fly tipped waste

The updated draft Strategy describes the recycling and waste management services which could be delivered by Nottingham up to 2050. It covers the collection of waste and recycling (also known as

municipal solid waste (MSW)) that is generated by households and similar wastes from businesses and other organisations across Nottingham. The draft Strategy sets out:

- The policy framework at a national and local level which sets the context for resources and waste management
- The vision, aims and objectives required to deliver the aspirations of the Strategy
- The plans for delivery – how resources and waste could be collected from its residents and communities, treated and managed by the Council to achieve the aims and objectives.

This draft Strategy runs up to 2050, however it will be reviewed regularly at appropriate periods during this time. Reviews are needed to make sure the Strategy remains current and in line with national guidance.

This Strategy is a 'Consultation Draft'. For the next steps during and after the consultation, see section 5 'Consultation-Next Steps' in this document.

1.2 How is the service delivered now?



All residents of Nottingham City Council currently receive household collections of recycling, residual (general mixed 'rubbish') and seasonal garden waste on a fortnightly basis. Food waste is not currently collected separately. Household bins must be presented for collection at the kerbside, nearest to the resident's property and not within the residents' property's boundary. Residual and recycling collections occur on alternating weeks.

All the main items suitable for recycling are currently collected together in one container (usually a wheeled bin). This is commonly referred to as a 'commingled' collection..

This material is then sent to a materials recovery facility (often referred to as MRF) which uses a range of equipment to sort and separate the recycling into the different materials streams which can then be sent for reprocessing and recycling.

Garden waste is collected free of charge from all households with gardens throughout the growing season. Each household with a garden is provided with one wheeled bin to collect organic waste including grass cuttings, hedge clippings, flowers, leaves, weeds and small twigs and branches. Households with larger amounts of garden waste can pay for an additional bin at a cost of £25 a year, per bin. This material is sent to a composting facility which turns the garden waste in compost, for use on land and to improve soil quality.





For any household waste that cannot be put into the recycling or garden waste collections, a wheeled ‘rubbish’ bin is provided, and this is also collected fortnightly.

This material is sent to the Eastcroft Energy from Waste facility¹ for incineration and energy recovery. Due to its central location in the city, steam generated by the incineration process is used to supply heat to over 5,000 households and a number of public and commercial premises. This provides low carbon heating for these premises. This process of dealing with residual waste reduces the Councils reliance on fossil fuels to meet the city’s energy needs and any excess steam is used

to generate electricity to export to the grid, power local businesses directly, and also; to operate the Eastcroft facility.

<u>Collection Service Summary</u>	<u>Materials</u>	<u>Frequency</u>	<u>Potential impact of current Government thinking</u>
Brown Bin with Grey Lid or larger recycling container	<u>Recycling:</u> Catalogues and brochures Paper Food and drink cans Plastic bottles Aerosols Newspapers and magazines Cardboard (broken down into a manageable size and placed in the bin) Large tins Plastic tubs, pots and trays Telephone directories Glass bottle and jars	Fortnightly	Increasing the range of materials collected to include plastic film and cartons, which the Council does not currently collect. The Council may need to move to a collection service where recyclable items are sorted into separate collection containers, changing the way that household recyclables are currently collected.
Brown Bin with Brown lid	<u>Garden Waste</u> Grass cuttings Hedge clippings Twigs Leaves and weeds Dead flowers	Fortnightly	n/a
Green Bin or larger general waste container	<u>Residual Waste</u> Any household waste that cannot be put out as part	Fortnightly	Food waste to be collected weekly and in a separate container.

¹ [FCC Eastcroft EfW Energy from Waste \(fccenvironment.co.uk\)](http://fccenvironment.co.uk)

	of your recycling collections		This would reduce the amount of residual waste generated in Nottingham
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Nottingham City Council have been proud to deliver a cost-effective waste collection and disposal service for its residents. The Council has been a high performer in the diversion of waste from landfill, since the development of the Eastcroft Energy from Waste plant in 1972, which treats the residual waste collected from residents. In a typical year, less than 8% of waste is sent for landfill².

Trade Waste

Nottingham City Council also provide a ‘trade waste’ service which collects recycling and general waste streams from business across the East Midlands, in particular the Nottingham and Derby areas. The trade waste team serves over 6,500 businesses and averages over 12,000 collections per week³. The services available to businesses include collections of residual waste (commonly referred to as ‘general waste’ or ‘rubbish’), recycling, separate glass collection, bulky waste (furniture, mattresses), and collections of any unused electronics (known as Waste Electric Electronic Equipment (WEEE)).

1.3 Where have we come from?

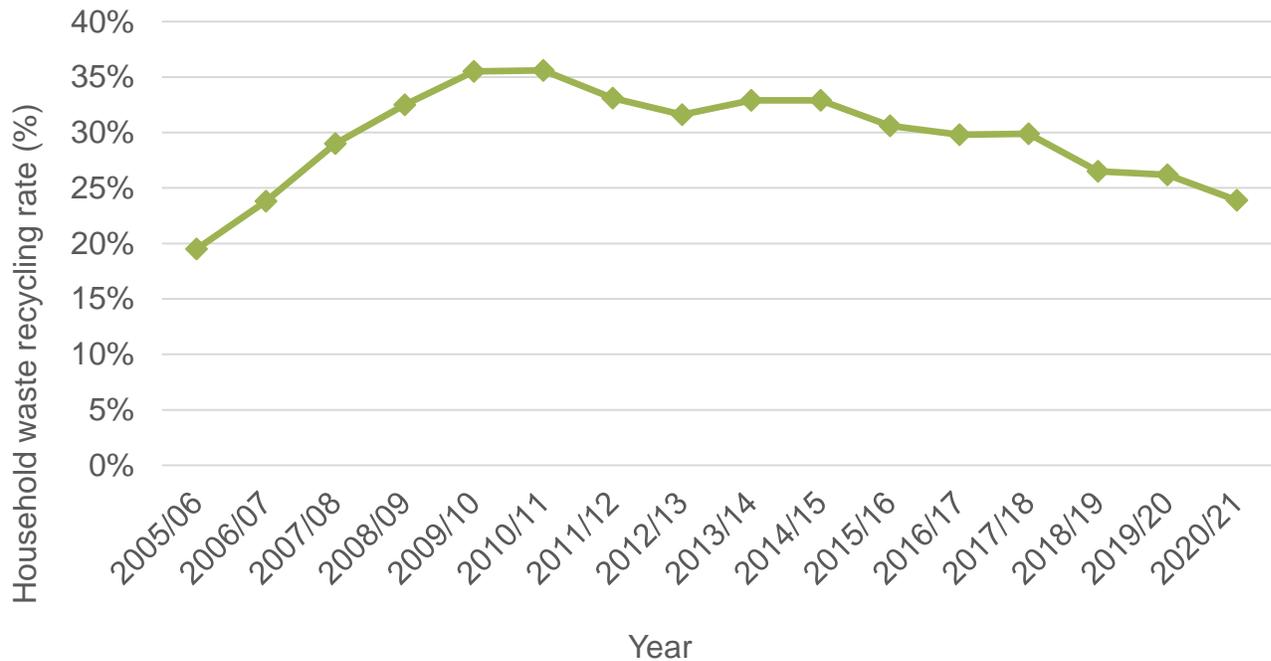
As of 2020/21, the recycling rate for Nottingham was 23.9%. This is well below the average national performance of 43.8% for the same period⁴. Between 2005/6 and 2010/11 an improvement in performance can be seen, however, since the peak performance of 35.9%, the recycling performance has steadily decreased over time. There are a number of factors which could be attributed to this decline, including a change in the definition of recycling (and as such the materials which could be counted towards the Council’s recycling performance), impacts of austerity, and in recent years the effects of the Covid-19 pandemic (which has nationally shown a small decrease in recycling rate).

² To account for periods when the Eastcroft facility is shut down for routine maintenance.

³ Some businesses will have multiple collections each week.

⁴ However it should be noted that cities have more challenges to hit higher recycling rates than other types of Council area, the key reasons being: less garden waste, which is a significant contributor to recycling rate; more challenging housing types to collect from (e.g. flats) where recycling storage and separation can be more difficult, and; issues of effective communication with transient populations (e.g. students) or where there are multiple ethnicities.

Figure 1 – Recycling performance in Nottingham (2005 to 2021)



Financial pressures and a need to improve recycling performance can be conflicting requirements, however the Council is committed to improving performance to achieve higher levels of recycling across Nottingham, whilst delivering a cost-effective, quality-led service. This draft Strategy provides a focus on identifying solutions for resources and waste management which addresses these often opposing pressures.

1.4 What is in your bin?

Figure 2 shows the contents of a typical rubbish bin in Nottingham. It shows that over three quarters⁵ of items that are thrown away by residents could be reduced, reused or recycled in some way. Materials found in the rubbish bin include materials that we would typically associate with recycling, for example, paper and cardboard, glass, plastic and metals. Other materials found in the bin include food waste (which makes up over a third of the bin) and waste electrical and electronic equipment (WEEE), which can be collected separately and have their resource value recovered.

By separating out these additional materials for recycling, residents of Nottingham could help the Council contribute to achieving the national recycling target of 65% for 2035⁶.

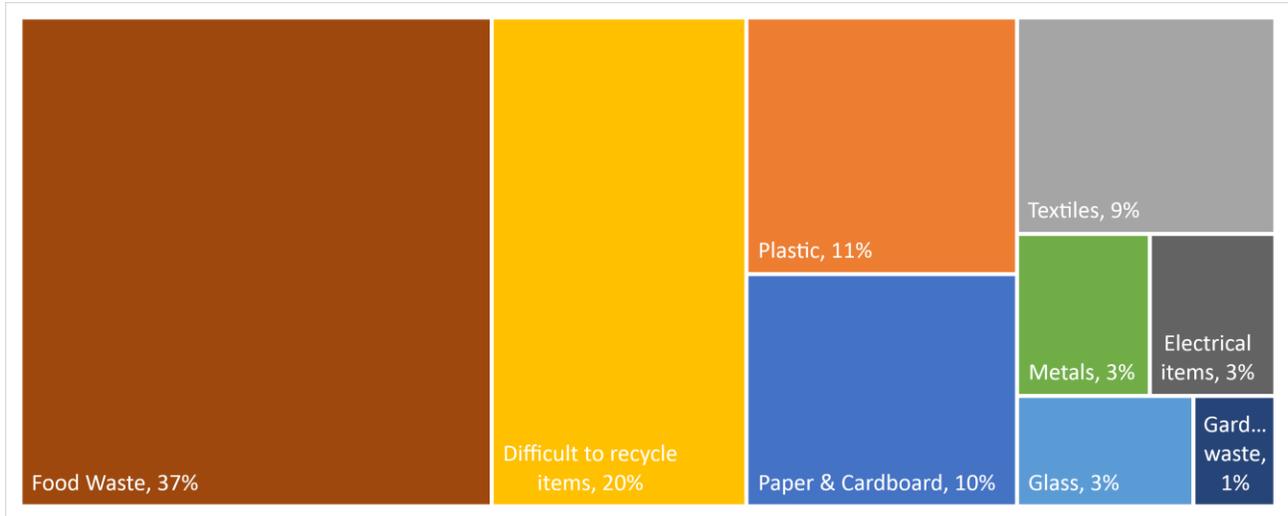
Furthermore, other items may be preventable or reused to stop them from becoming waste at all. This is preferable to recycling, and options such as using washable nappies, reusable water bottles for drinks and refilling containers with goods from a refill shop or station to avoid new packaging all help conserve

⁵ Waste is measured by weight, therefore bulky but light items (like plastic) may appear to fill a lot of a bin (by volume), have a lower quantity when considered in terms of weight. Food waste conversely is dense (heavy) and therefore makes a large proportion of the waste composition as a result.

⁶ This is included in Our Waste, Our Resources; A Strategy for England, Defra 2018, and includes wastes from commercial and industrial sources that are similar to household waste.

resources and avoid packaging and other wastes. It is great for the environment in other ways too, saving the carbon emissions associated with making new packaging or products.

Figure 2: Residual waste bin composition⁷



2 National and Local Policy & Influences

This section outlines the key national and local drivers which directly impact upon this draft Strategy. These policies focus on managing resources efficiently and effectively, keeping materials in use for as long as possible, encouraging the development of a ‘circular economy’ whilst supporting and working towards net zero (climate change) ambitions.

The proposals in this draft Strategy have been developed in consideration of these policies, in order to check that the Strategy can be practically implemented and that it either complements or does not diverge from any aims, as set out in other relevant policies.

The main influences at a national and local level are discussed in turn below.

2.1 National Drivers

2.1.1 Circular Economy

In a circular economy, materials and resources are kept in use for as long as possible (through design, reuse, repair, recycling), minimising waste and increasing what is known as resource efficiency⁸. A circular economy encourages a move away from the more traditional ‘take-make-dispose’ economy by targeting how products and services are designed, encouraging more sustainable consumption (e.g. using less raw materials) and ensuring waste is prevented and minimised at all levels of the supply chain by keeping resources in use for as long as possible. The EU Circular Economy Package (CEP), introduced

⁷ Based on Acorn waste composition analysis undertaken in 2013.

⁸ Resource efficiency means creating more with less, maximising the use of materials and services to function effectively, with limited waste and detriment to the environment

in 2018, provides a revised legislative framework, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. This has been largely transposed into UK Government strategy and policy and key elements within “Our Waste, Our Resources: A Strategy for England” (2018, see below).

2.1.2 25-Year Environment Plan

The 25 Year Environment Plan sets out the government long term management strategy to improve our environment. The Plan sets out interrelated environment targets relating to clean air, water quality, biodiversity, biosecurity, enhancing the natural environment and heritage and mitigating and adapting to climate change. The effective management of resources is one of the core goals of the Plan and the following targets are set for maximising resource efficiency and minimising waste:

- Using resources more sustainable and efficiently
 - o *Maximising the value and benefits we get from our resources,*
 - o *Doubling resource productivity⁹ by 2050*
- Minimising waste
 - o *Zero avoidable waste by 2050, and no food waste to landfill by 2030*
 - o *Target of eliminating avoidable plastic waste by end of 2042*
 - o *meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones*
 - o *Eliminate waste crime and illegal waste sites over the lifetime of this Plan, prioritising those of highest risk, including litter*
 - o *significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular material that came originally from land*

2.1.3 Environment Act 2021

The Environment Act is a key piece of government legislation which aims to address fundamental environmental issues such as air and water quality, wildlife and climate. The first part of the Act is to provide measures to address environmental governance gaps following withdrawal from the EU and beyond. The Act puts into legislation a series of environmental principles and establishes an Office for Environmental Protection, which will have scrutiny, advice and enforcement functions. It also makes provision for the setting of long-term, legally binding environmental targets in four “priority areas” of air quality, water, biodiversity, resource efficiency¹⁰ and waste reduction, along with the production of statutory Environmental Improvement Plans.

The Act will also be the primary legislation for a number of the key waste management measures in the draft R&WS. The provisions in the Act introduce an extended packaging producer responsibility scheme¹¹, the power to regulate for eco-design standards and resource efficiency information across a wider range of products, and amendments to the responsibilities and powers for separating and

⁹ A measure of the total amount of materials directly used by an economy.

¹⁰ Good resource and waste management improves ‘resource efficiency’

¹¹ A system designed to make producers of packaging 100% responsible for the costs of managing the packaging at the ends of its life (e.g. its collection, recycling or disposal)

recycling waste. It also provides a framework for a deposit return scheme (DRS) for single use drinks containers¹². The Act also provides the legislative mechanism for implementing aspects of the national Resources & Waste Strategy for England.

2.1.4 Resources & Waste Strategy for England

The national Resources & Waste Strategy for England, [“Our Waste, Our Resources: A Strategy for England” \(2018\)](#), is focussed on recycling quality and increasing recycling rates from households and businesses. It includes substantial reforms to municipal waste collection and management services, including requiring a common set of materials to be separately collected from households (in the case of NCC this means expanding the materials collected for recycling to include plastic film and cartons). This also includes proposals to mandate the separate collection of food waste for all Local Authorities in England. It also puts a greater responsibility on producers of goods and packaging to play their part in dealing with the products at the end of their life. New measures proposed include Extended Producer Responsibility for packaging materials (EPR) and the introduction of a deposit return scheme (DRS) for single use drinks containers.

The direction of the national strategy will have a significant impact on the services delivered in Nottingham through this R&WS.

2.2 Local Policy Drivers

This draft Strategy will also be implemented in recognition of local policies which both influence and affect its delivery.

The City first declared a Climate and Ecological Emergency in 2020. Nottingham has since committed to becoming the first carbon neutral city in the country, with a target for reaching this status by 2028. This means cutting carbon dioxide (CO₂) emissions from direct and indirect sources that’s arising from the energy used across the city to near zero and offsetting any emissions that cannot be eliminated. The Nottingham 2028 Carbon Neutral Charter (CN28) sets out high-level objectives to achieve this target. Waste and resource management have a key role to play in supporting Nottingham’s net-zero ambitions. This draft Strategy has been developed with the visions of this commitment in mind and is aligned to the aspirations of the Council to meet carbon neutrality by 2028. Further information can be found in the CN28 Strategy document.

Other policies influencing the draft Strategy include the Strategic Council Plan for Nottingham¹³. This Plan supports the aspirations set out within this document including the CN28 goal as one of the key Strategic Outcomes, promoting the use of refill stations across the City Centre to reduce plastic use and measuring percentage of household waste recycled as one of the key monitoring parameters. Outcome One focuses on providing ‘Clean and Connected Communities’ which directly links to waste and recycling, including the provision of street cleansing, clean up (and prevention of) fly tipping, collecting household waste and providing a year round commercial waste collection service. It also includes a commitment to maintain efficient fortnightly waste collections and bulky waste collections.

¹² A Deposit Return Scheme (DRS) aims to improve overall recycling and resource recovery by placing a redeemable deposit on ‘in scope’ materials. At the time of writing, it is understood that the DRS system implemented for England will be an ‘all in’ system which means it applies to all single use drinks containers (excluding glass, HDPE plastics, primarily milk bottles). The deposit is estimated to be a 20p value added to plastic and metal beverage containers

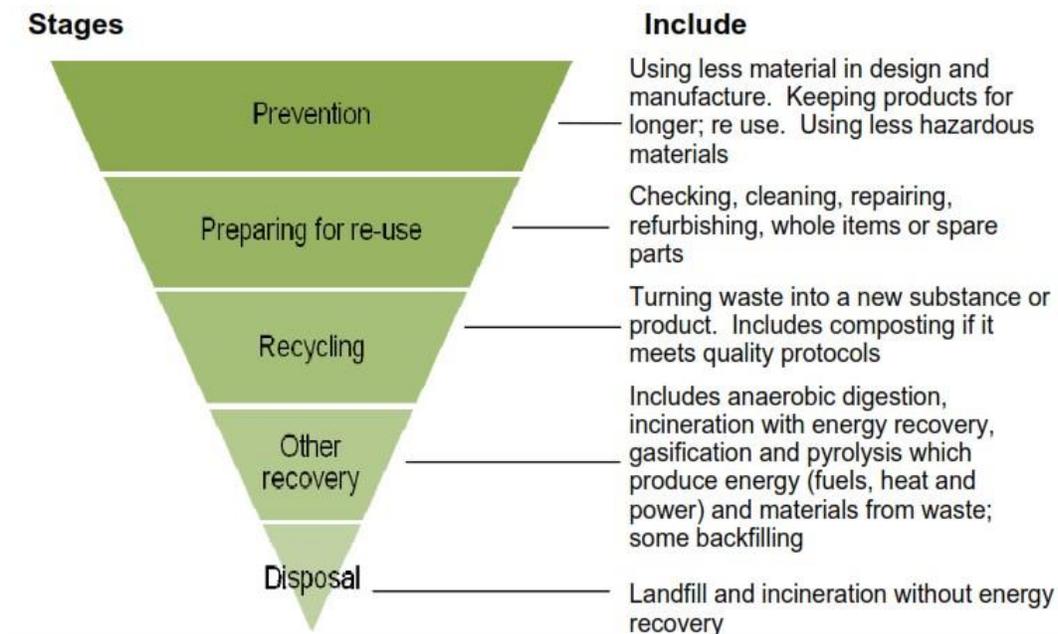
¹³ [full-strategic-council-plan-2021-23.pdf \(nottinghamcity.gov.uk\)](#)

Nottingham City Council are also currently working with Nottinghamshire County Council to prepare a new Waste Local Plan which will provide the future planning strategy for waste management in Nottinghamshire and Nottingham to 2038. The Nottingham Growth Plan makes reference to Nottingham being one of the cleanest, greenest and least-car dependent UK cities. Key actions for growth include fostering enterprise (which provide opportunities for fostering a new circular economy), developing a skilled workforce and expanding the green energy supply, all of which will influence this draft Strategy.

2.3 The Waste Hierarchy

This draft Strategy is underpinned by the principles of the waste management hierarchy (Figure 3) that prioritises not producing waste in the first place, then reusing it followed by recycling and composting. It is recognised that even with all the measures in place there is still a requirement to manage non-recyclable waste and as a city we will do this by ensuring best value and through recovering energy from this residual waste fraction.

Figure 3 – The Waste Hierarchy



3 Setting a Strategy Vision and Objectives

By setting a vision and strategic objectives the Council can begin to develop a route-map to transform waste collection and waste disposal services for the city.

Our Vision

The draft vision of the Resources & Waste Management Strategy defines the intended direction of travel for the waste management services, and is as follows:

“The Resources and Waste Management Strategy aims to deliver a high-quality service driven by the need to conserve resources, protect the local environment and reduce carbon emissions in line with the Councils carbon neutral policy for 2028 and beyond. This means reducing the amount of waste that is generated; through prevention, reuse, repair, recycling and recovery.”

4 How will we deliver the vision?

The following draft objectives provide the areas of focus for delivery of the vision:

1. Manage wastes as resources, using the waste hierarchy as a guide: to prevent wastes arising in the first instance; then reuse; then recycle / compost; then recover energy, and; finally to dispose of waste as a last resort.
2. To reduce the amount of waste landfilled, working towards zero waste to landfill.
3. Continually seek to reduce carbon emissions to improve performance and contribute to the City and Council ambitions on carbon emissions.
4. ‘Lead from the front’ and improve the environmental performance of activities within Council buildings and via services it provides, including the management of waste and resources.
5. Deliver high quality, customer focussed waste management services that are accessible and inclusive.
6. Work in partnerships with the community sector, private sector or other public sector bodies to expand the resource and expertise available to the municipal waste management service and engage with the residents and the customers of the service to promote environmental awareness and improve participation in waste reduction, re-use and recycling schemes.
7. Ensure that options facilitate / integrate the management of commercial, industrial and other wastes where it is environmentally, socially and economically feasible to do so.
8. Seek efficiencies and economies of scale through partnering and procurement to retain a cost effective service.
9. Utilise and improve existing infrastructure where it can contribute to sustainable waste management and innovate in the development of new infrastructure where required
10. Develop local solutions wherever practicable to minimise transport impacts of the service. The value of secondary raw materials / energy should be used locally where practicable.

This draft vision and objectives inform the rest of the draft Resources & Waste Strategy, and they were also influenced by national and local policy as outlined in Section 2.

5 How can the Strategy be delivered?

This section outlines the commitments proposed by Nottingham City Council to deliver the vision and objectives of the Strategy. The draft ambitions are designed to be compatible with local priorities including clean streets, CN28, local waste planning policy drivers detailed in the recently drafted Waste Local Plan whilst also supporting key outcomes of the Council Plan including Healthy and Inclusive and Serving People Well. The draft Ambitions are grouped into themes and include 17 stated ambitions.

Draft Strategy Ambitions		
Preventing Waste and Promoting Re-use	Ambition No. 1	Nottingham City Council will encourage a reduction in consumption by highlighting the environmental benefits of waste prevention and reuse. Through education and enforcement, residents and businesses will be encouraged to dispose of their waste correctly in order to reduce uncontained waste being left on the streets and prevent side waste (additional waste placed at the side of the relevant collection container, or bagged waste left on the street).
	Ambition No. 2	Nottingham City Council aim to continue working with the local businesses and community groups to expand and promote the development of repair and reuse services.
	Ambition No. 3	Nottingham City Council to work with the community and voluntary sector to identify opportunities for reuse or repair of suitable goods collected through the Household Waste & Recycling Centre and the Bulky waste collection service.
Enhancing Recycling	Ambition No. 4	Nottingham City Council will explore the potential expansion of the materials collected for dry recycling from its residents and businesses to ensure that the full range of recyclables can be collected from both the kerbside service and the Household Waste Recycling Centre service by 2027.
	Ambition No. 5	Nottingham City Council will continue to prevent recyclables from going into the residual waste collections, through engagement and restrictions on the amount of residual waste presented for collection in order to encourage segregation of waste for recycling.
	Ambition No. 6	Nottingham City Council will introduce and promote a separate weekly food waste collection to its residents.

Draft Strategy Ambitions		
	Ambition No.7	Nottingham City Council will procure suitable Anaerobic Digestion capacity to treat food waste collected from households in a manner that helps reduce carbon emissions from the city.
Managing Business Waste	Ambition No. 8	Nottingham City Council will develop its collection service from businesses and organisations to improve recycling performance and to contribute to the achievement of the national 65% recycling target by 2035, whilst remaining a high quality and competitive service.
Dealing with the Waste that is Leftover	Ambition No. 9	Nottingham City Council will continue to prioritise energy recovery and avoidance of waste to landfill for all waste that remains once material has been recycled, reused and composted.
	Ambition No. 10	Nottingham City Council will continue to extract more recyclables from residual waste to maximise the use of materials (at present this is metals and aggregate recovered from incinerator ash)
	Ambition No. 11	Nottingham City Council to continue to keep waste sent to landfill to under 8% of that collected, well in advance of the 10% national target for 2035.
Walking the Talk	Ambition No. 12	Nottingham City Council will lead by example by reviewing their internal purchasing activities and waste management services to promote waste prevention and encourage reuse and recycling within its internal operations.
Comms and Engagement	Ambition No. 13	Nottingham City Council aim to continue to proactively engage with residents, through a variety of mechanisms, to promote waste prevention, low waste alternatives, reuse and repair schemes in the city with the aim of reducing overall waste arisings and helping develop more sustainable lifestyles.
	Ambition No. 14	Nottingham City Council aim to continue to proactively engage with residents, through a variety of mechanisms, to ensure maximum participation in recycling services in the aim of improving kerbside recycling performance. This will include clear and effective communication regarding the recycling and waste collection service.
	Ambition No. 15	Nottingham City Council aim to provide more education in schools covering: sustainable living; the linkage between the 3 R's [reduce, reuse, recycle] and providing the resources we need as a society, and; how good management of resources helps to tackle climate change.
	Ambition No. 16	The Council will continue to provide clear and effective communication regarding waste prevention, reuse, repair and recycling services by promoting best practice behaviours which support the circular economy and contributes to the net zero aspirations of the Council.

Draft Strategy Ambitions		
Working towards Net Zero carbon in Nottingham	Ambition No. 17	Nottingham City Council will continue to expand its fleet of alternative fuel vehicles to reduce the carbon emissions of the service that are associated with waste and recycling collection and transportation to improve local air quality.

5.1 Preventing waste and promoting reuse

Preventing waste is the highest priority of the waste hierarchy and should be the foundation of any Resources & Waste Strategy. Preventing waste eliminates or reduces the adverse environmental impacts of waste generation and management. It also reduces our demand on the Earth’s limited resources, which in turn reduces the carbon emissions associated with waste management activity.

This can be achieved by preventing waste from waste arising in the first place (avoiding the creation of waste or recycling) or by extending a product or services useful life through reuse or repair.

Waste prevention is most effective when it is targeted at a particular material, or at a sector level. This means that any action or communication can be individually targeted to address the specific issues, engage with relevant stakeholders, and seek the best opportunities for improvement to maximise effectiveness.

As such, in recognition that prevention should precede all other elements of resources and waste management, NCC will pursue the following ambition:

Ambition No. 1 – Nottingham City Council will encourage a reduction in consumption by highlighting the environmental benefits of waste prevention and reuse. Through education and enforcement, residents and businesses will be encouraged to dispose of their waste correctly in order to reduce uncontained waste being left on the streets and prevent side waste (additional waste placed at the side of the relevant collection container, or bagged waste left on the street).

We will work, through education, communication, engagement and our service design, to encourage residents to reduce the amount of waste they produce. Reducing the amount of waste produced reduces its burden on Council budgets and the taxpayer as well as having those broader benefits of reducing our carbon impact. At the most local level – at home – reducing what is put in the bin (perhaps by making decisions in the supermarket not to accept over-packaging or by using food waste to make compost) all contributes to the objective of reducing the amount of waste produced.

The analysis of what is in our residents bins indicates that the high rate of residual waste in the city is due to recycling materials being placed in the residual green bin. As a result, a significant number of residents are unable to present their bin with a closed lid and/or place additional bin bags either next to their bin or by public bins for collection. Over an additional million pounds of taxpayers money is spent each year addressing these practices. Not only does waste on streets look unsightly, it encourages pests as bags are easy to get into and often split, spilling the content on the street. Not having a closed lid on wheeled bins also has the same impact, with waste often escaping to the street. We are aware that, whilst education and communication are our preferred method of engaging with residents, there are times when enforcement is required to ensure compliance with our collection scheme. This is another

aspect of maximising participation and would support a change in behaviour where the communication campaigns have not had an impact.

Reuse is the second highest priority of the waste hierarchy and aims to extend the 'useful life' of a product or service, including through repair. Encouraging reuse and repair has wide ranging benefits which include saving money, conserving finite materials and lowering carbon emissions. Reuse and repair activities often support social and economic development, through skills training, employment and community volunteering.

Examples of reuse activity across Nottingham include:

- Bike Works Nottingham – a not for profit organisation which fixes bikes but also helps to repair and rehome unwanted bikes which helps community projects.
- Haven Housing Trust – accepts donations of good, clean furniture and household items.
- Furniture Project Nottinghamshire – accepts furniture, textiles, electrical items and kitchen appliances that are in a reusable condition.
- Nottingham Fixers – a group of volunteers who bring together people to share and develop repair skills, often through Repair Café events. Items repaired so far include clocks, bikes, radios, sewing machines, lamps and clothes.
- Sycamore Dining – a Community Interest company set up by City of Nottingham District Scouts which sources its meals from surplus food from the supply chain (working in Partnership with Fareshare, Tesco and Co-Op). The group provide social dining and meals at home services, and regular community events such as BBQs and training in food hygiene.

There has also been growing interest in refills as a means for reducing waste and there are a number of 'zero waste' shops set up across the city. The aim of these shops is to help people live more sustainability and reduce their impact on the environment by using reusable containers to purchase home staples such as pasta, rice, cereals, nuts and seeds or other domestic items like detergents, hand wash etc.

Ambition No. 2 –

Nottingham City Council aims to continue working with the local businesses and community groups to expand and promote the development of repair and reuse services.

Residents of Nottingham City are also able to engage in reuse activities at Lenton Household Waste and Recycling Centre (HWRC) on Lenton Industrial Estate. Residents can use this site to dispose of recycling and waste, however a number of the materials separately collected will be sent for reuse where possible, including waste electricals.

We recognise the integral role and huge benefit of working in partnership with key businesses and community groups to increase the use of repair and reuse, supporting this with the services provided by our HWRC. As such, we state the following aim:

Ambition No. 3 –

Nottingham City Council to work with the community and voluntary sector to identify opportunities for reuse or repair of suitable goods collected through the Household Waste & Recycling Centre and the Bulky waste collection service.

5.2 Enhancing recycling

Recycling uses fewer natural resources from the earth and less energy to produce the same new product. Recycling can also help to reduce greenhouse gases being released and waste being produced. The extraction of raw materials from the earth, material processing, manufacturing and transport are all stages in the process that use energy and emit greenhouse gases.

Recycling of waste can take several forms, the most recognised is the recycling of packaging type materials (plastics, cans, card and glass) and paper. This draft Strategy aims to improve the recycling of all of these materials, as well as to continue to compost collected garden waste and to introduce a food waste collection

The residents and communities of Nottingham have a range of materials collected for recycling as discussed previously. This draft Strategy sets out the intention for Nottingham to enhance this collection service to mirror the Government intention to have a standardised set of materials collected for recycling from each house and business across the Country. As described previously, this will include:

- Metals (cans, foil trays, foil, aerosols)
- Plastics (plastic film, bottles, trays, pots, tubs)
- Cartons (e.g. Tetra Pak)
- Card
- Paper
- Glass

The aim is that all of England has the same range of materials collected (by 2027) and that this will enable more targeted nationwide messages and standardised product labelling for recyclability to be established. Furthermore, residents moving from one area to another will know what materials can be separated for recycling (although there might be different colours or types of containers in which to separate them). For Nottingham, this would mean the collection of cartons and plastic film added to the list of materials already suitable for dry recycling.

The national R&WS proposes a preference for collection systems that can reduce contamination of recycling (the wrong materials etc.) and collect good quality materials through separate collections. The capture of quality recyclate is important to enable more materials to be reprocessed, supporting a circular economy. This, however, needs to be married with other Council requirements (e.g. a cost effective service) and housing requirements (e.g. sufficient storage capacity for containers and different recyclables). These issues are explored in the Options Appraisal.

In addition to these changes, Government is seeking to introduce a deposit return scheme (DRS) for all single use drinks containers (excluding bottles made of High-Density Polyethylene plastic, primarily milk bottles and glass). The DRS is likely to place an additional 20p charge (the deposit) onto bottles and cans containing drink, which then may be redeemed (returned) when the bottle / can is placed in an

authorised collection point. The collection points are likely to be at shops and supermarkets and are known as reverse vending machines, although alternative methods of redeeming deposits are also being investigated. The DRS scheme is still undergoing consultation but is due to be implemented from 2025. This could have the effect of changing consumer behaviour to an extent, also potentially reducing the amount of littering of containers (covered by the DRS) and may reduce the amount of recyclables and waste handled by local authorities.

As part of the wide-ranging national changes and to encourage greater resource recovery from waste, the Government are also intending to implement Extended Producer Responsibility (EPR) for all producers of packaging. EPR means that all packaging producers will need to pay for the costs of dealing with their packaging at the end of its life (e.g. when it is recycled or thrown away). In future (and this is intended to be implemented from 2024), packaging producers will be responsible for the net costs of collecting, handling, recycling, treating and disposing of packaging waste, by providing monies to local government equivalent to that cost. This, together with the DRS scheme, will also provide an incentive to product and packaging producers to consider how their products can be designed better for their resource recovery, for example by making them easier to recycle. Packaging that is hard to recycle will cost more for disposal which will ultimately cost the producer of that packaging. This approach helps the role of the Councils and should assist in improving resource recovery and recycling over the medium and long term.

As part of the development work undertaken to present this draft Strategy, we have considered different recycling collection systems for the city. The appraisal of different collection systems (see supporting Options Appraisal document) demonstrates a preference for maximising recycling by introducing some level of separation for dry recycling material at the kerbside. Subject to the national R&WS consultation responses, the current commingled collection of recycling may not be acceptable in the future. Further materials separation, alongside restricting the residual waste capacity to maximise participation in recycling performs well in the appraisal of options. The addition of a weekly food waste collection should also reduce the need for the current levels of residual waste capacity (see Ambition No.6 and 'What is in your bin' section of this Strategy).

Ambition No. 4 Nottingham City Council will explore the potential expansion of the materials collected for dry recycling from its residents and businesses to ensure that the full range of recyclables can be collected from both the kerbside service and the Household Waste Recycling Centre service by 2027.

When we examined a typical residual bin presented for collection, 27% of the materials contained in the waste were target materials for recycling and should have been placed in the recycling collection system instead. When additional materials are included for recycling collections (including food waste which accounts for another 37% of an average bin) to achieve national uniformity, more waste can be more easily recycled. Further communication and education with our residents to encourage and promote the right behaviours will ensure collection systems are accessed correctly and recycling capture rates will inevitably improve.

The Council will adopt an evidence based approach to ensure the right bins are provided to maximise participation in recycling collection systems and to discourage the presentation of side waste.

Ambition No. 5 – Nottingham City Council will continue to prevent recyclables from going into the residual waste collections, through engagement and restrictions on the amount of residual waste presented for collection in order to encourage segregation of waste for recycling.

After preventing food waste occurring (for example through meal planning, use of leftovers in recipes etc.), the next most important method of reducing carbon emissions from food waste is to separately collect and treat it. The most effective way of doing this is to collect food waste from households and businesses on a weekly basis, as a separate material stream, and to process the food waste in Anaerobic Digestion (AD) facilities. Anaerobic digestion is a process that takes place in sealed vessels in the absence of oxygen. Food waste is fed into the vessels which act like a digestion process, breaking down the food waste using bacteria (in a similar way and a slightly higher temperature than your stomach digesting food). The waste degrades and releases a flammable biogas (which is roughly half methane and half carbon dioxide), this gas is then usually combusted in a gas engine to generate electricity, which can be fed back into the national grid as renewable electricity. The gas can alternatively be used to fuel vehicles with 'biomethane' or, after further processing, as an input into the gas grid. The remaining residue from the food waste is reduced to a slurry and can be, after some further 'maturation' (like a composting process), applied to land as a soil conditioner or fertiliser.

The Government is requiring (through the Environment Act) all households to have a separate collection of food waste, on a weekly basis, from the mid 2020's.

Energy recovery (energy from waste, or the use of anaerobic digestion for managing food waste) has a supporting role in reducing the need for landfill. However, in accordance with the principles of the waste hierarchy, the priority should always be to reduce, re-use and recycle (in order of preference) as much as possible.

As part of the options appraisal supporting this draft Strategy, we have modelled the introduction of separate food waste collections across the city and state the following ambitions:

Ambition No. 6 – Nottingham City Council will introduce and promote a separate weekly food waste collection to its residents.

Ambition No. 7 – Nottingham City Council will procure suitable Anaerobic Digestion capacity to treat food waste collected from households in a manner that helps reduce carbon emissions from the city.

5.3 Managing Business Waste

Residents cannot deliver the aspirations of this Strategy alone. It will take the support and action of its businesses and wider communities too.

Nottingham City Council operate a well-established trade waste collection service, providing collection services for recycling and residual waste for many businesses across Nottingham.

Aligning the options for managing resources and waste in commercial settings in a manner similar to that which residents are used to at home helps to ensure consistency, improve recycling behaviour and therefore increase overall recycling performance. As such, the Council states the following ambition:

Ambition No. 8 – Nottingham City Council will develop its collection service from businesses and organisations to improve recycling performance and to contribute to the achievement of the national 65% recycling target by 2035, whilst remaining a high quality and competitive service.

5.4 Dealing with the waste that is left over

Only once the options across the higher aspects of the waste hierarchy (prevention, reuse, repair, recycling) have been exhausted, will Nottingham address look to how to manage the waste that is left over.

Suitable residual waste is transported to the Eastcroft Energy from Waste (EfW) plant after recyclables have been taken out (either by our householders, at the HWRC or at other waste recycling facilities). This residual waste is incinerated to maximise energy recovery. Since 1972, Nottingham City Council have provided an EfW solution for the residual waste left over after recycling to keep waste away from landfill¹⁴.

Any residual waste not suitable for Eastcroft is processed to produce Refuse Derived Fuel (RDF) which is used as a substitute fuel to coal and other fossil fuels for the manufacture of cement.

Landfill is utilised as a last resort when EfW capacity or RDF production is not available.

The Government has set a target for England, that no more than 10% of municipal waste should be sent to landfill by 2035. Nottingham already achieves this target with less than 8% disposed of to landfill.

Nottingham sets the following ambitions:

Ambition No. 9 – Nottingham City Council will continue to prioritise energy recovery and avoidance of waste to landfill for all waste that remains once material has been recycled, reused and composted.

Ambition No. 10- Nottingham City Council will continue to extract more recyclables from residual waste to maximise the use of materials (at present this is metals and aggregate recovered from incinerator ash).

Ambition No. 11 - Nottingham City Council will continue to keep waste sent to landfill to under 8% of that collected, well in advance of the 10% national target for 2035.

5.5 Leading By Example

Nottingham will set an example to its residents and businesses by ensuring that they are at the forefront of development, leading by example to reduce waste and conserve resources.

Nottingham is aware of its role in managing wastes and conserving resources in Council buildings and activities and makes sets the following ambition:

¹⁴ NCC also recover the ash that is left over from the energy recovery process. The metal and aggregate content of this material (know as Incinerator Bottom Ash) can be sent for recycling.

Ambition No. 12 – Nottingham City Council will lead by example by reviewing their internal purchasing activities and waste management services to promote waste prevention and encourage reuse and recycling within its internal operations.

5.6 Communications & Engagement

Communications are an essential part of the waste and recycling service to ensure that residents are well informed and able to participate fully in services. To do so, residents need to fully understand what services are available to them, how they operate and the role they play. Well-designed communications are also those that target particular or perceived barriers and offer solutions or information to overcome them. They demonstrate an understanding of the current situation, are consistent with their messaging and clearly identify the desired outcomes (i.e. separating food waste from residual waste, or reducing contamination).

Introducing Food Waste in Wales – Lessons Learnt

- Treating the concept of waste collection as much as part of the service as recycling and residual streams.
- Targeting the ‘food waste to energy’ message to educate and increase engagement.
- Only using inedible food waste in imagery to relay the waste minimisation message as the first priority, using food waste collections for only what is left.

Clear and effective communication between Nottingham and its residents is essential to ensure that the objectives of this Strategy are met. As such, Nottingham commits to:

Ambition No. 13 Nottingham City Council aims to continue to proactively engage with residents, through a variety of mechanisms, to promote waste prevention, low waste alternatives, reuse and repair schemes in the city with the aim of reducing overall waste arisings and helping develop more sustainable lifestyles.

Ambition No. 14 Nottingham City Council aims to continue to proactively engage with residents, through a variety of mechanisms, to ensure maximum participation in recycling services in the aim of improving kerbside recycling performance. This will include clear and effective communication regarding the recycling and waste collection service.

Ambition No. 15 Nottingham City Council aims to provide more education in schools covering sustainable living; the linkage between the 3 R’s (Reduce, Reuse, Recycle) and providing the resources we need as a society, and; how good management of resources helps to tackle climate change.

Ambition No. 16 The Council will continue to provide clear and effective communication regarding waste prevention, reuse, repair and recycling services by promoting best practice behaviours which support the circular economy and contributes to the net zero aspirations of the Council.

5.7 Working towards Net Zero carbon in Nottingham

The measures throughout this draft Strategy will make significant reductions to carbon emissions from the municipal waste management service. Modelling undertaken for the Options Appraisal process indicates that by implementing all of the best performing collection measures within this Strategy, using current data, the carbon savings of the range of -650 – 3,400 tonnes of CO₂ equivalent would be delivered each year, compared against the present service. This is the equivalent (in carbon emissions terms) of taking up to 1,200 cars off the road.

Nottingham has been a leading authority in the transition to alternative fuel vehicles. As of 2021, Nottingham had switched over 40% of its fleet to e-vehicles and has a target of 100% electric or renewable fuel fleet by 2028, in lined the CN28 targets. Amongst its electric fleets are over 130 vans, 50 cars, 14 cage tippers and 8 sweepers.

Nottingham City Council also currently operate 8 electric waste collection vehicles (eRCVs) and this fleet is due expand with more expected to come online, up to 20 eRCVs, out of a fleet of 29 collection vehicles (as per the Options Appraisal).

Ambition No. 17 – Nottingham City Council will continue to expand its fleet of alternative fuel vehicles to reduce the carbon emissions of the service that are associated with waste and recycling collection and transportation to improve local air quality.

6 Where will this Strategy take us?

The need to reduce carbon emissions to achieve net zero in Nottingham will require significant changes to our everyday lifestyles and behaviour in order to reduce the impact we have on the environment.

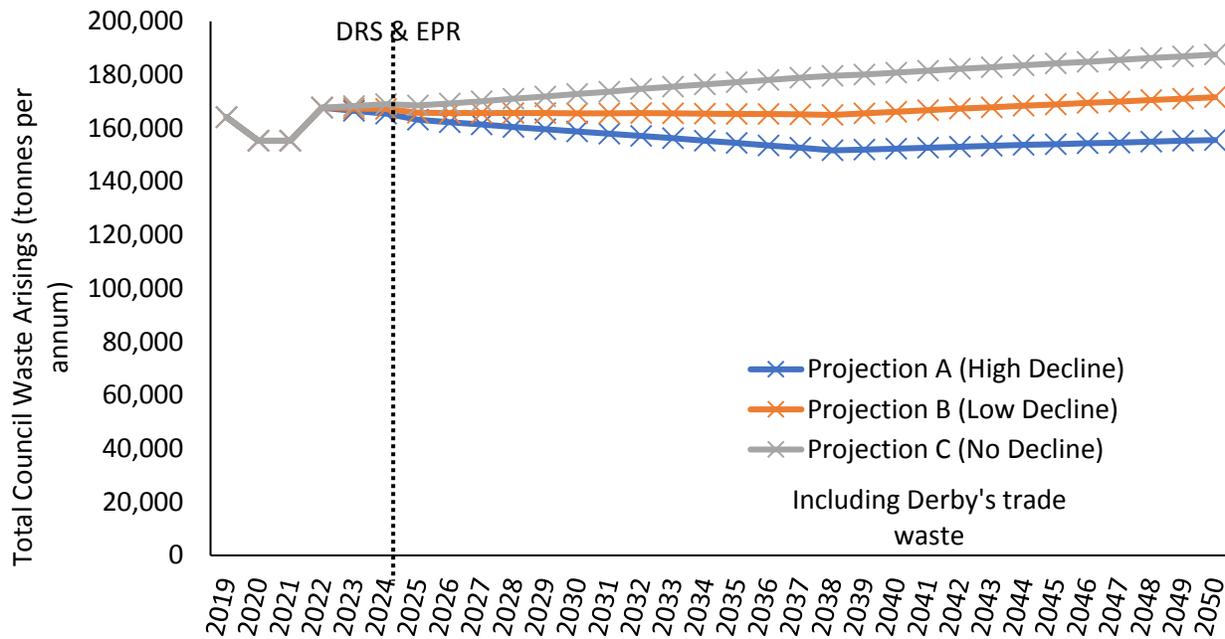
Nottingham has led from the front for many years in terms of its use of energy recovery and district heating capabilities. However, we live in a changing world and as we move forward, more challenges will arise, and as a Council we will need to adapt and change in order to meet these requirements.

We have seen significant changes in resources and waste across Nottingham over the last 20 years and upcoming policy looks set to keep the industry evolving. This is both driven by lifestyle changes (more on-line shopping) and advancements in technology and design (lighter weight packaging, new materials) changing the materials we use and dispose of, including the use of more plastic. Because plastic is usually oil based (fossil carbon), this conflicts with the aims of a low carbon future, unless we can recycle that material multiple times.

Managing these uncertainties and ongoing changes to resource and waste management requires a Strategy that is both robust, but also flexible and responsive to be able to approach new challenges. Within this Strategy we have set out a number of ambitions to deliver real change and improvements to the management of resources and waste within Nottingham.

A projection of future waste growth rates, informed by housing forecasts and residual waste reduction assumptions, is shown in Figure 3, with High, Low and Core projections shown. This would be delivered by a variety of local waste prevention and reuse activities and also driven by national changes driven by packaging producers affected by the Extended Producer Responsibility (EPR) measures.

Figure 3: Waste growth projections for wastes collected by Nottingham City Council, 2019 - 2050



The measures explored in the accompanying options appraisal document show how Nottingham’s recycling performance could increase from c.23% to c.42% through effective recycling and separation systems. It also demonstrates a potential carbon saving of c.3,400tonnes of CO₂ per annum is achievable. National changes, as explained in section 2.1 of this draft R&WS, could drive separation and recycling in the city to over 50% as recycling is made easier and clearer.

The vision and objectives of the draft R&WS cannot be met by the actions of Nottingham City Council alone. It requires residents and businesses of the city to consider their purchases and consumption of resources and then to seek to use the available reuse, repair and recycling systems for them, when they are no longer wanted. The Council’s role is to help provide good information on waste prevention activity and encourage the right behaviours through education and enforcement, and as such either directly provide or facilitate the collection, reuse, repair, recycling of unwanted materials, goods or wastes.

7 Consultation and Next Steps

This document presents a ‘consultation draft’ of the Strategy.

Nottingham City Council are seeking feedback and the views of its residents and communities, including businesses that use, or are affected by the proposed resource and waste services in this R&WS.

The feedback obtained from a Public Consultation Questionnaire will inform the development of the final Strategy for publication.

The Consultation Questionnaire is available on XXX [Website].

If you have further comments or wish to request another format, please email XXX or call XXX.

The deadline for responses is XXX.

7.1 Supporting Documents

This draft R&WS has been informed by research, analysis and consultation. It is supported and accompanied by the following documents:

- Options Appraisal. This is an assessment of alternative resource and waste service delivery options, analysing combinations of factors such as waste collection methods, recycling options, or treatment approaches. The outcome was a selection of possible approaches to meet the Strategy aims and objectives.
- Non-technical Summary of the Options Appraisal report to aid and assist in consultation feedback
- Stakeholder engagement. The draft R&WS has been informed by officers and Councillors of Nottingham City Council.
- Public Consultation. A consultation questionnaire has been developed on key elements of the draft R&WS to gather feedback from the residents and communities of Nottingham.

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Options Appraisal–Nottingham City
Council

12/09/2022

Acknowledgements:

Frith Resource Management would like to thank the essential contributions from Nottingham City Council staff and representatives, particularly Antony Greener, Carl Pendleton and Alvin Henry.

Disclaimer:

Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.



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CAPEX	The money spent to purchase fixed assets relating to an organisation or corporate entity. For a Local Authority waste service this includes the purchase of vehicles and potentially containers.
Defra	Department for Environment, Food and Rural Affairs
DMR	Dry-mixed recycling
DRS	A policy tool which involves paying a deposit for an item (added to the retail price at point of purchase) which is then redeemed when it is returned to a designated point. Through the National Resources and Waste Strategy for England, the Government has announced that a DRS for England, Wales and Northern Ireland will be introduced from 2025 for drinks containers. The aim of the scheme is to boost recycling rates, reduce littering and improve the quality of material collected for recycling.
EPR	A policy tool which requires producers to be responsible for the packaging they place on the market at the end of its life. It is intended to promote packaging design which considers resource inputs and easier end of life recovery (e.g. reuse or recycling) of the resources within the products. The new EPR system announced in the National Resources & Waste Strategy for England (which is intended to be implemented from 2024) will require packaging producers to pay for the full net costs of collecting, handling, recycling and disposing of packaging waste.
FA	Fly ash
FRM	Frith Resource Management
HH	Household
HWRC	Facilities operated by Local Authorities to provide a site for residents wanting to dispose of and recycle a wide range of materials, further to the service provided at the kerbside. Commonly referred to as 'tips'
IBA	Incinerator bottom ash
KAT	Kerbside Analysis Tool
KPI	Key performance indicator
L	Litre
LA	Local authority
LACW	Local authority collected waste
MRF	Materials recovery facility
MWCA	Metropolitan waste collection authority
NCC	Nottingham City Council
Net Zero	Net Zero means achieving a balance between the total greenhouse gas emissions released into the atmosphere, and the total emissions removed from the environment (for example through natural carbon sinks such as forest and oceans). The net zero target for the UK is defined as the total greenhouse gas emissions released into the atmosphere being equal to or less than the emissions removed from the environment. ¹
RAWPIC	Resource and Waste Policy Impact Calculator developed by Suez in partnership with LARAC, Project Integra and the Kent Resource Partnership
R&WS	Resources & Waste Strategy
UA	Unitary Authority
WDF	Waste Data Flow
WHB	Wheelie bin
WRAP	Waste & Resources Action Programme
WRATE	Waste and Resources Assessment Tool for the Environment

¹ Net zero and the different official measures of the UK's greenhouse gas emissions - Office for National Statistics

Executive Summary

Frith Resource Management (FRM) has been engaged by Nottingham City Council (referred to as ‘NCC’, Nottingham or ‘the Council’) to support the update of its Municipal Waste Management Strategy. A Municipal Waste Management Strategy (MWMS), in this case termed a ‘Resources & Waste Strategy for Nottingham’, requires an Options Appraisal to help prioritise between alternative waste management options for the purposes of service delivery, procurement, and planning. This report provides a summary of the collection options.

The recycling options have been modelled using the Kerbside Analysis Tool (KAT²) which gives comparative annualised costs for different collection systems. Each option has been evaluated against modelled costs and recycling performance criteria. It also takes into consideration the future policy landscape, operational flexibility, health & safety, public acceptability and social value factors. In support of a transition to a circular economy and aspirations for Nottingham to be carbon neutral by 2028 (see CN28), the project also assesses the environmental impact of providing a waste management service (including from collection, transporting and onward transfer and processing of materials).

The five selected alternative options were agreed during a workshop with representatives from Nottingham City Council. The options modelled (in addition to the baseline / current service) are summarised in the following table. Any change from the baseline is highlighted in purple.

Option	Collection Stream	Frequency	Capacity
Baseline <i>As current</i>	Residual	Fortnightly	240L Wheeled Bin
	Dry Recycling (co-mingled)	Fortnightly	240L Wheeled Bin
	Food waste		None
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 1 <i>Twin-stream collection with weekly food waste</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Twin-stream + film + cartons)	Fortnightly	1x 70L bag – paper & card, 1x 180L WHB – plastic, cartons, glass and metals
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 2 <i>Twin-stream collection with weekly food and restricted residual capacity</i>	Residual waste	Fortnightly	140L Wheeled Bin
	Dry recycling (Twin-stream + film + cartons)	Fortnightly	(1x 70L bag – paper & card, 1x 180L ³ WHB – plastic, cartons, glass and metals)
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 3	Residual waste	Fortnightly	240L Wheeled Bin

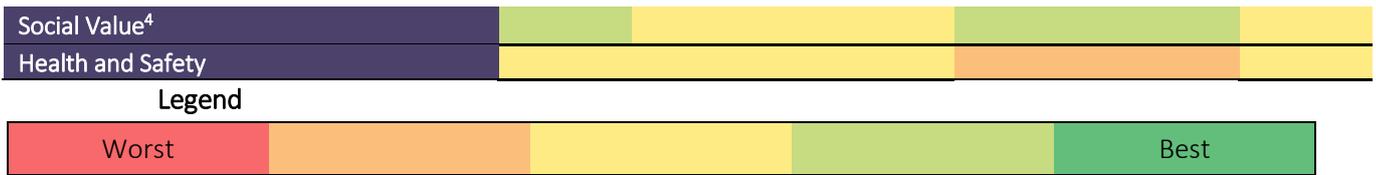
² The Kerbside Analysis Tool (KAT) is a publicly available model developed by WRAP for comparing the costs of different household waste collection systems. More information is Section provided in **Error! Reference source not found.**

³ There would also be the option of swapping the current 240L residual bin to be used for the recycling, and issuing a new 140L bin for residual waste. This option has been considered in the ‘cost of change’ section of this report.

Option	Collection Stream	Frequency	Capacity
<i>Multi-stream recycling with weekly food waste</i>	Dry recycling (Multi-stream + film + cartons)	Weekly	3x 40L boxes; paper & card; glass & metals; plastic & cartons
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 4 <i>Multi-stream dry recycling with weekly food waste and restricted residual capacity</i>	Residual waste	Fortnightly	140L Wheeled Bin
	Dry recycling (Multi-stream, + film + cartons)	Weekly	3x 40L boxes; paper & card; glass & metals; plastic & cartons
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 5 <i>As Option 1 with co-collection of paper and food.</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Twin-stream, + film + cartons)	Frequency varies	1x 70L bag – paper & card
		Paper & card – co-collected (with food) on podded vehicle – weekly	1x 180L WHB – plastic, glass, cartons and metals
	Food waste	Plastic, glass, cartons and metals – fortnightly	
		Weekly (co-collected with paper and card)	Kerbside caddy + kitchen caddy
Garden waste (free)	Fortnightly	240L Wheeled Bin	

The results are presented using quantitative results from the modelling, where available, and for other more qualitative criteria a ‘traffic’ light system is applied, whereby green presents the ‘best’ option and red presents the ‘worst’ performing option, against each criterion, relative to the other options. Shades of green, amber and red are used for intermediate rankings. The summary of the options appraisal evaluation is as follows:

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
Total cost (Collection, Treatment and Disposal)	£13.4m	£14.5m	£14.4m	£13.6m	£13.7m	£14.6m
Kerbside Recycling performance (%)	22.57%	29.14%	37.12%	28.50%	34.64%	29.67%
Total Environmental Benefit (carbon, kgCO ₂ -eq)	642,300	-13,700	-2,834,260	-31,400	-2,156,579	-287,600
Cost of Change (Initial Capex)	N/A	£6m	£6.4m - 8.7m	£3.2m	£5.9m	£4.5m
Alignment to R&WS / TEEP / National Policy						
Public acceptability						
Operational flexibility (deliverability)						

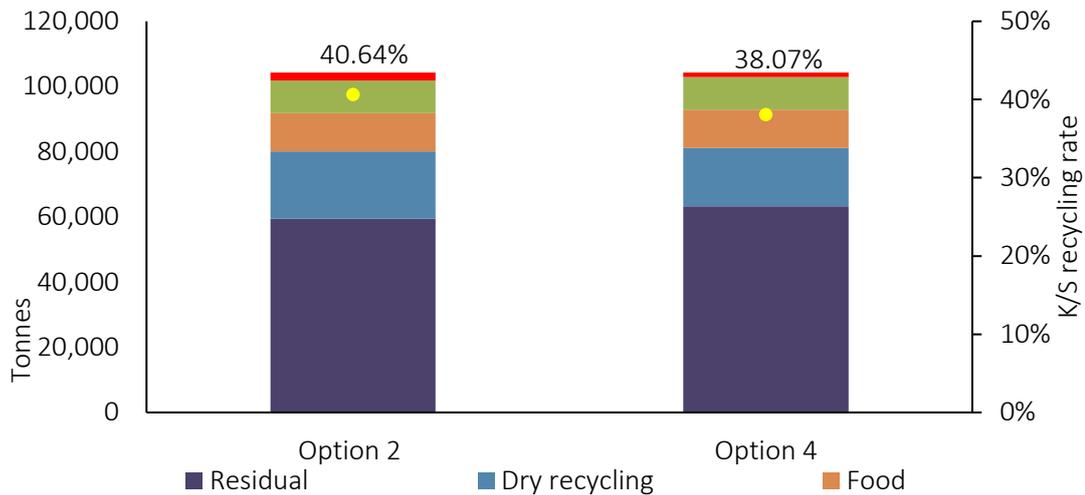


- In terms of recycling performance, all options have an improved kerbside recycling rate (%) from the baseline (22.57%), with option 2 performing the highest (37.12%) followed by option 4 (34.64%). Option 2 models a twin-stream collection with restricted residual collections (smaller bins) whilst option 4 models a kerbside-sort dry recycling collection also with restricted residual collections.
- This includes the full suite of materials proposed by the Consistent Collections policy being implemented by Government. Each option includes the current range of materials collected by NCC, plus food waste collections, plastic film and cartons.
- All alternative options result in an increased kerbside collection costs relative to the current service ranging from £2.36 million to £2.73 million in additional costs. The option with the greatest annualised collection costs is option 4. Option 1 results in the lowest additional annualised gross collection cost compared to the baseline, which models a twin-stream dry recycling service, separate food waste collection and retains the current residual waste collection service.
- Options 4 and 3 have the cheapest treatment and disposal costs of the options modelled at £5 million and £5.6 million respectively. Notably these are the only options that generate a revenue for the treatment of dry recycling. This is driven by the increased recyclate quality obtained via the multi-stream collection system.
- In terms of total net whole-system costs, the baseline and options 3 and 4 are the most cost-effective options.
- All options will incur a cost of change (i.e. procuring new vehicles and containers), ranging from c. £3.2 million (option 3) – c. £8.7 million (option 2), with options 3 and 5 incurring the lowest CAPEX costs.
- The baseline (current) waste management service across NCC is modelled to result in an overall net emission of 642t CO₂-eq. All options have a significantly improved carbon performance relative to the baseline, with option 2 providing the highest amount of net savings (-2,834t CO₂-eq).
- Of the qualitative criteria (those with traffic light colouring), the multi-stream collections (options 3 & 4) score lower on public acceptability, operational flexibility and health and safety, but score well as regards alignment to proposed national policy and social value. The two stream collections (options 1, 2 and 5) and the baseline score higher on public acceptability and operational flexibility but may not fully align to the Resources & Waste Strategy. The results show that there is a trade-off between alignment with Government Policy versus public acceptability, operational flexibility and Health & Safety in particular.
- No weighting has been applied to the evaluation criteria, the preferred option will be ultimately determined by which elements NCC deem most important or have the highest priority.

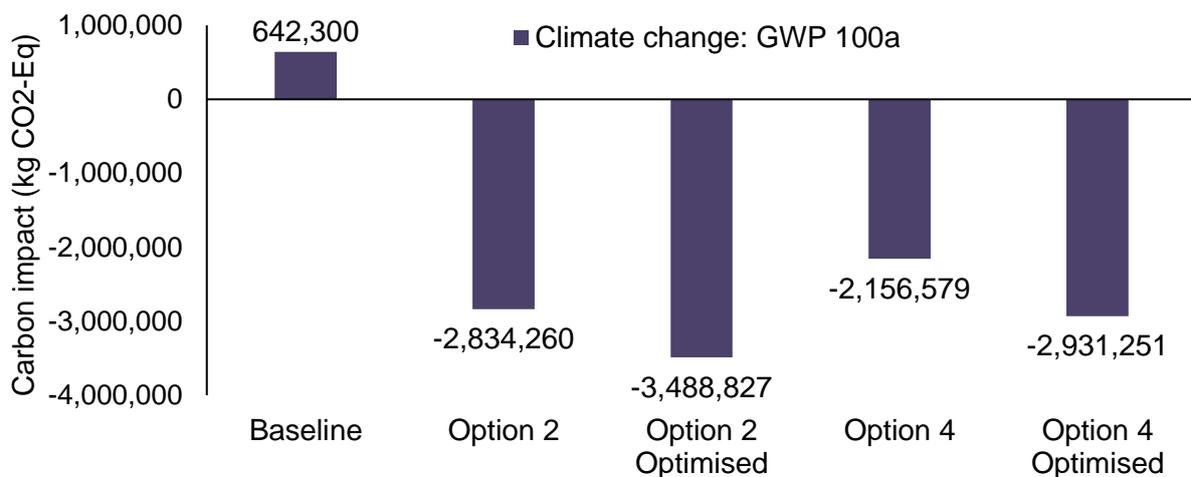
⁴ Job creation, wider health benefits, well-being, community benefits. See Appendix E for further detail

In addition to the main options appraisal, the impact of communications and public outreach is also considered and modelled on the highest performing options (options 2 and 4) to assess the full potential of adapting the service to these options.

For the optimised options 2 and 4, the impact of public outreach and communications improves the recycling rate for options 2 (37.12%) and 4 (34.64%) to 40.64% and 38.07% respectively. Due to the improved recycling performance, the carbon impacts as shown below are considerably improved as well.



In order to determine the Nottingham City Council recycling rate it is necessary to adjust the kerbside recycling rate to take account of recycling and waste management in other aspects of the Nottingham service (e.g. the Household Waste Recycling Centre). This adds around 1.5% to the kerbside recycling rate meaning c. 42% recycling is achievable using methods in this appraisal. Furthermore, national policy and intervention around aspects like mandatory labelling of packaging for recyclability, national communications campaigns and Extended Producer Responsibility⁵ and further local initiatives around litter recycling and the HWRC service could enable citywide recycling rates of >50% to be achieved.



⁵ Making packaging producers 100% responsible for the cost of collecting and managing those goods at the end of their life.

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1 Introduction

1.1 Background

Nottingham City Council are in the process of updating the current Municipal Waste Management Strategy (MWMS or 'the Strategy'). Frith Resource Management (FRM) has been engaged by Nottingham City Council (referred to as 'NCC', or 'the Council') to support in the process. A Municipal Waste Management Strategy (MWMS), in this case termed a 'Resources & Waste Strategy for Nottingham', requires an Options Appraisal to help prioritise between alternative waste management options for the purposes of service delivery, procurement, and planning. This report provides a summary of the collection options.

An overview of Nottingham's current (baseline) position has been developed to firstly understand how the current service is delivered. Benchmarking data allows us to compare the current performance against others, using different demographic groups as comparators. This is summarised in Section 2. The methodology for the Options Appraisal was discussed at workshops with NCC staff and representatives over 2 workshops, see Section 3 for more information. An appraisal of five alternative collection options, in comparison to the baseline, follows in Section 4.

Sensitivity analysis has been applied to the highest performing two options to explore the potential that increased communications and behaviour change campaigns (reflecting both local and national opportunities). This is discussed in Section 4.2.4.

1.2 Alternative Options

Table 1 outlines the alternative collection options which have been modelled. These options have been agreed with NCC staff and representatives over 2 workshops carried out for this project. These alternative options apply to the core (kerbside) collection service and do not include additional tonnage collected through bulky waste, street sweepings or commercial waste.

The baseline situation represents the current service, whilst all other options add food waste collection to the service (using a 23L bin + small kitchen caddy), as well as also adding plastic film and cartons to the recycling collection. It is also noted that the garden waste collection service remains identical to the baseline service in all the options. Any change from the baseline is highlighted in **purple**.

Options 1 and 2 change the current commingled service to a twin-stream whereby the paper and card are collected in reusable bags with 180L WHBs. Food waste is collected on separate 7.5t dedicated food waste vehicles, and these 2 options differ from each other in that option 2 provides a restricted residual waste capacity, in the form of 140L WHBs (reducing the average weekly capacity available to households from 120L to 70L).

Options 3 and 4 represent a multi-stream dry recycling collection (where materials are sorted into different compartments on a specialist vehicle at the kerbside), which is collected weekly alongside the food waste (which is placed in a separate compartment on the collection vehicle). Options 3 and 4 differ in that option 4 provides a restricted residual waste capacity in the form of a 140L bin. Option 5 is very similar to option 1, with the only change being that the food waste is collected on the same vehicle as is used to collect the separated paper and card collection. This is via a specialist collection vehicle with a pod for the food waste.

Table 1 – Details of alternative options modelled in KAT

Option	Collection Stream	Frequency	Capacity
Baseline	Residual	Fortnightly	240L Wheeled Bin
	Dry Recycling (co-mingled)	Fortnightly	240L Wheeled Bin
<i>As current</i>	Food waste		None
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 1 <i>Twin-stream collection with weekly food waste</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Twin-stream + film + cartons)	Fortnightly	1x 70L bag – paper & card, 1x 180L WHB – plastic, cartons, glass and metals
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 2 <i>Twin-stream collection with weekly food and restricted residual capacity</i>	Residual waste	Fortnightly	140L Wheeled Bin
	Dry recycling (Twin-stream + film + cartons)	Fortnightly	(1x 70L bag – paper & card, 1x 180L ⁶ WHB – plastic, cartons, glass and metals)
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 3 <i>Multi-stream recycling with weekly food waste</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Multi-stream + film + cartons)	Weekly	3x 40L boxes; paper & card; glass & metals; plastic & cartons
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 4 <i>Multi-stream dry recycling with weekly food waste and restricted residual capacity</i>	Residual waste	Fortnightly	140L Wheeled Bin
	Dry recycling (Multi-stream, + film + cartons)	Weekly	3x 40L boxes; paper & card; glass & metals; plastic & cartons
	Food waste	Weekly	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin
Option 5 <i>As Option 1 with co-collection of paper and food.</i>	Residual waste	Fortnightly	240L Wheeled Bin
	Dry recycling (Twin-stream, + film + cartons)	Paper & card – co-collected (with food) on podded vehicle - weekly Plastic, glass, cartons and metals – fortnightly	1x 70L bag – paper & card 1x 180L WHB – plastic, glass, cartons and metals
	Food waste	Weekly (co-collected with paper and card)	Kerbside caddy + kitchen caddy
	Garden waste (free)	Fortnightly	240L Wheeled Bin

⁶ There would also be the option of swapping the current 240L residual bin to be used for the recycling, and issuing a new 140L bin for residual waste. This option has been considered in the 'cost of change' section of this report.

2 Baseline Performance & Benchmarking

This section summarises the current waste and recycling services provided by NCC. It provides a high-level assessment of the council's recycling performance and how this compares to others, based on published data. Information was taken from WasteDataFlow and WRAP's Local Authority portal to supplement data provided by each of the councils.

Benchmarking is carried out in order to understand each council's current performance in comparison to other local authorities with similar demographics and household waste collection services. Using the WRAP LA portal, users are able to access data on local authority waste and recycling services, including performance benchmarking.

The most recent data uploaded to the WRAP LA portal data is 2019/20. This covers kerbside collected tonnages and excludes additional Local Authority Collected Waste (LACW) such as bring banks and RHWS's. The six core dry recycling materials reported on the portal are paper, cardboard, cans, glass, plastic bottles and plastic tubs and trays (PTT). Where plastic film is collected by the districts, this is also included.

Table 2 shows the current collection service operated by NCC. The frequency of all waste collections is currently fortnightly, dry recycling service is commingled and a separate food waste collection is not currently provided.

Table 2 – NCC's current waste collection service

Collection	Frequency	Container
Residual	Fortnightly	240L WHB
Dry Recycling (commingled)	Fortnightly	240L WHB
Food waste	Not Provided	
Garden waste (free)	Fortnightly	240L WHB

The following provides a breakdown of the treatment and/or disposal routes for each of the waste streams for NCC as understood by FRM and used for the purposes of this Options Appraisal:

- Residual: 94% of total tonnage to Eastcroft EfW⁷, during shutdown and maintenance 6% goes to a residual waste materials recovery facility (MRF)⁸ where some materials are separated for recycling (e.g. metals), a fraction sent for use as a fuel at a cement kiln and rejects are sent to landfill.
- Dry recycling: sent to a MRF for materials separation before being sent for reprocessing
- Garden waste: The garden waste collected is sent for composting (at Simpro Ltd)

Table 3 provides a summary of the WRAP LA Portal benchmarking analysis for NCC for 2019/20. Other than the paper yield (which is in the bottom 50% of similar authorities in terms of performance),

⁷ Eastcroft EfW Facility: <https://eastcroft.fccenvironment.co.uk/>

⁸ A residual waste materials recycling facility is also known as a 'dirty MRF', as distinct from a materials recycling facility that separates comingled recycling, which is a 'clean MRF', or simply a MRF.

NCC ranks in the bottom 25% for the cumulative and individual yields of all 6 key recyclable materials collected when compared against similar LA's, cities and university towns in England.

Table 3 – WRAP LA Portal benchmarking analysis results (2019/20)

Detail	6 core materials	Paper	Card	Cans	Glass	Plastic bottles	Plastic tubs
Nottingham City Council Yield (kg/hhd/yr)	120.1	51.1	18.9	6.2	32.1	8.4	3.3
How NCC compare against other UK authorities	180.9	65.9	29.7	10.5	54	14.8	5.9
How NCC compare against other Las in the East Midlands							
How NCC compare against other authorities with similar characteristics – ONS classification 'University Towns and Cities Las'							
How NCC compare against other authorities in the same rurality 'Predominantly urban, high deprivation Las'							

Key

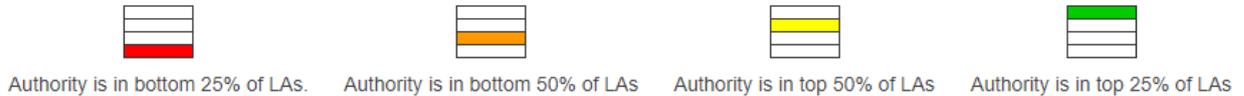


Figure 1 shows NCC’s historic kerbside recycling rate since 2005/6. A steep increase is noted up until 2009/10 followed by a gradual decline up to 2020/21. This upward trend between 2005/6 and 2009/10 can be attributed to the expansion of the recycling service in Nottingham over this time. Since this peak, as of 2020/21, the recycling rate for Nottingham was 23.9%. This is substantially below the average national performance of 43.8% for the same period. Between 2005/6 and 2010/11 an improvement in performance can be seen, however, since the peak performance of 35.9%, the recycling performance has steadily decreased over time. There are a number of factors which could be attributed to this decline, including a change in the definition of recycling (and as such the materials which could be counted towards the Council’s recycling performance), impacts of austerity, and in recent years the effects of the Covid-19 pandemic (which has nationally shown a small decrease in recycling rate).

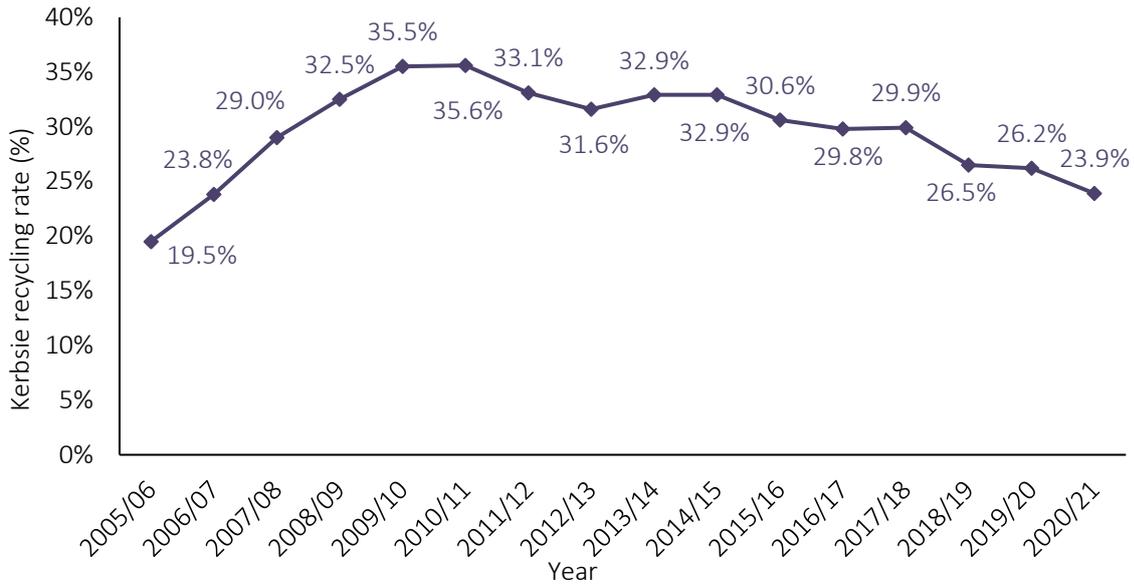


Figure 1 – NCC’s historic kerbside recycling rate.⁹

As shown in Figure 2, NCC’s residual waste yields are relatively consistent and generally stay within the c. 600-700 kg/household. The yield for 2020/21 was 621.6 kg/household which was above the average for the East Midlands region (590 kg/household) and the national average (553 kg/household) for the same period.

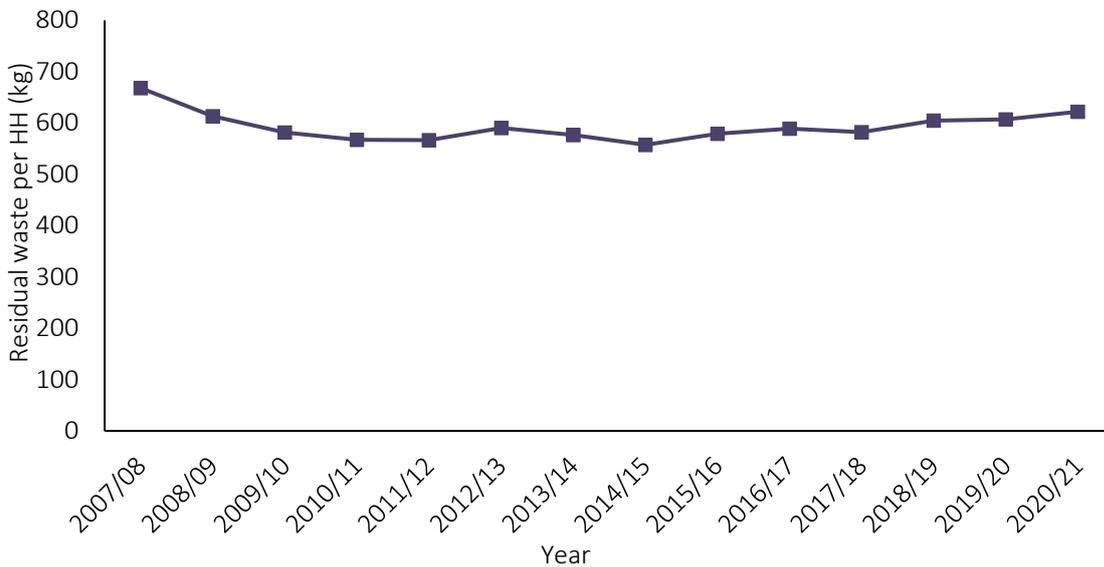


Figure 2 – NCC’s historic residual waste yield per household.⁴

Figure 3 illustrates a comparison of NCC’s kerbside recycling performance against nearest neighbours via a benchmarking group, while Figure 4 shows a comparison against core cities in England. NCC ranks on the lower end of the scale for both the analyses.

⁹ Source: Defra and WDF



Figure 3 – NCC’s nearest neighbour benchmarking analysis for kerbside recycling rate.¹⁰

Following the above, Table 4 provides details for the waste collection services offered by the highest performing nearest neighbours respectively to highlight where there are any substantive differences in the services offered by the respective Local Authorities. It is noted that all the high performers all provide a commingled dry recycling service as per Nottingham, however each offer food waste collections, whether that be separately collected or co-collected with garden waste. It is noted that two of the top three performers also provide a charge for the collection of garden waste.

Table 4 – Service details for NCC’s highest performing nearest neighbours

Local Authority	Collection	Frequency	Container
Kingston upon Hull City Council	Dry recycling (commingled)	Fortnightly	240L WHB
	Garden waste (free)	Fortnightly	240L WHB
	Food waste	Fortnightly	Collected with garden waste
	Residual	Fortnightly	240L WHB
Harlow District Council	Dry recycling (commingled)	Fortnightly	240L WHB
	Garden waste (charged - £42/year)	Fortnightly	240L WHB
	Food waste	Weekly	Kerbside + kitchen caddy
	Residual	Fortnightly	240L WHB
Norwich City Council	Dry recycling (commingled)	Fortnightly	240L WHB
	Garden waste (charged - £39.90 or £54.60/year dependent on bin size)	Fortnightly	180L or 240L WHB
	Food waste	Weekly	Kerbside + kitchen caddy
	Residual	Fortnightly	240L WHB

¹⁰ Source: Defra and WDF



Figure 4 – Core cities benchmarking analysis for NCC’s kerbside recycling rate.¹¹

Table 5 details the various waste collection services offered by the highest performing core cities from Figure 4 above. It is noted that the highest performer (Bristol City Council) has a smaller residual waste bin (180L), it also provides a charged garden waste collection service. All the top performers offer either a Multi stream (kerbside sort) or twin-stream dry recycling collection system. This options appraisal looks at both multi-stream and twin stream recycling options for Nottingham as well as restricting the residual waste capacity.

Table 5 – Service details for the highest performing core cities from the analysis above

Local Authority	Collection	Frequency	Container
Bristol City Council	Dry recycling (kerbside sort)	Weekly	2 x boxes, 1 x bag
	Garden waste (charged - £32/year)	Fortnightly	240L WHB
	Food waste	Weekly	Kerbside + kitchen caddy
	Residual	Fortnightly	180L WHB
Newcastle upon Tyne City Council	Dry recycling (twin stream)	Fortnightly	240L WHB + black caddy (glass separate)
	Garden waste (free)	Fortnightly	240L WHB
	Food waste	Not provided	
	Residual	Fortnightly	240L WHB
Manchester City Council	Dry recycling (twin stream)	Fortnightly	2 x 140L WHB (paper and card separate)
	Garden waste (free)	Fortnightly	240L WHB
	Food waste	Fortnightly	Collected with garden waste
	Residual	Fortnightly	140L WHB

Figure 5 shows a cost-of-service comparison for NCC’s current service against all English authorities in terms of cost per person. It is shown that NCC operates a very cost-effective service. Furthermore, the only authorities that perform better than NCC (lower £/person) are relatively larger combined

¹¹ Source: Defra and WDF

authorities with a considerably larger scale of operation (i.e., economies of scale). Excluding these, only the Isle of Wight offers a more cost-effective service. There is a relationship between the cost of the service (particularly as regards collection and public engagement) and the recycling performance.

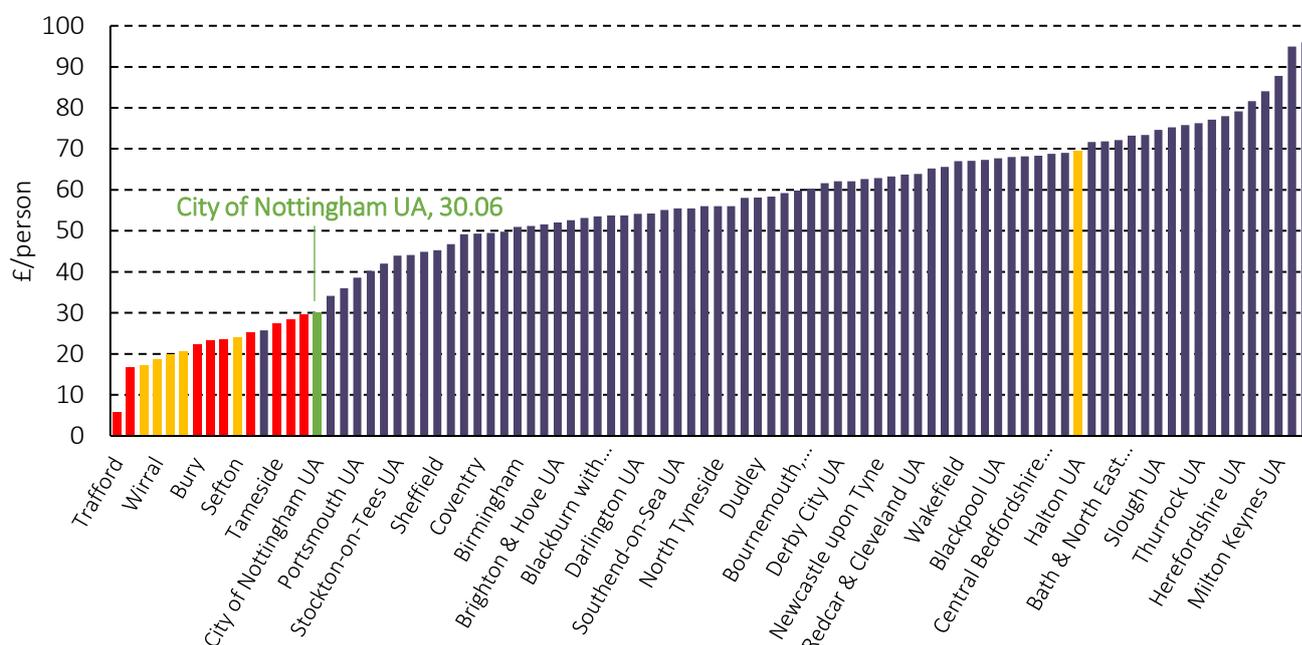


Figure 5 – Cost of service benchmarking analysis for NCC.¹²

2.1 Current Service (Baseline)¹³

Table 6 below shows an estimate of the total kerbside collection cost for NCC’s current service as per the KAT modelling (see Section 3 for full details on methodology). It is estimated to be c. £5.5 million¹⁴, with the largest proportion of the cost being attributed to the residual waste collection service, followed by dry mixed recycling (DMR) and garden waste collections respectively.

Table 6 – NCC’s Current service collection cost and recycling rate

Kerbside collection (KAT) – 2020/21	Baseline	Tonnage
Annualised recycling collection cost	£1,738,700	13,535
Annualised garden waste collection cost	£1,548,800	9,997
Annualised residual waste collection cost	£2,280,300	75,935
Total gross collection cost	£5,567,800	99,468
Kerbside recycling rate	23.54%¹⁵	

¹² These are all Mets and Unitaries by cost of waste management per head. The red bars are Greater Manchester Combined Authority and the yellow bars are Liverpool City Region Combined Authority. Credit: Antony Greener, NCC

¹³ All service costs rounded to nearest £100

¹⁴ It should be noted that this will not be the same as the collection service budget, which will include a number of other overheads and costs

¹⁵ This varies from the reported current NCC recycling rate (23.9%), due to other recycling and disposal activity not included within the kerbside model (e.g. the Household Waste Recycling Centre)

3 Methodology

3.1 KAT Modelling (Collection)

The Kerbside Analysis Tool (KAT) was utilised to provide a comparative assessment of cost and operational requirements for the baseline (current) collection service and will be used to model the agreed alternative collection scenarios. KAT data proformas were originally completed by council officers and further clarifications were provided on request.

The baseline models are designed to reflect the current service operation, at the time of modelling, and are therefore a good representation of the service. All cost elements are **annualised**, including existing bins, vehicles etc and consist of a mixture of actual and standardised costs so should be considered to be indicative. This approach allows a 'like for like' comparison against alternative collection systems but would not be reflective of the differential capital investment required to install a new system straight away. In order to calculate actual costs of an alternative system that takes account of existing infrastructure and vehicles, a more bespoke analysis should be undertaken including practical aspects of service implementation (e.g. swapping bins for different elements of the service, transferring/ selling redundant vehicles etc.).

The year 2020/21 has been chosen as the baseline year, and tonnage input data has been provided by NCC, as per information required for input into WasteDataFlow.

Please note that the costs identified by KAT for each scenario are annualised as noted above and the recycling rates outlined within this section are 'kerbside recycling rates' of the core¹⁶ service rather than the total recycling rate of the council¹⁷.

Appendix A provides a detailed breakdown of model assumptions used in KAT for all the modelled options.

3.2 Treatment & Disposal Costs

The estimated treatment and disposal costs associated with each option have been added onto the KAT model (collection) costings in order to derive an anticipated 'whole system' costs. These costs are based on gate fees provided by NCC for the baseline and are supplemented with WRAP gate fees reports and LetsRecycle recyclate prices where appropriate in the alternative scenarios. Material revenues for the kerbside sort material are based on 5-year averages market prices.¹⁸ See Appendix B for further detail.

3.3 DRS & EPR

It was agreed that the potential impact of the introduction of a Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPR), as per the Resources and Waste Strategy for England, will be modelled for the baseline. The implications of EPR and DRS were both modelled using the 'Resource and Waste Policy Impact Calculator' (RAWPIC).

The RAWPIC tool uses a series of assumptions to model the impact of a DRS and EPR, some inbuilt within the model and others which are 'user defined'. For the purposes of this project, the

¹⁶ This does not include 'niche' elements of the collection service such as bring banks, bulky waste and certain specialist collections such as potentially from flats or clinical waste.

¹⁷ The total Council recycling rate would also include the waste flows from Bring Banks and other household waste streams not collected via the standard kerbside collection service.

¹⁸ As reported on Lets Recycle, and assuming a 20% cost for brokering / marketing materials

RAWPIC tool was used to calculate the percentage tonnage change for kerbside dry recycling (by material) and residual collection services.

Reforming the UK packaging producer responsibility (EPR) system aims to achieve better design of packaging (e.g., through increasing recycled material content, improving recyclability of packaging products, light weighting of material or producing refillable packaging). It is therefore assumed that more packaging items are able to be recycled and/or diverted from the residual waste stream.

A Deposit Return Scheme (DRS) aims to improve overall recycling and resource recovery by placing a redeemable deposit on 'in scope' materials. For the purposes of this report, it has been assumed that the DRS system implemented for England will be an 'all in' system (excluding glass, as per the latest consultation responses) which means it applies to all single use drinks containers (excepting HDPE plastics, primarily milk bottles). The deposit is modelled as a 20p value added to plastic and metal beverage containers.

3.3.1 EPR & Net-Burdens

The requirements within the Environment Act and Resources and Waste Strategy for England pose some of the most significant reforms to the management of waste and recycling that the industry has experienced over the last 50 years. Although much of the detail of these reforms is yet to be confirmed, the impact of the reforms proposed for Local Authority costs and operations is considerable. As such, as part of our analysis of the baseline, we have applied a sensitivity analysis comprising some high-level cost modelling to estimate how collection and disposal costs might look for NCC, based on some of the proposals within the national Strategy. This includes consideration of:

1. Full net cost recovery of obligated packaging material through the Extended Producer Responsibility (EPR) producer pays principle
2. Proposed Government commitment to cover any net new burdens placed on local government as a result of strategy obligations

The potential cost implications of each are presented as follows:

3.3.1.1 EPR

As part of the proposals for reforming Extended Producer Responsibility (EPR), Government are proposing that from the beginning of 2024¹⁹, packaging producers will be responsible for covering the full net recovery costs of packaging items placed on the market. For Local Authorities, it is assumed that this includes the cost of collecting, transporting, recycling and treating/disposing of materials obligated within the reformed EPR schemes. Although the detail on how the financing arrangements will ultimately be determined is yet to be known, high-level cost modelling has been applied to the baseline to estimate the potential proportion of Local Authority costs that could be covered by producers through the EPR schemes.

The potential collection costs covered by EPR has been estimated based the proportion of dry recycling and residual waste which is classed as 'obligated EPR material'. On disposal and treatment, it is assumed that any revenue accrued from the onward sale of obligated EPR materials is provided to producers to reflect their net costs.

Our modelling is based on a series of assumptions derived from information within the latest round of consultation documents on the Resources and Waste Strategy for England. Any figures quoted are based on assumptions which may require update following the publication of the 2nd round of

¹⁹ Subject to consultation. This timeline is as per latest proposals from the Resources & Waste Strategy

consultation responses (expected mid 2022). These cost estimates have been applied to the baseline and are indicative only.

3.3.1.2 Unredeemed DRS Deposits

The Government are also currently consulting on what will happen to unredeemed deposits i.e., those packaging items that are covered by the Deposit Return Scheme but that are not returned by a Reverse Vending Machine (RVM) or similar mechanism, and as such fall into the management of Local Authorities (either through kerbside collection or street cleansing of litter). Within the latest round of consultation on the Resources and Waste Strategy for England, it is proposed that unredeemed deposits will form one of the funding mechanisms for the Deposit Management Organisation (for example through the value of unredeemed deposits, revenue from the sale of materials and a producer fee). However, the Government are also considering a funding mechanism for Local Authorities to pay them for any material left within kerbside collections. Due to ongoing uncertainty this has not been considered as part of this project.

3.3.1.3 Net New Burdens

As part of the reforms to the waste and recycling industry, the Government has also committed to fully fund all net new burdens placed on local authorities arising from the Environment Act. This is in recognition of the financial pressures on local authorities and to ensure that any additional costs arising from new statutory duties will be covered. It includes changes that may necessitate additional equipment or resourcing, covering capital and operating costs.

This analysis includes a high-level assessment of the potential costs covered by the new burdens' doctrine, focusing on impacts on food waste and garden waste collection. The duration of how long these costs will be covered, remains to be seen, however Defra have confirmed that government will be funding local authorities for the operation of a separate food waste collection, even where there are existing food waste collections.

The detail regarding the calculation of a net burden payment for local authorities has not yet been published by government. Therefore, for the purposes of this modelling, it is assumed that the Government covers the total collection cost of free garden waste collection and food waste collections (i.e., any previous subscription costs would not be reimbursed).

To estimate the 'new burdens' cost of a food waste service, we have assumed that NCC will implement a dedicated food waste collection (or be paid the equivalent of doing so), and the annualised collection cost from KAT has been used. However, it should be noted that the collection costs for food waste can vary significantly depending on the collection arrangement, i.e. separate dedicated food waste or co-collected with other materials such as a split-back vehicle with a pod, or via a kerbside sort vehicle (e.g., Terberg or Romaquip).

As mentioned, Defra have confirmed that government funding for local authorities will cover the total collection cost and total **net**²⁰ disposal cost of a separate food waste collection, even where there are existing food waste collections at present. The disposal of organics is cheaper than the alternative treatment method (residual waste disposal). Furthermore, it is unclear from the definition of 'net costs' whether any savings would be deducted from additional collection costs or not. As such we have excluded this element of the costings and are these not included as part of this modelling.

²⁰ Our interpretation of 'net costs' covers the total difference in net disposal costs between sending food for Anaerobic Digestion and sending to EfW (as if food waste remains in the residual waste stream) – equivalent to £58/t.

3.4 WRATE Assessment

To derive environmental impacts (including carbon) for the options, FRM have applied the Waste & Resources Assessment Tool for the Environment (WRATE), version 4.0.1.0 throughout the Strategy review and Options Appraisal stages. This is a Life Cycle Assessment model developed by the Environment Agency specifically for the purpose of modelling municipal waste management systems and is recognised as the industry standard.

The Waste & Resources Assessment Tool for the Environment (WRATE), version 4.0.1.0, is the latest version of the Life Cycle Assessment model, developed by the Environment Agency specifically for the purpose of modelling municipal waste management systems. It allows users to quantify and compare the relative environmental burdens of equivalent waste management systems across their entire life cycle.

WRATE calculates the potential impacts arising from all processes in the waste management system including the collection, transportation, transfer, treatment, disposal and recycling of materials. The model takes account of the construction and operation of infrastructure and vehicles, and offsets this burden against the avoided burdens associated with materials and energy recovery. All inputs of waste, energy and materials, and outputs of energy, process residues, materials and emissions are accounted for.

In using WRATE the user specifies the waste stream(s) to be managed, then defines the way in which the waste is to be managed, step by step, including (as appropriate) the collection medium, vehicles, intermediate facilities, treatment, recovery and/or final disposal. WRATE calculates and presents the environmental impacts in terms of six default impacts: global warming potential, acidification, eutrophication, freshwater aquatic ecotoxicity, human toxicity and resource depletion. These are outlined below.

As a waste management model, one of the key outcomes is the avoided impact of effective waste management, for example emissions displaced from extracting / processing of virgin materials versus secondary materials recovery for recycling. Similarly, energy recovery from waste can offset some of the emissions from fossil fuel-based alternatives.

All emissions relating to global warming impacts (e.g., methane, carbon dioxide, nitrous oxide) are converted to kg of CO₂ equivalent, over a 100-year timeframe. This is standard practice for models considering carbon impacts of waste management processes.

It should be noted that, the lower the number, the lower the impact (or in the case of negative numbers a -1000, is better than a -800). Negative numbers arise where recycling and energy recovery, as noted above, has offset more damaging, carbon intensive processes, such as primary resource extraction and burning of fossil fuels.

See Appendix E for detail on the additional impact indicators derived from WRATE.

3.4.1 Key Assumptions for WRATE

All collection activity utilises the vehicle types and mileages from the KAT (Kerbside Analysis Tool). The exception are the food waste vehicles for which there is not an equivalent vehicle to a specialist food waste collection vehicle, as a consequence a 7.5t caged recycling vehicle was used as an alternate. The mileages are included in Appendix D.

Contamination within recyclables is assumed to be left in the residual stream to account for the impacts of disposal of this material. The consequences of transporting it are captured in the vehicle mileage modelled in KAT.

The transport distances to key sites and facilities are detailed below:

- Recyclate reprocessing, transport to Eastcroft, ash (IBA, FA) disposal/reuse, – 50
- Compost / digestate application to land – 20

Details of the modelled options and scenarios are presented below, with schematics presented in Appendix C for visual representation of the WRATE models. Appendix D provides a breakdown of vehicle mileages used for the WRATE models (obtained from KAT).

3.4.1.1 Baseline

Within the baseline WRATE model, the collection scheme reflects the existing service offered by NCC as detailed earlier. Once collected, 94% of the residual waste stream is directed to Eastcroft EfW facility and 6% is taken to a dirty MRF for sorting, with some recycling, a fraction sent to a cement kiln for use as fuel and the rejects going to landfill. This is done so as to mimic schedules of outage of the EfW plant for routine maintenance. The IBA is sent for recycling into secondary aggregate and metals are recovered for recycling, whilst the fly ash is landfilled. The garden waste is taken for composting with the resulting product recycled for land application. The mixed recyclables are taken to a MRF and sorted for production and appropriate reprocessing of recycled materials. See Appendix C for a detailed schematic.

3.4.1.2 Option 1

Treatment and disposal of the leftover residual stream and garden waste remains identical to the baseline. However, food waste collections and dry recycling collections are modified in this option. To that effect, the paper and card are taken to a transfer station instead of a MRF and sorted and separated for appropriate recycling. The rest of the dry recycling is taken to the MRF where it is separated out and materials processed for appropriate reprocessing. Here, plastic film is also included in recycling to reflect anticipated incoming changes to legislation. See Appendix C for a detailed schematic.

3.4.1.3 Option 2

This option is identical to Option 1 with restricted residual waste capacity (smaller bins), which then impacts the diversion of the total tonnage, as shown in the results sections. See Appendix C for a detailed schematic.

3.4.1.4 Option 3

This option is a multi-stream recycling collection using boxes rather than bins, and sorting the materials on the vehicle rather than at an MRF. This allows for higher quality recycling and is reflected in more glass being sent for remelt applications rather than aggregate use. See Appendix C for a detailed schematic.

3.4.1.5 Option 4

This option is identical to Option 3 with restricted residual (which impacts tonnage breakdown). See Appendix C for a detailed schematic.

3.4.1.6 Option 5

This option is very similar to Option 1. However, the food waste is collected with the dry recycling (paper / card) in a separate pod on a specialist vehicle. See Appendix C for a detailed schematic.

4 Options Appraisal Results & Discussion²¹

This section presents and evaluates the performance of all the modelled options based on their performance against an agreed set of evaluation criteria. The results are either presented in terms of quantified results (e.g. cost or carbon), or for more qualitative options are colour coded (using a traffic light scheme), whereby green presents the 'best' option and red presents the 'worst' performing option. Shades of green, amber and red are used for the intermediate ratings.

The criteria with which each of the options are assessed was agreed at a workshop with Council officers and members. The agreed criteria are as follows:

- Recycling performance – as modelled through KAT and using agreed assumptions
- Financial cost - developed through an industry standard model for collection systems known as KAT²² and additional information on cost from the Council. This has been separated out by collection costs and treatment and disposal costs.
- Environmental benefit - developed through a bespoke Life Cycle Assessment tool for municipal waste systems, known as WRATE²³ with a focus on climate change impacts
- Alignment with National Policy – considers how well each option aligns against proposals within the National Resources and Waste Strategy and TEEP
- Public Acceptability – considers how residents would perceive the service
- Social Value – considers a variety of indicators including air quality (from transport miles), wellbeing and community benefits.
- Operational Flexibility & Deliverability – considers the quantity and quality of materials collected at the kerbside, the contingency use of vehicles for different waste streams and considers the ease of introducing the service change
- Health & Safety – Staff, considers operational aspects of the service and health & safety considerations

Each option has been modelled to determine the performance against the quantitative criteria of cost, kerbside recycling performance and environmental performance (carbon equivalent savings) and are combined with the qualitative criteria. The results of the evaluation are discussed in turn within this chapter. It should be noted that no weighting has been applied to the evaluation criteria, and as such the preferred option may be determined by the criteria which are considered most important.

High-level analysis has also been undertaken on the baseline to estimate the potential impacts of DRS, EPR & net burdens.

²¹ All costs rounded to nearest £100

²² Kerbside Analysis Tool, developed and managed by WRAP, the Waste & Resources Action Programme

²³ Waste & Resources Assessment Tool for the Environment, developed by the Environment Agency and managed by Golder Associates

4.1 Kerbside Recycling Performance

Figure 6 and Table 7 present a detailed breakdown of total tonnage and recycling performance of all the options. The modelling assumes the same waste arisings in all options (i.e., no waste reduction). There is increased material collected for recycling (dry recycling, food and garden combined) in all alternative options. Plastic film and cartons have been added to the dry recycling collection system in all alternative options.

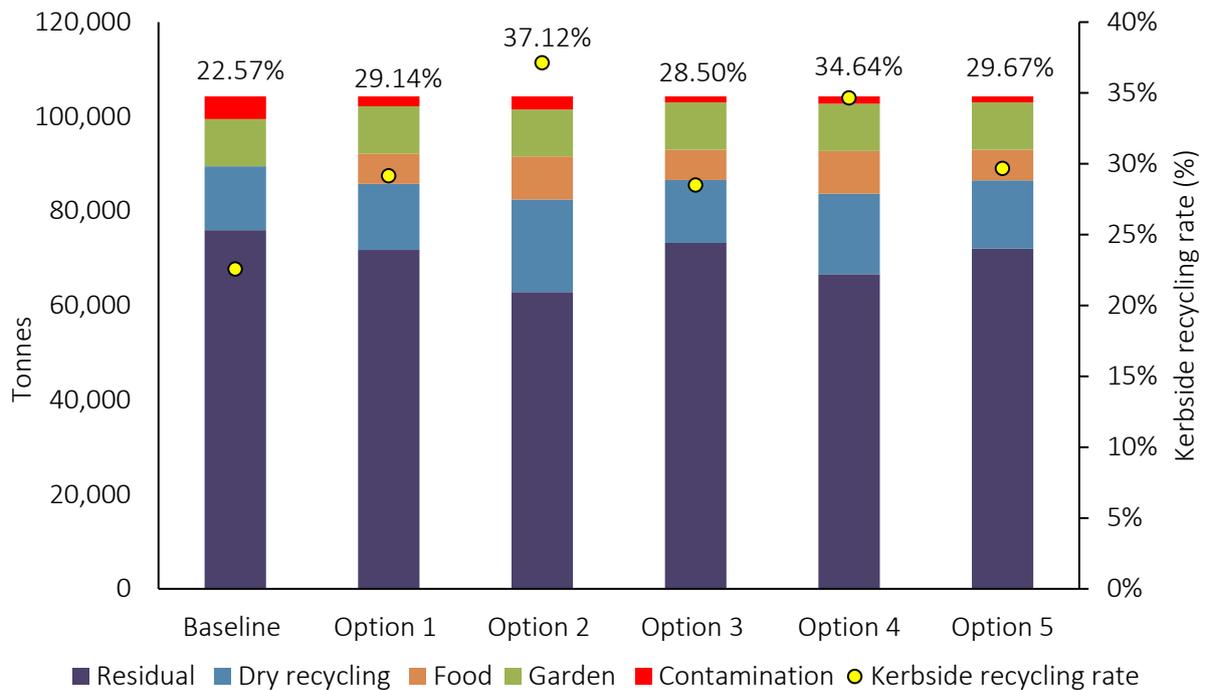


Figure 6 – Recycling performance results for the options modelled

The kerbside recycling performance increases in all alternative options above the baseline (22.57%), ranging from 28.50% (option 3) to 37.12% (option 2). It is evident that options 2 and 4 are the highest performing. Option 2 models a twin-stream collection with restricted residual waste collections (smaller bins) whilst option 4 models a kerbside-sort dry recycling collection also with restricted residual waste collections. The reduction in average weekly residual capacity (from 120L to 70L) incentivises the use of alternative bins, and therefore increases the total amount of recycle collected. Option 2 performs higher than option 4 as it is assumed that a twin-stream collection would yield slightly higher dry recycling tonnages than a kerbside-sort system. In multi-stream collections the level of material sorting influences the level of contamination, and this is modelled to perform best in terms of (low) contamination levels.

Option 5 results in the highest kerbside recycling rate of the options modelled without any residual waste capacity restriction. In this option dry recycling is collected via a twin-stream collection, separating paper and card from the remaining recyclables. In this option however, it is collected on a weekly basis alongside the food waste. Introducing separate food waste collections increases the kerbside recycling rate by at least c. 6%.

Table 7 – Kerbside recycling performance breakdown for each option

Waste Stream	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Residual	75,935	71,786	62,817	73,267	66,610	71,198
Dry recycling	13,535	13,935	19,626	13,264	17,033	14,487
Food	0	6,459	9,089	6,460	9,092	6,459
Garden	9,997	9,997	9,997	9,997	9,997	9,997
Contamination	4,809	2,100	2,748	1,289	1,545	2,136
Kerbside recycling rate	22.57%	29.14%	37.12%	28.50%	34.64%	29.67%
Change in Recycling Tonnage		+6,858	+15,179	+6,188	+12,590	+7,411

4.2 Total Indicative Recycling Performance

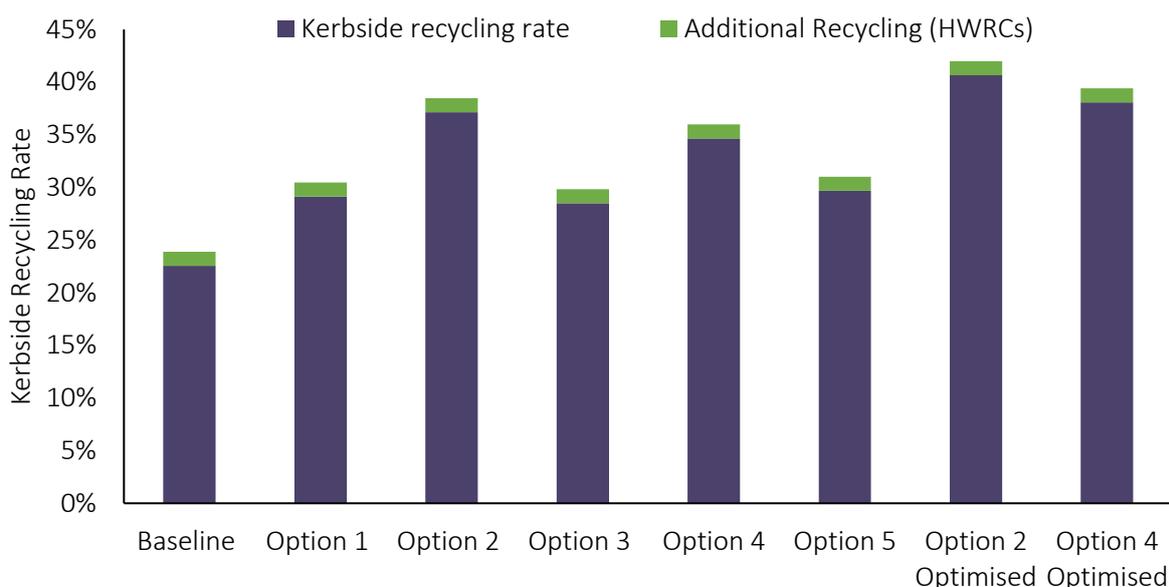


Figure 7 - NCC's total indicative recycling rate

Table 8 - NCC's total indicative recycling performance

	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5	Option 2 Optimised	Option 4 Optimised
NCC Recycling Rate	23.90%	30.48%	38.46%	29.83%	35.97%	31.01%	41.97%	39.40%

As shown above, including HWRC's has a small positive impact on NCC's kerbside recycling performance to collectively yield a total indicative recycling performance. It is noted that this was

calculated for the baseline (obtained via Defra stats) and for all the other options, it was assumed that it stays at this figure (i.e., an addition of 1.33% across the board).

4.3 Total Gross Operational Cost

4.3.1 Kerbside Collection Cost

Table 9 illustrates the total annualised kerbside collection costs of each option, broken down by each collection stream. Costs are presented as gross annualised indicative costs. This means that any capital costs, such as bins and vehicles are included and depreciated over the assumed service lifetime. In all options, the current garden service is retained. As such there are no changes to the annualised garden waste collection service or costs.

All alternative options result in an increased kerbside collection costs relative to the current service, ranging from £2.36 million to £2.73 million in additional costs. A large proportion of this cost can be attributed to the introduction of a food waste collection. In option 1 and 2 where this is provided as a dedicated service, it is estimated to cost in the region of £1.7 and £1.8 million per annum. In options 3, 4 and 5, food waste is co-collected with dry recycling. The annual cost of the residual waste collection service remains broadly consistent across all options. This shows that although there is a decrease in the total residual tonnage, this does not have a material impact on annual residual waste costs (this is linked to the resource required, in terms of vehicles and crew – See Appendix F for vehicle numbers and crew).

The option with the greatest annualised collection costs is option 4, which models a kerbside sort dry recycling collection with restricted residual collection. Option 1 results in the lowest additional annualised gross collection cost compared to the baseline, which models a twin-stream dry recycling service, separate food waste collection and retains the current residual waste collection service.

Note, these costs exclude the costs/revenues for the collected wastes and recyclates which are presented in 4.2.2 **Error! Reference source not found.**

Table 9 - Breakdown of annualised collection costs for the modelled options

Cost	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Annualised recycling collection cost	£1,738,700	£2,382,100	£2,791,200	£4,123,800	£4,468,100	£4,266,100
Annualised food waste collection cost	n/a	£1,720,900	£1,808,400			
Annualised garden waste collection cost	£1,548,800	£1,548,800	£1,548,800	£1,548,800	£1,548,800	£1,548,800
Annualised residual waste collection cost	£2,280,300	£2,280,900	£2,086,300	£2,280,600	£2,281,300	£2,238,100
Total gross collection cost	£ 5,567,800	£ 7,932,700	£ 8,234,800	£ 7,953,200	£ 8,657,600	£ 8,052,900
Difference		£2,364,893	£2,666,966	£2,385,408	£3,089,769	£2,485,095
Kerbside recycling rate	22.57%	29.14%	37.12%	28.50%	34.64%	29.67%

Figure 8 provides a breakdown of where additional collection costs of each option arise, relative to the baseline. Small residual waste collection savings are shown in options 2, 4 and 5, however these are more than offset by additional collections costs from food waste in particular. Figure 9 shows the collection cost per household of each option, in comparison to the baseline. All options incur an additional cost per household of roughly £20 per household, ranging from c. £63 / hh (option 1 and 3) to £68 / hh (option 4).

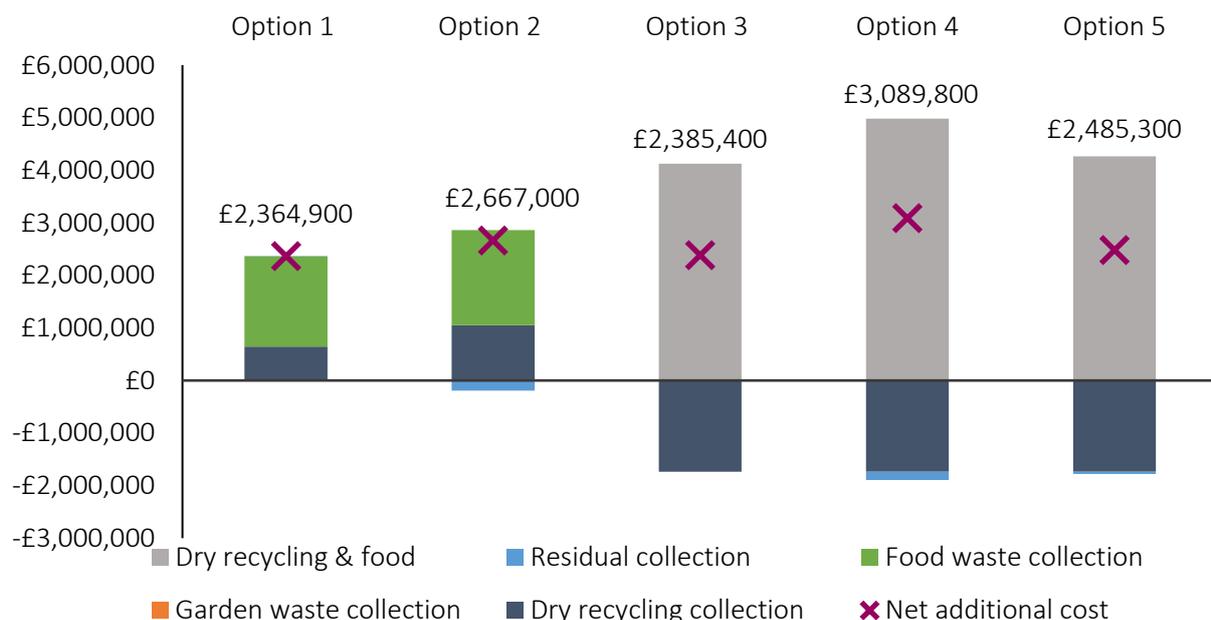


Figure 8 - Collection costs of modelled options relative to baseline

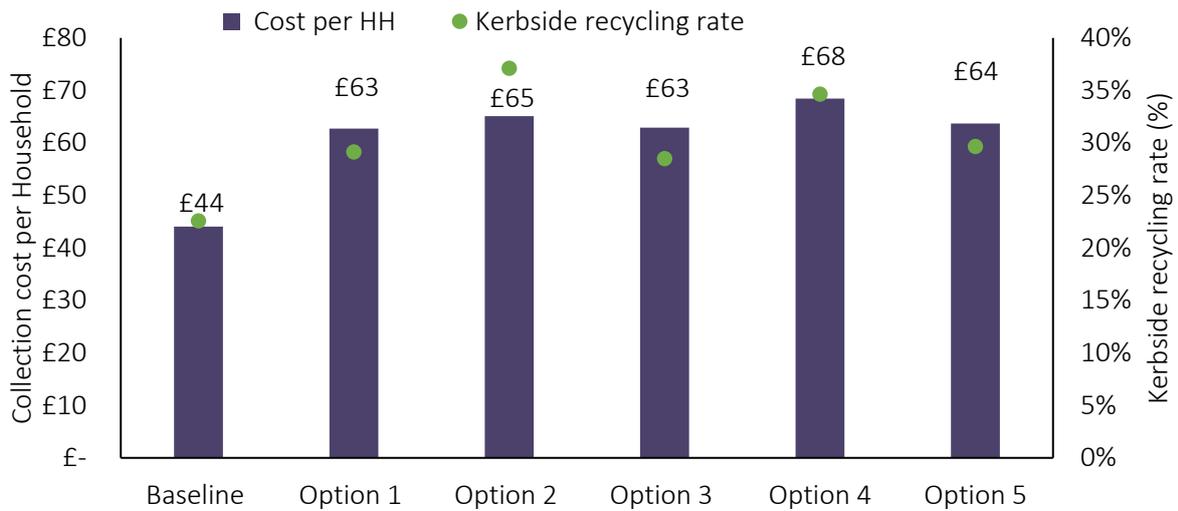


Figure 9 - Collection cost per household for the modelled options

4.3.2 Treatment & Disposal Costs

The tables below provide treatment and disposal costs (Table 10), as well as whole-system costs (including revenue) for the options modelled (Table 11). All of the alternative collection options result in lower total treatment and disposal costs than the current service (c.£7.8million). At present, NCC process the DMR via a MRF at an estimated annual cost of £1.37 million per annum. Where material is source separated (the paper and card fraction in option 1, 2 and 5, and for all materials in option 3 and 4) it is assumed this material could be sold to reprocessors, usually for a revenue. This results in much reduced recycling processing costs for option 1, 2 and 5 as the revenue accrued from the on sale of paper and card can be offset against the cost of sending the remaining material (glass, plastic and metals) to the MRF. Overall, processing dry recycling will still be at a cost to the Council in these options. In options 3 and 4 where material is source separated it is estimated that NCC could receive in the region of £0.8 - 1 million per annum²⁴.

Options 4 and 3 have the cheapest net treatment and disposal costs of the options modelled at £5 million and £5.6 million respectively. Notably these are the only options that generate a revenue for the treatment of dry recycling. This is driven by the increased recyclate quality obtained via the multi-stream collection system. There are residual waste treatment savings in all alternative collection options²⁵. NCC may be required to review contract arrangements where substantial changes in collected tonnage are anticipated

²⁴ Based on moderated LetsRecycle 5year material average price

²⁵ Assuming there are no penalties in contractual terms for missing any Guaranteed minimum tonnages or other relevant threshold criteria.

Table 10 - Breakdown of treatment and disposal costs for all the modelled options

Detail	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Dry Recycling (gate fee or revenue)	£1,092,900	£202,400	£278,700	-£844,900	-£1,090,200	£190,000
Food Waste Treatment	N/A	£202,800	£285,400	£ 202,800	£285,500	£ 202,800
Garden Waste Treatment	£275,400	£275,400	£275,400	£275,400	£275,400	£275,400
Residual Waste Treatment EfW	£5,751,400	£5,262,900	£4,670,200	£5,310,600	£4,854,700	£5,223,600
Haulage (All tonnage)	£312,800	£312,800	£312,800	£ 312,800	£312,800	£312,800
Transfer (All tonnage)	£364,900	£364,900	£364,900	£364,900	£364,900	£364,900
Total Treatment & Haulage	£7,797,500	£6,621,400	£6,187,500	£5,621,800	£5,003,200	£6,569,600

As shown in Table 11, the option with the cheapest whole system cost is the baseline, followed by options 3, 4, 2, 1 and 5 respectively. This shows that that the additional collection costs are not offset by lower treatment costs in all of the alternative collection options. However, this does not take into account the impacts of EPR and new net burdens which may go a substantial way to reducing NCC costs.

Table 11 - Net cost of each modelled option

Costs and Revenue	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Kerbside collection costs (KAT) (cost)	£5,567,800	£7,932,700	£8,234,800	£7,953,200	£8,657,600	£8,052,900
Treatment Cost (Total)	£7,797,500	£6,621,398	£6,187,487	£5,621,800	£5,003,200	£6,569,600
Net (Collection, Revenue and Treatment)	£13,365,300	£14,554,100	£14,422,300	£13,575,100	£13,660,800	£14,622,600
		<i>£1,188,800</i>	<i>£1,056,900</i>	<i>£209,700</i>	<i>£295,400</i>	<i>£1,257,200</i>

Figure 10 provides a whole system cost normalised per household. It is evident that relative to all modelled options the current service has the cheapest cost per household. This increases to c. £115 per household in options 1, 2 and 5 and is reduced to c. £105 per household in options 3 and 4, demonstrating the impact of receiving revenue for source-segregated material could have on the whole system costs in NCC.

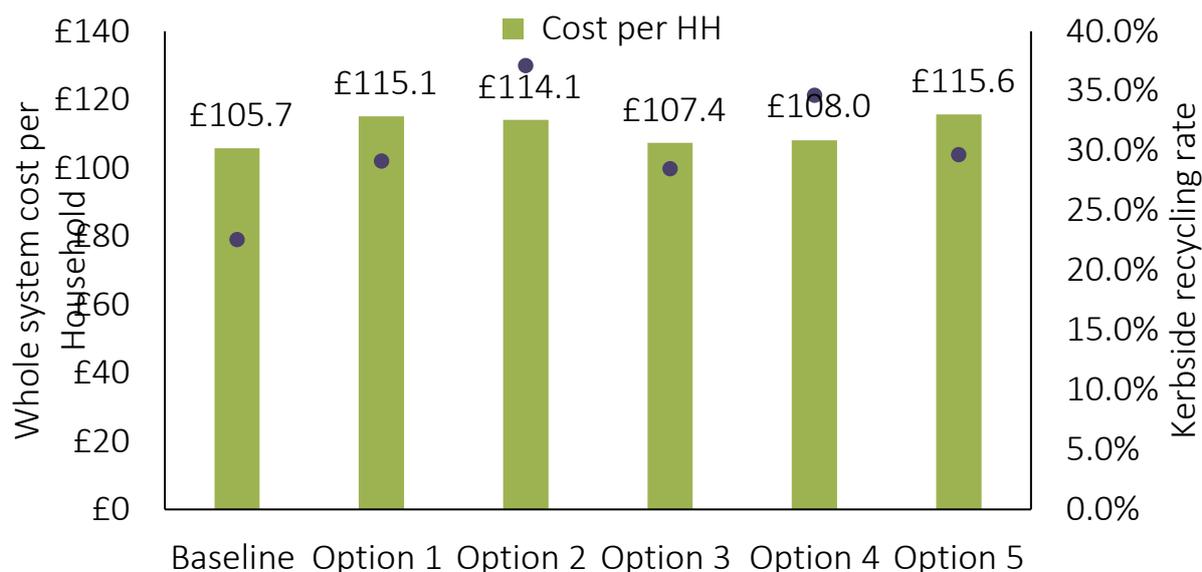


Figure 10 - Whole system cost of each option per household

4.3.3 Cost of Change

The KAT model calculates an annualised capital cost of vehicles and containers for comparative purposes and does not consider the additional cost burden would be required to move from the current baseline position, i.e. the ‘cost of change’.

As such, Table 12 below details the CAPEX costs associated with each option. These CAPEX costs take into account the cost of providing food waste collection containers, which is common in all the options, as well as the cost of new vehicles required and additional containers (specific to each collection service). As shown below, the cheapest option to change to would be option 3, followed by options 5, 4, 1, and 2. It is noted that in option 1, option 2 and option 5 it would be a lot cheaper to switch to if the 240L WHB from the current dry recycling is reused/retained for the recycling containers, this takes a large chunk out of the costs and may very well happen in practice.

Note that the cost of change includes the Capex for new vehicles and containers. It does not include any other costs associated with a change of service, e.g., procurement, communications, enforcement or other infrastructure requirements that may be required. However, if the overall costs of the service have increased, the annualised costs will have more overheads included within them (as this is a percentage applied on top of the total annual service costs), which may account for some of these elements.

Table 12 - CAPEX cost of each option

Detail	Vehicles	Containers	Summary - cost of change
Option 1	12 x REL 65%/35%, 21 m3 17 x 7.5t dedicated food waste vehicles	126,448 x 70L reusable bag, 180L WHB, kitchen caddy + kerbside caddy	£6,041,800
Option 2	14 x REL 65%/35%, 21 m3	126,448 x 70L reusable bag, 180L WHB, 140L	£8,726,300 (£6,339,600)

	18 x 7.5t dedicated food waste vehicles	WHB, kitchen caddy + kerbside caddy	
Option 3	22 x Stillage 37m3	126,448 x (3 x 40L boxes), kitchen caddy + kerbside caddy	£3,193,100
Option 4	27 x Stillage 37m3	126,448 x (3 x 40L boxes), kitchen caddy + kerbside caddy	£5,868,400
Option 5	12 x REL + front pod 75%/25% 22m3 total	126,448 x 70L reusable bag, 180L WHB, kitchen caddy + kerbside caddy	£4,491,600 (£2,152,300)

4.3.4 Optimised Collection Options

This options appraisal considers the implications of altering the ways in which the dry recycling is collected e.g. via the materials that are collected for recycling, the levels of materials sorting, and the types of containers that are used to collect those materials. There are additional methods which can be utilised to increase recycling performance thereby ‘optimising’ the service. At a local level, new or wider communications can be rolled out to enhance an existing service, or to introduce a new service, or to tackle a particular issue (e.g. identifying cases of contamination). At a wider level, with upcoming EPR, we are likely to see mandatory labelling for packaging materials which should make it easier with consistent messaging on items to assist with recycling.

For this reason, additional modelling has been undertaken on the two highest performing options, option 2 (twin-stream recycling with separate food waste and restricted residual) and option 4 (kerbside sort recycling with food waste and restricted residual waste), to explore how an ‘optimised’ service might perform. It is assumed that the impact of increased communication and public outreach improves the dry recycling yields, as well as the food waste tonnage yields and also decreases the contamination in the dry recycling streams. The details of these are included in Appendix A. The recycling performance and cost implications are as follows:

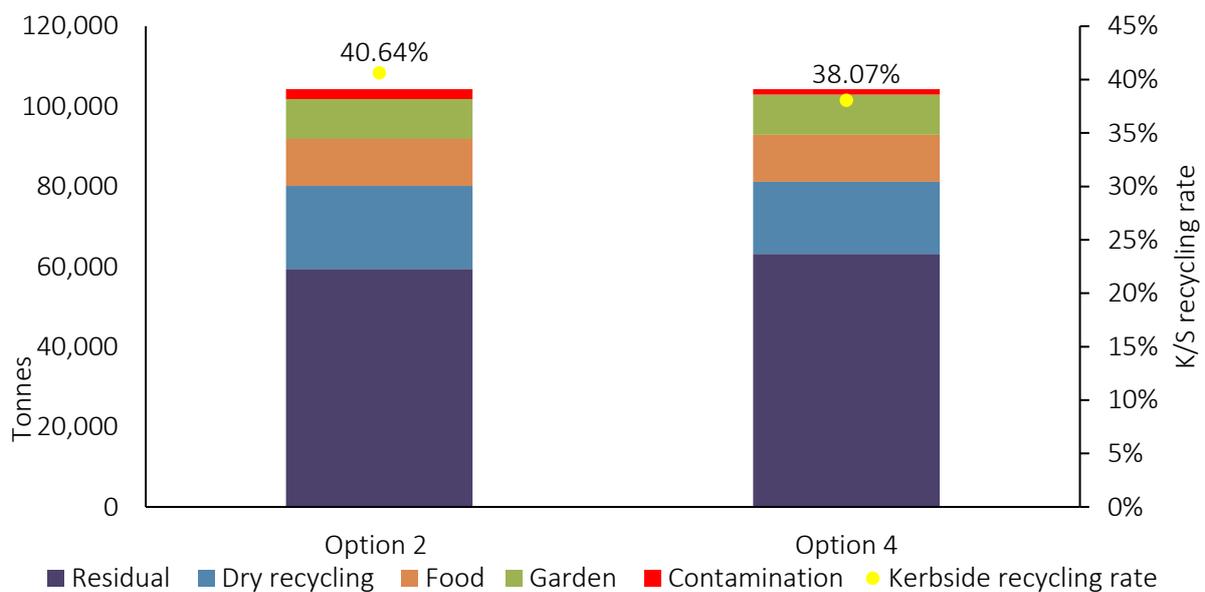


Figure 11 – Recycling performance results of optimised options 2 and 4

Table 13 – Breakdown of tonnage for optimised options 2 and 4

Waste Stream	Baseline	Option 2	Option 2 (Comms)	Option 4	Option 4 (Comms)
	<i>Business as usual</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Two-stream (paper & card out), + food + restricted residual (Optimised)</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Kerbside sort with food waste + restricted residual (Optimised)</i>
Residual	75,935	62,817	59,451	66,610	63,186
Dry recycling	13,535	19,626	20,661	17,033	17,984
Food	0	9,089	11,719	9,092	11,719
Garden	9,997	9,997	9,997	9,997	9,997
Contamination	4,809	2,748	2,449	1,545	1,391
Kerbside recycling rate	22.57%	37.12%	40.64%	34.64%	38.07%
Change in Recycling Tonnage		+15,179	+18,844	+12,590	+16,168

In options 2 and 4, improved performance is achieved in both the cases due to the impact of communication and outreach campaigns. Option 2 noticeably reaches 40.64% in recycling performance, whereas option 4 reaches 38.07%. As shown below, however, with increased recycling performance, there are cost implications as well. In option 2, the change in collection costs (Table 14) is negligible, whereas in option 4, an increase of c. £400,000 is noted, as an additional two recycling vehicles are required.

Table 14 – Collection costs for optimised options 2 and 4

Cost	Baseline	Option 2	Option 2 (Comms)	Option 4	Option 4 (Comms)
	<i>Business as usual</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Two-stream (paper & card out), + food + restricted residual (Optimised)</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Kerbside sort with food waste + restricted residual (Optimised)</i>
Annualised recycling collection cost	£1,738,700	£2,791,200	£2,706,268	£4,468,100	£5,327,700
Annualised food waste collection cost	n/a	£1,808,400	£1,808,400		
Annualised garden waste collection cost	£1,548,800	£1,548,800	£1,548,800	£1,548,800	£1,548,800
Annualised residual waste collection cost	£2,280,300	£2,086,300	£2,086,300	£2,281,300	£2,125,900
Total gross collection cost	£ 5,567,800	£ 8,234,800	£ 8,149,900	£ 8,657,600	£ 9,002,500
Difference		£ 2,666,965	£ 2,582,053	£ 3,089,765	£ 3,434,664
Kerbside recycling rate	22.57%	37.12%	40.64%	34.64%	38.07%

Table 15 – Treatment and haulage costs for optimised options 2 and 4

Detail	Baseline	Option 2	Option 2 (Comms)	Option 4	Option 4 (Comms)
	<i>Business as usual</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Two-stream (paper & card out), + food + restricted residual (Optimised)</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Kerbside sort with food waste + restricted residual (Optimised)</i>
Dry Recycling (gate fee or revenue) - Avoided penalty on contaminated recycle ²⁶	£1,092,900	£278,700	£293,100	-£1,090,200	-£1,162,200
	N/A	N/A	(-£313,700)	N/A	(-£182,700)
Food Waste Treatment	N/A	£285,400	£367,900	£285,500	£368,000
Garden Waste Treatment	£275,400	£275,400	£275,400	£275,400	£275,400
Residual Waste Treatment EfW	£5,751,400	£4,670,200	£4,409,100	£4,854,700	£4,599,800
Haulage (All tonnage)	£312,800	£312,800	£312,800	£312,800	£312,800
Transfer (All tonnage)	£364,900	£364,900	£364,900	£364,900	£364,900
Total Treatment & Haulage	£7,797,500	£6,187,500	£5,709,800	£5,003,200	£4,576,100

The treatment costs decrease (Table 15) for the optimised counterparts, as a larger quantity of high quality recycle generates more revenue offsetting treatment costs. Moreover, due to the contamination rates falling below the maximum allowable contamination rate set within the current MRF contract, it has been assumed that the MRF gate fee would not include the penalties currently paid for by NCC. This results in c. £300,000 of savings on average. As such, overall, due to the aforementioned reasons, the optimised options are less expensive to operate in terms of whole system costs (Table 16). It should be noted that no additional communications costs have been attributed to this analysis.

Table 16 – Total system costs for optimised options 2 and 4

Costs and Revenue	Baseline	Option 2	Option 2 (Comms)	Option 4	Option 4 (Comms)
	<i>Business as usual</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Two-stream (paper & card out), + food + restricted residual (Optimised)</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Kerbside sort with food waste + restricted residual (Optimised)</i>
Kerbside collection costs (KAT) (cost)	£5,567,800	£8,234,800	£8,149,900	£8,657,600	£9,002,500
Treatment Cost (Total)	£7,797,500	£6,187,500	£5,709,900	£5,003,200	£4,576,100

²⁶ Avoided penalty is taken at the rate provided by NCC (£174.83/tonne) for contamination above 14% and based on the contamination tonnage on the standard, non-optimised versions of options 2 and 4

Net (Collection, Revenue and Treatment)	£13,365,300	£14,422,300	£13,859,700	£13,660,800	£13,578,600
		£1,056,900	£494,300	£295,500	£213,280

4.4 Carbon & Environmental Performance

The findings of the WRATE modelling exercise are outlined in this section. They represent Life Cycle Assessment results, and so consider the impact of vehicles and infrastructure as a proportion of their use and their life, so for example the impact of the Energy from Waste plant (including construction burdens and operational impacts) will be assessed over a 25-year life and annualised to reflect a years' impact.

Figure 12 shows the total carbon impacts of the baseline and the various modelled options.

The baseline (current) waste management service across NCC is modelled to result in an overall net emission of 642t CO₂-eq. This suggests that the recycling, composting and energy recovery (from Eastcroft EfW) activity does not currently offset the detrimental emissions from collection, transport, infrastructure development and the residual waste treatment process. Figure 12 shows the total carbon emissions of each option. All alternative collection options result in a net carbon saving and as shown below, option 2 gives the highest amount of carbon savings, followed by options 4, 5, 3, 1.

The addition of pots, tubs and trays and plastic film to the service contributes to a carbon benefit in all options, as this diverts fossil-derived plastics from the residual waste stream into the recycling. Whilst the diversion of plastic film and cartons reduces the calorific value of the residual waste going to the Energy from Waste plant, the increased food waste separation has the opposite effect. The removal of plastic film from the residual mix for recycling has a strong beneficial carbon balance as combustion of this material is a release of fossil carbon.

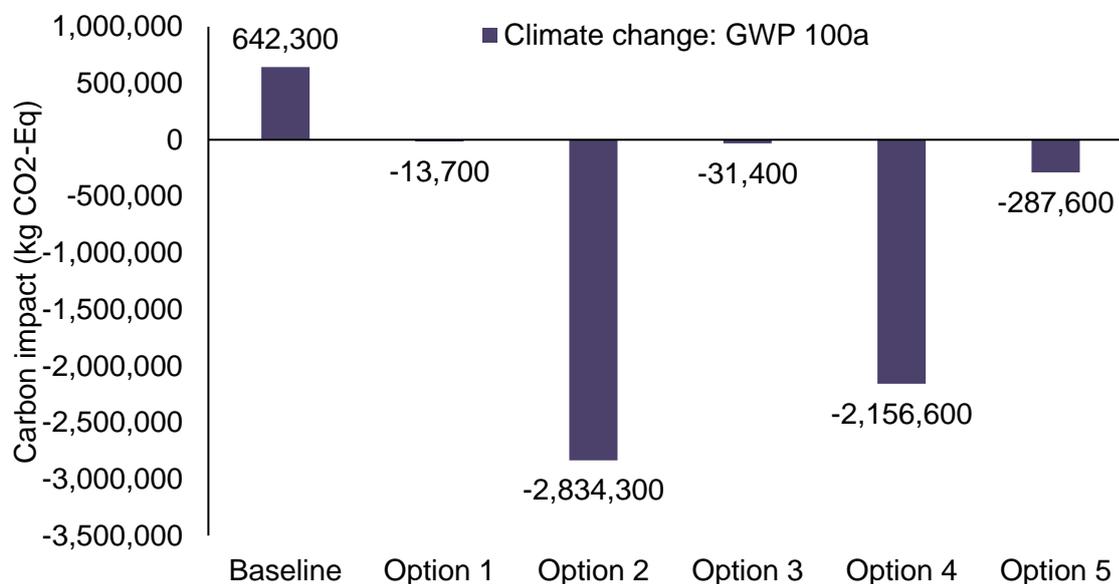


Figure 12 - Headline carbon impacts associated with each modelled option

A breakdown of climate change impacts by the individual service elements shows how each option performs in terms of collection, transportation, intermediate facilities, recycling and treatment and recovery. Table 17 shows the detail behind these headline figures; these results are classified as follows:

- **Collection** – this accounts for the environmental burdens of the collection containers (only), so the burdens in making the containers for the various collection systems
- **Transportation** - this accounts for emissions from the vehicles in terms of construction burdens as well as fuel related emissions. This covers both collection from households and bulk haulage.
- **Intermediate Facilities** – these are the environmental burdens of transfer stations, materials recycling facilities. They include the construction and operating burdens.
- **Recycling** – this is the environmental benefit of recycling, displacing primary resource extraction / refining.
- **Treatment & Recovery** - These are the environmental burdens of composting plants, AD facilities and Energy from Waste facilities. They include the construction and operating burdens, and also any benefits associated with energy recovery.
- **Landfill** – This comprises the environmental burdens of landfill (with some benefits associated with energy recovery from landfill gas).

Of most significance, all options also have an improved ‘treatment and recovery’ and ‘landfill’ performance on account of less residual waste, and notably, less plastic into the EfW plant. All options also have lower ‘intermediate’ emissions, associated with processing less material at the MRF, however this is a small contributor to the overall carbon impact. Option 3 and 4 (the two kerbside sort options) result in the highest transport emissions, due to the number of vehicles required and total mileage.

Table 17 - Breakdown of carbon impacts for each option

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Collection	565,700	699,000	755,400	470,600	526,900	699,100
Transport	1,449,000	1,896,900	1,849,800	2,039,400	2,225,100	1,737,400
Intermediate Facilities	207,500	148,000	186,900	111,300	127,300	150,600
Recycling	-16,505,900	-16,559,900	-18,780,300	-16,490,900	-18,403,500	-16,730,600
Treatment and Recovery	13,804,000	12,796,600	12,245,800	12,826,700	12,436,900	12,857,500
Landfill	1,121,900	1,005,500	908,100	1,011,500	930,700	998,400
Total	642,300	-13,700	-2,834,300	-31,400	-2,156,600	-287,600

Additional WRATE results for miscellaneous environmental parameters are included in Appendix E for the sake of completion.

It is likely that there will be a variance between the carbon figures derived from the assessment of options within this option appraisal and figures reported by the Council as part of their wider carbon reporting. One reason for this is that the Options Appraisal seeks to understand the ‘whole life’ impact of the current service and any changes made to it. It used a tool, known as WRATE, which is a Life Cycle Assessment tool designed specifically for comparing municipal waste management systems, using a bespoke waste composition and modelling from the point that waste arises (e.g. at the household) to

the end of its life (e.g. if sent for landfill or reduced to ash in an incinerator or recovered as a secondary resource). The model also accounts for the imbedded carbon impacts from making containers (e.g. wheeled bins) for households and the construction impacts (e.g. for making refuse collection vehicles or waste management infrastructure), this will vary from simpler carbon reporting systems which may focus on vehicle miles and generic factors for waste management activity.

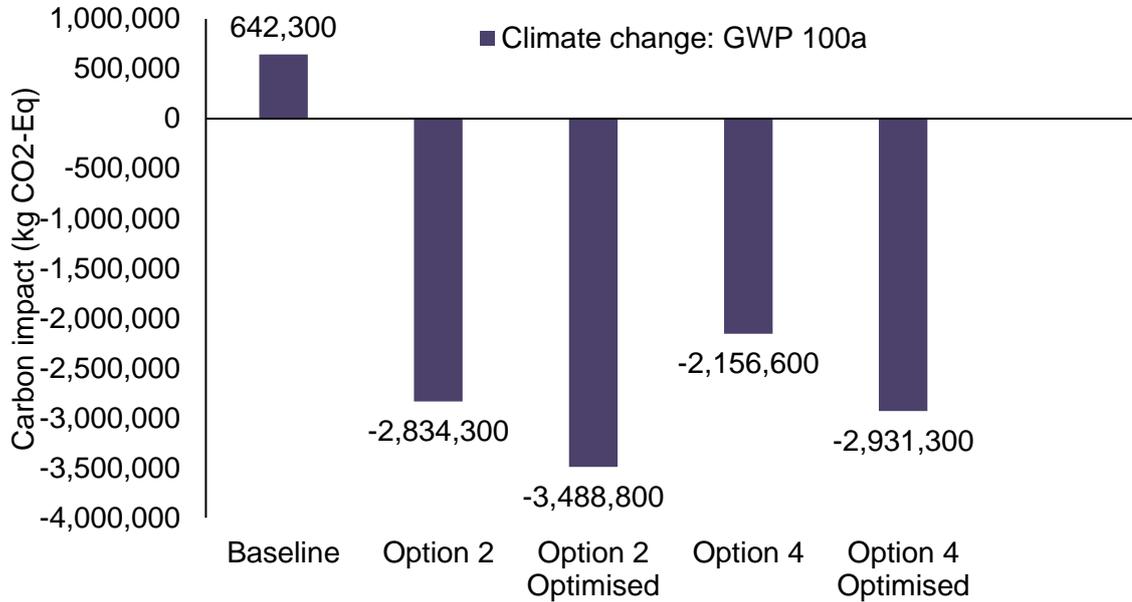


Figure 13 – Carbon assessment of optimised options 2 and 4

As shown in the figure above, optimising the best performing options (options 2 and 4, see Section 4.2.4) results with additional communications and public outreach campaigns boosts carbon performance in both the cases as well, since higher amounts of the waste at the kerbside are recycled and less is sent to EfW.

It is understood that NCC is transitioning their refuse collection fleet to electric. The maximum CO₂ reduction from electrification of fleet would be of the order of c. 60% of the respective transportation figure cited in Table 17. Although it should be noted that this assumes a 100% renewable energy source for the electricity used to power the vehicles, and that there was no additional carbon burdens from the construction of the eRCV versus conventional Refuse Collection Vehicles.

4.5 National Policy Alignment

Table 18 - National policy alignment assessment

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Compliance to R&WS / TEEP /National Policy						
Legend	Worst					Best

As regards alignment to upcoming national policy, the options have been scored based on their anticipated alignment with the Resources and Waste Strategy for England. Although this is still under consultation, there are aspects of the national strategy which are highly likely to be introduced (mandatory food waste collections and consistent collections agenda) with other areas requiring further insight (such as providing free garden waste collections).

There are Government requirements for a dedicated separate food waste collection on a weekly basis from all local authorities. All alternative options align with this policy. The alternative options also collect cartons and plastic film, which aligns NCC to the same core materials collected in the consistency in recycling collection proposals.

The baseline ranks the lowest, as it does not involve food waste collections and it is a commingled collection which is anticipated to be the 'least preferable' collection option within the consistent collections agenda. As options 1, 2 and 5 are twin-stream recycling collections, with weekly food collections, these may be considered satisfactory, however this is still likely to be subject to a TEEP²⁷ (or equivalent) assessment. However, for recycle quality and from a consistent collections viewpoint, options 3 and 4 score the highest. See Appendix F for further detail on evaluation criteria.

4.6 Public Acceptability

This criterion considers how each option might be accepted by householders. The evaluation takes into account the ease for householders, and any potential change from the current service. The results are shown in Table 19.

Table 19 - Public acceptability assessment

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Public acceptability						
Legend						
Worst					Best	

In terms of public acceptability, it is hypothesised that the residents of Nottingham prefer the business-as-usual scenario, i.e., the baseline, as that service has been in practice for a few years and is the simplest system for householders and considered to be widely acceptable. As such, there is a 'comfort' element associated with this option. Moreover, studies suggest residents may find it 'easiest' to put all dry recyclables in one bin. As such, this option ranks highest in this category.

All alternative options require a change in the recycling collection service. It is assumed that householders may find a two-stream system with wheeled bins easier to operate than a kerbside sort system if they have sufficient storage space for additional containers. As such, following the baseline, options 5, 1 and 2 are ranked in second place as these are twin streams with (requiring less separation and initiative on the part of the residents in comparison to the multi-streams in options 3 and 4).

²⁷ A Technical, Economic and Environmental assessment of Practicability (TEEP) for alternative collection approaches.

Moreover, in option 5, the food waste is co-collected with part of the dry recycling, as such the residents can put these out on the same day, making it slightly more convenient than options 1 and 2.

For restricted residual waste, it is assumed that this is less preferable to the residents as such the options with restricted residuals rank lower than their unrestricted counterparts. See Appendix F for further detail on evaluation criteria.

4.7 Operational Flexibility & Deliverability

This criterion revolves around a number of factors to assess the deliverability of each option and its operational flexibility. It considers the quantity and quality of materials collected at the kerbside, the potential for the service to adapt to any changes that might be required and the resource required in terms of collection vehicles and collection crew.

Table 20 - Operational flexibility assessment

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Operational flexibility (deliverability)						
Legend						
Worst				Best		

All alternative options require new vehicles and containers to operate the service, all of which will need to be procured. In the current socio-political climate, significant concerns regarding supply-chain issues remain and the lead times for new vehicles are significant. As such, procuring new vehicles is likely to be affected, which weighs negatively for all the options except for the baseline. Moreover, currently, NCC could interchangeably use their RCVS in case of vehicle maintenance and associated operational matters (due to the current collection regime). However, in all the other options, this is likely to change. As such, the baseline scores highest in this regard. Option 5 offers some flexibility due to co-collection of food and paper-card (which could also be interchanged with the rest of the DMR if required).

From a materials perspective, the baseline, option 1, 2 and 5 may offer flexibility in the dry recycling mix, however this is dependent on the MRF being set up to separate those materials. Option 3 and 4 score well in this regard as it is considered that a kerbside sort / multi-stream system can adapt to changes in materials and not reliant on a third party facility, such as MRF. However, in terms of flexibility of vehicles across the kerbside service, these options rank lowest.

Options 1 and 2 use dedicated food waste collection vehicles; while this reduces the flexibility of the service, the food waste collections are entirely separate from all other waste streams, which provides a certain degree of contingency.

Getting new vehicles and revising the service will likely require crew training as well as a 'transitional' period. This is likely of relevance and good planning ahead is advised with contingencies in place. See Appendix F for further detail on evaluation criteria and detail on vehicle numbers and crew for further operational implications and insights.

4.8 Social Value

Each option has been ranked based on its anticipated social value. The creation (and retention) of jobs, community well-being and wider health benefits (e.g., air quality) have all been considered when evaluating the score of each option. The scoring system is included in Appendix F.

Table 21 - Social value assessment

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Social Value ²⁸						
Legend						
Worst					Best	

Option 4, 3 and the baseline score the highest in this category as the former create the most jobs (but incur the highest travel), whilst the latter offers the least amount of travel (lowest impact on air quality). The creation of jobs is a trade-off for more general health impacts (e.g., air quality) as typically where those services provide a higher number of jobs this is due to more resource being required to operate the kerbside collection service (i.e. more vehicles require more drivers and crew, however this means more transport miles are required and higher levels of air pollution). See Appendix F for further detail.

The combination of both factors (which may be competing in their relative benefits) towards social value ranks the baseline, options 3 and 4 the highest for this criterion.

4.9 Health & Safety

Table 22 - Health and safety assessment

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
	<i>Business as usual</i>	<i>Two-stream (paper & card out) + food</i>	<i>Two-stream (paper & card out), + food + restricted residual</i>	<i>Kerbside sort with food waste</i>	<i>Kerbside sort with food waste + restricted residual</i>	<i>Two-stream with weekly co-collected paper & food</i>
Health and Safety						
Legend						
Worst					Best	

With regards to health and safety, none of the options score a ‘green’ as although the baseline service for example does not entail lifting of any of the bins, a significant amount of side waste is deposited, as discussed with NCC staff in an FRM-led workshop on 25-07-2022, which the operators have to additionally lift and transfer into the RCV). The other options add collection bags and boxes, which will need to be lifted to empty them into the collection vehicle. Moreover, introduction of food waste collections also involves a bio-safety component and will require an additional risk assessment

²⁸ Job creation, wider health benefits, well-being, community benefits. See Appendix E for further detail

and method statement for appropriate handling. Those options with glass in a box (options 3 and 4) have a slightly poorer H&S score due to both potential noise impacts in addition to manual handling, potential breakage risks. See Appendix F for further detail on evaluation criteria.

4.10 EPR & Net-Burdens

Using assumptions of the amount of material within the recycling and residual streams that will be obligated under EPR from the RAWPIC tool (see section 3.3), an estimation has been made as to the potential costs that could be covered by producers as part of the committed for producers to cover full net recovery costs. Under EPR, the obligated tonnage for recycling and residual is calculated at c. £4.4 million as shown in Table 23. Under the net-burdens funding, the food waste and garden waste costs are also likely to be fully covered²⁹, as such the collection costs for these are likely to be approximately c.£ 3,000,000 in total (£1,548,800, garden and c. £1,700,000, food waste).

Table 23 – Estimated EPR-obligated material income

Detail	% of EPR Obligated Material in Stream (Baseline)	Potential costs covered by EPR
Recycling	56.1	Collection: £975,400 Treatment: £613,100
Residual	26.3	Collection: £599,700 Treatment: £151,300
Sub-Total (EPR)		£2,339,500
New net-burdens³⁰	Garden: £1,548,800 Food: £1,700,000	£3,000,000
Grand total		£5,339,500

²⁹ Subject to consultation

³⁰ Subject to consultation and assuming covers full cost of the collection service.

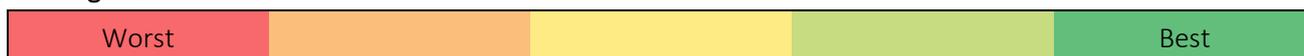
5 Summary & Concluding Remarks

Table 24 below shows a summary of the options appraisal results. No weighting has been applied to the evaluation criteria agreed for this options appraisal. Appendix E expands on the detail behind these scores.

Table 24 - Summary of key considerations for each option

Category	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
Total cost (Collection, Treatment and Disposal)	£13.4m	£14.5m	£14.4m	£13.6m	£13.7m	£14.6m
Kerbside Recycling performance (%)	22.57%	29.14%	37.12%	28.50%	34.64%	29.67%
Total Environmental Benefit (carbon, kgCO ₂ -eq)	642,300	-13,700	-2,834,260	-31,400	-2,156,579	-287,600
Cost of Change (Initial Capex)	N/A	£6.1m	£6.4m -8.7m	£3.2m	£5.8m	£4.5m
Alignment to R&WS / TEEP /National Policy	Red	Yellow	Green	Green	Yellow	Yellow
Public acceptability	Green	Light Green	Orange	Yellow	Red	Light Green
Operational flexibility (deliverability)	Green	Yellow	Red	Red	Yellow	Yellow
Social Value ³¹	Light Green	Yellow	Light Green	Light Green	Light Green	Light Green
Health and Safety	Yellow	Yellow	Orange	Orange	Orange	Yellow

Legend



- In terms of recycling performance, all options have an improved kerbside recycling rate (%) from the baseline (22.57%), with option 2 performing the highest (37.12%) followed by option 4 (34.64%). Option 2 models a twin-stream collection with restricted residual collections (smaller bins) whilst option 4 models a kerbside-sort dry recycling collection also with restricted residual collections.
- This includes the full suite of materials proposed by the Consistent Collections policy being implemented by Government. Each option includes the current range of materials collected by NCC, plus food waste collections, plastic film and cartons.
- All alternative options result in an increased kerbside collection costs relative to the current service ranging from £2.36 million to £2.73 million in additional costs. The option with the

³¹ Job creation, wider health benefits, well-being, community benefits. See Appendix E for further detail

greatest annualised collection costs is option 4. Option 1 results in the lowest additional annualised gross collection cost compared to the baseline, which models a twin-stream dry recycling service, separate food waste collection and retains the current residual waste collection service.

- Options 4 and 3 have the cheapest treatment and disposal costs of the options modelled at £5 million and £5.6 million respectively. Notably these are the only options that generate a revenue for the treatment of dry recycling. This is driven by the increased recycle quality obtained via the multi-stream collection system.
- In terms of total net whole-system costs, the baseline and options 3 and 4 are the most cost-effective options.
- All options will incur a cost of change (i.e. procuring new vehicles and containers), ranging from c. £3.2 million (option 3) – c. £8.7 million (option 2), with options 3 and 5 incurring the lowest CAPEX costs.
- The baseline (current) waste management service across NCC is modelled to result in an overall net emission of 642t CO₂-eq. All options have a significantly improved carbon performance relative to the baseline, with option 4 providing the highest amount of net savings (-2,157t CO₂-eq).
- Of the qualitative criteria (those with traffic light colouring), the multi-stream collections (options 3 & 4) score lower on public acceptability, operational flexibility and health and safety, but score well as regards alignment to proposed national policy and social value. The two stream collections (options 1, 2 and 5) and the baseline score higher on public acceptability and operational flexibility but may not fully align to the Resources & Waste Strategy.
- The results show that there is a trade off between alignment with Government Policy versus public acceptability, operational flexibility and Health & Safety in particular. No weighting has been applied to the evaluation criteria, the preferred option will be ultimately determined by which elements NCC deem most important or have the highest priority.

No weighting has been applied to the evaluation criteria, the preferred option will be ultimately determined by which elements NCC deem most important or have the highest priority.

For the optimised options 2 and 4, the impact of public outreach and communications improves the recycling rate for options 2 (37.12%) and 4 (34.64%) to 40.64% and 38.07% respectively. Due to the improved recycling performance, the carbon impacts as shown below are considerably improved as well. In order to determine the Nottingham City Council recycling rate it is necessary to adjust the kerbside recycling rate to take account of recycling and waste management in other aspects of the Nottingham service (e.g. the Household Waste Recycling Centre). This adds around 1.5% to the kerbside recycling rate meaning c. 42% recycling is achievable using methods in this appraisal. Furthermore, national policy and intervention around aspects like mandatory labelling of packaging for recyclability, national communications campaigns and Extended Producer Responsibility³² and further local initiatives around litter recycling and the HWRC service could enable citywide recycling rates of >50% to be achieved.

³² Making packaging producers 100% responsible for the cost of collecting and managing those goods at the end of their life.

I. Appendix A - KAT Model Assumptions & Outputs

Collection	Assumptions of specific alternative scenarios (KAT)						
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 2 (Optimised)	Option 4 (Optimised)
	<i>Twin-stream collection with weekly food waste</i>	<i>Twin-stream collection with weekly food waste and restricted residual capacity</i>	<i>Multi-stream recycling with weekly waste</i>	<i>Multi-stream recycling with weekly waste and restricted residual capacity</i>	<i>As Option 1 with co-collection of paper and food</i>	<i>Twin-stream collection with weekly food waste and restricted residual capacity</i>	<i>Multi-stream recycling with weekly waste and restricted residual capacity</i>
Dry	<p>Two-stream dry recycling Fortnightly + plastic film + cartons</p> <p><u>Containers:</u></p> <ul style="list-style-type: none"> • 1x 70L bag – paper and card • 1x 180L WHB – plastics (including film), metals, cartons and glass <p><u>Vehicle: 70/30 split back vehicle</u></p> <p><u>Contamination: paper and card: 4% DMR: 14%</u></p> <p>Yields – Down 2% from commingled</p> <p>No change to set out Participation: -5%</p>	<p>Two-stream dry recycling Fortnightly + plastic film + cartons</p> <p><u>Containers:</u></p> <ul style="list-style-type: none"> • 1x 70L bag – paper and card • 1x 180L WHB – plastics (including film), metals, cartons and glass <p><u>Vehicle: 70/30 split back vehicle</u></p> <p><u>Contamination: paper and card: 4% DMR: 14%</u></p> <p>Yield - Up to benchmark level (predominantly urban, high deprivation) as per WRAP LA Portal</p>	<p>Kerbside sort Weekly + plastic film + cartons</p> <p><u>Containers:</u> 3x box system</p> <ul style="list-style-type: none"> • Box 1: Paper and Card • Box 2: Glass and cans • Box 3: Plastic (including film) and cartons <p><u>Vehicle: 37m³ Romaquip vehicle. Utilisation 60%</u></p> <p><u>Contamination: 4%</u></p> <p>Yields –_Down 7%</p> <p>Decreased set out (-5%)</p>	<p>Kerbside sort Weekly + plastic film + cartons</p> <p><u>Containers:</u> 3x box system</p> <ul style="list-style-type: none"> • Box 1: Paper and Card • Box 2: Glass and cans • Box 3: Plastic (including film) and cartons <p><u>Vehicle: 37m³ Romaquip vehicle. Utilisation 60%</u></p> <p><u>Contamination: paper and card: 4% DMR: 14%</u></p> <p>Yield – Up to benchmark level (predominantly urban, high</p>	<p>Two-stream dry recycling Paper & card - weekly DMR – fortnightly + plastic film + cartons</p> <p><u>Containers:</u></p> <ul style="list-style-type: none"> • 1x 70L bag – paper and card • 1x 180L WHB – plastics (including film), metals, cartons and glass <p><u>Vehicles: REL + Pod (co-collected fibres and food) RCV - DMR</u></p> <p><u>Contamination: paper and card: 4% DMR: 7%</u></p> <p><u>DMR yield as per Option 1</u></p>	<p>Two-stream dry recycling Fortnightly + plastic film + cartons</p> <p><u>Containers:</u></p> <ul style="list-style-type: none"> • 1x 70L bag – paper and card • 1x 180L WHB – plastics (including film), metals, cartons and glass <p><u>Vehicle: 70/30 split back vehicle</u></p> <p><u>Contamination: paper and card: 3% DMR: 10%</u></p> <p>Yield - Up to benchmark level (between predominantly urban, high deprivation and comparable university</p>	<p>Kerbside sort Weekly + plastic film + cartons</p> <p><u>Containers:</u> 3x box system</p> <ul style="list-style-type: none"> • Box 1: Paper and Card • Box 2: Glass and cans • Box 3: Plastic (including film) and cartons <p><u>Vehicle: 37m³ Romaquip vehicle. Utilisation 60%</u></p> <p><u>Contamination: paper and card: 4% DMR: 14%</u></p> <p>Yield – Up to benchmark level (between predominantly urban,</p>

Collection	Assumptions of specific alternative scenarios (KAT)						
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 2 (Optimised)	Option 4 (Optimised)
	<i>Twin-stream collection with weekly food waste</i>	<i>Twin-stream collection with weekly food waste and restricted residual capacity</i>	<i>Multi-stream recycling with weekly waste</i>	<i>Multi-stream recycling with weekly waste and restricted residual capacity</i>	<i>As Option 1 with co-collection of paper and food</i>	<i>Twin-stream collection with weekly food waste and restricted residual capacity</i>	<i>Multi-stream recycling with weekly waste and restricted residual capacity</i>
		Increased set out (+5%) Increased participation (+2%) <i>(Due to the residual capacity restriction)</i>	Decreased participation (-8%)	deprivation) as per WRAP LA Portal No change to set out Increased participation (+2%) <i>(Due to changing recycling system & residual capacity restriction)</i>	<u>Paper & card yield – Up 4%</u>	towns and cities) as per WRAP LA Portal Increased set out (+5%) Increased participation (+3% to OP 2) <i>(Due to the residual capacity restriction)</i>	high deprivation and comparable university towns and cities) as per WRAP LA Portal No change to set out Increased participation (+3% to OP 4) <i>(Due to changing recycling system & residual capacity restriction)</i>
Garden	Garden waste collection as is - BAU all options						
Food	Low WRAP ready reckoner tonnage - Set out 45% - Participation 55% - 23L bucket and kitchen caddy Separate weekly food waste collection Dedicated 7.5 tonne food waste vehicle Assume 1 crew member loading +	Mid WRAP ready reckoner tonnage - Set out 50% - Participation 60% - 23L bucket and kitchen caddy Separate weekly food waste collection - Dedicated 7.5 tonne food waste vehicle Assume 1 crew member loading +	Low WRAP ready reckoner tonnage - Set out 45% - Participation 55% - 23L bucket and kitchen caddy Weekly food waste collection - Collected on Romaquip	Mid WRAP ready reckoner tonnage - Set out 50% - Participation 60% - 23L bucket and kitchen caddy Weekly food waste collection. - Collected on Romaquip	Low WRAP ready reckoner tonnage - Set out 45% - Participation 55% - 23L bucket and kitchen caddy Separate weekly food waste collection - Co-collected with paper and card (REL + Pod)	High WRAP ready reckoner tonnage - Set out 50% - Participation 60% - 23L bucket and kitchen caddy Separate weekly food waste collection - Dedicated 7.5 tonne food waste vehicle Assume 1 crew member loading +	High WRAP ready reckoner tonnage - Set out 50% - Participation 60% - 23L bucket and kitchen caddy Weekly food waste collection. - Collected on Romaquip

Collection	Assumptions of specific alternative scenarios (KAT)						
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 2 (Optimised)	Option 4 (Optimised)
	<i>Twin-stream collection with weekly food waste</i>	<i>Twin-stream collection with weekly food waste and restricted residual capacity</i>	<i>Multi-stream recycling with weekly waste</i>	<i>Multi-stream recycling with weekly waste and restricted residual capacity</i>	<i>As Option 1 with co-collection of paper and food</i>	<i>Twin-stream collection with weekly food waste and restricted residual capacity</i>	<i>Multi-stream recycling with weekly waste and restricted residual capacity</i>
	20% contribution from driver	20% contribution from driver				20% contribution from driver	
Residual	As per current service Decrease in yield – adjusted based on above impacts.	140L Wheeled bin Decrease in yield – adjusted based on above impacts.	As per current service Decrease in yield – adjusted based on above impacts.	140L Wheeled bin Decrease in yield – adjusted based on above impacts and restriction.	As per current service Decrease in yield – adjusted based on above impacts.	140L Wheeled bin Decrease in yield – adjusted based on above impacts.	140L Wheeled bin Decrease in yield – adjusted based on above impacts and restriction.

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KAT Model Raw Outputs									
		Baseline	Option 1	Option 2	Option 3	Option 4	Option 5	Option 2 (Opt)	Option 4 (Opt)
Type of collection	Dry recycling	Kerbside co-mingled or single stream	Co-collected 2 dry recyclable streams	Co-collected 2 dry recyclable streams	Kerbside sorted (more than 2 streams)	Kerbside sorted (more than 2 streams)	Co-collected dry recyclables and compost	Co-collected 2 dry recyclable streams	Kerbside sorted (more than 2 streams)
	Dry recycling						Kerbside co-mingled or single stream		

	Food waste	select from list	Kerbside co-mingled or single stream		Kerbside co-mingled or single stream	Kerbside co-mingled or single stream			
	Garden waste	Kerbside co-mingled or single stream							
	Refuse	Refuse collection							
Collecti on frequency	Dry recycling	every fortnight	every fortnight	every fortnight	once a week	once a week	once a week	every fortnight	once a week
	Dry recycling						every fortnight		
	Food waste	select from list	once a week	once a week	once a week	once a week		once a week	once a week
	Garden waste	every fortnight							
	Refuse	every fortnight							
Collecti on Vehicle	Dry recycling	RCV, 24m3	REL 65%/35%, 21 m3 total	REL 65%/35%, 21 m3 total	stillage, 37m ³	stillage, 37m ³	REL + front pod 75%/25% 22m3 total	REL 65%/35%, 21 m3 total	stillage, 37m ³
	Dry recycling						RCV, 22m3		
	Food waste	select from list	Dedicated food 7.5T GVW	Dedicated food 7.5T GVW	select from list	select from list		Dedicated food 7.5T GVW	select from list
	Garden waste	RCV, 24m3							
	Refuse	RCV, 24m3							
Collecti on	Dry recycling	3	3	3	4	4	3	3	4

crew size including driver	Dry recycling						3		
	Food waste		2	2				2	
	Garden waste	3	3	3	3	3	3	3	3
	Refuse	3	3	3	3	3	3	3	3
Number of households served	Dry recycling	126448	126448	126448	126448	126448	126448	126448	126448
	Dry recycling						126448		
	Food waste	0	126,448	126,448	0	0		126,448	0
	Garden waste	102,937	102,937	102,937	102,937	102,937	102,937	102,937	102,937
	Refuse	126448	126448	126448	126448	126448	126448	126448	126448
Percentage set out	Dry recycling	70%	70%	75%	65%	70%	30%	75%	70%
	Dry recycling						70%		
	Food waste	select from list	30%	40%	select from list	select from list		40%	select from list
	Garden waste	70%	70%	70%	70%	70%	70%	70%	70%
	Refuse	95%	95%	95%	95%	95%	95%	95%	95%
Percentage set out (2nd stream)	Dry recycling	select from list	70%	75%	75%	75%	45%	75%	75%
	Dry recycling						select from list		
	Food waste	select from list		select from list	select from list				
	Garden waste	select from list							

Average participation	Dry recycling	80%	75%	82%	72%	82%	55%	85%	85%
	Dry recycling								
	Food waste	100%	55%	60%	100%	100%		63%	100%
	Garden waste	80%	80%	80%	80%	80%	80%	80%	80%
Average capture	Dry recycling	64%	64%	64%	64%	64%	64%	64%	64%
	Dry recycling						51%		
	Food waste	100%	52%	67%	100%	100%		82%	100%
	Garden waste	95%	95%	95%	95%	95%	95%	95%	95%
Tonnes collected excluding contamination	Dry recycling	13535	13935	19626	19724	26125	13611	20661	29703
	Dry recycling						7335		
	Food waste	0	6459	9089	0	0		11719	0
	Garden waste	9997	9997	9997	9997	9997	9997	9997	9997
	Refuse	75935	71786	62817	73267	66610	72035	59451	63186
Tonnes of contamination collected	Dry recycling	4310	1277	1794	789	1045	286	1363	891
	Dry recycling						513		
	Food waste	0	323	454	0	0		586	0
	Garden waste	500	500	500	500	500	500	500	500

Tonnes of biodegradable material collected	Dry recycling	6876	6736	9534	12854	17343	13611	10038	20383
	Dry recycling						0		
	Food waste	0	6459	9089	0	0		11719	0
	Garden waste	9997	9997	9997	9997	9997	9997	9997	9997
Number of collection vehicles required	Dry recycling	8.5	11.7	13.7	21.9	26.9	12.5	13.9	28.8
	Dry recycling						8.5		
	Food waste	0.0	17.3	18.0	0.0	0.0		18.0	0.0
	Garden waste	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
	Refuse	12.0	11.5	10.2	11.7	10.7	11.5	10.2	10.1
Collection limited by weight or volume	Dry recycling	volume	volume	volume	volume	volume	weight	volume	volume
	Dry recycling						volume		
	Food waste	volume	weight	weight	volume	volume		weight	volume
	Garden waste	volume							
	Refuse	volume	weight	weight	volume	volume	volume	weight	volume
Number of loads collected per	Dry recycling	1.7	1.7	2.0	1.4	1.5	0.8	2.0	1.5
	Dry recycling						1.4		
	Food waste	1.0	0.5	0.7	0.1	0.1		0.9	0.1

vehicle per day	Garden waste	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
	Refuse	2.0	2.0	2.0	2.0	2.0	2.0	1.9	2.0
Number of households passed per vehicle per day	Dry recycling	1,483	1,085	922	1,153	940	2,031	908	878
	Dry recycling						1,483		
	Food waste	0	1,458	1,403	0	0		1,403	0
	Garden waste	1,371	1,371	1,371	1,371	1,371	1,371	1,371	1,371
	Refuse	1,054	1,099	1,234	1,077	1,185	1,095	1,234	1,249
	Refuse	1,038	759	691	749	658	914	681	615
Number of households collected from per vehicle per day	Dry recycling						1,038		
	Dry recycling	0	437	561	0	0		561	0
	Food waste	959	959	959	959	959	960	959	959
	Garden waste	1,001	1,044	1,172	1,023	1,125	1,041	1,172	1,186
	Refuse	282	213	229	219	178	328	178	167
	Refuse						282		
Pass rate	Dry recycling	0	223	215	0	0		215	0
	Food waste	328	328	328	328	328	328	328	328
	Garden waste	217	226	217	221	243	192	217	257
	Refuse	316	306	241	316	316	371	306	316
	Dry recycling								

Productive time	Dry recycling						316		
	Food waste	382	392	392	250	392		392	392
	Garden waste	251	251	251	251	251	251	251	251
	Refuse	292	292	342	292	292	342	342	292
Non productive time	Dry recycling	130	140	205	130	130	75	140	130
	Dry recycling						130		
	Food waste	64	54	54	196	54		54	54
	Garden waste	195	195	195	195	195	195	195	195
	Refuse	154	154	104	154	154	104	104	154
Percentage of targeted materials collected	Dry recycling	36%	33%	47%	30%	40%	30%	49%	46%
	Dry recycling						39%		
	Food waste	0%	29%	40%	0%	0%		52%	0%
	Garden waste	76%	76%	76%	76%	76%	76%	76%	76%
Annual cost for containers	Dry recycling	£326,292	£412,493	£412,493	£328,649	£328,649	£457,961	£412,493	£328,649
	Dry recycling						£320,085		
	Food waste	£0	£137,876	£137,876	£0	£0		£137,876	£0
	Garden waste	£265,623	£265,623	£265,623	£265,623	£265,623	£265,623	£265,623	£265,623
	Refuse	£396,091	£396,091	£396,091	£396,091	£396,091	£396,091	£396,091	£396,091

Total capital cost of containers	Dry recycling	£2,326,643	£2,478,381	£2,478,381	£572,177	£572,177	£2,809,675	£2,478,381	£572,177
	Dry recycling						£2,282,386		
	Food waste	£0	£527,288	£527,288	£0	£0		£527,288	£0
	Garden waste	£1,894,041	£1,894,041	£1,894,041	£1,894,041	£1,894,041	£1,894,041	£1,894,041	£1,894,041
	Refuse	£2,326,643	£2,326,643	£2,326,643	£2,326,643	£2,326,643	£2,326,643	£2,326,643	£2,326,643
Annual capital cost of collection vehicles	Dry recycling	£252,431	£382,694	£446,476	£516,310	£633,653	£414,585	£446,476	£680,590
	Dry recycling								
	Food waste	£0	£250,223	£264,124	£0	£0		£264,124	£0
	Garden waste	£221,635	£221,635	£221,635	£221,635	£221,635	£221,635	£221,635	£221,635
	Refuse	£341,481	£341,481	£313,024	£341,481	£313,024	£341,481	£313,024	£313,024
Are vehicles used for more than one collection	Dry recycling	No	No	No	No	No	No	No	No
	Dry recycling						No		
	Food waste	select from list	No	No	No	No		No	No
	Garden waste	No	No	No	No	No	No	No	No
	Refuse	No	No	No	No	No	No	No	No
Total capital cost of vehicles	Dry recycling	£1,543,500	£2,340,000	£2,730,000	£3,157,000	£3,874,500	£2,535,000	£2,730,000	£4,161,500
	Dry recycling						£1,543,500		
	Food waste	£0	£1,530,000	£1,615,000	£0	£0		£1,615,000	£0

	Garden waste	£1,355,200	£1,355,200	£1,355,200	£1,355,200	£1,355,200	£1,355,200	£1,355,200	£1,355,200
	Refuse	£2,088,000	£2,088,000	£1,914,000	£2,088,000	£1,914,000	£2,088,000	£1,914,000	£1,914,000
Annual vehicle operating costs	Dry recycling	£1,054,530	£1,442,626	£1,756,557	£2,980,739	£3,655,835	£1,509,793	£1,679,363	£3,925,915
	Dry recycling						£1,054,812		
	Food waste	£0	£1,211,594	£1,278,574	£0	£0		£1,278,574	£0
	Garden waste	£965,064	£965,064	£965,064	£965,064	£965,064	£965,068	£965,064	£965,064
	Refuse	£1,402,480	£1,403,090	£1,252,040	£1,402,792	£1,287,218	£1,363,998	£1,252,040	£1,288,009
Annual overheads	Dry recycling	£105,453	£144,263	£175,656	£298,074	£365,584	£150,979	£167,936	£392,592
	Dry recycling						£105,481		
	Food waste	£0	£121,159	£127,857	£0	£0		£127,857	£0
	Garden waste	£96,506	£96,506	£96,506	£96,506	£96,506	£96,507	£96,506	£96,506
	Refuse	£140,248	£140,309	£125,204	£140,279	£128,722	£136,400	£125,204	£128,801
Annual gross collection cost	Dry recycling	£1,738,706	£2,382,075	£2,791,182	£4,123,771	£4,983,720	£2,533,318	£2,706,268	£5,327,746
	Dry recycling						£1,732,809		
	Food waste	£0	£1,720,852	£1,808,431	£0	£0		£1,808,431	£0
	Garden waste	£1,548,829	£1,548,829	£1,548,829	£1,548,829	£1,548,829	£1,548,833	£1,548,829	£1,548,829
	Refuse	£2,280,300	£2,280,971	£2,086,359	£2,280,643	£2,125,055	£2,237,969	£2,086,359	£2,125,925

Total gross collection cost	£5,567,835	£7,932,728	£8,234,801	£7,953,243	£8,657,604	£8,052,930	£8,149,887	£9,002,499
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II. Appendix B – Treatment & Disposal Costs

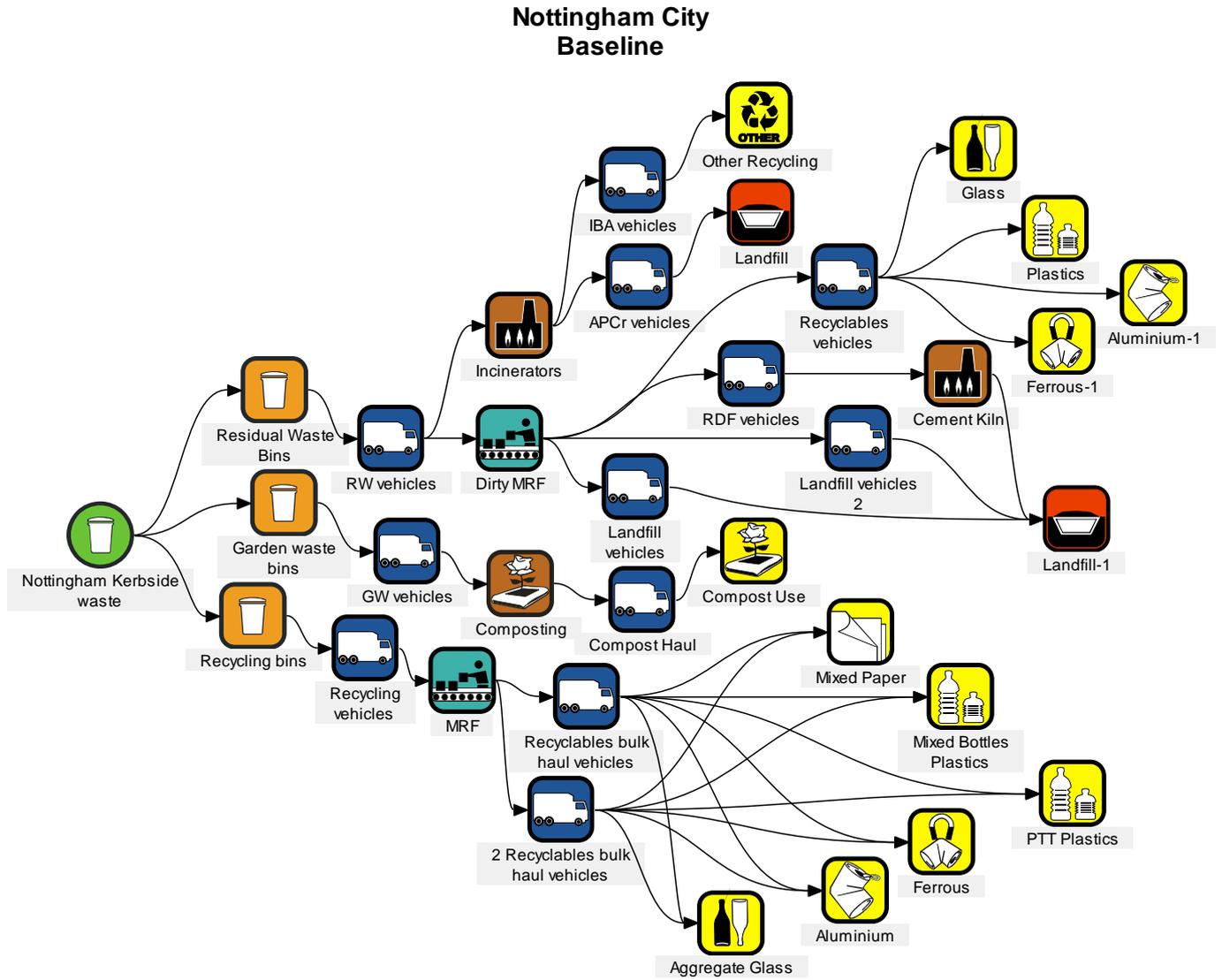
Average material price 5yr average Lets Recycle (March 2017 - Feb 2022) -20%	
Material	Price (£/tonne)
Cans: Aluminium: baled	-£719.54
Cans: Steel	-£99.86
Glass: Mixed	-£8.22
Paper: Mixed papers: domestic	-£34.93
Paper: News & Pams	-£71.75
KLS card	-£66.75
Non-corrugated card	-£66.75
Plastic bottles: Coloured PET	-£21.26
Plastic film	£101.74
Plastic bottles: Mixed bottles	-£66.17
Plastic: other dense	-£177.29

Treatment and/or Disposal Route ³³	Cost (£/tonne)
MRF Gate Fee	£80.74
Food waste treatment	£31.40
Garden waste treatment	£27.55
Residual waste treatment	£71.00
Transfer	£3.50
Haulage	£3.50

Note: negative values indicate revenue

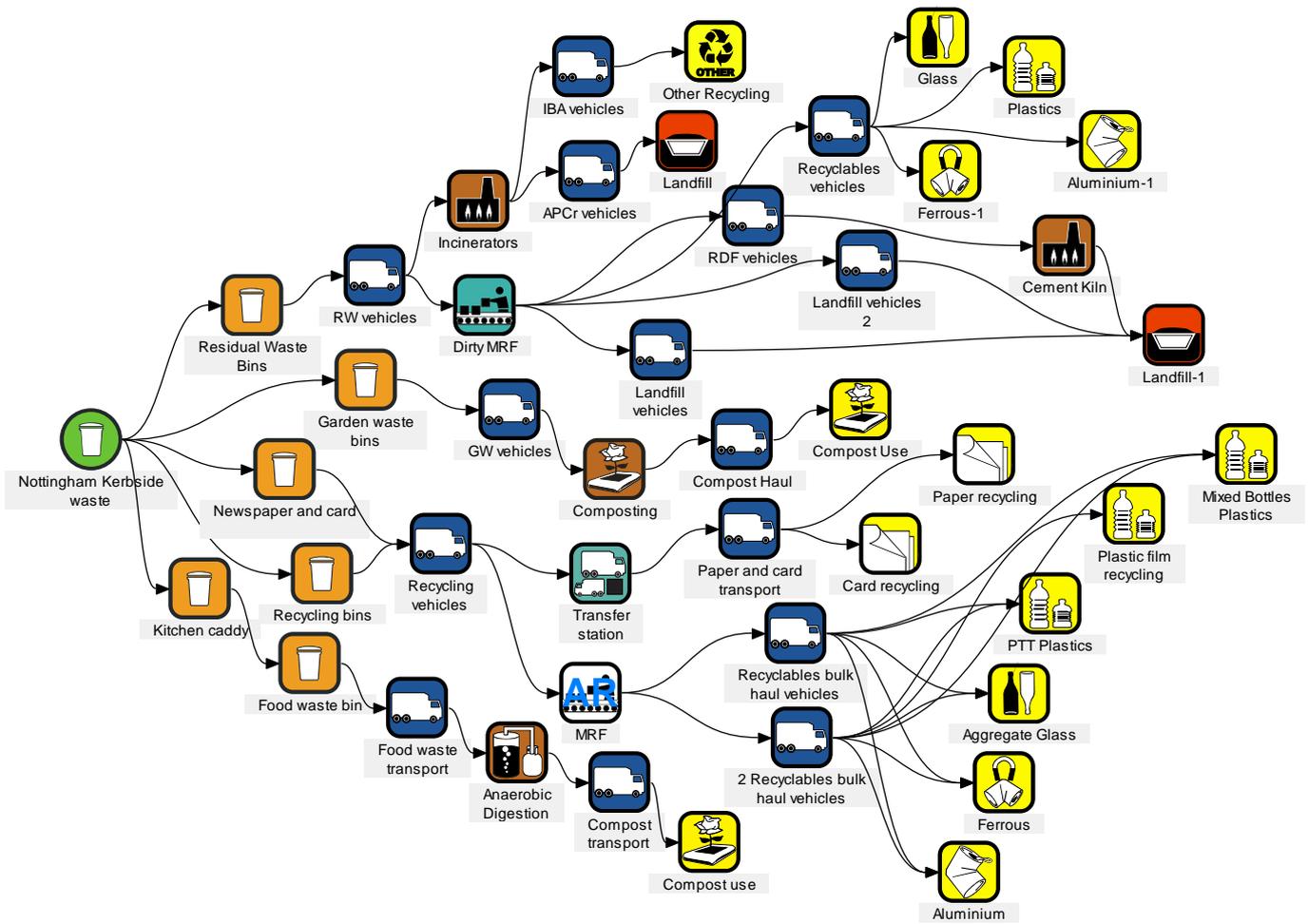
³³ WRAP Gate Fee Report 2015/16 - 2019/20 (5yr average), DMR, garden waste and residual treatment costs provided by NCC

III. Appendix C - WRATE Schematics



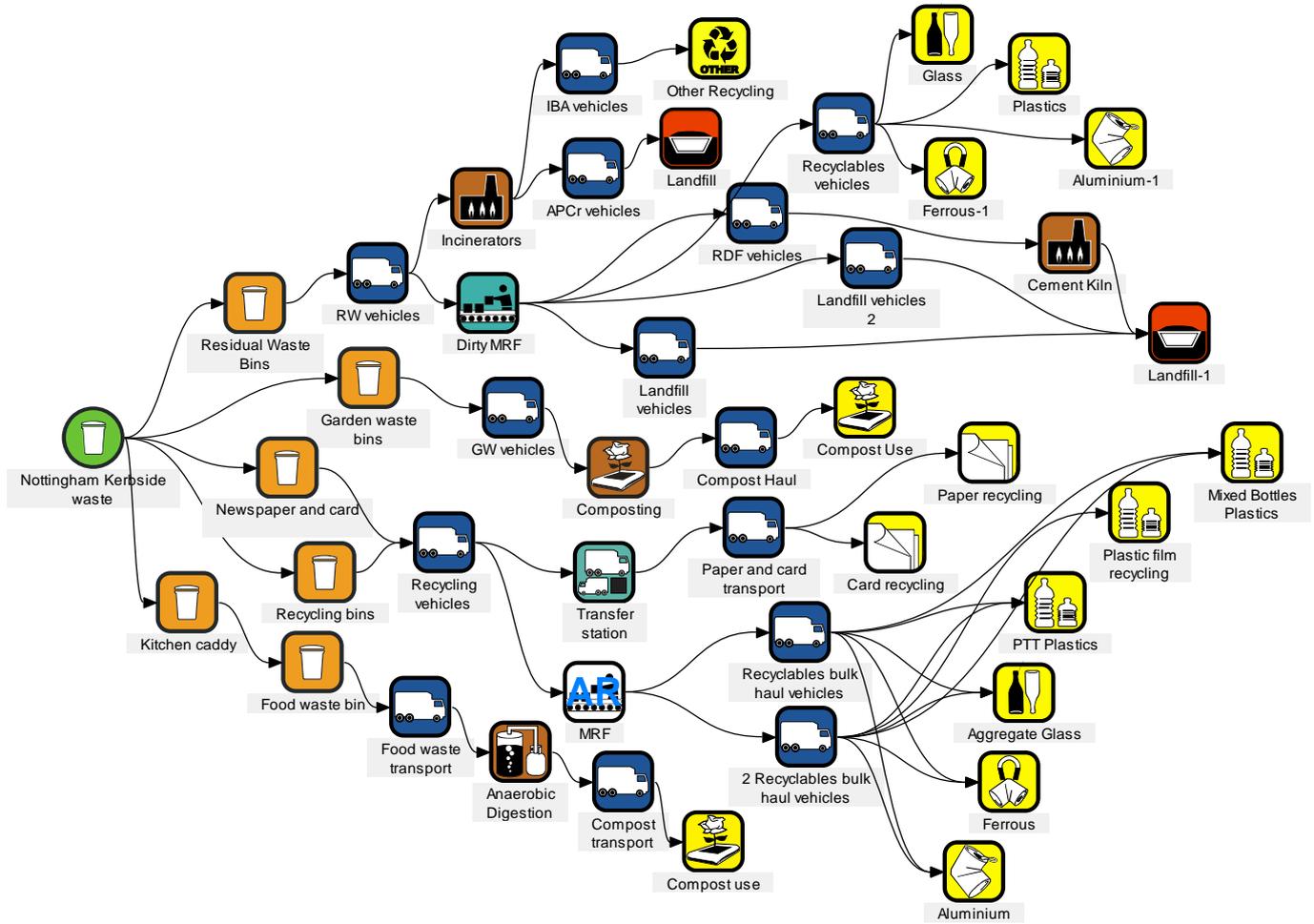
Date 20/06/2022
 Software Version 4.0.1.0
 Database Version 4.0.1.0

Nottingham City
Option 1



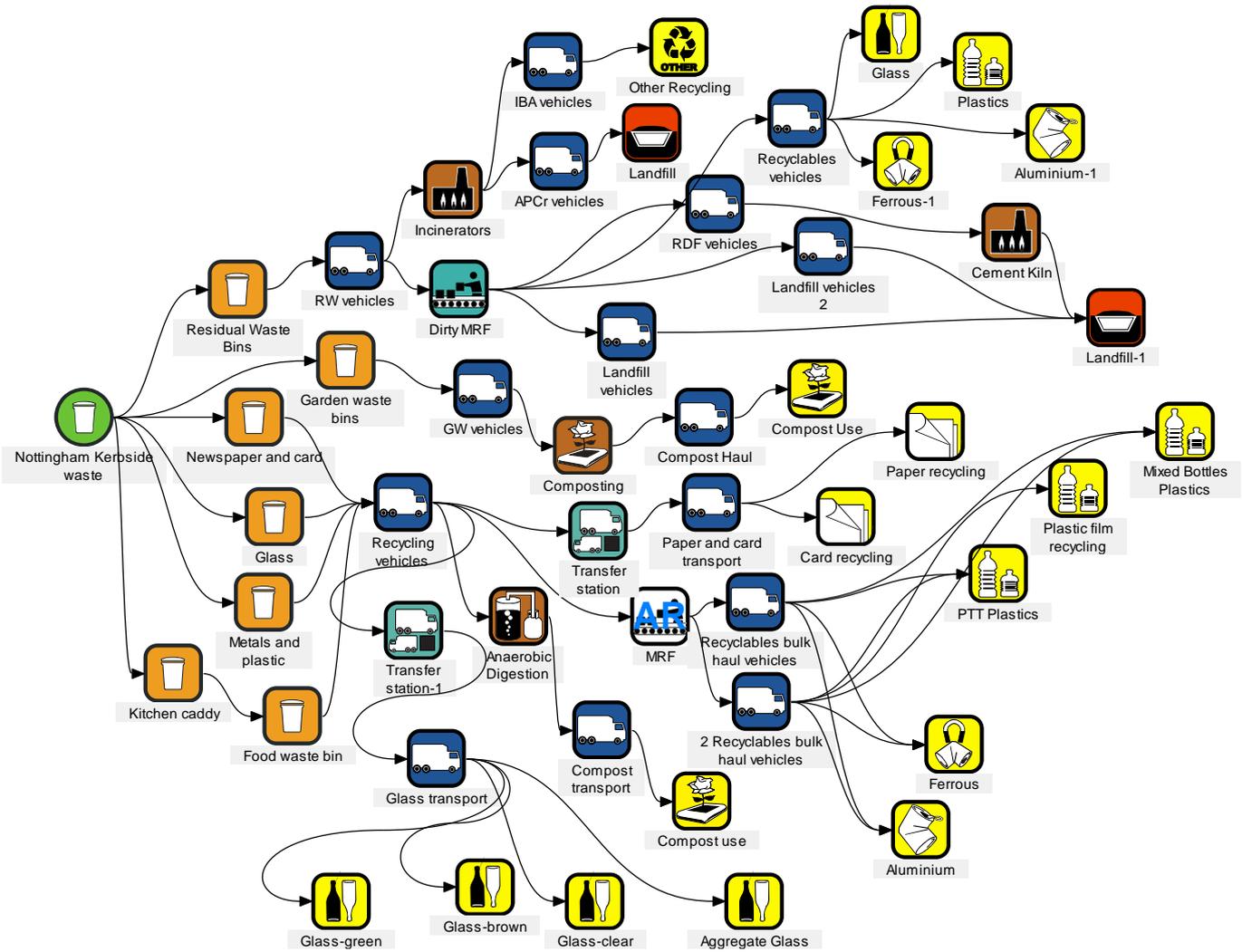
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Database Version 4.0.1.0

Nottingham City
Option 2



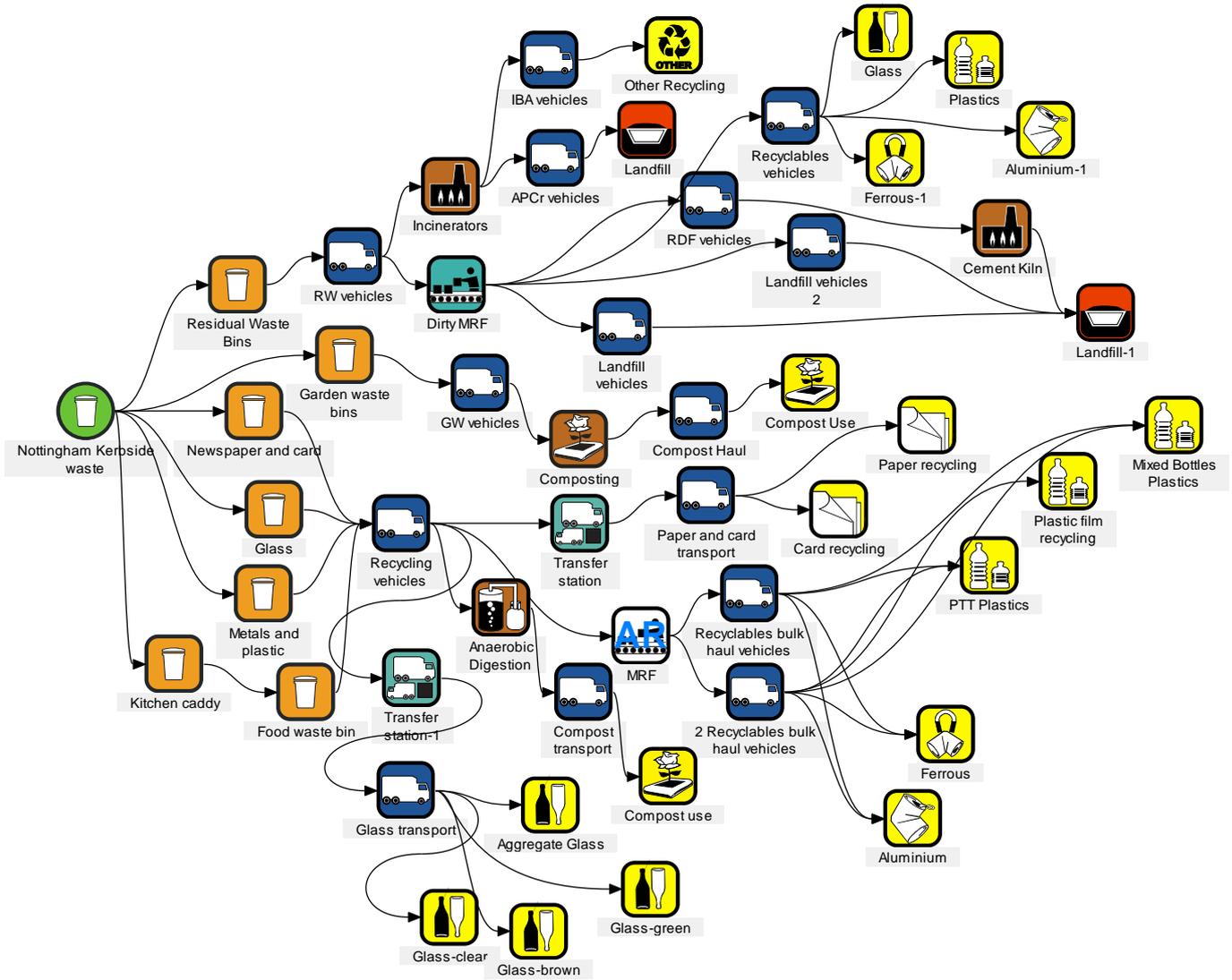
Date 20/06/2022
Software Version 4.0.1.0
Database Version 4.0.1.0

Nottingham City
Option 3



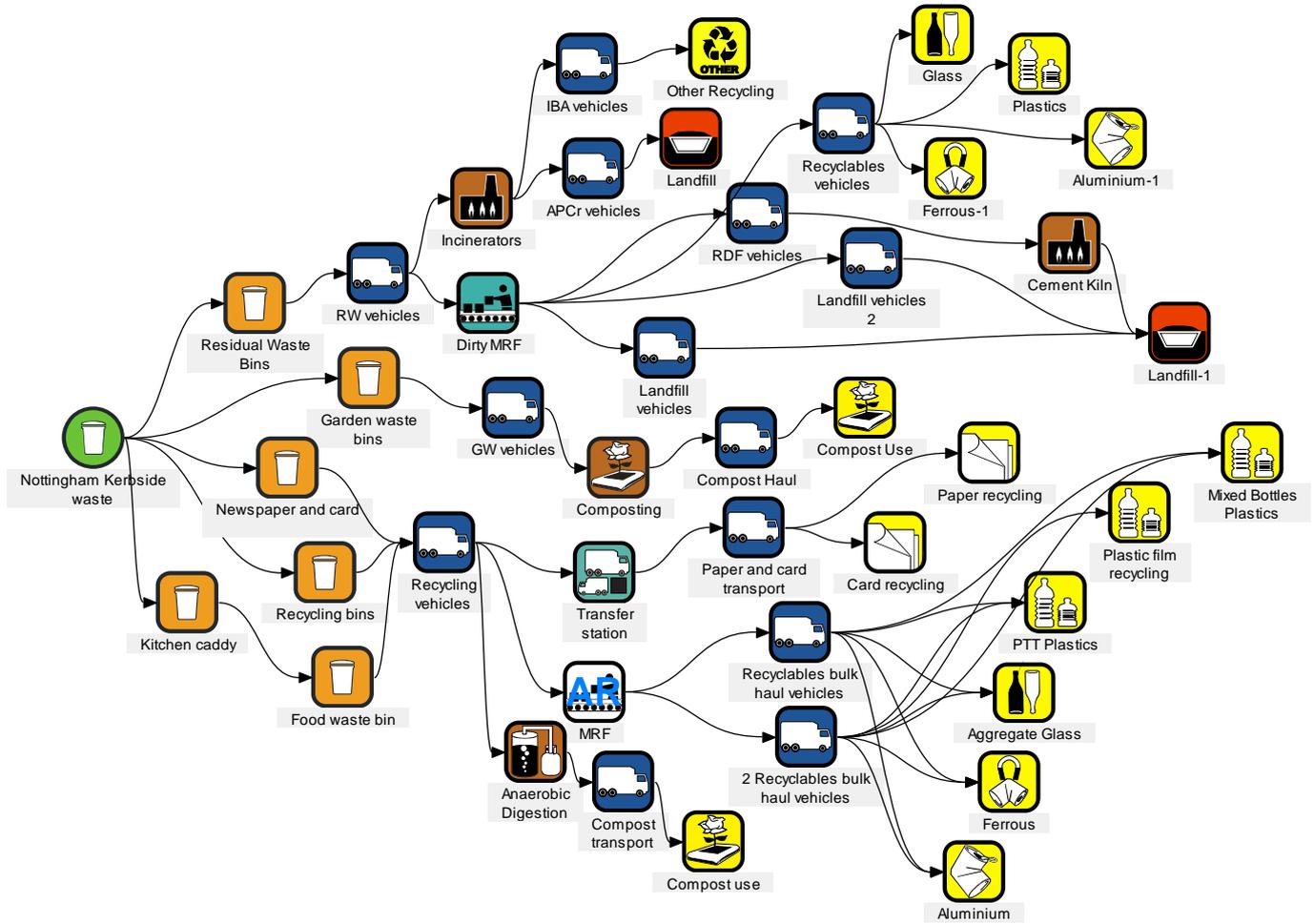
Date 20/06/2022
Software Version 4.0.1.0
Database Version 4.0.1.0

Nottingham City
Option 4



Date 20/06/2022
Software Version 4.0.1.0
Database Version 4.0.1.0

Nottingham City Option 5



Date 20/06/2022
 Software Version 4.0.1.0
 Database Version 4.0.1.0

IV. Appendix D – WRATE Vehicle Mileages³⁴

Option	Collection Stream	Annual Distance (KM)	Total Distance (KM)
Baseline <i>As current</i>	Residual	261,000	586,100
	Dry Recycling (co-mingled)	189,100	
	Food waste	N/A	
	Garden waste (free)	135,900	
Option 1 <i>Twin-stream collection with weekly food waste</i>	Residual waste	255,100	821,200
	Dry recycling (Twin-stream + film + cartons)	248,700	
	Food waste	181,400	
	Garden waste (free)	135,900	
Option 2 <i>Twin-stream collection with weekly food and restricted residual capacity</i>	Residual waste	162,900	774,300
	Dry recycling (Twin-stream + film + cartons)	287,000	
	Food waste	188,500	
	Garden waste (free)	135,900	
Option 3 <i>Multi-stream recycling with weekly food waste</i>	Residual waste	260,300	864,300
	Dry recycling (Multi-stream + film + cartons)	467,900	
	Food waste	135,900	
	Garden waste (free)	135,900	
Option 4 <i>Multi-stream dry recycling with weekly food waste and restricted residual capacity</i>	Residual waste	236,670	946,800
	Dry recycling (Multi-stream, + film + cartons)	574,224	
	Food waste	135,900	
	Garden waste (free)	135,900	
Option 5 <i>As Option 1 with co-collection of paper and food.</i>	Residual waste	183,500	696,000
	Dry recycling (Twin-stream, + film + cartons)	376,600	
	Food waste	135,900	
	Garden waste (free)	135,900	

³⁴ Rounded to nearest 100km

Optimised Options	Collection Stream	Annual Distance (KM)	Total Distance (KM)
Option 2 <i>Twin-stream collection with weekly food and restricted residual capacity (Optimised)</i>	Residual waste	162,883	778,700
	Dry recycling (Twin-stream + film + cartons)	294,425	
	Food waste	188,475	
	Garden waste (free)	135,940	
Option 4 <i>Multi-stream dry recycling with weekly food waste and restricted residual capacity (Optimised)</i>	Residual waste	224,513	974,700
	Dry recycling (Multi-stream + film + cartons)	614,250	
	Food waste		
	Garden waste (free)	135,940	

V. Appendix E – Additional WRATE Results

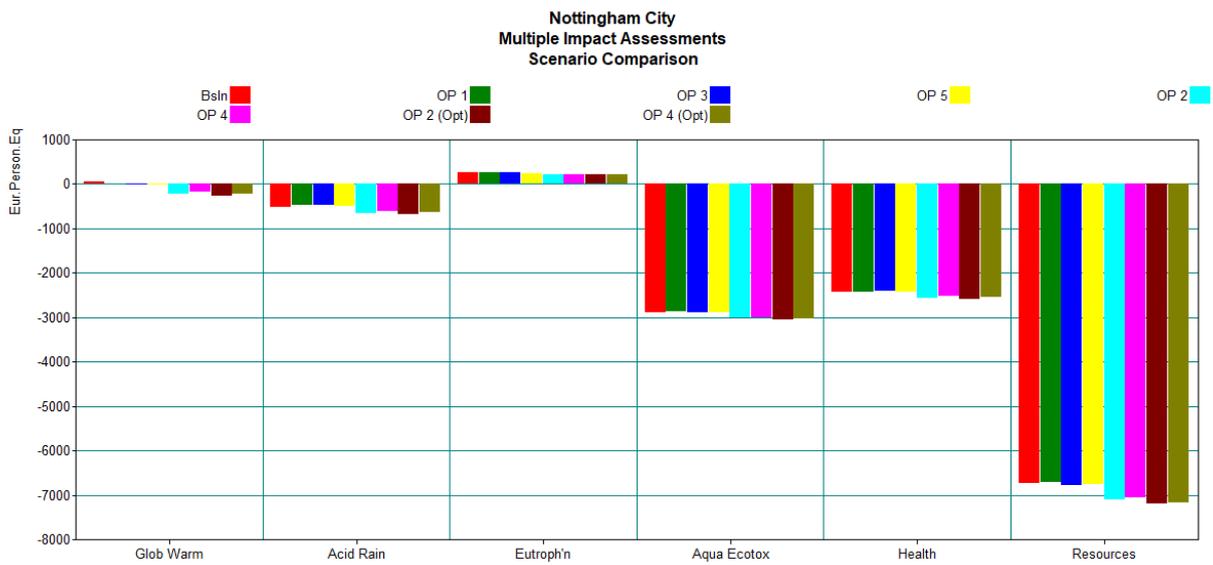
The overall environmental impacts encompassing other lifecycle analysis indicators for each of the modelled scenarios are presented below. In order to compare across different environmental fields a ‘normalisation’ measure is applied, in the latter using the measure of ‘numbers of equivalent European persons’ impact against each measure. Option 4 turns out to be all around the most environmentally friendly.

- Global Warming Potential (GWP100a)- This metric is an assessment of the amount of carbon dioxide and other gases emitted that cause global warming. Apart from CO₂, other major greenhouse gases including methane (CH₄) and Nitrous Oxide (N₂O) are also considered. Methane for example is considered 285 times more potent than CO₂ in terms of its effect on global warming over a 100-year period. Climate change impact in WRATE is expressed in kg CO₂-equivalent (eq).
- Acidification (kg SO₂-Eq)- This metric relates to the release of acidic gases such as sulphur dioxide that have the potential to react with water in the atmosphere to form ‘acid rain’ and causing damage to the environment.
- Eutrophication (kg PO₄-Eq)- This metric relates to the release of nitrate and phosphate. Increased concentrations in water and soils can result in increased algal growth reducing the oxygen in the water and damage to plant stability in soils, both damaging the environment.
- Freshwater Aquatic Ecotoxicity – FAETP infinite (kg1,4-DCB-Eq) - This metric relates to the impact of toxic substances on aquatic organisms and the bioaccumulation of toxins such as mobile heavy metals.
- Human Toxicity – HTP infinite (kg 1,4-DCB-Eq) - This metric relates to the impacts on human health. Characterisation factors, expressed as Human Toxicity Potentials (HTP) describe fate, exposure and the effects of toxic substances.
- Depletion of Resources (kg antimony-Eq) - This metric relates to the extraction of raw materials and resources. An abiotic depletion factor is determined for each mineral or fossil fuel based on the rate of extraction and the global resource reserves.

Miscellaneous environmental impacts for each modelled option

Impact Assessment	Unit	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
Climate change: GWP 100a	kg CO ₂ -Eq	642,300	-13,700	-2,834,300	-31,400	-2,156,600	-287,600
Acidification potential: average European	kg SO ₂ -Eq	-36,800	-33,300	-46,500	-33,400	-43,700	-35,600
Eutrophication potential: generic	kg PO ₄ -Eq	8,800	8,800	7,200	8,800	7,600	8,400

Freshwater aquatic ecotoxicity: FAETP infinite	kg 1,4-DCB-Eq	-3,806,500	-3,790,900	-3,973,300	-3,804,800	-3,965,100	-3,802,900
Human toxicity: HTP infinite	kg 1,4-DCB-Eq	-47,897,200	-47,851,900	-50,637,700	-47,652,200	-49,686,300	-48,055,000
Resources: depletion of abiotic resources	kg antimony-Eq	-260,400	-259,100	-274,600	-261,800	-272,500	-261,000



Normalised miscellaneous environmental impacts for each option

VI. Appendix F – Evaluation criteria & Social Value Workings

Scoring mechanism	Unit	1	5
Carbon	<i>kg CO2/eq</i>	Highest carbon emissions eq.	Lowest carbon emissions eq.
Recycling performance	<i>Kerbside recycling rate</i>	Lowest kerbside recycling performance	Highest kerbside recycling performance
Cost	<i>£</i>	Highest total costs (collection & disposal)	Lowest total costs (collection & disposal)
Alignment with National Policy	<i>R&WS compliance</i>	All aspects not likely to align to R&WS	Most aligns to R&WS
Public Acceptability		Poorest public acceptability	Strongest public acceptability
Social Value		Little or no anticipated social value	Strongest social value benefits
Operational Flexibility		Little or no operational flexibility	Strongest operational flexibility
Deliverability		Greatest deliverability issues	Little or no deliverability issues

Impact Assessment	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
No. Jobs (collection)	85	127	131	146	163	121
MRF	5	5	5	5	5	5
Total Jobs	90	132	136	151	168	126
Total KM (Air Quality)	586,100	821,200	774,300	864,200	946,800	696,000
Range of Materials	Separate food waste collections. Plastic film & cartons collected with dry recycling (all alternative options)					

Impact Assessment	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
No. of Crew	85	127	131	146	163	121
Recycling	26	35	42	88	108	63
Garden	23	23	23	23	23	23
Food	N/A	35	37	N/A	N/A	N/A
Residual	36	35	31	36	33	35
No. of Vehicles	29	49	50	42	46	41

Looking at Options for the Resources & Waste Strategy for Nottingham

[a non-technical summary]

As part of the process for developing a new strategy for managing the waste and recycling collected from homes and businesses in the City, Nottingham City Council engaged some specialists to consider how these services are delivered elsewhere and to look at how these alternative options could be employed here.

The result is an Options Appraisal report which is available at [XXXX](#). The report focusses on different recycling and waste collection methods to seek to improve the amount of recycling and reduce the impact of waste management within the city on the climate (carbon dioxide emissions) - all in the context of managing the costs and providing good quality services in Nottingham.

Nottingham is already a national leader in adoption of electric refuse collection vehicles ('bin lorries') and in capturing the energy generated from the waste not recycled, through the electricity generation and district heating scheme running on the energy recovered from the Eastcroft Incinerator. Where we are not performing as strongly is in the separation of materials for recycling.

The Government has set a national strategy¹ to improve recycling rates and the quality of the materials collected across England, and so we looked at the preferred national approach in terms of how we could collect more materials from you at the kerbside for recycling.

For Nottingham, this means implementing food waste collections and adding plastic film and cartons to the recycling collection system as a minimum, but also targeting waste materials we already collect from you for specific separate collections. These systems are shown to deliver better recycling performance than mixing all recyclables into one bin.

In simple terms our Options Appraisal focussed on two alternative collection and recycling systems, and compared performance against the current service:

- **Twin-stream collection** – Retaining the current fortnightly recycling collections but collect paper and card separately (in a reusable bag) from the remaining materials (plastic, cans, glass and cartons). This would improve the quality and most likely, quantity of the paper and card we collect. We modelled weekly food waste collections in combination with:
 - collecting paper and card fortnightly (option 1)
 - collecting paper and card fortnightly, but with a smaller general waste bin (option 2)
 - collecting paper and card weekly but on the same vehicle as food waste and also with a smaller general waste bin (option 5).
- **Multi-stream** – We would collect all recyclables, including food waste on a weekly basis in boxes and bags (rather than the current wheeled bin). This 'multi-stream' collection means that the collection crew can sort the individual materials into different compartments on a specialised vehicle improving the quality of the collected materials to be taken for recycling. We modelled:
 - Multi Stream collections with the same size general waste bin (option 3).
 - Multi Stream collections with a smaller general waste bin (option 4)

¹ [Resources and waste strategy for England - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/resources-and-waste-strategy-for-england)

In all collection options, plastic film and cartons are added to the recycling collection and all options introduce a weekly food waste collection.

The performance of the two standard alternative collection options are highlighted below. Option 1 is the standard Twin-stream fortnightly collection, whilst Option 3 is the standard Multi-stream weekly collection option.

Category	Baseline	Option 1 – Twin Stream, fortnightly	Option 3 – Multi Stream, weekly
Total cost (Collection, Treatment & Disposal)	£13.4m	£14.5m	£13.6m
Kerbside Recycling Rate (%)	22.57%	29.14%	28.50%
Total Indicative City Recycling Rate (%)	23.90%	30.48%	29.83%
Total Environmental Benefit (carbon, kgCO ₂ -eq)	642,300	-13,700	-31,400
Cost of Change (initial Capex)	N/A	£6m	£3.2m

Whilst both options perform better than the current service, the Twin-Stream option delivers higher recycling performance but lower carbon benefit by comparison to the Multi Stream option. The Multi Stream option is more cost-effective to implement and to operate than the Twin Stream option, but both options are more expensive to implement and operate than the current service.

Bin Size

We then modelled variations of these two options but replaced the general waste bin with a smaller one. Where food and more recycling is collected separately, there is less demand on the space in your green wheeled bin, meaning that potentially a smaller bin is needed by households. Smaller bins for general waste have been shown to help drive up recycling. These variations are follows:

- Option 2 – The same as option 1 (Twin Stream), but with a smaller bin for residual general waste (non-recycling, currently collected in a green wheeled bin).
- Option 4 - The same as option 3 (Multi Stream), but with a smaller bin for residual general waste.

The modelling results are as follows show that by reducing bin size, both options deliver significantly improved recycling and carbon performance, by comparison to retaining the larger general waste bin, but whereas Twin Stream is more cost effective to operate, Multi Stream is less cost effective to operate.

Category	Baseline	Option 1	Option 2	Option 3	Option 4
Total cost (Collection, Treatment & Disposal)	£13.4m	£14.5m	£14.4m	£13.6m	£13.7m
Kerbside Recycling Rate (%)	22.57%	29.14%	37.12%	28.50%	34.64%
Total Indicative City Recycling Rate (%)	23.90%	30.48%	38.46%	29.83%	35.97%
Total Environmental Benefit (carbon, kgCO ₂ -eq)	642,300	-13,700	-2,834,260	-31,400	-2,156,579
Cost of Change (initial Capex)	N/A	£6m	£6.4-8.7m	£3.2m	£5.9m

Finally, we also modelled a variant of Option 2 – enhancing performance still further by increasing the frequency of paper and card collection to weekly, enabling collections to be combined with weekly food waste collections utilising a single vehicle (option 5). As the table shows, by comparison with the other Twin Stream collection options, despite being slightly more expensive to operate, this option did not deliver a higher recycling performance despite improving the frequency of paper and card collection:

Category	Baseline	Option 1	Option 2	Option 5
Total cost (Collection, Treatment & Disposal)	£13.4m	£14.5m	£14.4m	£14.6m
Kerbside Recycling Rate (%)	22.57%	29.14%	37.12%	29.67%
Total Indicative City Recycling Rate (%)	23.90%	30.48%	38.46%	31.01%
Total Environmental Benefit (carbon, kgCO ₂ -eq)	642,300	-13,700	-2,834,260	-287,600
Cost of Change (initial Capex)	N/A	£6m	£6.4-8.7m	£4.5m

Our Option Appraisal found that all alternative collection systems improve recycling rates for the City from the current ~23% (of waste being recycled into new products, material or compost), to levels ranging from ~30% up to 42%. The higher performing options are numbers 2 and 4, which have a smaller residual general waste (green) bin.

Our modelling also looked at ‘optimising’ the highest performing options through investing more to inform, educate and support citizens. We believe that when further national measures are introduced making materials easier to recycle – then recycling rates of more than 50% could be achieved in the medium term, more than doubling current performance.

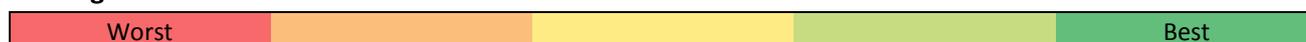
How we manage waste has a bearing on the City’s carbon emissions which contribute to climate change. In general, the more we recycle, the more it reduces these emissions and again, options 2 and 4 perform the best here, with option two the best, saving around 3,500 tonnes of carbon dioxide per year compared to the current service. This is equivalent to taking over 1,200 cars² off the road in emission terms.

The costs of all the alternative collection systems are more than the current service. However, to reach higher recycling levels and improve carbon emissions the Government requires additional services to be added and will compensate Councils for these new costs. The modelling shows costs may increase by between +1.5% and +9%. However, these increases will be offset to a degree by central Government and packaging producers contributing to the Council’s collection, recycling and disposal costs. The lowest cost options are options 3 and 4, where recycling is collected on a weekly basis along with the food waste and sorted onto the vehicle. This approach means higher prices can be generally achieved for the recycling materials collected helping to balance the higher collection costs but that citizens will have to do more to separate their waste.

Not all issues can be considered in terms of numbers.. Other issues such as the demand of the services on residents and businesses (public acceptability) and the flexibility of the service have also been assessed using ‘traffic lights’ in the summary table below. The scores we have attributed are subjective and we welcome your views.

Category	Baseline	Opt 1	Opt 2	Opt 2a (optimised)	Opt 3	Opt 4	Opt 4a (optimised)	Opt 5
Total cost (Collection, Treatment & Disposal)	£13.4m	£14.5m	£14.4m	£13.9m	£13.6m	£13.7m	£13.6m	£14.6m
Kerbside Recycling (%)	22.57%	29.14%	37.12%	40.64%	28.50%	34.64%	38.07%	29.67%
Total City Recycling (%)	23.90%	30.48%	38.46%	41.97%	29.83%	35.97%	39.4%	31.01%
Environmental Benefit (carbon, kgCO ₂ -eq)	642,300	-13,700	-2,834,260	-3,488,800	-31,400	-2,156,579	-2,931,250	-287,600
Cost of Change (Capex)	N/A	£6m	£6.4-8.7m	£6.4-8.7m	£3.2m	£5.9m	£5.9m	£4.5m
Alignment to Policy								
Public acceptability								
Operational flexibility								
Social Value								
Health and Safety								

Legend



² Source: <https://www.carbonfootprint.com/calculator.aspx>

Appendix 4: Public Consultation Strategy for A Resource and Waste Strategy for Public Consultation

A Resources and Waste Strategy for Public Consultation - Consultation Strategy

Objectives

Corporate outcome:

The upcoming Municipal Resources and Waste Strategy sets out a vision, objectives, intentions, and options available to the council in respect of managing the city's municipal waste through to 2050.

Public consultation will enable strategic partners, businesses, and citizens to engage with the council in the process of selecting the preferred waste prevention, reuse, collection (including recycling), and waste disposal services to be developed during the strategy period.

To ensure that the public are aware of and have the opportunity to co-design the new strategy so that it best suits their needs, an 8-week consultation period will be delivered.

Key council outcomes supported:

- Clean and connected communities
- Carbon Neutral by 2028
- Healthy and Inclusive
- Serving People Well

Marketing objectives:

- Inform the public about the draft strategy and educate them on what it will mean for them
- Present the waste collection options for appraisal in a clear manner so that residents can make an informed decision on which route they prefer
- Encourage residents to fill in the consultation survey over the 8-week consultation period online where possible, using a paper copy for those who need
- Hold two in-person events across the city to encourage input from the public on the strategy
- Hold one online meeting to encourage input from the public on the strategy

Audience insight

The audience for the draft strategy consultation is broad, targeting citizens, business owners, visitors, etc. We want people in Nottingham to feel like their ideas contribute to making the city a better place, and through the consultation process we want to secure as much feedback as possible to ensure views of as many demographic groups as possible are received.

All citizens in Nottingham currently receive household collections of recycling, residual waste, and garden waste fortnightly. Recycling is collected in one co-mingled bin. In the city, recycling rates are much lower than the national average – 23.9% compared to 43.8% in 2020/21. Analysis shows that 75% of items that are disposed of in general waste could be reduced, reused, or recycled in some way.

Surveys show that many in Nottingham self-report that they are recycling (98.4% of Carbon Neutral Nottingham survey respondents) and they believe that reducing waste and increasing recycling are important for making the city more sustainable (96% and 95% respectively).

However, low recycling rates show that education is needed to improve the quality of recycling in the city and reduce contamination. Some of the contamination will be lack of education – people thinking they are doing the right thing but poorly educated in terms of what can be recycled – and a smaller proportion are likely to be entirely disengaged with this issue.

Trade waste collects waste from over 6,500 businesses in the Nottingham and Derby area, averaging 12,000 collections per week. The services available to businesses include general waste, recycling, food waste, separate glass collection, bulky waste, and Waste Electric Electronic Equipment (WEEE).

National targets aim to achieve 65% recycling rate by 2035, action must be taken to encourage change in the city.

The Waste Strategy options appraisal hypothesises that residents of Nottingham prefer the business-as-usual approach to waste management – that which has been established for many years, is the simplest (in terms of having two bins – one for general waste and one for dry recyclables) to access, and is considered widely acceptable. There is a ‘comfort’ with the current option, and there will likely be resistance to change. Through the surrounding information for the consultation, our marketing assets will lay out the benefits of each of the options proposed in the draft strategy.

To ensure that the consultation process is inclusive, paper versions of the survey will be provided and drop boxes in the city, in addition to the online format. The online software also has translation functionality for those who have English as a second language.

Strategy

To maximise survey responses, we will drip feed messages through various channels across the 8-week consultation period. In addition to using council ‘owned’ channels, partners will be approached to encourage a wider set of demographic groups to learn about the draft strategy and give their opinions through the consultation survey.

Key messages:

- Have your say
- Tell us what you think
- Your opinion matters
- Don’t waste your opportunity to contribute to Nottingham’s future
- Support Nottingham to become carbon neutral by 2028
- Help us create a cleaner city

Proposed channels:

Item / channel	Notes
Website	<ul style="list-style-type: none"> • Landing page on NCC website with easy-to-understand information about the draft strategy, options for appraisal and FAQs • Full draft strategy also to be available for those who are interested • Link to online survey which will be created on Microsoft Forms • Opportunity for people to download a version of the survey that can be printed and dropped off
Physical survey	<ul style="list-style-type: none"> • Physical versions of the survey will be available in libraries across the city • There will be drop boxes for people to leave their completed survey in libraries
Events	<ul style="list-style-type: none"> • Two in-person events will be organised in the city. The format will be: <ul style="list-style-type: none"> ○ Presentation on the wider ambition of the strategy / context ○ Presentation on options for appraisal and key sections of strategy ○ Question and answer session • One online event will also be held, with the same format as above. This will be carried out via a Live Event on Microsoft Teams.
Press	<ul style="list-style-type: none"> • Two press releases will be circulated to local media during the consultation process: <ul style="list-style-type: none"> ○ Initial press release to coincide with Exec Board ○ Follow-up press release on the day the consultation launches
Social media	<ul style="list-style-type: none"> • Social media content will be scheduled throughout the consultation process on the following channels: <ul style="list-style-type: none"> ○ My Nottingham Facebook, Twitter, Instagram ○ Ward Facebook channels ○ Nottingham City Council LinkedIn ○ Carbon Neutral Nottingham Facebook and Twitter ○ Carbon Reduction, Energy and Sustainability Twitter • Videos, graphics and text will be used to capture a wide audience
Email	<ul style="list-style-type: none"> • Utilise a range of council newsletter channels, including:

	<ul style="list-style-type: none"> ○ Leader / Deputy Leader update ○ CN28 newsletter ○ Clean Champions ○ Ward newsletters ○ Growing Nottingham newsletter (business audience)
Physical media	<ul style="list-style-type: none"> ● Piece on the consultation included in November Arrow ● Posters for public-facing council buildings ● Flyers for councillors / RDOs
Partner/councillor comms	<ul style="list-style-type: none"> ● Stakeholders will be encouraged to support the consultation including, councillors, RDOs, stakeholders, etc. ○ Information to be shared with councillors ○ Information included in Area Partnership ○ Businesses to be engaged through Nottingham BID, Nottingham Partners, D2N2 ○ Engagement with student population through UoN Off Campus Affairs and Community Liaison at NTU, etc.
Additional opportunities to be explored	<ul style="list-style-type: none"> ● Presenting at special interest groups, such as multi-faith council depending on team availability ● Internal comms to engage staff who also live in the city ● Paid advertising opportunities (e.g. BT In-link kiosks, street furniture including bus shelters, signs in public transport, paid social media posts)

Implementation

Proposed key dates:

- Consultation opens: w/c 3rd October
- Event 1: w/c 10th October
- Event 2: w/c 24th October
- Event 3: w/c 7th November
- Consultation ends: 8 weeks after open date

Risks:

- Waste strategy consultation period overlaps with financial consultation, which will compete for residents' attention

- People may be disengaged with council / local politics and not feel like their opinions matter which could reduce survey responses
- Climate action groups may engage with the process more than other demographic groups which may produce unrepresentative data from the consultation
- Public may think consultation process is a 'box-ticking' exercise and that a decision has been made prior to being given the opportunity to feedback

Evaluation of Responses

Much of the information derived from the consultation responses will be qualitative in nature. The Council will retain Frith Resource Management (FRM) to analysis responses and all the responses will be recorded and allocated to one or more categories, as appropriate, that will be devised by FRM. These categories will be bespoke to this public consultation exercise and will be developed during the analysis to ensure that the key themes emerging are captured and understood. In addition, FRM will highlight quotes within responses that illustrate frequent messages that come through. Results to be analysed on a rolling a weekly basis, which will enable FRM to both identify key themes emerging and the results to be available quickly at the end of the consultation period. It is assumed at the end of the consultation period all hard-copy responses will be digitized and provided in an electronic final report recording all the survey responses.

The Council anticipates a total of 3,000 respondents for the on-line and hard copy questionnaire and there will be up to 10 open comment questions.

Interim Reporting on Key Themes

FRM will provide an overview of key themes emerging during the consultation period from analysis of the open comment questions. It is assumed that these will be provided in summary format to NCC and presented in PowerPoint at an agreed date during the consultation period.

FRM will provide a succinct report summarizing the key themes and findings of the free-text responses. The categorized open comment questions will allow FRM to provide Nottingham with the key themes that have been expressed by the respondents. These can be utilised both for presentations and reporting. An interim snapshot will be provided but the final formats will be produced once all the results have been received and categorized.

Overarching Strategy Consultation Report

FRM will provide a report combining both the results of the overall questionnaire combining the questions with specific options and open-ended /free-text responses. This report would also incorporate the findings of other consultation activity (focus groups etc.) as appendices and draw out key themes upfront in the main report.

The report will require input from NCC on their stakeholder mapping, methods and results of the consultation events they have led independently to FRM, such as internal consultation, focus groups, group meetings, roadshows etc. It is assumed that any other consultation responses to be included in this "catch all" consultation report will be electronically provided to FRM for inclusion in the appendices together with a short summary of the findings for inclusion in the main report (FRM will not be required to undertake detailed interpretation).

The report will be designed to capture the headline findings and key themes from the different consultation activities and present them succinctly. The aim will be to explain these findings, so they are easily understood whilst ensuring technical inputs are included, where appropriate. In addition, the report will draw out potential actions for NCC together with recommendations and the implications for the Strategy.

A draft structure for the report is outlined below.

Main Report [Public Facing]

- Introduction & Method [inputs to FRM from NCC]
- Results [ditto]
- Key Themes – summary of headline findings and key themes with illustrative quotes [FRM in discussion with NCC team]
- Actions / Recommendations / implications to the strategy [FRM]

Appendices [Internal Only]

- Copy of the Consultation Survey
- Closed Questions Report [by NCC]
- Open Questions Analysis Report [by FRM]
- Minutes / Notes from Focus Groups / Meetings [by NCC]

Presentation of the final report will enable the Council to consider the results of the public consultation and agree changes to the final draft of the Headline MSW Resources and Waste Strategy.

Equality Impact Assessment (EIA) Tool

Please ensure you have read the [guidance pages](#) prior to completing this tool

Document Control

Control Details:	
Title of EIA/ Decision (DDM):	A draft Municipal Resources and Waste Strategy for Public Consultation
Budget booklet code (if applicable):	N/A
If this is a budget EIA please ensure the title and budget booklet code is the same as the title used within the budget booklet	
Name of author (Assigned to Pentana):	Antony Greener
Department:	City Growth and Development
Director:	Wayne Bexton
Division:	Carbon Reduction, Energy and Sustainability
Contact details:	Antony.greener@nottinghamcity.gov.uk
Strategic Budget EIA:	Yes/No
Exempt from publication:	Yes/No
Date decision due to be taken:	20 th September 2022

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Document Amendment Record

Version	Author	Date
1.0	Antony Greener	26/08/2022

Contributors/Reviewers (Anyone who has contributed to this document to be named)

Name	Title role	Date
Rosey Donovan	Equality and Employability Consultant	01/09/2022

Section 1 – Equality Impact (NCC staff/ Service users/ Citizen/ Community impact)

1. a. Brief description of proposal/ policy/ service to be assessed

The Council is presenting a draft Municipal Resources and Waste Strategy for public consultation. The draft strategy sets out proposed objectives and ambitions of the Council in respect of the way it manages household waste and business waste in the city. This includes how the Council could more effectively reduce, reuse and recycle waste that is generated in the city.

The service affects all residents. The strategy presents an options appraisal of how the current services for waste and recycling collections could be changed to ensure new statutory compliance requirements are being met, and to improve recycling performance and improve service standards overall.

A key element of the proposals is an ambition to improve Council engagement and communication with residents and businesses to educate them on how to manage their waste more sustainably, seeking views and opinions of what service standards and bespoke collection arrangements would be acceptable for service users.

The public consultation questionnaire seeks to determine whether the Council's objectives and ambitions are appropriate, and what the Council's levels of expectation should be in placing responsibility onto individuals to comply with waste policy decisions through accessing information on how to participate correctly in waste collections, and in particular seeking views as to the acceptability of different collection systems as presented in the options appraisal which compliments the draft strategy.

This Equality Impact Assessment (EIA) focuses on the process and accessibility of the consultation itself, rather than the content of the strategy and how consultation responses will be analysed to determine whether they are representative of the service users.

1. b. Information used to analyse the equalities implications

Respondents are invited to express views on how waste should be managed in the city through a variety of mechanisms set out in the attached consultation strategy.

The consultation is an opportunity for all residents, businesses and stakeholders to present views and opinions and follows the advice of the Council’s Research, Engagement and Consultation team.

The consultation strategy must therefore be inclusive and provide opportunity for all residents to engage and participate.

The strategy identifies specific activities which will be undertaken to ensure that responses are representative of the residents which will be impacted by any future decisions taken in respect of the waste management service. Any future specific service change proposals will be subject to consultation and are therefore not covered by this EIA.

The analysis of consultation responses will include an assessment of whether they are representative of the service users who currently access waste collection services.

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1. c. Who will be affected and how?

Impact type (NCC staff/ Service users/ Citizens/ Community)	Equality group/ individual	Positive	Negative	None	Reasons for your assessment (Including evidence)	Details of mitigation/ actions taken to advance equality	Details of any arrangements for future monitoring of equality impact (Including any action plans)
	People from different ethnic groups	X	X	X	Residents may not have English as their first language.	Promotion of the consultation through inclusivity networks.	Requests for translations of the consultation documentation will be positively

						Online questionnaire has translation functionality for residents where English is not their first language	responded to where available.
	Men			X			
	Women			X			
	Trans			X			
Page 162	Disabled people/ carers		X		Accessibility to public meetings during consultation process including sight and sound.	Provision will be made at public venues to accommodate attendees with impairment disabilities which prevent full participation.	
	Pregnancy and maternity			X			
	Marriage/Civil Partnership			X			

	People of different faiths/ beliefs and those with none			X			
	Lesbian/ Gay/ Bisexual people			X			
	Older			X			
	Younger			X			
Page 163	<p>Other (e.g. looked after children, cohesion/ good relations, vulnerable children/ adults), socio-economic background.</p> <p><i>Please underline the group(s) /issue more adversely affected or which benefits.</i></p>		X		Omission of groups with protected characteristics from the consultation process	SNAP questionnaire template to be used containing all mandatory demographic questions to ensure these are not omitted, therefore ensuring we meet our requirements under the Equalities Act to capture information on protected characteristics where appropriate	

1. d. Summary of any other potential impact (including cumulative impact/ human rights implications):

None identified

Section 2 – Equality outcome

Please include summary of the actions identified to reduce disproportionate negative impact, advance equality of opportunity and foster good relations. Please pull out all of the mitigations you have identified and summarise them in this action plan

Equality Outcome	Adjustments to proposal and/or mitigating SMART actions	Lead Officer	Date for Review/ Completion	Update/ complete
Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010.	Analyse consultation responses to determine how representative they are of the service users and ensure this influences any future recommendations for service change	Catherine Appleby	February 2023	
Advance equality of opportunity between those who share a protected characteristic and those who don't	Provide translations of consultation documents online or on request	Catherine Appleby	1 st October 2022	

	Ensure public and on-line meetings are accessible to all who wish to participate in the consultation process			
Foster good relations between those who share a protected characteristic and those who don't	Target awareness raising of the public consultation through Council networks designed to ensure equality of opportunity to enable residents with protected characteristics to participate	Catherine Appleby	1 st October 2022	
(Please add other equality outcomes as required – e.g. mitigate adverse impact identified for people with a disability)	Engagement with Council's Research, Engagement and Consultation team to assist in the public consultation exercise	Catherine Appleby	1 st October 2022	

Please note: All actions will need to be uploaded onto Pentana

Section 3 – Approval and publishing

<p>The assessment must be approved by the manager responsible for the service /proposal. Approving Manager details (name, role, contact details):</p> <p>Antony Greener, Head of District Heating and Waste Strategy Antony.greener@nottinghamcity.gov.uk</p>	<p>Date sent for advice:</p> <p>30th August 2022</p>
<p>Approving Manager Signature:</p> 	<p>Date of final approval:</p> <p>1st September 2022</p>

For further information and guidance, please visit the [Equality Impact Assessment Intranet Pages](#)
Alternatively, you can contact the Equality and Employability Team by telephone on 0115 876 2747

Send document or link for advice and/ or publishing to: edi@nottinghamcity.gov.uk

PLEASE NOTE: FINAL VERSION MUST BE SENT TO EQUALITIES OTHERWISE RECORDS WILL REMAIN INCOMPLETE.

Executive Board
20 September 2022

Subject:	Ofsted Inspection of Children's Services
Corporate Director(s)/Director(s):	Catherine Underwood, Corporate Director for People
Portfolio Holder(s):	Councillor Cheryl Barnard, Portfolio Holder for Children, Young People and Schools
Report author and contact details:	Ailsa Barr, Director for Children's Integrated Services Sam Morris, Head of Children's Strategy and Improvement
Other colleagues who have provided input:	
Subject to call-in: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Key Decision: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: Nil	
Wards affected: All	
Date of consultation with Portfolio Holder(s):	
Relevant Council Plan Key Outcome:	
Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Healthy and Inclusive	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Financial Stability	<input type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

The report provides the Board with the report published by Ofsted of its Inspection of Nottingham's Children's Services. It reflects the findings, the journey of improvement in the services and the next steps to secure sustainable improvements for children.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To consider the findings of Ofsted's inspection of Children's Services.
2. To confirm the Council's commitment to improving Nottingham's Children's Services and its ambition for Children's Services to deliver consistently good social care to children and young people.
3. To note the actions taken since the inspection and the next steps.
4. To note the development of an Improvement Plan and associated resource requirements.

1. Reasons for recommendations

- 1.1 Delivery of Children's Services is a significant statutory duty and a priority for the whole Council. The inspection by the regulator, Ofsted, provides an important assessment of the impact of services in terms of outcomes for children. There are formal regulatory consequences of the inspection outcome which need to be addressed. It is essential that the Council takes the actions necessary to achieve the sustainable improvements required for children.

2. Background

- 2.1 Children's Services represent some of the most important responsibilities of a Council and, as such, are subject to a very robust regulatory regime. The services have been on a journey of improvement and the inspection is a significant benchmark for the Council.
- 2.2 Ofsted's Inspection of Local Authority Children's Services focuses on the effectiveness of local authority services and arrangements:
 - to help and protect children'
 - the experiences and progress of children in care wherever they live, including those children who return home'
 - the arrangements for permanence for children who are looked after, including adoption; and
 - the experiences and progress of care leavers.

- 2.3 The inspection also evaluates:
- the effectiveness of leaders and managers;
 - the impact they have on the lives of children and young people; and
 - the quality of professional practice.
- 2.4 The inspection is unannounced and takes place over three weeks. The first week takes place off-site where Ofsted review a suite of very detailed information about the service, including the self-assessment and performance data. Weeks two and three involved 6 inspectors working on site, understanding in detail the work with children and families.
- 2.5 Judgement gradings are inadequate, requires improvement, good and outstanding. Overall effectiveness will be limited to inadequate where the experiences of children who need help and protection are judged to be inadequate.
- 2.6 Nottingham’s Inspection of Children’s Services took place between 4 to 22 July 2022. The outcome of the inspection was:

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Inadequate
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Inadequate (limited by the grading within the domain of children in need of help and protection)

- 2.7 The report was published on 5 September. A copy of the inspection report can be found at [Ofsted | Nottingham City Council](#). This provides an assessment of the current quality of service delivery and clarity regarding the areas where services need to improve to ensure the provision of consistently good services for children and young people in the City.
- 2.8 The report is clear that whilst some progress has been made against previous priority actions, this progress has been too slow, and some other areas have deteriorated. This means that children in the City do not yet receive a consistently good service and for some children at risk of harm this is not recognised quickly enough. The majority of children wait too long for decisions to be made regarding next steps when information is received in the Multi-Agency Safeguarding Hub

(MASH), this means that some children who have met threshold for social care intervention wait up to six weeks to be seen by a social worker.

- 2.9 The inspection feedback identified that the new leadership team is beginning to have a greater impact on practice through clarity on the expectations of all staff, and a developing culture that promotes good practice through high support and high challenge. However, the feedback was also clear that the scale of required improvements remains substantial, and the pace of change needs to quicken for all areas of the service to provide safe and consistently good services for children.
- 2.10 The inspection feedback and report provide clarity regarding specific areas for improvement in the service. The feedback demonstrates that Nottingham is capable of delivering tangible improvements which make a difference for children; however, it is explicit that the pace of change has been too slow. It is now essential that the improvement work quickens to ensure sustainable progress across service delivery as it is this that will bring meaningful improvement which will make a positive difference for children. This in turn will mean that the council can be assured that its statutory duties in respect of children's services are not only met but are being delivered confidently with a focus on good outcomes.
- 2.11 The inspection outcome and findings are significant to the Safeguarding Children's Partnership. Partnership engagement is key to ensuring effective and robust multi-agency safeguarding arrangements and so will be integral to contributing to and supporting the improvements that are needed.
- 2.12 It is clear that the Council's ambition must be that the services it delivers for children and young people in Nottingham are consistently good.
- 2.13 The inspection identified 8 specific areas for improvement:
- effectiveness and timeliness of responses to children's needs when first presented to the MASH);
 - management oversight and direction of front-line work and the local authority designated officer (LADO);
 - social work capacity so that social workers and first-line managers can respond effectively to children in need of help and protection, and that children in care have greater consistency of social worker;
 - placement sufficiency for children in care and those with complex needs;
 - the service response to care leavers aged 21 and over;
 - the service response to young people who are aged 16/17 years who present as homeless;
 - the quality and timeliness of return home interviews; and
 - oversight of children missing from education and those who are electively home educated.

Key messages relating to improvements needed in the service

- There are significant challenges within the MASH, which have created a backlog in decision making for children meaning that for some children who need a social worker are waiting too long to be seen. There are some complicated systems within the MASH, which are compounded by the volume of information sent to the

MASH by partner agencies where parental consent has not been sought. This means that staff in MASH spend time seeking parental consent to proceed which causes delays in decision making.

- The LADO team that responds to allegations against professionals needs strengthening meaning that there is better evidence of clear management oversight and that threshold decisions regarding this area of safeguarding are well recorded.
- Consistency and quality of management oversight and supervision needs to improve across all service areas. Supervision needs to be reflective, show professional curiosity and drive forward assessments and plans for children.
- Advice and guidance to children aged 16/17 who present as homeless needs to be strengthened to ensure suitable accommodation is provided to children in a timelier way which will ensure effective support is provided to a vulnerable cohort of children.
- Where children go missing from home, return home interviews need to be timely and assessments and outcomes need to be strengthened so that they effectively contribute to the child's safety plan. This will mean that the service is using information from missing from home interviews to support effectively intervention and planning with children to reduce future risks.
- There needs to be greater understanding and oversight for our children missing from education so as there is a fuller understand of any risks and clarity that appropriate safeguarding outcomes are considered.
- Stability of our workforce is essential to support children forming trusted relationships with social workers. The amount of change in the workforce currently adversely affects children's ability to build and sustain those much-needed trusted relationships.
- Assessments for children in long term foster care need to be consistently updated. This will ensure that plans address their needs and they receive the support that they need at the appropriate time.
- More life story work needs to be completed with children who do not have an adoption plan. This will allow them to understand their history, their journey into care and are able to develop a sense of identity and feel proud of who they are.
- All looked after children are appointed an Independent Reviewing Officer (IRO) who works independently of the child's social worker. Their role is to chair looked after child review meetings and monitor the care the child is getting and making sure that the care plan meets their needs and agreed actions are completed. IROs are not consistently monitoring children's circumstances in between formal reviews and are not escalating any concerns about progress, which means the effectiveness of the IRO oversight in ensuring children's needs are being met is not as robust as it could be.

- Placement sufficiency is a challenge. There are occasions where a regulated placement (foster or residential) cannot be identified for a child and this results in emergency arrangements being made. This means that some children who would need a regulated placement are being placed in unregulated placements. Inspectors found that senior managers are aware of children in such placements and maintain good oversight of these children.
- Each local authority should ensure that all care leavers are informed of their rights and entitlements, which is contained in a document called 'the local offer'. Whilst the majority of care leavers are informed of their rights and entitlements, the published local offer is outdated and needs to be updated. The updated local offer needs to be clear as to the rights and entitlements for care leavers aged 21-25 to ensure their needs are being met and they receive the support to which they are entitled, to enable a successful transition into adulthood.

Key Messages related to areas of progress or strengths in practice

- Once children are allocated to a social worker, assessments are timely, risks to children's safety and wellbeing are fully understood by all partners and appropriate action is taken to reduce risks to children. Children are visited appropriately, and direct work is undertaken with the family to understand the child's experiences and ensure that work is focussed on addressing risks and improving outcomes for the child.
- Where children's circumstances are not improving clear authoritative action is taken to take children into care to secure their welfare and ensure they do not remain too long in neglectful conditions.
- Social workers develop strong relationships with children and their families and understand the needs of the children they work with. This allows children and families to build a trusted relationship which enables the social worker to understand the child's circumstances and work more effectively to reduce the risks to the child.
- Where children are at risk of exploitation their assessment recognises the risks to their safety and plans to address these are appropriate. These are updated as risks change, enabling appropriate action to mitigate risks to be taken.
- Where children need to be placed for adoption, they are now being matched with adopters more quickly and siblings are being adopted together. This allows children to achieve stability and maintains their sibling relationship and support network. There is good working with Adoption East Midlands to support this effective matching of children to adopters. Long term fostering opportunities are ensuring children receive good quality consistent care as they would do from a birth parent.
- Family time is carefully considered and takes account of children's views, ensuring children maintain family ties in a supportive way following a full assessment of risks.

- The emotional and mental health needs of children in care are being met. They can access direct support and counselling to support them with their emotional and mental health.
- Unaccompanied asylum-seeking children (UASC) often have differing practical and emotional support needs given their experiences prior to their arrival in the UK. The support offered is appropriate and tailored to their individual needs, offering emotional and practical support to aid their transition.
- Care leavers are allocated a personal advisor when they are 17.5 years old. This allows time for positive relationships to be built prior to them turning 18, which means that they have a trusted adult to support them move into adulthood. This has allowed many care leavers to build long standing relationships with their personal advisor and gives them a person they can turn to when they need support. Most care leavers understand their rights and entitlements and so can tap into appropriate support when they need it.
- Care leavers are supported to access accommodation suitable to their needs – whether this be remaining with their former foster carer in a Staying Put arrangements, semi independent accommodation to provide additional support that they may need, or their own tenancy. This ensures care leavers are appropriately supported with a transition into independent living at a pace that suits their needs.
- Partnership working at a strategic and operational level are positive and seek to provide the best outcomes for children and young people.

2.14 Children's Services is on an improvement journey. At an Ofsted Focussed Visit in February 2020, although a grading is not provided, inspectors noted systemic failures and issued 2 priority actions and 4 areas for improvement. The progress that has been made is reflected within the report. The Children's Service's improvement plan will take a whole system approach to secure improvements and consistency of practice across a child's journey.

2.15 The inspection report references the improvement plan that was put in place to address the priority areas for improvement but notes the challenging context in which the Local Authority and its Children's Services was operating that has meant progress has been slow. It notes that elected members and the Chief Executive remain committed to improving the quality of Children's Services, despite the local authority's financial challenges. Further investment has been agreed to increase capacity to manage the demand and improve outcomes for children.

2.16 During this visit Inspectors noted the new senior leadership team and the enthusiasm and momentum to drive forward the changes needed. They feel that the new senior management team has a sound understanding of the challenges it faces and has already delivered some improvements and positive culture shifts. They note a new, knowledgeable Director for Children's Integrated Services is now in post, along with a committed new leadership team and acknowledge that this is beginning to have a greater impact on practice. They state there is clarity on the expectations

of all staff, and leaders are developing a culture that promotes good practice through high support and high challenge.

2.17 However, they also note that the scale of required improvements remains substantial, and the pace of change needs to quicken for all areas of the service to provide safe and consistently good services for children.

Next Steps

2.18 Children's Services has an improvement plan and are revising it to address the eight areas of improvement as well as other areas of focus identified within the inspection report to continue to secure whole system improvement. Delivering the improvements set out in the plan will be a priority for the Council.

2.19 The Improvement Plan will be submitted to Ofsted as required, within 70 working days of the publication of the inspection report.

2.20 Ofsted will undertake Monitoring Visits – short inspection activity focused on a specific area – between now and the next inspection. We can expect 3 or 4 each year.

2.21 Two inspectors will usually carry out each monitoring visit, which will last for 2 days. The focus of the visits will be upon areas where improvement is most needed, but Inspectors will also check that performance in other areas has not deteriorated. The on-site activity will usually focus upon the experience of children and young people within the area being inspected. A summary of the inspection findings will be given at the end of each visit.

2.22 Ofsted inform the Department for Education (DfE), as the improvement agency, of the outcome of the inspection outcome, which will determine the approach to improvement assurance which it will require.

2.23 The Council's self-assessment reflected clarity about the need to continue to improve Children's Services. Actions were in train prior to inspection and further action has been taken following the inspection:

- revising the Children's Services improvement plan to strengthen activity to address the areas of improvement;
- the Children at the Heart Improvement Board will be chaired by an Independent Chair commissioned through the DfE to provide a level of independence and challenge to the delivery of the improvement plan;
- as noted in the inspection report, the service has accelerated its change and improvement work within the MASH. Front line worker capacity has been increased and additional resources have been secured to increase service manager capacity to drive and oversee the work of the team and ensure consistency in application of thresholds and decision making;
- secured additional resources for the Missing from Home team to enable timely return home interviews and quality assessments that feed into a robust safety plan;
- commenced a review of the LADO arrangements;

- a recruitment and retention package has been agreed to stabilise the workforce, reduce reliance on agency social workers and reduce workloads;
- secured places for all social work team managers to complete the Pathways leadership programme. This will be delivered by Frontline who have been awarded a delivery contract by the DfE to support social work leadership programmes. The programme will empower leaders to model and develop excellent social work practice and leadership in others and is centred on developing knowledge, skills and expertise against the 4C leadership capability framework (expanding capacity, maintaining curiosity, providing clarity, managing complexity); and
- a training package for the newly formed Head of Service group and action learning sets for service managers will be delivered over the Autumn through money secured from the Department for Education. These will focus on how to improve quality and performance in a social work environment.

3. Other options considered in making recommendations

- 3.1 To do nothing: this option is rejected, as the purpose of this report is to inform the Board of the recently published Ofsted report of the Inspection of Children's Services and provide assurance of the improvement work that is underway.

4. Consideration of Risk

- 4.1 Services to children are a core statutory requirement of the Council, subject to a formal regulatory framework. Of primary importance is to ensure that children and families receive a good quality of services. In addition, the Secretary of State has discretion to determine intervention where children's social care services are inadequate. The type of intervention is dependent on the severity of the situation, how long the authority has been underperforming, and the perceived capacity for improvement.

5. Finance colleague comments

- 5.1 A report on the Improvement Plan and resourcing will be brought forward in due course.

6. Legal colleague comments

- 6.1 Not applicable, as the purpose of this report is to brief the Board on the Ofsted inspection outcome.

7. Equality Impact Assessment (EIA)

- 7.1 Has the An EIA is not required because this report does not represent proposals for a new or changing policy, service or function.

8. Data Protection Impact Assessment (DPIA)

- 8.1 A DPIA is not required because the purpose of this report is to brief the Board on the Ofsted inspection outcome.

9. Carbon Impact Assessment (CIA)

9.1 A CIA is not required because the purpose of this report is to brief the Executive on the Ofsted outcome.

10. List of background papers relied upon in writing this report

10.1 None

11. Published documents referred to in this report

11.1 Ofsted Inspection of Nottingham City Local Authority Children's Services
[Ofsted | Nottingham City Council](#)

**Executive Board
20 September 2022**

Subject:	Youth Endowment Fund – Another Chance Programme
Corporate Director(s)/Director(s):	Catherine Underwood, Corporate Director for People
Portfolio Holder(s):	Councillor Cheryl Barnard, Portfolio Holder for Children, Young People and Schools
Report author and contact details:	Simon Newling-Ward, Service Manager – Nottingham City Youth Justice Service simon.newling-ward@nottinghamcity.gov.uk
Other colleagues who have provided input:	
Subject to call-in: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Key Decision: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input type="checkbox"/> Expenditure <input checked="" type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: £831,675	
Wards affected: All	
Date of consultation with Portfolio Holder(s):	
Relevant Council Plan Key Outcome:	
Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Financial Stability	<input type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

The Youth Justice Service (YJS) in partnership with the Violence Reduction Unit (VRU) has successfully been awarded funding from the Youth Endowment Fund (YEF) for a three-year programme entitled Another Chance. This programme is based on the Focused Deterrence model. The project sponsor is the Police and Crime Commissioner (PCC) and the funding agreement is between the YEF and PCC. It is the VRU, on behalf of the PCC, that will submit the monitoring and payment requests. The funds will provide for three new Targeted Youth Support Workers, a Researcher, a Specialist Mental Health Practitioner, Business Support and a Hub Manager.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To accept £831,675 from the Youth Endowment Fund to deliver the Another Chance Focussed Deterrence programme over the next three years.

1. Reasons for recommendations

1.1 Focused Deterrence identifies a high-risk cohort and uses three levers to influence their behaviour: an awareness that the local community wants to see change, practical support to make that change and an awareness that there will be prompt consequences for non-compliance. The Service proposal operates within this model, but frames it for the local context as follows:

- The mapped cohort is young people aged 14-25 years involved in gangs or criminal exploitation and therefore at risk of violence.
- Community comprises not only family and peers, but also criminals responsible for exploitation. Locally, there is a strong intelligence-led understanding of the Organised Crime Groups that are largely responsible to exploiting children and young people – the Service will support families to access positive pathways whilst disrupting criminal networks.
- Existing analytical products mean that the Service already has a good understanding of community strengths and deficits in the areas in which the cohort live and operate, and it will be responsive to this.
- The cohort has multiple adverse childhood experiences that can be a driver for violent behaviour – the Service approach focuses on identifying and addressing trauma. Engagement will offer a range of support, but stabilising behaviour and beginning to address mental health will be key.

Model

1.2 The proposed model comprises the following:

- **An enhanced information flow**, not only within the strands of the project (community, support, and deterrence) but more widely with related functions such as the Council's Modern Slavery team and dedicated Police knife crime team.

This will be delivered by a dedicated analyst linked into both Police and Council data, as well as community intelligence. The Service is also keen to develop better use of social network analysis within partnership working as early trials have been encouraging.

- **Community support and involvement** is partially described in the previous section as this is the leading edge of delivery. Community development is only effective as a continuous process. The Service is fortunate to have an incredibly extensive community offer, of over 110 voluntary and community sector (VCS) organisations in Nottingham focussed on reducing serious violence with strong partnership links with the VRU. There is an established youth work programme, in collaboration with the National Youth Agency, which has been co-produced with young people and the VCS to increase the quality of youth diversion in the area and provide equitable access to workforce development.
- This project will build on existing good practice locally, which includes not only collaboration to reduce youth violence but strong networks focusing on modern slavery and on new and emerging communities that will both be relevant for this work. This project is in many ways a place-based initiative with a focus on Basford, Meadows, Radford and Top Valley, which are the areas linked to our gangs. The Service anticipates relatively small, bespoke initiatives in all these areas to meet identified needs.
- **The Deterrence element** has a macro and a micro strand. Over three years, there will be an operation to dismantle the street gangs based on the risk of harm they present to young people and the role they play in organised criminality. This will involve a range of tactics, such as disruption of gang activity. It will also involve making organised criminals aware of the consequences of exploiting children. More specifically, the project caseload will be the subject of immediate sanctions where they are deemed to be non-compliant. This will involve not only Integrated Offender Management/Probation and Youth Justice, but also Neighbourhood Policing and Police officers in schools.
- **The Support offer** is the largest new resource as this expands the existing YJS-led Exploitation and Violence Reduction Team to take on new functions in engaging and overseeing the identified cohort. This will involve additional Targeted Youth Support Workers to act as navigators. Particularly important will be the new role of a Psychiatric Nurse, capable of screening and providing initial mental health support for children scarred by familial and street violence, as well as other traumas. The Team will also have new Business Support Officer, in part reflecting the need to manage information for YEF and the evaluator, but also this Team will be the coordinating centre for the project responsible for arranging briefings and the Operational Project Group.

Outcomes

1.3 The Service seeks to achieve the following outcomes:

- reductions in weapon-enabled offences in the City where victims are under 25 years of age;

- reductions in weapon-enabled offences in the City where offenders (where known) are under 25 years of age;
- increase in community confidence in policing in target neighbourhoods (measure to be developed in preparation phase);
- significantly reduced violent offending by children and young people included in the project;
- reduced offending by children and young people included in the project;
- increased in proportion of children and young people included in the project registered with a GP and dentist, in education (and attending), training or employment and registered as unemployed with the Department for Work and Pensions, if appropriate;
- reduction in size and membership of urban street groups in Nottingham;
- reduction in criminal exploitation;
- improved data sharing and partnership collaboration to be assessed by evaluation partner;
- a well understood and effective focused deterrence model that will be sustained by local agencies (resourced for scale of problem profile at different times); and
- robust evaluation of project added to YEF Toolkit and national scaling up.

2. Background

- 2.1 Focused Deterrence is an approach to violence reduction that was developed in Boston (USA) in the mid-1990s. It recognises that most serious violence is associated with a small group of people who are themselves very likely to be victims of violence, trauma and extremely challenging circumstances. Their involvement in violence is often driven by exploitation, victimisation and self-protection.
- 2.2 Focused Deterrence attempts to identify the people most likely to be involved in violence and supports them to stop. The age of the people involved depends on the context and the crime problem identified but projects have worked with children as young as 14 or 15. It involves:
- **Support:** help for people involved in violence to access positive support and social services.
 - **Community engagement:** engaging the wider community to communicate that they want violence to stop and those involved to be safe, provide support, and encourage reintegration in the community. Projects will often arrange engagement between the people who are the focus of the intervention and victims' family members, reformed former group members, and faith leaders.
 - **Deterrence:** clear communication of the consequences of violence and swift and certain enforcement if violence occurs.
- 2.3 Amanda Solloway MP, Minister for Safeguarding, said: "Serious violence has a devastating impact on individuals and communities. This year, the Government has invested £130 million to address serious violence and homicide, delivering our twin-track approach which combines tough enforcement with early intervention to divert young people away from crime. As part of this, we are committed to testing and evaluating what really works to prevent violence. This is why we are providing £3 million to the Youth Endowment Fund to test the Focused Deterrence approach in the UK context."

2.4 Jon Yates, Executive Director at the YEF, said: “From Chicago to Glasgow, focused deterrence has saved lives. When we get the police and the community to work together, we can identify and support young people and pull them away from crime and violence. This has worked across the world. We now need to get it working in England. Together, we can make sure that every child’s life is free from violence.”

3. Other options considered in making recommendations

3.1 To not accept the grant and or run the programme: this option is rejected, as the Another Chance programme is intended to improve the lives of vulnerable young people.

4. Consideration of Risk

4.1 The only risk at this time is of not accepting the money from the YEF. If this happens, this programme will not go ahead.

5. Finance colleague comments

5.1 The VRU and YJS has had a successful partnership for many years in Nottingham, and the acceptance of this money will continue this relationship over the next three years. Initial funding of £150,675 is being paid to the VRU for project management and set up costs in the 2022/23 financial year, and £300,500 will be granted to the Council for spending on staff costs within the financial years of 2023/24 and 2024/25. The £80,000 will be spent within the financial year 2025/26 and it is expected that the project will finish at the end of May of that financial year.

Comments provided by Clare Rickett, Senior Commercial Business Partner, on 1 September 2022.

6. Legal colleague comments

6.1 The VRU has, with named partners including the Council and the PCC, successfully applied for funding from the YEF for the purposes set out by the report author in the main body of the report. The PCC (the project sponsor) will receive the funding. It is intended that the PCC will enter into a written agreement with the Council for the payment of the staffing costs to be incurred by the Council for new staff to be engaged by the Council who will work on the project. The risk to the Council is that funding is only guaranteed until March 2023 and the project (and new staff positions) will be for 3 years. The Council will be paid quarterly, in advance. The Council has not yet had sight of the proposed terms and conditions of the funding agreement. The risk to the Council could be reduced by entering into shorter fixed-term contracts with the new staff for the period for which funding is guaranteed.

Comments provided by Sarah O’Bradaigh, Senior Solicitor, on 1 September 2022.

7. Human Resources (HR) colleague comments

- 7.1 This proposal seeks to establish a number of new posts for the duration of the programme. Three Targeted Youth Support Workers, Researcher, Specialist Mental Health Practitioner, Business Support Officer and a Hub Manager. All new posts will be subject to the job evaluation process.
- 7.2 Management should be aware that the selected candidate(s) should commence on a starting salary of Level One within the respective Grade, unless the appointed colleague is already in employment at the Council and on Level Two of the same grade, in which case the employee would be matched over at the rate of pay they currently receive.
- 7.3 There will need to be a support and development plan for the new post-holder once appointed in line with managing performance through the new probationary policy. As the post is initially temporary, an appropriate exit strategy must be in place in order to terminate the contract in line with Council guidance, in the event that the post cannot be made permanent at the end of the fixed-term period. Management will need to ensure appropriate timelines are in place to notify the affected employee and give appropriate notice.
- 7.4 If funding is accepted, management of the posts will remain with NCC, and NCC will retain all employment liabilities including any exit payments that may be payable at the end of the funding period.

Comments provided by Leanne Sharp, HR Consultant, on 31 August 2022.

8. Crime and Disorder Implications

- 8.1 The YEF's evidence shows that focused deterrence could have a high impact on reducing violent crime. This programme seeks to have a significant impact on the rates of First Time Entrants to the YJS and on the serious youth violence in the City.

9. Equality Impact Assessment (EIA)

- 9.1 An EIA is not required because the report does not contain proposals for a new or changing policy, service or function.

10. Data Protection Impact Assessment (DPIA)

- 10.1 A DPIA is not required because the report does not concern the collection of personal data.

11. Carbon Impact Assessment (CIA)

- 11.1 A CIA is not required because the proposals do not have a carbon impact.

12. List of background papers relied upon in writing this report

- 12.1 None.

13. Published documents referred to in this report

13.1 None.

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**Executive Board
20 September 2022**

Subject:	Loan to Nottingham City Homes to Fund the Development of Midland House
Corporate Director(s)/Director(s):	Sajeeda Rose, Corporate Director for Growth and City Development
Portfolio Holder(s):	Councillor Toby Neal, Portfolio Holder for Housing and Human Resources
Report author and contact details:	Mark Lowe, Head of Housing and Regeneration mark.lowe@nottinghamcity.gov.uk
Other colleagues who have provided input:	Steve Sprason, Interim Head of Property
Subject to call-in: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Key Decision: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital Date considered by Capital Board: not applicable (see Recommendation 2)	
Total value of the decision: £3,976,000	
Wards affected: Meadows	
Date of consultation with Portfolio Holder(s): 24 June 2022	
Relevant Council Plan Key Outcome:	
Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Healthy and Inclusive	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input checked="" type="checkbox"/>
Financial Stability	<input type="checkbox"/>
Serving People Well	<input type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

Nottingham City Homes Limited (NCH) is the parent company for two subsidiary companies: Nottingham City Homes Enterprises Limited (NCH EL) and Nottingham City Homes Registered Provider (NCH RP). On 17 September 2019, the Executive Board approved a loan to NCH EL to fund the development of market rent apartments on the former Meadows Police Station site. This development has been completed and is known as Midland House.

The Council has now approached NCH to request that the development is used for the provision of temporary accommodation for homeless families, rather than for market rent apartments. The land and building is owned by NCH, rather than NCH EL, and therefore the decision is to make a replacement loan to NCH rather than to NCH EL, to ensure that the loan is given to the company that owns the asset.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To approve a loan of £3,976,000 to Nottingham City Homes Limited (NCH), to cover the development costs for the construction of Midland House.
2. To note that this loan replaces the loan agreed previously by the Executive Board on 17 September 2019 to be made to Nottingham City Homes Enterprise Limited for the same purpose, and that the loan arrangements reflects the legal ownership of the development. As the original loan is included within the Capital Programme already, this decision does not involve increasing the total level of agreed borrowing.
3. To note that, in accordance with the Section 114 Notice in relation to any new spending decisions between the Council and NCH, these proposals have been agreed by the Council's Section 151 Officer. This decision will enable the regularisation of the funding of Midland House, which is a non-Housing Revenue Account asset built and owned by NCH.
4. To delegate authority to the Section 151 Officer, in consultation with the Director for Legal and Governance, to approve the terms of the loan agreement.

1. Reasons for recommendations

- 1.1 The Midland House apartment block is now complete. When the loan decision was taken on 17 September 2019, it was envisaged that the land on which Midland House (previously referred to as the development of the former Meadows Police Station site) would be sold from NCH to NCH EL during the construction process, and that the completed apartments would become part of NCH EL's market rent portfolio. However, this transfer of land did not take place and the end purpose of

this property (now complete) has changed. The building is, therefore, legally owned by NCH.

- 1.2 The Council has a duty to provide temporary accommodation to families in households in priority need. To provide an adequate supply of temporary accommodation, the Council currently utilises bed and breakfast and nightly paid temporary accommodation, which is expensive. NCH intends to lease the Midland House building to NCH RP which, as a registered provider of social housing, can claim enhanced housing benefit to cover the additional costs of managing temporary accommodation. Utilising Midland House as temporary accommodation in this way will save the Council over £500,000 per year.
- 1.3 The loan is already accounted for within the Capital Programme, so this will not increase the amount of borrowing within the Capital Programme – rather the recipient has now changed. The intention is that the loan will meet the costs incurred in the development of this building.

2. Background

- 2.1 On 17 September 2019, the Council agreed a loan to NCH EL to fund the development of apartments on the former Meadows Police Station site. NCH had previously purchased the land with the Council's support for the purpose of future development to expand the portfolio of properties within its wider NCH group of companies. Although the development site was owned by NCH, the intention was to transfer the land to NCH EL during the build process and that NCH EL would then draw down the loan. The property was intended to be used as part of NCH EL's market rent portfolio. The loan was never provided to NCH EL.
- 2.2 NCH never transferred the land to NCH EL because there were considerable complexities around the land ownership, some of which related to the construction of the tram lines that run directly adjacent to this site. This had left strips of unregistered land that needed to be resolved before a clean transfer of the entire site to NCH EL could take place.
- 2.3 Since the 2019 decision, the need for additional temporary accommodation has become more acute. NCH agreed that, at least in the short term, it would utilise the Midland House building as temporary accommodation for families to whom the Council has a duty. This would involve leasing the property to NCH RP to manage because, as a registered provider, NCH RP is capable of claiming enhanced housing benefit to meet the costs of this accommodation. In this way, this would save the Council over £500,000 per year in its temporary accommodation budget.
- 2.4 NCH RP has completed a business case for the lease of Midland House from NCH. This business case has been approved by the NCH RP Board, as the projected incomes adequately meet the costs for the NCH RP of managing this accommodation. The business case inputs are based on realistic assumptions derived from operating similar temporary accommodation elsewhere in Nottingham (such as Fairham House in Clifton).

2.5 Given that both the ownership and use of Midland House is now different from that reported in 2019, it would not be appropriate for this property to be transferred to NCH EL, which is primarily a provider of market rent housing. As the land value has increased since the original purchase, this would also incur additional costs for NCH EL in any case, which would take the payment required beyond the agreed figure anticipated within the original business case for the market rent properties.

2.6 NCH is an Arm's Length Management Company subsidiary that is wholly owned by the Council. The Council has given notice to NCH that it intends to terminate the partnership agreement and bring NCH back in house. This will involve the 'lift and shift' of the property management function from NCH back into the Council's core structure. However, NCH currently owns a significant number of properties and it will not be possible to divest it of these assets prior to the management function returning to the Council. For this reason, NCH will likely continue to exist as a legal entity and property-owning company after the property management function has ceased. Midland House is already legally owned by NCH and so will be one of the properties it continues to own.

3. Other options considered in making recommendations

3.1 To transfer the land and building to NCH EL and draw down the loan in line with the 2019 decision: this option is rejected because the use of the building has now changed (it will no longer be utilised for market rent housing, at least in the short term) and the increase in the land value since it was originally purchased would mean that a current open market value transfer of the building would be higher than NCH EL originally anticipated within the business case for this development.

3.2 To sell the property and use the receipt to repay the development costs: this option is rejected because there is a requirement for the Council to provide additional temporary accommodation urgently.

4. Consideration of Risk

4.1 There is a risk that the need for temporary accommodation will decrease. However, this is unlikely and, if this occurs, the building could be sold or utilised for an alternative purpose (such as market rent or affordable rent). The NCH Group has other temporary accommodation on shorter-term leases that it could reduce more quickly in the unlikely event of a decrease in demand.

4.2 There is a risk that in the future, following the transfer of NCH's current operational roles into the Council, that the Council will take the decision to divest NCH of its assets and close the company. Despite this future option, NCH owns significant assets, all of which would need to be dealt with as part of this decision, so this is simply one of many that will need to be considered inform future decisions. Midland House is already owned by NCH, so this decision will not alter this.

5. Finance colleague comments

5.1 As detailed within the recommendations and the body of the report, reallocating this loan within the Capital Programme has no impact on the bottom line of the General

Fund Capital Programme. This project is funded by prudential borrowing and, as such, is already incorporated with the Council's debt forecasts within the Voluntary Debt Reduction Policy. Prior to issuing the state aid compliant loan to NCH, the Council is required to carry out due diligence, which will include, but is not limited to:

- analysing the updated financial model from NCH, which incorporates the change of use. Depending on the outcome on the model confirmation, evidence may be required from NCH in regards to how any potential early year deficits will be funded;
- seeking a copy of the NCH approval to not transfer assets to NCH EL and the change of intended use from commercial to providing temporary accommodation to families; and
- reviewing the evidence of cost / market value of Midland House, which the Council's loan will be secured against.

- 5.2 The loan in relation to Midland House will be for the provision of homelessness and the loan terms will stipulate this usage. Should this use be required to change the loan term will need to be amended accordingly. As with any capital loan, the Midland House loan could go into negative equity if the asset value falls below the secured loan and, as such, presents a potential risk to the Council. As set out in the body of the report, the Council is forecasting that this amended use for Midland House to homelessness will save the Council around £500,000 within its temporary accommodation budget.

Comments provided by Tom Straw, Senior Accountant – Capital Programmes, on 2 August 2022.

6. Legal colleague comments

- 6.1 The proposals in this report are to provide a loan to NCH. This decision will override the earlier decision to provide a loan to NCH EL.
- 6.2 The Council has the power to provide loans under the Localism Act 2011 and the Local Government Act 2003. When making its financial resources available, the Council has a fiduciary duty that it owes to its taxpayers. To discharge this duty, the Council must ensure that its decision to provide a loan to its subsidiary NCH is a rational decision. To enable it to do this, the Council must undertake due diligence of NCH's ability to meet the terms of the loan.
- 6.3 The provision of the loan will fund accommodation that has been developed and that will be used as temporary accommodation for families referred by the Council's Housing Aid Service, which is a public service of the Council, in the short term at least. Subject to the due diligence exercise providing satisfactory evidence of NCH's ability to repay the loan, the Council must ensure the terms of the loan are not unlawful subsidy (old state aid). The interest rate and terms of the loan will be set following the due diligence. Provision of the loan at market rates alongside the fact that the use of the funding will be for the discharge of a public function, will ensure it does not constitute an unlawful subsidy.

- 6.4 The Council's Section 151 Officer has confirmed approval with the proposals in this report. Appropriate legal documentation should be put in place to capture the arrangements.

Comments provided by Dionne Screamon, Senior Solicitor – Contracts and Commercial, on 3 August 2022.

7. Procurement colleague comments

- 7.1 As the report is solely in relation to the loan agreement, there are no procurement implications.

Comments provided by Sue Oliver, Procurement Category Manager, on 3 August 2022.

8. Social value considerations

- 8.1 The provision of additional temporary accommodation will assist the Council in fulfilling its statutory duty to households in need.

9. Equality Impact Assessment (EIA)

- 9.1 An EIA is not required because this decision is concerned with the financing of a development that is already completed, and does not represent proposals for a new or changing policy, service or function. All policy issues related to the placement of people in temporary accommodation, or the management of temporary accommodation, are subject to separate policies and practices that have their own EIAs.

10. Data Protection Impact Assessment (DPIA)

- 10.1 A DPIA is not required because this decision is concerned with the financing of the development and does not involve sharing of information. All data protection issues related to the placement of people in temporary accommodation, or the management of temporary accommodation, are subject to separate policies and practices that have their own data sharing assessments.

11. Carbon Impact Assessment (CIA)

- 11.1 A CIA is not required because this property has been constructed already and this decision is simply concerned with how it is financed.

12. List of background papers relied upon in writing this report

- 12.1 None.

13. Published documents referred to in this report

- 13.1 Executive Board meeting on 17 September 2019: Loan to Nottingham City Homes Enterprise Limited for the Redevelopment of the Former Meadows Police Station

<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=177&MId=7974&Ver=4>

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**Executive Board
20 September 2022**

Subject:	Additional Resources for the Adult Social Care Reforms Programme
Corporate Director(s)/Director(s):	Catherine Underwood, Corporate Director for People Sara Storey, Director for Adult Health and Social Care
Portfolio Holder(s):	Councillor Linda Woodings, Portfolio Holder for Health and Adult Social Care
Report author and contact details:	Helen Carlin, Programme Manager – Adult Social Care helen.carlin@nottinghamcity.gov.uk
Other colleagues who have provided input:	
Subject to call-in: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Key Decision: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: £1,647,000	
Wards affected: All	
Date of consultation with Portfolio Holder(s): 24 August 2022	
Relevant Council Plan Key Outcome:	
Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Financial Stability	<input type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

Major national reform of Adult Social Care (ASC) has been passed into law and over the next 18 months local authorities are required to implement a series of significant changes in how they meet their responsibilities under the Care Act. Without considerable additional resources, it will not be possible to implement this programme alongside the existing ASC transformation programme. The Council would therefore be at risk of not meeting statutory duties.

Work has been undertaken to scope the resource requirements both within ASC and the Council's Support Services, which total £1,647,000. Proposed allocations of funding to support preparation and implementation have been released by the Department for Health and Social Care (DHSC) for consultation, however, amounts have not yet been confirmed. In consultation with the Section 151 Officer, it is proposed that the current ASC underspend (forecast as £2,284,000) be used for this purpose in-year. The costs for 2023 onwards will be considered in budget planning.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To note the significant programme of work that the Council is required to undertake to implement the required Adult Social Care Reforms.
2. To approve the one-off funding of £1,647,000 for the temporary staffing resources required to scope, plan and implement this programme of work (the creation of the new posts will be subject to a separate, non-executive staffing decision).

1. Reasons for recommendations

- 1.1 Initial scoping work for the reforms projects has been carried out by the Adults Leadership team with the Programme Delivery Lead for the transformation programme. Advice from both the DHSC and the Association for Directors of Adult Social Services (ADASS) has also been taken into account and it is anticipated that the following resources will be required to scope, plan and implement this programme of work:

Project	Lead Officer	Resources required	Grade	Funding Source	No. months	Cost
Liberty Protection Safeguards	Julie Stevens, Service Manager & Principal Social Worker	1 FTE Project Manager	H	LPS Funding	12	£47,119
		1 FTE Practice Development Officer	I	LPS Funding	24	£108,890
Inspection & Assurance	Julie Sanderson, Head of Adult Safeguarding & Quality Assurance	0.5 FTE Project Manager	H		12	£23,559
		0.4 FTE Business Analyst	G		12	£17,450
Implementation of Care Cap	Oliver Bolam, Head of Mental Health & Whole Life Disability	1 FTE Project Manager	H		18	£70,679
		0.6 FTE Business Analyst	G		18	£39,263
All Care Reform projects		1 FTE Head of Service- Business Development, Strategy & Performance	SLMG 3		24	£179,664
		1 FTE Programme Lead	I		18	£81,668
		1 FTE Principal Analyst	H		24	£94,238
		2 FTE Data Analyst	F		24	£143,784
		1 FTE Finance Lead	H		18	£70,679
		1 FTE System Config Analyst	G		24	£65,439
		1 FTE IT Lead	H		18	£70,679
		1 FTE Communications & Stakeholder Engagement Officer	H		18	£70,679
		1 FTE Policy Officer	H		18	£70,679
		2 FTE Commissioning Managers	I		24	£217,780
		2 FTE Commissioning Officers	H		24	£188,476
		1 FTE Programme Support Officer	F		18	£53,919
2 FTE HR & Development Officers	H		24	£188,476		
Total Cost						£1,647,108

- 1.2 The programme will be managed alongside the existing ASC transformation programme due to the interdependencies, and sequential nature of some of the actions required. However, the department does not have sufficient resources for the project management, business analysis and systems development work which will be needed for this programme. There will also be a need for support from other departments including Finance, Legal, Commissioning, and Analysis and Insight. In addition to the posts identified above, the on-going additional social work assessment and financial assessment resource required, as well as costs for system development will need to be scoped as part of the programme.
- 1.3 There is currently consultation in train regarding some national funding for local authorities for this preparatory and implementation work. Whilst this is concluded and any allocations are clarified, the Council needs to progress with preparation for reforms by moving forwards to resource the capacity.
- 1.4 The posts outlined above represent a significant investment in terms of resources, but it is essential that these projects are managed with the same governance, rigour and control as the existing transformation programme, hence the identification of an additional Head of Service, Programme Manager, Project Manager and Finance Lead posts to ensure that the changes are implemented successfully. Without these posts, it is not possible to fully understand and scope the scale of the work required or to understand the long term impact and associated costs.

1.5 There will be a need for comprehensive data analysis as well as substantial systems development work. There is not sufficient capacity within the Analysis and Insight team to support this which is why these additional business analysis, IT and systems development posts have been included. It is essential for both internal and external stakeholders to be engaged with the changes and for citizens to be informed so a Stakeholder Engagement post has been included. Training and development regarding the reforms will also be required for all staff within the department so additional Human Resources and Development Officers are included to support the existing Workforce Development and Training team.

2. Background

2.1 This is a substantial programme of national reforms for ASC to implement over the next 18 months and includes:

- Fair Cost of Care exercise;
- Implementation of the Care Cap;
- Care Quality Commission Inspection and Assurance Framework; and
- Implementation of Liberty Protection Safeguards.

2.2 This is an unprecedented scale of policy change within ASC and there is concern from Directors for Adult Social Services across the country about the extremely challenging timescales. ADASS is actively representing this to Government, but there is no currently indication of any change to the timescales. In Nottingham, these national reforms are in addition to the very substantial ASC transformation programme already underway.

2.3 A high level draft project plan has been developed. In summary, the work required to implement the reforms and to manage this in the context of on-going workforce and capacity demands is outlined below:

- Develop a comprehensive communication and engagement plan for residents.
- Continue to promote independence and maximise effective and appropriate use of community support. The new system is likely to increase levels of demand for assessment, however, if this initial contact can be positioned as an 'opportunity for prevention' this may help to mitigate the increased demands.
- Continue to increase the productivity of the social care and associated workforce, including exploring the role of digital and technology. This includes the use for example of online self-assessments for both finance and care assessments.
- Develop a tailored approach to means testing, assessments, and case management.
- Engage with colleagues in IT and Digital and software system owners/providers to ensure right systems will be in place. Administering personal care accounts will require systems development, both to develop the capability initially, and to maintain it. On-boarding new system modules will require associated development and training as well as communication and support to citizens.
- Ensure there are detailed plans to address the lack of homecare capacity, risks relating to this issue will impact on overall demand and influence market costing and support work.

- Continue to develop an open, two-way dialogue with care providers, specifically regarding the fair cost of care.
- Develop plans to work in partnership with provider to mitigate assessment and review pressures, e.g., consider trusted reviewer models.
- Engage system partners, through Integrated Care Systems, to ensure the impact of the reforms is fully understood and to build local support. These reforms will also introduce a cost to the NHS through increased spend on continuing healthcare, but may also reduce flow through the system with more residents receiving a social care and financial assessment. This will impact on system escalation.
- Support effective resourcing of implementation.
- Progress impact assessments and modelling of financial impact at pace, to align with Medium-Term Financial Plan planning timescales.
- Align the ASC workforce development and OD strategy to ensure new development needs are incorporated.
- Commission/deliver or develop new training programmes for the reforms.
- Ensure the Recruitment and Retention strategies are evaluated and progressed at pace to promote the best chance of having sufficient workforce capacity requirements
- Develop the new performance framework to take account of transformation, corporate requirements, and new sector requirements.
- Implement action plan following annual conversation.
- Implement action plan following finance peer review.
- Implement action plan following peer review (outcomes for people with learning disabilities).
- Develop a new quality assurance process including case file audits.

3. Other options considered in making recommendations

- 3.1 Not to recruit additional posts for this programme of work: this option is rejected as, due to the scale of reforms. The DHSC has advised that all local authorities create programme structure and governance including Communications, Finance, Heads of Service, Commissioning, Brokerage, Financial Assessment Team, Data and Reporting and System Development ahead of implementing these reforms. The resources requested are in line with this, as well as the approach being taken by other local authorities that have already commenced recruitment. Lessons learned from the implementation of the Care Act 2014 support the need for appropriate resources to ensure the successful implementation of new legislative requirements alongside the existing transformation programme.

4. Consideration of Risk

- 4.1 Statutory Requirements: without the additional resources requested to support the implementation of the ASC reforms, the Council is at risk of not meeting statutory requirements.
- 4.2 Reputational: implementation of the social care reforms will be a key line of enquiry in the new ASC assurance and inspection regime. There is a significant reputational risk associated with a poor inspection outcome.

5. Finance colleague comments

- 5.1 The total non-recurrent cost of this decision is £1,647,000. The expenditure associated with this report will spread across financial years 2022/23 to 2024/25 inclusive, based on the duration of the temporary posts identified in table 1 in section 1.1 of this report. Of the £1,647,000 total decision value, £156,000 relating to the Liberty Protection Safeguards (LPS) project will be funded by existing earmarked one-off funding for LPS.
- 5.2 As there is no existing budget provision incorporated within ASC for the anticipated additional temporary spend related to ASC reform work, it has been agreed by the Section 151 Officer that the remaining £1,491,000 cost of this decision will be met from the in year 2022/23 ASC forecast underspend – £2,284,000 forecast underspend at Period 4, excluding the in-year financial impact of this decision. It is to be noted that this will result in a material reduction to the 2022/23 ASC forecast underspend.
- 5.3 As the profile of expenditure will spread financial years, approval will need to be sought to transfer the remaining funding (expenditure approved via this decision not incurred in 2022/23) into a reserve to be drawn down in future financial years, ensuring no financial pressure arises as a result of this decision.
- 5.4 The Council has already received £1,046,000 one-off funding in 2022/23 in relation to the Fair Cost of Care, of which 75% must be passported to providers with the remainder to support preparatory work which has already been committed so cannot support the cost of this decision.
- 5.5 One-off funding of £98,000 has been announced for 2022/23, although not yet received, to support the implementation of charging reform in 2022/23. This initial tranche of implementation support funding is intended to support local authorities to begin planning and preparations for charging reform. This is primarily to support local authorities undertake recruitment activities for assessment staff and ensure that they have dedicated internal resource to prepare to upgrade local IT systems to include care account functionality. This funding could be utilised to fund an element of this decision in 2022/23 only where appropriate, however, further formal approval would be required.
- 5.6 A consultation has been launched by DHSC on allocations of funding for 2023/24. This indicates a possible allocation of funding for over 65s means test and care cap and additional assessment costs of £1,254,000. For under 65s, there are 3 proposed methods of resource allocation, for Nottingham this ranges from an allocation of £601,000 to £1,082,000. For implementation costs and additional assessments, the allocation proposal ranges from £807,000 to £969,000. This allocation, if confirmed, may therefore cover the project resource costs outlined in this request in part or in full for the next financial year. Future years' market sustainability fund allocations (which would support the fair costs of care costs) have not yet been announced or discussed. Funding allocations for all elements of the ASC reform programme are unknown at this stage beyond 2023/24.

- 5.7 Depending on the announcements regarding further funding as highlighted above, the amount to be transferred to the reserve to be used in future years could be significantly less than currently anticipated, this would then result in a favourable movement in the in year 2022/23 forecast position for ASC. If the funding is not known as at 2022/23 financial closedown and the full value is transferred to the reserve, a further decision would need be made re how this funding can be utilised/released in future years.
- 5.8 Work is underway to model the financial implications of the ASC reform programme as far as possible, recognising the wide-ranging risks, sensitivities and unknowns at this current time, especially in relation to the recurrent funding requirement. This is a significant financial risk and further updates should be provided as and when possible.
- 5.9 It is essential that robust budget monitoring is undertaken by the service to ensure costs are monitored against any decision approved ensuring that no financial pressure arises as a result of this decision. Any changes to this decision would require further approval via the appropriate approval process.
- 5.10 Management should consider exit costs associated with the recruitment to temporary posts. Any costs that materialise would need to be met from the service ensuring that no financial pressure arises as a result of this decision.

Comments provided by Hayley Mason, Strategic Finance Business Partner, on 29 August 2022.

6. Legal colleague comments

- 6.1 Additional resources for ASC reforms (as set out by the report author in the main body of the report) are needed in order for the Council to meet its statutory duties under social care legislation.

Comments provided by Sarah O'Bradaigh, Senior Solicitor, on 24 August 2022.

7. Human Resources (HR) comments

- 7.1 Management is proposing to create additional temporary posts to support the implementation of the ASC reforms. This decision requests the funding for the additional resources in order to manage the workload as part of the ASC reforms.
- 7.2 The new structure briefly outlined in this report should be DMA (Decision Making Accountability) compliant. Consideration will need to be given to the appropriate line management of some of the roles outlined, and if these are not embedded within the corporate centre, a dotted line back to the corporate centre is advised. A further exploratory conversation with HR is required to provide assurance of DMA compliance.
- 7.3 The report proposes to create an additional Head of Service in Adult Health and Social Care to lead the reforms work and provide additional leadership capacity for the additional resource. This post creation could create risk across the organisation,

due to other Divisions favouring a non-SLMG post undertaking business development, strategy and performance. This role will be subjected to the job evaluation process before this post is agreed, which will mitigate the corporate risk for regrading claims.

- 7.4 Management will need to ensure the ASC reforms work and additional capacity is discussed with Trade Union colleagues, and all other posts follow the Council's policy for job evaluation and recruitment. This has already commenced.
- 7.5 A resourcing plan should be developed, and it is expected at this stage there will be a mixed approach to recruitment. Given that this is national work and it will impact other local authorities, attracting candidates could be more challenging so the Council may need to engage a sourcing partner to help with advertising to the widest candidate pool, including advertising opportunities to protected groups defined by the Equality Act 2010. Redeployment should be considered in the first instance for all posts and there are likely to be a mixture of internal secondments and external recruitment on a fixed-term basis. Any recruitment will adhere to the recruitment policy and associated procedures.
- 7.6 Exist costs should be considered as part of the Finance comments in this decision if employees have more than two years' service by the end of the fixed-term contracts, or if the contracts are extended for a particular business reason. A HR process may need to be undertaken at this stage and advice will need to be sought.

Comments provided by Rachael Morris, HR Business Lead – People, on 25 August 2022.

8. Equality Impact Assessment (EIA)

- 8.1 An EIA is not required because the report does not set out proposals for a new or changing policy, service or function.

9. Data Protection Impact Assessment (DPIA)

- 9.1 A DPIA is not required because the proposals relate to the recruitment of additional resources. All new staff would be required to complete mandatory data protection and information security training.

10. Carbon Impact Assessment (CIA)

- 10.1 A CIA is not required because the proposals set out in the report do not have a carbon impact.

11. List of background papers relied upon in writing this report

- 11.1 None.

12. Published documents referred to in this report

- 12.1 None.

Executive Board
20 September 2022

Subject:	UK Shared Prosperity Fund
Corporate Director(s)/Director(s):	Sajeeda Rose, Corporate Director for Growth and City Development
Portfolio Holder(s):	Councillor David Mellen, Portfolio Holder for Strategic Regeneration and Communications
Report author and contact details:	Owen Harvey, Acting Head of Employment, Skills and Economic Strategy owen.harvey@nottinghamcity.gov.uk
Other colleagues who have provided input:	
Subject to call-in: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Key Decision: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Type of expenditure: <input checked="" type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital If Capital, provide the date considered by Capital Board: not applicable (see Section 5)	
Total value of the decision: £10,454,325 UK Shared Prosperity Fund = £8,602,152 (£7,132,268 Revenue and £1,469,884 Capital) Multiply = £1,852,173 (Revenue)	
Wards affected: All	
Date of consultation with Portfolio Holder(s): 1 September 2022	

Relevant Council Plan Key Outcome:

Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input checked="" type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input checked="" type="checkbox"/>
Better Housing	<input type="checkbox"/>
Financial Stability	<input checked="" type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

Announced at the Spending Review, the UK Shared Prosperity Fund (UK SPF) is the successor programme to the previous European Structural Investment Fund (ESIF), a programme that integrates five main funding streams, each supporting economic prosperity.

UK SPF will fund interventions that build pride in place, support high quality skills training, supporting pay, employment and productivity growth and increasing life chances. The UK SPF will support delivery of the Government's Levelling Up Missions and has three investment priorities: Communities and Place, Supporting Local Business, and People and Skills. The Fund's interventions will be planned and managed by local authorities across England, with each area given a local allocation.

As part of UK SPF, the Government have also launched Multiply, an adult (19+) numeracy programme funded through 'ring-fenced' allocations from within each area's UK SPF allocation. Multiply will offer adults who do not already have a GCSE grade C/4 or higher in Maths or equivalent, and need to improve their numeracy, free flexible courses that fit around their lives.

To access UK SPF and Multiply funding, the Council has developed and submitted two investment plans (one for UK SPF core programme and one for Multiply). Investment Plans were developed in partnership with local stakeholders. The Multiply Investment Plan was submitted on 30 June 2022 and the UK SPF Investment Plan was submitted on the 1 August 2022. The Government is expected to approve the Investment Plans in October 2022, however, it could request amendments before final approval. Once approved, funding for local areas will be released. Local authorities are required to submit refreshed Investment Plans annually to be approved by Government, at which point plans may also change.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To note the submission of the UK Shared Prosperity Fund (UK SPF) Investment Plan and the Multiply Plan (as set out in Appendix A and B, respectively) to the Government, with respect to the UK SPF programme.
2. To accept the UK SPF allocation and enter into any associated funding agreement with Government for receipt of funding, pending confirmation from the Government approving the Council's UK SPF Investment Plan and Multiply Plan.
3. To delegate authority to the Corporate Director for Growth and City Development to use and allocate the funds for the delivery of the UK SPF and Multiply projects in accordance with compliant processes under the Contract Procedure Rules (through a combination of an open call grant competition to public or private organisations, the procurement of contracts, and in-house delivery provision, including the use of funding for the internal administration and management of the project).
4. To delegate authority to the Corporate Director for Growth and City Development to award and sign contracts and grant agreements associated with the project's delivery.
5. To approve the spend associated with the creation of new posts within the Nottingham City Council Economic Development Service to enable the successful management and delivery of the UK SPF and Multiply projects (the creation of the new posts will be subject to a separate, non-executive staffing decision).

1. Reasons for recommendations

- 1.1 Compared to national averages, Economy, Research and Development; Health and Wellbeing; and Devolution represent Nottingham's most significant Levelling Up gaps.
- 1.2 Nottingham continues to see high levels of inequality and deprivation across a number of indicators important for quality of life (such as Pay, Employment, Basic Skills Attainment, Healthy Life Expectancy and Anxiety), however, the City has achieved recent improvements in several areas (such as Level 3 and 4 skills attainment and digital connectivity).
 - In the 2019 Indices of Multiple Deprivation, Nottingham ranked as the 11th most deprived Local Authority out of 317 in England.
 - 56 of the 182 Lower Super Output Areas (LSOAs) in the City fall amongst the 10% most deprived in the country. Regarding income deprivation, 30% of the LSOAs in the City are amongst the 10% most deprived nationally.
 - Gross Value Added in Nottingham is 13.7% lower than the England average. As productivity directly impacts on pay, local earnings are also significantly below the national average.
 - The local employment rate has historically lagged behind the national rate and continues to do so with employment rates in Nottingham standing at 71.7%, which is 3.4% below the national average of 75.1%.

- The employment rate gap widens further for some of the City’s priority groups. In March 2022, the Black, Asian and Minority Ethnic (BAME) employment rate in Nottingham was 7.42% lower than the national average, the disabled employment rate was 22.21% lower than the national average, and the employment rate for older workers was 3.18% lower than the national average.
 - The employment rate gap between men and women in Nottingham stands at 2.6%.
 - 1 in 20 people in Nottingham made use of the services of a debt advice agency in 2017-18.
 - Basic and entry level skills attainment in the City also track below national average. For example, Nottingham ranks in the 96th percentile in terms of numeracy skills need. Ranking in the 96th percentile means only 4% of Local Authorities rank higher for need (and therefore lower for skills).
- 1.3 At a local level, the Nottingham Economic Recovery Plan, led by the Nottingham Growth Board, sets out a bold vision for Nottingham’s post-Covid economic recovery and renewal, reimagining Nottingham as an inclusive, green, creative, and digitally enabled city.
- 1.4 The Plan positions the City well for investment opportunities emerging from the Levelling Up White Paper, including the UK SPF, a central pillar of the Government’s Levelling Up agenda. Delivering the UK SPF will help operationalise the recovery plan, translating ambitions set out in the plan into local delivery, increasing pride in place, support high quality skills training, supporting pay, employment and productivity growth and increasing life chances, particularly for those with protected characteristics (e.g. BAME people and those with disabilities).
- 1.5 Based on the City’s Levelling Up evidence base, local data on the wider determinants of inequality and local strategic priorities, Nottingham’s UK SPF Investment Plan will focus on narrowing the City’s Levelling Gap across two key priority areas:
- **Economy** – Improving the economic prosperity of people and places. Addressing regional inequalities in employment, pay, skills, productivity and investment in research and development, and creating a more sustainable inclusive economy, adapted for a post-Covid and digitally enabled world.
 - **Health & Wellbeing** – Maximising opportunities to improve health outcomes (e.g. healthy life expectancy, anxiety, wellness) through the development of programmes that drive economic growth and prosperity, contributing towards increased life chances and improvements in healthy living outcomes.
- 1.6 The themes of Inclusion, Productivity and Carbon Neutrality run through the heart of Nottingham’s UK SPF Investment Plan. Accepting UK SPF funding will also help mitigate the loss of European Funding at the end of 2023 and will support the continuation of organisations and projects that have played an integral role in the City’s economic development.

2. Background

- 2.1 To define UK SPF and Multiply funding priorities, the Council established the Nottingham UK SPF Stakeholder Advisory Group (SAG). The SAG is a subgroup of

the Nottingham Growth Board and includes representation from MPs, community and faith organisations, education and skills providers, civil society organisations, employer bodies, and Local Enterprise Partnerships. The role of the SAG has been to support development of the evidence base, identify gaps in provision, and develop UK SPF funding priorities. In addition to the SAG, the Council has undertaken a series of webinars with wider community partners and stakeholders.

2.2 For UK SPF and Multiply, Nottingham has been allocated £10,454,325 for the financial years of 2022/23, 2023/24 and 2024/25, as set out in the table below.

	2022-2023	2023-2024	2024-2025	Total
UK SPF	£1,043,950	£2,087,901	£5,470,301	£8,602,152
Multiply	£559,959	£646,107	£646,107	£1,852,173
UK SPF (Inc Multiply)	£1,603,909	£2,734,008	£6,116,408	£10,454,325

2.3 Nottingham’s UK SPF and Multiply allocation is around £6 million less per year compared to annual ESIF funding received in Nottingham. Both the UK SPF main programme and Multiply have specific annual allocations as stipulated by Government. Within this allocation, Local Authorities are allocated a 4% management fee (UK SPF Core Programme) and 10% management fee (Multiply) to administer the funds locally.

2.4 Multiply is evenly split across years, however, UK SPF increases incrementally. For Nottingham, core UK SPF funding will ramp up in line with the national allocations, with 12% in 2022/23, 24% in 2023/24 and 64% in 2024/25. This is reflective of ESIF phasing out over the next two financial years. UK SPF can be used for both revenue and capital (Multiply only revenue). The minimum capital spend per year is: 10% 2022/23, 13% in 2023/24 and 20% in 2024/25.

Interventions

2.5 UK SPF and Multiply Interventions were selected based on the Levelling Up evidence base, consultation feedback, Economic Recovery and Renewal Plan priorities and a wider needs assessment of the local provision landscape. Interventions funded and delivered through Nottingham’s core UK SPF programme will include:

- improving infrastructure and engagement within communities and supporting unemployed/inactive individuals, particularly priority groups (BAME, over 50s, women, those with disabilities, and young people) to access jobs and training (including basic life skills and employability courses);
- delivery of a local Employment and Skills offer, including job creation, recruitment support, sector specific skills support (e.g., green skills growth, in work skills support);
- working with local businesses to provide IT equipment and data to unemployed and inactive residents to support with job search, skills development, access to training;

- a range of interventions to support high streets in neighbourhoods and the city centre (e.g., Public Realm, events, pedestrianisation, support for vacant premises, shop front grants, greening);
- providing a wrap-around support for businesses, including in-house Council delivery and commissioned services via open call, in collaboration with D2N2 regional partners. Activity to include jobs growth, business start-up, access to finance and grants for local businesses to support productivity growth and employment growth;
- support for Nottingham's growth sectors (e.g., life science, digital, creative, clean tech);
- support to grow innovation in high growth sectors;
- capital funding to support creation of spaces for entrepreneurs to help new business start-ups;
- support for the Visitor Economy and Tourism in Nottingham (e.g., marketing, events, conferences, etc.);
- support continued delivery of inward investment into Nottingham, with regional partners in N2;
- support upskilling of city residents, leading to improved education pathways, employment opportunities, higher incomes and wellbeing;
- supports marginalised communities who are long term unemployed or otherwise disadvantaged, particularly those hit hardest by the Coronavirus pandemic and individuals with protected characteristics (e.g., BAME, over 50s, women, those with disabilities, and young people aged 19 to 24);
- supports city residents to become more financially resilient during a period of high inflation, increased energy costs and rising interest rates; and
- supports City parents to help their children improve numeracy skills and attainment.

2.6 Interventions funded and delivered through Nottingham's Multiply programme will include:

- supporting individuals with no formal numeracy qualifications that are furthest away from gaining numeracy skills to engage in numeracy support;
- deliver non-accredited numeracy courses helping individuals with no formal numeracy qualifications prepare for and move closer towards being ready to start an accredited numeracy qualification;
- deliver accredited numeracy provision helping individuals gain entry level one, entry level two, entry level three numeracy qualifications as well as and functional skills numeracy level one; and
- support individuals progress on to accredited level two numeracy (e.g., functional skills, GCSE).

2.7 Multiply will deploy a range of innovative engagement techniques and new curriculum, contextualising Numeracy in a way that is relevant and engaging for participants (e.g., Bake Off, Fantasy Football, Escape Rooms, etc.).

Implementation

2.8 For the UK SPF core programme and Multiply, lead local authorities for each area have flexibility over how they deliver the Fund and can use a mix of the following 'support interventions':

- **Grant to public or private organisations** (“Lead local authorities should note that competitions for projects is the default approach for selecting recipients of public grants.”)
- **Commissioning third party organisations** (refers to commissioning a delivery organisation without competition. Normally the only suitable body.)
- **Procurement of service provision** (following national procurement regulations.)
- **In-house provision** (Some community level interventions may require a commissioning or in-house approach, recognising that competitions for grant may create barriers to participation in left behind communities.)

2.9 Allocations and support interventions for UK SPF and Multiply were selected based on the Levelling Up evidence base, consultation feedback, Economic Recovery and Renewal Plan priorities and a wider needs assessment of the local provision landscape. Allocations and support interventions are subject to approval by Government and as such could change. Local authorities are required to submit refreshed Investment Plans annually to be approved by Government, at which point plans may also change.

2.10 The table below illustrates indicative use of funds (minus 4% management fee) by UK SPF investment priority and support intervention, setting out how the City will leverage UK SPF funding to deliver on our core strategic objectives.

Investment Priority	Grant via Open Call	Direct Commissioning	Procurement of Service Provision	In-house Delivery	Total
Communities & Place	£1,220,753	£0	£718,188	£376,958	£2,315,899
	53%	0%	31%	16%	100%
Supporting Local Business	£1,938,848	£0	£229,607	£672,760	£2,841,215
	68%	0%	8%	24%	100%
People & Skills	£2,542,713	£0	£120,000	£438,239	£3,100,952
	82%	0%	4%	14%	100%
Total	£5,702,314	£0	£1,067,795	£1,487,957	£8,258,066
	69%	0%	13%	18%	100%

2.11 For Multiply, the total allocation (minus the 10% management fee) will be made available to delivery partners via an open call competition. To meet year one delivery outputs and grant expenditure commitments for UK SPF and Multiply, the Council will need to commence delivery at the earliest opportunity, therefore, the Council is now developing internal commissioning functions to ensure open call competitions can commence in September 2022 (for Multiply) and October 2022 (for UK SPF). Any procurement activity will only take place once investment plans are approved by Government.

2.12 Investment Plans are due to be approved by government in October 2022, therefore, the Council will make it clear to applicants that:

- the outcome of any open call competition is subject to Government approving investment plans;
- Investment Plans may change prior to approval by Government and may change throughout the lifetime of the projects; and
- funding agreements will not be signed with successful applicants until investment plans are approved by Government.

2.13 Launching open call competitions represents a small risk to the Council as plans are not approved and could change, however, based on early feedback from Government, Government is not anticipating making wholesale changes to local investment plans.

UK SPF and Multiply Internal Resourcing

2.14 To manage the fund, the Council will employ a project management team fully funded through the maximum 4% management fee (UK SPF Core Programme) and the maximum 10% Management Fee (Multiply, which Government have allocated to all authorities with a UK SPF allocation). This team will be responsible for managing the fund, project compliance, submitting claims, administration, and monitoring and evaluation.

2.15 Officers are already liaising with Procurement, Legal and Commissioning colleagues to ensure appropriate capacity is in place to commission out UK SPF and Multiply. A small proportion of UK SPF is allocated to fund internal advice services (e.g., Legal and Procurement).

2.16 Government is yet to confirm what local governance structures are required (e.g., an ESIF Sub-Committee). Once known, the Council will establish a relevant governance group. Government strongly encourage lead local authorities to work with other upper and lower tier authorities to agree and commission UK SPF and Multiply. Officers are working with colleagues in neighbouring localities to explore opportunities for collaboration.

2.17 The next steps include:

- Develop internal commissioning functions and launch open call competitions – August 2022.
- Deliver a series of engagement and technical assistance workshops with stakeholders to support the development of UK SPF and Multiply project pipelines – September 2022.
- Government approve investment plans – October 2022.
- Reconvene the UK SPF Stakeholder Advisory Group to update partners and agree local governance structures (subject to guidance from government) – October 2022.
- Recruit internal project management team – October 2022.
- Work with Local Authorities in N2 to identify and agree joint working on UK SPF and Multiply – October 2022.

Grant Conditions

- 2.18 As accountable body for the fund, the Council will be required to meet the following indicative grant conditions. Final grant conditions will be confirmed upon receiving grant agreement from government once Investment Plans are approved and grant agreement.

Financial

- 2.19 Lead Authorities will receive upfront payments early in the financial year (with the exception of 2022-23 when the allocation will be paid on approval of the area's investment plan). Government will require authorities to report how the money was spent as part of 6-monthly returns demonstrating evidence of defrayal and successful delivery of performance outputs. Lead local authorities will be asked to return any underspends at the end of each financial year.

Publicity

- 2.20 Lead local authorities and project deliverers must ensure that the appropriate UK Government logos are used prominently in all communications materials and public facing documents relating to funded activity – including print and publications, through to digital and electronic materials. Failure to adhere to publicity guidelines could lead to financial penalties.

Subsidy

- 2.21 Lead Authorities will be asked to detail how their proposed interventions will be delivered within the subsidy control regime and their capacity and capability to manage subsidy. Failure to adhere to subsidy control regulations could lead to financial penalties.

Procurement

- 2.22 All spend associated with the Fund must be assessed by the lead local authority in advance to ensure that proposed investment is compliant with Public Contracts Regulations 2015 or Public Contracts (Scotland) Regulations 2015 where relevant and follows local constitution and grant rules, processes and procedures as and where relevant

Performance

- 2.23 Lead Authorities will be asked to report data to us to ensure that allocations are being spent to agreed timescales and milestones, including achievement of outputs and outcomes at the project level. We will also ask local authorities to report individual project outputs and outcomes at UK Parliamentary constituency level. The Department for Levelling Up, Housing and Communities will ask the lead local authority to notify of any current or emerging operational or financial risks, or issues, and any contingency measures put in place. This will help us determine the level of support we may provide, and/or enhanced monitoring that we may require. This may

also result in reduced delegation, reduced payment periods or withholding of funds in the affected area.

Meeting Grant Requirements

- 2.24 UK SPF and Multiply will be managed by experienced officers within Growth and City Development, a department with a successful track record of managing and delivering projects on behalf of Government under the 2014 to 2020 European Structural Investment Fund Programme.
- 2.25 Economic Development has successfully delivered £54 million of provision without incurring any financial claw-back from Government and has the capacity and expertise to manage the UK SPF in accordance with all grant conditions, avoiding any financial claw-back.
- 2.26 To manage the potential risk of financial claw-back due to under performance by external delivery partners, the Council will have the right to withhold funding or request the return of any overpaid funding under individual grant agreements or service contracts as applicable.
- 2.27 The UK SPF and Multiply Investment Plan has been developed in partnership with Legal, Procurement, Finance, and Equality, Diversity and Inclusion colleagues to ensure appropriate systems and process are in place to manage the fund in accordance with fund criteria whilst delivering maximum benefit to communities locally.
- 2.28 Officers will continue to work with partners to monitor outputs and deliverables throughout the lifetime of the project, reviewing processes and performance monthly.

3. Other options considered in making recommendations

- 3.1 To not accept the UK SPF and Multiply allocations: this option is rejected as the loss of these funds would have a detrimental effect on the residents and businesses of the City.

4. Consideration of Risk

- 4.1 The project will be managed by experienced officers within Growth and City Development, a department with a successful track record of managing and delivering projects on behalf of Government. Under the 2014 to 2020 European Structural Investment Fund Programme, Economic Development has successfully delivered £54 million of employment and skills provision without incurring any financial claw-back from Government.
- 4.2 Full risk management plans will be developed. Early risks have been identified:

Risk	Mitigation
1. Underperformance leading to financial clawback	Clawback remains the responsibility of the Council as the recipient of the funds. The grant allows a 4% management fee which

	allows resources to work with partners and monitor outputs and deliverables. This will ensure any underperformance is also monitored and recorded. NCC will have the right to withhold funding or request the return of any overpaid funding under individual grant agreements or service contracts as applicable.
2. Given limited funding available, inclusive Stakeholder Management will be critical to managing expectations and addressing tensions	82% of available funds will be utilised by going out to the market either through open call grant competition or procurement.
3. Whilst investment is set aside to fund internal advice (e.g. Legal and procurement), funding is only available for this activity in year one	A small proportion of UK SPF is allocated to fund internal advice services. The Council plans to undertake one commissioning round reducing the need for on-gong advice and support, however periodic support may still be required.
4. Commencing Open Call Competitions prior to Investment Plans being approved by Government	Funding agreements will not be signed with successful applicants until investment plans approved by Government.
5. Inflation	In light of the current economic situation and inflationary pressures, if there are dramatic price rises through inflation, the amount of capital works carried out can be scaled back to fit the budget.

5. Finance colleague comments

- 5.1 The UK SPF and Multiply programmes will bring £10,454,325 over 3 years to Nottingham. This will be split over the two projects and also by capital and revenue allocations as outlined in the body of the report. The annual amounts are shown below and in the report:

	2022-2023	2023-2024	2024-2025	Total
UK SPF	£1,043,950	£2,087,901	£5,470,301	£8,602,152
Multiply	£559,959	£646,107	£646,107	£1,852,173
UK SPF (Inc Multiply)	£1,603,909	£2,734,008	£6,116,408	£10,454,325

- 5.2 The Council will fulfil the role of Accountable Body. As such, the Council will be responsible for compliance to all grant conditions and in undertaking this role will apply the Council's Financial Regulations and Contract Procedure Rules to all expenditure.
- 5.3 There will be a Project Management Team set up to ensure delivery of the project within these parameters and this will be fully funded from within the allocations for management fee that are permitted within the overall funding. This is 4% for the SPF and 10% for Multiply funding. There will be no pressure on the Economic Development Service budget and no call on it. All Multiply funding is revenue. SPF funding is both revenue and capital and there is a minimum capital allocation that must be adhered to. This will all be monitored to ensure adherence to conditions by the Project Management Team.
- 5.4 The year's funding is sent at the beginning of the financial year and the reporting and performance framework required in relation to this funding is set out in detail on the Government website and the Project Management Team will ensure full compliance. At financial year end, the Project Management Team will need to work with Finance to ensure the accounts show the accounts accurately reflect the spend in the programme per year and any residual grant ringfenced for this programme.

Comments provided by Susan Tytherleigh, Finance Business Partner, on 17 August 2022.

6. Legal colleague comments

- 6.1 This report seeks to accept and spend UK SPF (split between UK SPF and Multiply projects). The receipt and use of the funding will be subject to grant funding conditions with the Government that must be complied with, failing which the grant funding could be subject to clawback.
- 6.2 Any procurement of service contracts proposed to be entered into using the grant funding must be awarded in accordance with the Council Contract Procedure Rules and should flow down any relevant provisions from the Government's funding conditions, such as monitoring and reporting outputs.
- 6.3 Grants, if awarded, are not governed by the Public Contract Regulations 2015 and so whilst a tender process will not be required, a fair open competition process must have been followed to identify who is permitted to receive the funding. Appropriate grant agreement terms should be put in place between the parties in order to reflect this. In addition, appropriate consideration of the Subsidy Control Rules should also be made prior to any awards to ensure compliance.
- 6.4 The approval to create new internal posts as per Recommendation 5 of this report is a non-executive decision to be taken in accordance with the Scheme of Delegation (Delegation 16), the budget for such posts will also need to be approved separately and must therefore be in accordance with the Council's Constitutional requirements and associated Human Resources policies and procedures.
- 6.5 Legal Services will support as required.

Comments provided by Dionne Screamon, Senior Solicitor – Contracts and Commercial, on 18 August 2022.

7. Procurement colleague comments

- 7.1 This report relates to the receipt and use of UK SPF as allocated to the Council, including the allocation of funds for the delivery of the project through a combination of procurement of contracts, open call grant competition and in-house delivery. All funding must be used in accordance with the Government's grant conditions and must be compliant with the UK Procurement Regulations and the Council's Contract Procedure Rules (Article 18 of the Constitution). In relation to funding awarded to external agencies as grants, there are no procurement implications. In relation to the award contracts for the provision of goods, works and services, the Procurement team will support with a compliant procurement process or compliant use of frameworks as required.

Comments provided by Jo Pettifor, Category Manager – Strategy and People, on 15 August 2022.

8. Equality Impact Assessment (EIA)

- 8.1 An EIA is attached to this report as Appendix C and due regard will be given to any implications identified in it.

9. Data Protection Impact Assessment (DPIA)

- 9.1 A DPIA is not required because the Council will not hold any personal data on individuals or businesses as part of this decision.

10. Carbon Impact Assessment (CIA)

- 10.1 A CIA is not required because, within all Government-funded projects used to support people, place and businesses, robust sustainability plans are in place ensuring that the Council and partners reduce carbon emissions (e.g., zero-carbon working – no travel, no paper, no waste, and no consumption).

11. List of background papers relied upon in writing this report

- 11.1 None.

12. Published documents referred to in this report

- 12.1 SDF UK Shared Prosperity Fund: Prospectus
<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus>

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Response ID ANON-QPA8-9P9P-C

Submitted to Submit an investment plan to the UK Shared Prosperity Fund in England
Submitted on 2022-08-01 12:19:07

Investment priorities

Navigating your investment plan submission

About your investment plan

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Your location

In which region is the lead authority based?

East Midlands

Your location: East Midlands

Select the lead authority

Select the lead authority:
Nottingham

Your details

Full Name

First name and surname:
Owen Harvey

Email address

Email address:
owen.harvey@nottinghamcity.gov.uk

Phone number

Phone number:
07834105996

Organisation

Organisation:
Nottingham City Council

Local challenges and opportunities

Local challenges and opportunities: Communities and Place

Are there any local challenges you face which fall under the Communities and Place investment priority ?

Yes

Local challenges and opportunities: Communities and Place

Describe these challenges, give evidence where possible

Describe these challenges, give evidence where possible:

In response to the Levelling Up White Paper and in preparation for submitting Nottingham's UKSPF Investment Plan, the Council, in partnership with stakeholders, developed a Levelling Up Evidence Base.

This sets out an analysis of where Nottingham currently sits in respect of each of the 12 missions and the headline metrics, and provides evidenced based recommendations for how the City responds to Government's Levelling Up agenda and in particular, The UK Shared Prosperity Fund (UKSPF).

Compared to national averages, Economy, R&D, Health and Wellbeing and Devolution represent Nottingham's most significant Levelling Up gaps.

From the evidence base, coupled with local data on the wider determinants of inequality and priorities set out within The Nottingham Economic Recovery and Renewal Plan, it is recommended Nottingham's UKSPF Investment Plan focuses on narrowing the City's Levelling Up gap across two key priority areas:

I. Economy – Improving the economic prosperity of people and places. Addressing regional inequalities in employment, pay, skills, productivity and investment in R&D; creating a more sustainable inclusive economy, adapted for a post-Covid and digitally enabled world.

II. Health and Wellbeing - Maximising opportunities to improve health outcomes (e.g. healthy life expectancy, anxiety, wellness) through the development of programmes that drive economic growth and prosperity, contributing towards increased life chances and improvements in healthy living outcomes Nottingham continues to see high levels of inequality and deprivation across a number of indicators important for quality of life (e.g. Pay, Employment, Healthy Life Expectancy, and Anxiety).

In the 2019 Indices of Multiple Deprivation (IMD), Nottingham ranked as the 11th most deprived Local Authority out of 317 in England.

56 of the 182 Lower Super Output Areas (LSOAs) in the City fall amongst the 10% most deprived in the country. Regarding income deprivation, 30% of the Local Super Output Areas (LSOAs) in the City are amongst the 10% most deprived nationally.

The health of people in Nottingham is generally worse than the England average. This is clear when comparing life expectancy and healthy life expectancy in Nottingham which currently stands at 57.0 years for women (63.9 nationally) and 57.4 years for men (63.1 nationally).

Nottingham has several place-based challenges and opportunities both within the city centre and outer estates.

As the only core city in the region, Nottingham is a key driver of regional economic growth and is the largest business centre in the East Midlands.

Nottingham's Southern Gateway is currently alive with over £2bn invested into major developments catalysed by public and private investment, including a new Further Education Skills Hub, a transformed world class visitor attraction at Nottingham Castle, and a new Central Library with a state of the art bus station.

High Speed Rail 2 will now serve Nottingham train station directly, cutting journey times to London, and cementing Nottingham's position as the leading integrated Transport Hub in the East Midlands.

However, the city centre, has a need to re-define itself post pandemic. Online sales have reduced demand for retail in the city centre, with retail vacancy rates currently stand at 13%. Office occupancy has not returned to pre pandemic levels and footfall is still 15% below pre pandemic levels.

Neighbourhoods have performed well over recent years (e.g. retail vacancy rates are less than 8%). However, some local centres suffer from relative neglect, creating issues around lack of pride in place, anti-social behaviour, and crime.

Neighbourhood crime (per 1,000 population) in the City stands at 10.2, which is 6.8 higher than the England average of 3.

Local centres would benefit from placemaking interventions that create jobs, increase footfall, improve trade, support access to high quality green space, and deliver inclusive cultural and creative events.

Local challenges and opportunities: Communities and Place

Are there any local opportunities which fall under the Communities and Place investment priority that you intend to support?

Yes

Local challenges and opportunities: Communities and Place

Describe these opportunities, give evidence where possible

Describe these opportunities, give evidence where possible:

Planned activity will complement a range of Levelling up Missions:

1. Raise pay, employment and productivity in every area, each containing a globally competitive city.

9. Increase pride in place, including satisfaction with town centres and community engagement.

Creating a more vibrant and inclusive city centre and thriving local neighbourhoods will help narrow the Levelling Up gap by bringing people closer to opportunity and raising aspirations through jobs, skills, business growth, leveraging private sector investment, improving pride in place and the health and wellbeing of communities.

Sustainable investment in blue/green infrastructure improvements and increasing access to high quality green space will help the City meet its Carbon Neutral 2028 commitment.

Unlocking opportunities for communities to experience culture, heritage and creative arts will increase a sense of wellbeing and life satisfaction.

The key opportunities lie in reshaping the city centre, whilst also promoting an inclusive economy through revenue and capital place-based investments spread fairly and equitably across neighbourhoods.

CITY CENTRE AND HIGH STREET IMPROVEMENTS

The Council has developed a 12-month action plan for the city centre, supported by a City Centre Strategy group, that includes public realm, vacant units' grant funds, high street improvements and city centre greening.

This will help retain Nottingham as a core retail and leisure destination, bringing in more visitors and making it easier for leisure and other operators to revitalise areas of high vacancy, and for new and existing businesses to grow.

It will also help shift the emphasis away from traditional retail with the intention to use some of the funding to support more experiential businesses. The profile of the city centre in terms of footfall and scale of businesses, means that even small percentage increases can lead to large economic impact.

NEIGHBOURHOOD AND COMMUNITY IMPROVEMENTS

Given the local area variation in deprivation, and the diverse communities in the City, the priority will be to support local neighbourhoods with a variety of interventions.

This will include supporting local groups to deliver community projects (which could include arts, culture and heritage projects), improving the public realm and neighbourhood centres, and addressing any local pockets of blight and vacant high street areas.

Local neighbourhoods will be engaged to identify their specific needs and ensure that the projects bring forward best value. Some areas experience high levels of inequality meaning small interventions can create large social and economic benefits, empowering local people and delivering economic benefit tailored to local need.

The aim will be to link this community and neighbourhood to wider economic development incorporating skills and business support at a local community level (through opens calls to create synergies).

VISITOR ECONOMY AND PLACE MAKING

Supporting the visitor economy brings people into the City increasing spend on local attractions and hospitality. Marketing campaigns to encourage visits to see a range of local tourist attractions increase local economic vibrancy and jobs. Nottingham is well placed to undertake these campaigns building upon the expertise, resources, and previous experience of its local tourism destination management organisation, and its USPs such as Robin Hood.

REDUCING THE COST OF LIVING

Partly a test case to find innovative solutions, there is an opportunity to explore a series of interventions which could reduce the impact of the cost of living crisis locally, which is the key socioeconomic issue facing residents in Nottingham today.

Targeted interventions could help address the rapidly escalating costs of energy, fuel or food, subject to the needs of community groups identified through engagement activities. This would be linked to the community support work, as a potential route to help save people money.

Local challenges and opportunities: Supporting Local Business

Are there any local challenges you face which fall under the Supporting Local Business investment priority ?

Yes

Local challenges and opportunities: Supporting Local Business

Describe these challenges, give evidence where possible

Describe these challenges, give evidence where possible:

Productivity is relatively low in Nottingham, reflecting the City's over reliance on a low wage low skilled economy, with large numbers employed in lower skilled, lower wage jobs (e.g. logistics, retail, care workers and public administration).

GVA in Nottingham is 13.7% lower than the England average. As productivity directly impacts on pay, local earnings are also significantly below the national average.

Business birth rates per 10,000 population in Nottingham is 50.1, whereas the England average is significantly higher at 70.4. Low business 'churn' can lead to stagnation, with a below average rate of new, disruptive businesses entering the market to drive up competition and innovation.

Inward investment and general levels of investment are low in Nottingham. Increasing inward investment would encourage more businesses to move to or expand in the City, boosting productivity levels, employment and pay, and increasing the number of high growth strong performing businesses located

here.

Nottingham is a diverse city. For example, 35% of the population are Black, Asian and Minority Ethnic (BAME). And this proportion is growing. However, sustainable investment is needed to support under-represented businesses to survive and prosper.

Businesses are confronting significant challenges across a number of areas that threaten viability and growth in both high employment sectors but also in high value high growth sectors.

The last 18 months have seen unprecedented challenges for UK businesses, with the significant upheaval caused by both Brexit and the Covid-19 pandemic.

Staff shortages is a current significant business issue for employers, notably in hospitality, health and social care, construction and IT, but it extends to many areas of vacancies in other key sectors.

High energy costs and material inflation in certain products, for example, food ingredients and certain construction raw materials, is putting a strain on business finances. Company energy costs have increased fourfold in the last 12 months.

Digitisation is more important than ever. Technology such as Artificial Intelligence can also help businesses save money, become more efficient and even help with some of those supply chain issues. Despite this, many businesses are still lagging-behind and are struggling to find the funds required to digitise.

Between May 2023 and June 2023, Nottingham will lose vital ESIF funding currently supporting a range of business support interventions including regional business support (including targeted support for under-represented businesses), inward investment, sector innovation and knowledge exchange, and carbon reduction measures for businesses.

Local challenges and opportunities: Supporting Local Business

Are there any local opportunities which fall under the Supporting Local Business investment priority that you intend to support?

Yes

Local challenges and opportunities: Supporting Local Business

Describe these opportunities, give evidence where possible

Describe these opportunities, give evidence where possible:

Planned activity will complement the Levelling up Mission 1: Raise pay, employment, and productivity in every area, each containing a globally competitive city.

GENERAL SUPPORT FOR BUSINESSES

Particularly focusing on all access wrap around business support for small to medium sized enterprises covering all aspects of business operations including recruiting and retaining workers and CPD support.

INNOVATION SUPPORT

Helping businesses develop new products and technologies, access greater levels of R&D funding, increase uptake of Higher Education Knowledge Exchange programmes (from the University of Nottingham and Nottingham Trent University) and increase graduate retention helping businesses to benefit from graduate level expertise.

START UP SUPPORT

Targeted support that creates a more thriving local entrepreneurial eco system, developing Nottingham's future entrepreneurs and disrupters.

KEY SECTOR SUPPORT

Nottingham has a number of higher value growth sectors, including life sciences, digital, clean technology, high value manufacturing, creative and cultural. Supporting growth in these sectors is key to rebalancing the local economy.

INWARD INVESTMENT

Support for inward investment and associated business conferences and events that grow the local economy and bring in innovation, especially in key sectors.

VISITOR ECONOMY

Supporting the visitor economy brings people into the City who then spend money on attractions and hospitality. Marketing campaigns to encourage visits to see a range of local tourist attractions increase local economic activity and jobs. Nottingham is well placed to undertake these campaigns

building upon the expertise, resources and previous experience of its local tourism destination management organisation, and its USPs such as Robin Hood.

Local challenges and opportunities: People and Skills

Are there any local challenges you face which fall under the People and Skills investment priority?

Yes

Local challenges and opportunities: People and Skills

Describe these challenges, give evidence where possible

Describe these challenges, give evidence where possible:

The Levelling Up Evidence Base demonstrates that some of the biggest challenges facing people within local communities today are economic, driven by high levels of unemployment, access to in demand skills, low pay, low levels of disposable household income and in some cases a lack of opportunity.

Economic inequalities have been exacerbated by the Covid-19 pandemic and recent cost of living crises with rising energy bills, inflation, and food poverty, deepening inequalities and increasing financial pressure on individuals and families, including those in and out of employment.

Inequalities impact negatively on a range of wider outcomes, including physical and mental health, wellbeing, crime, and affordable housing.

Income deprivation is a key characteristic of Nottingham with 30% of the Local Super Output Areas (LSOAs) in the City amongst the 10% most deprived nationally.

1 in 20 people in Nottingham made use of the services of a debt advice agency in 2017-18.

In May 2022, the City was estimated to have an unemployment rate of 5.2% of the working age population, compared to 3.8% nationally.

The local employment rate has historically lagged behind the national rate and continues to do so with employment rates in Nottingham standing at 71.7%, which is 3.4% below the national average of 75.1%.

The employment rate gap widens further for some of the City's priority groups. In March 2022, the BAME employment rate in Nottingham was 7.42% lower than the national average, the disabled employment rate was 22.21% lower than the national average, and the employment rate for older workers was 3.18% lower than the national average.

The employment rate gap between men and women in Nottingham stands at 2.6%.

In addition to universal employment support needs, some individuals within the City also require intensive longer-term assistance to help overcome multiple and complex needs (e.g. homelessness, disabilities, financial vulnerability), that not only prevent people gaining employment but also accessing employment support provision in general.

Looking at the 2019 IMD deprivation data at sub city level, the evidence of inequality within and across the City, particularly on employment and income, is clear. Nottingham North is 10th worst in the country for employment and 6th worst in the country for income.

Whilst youth unemployment rates are now broadly in line with the pre-pandemic average, for young people, successfully transitioning from school into post-16 employment and training remains a challenge for some. Whilst the City continues to reduce the number of 16 and 17 year olds Not in Education Employment or Training (NEET), the NEET rate for Nottingham is 4.3%, which tracks at 1.8% higher than the England average of 2.5%.

For level 2 attainment specifically (defined as 5 GCSEs at grades 9-4 (A*-C) or an equivalent vocational qualification), Nottingham is one of the worst performing local authorities in England, with only 67.7% of pupils attaining Level 2 by the age 19.

Basic and entry level skills attainment in the City also track below national average. For example, Nottingham ranks in the 96th percentile in terms of numeracy skills need. Ranking in the 96th percentile means only 4% of Local Authorities rank higher for need (and, therefore, lower for skills).

24,300 people in Nottingham have no qualifications.

In addition to attainment, aligning skills and qualifications to the needs of the local economy, future proofing local skills as the economy undergoes a period of change is critical, as is ensuring the City provides accessible basic skills and entry level skills pathways for those with limited or no qualifications, unlocking routeways into intermediate, advanced and higher level skills.

Access to skills and well-paid sustainable employment is a vital to improving living standards and narrowing Levelling Up gaps.

The significant reduction in support for residents and employers due to the end of ESF funded projects will create a challenge for Nottingham.

The City will receive c£6m less per year than it did through ESIF funds to deliver support to its inactive/unemployed residents and its businesses. This drop in available funding could destabilise the local provision landscape and have a significant impact on some organisations who have developed expertise over the past 10 years.

The challenge will be to use UKSPF to build on the projects that have delivered the highest quality support and offered the best value for money, and to identify additional gaps that may not have been supported previously.

Local challenges and opportunities: People and Skills

Are there any local opportunities which fall under the People and Skills investment priority that you intend to support?

Yes

Local challenges and opportunities: People and Skills

Describe these opportunities, give evidence where possible

Describe these opportunities, give evidence where possible:

Planned activity will complement two core Levelling Up Missions:

1. Raise pay, employment, and productivity in every area, each containing a globally competitive city.
6. Significantly increase skills training in every part of the UK.

EMPLOYMENT SUPPORT AND COMMUNITY DEVELOPMENT PROJECTS

Funding to improve local infrastructure and engagement, supporting unemployed and inactive individuals to access jobs and training (including basic, life skills and employability courses).

Targeted employment support to improve outreach, ensuring that priority groups (BAME, Over 50's, Women, those with disabilities, and young people) remove barriers to employment, access vocational skills pathways and jobs, thereby reducing inequality and poverty within the City.

Funding to maximise opportunities to improve health outcomes (e.g. healthy life expectancy, anxiety, wellness) through the development of programmes that drive economic growth and prosperity, contributing towards increased life chances and improvements in healthy living outcomes.

JOB CREATION AND RECRUITMENT SUPPORT FOR EMPLOYERS

Supporting employers to create, recruit and safeguard employment, access apprenticeships and local Levy transfers and upskill the workforce through a variety of in-work skills support mechanisms (e.g. bootcamps, apprenticeships, and T levels).

GREEN SKILLS

Nottingham City has an ambition to become Carbon Neutral by 2028. To support delivery of this ambition, Nottingham will need to significantly increase its green skills base. Employment and skills provision will support individuals to develop essential green skills to benefit from job and training opportunities emerging from this sector.

REDUCING DIGITAL POVERTY

The Covid-19 pandemic highlighted a stark digital divide across the UK, with 7 million households with no access to the internet (Ofcom Adults' Media Use and Attitudes Report 2020), and tens of millions reliant on pay-as you go services, resulting in digital exclusion for some the UK's poorest and most vulnerable households.

23% of 5-15 year olds in the poorest households do not have access to both an educationally ideal device (laptop, desktop or tablet) and broadband (Ofcom Adults' Media Use and Attitudes Report 2020).

Digital poverty restricts access to healthcare, education, employment support, online benefit systems and wider public services.

Interventions

Interventions: Communities and Place

Does your investment plan meet the Communities and Place investment priority?

Yes

Interventions: Communities and Place

What are the outcomes you want to deliver under this investment priority? Select all that apply.

Jobs created, Jobs safeguarded, Increased footfall, Increased visitor numbers, Reduced vacancy rates, Greenhouse gas reductions, Improved perceived/experienced accessibility, Improved perception of facilities/amenities, Increased users of facilities/amenities, Improved perception of facility/infrastructure project, Improved engagement numbers, Number of community-led arts, cultural, heritage and creative programmes as a result of support, Improved perception of events, Increased number of web searches for a place, Increased take up of energy efficiency measures

Interventions: Communities and Place

Select the interventions you intend to use which meet this priority. You can select as many as you like.

E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs., E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs. , E6: Support for local arts, cultural, heritage and creative activities. , E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area. , E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration. , E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.

Interventions: Communities and Place

Do you plan to use any interventions not included on this list?

No

Interventions: Communities and Place

Have you already identified any projects which fall under the Communities and Place investment priority?

Yes

Interventions: Communities and Place

Describe these projects, including their proposed locations and how they fall under this investment priority.

Describe these projects, including their proposed locations and how they fall under this investment priority.:

Nottingham City Council has a list of city centre and community place based projects it wants to fund under this Investment Priority. These include public realm improvements, greening, events, vacant premises grants, and renovation of some of the key city centre areas.

The intention is to deliver small scale pedestrianisation projects that improve pedestrian crossing points in the city centre. This set of projects will increase place perception, reduce vacancies, increase footfall and hence drive overall economic growth for the City.

For the neighbourhood projects, the focus is on identified key neighbourhood retail areas where the intention is to work with the community groups in those areas to provide a short list of projects via a fair and transparent commissioning process.

Those areas include Clifton, Bulwell, St Ann's, Sneinton/Sneinton Market, Hyson Green, Billborough, Sherwood, with other neighbourhood areas to be confirmed.

The projects will be developed with the community to meet their local needs, and will drive footfall, reduce vacancies, increase jobs and drive overall economic wellbeing.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

Yes

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Detail the assessment you undertook to consider whether the proposed project constitute a subsidy/State Aid and any specific measures you will take to make sure the subsidy is permitted.:

The assessment undertook for each proposed planned activity/project:

- It was compared to the four key characteristics of a subsidy.
- If it was assessed as a subsidy, it was reviewed against the seven subsidy principles.

Where it was deemed a subsidy, the mitigating actions are also described.

FOUR KEY CHARACTERISTICS

1. Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes. The support does come from a public authority (Nottingham City Council) but is not a financial or in kind contribution such as a grant, loan or guarantee. Funding will be to the Council in carrying out its legal functions or to organisations procured through open calls

2. Does the support measure confer an economic advantage on one or more economic actors?

Yes. The open calls will be won by a/some economic actors who will be chosen over others, thus conferring an economic advantage.

3. Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes. As a result of the open call economic actors will benefit in relation to the production of good or services over others.

4. Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes. As this gives funding to economic actors it has the potential to cause a distortion in or harm to competition. As the amounts are small and the recipients will be procured such a distortion would be minimal.

SEVEN SUBSIDY PRINCIPLES

1. Subsidies should pursue a specific public policy objective to remedy an identified market failure or to address an equity rationale such as social difficulties or distributional concerns ("the objective").

The specific policy objective to meet market failure is Levelling Up. Nottingham is a city in need of Levelling Up, with wide spread deprivation, typified by low productivity, employment rates, and pay with high retail vacancy rates, and urban blight. The market is not addressing these needs, and will not without intervention. A subsidy is needed to meet these needs.

2. Subsidies should be proportionate and limited to what is necessary to achieve the objective.

Any subsidies will be limited to that necessary to achieve the objective. They will be at market rate as solutions will be procured through open competition, thus limiting the amount of subsidy.

3. Subsidies should be designed to bring about a change of economic behaviour of the beneficiary that is conducive to achieving the objective and that would not be achieved in the absence of subsidies being provided.

Any subsidy given will be to an economic actor who will change what they do (expansion or reallocation) to ensure that the objective is achieved. Without the funding this will not take place.

4. Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.

The activities supported by the subsidy are additional to the deliverer's activity and would not be delivered without a subsidy

5. Subsidies should be an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.

The subsidies will be for:

- Improvements to town centres and high streets.
- Community and neighbourhood infrastructure projects.
- Local arts, cultural, heritage and creative activities.
- Campaigns to encourage visits and exploring of local areas.
- Community engagement schemes, local regeneration.
- Community measures to reduce the cost of living.

The funding will give an opportunity to accelerate the above achieving more than planned and bringing forward changes for communities.

Other options considered were:

I. Do nothing/business as usual. This would not achieve the policy objective and may be counterproductive in that some potential recipients of the subsidy may suffer decline whilst waiting for any change.

II. Take out a loan. This is impractical as the interventions will give no direct return on investment that could be used to repay the loan.

III. Increase the number of volunteers working in this area. This would be an effective way to work (except for the infrastructure projects where professionals are needed). However, volunteers need recruiting and managing and Nottingham City Council does not have the facility to do so at the moment.

All will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

6. Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.

All activities will be delivered either by in house teams at Nottingham City Council or through procured deliverers. The in house work will be for where Nottingham City Council has a duty to deliver such work. All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

7. Subsidies' positive contributions to achieving the objective should outweigh any negative effects, in particular the negative effects on trade or investment between the Parties.

The subsidy will be managed through open calls and use of existing frameworks. As such there will be no negative effects on trade or investment.

MITIGATION

Mitigation will be through:

- Use of open calls and frameworks.
- Use of minimal financial assistance regulations. All contracts will be small.
- Should there be an instance where a contractor is above the minimal financial assistance level or is above the £100,000 level, then the subsidy will be registered through the transparency portal, allowing for any challenge.

Interventions: Supporting Local Business

Does your investment plan meet the Supporting Local Business investment priority?

Yes

Interventions: Supporting Local Business

What are the outcomes you want to deliver under this investment priority? Select all that apply.

Jobs created, Jobs safeguarded, Number of new businesses created, Increased footfall, Increased visitor numbers, Reduced vacancy rates, Increased business sustainability, Increased number of businesses supported, Increased amount of investment, Number of businesses introducing new products to the firm, Number of organisations engaged in new knowledge transfer activity, Number of premises with improved digital connectivity, Number of businesses adopting new to the firm technologies or processes, Number of new to market products, Number of businesses with improved productivity, Number of R&D active businesses, Number of businesses adopting new or improved products or services, Number of businesses engaged in new markets, Number of early stage firms which increase their revenue following support, Number of businesses increasing their export capability

Interventions: Supporting Local Business

Select the interventions you intend to use which meet this priority. You can select as many as you like.

E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally. , E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices. , E20: Research and development grants supporting the development of innovative products and services. , E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places. , E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks. , E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace. , E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors. , E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises. , E27: Funding to develop angel investor networks nationwide. , E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.

Interventions: Supporting Local Business

Do you plan to use any interventions not included on this list?

Yes

Interventions: Supporting Local Business

State the name of each of these additional interventions and give a brief description of each of these

State the name of each of these additional interventions and give a brief description of each of these:

Two additional interventions are proposed as follows:

SUPPORT INWARD INVESTMENT (NATIONAL, INTERNATIONAL AND FOREIGN DIRECT INVESTMENT)

Support through contact with businesses looking to move or relocate to Nottingham. Either from Foreign Direct Investment (FDI) or national UK businesses expanding into Nottingham. Support may involve advice, information to support their relocation and small grant funding to facilitate their move. It is a service that is part funded today via ERDF that is important to keep as it will continue to help grow the local economy.

SECTOR SUPPORT

Support for the high growth, high productivity sectors that will help transform the local economy. Likely to include sector support for life sciences, creative and digital, and other high value, high growth sectors, the comprehensive list of which is still to be confirmed.

Support will include business support, training, grants and advice, as well as access to specific sector-based support relevant to each industry, for example, medical for life sciences, digital connectivity for creative and digital, etc.

Explain how each of these interventions meets the investment priority. Give evidence where possible, for example a theory of change and a logic chain

Explain how each of these interventions meets the investment priority. Give evidence where possible, for example a theory of change and a logic chain:

SUPPORT INWARD INVESTMENT (NATIONAL, INTERNATIONAL AND FOREIGN DIRECT INVESTMENT)

Supporting inward investment is a Council priority and is a proven route to increasing economic prosperity. Inward investment increases productivity by introducing new and innovative companies to an area, and drives immediate economic benefit by providing new high value jobs, and increasing the overall business base for the City.

This in turn leads to a number of benefits including high business rates, occupancy in offices and industrial units and associated buildings, increasing exports and jobs growth.

The Council's strategy to date has been to outsource this via an arm's length investment promotion agency, which in the past year has delivered 16 new companies, generating 1600 new jobs for the City/region, demonstrating excellent value for money, delivering outcomes critical for Nottingham.

SECTOR SUPPORT

Nottingham's economic strategy is to help support higher value sectors as a way to rebalance the predominantly low skilled, low wage economy.

Nottingham has some emerging sectors that if supported can deliver significant economic benefits to the City, increasing productivity and jobs (e.g. life sciences, creative and digital, low carbon, and high value manufacturing).

There are a number of local business support networks that have been key to helping increase specific sector growth, including Medilink, supporting the life sciences sector, and the Creative Quarter supporting the creative and digital sector.

Life sciences is a recognised cluster in Nottingham with strengths in clinical trials, drug development and medical technology. Creative and digital has been one of the fastest growing sectors in Nottingham and is also a recognised cluster.

Specialised support to these high value sectors provides excellent value for money due to the high returns.

The outcomes are likely to be jobs, productivity improvements, exporting businesses, businesses supported and increased innovation.

Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

Yes

Detail the assessment you undertook to consider whether these interventions are a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Detail the assessment you undertook to consider whether these intervention are a subsidy and any specific measures you will take to make sure the subsidy is permitted. :

The assessment undertook for each proposed planned activity/project:

- It was compared to the four key characteristics of a subsidy.
- If it was assessed as a subsidy, it was reviewed against the seven subsidy principles.

Where it was deemed a subsidy, the mitigating actions are also described.

FOUR KEY CHARACTERISTICS

1. Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes. The support does come from a public authority (Nottingham City Council) and will be delivered directly through the Council or by subcontractors through a grant.

The sub-contractors will give businesses:

- Free business support.
- Financial grants where the company will make a contribution to costs.

Whilst there is the potential for a subsidy to the subcontractors this will be mitigated as the funding will flow through them with costs covering administration.

The companies receiving support will get a subsidy but this will be mitigated by using the Minimal Financial Assistance element in the Subsidy Act.

2. Does the support measure confer an economic advantage on one or more economic actors?

Yes. Subcontractors will be the winner(s) of open calls won by a/some economic actors who will be chosen over others, thus conferring an economic advantage. The final recipients in the companies will have an economic advantage over other economic actors not supported through the programmes.

3. Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes. As a result of the open calls and the business support programme, economic actors will benefit in relation to the production of good or services over others.

4. Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes. As this gives funding to economic actors it has the potential to cause a distortion in or harm to competition. As the amounts are small such a distortion would be minimal.

SEVEN SUBSIDY PRINCIPLES

1. Subsidies should pursue a specific public policy objective to remedy an identified market failure or to address an equity rationale such as social difficulties or distributional concerns ("the objective").

The specific policy objective to meet market failure is Levelling Up. Nottingham is a city in need of Levelling Up, with wide spread deprivation, typified by low productivity, employment rates, and pay with high retail vacancy rates, and urban blight. The market is not addressing these needs, and will not without intervention. A subsidy is needed to meet these needs.

2. Subsidies should be proportionate and limited to what is necessary to achieve the objective.

Any subsidies will be limited to that necessary to achieve the objective. They will be at market rate as solutions will be procured through open competition. Grants will be at a low level. Face to face and group business support will not include specialist advice that would normally be paid for (e.g. legal assessment of a company's proposals).

3. Subsidies should be designed to bring about a change of economic behaviour of the beneficiary that is conducive to achieving the objective and that would not be achieved in the absence of subsidies being provided.

Any subsidy given will be to an economic actor who will change what they do (expansion or reallocation) to ensure that the objective is achieved. Without the funding this will not take place.

The sub-contractors will change in that they will deliver new or more programmes than they do at present.

The aim of the support to final beneficiaries is to change their economic behaviour and make the businesses more productive and competitive, thus increasing the prosperity of Nottingham.

4. Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.

The activities supported by the subsidy are additional to the deliverer's activity and would not be delivered without a subsidy.

The final beneficiaries would not normally seek support in this way for their business, it being too expensive. The grants give the business the incentive to invest, making such a cost effective proposition for them.

5. Subsidies should be an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.

The subsidies will be for:

- Development and promotion of the visitor economy.
- Investment in research and development at the local level.
- R&D grants supporting innovative product and service development.
- Strengthening local entrepreneurial ecosystems.
- Bid for and host international business events and conferences.
- Growing the local social economy.

- Develop angel investor networks.
- Business support measures to drive employment growth.
- Support inward investment both national and FDI.
- Sector support (bespoke intervention).

The actions will be:

- Direct delivery by Nottingham City Council where they have this specialism.
- Delivery by procured contractors.
- The final delivery is small group and one to one support alongside a grant programme to organisations. This will give a direct benefit to those organisations. Amounts will be small and well under the Minimal Financial Assistance level in the subsidy regulations.

The funding will give an opportunity to deliver more support in different ways than planned and bringing forward changes for the final beneficiaries.

Other options considered were:

- I. Do nothing/business as usual. This would not achieve the policy objective and may be counterproductive in that some potential recipients of the subsidy may suffer decline whilst waiting for any change.
- II. Take out a loan. This is impractical as the interventions will give no direct return on investment that could be used to repay the loan.
- III. Increase the number of volunteers working in this area. This would be an effective way to work (except for the infrastructure projects where professionals are needed). However, volunteers need recruiting and managing and Nottingham City Council does not have the facility to do so at the moment.

All will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

6. Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.

All activities will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. The in-house work will be for where Nottingham City Council has the skills and expertise to deliver such work.

All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

The largest impact on competition will be direct grants given to companies being given support.

7. Subsidies' positive contributions to achieving the objective should outweigh any negative effects, in particular the negative effects on trade or investment between the Parties.

The subsidy will be managed through open calls and use of existing frameworks. As such there will be no negative effects on trade or investment.

MITIGATION

Mitigation will be through:

- Use of open calls and frameworks. This will allow funding to flow through sub-contractors to final beneficiaries, thus not acting as a subsidy.
- Use of minimal financial assistance regulations. All support for the final beneficiaries will be time limited and grants will be small.
- Should there be an instance where a business is above the minimal financial assistance then the subsidy will be registered through the transparency portal, allowing for any challenge.

Interventions: Supporting Local Business

Have you already identified any projects which fall under the Supporting Local Business investment priority?

Yes

Interventions: Supporting Local Business

Describe these projects, including their proposed locations and how they fall under this investment priority.

Describe these projects, including their proposed locations and how they fall under this investment priority.:

The key project already identified is for a wraparound business support programme, which is designed to follow on from the Growth Hub, which has been active in Nottingham for over 7 years.

Currently delivered across the D2N2 LEP area, this wide ranging business support project delivers workshops, advice, sign posting and grant funding to grow productivity.

It is ERDF/EU funded and UKSPF is key to sustaining the vital business support activities for all businesses.

The Growth Hub today is a partnership across a range of districts, boroughs and county councils across D2N2 and it is hoped this partnership

across the region can be maintained as a cost effective way of delivering locally.

The intention is to have the Nottingham element delivered by Nottingham City Council staff, often at company premises, with joined up delivery across the region if other districts and councils use part of their UKSPF allocation to support Growth Hub activities.

The second project is for inward investment support. A key strategy of the City has been to support landing inward investment into Nottingham, working in conjunction with LEP partners and delivering across the City and Nottinghamshire.

This project will help market Nottingham for both UK and foreign investors (FDI) coming to the City, and will work with the Department of International Trade to link international investors.

Associated with this activity will be support for delivering conferences and events, attracting business visitors to Nottingham who have the potential to move and establish operations locally.

The current model is delivery by the local investment promotion agency, Invest in Nottingham, which is based in the City, but working across Nottingham and Nottinghamshire. The future model is yet to be confirmed.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

Yes

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Detail the assessment you undertook to consider whether the proposed project constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.:

The assessment undertook for each proposed planned activity/project:

- It was compared to the four key characteristics of a subsidy.
- If it was assessed as a subsidy, it was reviewed against the seven subsidy principles.

Where it was deemed a subsidy, the mitigating actions are also described.

FOUR KEY CHARACTERISTICS

1. Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes. The support does come from a public authority (Nottingham City Council) and will be delivered directly through the council or by subcontractors through a grant.

The sub-contractors will give businesses:

- Free business support to grow a business or establish a new one in the City.
- Financial grants where the company will make a contribution to costs.

Whilst there is the potential for a subsidy to the subcontractors this will be mitigated as the funding will flow through them with costs covering administration.

The companies receiving support will get a subsidy but this will be mitigated by using the Minimal Financial Assistance element in the Subsidy Act.

2. Does the support measure confer an economic advantage on one or more economic actors?

Yes. Subcontractors will be the winner(s) of open calls won by a/some economic actors who will be chosen over others, thus conferring an economic advantage. The final recipients in the companies will have an economic advantage over other economic actors not supported through the programmes.

3. Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes. As a result of the open calls and the business support programme economic actors will benefit in relation to the production of good or services over others.

4. Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes. As this gives funding to economic actors it has the potential to cause a distortion in or harm to competition. As the amounts are small such a distortion would be minimal.

SEVEN SUBSIDY PRINCIPLES

1. Subsidies should pursue a specific public policy objective to remedy an identified market failure or to address an equity rationale such as social

difficulties or distributional concerns ("the objective").

The specific policy objective to meet market failure is Levelling Up. Nottingham is a city in need of Levelling Up, with wide spread deprivation, typified by low productivity, employment rates, and pay with high retail vacancy rates, and urban blight. The market is not addressing these needs, and will not without intervention. A subsidy is needed to meet these needs.

2. Subsidies should be proportionate and limited to what is necessary to achieve the objective.

Any subsidies will be limited to that necessary to achieve the objective. They will be at market rate as solutions will be procured through open competition. Grants will be at a low level. Face to face and group business support will not include specialist advice that would normally be paid for (e.g. legal assessment of a company's proposals).

3. Subsidies should be designed to bring about a change of economic behaviour of the beneficiary that is conducive to achieving the objective and that would not be achieved in the absence of subsidies being provided.

Any subsidy given will be to an economic actor who will change what they do (expansion or reallocation) to ensure that the objective is achieved. Without the funding this will not take place.

The sub-contractors will change in that they will deliver new or more programmes than they do at present.

The aim of the support to final beneficiaries is to change their economic behaviour and make the businesses more productive and competitive, thus increasing the prosperity of Nottingham.

4. Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.

The activities supported by the subsidy are additional to the deliverer's activity and would not be delivered without a subsidy.

The final beneficiaries would not normally seek support in this way for their business, it being too expensive. The grants give the business the incentive to invest, making such a cost effective proposition for them.

5. Subsidies should be an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.

The subsidies will be for:

- Development and promotion of the visitor economy.
- Investment in research and development at the local level.
- R&D grants supporting innovative product and service development.
- Strengthening local entrepreneurial ecosystems.
- Bid for and host international business events and conferences.
- Growing the local social economy.
- Develop angel investor networks.
- Business support measures to drive employment growth.
- Support inward investment both national and FDI.
- Sector support (bespoke intervention).

The actions will be:

- Direct delivery by Nottingham City Council where they have this specialism.
- Delivery by procured contractors.
- The final delivery is small group and one to one support alongside a grant programme to organisations. This will give a direct benefit to those organisations. Amounts will be small and well under the Minimal Financial Assistance level in the subsidy regulations.

The funding will give an opportunity to deliver more support in different ways than planned and bringing forward changes for the final beneficiaries.

Other options considered were:

- I. Do nothing/business as usual. This would not achieve the policy objective and may be counterproductive in that some potential recipients of the subsidy may suffer decline whilst waiting for any change.
- II. Take out a loan. This is impractical as the interventions will give no direct return on investment that could be used to repay the loan.
- III. Increase the number of volunteers working in this area. This would be an effective way to work (except for the infrastructure projects where professionals are needed). However volunteers need recruiting and managing and Nottingham City Council does not have the facility to do so at the moment.

All will be delivered either by in house teams at Nottingham City Council or through procured deliverers. All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

6. Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.

All activities will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. The in-house work will be for where Nottingham City Council has the skills and expertise to deliver such work.

All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

The largest impact on competition will be direct grants given to companies being given support.

7. Subsidies' positive contributions to achieving the objective should outweigh any negative effects, in particular the negative effects on trade or investment between the Parties.

The subsidy will be managed through open calls and use of existing frameworks. As such there will be no negative effects on trade or investment.

MITIGATION

Mitigation will be through:

- Use of open calls and frameworks. This will allow funding to flow through sub-contractors to final beneficiaries thus not acting as a subsidy.
- Use of minimal financial assistance regulations. All support for the final beneficiaries will be time limited and grants will be small.
- Should there be an instance where a business is above the minimal financial assistance then the subsidy will be registered through the transparency portal, allowing for any challenge.

Interventions: People and Skills

Does your investment plan meet the People and Skills investment priority?

Yes

Interventions: People and Skills

What are the outcomes you want to deliver under this investment priority? Select all that apply.

Number of economically inactive individuals in receipt of benefits they are entitled to following support, Number of active or sustained participants in community groups as a result of support, Number of people reporting increased employability through development of interpersonal skills funded by UKSPF, Number of people in supported employment, Number of people with basic skills (English, maths, digital and ESOL), Number of people engaging with mainstream healthcare services, Number of people in employment, including self-employment, following support, Number of people engaged in job-searching following support, Number of people sustaining engagement with keyworker support and additional services, Number of people sustaining employment for 6 months, Number of people in education/training, Number of people experiencing reduced structural barriers into employment and into skills provision, Number of people gaining a qualification or completing a course following support, Number of economically active individuals engaged in mainstream skills education and training, Number of people engaged in life skills support following interventions

Interventions: People and Skills

Select the interventions you intend to use which meet this priority. Select all that apply.

E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps. This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence). *via Multiply., E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. **where not being met through Department for Work and Pensions provision., E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that are not being met through other provision. , E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions. , E41: Funding to support local digital skills.

Interventions: People and Skills

Do you plan to use any interventions not included on this list?

Yes

Interventions: People and Skills

State the name of each of these additional interventions and give a brief description of each of these

State the name of each of these additional interventions and give a brief description of each of these:

One additional intervention is proposed as follows:

Employment Support For Unemployed People (Particularly Long Term Unemployed And Priority Groups)

Bespoke interventions which will be similar to that provided in intervention E33: Employment support for economically inactive people. The participants will receive individual support from an employment advisor to help them overcome their barriers to employment.

Explain how each of these interventions meet the investment priority. Give evidence where possible, for example a theory of change and a logic chain.

Explain how each of these interventions meet the investment priority. Give evidence where possible, for example a theory of change and a logic chain. :

The above intervention meets the investment priority, as it is an intervention aimed at progressing people into employment by supporting the development of employability and life skills.

Evidence demonstrates that this additional support intervention is particularly required in Nottingham in addition to the need to help reduce the number of economically inactive residents:

- In May 2022, the City was estimated to have an unemployment rate of 5.2% of the working age population, compared to 3.8% nationally.
- The local employment rate has historically lagged behind the national rate and continues to do so with employment rates in Nottingham standing at 71.7%, which is 3.4% below the national average of 75.1%.
- The employment rate gap widens further for some of the City's priority groups.
- In March 2022, the BAME employment rate in Nottingham was 7.42% lower than the national average, the disabled employment rate was 22.21% lower than the national average, and the employment rate for older workers was 3.18% lower than the national average.
- The employment rate gap between men and women in Nottingham stands at 2.6%.

The intervention represents value for money as the unit costs proposed are based on a current local ESF funded project, Way2Work, which successfully delivers similar support to the same priority groups.

The outcomes delivered will include people supported to engage in job-searching, gain employment, sustain employment, and enrol onto a course through providing financial support.

This intervention will also result in effective working between keyworkers and additional services.

Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

Yes

Detail the assessment you undertook to consider whether these interventions are a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Detail the assessment you undertook to consider whether these intervention are a subsidy and any specific measures you will take to make sure the subsidy is permitted.:

The assessment undertook for each proposed planned activity/project:

- It was compared to the four key characteristics of a subsidy.
- If it was assessed as a subsidy, it was reviewed against the seven subsidy principles.

Where it was deemed a subsidy, the mitigating actions are also described.

FOUR KEY CHARACTERISTICS

1. Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes. The support does come from a public authority (Nottingham City Council) and will be delivered directly through the council or by subcontractors through a grant. The sub-contractors will give individual support. As individuals cannot receive a subsidy (they are not economic actors) the only consideration will be if the deliverers are in receipt of a subsidy.

Whilst there is the potential for a subsidy to the deliverers this will be mitigated as the funding will flow through them with costs covering administration.

2. Does the support measure confer an economic advantage on one or more economic actors?

Yes. Subcontractors will be the winner(s) of open calls won by a/some economic actors who will be chosen over others, thus conferring an economic advantage.

3. Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes. As a result of the open calls and the business support programme economic actors will benefit in relation to the production of good or services over others.

4. Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes. As this gives funding to economic actors it has the potential to cause a distortion in or harm to competition. As the amounts are small such a distortion would be minimal.

SEVEN SUBSIDY PRINCIPLES

1. Subsidies should pursue a specific public policy objective to remedy an identified market failure or to address an equity rationale such as social difficulties or distributional concerns ("the objective").

The specific policy objective to meet market failure is Levelling Up. Nottingham is a city in need of Levelling Up, with wide spread deprivation, typified by low productivity, employment rates, and pay with high retail vacancy rates, and urban blight. The market is not addressing these needs, and will not without intervention. A subsidy is needed to meet these needs.

2. Subsidies should be proportionate and limited to what is necessary to achieve the objective.

Any subsidies will be limited to that necessary to achieve the objective. They will be at market rate as solutions will be procured through open competition.

3. Subsidies should be designed to bring about a change of economic behaviour of the beneficiary that is conducive to achieving the objective and that would not be achieved in the absence of subsidies being provided.

Any subsidy given will be to an economic actor who will change what they do (expansion or reallocation) to ensure that the objective is achieved. Without the funding this will not take place.

The sub-contractors will change in that they will deliver new or more programmes than they do at present.

4. Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.

The activities supported by the subsidy are additional to the deliverer's activity and would not be delivered without a subsidy.

5. Subsidies should be an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.

The support will be for:

- Employment support for unemployed people (particularly long term unemployed and priority groups).

As the final beneficiaries are not economic actors there will be no subsidy at that level.

Actions will be:

- Direct delivery by Nottingham City Council where they have this specialism.
- Delivery by procured contractors.

The funding will give an opportunity to deliver more support in different ways than planned and bringing forward changes for the final beneficiaries.

Other options considered were:

- I. Do nothing/business as usual. This would not achieve the policy objective and may be counterproductive in that some potential recipients of the subsidy may suffer decline whilst waiting for any change.
- II. Take out a loan. This is impractical as the interventions will give no direct return on investment that could be used to repay the loan.
- III. Increase the number of volunteers working in this area. This would be an effective way to work. However volunteers need recruiting and managing and Nottingham City Council does not have the facility to do so at the moment.

All will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

6. Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.

All activities will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. The in-house work will be for where Nottingham City Council has the skills and expertise to deliver such work.

All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

7. Subsidies' positive contributions to achieving the objective should outweigh any negative effects, in particular the negative effects on trade or investment between the Parties.

The subsidy will be managed through open calls and use of existing frameworks. As such there will be no negative effects on trade or investment.

MITIGATION

Mitigation will be through:

- Use of open calls and frameworks. This will allow funding to flow through sub-contractors to final beneficiaries thus not acting as a subsidy.
- Use of minimal financial assistance regulations where needed. Should there be an instance where a business is above the minimal financial assistance level or above the registration level then the subsidy will be registered through the transparency portal, allowing for any challenge.

Interventions: People and Skills

Have you already identified any projects for 2024-2025 which fall under the People and Skills investment priority?

Yes

Interventions: People and Skills

Describe these projects for 2024-25, including their proposed locations and how they fall under this investment priority.

Describe these projects for 2024-25, including their proposed locations and how they fall under this investment priority.:

Three potential projects are proposed.

COMMUNITY-BASED EMPLOYMENT SUPPORT

A community-based employment support project for unemployed and inactive Nottingham residents which includes access to courses linked to developing life, basic and employability skills. Participants will have a dedicated employment advisor to support with overcoming barriers to employment. The location will be in Nottingham City, the venues being dependent on which organisations are selected to deliver the support and courses.

REDUCING DIGITAL POVERTY

A reducing digital poverty project which provides IT equipment to enable people without access to technology to develop digital skills and access on line learning, apply for jobs and progress into sustainable employment.

SKILLS DEVELOPMENT

A skills development project which provides support and funding to help people (both in and out of employment) to access courses, including green skills courses, which will support progression into, or within, employment.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

Yes

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy/State Aid and any specific measures you will take to make sure the subsidy is permitted. :

The assessment undertook for each proposed planned activity/project:

- It was compared to the four key characteristics of a subsidy.
- If it was assessed as a subsidy, it was reviewed against the seven subsidy principles.

Where it was deemed a subsidy, the mitigating actions are also described.

FOUR KEY CHARACTERISTICS

1. Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes. The support does come from a public authority (Nottingham City Council) and will be delivered directly through the council or by subcontractors through a grant. The sub-contractors will give individual support. As individuals cannot receive a subsidy (they are not economic actors) the only consideration will be if the deliverers are in receipt of a subsidy.

Whilst there is the potential for a subsidy to the deliverers this will be mitigated as the funding will flow through them with costs covering administration.

2. Does the support measure confer an economic advantage on one or more economic actors?

Yes. Subcontractors will be the winner(s) of open calls won by a/some economic actors who will be chosen over others, thus conferring an economic advantage.

3. Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes. As a result of the open calls and the business support programme economic actors will benefit in relation to the production of good or services over others.

4. Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes. As this gives funding to economic actors it has the potential to cause a distortion in or harm to competition. As the amounts are small such a distortion would be minimal.

SEVEN SUBSIDY PRINCIPLES

1. Subsidies should pursue a specific public policy objective to remedy an identified market failure or to address an equity rationale such as social difficulties or distributional concerns ("the objective").

The specific policy objective to meet market failure is Levelling Up. Nottingham is a city in need of Levelling Up, with wide spread deprivation, typified by low productivity, employment rates, and pay with high retail vacancy rates, and urban blight. The market is not addressing these needs, and will not without intervention. A subsidy is needed to meet these needs.

2. Subsidies should be proportionate and limited to what is necessary to achieve the objective.

Any subsidies will be limited to that necessary to achieve the objective. They will be at market rate as solutions will be procured through open competition.

3. Subsidies should be designed to bring about a change of economic behaviour of the beneficiary that is conducive to achieving the objective and that would not be achieved in the absence of subsidies being provided.

Any subsidy given will be to an economic actor who will change what they do (expansion or reallocation) to ensure that the objective is achieved. Without the funding this will not take place.

The sub-contractors will change in that they will deliver new or more programmes that they do at present.

4. Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.

The activities supported by the subsidy are additional to the deliverer's activity and would not be delivered without a subsidy.

5. Subsidies should be an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.

The support will be for:

- Employment support for economically inactive people.
- Courses including basic, life and career skills.
- Local areas to fund local skill needs.
- Green skills courses.
- Funding to support local digital skills.
- Employment support for unemployed people (particularly long term unemployed and priority groups).

As the final beneficiaries are not economic actors there will be no subsidy at that level.

Actions will be:

- Direct delivery by Nottingham City Council where they have this specialism.
- Delivery by procured contractors.

The funding will give an opportunity to deliver more support in different ways than planned and bringing forward changes for the final beneficiaries.

Other options considered were:

- I. Do nothing/business as usual. This would not achieve the policy objective and may be counterproductive in that some potential recipients of the

subsidy may suffer decline whilst waiting for any change.

II. Take out a loan. This is impractical as the interventions will give no direct return on investment that could be used to repay the loan.

III. Increase the number of volunteers working in this area. This would be an effective way to work. However volunteers need recruiting and managing and Nottingham City Council does not have the facility to do so at the moment.

All will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

6. Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.

All activities will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. The in-house work will be for where Nottingham City Council has the skills and expertise to deliver such work.

All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

7. Subsidies' positive contributions to achieving the objective should outweigh any negative effects, in particular the negative effects on trade or investment between the Parties.

The subsidy will be managed through open calls and use of existing frameworks. As such there will be no negative effects on trade or investment.

MITIGATION

Mitigation will be through:

- Use of open calls and frameworks. This will allow funding to flow through sub-contractors to final beneficiaries thus not acting as a subsidy.
- Use of minimal financial assistance regulations where needed. Should there be an instance where a business is above the minimal financial assistance level or above the registration level then the subsidy will be registered through the transparency portal, allowing for any challenge.

Interventions: People and Skills

Have you identified a local voluntary and community provision at risk as part of this intervention?

Yes

Interventions: People and Skills

Describe the local voluntary and community provision at risk and your rationale for supporting it.

Describe the local voluntary provision at risk and your rationale for supporting it. :

Provision at risk relates to ESF funded employment support delivered by community and voluntary sector organisations across the City, including in the most deprived wards such as St Ann's and Bulwell.

Residents benefiting from this provision include those with multiple and complex barriers to employment and are supported to develop their employability skills to progress into job search and employment.

Community and voluntary sector organisations are best placed to deliver UKSPF funded employment support to priority groups from 2024-25 onwards, however, with the ESF project funding coming to end in 2023-24, there is a significant risk that community and voluntary sector organisations' would not be able to maintain:

- The employment of their experienced and qualified staff.
- The Community venues where this support is delivered.

If UKSPF People and Skills funding was not available to support delivery in 2023-24 (once the ESF projects end) there is a significant risk that the community and voluntary sector organisations (including the venues and their experienced staff), who are best placed to deliver the People and Skills interventions' outputs and outcomes, would not be able to be sustained until April 2024.

Without the availability of UKSPF funds in 23-24, the capacity to delivery high quality People and Skills support in the final year of UKSPF will be significantly impacted.

Provide the European Social Fund Project Name(s) and Project Reference(s) for this voluntary and community provision at risk

Provide the European Social Fund Project Name(s) and Project Reference(s) for this voluntary and community provision at risk:

Opportunity and Change – A pathway to work (Ref no. 0010285838)

Money Sorted in D2N2 (Ref no. 0010285798)

Towards Work (Ref no. 0010285845)

Nottingham Works 4You (Ref no. 08S20P04417)

Interventions: People and Skills

When do you intend to fund these projects? Select all that apply.

2023-2024, 2024-2025

Interventions: People and Skills

Describe these projects for 2022-2023 and 2023-2024, including their proposed locations and how they fall under this investment priority.

Describe these projects for 2022-2023 and 2023-2024, including their proposed locations and how they fall under this investment priority.:

As previously referred to under the identified projects section, for 2023-24, the intention is to continue to provide community-based employment support for unemployed and inactive Nottingham residents.

Participants will have a dedicated employment advisor to support with overcoming barriers to employment.

The location will be in Nottingham City, the venues being dependent on which organisations are selected to deliver the support and courses.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

Yes

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted. :

The assessment undertook for each proposed planned activity/project:

- It was compared to the four key characteristics of a subsidy.
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Whilst there is the potential for a subsidy to the deliverers this will be mitigated as the funding will flow through them with costs covering administration.

2. Does the support measure confer an economic advantage on one or more economic actors?

Yes. Subcontractors will be the winner(s) of open calls won by a/some economic actors who will be chosen over others, thus conferring an economic advantage. There is the intention to continue the projects but not necessarily with the current deliverers, going to the market to get best value for money.

3. Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes. As a result of the open calls and the business support programme economic actors will benefit in relation to the production of good or services over others.

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Yes. As this gives funding to economic actors it has the potential to cause a distortion in or harm to competition. As the amounts are small such a distortion would be minimal.

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5. Subsidies should be an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.

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- Courses including basic, life and career skills.
- Local areas to fund local skill needs.
- Employment support for unemployed people (particularly long term unemployed and priority groups).

As the final beneficiaries are not economic actors there will be no subsidy at that level.

Actions will be:

- Direct delivery by Nottingham City Council where they have this specialism.
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The funding will give an opportunity to deliver more support in different ways than planned and bringing forward changes for the final beneficiaries.

Other options considered were:

- I. Do nothing/business as usual. This would not achieve the policy objective and may be counterproductive in that some potential recipients of the subsidy may suffer decline whilst waiting for any change.
- II. Take out a loan. This is impractical as the interventions will give no direct return on investment that could be used to repay the loan.
- III. Increase the number of volunteers working in this area. This would be an effective way to work. However volunteers need recruiting and managing and Nottingham City Council does not have the facility to do so at the moment.

All will be delivered either by in-house teams at Nottingham City Council or through procured deliverers. All procurements will be carried out through open calls or through call off from frameworks which in themselves were achieved through open calls.

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- Use of minimal financial assistance regulations where needed. Should there be an instance where a business is above the minimal financial assistance

level or above the registration level then the subsidy will be registered through the transparency portal, allowing for any challenge.

Approach to delivery and governance

Stakeholder engagement and support

Have you engaged with any of the following as part of your investment plan? Select all that apply.

Public sector organisations, Private sector organisations, Civil society organisations

If so, describe how you have engaged with these organisations. Give examples where possible.

If so, describe how you have engaged with these organisations. Give examples where possible. :

In preparation for submitting Nottingham's UK Shared Prosperity Fund (UKSPF) Investment, the Council established the Nottingham UKSPF Stakeholder Advisory Group (SAG).

The UKSPF SAG was a subgroup to the Nottingham Growth Board and included representation from MPs, community and faith organisations, education and skills providers, civil society organisations, employer bodies, LEAs, etc.

The role of the SAG has been to support development of the evidence base, identify gaps in provision, and develop UKSPF funding priorities.

In addition to the SAG, the Council has undertaken a series of webinars with wider community partners and stakeholders.

Other key local groups have been consulted on the development of the investment plan including One Nottingham (the Cities leading partnership board), Nottingham Growth Board and the Youth Cabinet.

Stakeholder engagement and support

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up.

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up.:

In addition to the Council's internal governance and assurance frameworks, the Council has convened a 'sub-group' of the Nottingham Growth Board that will function as Nottingham's UKSPF Stakeholder Advisory Group (SAG).

It is likely that the advisory group will function as the local governance body, functioning similar to the ESIF subcommittee, providing strategic oversight on UKSPF.

This group has representation for all three investment priorities (e.g. East Midlands Chamber of Commerce, the two local universities, Nottingham College, training providers, community support organisations, D2N2 LEP, business support organisations, charities, and council representatives from various departments).

To ensure no conflict of interests with programme delivery this group will focus on strategic issues and general engagement of potential project providers.

The Council currently has an internal ESIF performance management group which meets quarterly. This is made up of senior managers and project managers from the Economic Development department. This group will transition to incorporate UKSPF delivery and involve the programme management team to provide scrutiny, oversight, and risk management.

There will also be a UKSPF Programme Steering Group whose prime function will be to review projects' performance against all UKSPF requirements, particularly in relation to budget and output delivery. Responsibilities will include:

- Ensuring all projects' activities are complementary.
- Ensuring that the project is meeting its cross cutting theme requirements such as equality and diversity.
- Sharing best practice.
- Improving common areas of weakness.
- Reviewing risks.

There will be a programme management team for operational governance of UKSPF in Nottingham with responsibility for administering the funds, financial management, monitoring projects, submitting reports and claims to DHLUC, and undertaking the evaluation.

The key roles will be:

- UKSPF Programme Manager – has overall responsibility for successful delivery of UKSPF.
- UKSPF Compliance and Monitoring Officer – ensures projects are delivered compliantly, secure required evidence and returns are submitted to DHLUC.
- UKSPF Finance Officer – provides financial oversight, supporting wider commitments to the Council's financial procedures.
- UKSPF Officer – supports with grant and procurement processes and leads on partnership management with organisations in receipt of UKSPF funds across all three investment priorities.

• UKSPF Administration Officer -- provides administrative support to the programme.

Have all the MPs covering your lead authority been invited to join the local partnership group?

Yes

Stakeholder engagement and support

Are there MPs who are not supportive of your investment plan?

No

Project selection

Are you intending to select projects in any way other than by competition for funding?

Yes

Project selection

Describe your approach to selecting projects, and why you intend to do it this way

Describe your approach to selecting projects, and why you intend to do it this way. :

The majority of the funds allocated, and projects selected will be via the support intervention of an open call grant to public or private organisations.

However, there are proposals to potentially select some of the projects in the following ways:

PROCUREMENT OF SERVICE PROVISION

Communities and Place – There are some proposed projects for specific types of products and services that a procurement process is better suited for. These are street works (e.g. dropped curbs), marketing services (e.g. print, social media campaigns), events (festivals, arts events, etc.).The procurement process allows for the required and detailed project specifications to be incorporated and also provides better value as the commissioning route.

People and Skills – Specifically in relation to capital spend, IT equipment will need to be procured to support the proposed delivery of the Reducing Digital Poverty project.

IN-HOUSE PROVISION

Communities and Place, Supporting Local Business - Where Nottingham City Council already has expertise and resources in place, the most cost effective and appropriate route is local direct delivery. This includes broad scale wraparound business support (e.g. Growth Hub services) where this is currently provided by Nottingham City Council employed staff, working on a regional D2N2 LEP wide Growth Hub. The local staff ensure close coordination with Council services and a better understanding of local businesses. It also includes event management, public realm, parks and leisure, high street management and grants to businesses' management.

People and Skills – Again where Nottingham City Council already has expertise and resources in place, the most cost effective, and appropriate, route is local direct delivery. This is the case with the coordination and direct delivery of some People and Skills projects. Nottingham City Council has a successful track record in supporting economically inactive residents, through Priority Families, Troubled Families and ESF funded projects. It is proposed to use a proportion of UKSPF funding for this in-house provision in order to extend this delivery.

Similarly, a small proportion of the funds will be used by the Council to work alongside selected project providers to minimise duplication of activities, competition and to ensure strategic and operational alignment of provision in the City.

Linked to the in-house delivery there is likely to be some capital spend required to refurbish venues which are to be used to deliver People and Skills projects. These venues will be made available to all commissioned delivery provision to allow additional Community access to the projects.

Working with other places: Communities and Place

Do you intend to work with other places on any of the interventions which fall under the Communities and Place investment priority?

No

Working with other places: Supporting Local Business

Do you intend to work with other places on any of the interventions which fall under the Supporting Local Business investment priority?

Yes

Working with other places: Supporting Local Business

Which interventions do you intend to collaborate on? Select all that apply.

E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally. , E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors. , E27: Funding to develop angel investor networks nationwide. , E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.

Describe any interventions not included in this list.

Describe any interventions not included in this list.:

It is the two interventions as detailed in the previous additional interventions section i.e.

SUPPORTING INWARD INVESTMENT (NATIONAL, INTERNATIONAL AND FOREIGN DIRECT INVESTMENT)

Encouraging companies to locate or relocate in Nottingham through marketing and direct business support.

SECTOR SUPPORT

Providing specialist support to high value, growth sectors which have potential and predominance in Nottingham but also spread to surrounding places or are complementary to other sectors in those places.

Which places do you intend to collaborate with?

Which places do you intend to collaborate with?:

All cities, districts and boroughs across Derbyshire and Nottinghamshire.

Working with other places: People and Skills

Do you intend to work with other places on any of the interventions which fall under the People and Skills investment priority?

Yes

Working with other places: People and Skills

Which interventions do you intend to collaborate on? Select all that apply.

E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps. This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).*via Multiply, E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. **where not being met through Department for Work and Pensions provision., E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that are not being met through other provision. , E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.

Describe any interventions not included in this list.

Describe any interventions not included in this list.:

Employment Support For Unemployed People (Particularly Long Term Unemployed And Priority Groups)

Which places do you intend to collaborate with?

Which places do you intend to collaborate with?:

Nottingham City Council intends to explore opportunities to collaborate with its neighbouring District Councils, Gedling, Rushcliffe and Broxtowe, in particular, to identify common interventions and opportunities for joint commissioning / working / management and monitoring arrangements in order to provide economies of scale and to maximise value for money for the councils and the organisations delivering the UKSPF funded provision.

Public sector equality duty

How have you considered your public sector equality duty in the design of your investment plan?

How have you considered your public sector equality duty in the design of your investment plan ?:

The evidence base for the strategic focus of UKSPF takes into account the Council's commitment to the Equality Act of 2010 and, under Public Sector Equality Duty, enabling the advancement of equalities.

As such, the interventions chosen in the Investment Plan under the three themes have prioritised where most benefit will go to those citizens most at disadvantage within the City.

This is reflected in the target outcomes and outputs.

How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?

How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects ?:

All types of support interventions proposed will be underpinned by an Equalities Impact Assessment and adherence to Public Sector Equality Duty.

For example, open competitions and procurements will include a Public Sector Equality Duty statement explaining the Council's duties under the Equality Act of 2010. Invitations to bid or tender will highlight, where relevant, the Council's recommendation that projects support people from Nottingham's most disproportionately affected communities in line with the Public Sector Equality Duty of enabling the advancement of equalities.

The senior leadership approval process for running UKSPF and administering the funds includes an evaluation of the equalities impact which has to be signed off.

Any proposed/potential in-house delivery will be by staff who have signed up to the Council's equality and diversity policies.

Risks

Have you identified any key risks that could affect delivery, for example lack of staff or expertise?

Yes

Risks

Describe these risks or issues, including the contingency measures you have in place to mitigate them

Describe these risks or issues, including the contingency measures you have in place to mitigate them:

Commissioning Process Not Quick Enough To Ensure Projects Can Start Meaningful Delivery In 2022/2023

- Contingency measures – The Council's legal and procurement departments have already been briefed so that they are ready to support the process as soon as approval is received for the Investment Plan. The Council is proposing to use experienced staff who worked on the commissioning process for UKCRF to ensure that best practice and lessons learnt are implemented under UKSPF.

Loss Of Experienced ESIF Staff As ERDF And ESF Projects Draw To An End

- Contingency measures – Staff are being kept fully informed of the developments, and potential opportunities available, under UKSPF. There will be active managerial and peer support to encourage staff to stay.

Underspend Leading To Loss Of Local Funding

- Contingency measures – The Council will ensure that experienced staff are running the UKSPF programme, overseen by an advisory board who regularly monitors programme performance and has early detection, and resolution, of any delivery concerns. Some flexibility has been built into the programme's contents and structure to allow learning to inform the best delivery models.

Projects Underperform Leading To Financial Clawback

- Contingency measures – There will be pre-project awareness raising of UKSPF expectations as part of overall commissioning process. Detailed monitoring of project performance and early intervention will be an intrinsic part of the programme, as well as performance plans implemented with delivery providers, if required.

Risks

Have you identified any key fraud risks that could affect UKSPF delivery?

Yes

Risks

Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Describe these risks or issues, including the contingency measures you have in place to mitigate them. :

Potential Conflicts Of Interest Between SAG Advisory Panel And Potential Project Deliverers

- Contingency measures – The Council will broadcast and implement a clear Conflicts of Interest policy which ensures that the strategic direction of UKSPF and the calls issued aren't unfairly influenced by interested parties.

Insufficient Legal And Financial Understanding Of Potential Project Deliverers

- Contingency measures - In all forms of commissioning there will be a pre-screening/gateway assessment of applicants which uses such tools as Spotlight to check for fraudulent activities, previous grant award activity and verification of identity including the legal status via either Companies House or the Charities Commission. Such information will then be used to provide risk ratings of potential project deliverers.

Project Deliverers Use Grant Funds Inappropriately

- Contingency measures – Project deliverers will be tied into contractual commitments via a grant agreement or contract which will include a clear assignment of funds to specific activities at the start of a project. The UKSPF Programme Manager will collate and undertake compliance checks on all claims and reports before they are signed off for payment. The compliance checks will form part of the projects' budget management ensuring that project deliverers are delivering to target and within budget lines, and to minimise any risk of fraud. This will also include regular checks of any proposed procurements.

Capacity and capability

Team resource

How many people (FTE) will be put in place to work with UKSPF funding?

How many people (FTE) will be put in place to work with UKSPF funding?:

2022-23 – 1.55 FTE, 2023-24 – 2.5 FTE, 2024-25 – 4.2 FTE

Describe what role these people will have, including any seniority and experience.

Describe what role these people will have, including any seniority and experience.:

The Council's Economic Development department has successfully managed and delivered over £100m of provision in the last decade.

The Programme Manager will lead Accountable Body functions and overall programme management. The Manager has extensive experience in managing similar externally funded projects, including monitoring, and reporting of progress, performance and expenditure. The Manager has over 10 years' experience of managing economic programmes at the Council.

Dedicated officers will provide support for the key functions of commissioning, finance, and stakeholder and partnership management. All have extensive experience in managing the specified functions for similar successfully delivered projects under ESIF, EU and national funding.

A Compliance Officer will provide support for UKSPF processes and administration. They have several years' experience of supporting processes and administration of similar externally funded projects.

Team experience and capability

How would you describe your team's current experience of delivering funding and managing growth funds?

Very experienced

How would you describe your team's current capability to manage funding for procurement?

Strong capability

How would you describe your team's current capacity to manage funding for procurement?

Strong capacity

How would you describe your team's current capability to manage funding for subsidies?

Strong capability

How would you describe your team's current capacity to manage funding for subsidies?

Strong capacity

Capacity and capability: Communities and Place

Does your lead authority have any previous experience of delivering the Communities and Place interventions you have selected?

Yes

How would you describe your team's current capability to manage funding for Communities and Place interventions?

Strong capability

Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your lead authority or your local/regional delivery system.

Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority or your local/regional delivery system.:

As a unitary authority, Nottingham City Council has extensive experience in the delivery of place based activity, such as public realm, which is reflected in the indicated strong capability of the proposed delivery team. The Council has also worked with many community providers who are envisaged as potential partners and delivery agents for the community based element of this project.

However, it is worth noting the broader challenges which could impact on the capability to deliver the UKSPF programme. These are:

- Inflation especially for certain items which will need to be procured.
- Labour supply to deliver activity.
- Any subsequent requirement for match funding given the Council's current finance restrictions.
- The cash flow and financial viability of smaller project providers.
- The resources and time for proper engagement with local communities to ensure co-created and not imposed solutions

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

Primarily for these broader challenges the following further support would help:

- Allowance for inflation in outer years.
- Upfront payments to better manage small company and supplier cash flow.
- Flexibility on recruitment, e.g. not fixed to certain posts and roles, to be better able to manage internal limitations of staff due to internal staff shortages or with suppliers/delivery partners.
- Simplified reporting and control.
- More limited branding requirements (e.g. no need for logos on items on roofs which are not seen, or social media which has limited visibility (e.g. logos on twitter)).

Capacity and capability: Communities and Place

How would you describe your team's current capacity to manage funding for Communities and Place interventions?

Some capacity

Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your lead authority or your local/regional delivery system.

Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority or your local/regional delivery system.:

As a functioning Economic Development team within the Council, the proposed team currently successfully manages a wide variety of projects and there is good understanding of the resource implications. However, staffing levels are tight both in Economic Development and key service areas such as Legal and Finance. This could put some constraints on some aspects of delivery, for example, support for the open call and procurement processes.

In a wider context, it is also envisaged that some of the community projects will be delivered by in-community and ward based operators, who can sometimes be small scale and local to their community, with limited resources for reporting and monitoring.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

For these challenges the following further support would help:

- Flexibility and more limited reporting and monitoring.

- Flexibility for the spend by year i.e. being able to allocate underspend into later years.
- Easy mechanisms for adjustments to the investment plan, without complex project change request procedures.
- Limited easy to apply branding guidelines.

Capacity and capability: Supporting Local Business

Does your lead authority have any previous experience of delivering the Supporting Local Business interventions you have selected?

Yes

How would you describe your team's current capability to manage funding for Supporting Local Business interventions?

Strong capability

Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your lead authority or your local/regional delivery system.

Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority or your local/regional delivery system.:

Nottingham City Council is the accountable body for a number of current ERDF and other EU business support programmes and is a delivery partner on the central Growth Hub project. Therefore, it has excellent capability and experience.

The Council also has a commissioning role in delivering key inward investment, visitor economy and sector support, so it is well linked to the organisations likely to deliver those outcomes and outputs.

However, more limited funding post ESIF, and work across districts and boroughs, are likely capability constraints, as many of these projects are currently delivered regionally.

It is hoped that this will continue with UKSPF funding but if other places decide not to allocate funding to the same interventions and projects, there will be a capability (and capacity) risk that funding will not be sufficient to maintain current efficient delivery.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

For these challenges the following further support would help:

- More encouragement for local areas to work together.
- Upfront funding to help providers and suppliers.
- Flexibility on re-allocations within the investment plan based on local need.

Capacity and capability: Supporting Local Business

How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?

Some capacity

Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your lead authority or your local/regional delivery system.

Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority or your local/regional delivery system.:

As previously mentioned, as a functioning Economic Development team within the Council, the proposed team currently successfully managing a wide variety of projects and there is good understanding of the resource implications. However, staffing levels are tight both in Economic Development and key service areas such as Legal and Finance. This could put some constraints on some aspects of delivery, for example, support for the open call and procurement processes, as well as financial administration.

Also, many of the current business support projects are delivered on a regional D2N2 LEP wide basis. There is a risk that insufficient support from all currently involved places may lead to reduced funding and reduced efficiency of delivery across the region.

Key support delivery is people based, and salary cost of living increases are not included at current wage inflation rates.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

For these challenges the following further support would help:

- Allowance for inflation within funding.
- Greater incentive for districts, boroughs and cities to work together to generate efficiencies on regionally delivered projects.
- Upfront funding to help cash flow in organisations.
- Light touch monitoring and reporting, and simplified branding requirements.

Capacity and capability: People and Skills

Does your lead authority have any previous experience of delivering the People and Skills interventions you have selected?

Yes

How would you describe your team's current capability to manage funding for People and Skills interventions?

Strong capability

Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your lead authority or your local/regional delivery system.

Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority or your local/regional delivery system.:

Nottingham City Council is the accountable body for a number of current ESF and other EU employment and skills support programmes. Therefore, it has excellent capability and experience.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

n/a

Capacity and capability: People and Skills

How would you describe your team's current capacity to manage funding for People and Skills interventions?

Strong capacity

Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your lead authority or your local/regional delivery system.

Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority or your local/regional delivery system.:

The team that manages the current ESF funded provision is larger than the team that will be required to manage the UKSPF People and Skills provision, therefore, there will be no capacity issues.

The team is experienced in delivering the functions and processes associated with being the Accountable Body for external funding, including monitoring and improving performance, and reporting on expenditure. However, as previously mentioned, staffing levels are tight in key Council service areas such as Legal and Finance. This could put some constraints on some aspects of delivery, for example, support for the open call and procurement processes, as well as financial administration.

In a wider context, it is also envisaged that some of the community projects will be delivered by in-community and ward based operators, who can sometimes be small scale and local to their community, with limited resources for reporting and monitoring.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

For these challenges the following further support would help:

- Flexibility and more limited reporting and monitoring.
- Flexibility for the spend by year i.e. being able to allocate underspend into later years.
- Easy mechanisms for adjustments to the investment plan, without complex project change request procedures.
- Limited easy to apply branding guidelines.

Support to deliver UKSPF

All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions, but by exception, lead authorities will be able to use more than 4%. Are you planning on using more than 4%?

No

If so, explain why you wish to use more than 4%.

If so, explain why you wish to use more than 4%.:

n/a

Approvals

Do you have approval from your Chief Executive Officer for this investment plan?

Yes

Do you have approval from your Section 151 Officer for this investment plan?

Yes

Do you have approval from the leader of your lead authority for this investment plan?

Yes

If you do not have approval from any of these people, explain why this is

If you do not have approval from any of these people, explain why this is: :

n/a

Additional documents

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

Yes

Edit your answers

Next steps

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Department
for Education

Multiply

Multiply

Investment plan template (England)

May 2022

For Mayoral Combined Authorities, the Greater London Authority, and upper tier/unitary local authorities outside of these areas in England

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About this document

In conjunction with this template, please refer to the Multiply investment prospectus and technical guidance for England available here

<https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills>

Investment plans are invited from the Greater London Authority, all Mayoral Combined Authorities, and upper tier/unitary authorities outside of these areas in England. Scotland, Wales and Northern Ireland should refer to the [wider UKSPF investment framework](#)

Please ensure you complete this template in full and submit by 30th June 2022 by emailing Multiply.investmentplans@education.gov.uk

Once investment plans are approved, provisional allocations will be signed off, grant agreements will be put in place incorporating information included in this investment plan and first payments made in autumn 2022.

At the end of the 2022-23 and 2023-24 financial years, areas will submit an annual progress report, and a revised investment plan for subsequent years of Multiply provision. This should take on board learning achieved through local delivery, peer to peer support networks and engagement events. It should align with the updated menu of interventions and any new guidance issued each year by the Department for Education.

For further information or to discuss a proposal ahead of submission please contact DfE at Multiply.investmentplans@education.gov.uk

Please note that information provided on this form, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes, primarily the Freedom of Information Act 2000 and the Data Protection Act 1998.

We have suggested word counts for questions as an approximation but will allow some flexibility and will not apply the word count rigidly. We don't anticipate investment plans to be longer than 25 pages. We won't accept additional attachments beyond the return of this document and the accompanying Excel spreadsheet.

1. Who are the local authority representatives for Multiply (name, email, telephone)?

Multiply lead: Matt Alvey, matthew.alvey@nottinghamcity.gov.uk, 0115 876 4784

Financial / Accounting Officer: Clive Heaphy, clive.heaphy@nottinghamcity.gov.uk, 0115 8763982

Section A: Multiply intervention summary

2. **In the accompanying spreadsheet, please provide a high-level summary of the interventions to deliver Multiply in your local area, along with related output indicators and required budget?**

Spreadsheet attached.

3. **If you have described any Multiply provision in Section A that does not fit the menu of interventions, what is your rationale for proposing this additional intervention? We will consider this proposal against the aims of the Multiply programme. You can answer “None” for this question.**

The Council will manage the Multiply Marketing and Communications function to ensure maximum impact and reduce duplication.

Managing marketing and communications internally will ensure that all promotional resources for Multiply are standardised, enabling the project to develop a recognised brand that will aim to reach all Nottingham City residents and employers.

Multiply will be promoted across the city using established marketing and communications channels including local press, social media and events.

Delivery partners will be required to work with the Council to develop bespoke resources and promotional activities, especially to engage groups that will not be typically engaged through mainstream channels.

The Marketing Budget in Year 1 is higher than in years' 2 and 3 in recognition of having to develop branding, a local footprint, and promotional activity.

4. **Please confirm and explain how your Multiply provision is in addition to and does not duplicate or offset fully funded maths courses delivered through the Adult Education Budget statutory entitlement, or other government funded maths provision.**

The Council established a Multiply Advisory Group that included Nottingham College (the City's main FE provider), the council's Family and Community Learning service, AEB providers, and employers. Multiply has been developed in partnership with the market to ensure it complements rather than displaces provision.

The advisory group undertook a gap analysis identifying market failure, provision gaps and provider capacity.

Based on market intelligence, Multiply will deliver a blend of accredited and non-accredited learning, addressing gaps in the market that AEB and other funded provision are currently failing to address.

Gaps include:

- I. Engaging groups furthest away from being ready to receive numeracy support, typically individuals that AEB and other traditional programmes struggle to reach (e.g. economically inactive adults with no qualifications, employed individuals with no qualifications) and individuals with protected characteristics (e.g. BAME, Over 50's, Women, those with disabilities, young people 19 – 24)

- II. Non-accredited support that focuses on ‘distance travelled’, equipping individuals with the confidence to start formal numeracy training
- III. Accredited learning that supports individuals to gain entry level one, entry level two, entry level three numeracy qualifications as well as functional skills numeracy level one
- IV. Contextualised numeracy support, embedding Maths into everyday problem solving (e.g. financial capability, helping with homework) and supporting individuals to improve numeracy skills essential for the workplace, enhancing career prospects
- V. Accredited and non-accredited numeracy courses for employed individuals

Providers wishing to apply for a grant to deliver Multiply will need to demonstrate via an application form (scored by the local authority) how their proposal will

- demonstrate a proven track record for engaging groups furthest away from being ready to receive numeracy support, typically individuals that AEB and other traditional programmes struggle to reach (e.g. economically inactive adults with no qualifications, employed individuals with no qualifications, male adult learners) and individuals with protected characteristics (e.g. BAME, Over 50’s, women, those with disabilities, young people 19 – 24)
 - deliver additionality and not duplicate existing numeracy provision
 - Be innovative in their delivery method to engage and attract groups of individuals not likely to engage through ‘normal’ routes
 - recruit delivery staff in a way that will complement and not displace existing AEB workforce
 - Support learners to progress from Multiply courses delivered at entry level through to AEB provision delivered level 2, creating a local complementary numeracy pathway
 - Support learners and employers to access to Government’s new ‘Multiply Online Digital Portal’
5. **Please briefly set out how you have considered the FE workforce needs (e.g. classroom, tutoring) for Multiply. How will you ensure Multiply workforce needs will not be at the detriment of other programmes you are delivering (e.g. under the AEB statutory entitlements)? Please note, FE workforce investment should support delivery of Multiply provision and should not be a standalone intervention.**

To reduce pressure on the FE workforce, the project will not rely solely on postgraduate level qualified numeracy teachers. Multiply will deploy an innovative blend of:

- non-qualified community-based numeracy champions
- non-qualified undergraduate ‘numeracy buddies’, funded via existing University graduate placement schemes
- numeracy trainers that possess PETALS qualifications
- postgraduate qualified numeracy tutors

To build capacity within the workforce Multiply will:

- will seek to bring forward new providers to the market via commissioning, diversifying the provider landscape
- By deploying a team of non-qualified staff (e.g. numeracy champions/buddies), delivery partners and employers will be encouraged to upskill staff, supporting individuals to become qualified numeracy tutors, increasing local workforce capacity

Several providers, including Nottingham College and those currently delivering the Council's Community Family Learning have expressed an interest in delivering Multiply.

Section B: Strategic fit

6. **How does the proposed Multiply provision strategically fit with your local priorities, coordinating where possible with wider skills and employment interventions in local areas (for example through Local Skills Improvement Plans), and interventions funded through the broader UKSPF (e.g. in district council investment plans) or other programmes?**

Multiply will help deliver on two policy commitments in Nottingham City Council's "2021-23 Strategic Council Plan", under its target outcome of *Keeping Nottingham Working*, which covers:

I. **Helping local people into good quality employment through:**

- Ensuring a range of training is available for people to acquire basic skills, new skills and higher-level skills so that they can access new job opportunities.
- Providing targeted programmes of support for people most affected by COVID and individuals with protected characteristics (e.g. BAME, Over 50's, Women, those with disabilities, young people 19 – 24)

II. **Working with our key institutions, businesses, and communities to improve the employment prospects and progression routes for local people, to help raise local incomes, skill levels and wellbeing.**

Multiply will also contribute to delivery of two **Nottingham Growth Board's "Nottingham Economic Recovery & Renewal Plan"**, priorities:

- **Upskilling and reskilling our communities for growth sectors** –providing foundation skills for young people and (re)training for adults to them to access opportunities in growth sectors.
- **Supporting marginalised communities into employment** – providing community-based support for people who are long term unemployed or otherwise disadvantaged, particularly those hit hardest by the Covid pandemic. and individuals with protected characteristics (e.g. BAME, Over 50's, women, those with disabilities, young people 19 – 24)

Multiply will deliver short courses and bite size learning making numeracy engaging, innovative, fun, whilst supporting individuals to develop numeracy skills that are needed in daily life and the workplace (e.g. financial literacy). For example:

- **Bake Off** - A twist on the popular TV Show were learners receive recipes in imperial measures but only have metric scales to produce the goods. Will you be Nottingham's Star Baker?
- **Fantasy Football** - The popular game is back with prizes to be won. those bonus match points you're going to have to have work out your own weekly scores
- **Energy Bills** - Understanding energy bills, tips on reducing energy to save money and advice on insulation, smart meters and other energy saving initiatives nus match points, you're going to have to have work out your own weekly scores
- **Spread the cash** - Home budgeting, shopping/cooking on a budget, travelling on a budget, changing suppliers etc

Multiply will complement efforts locally to improve financial inclusion, a priority set out in both the City's Health & Wellbeing Strategy and Nottingham Financial Resilience Partnership

Multiply will work with European Structural Investment Fund projects that support financial resilience (e.g. ESF Building Better Opportunities Money Sorted).

Nottingham College are currently delivering a Wave One Strategic Development Fund Pilot focusing on key sectors (e.g. advanced manufacturing, life sciences etc). Multiply will unlock access to skills development in these sectors by improving basic numeracy levels.

The Council is a key local strategic partner in the development of both a Wave 2 Local Skills Improvement Plan and Wave 2 Strategic Development Fund application. The Council will ensure Multiply coordinates and complements both programmes if successful.

The Council will align Multiply and UK SPF investment plans building in complementary intentions, both for businesses and residents.

Section C: High level delivery timeline

7. Please provide an outline of your high-level delivery timeline including major milestones and planned partnerships with local education providers, employers, and other local touchpoints

	Multiply provision	Delivery partners	Major milestones	Date	Comments
1	Bitesize Workshops that aim to engage new learners	To be confirmed <i>All delivery partners on Multiply will be procured. Procurement will commence July 2022 and be completed August 2022 with Multiply commencing on the 1st September 2022.</i>	Curriculum Development	Sept 22	Session planning, logistics (target area, venues, timetable etc), resource development and planning.
			Promotion & Engagement	Oct 22	Promote programme to community partners and city residents to raise interest and encourage referrals.
			Commence Direct Delivery	Nov 22	Enrolment, delivery of provision, learner & Tutor evaluations, ILR Returns
2	Short courses that challenge negative thoughts and experiences of maths and/or education	<i>Once the procurement exercise is complete NCC will inform the DfE and provide details of the delivery partners, the programmes they will be delivering and any changes to major milestones.</i>	Curriculum development	Sept 22	Session planning, logistics (target area, venues, timetable etc), resource development and planning.
			Promotion & Engagement	Oct 22	Promote programme to community partners and city residents to raise interest and encourage referrals.
			Commence Direct Delivery	Nov 22	Enrolment, delivery of provision, learner & Tutor evaluations, ILR Returns
3	Financial Literacy Courses	<i>Once the procurement exercise is complete NCC will inform the DfE and provide details of the delivery partners, the programmes they will be delivering and any changes to major milestones.</i>	Curriculum Development	Sept 22	Session planning, logistics (target area, venues, timetable etc), resource development and planning.
			Promotion & Engagement	Oct 22	Engage with community delivery partners to promote programme to service users
			Commence Direct Delivery	Nov 22	Enrolment, delivery of provision, learner & tutor evaluations, ILR Returns
4	Back to Basics short courses that prepare learners to progress onto accredited learning	<i>Once the procurement exercise is complete NCC will inform the DfE and provide details of the delivery partners, the programmes they will be delivering and any changes to major milestones.</i>	Curriculum Development	Sept 22	Session planning, logistics (target area, venues, timetable etc), resource development and planning.
			Promotion & Engagement	Oct 22	Engage with community delivery partners and employment support provision to promote programme and start date to city residents and service users
			Commence Direct Delivery	Nov 22	Enrolment, delivery of provision, learner & tutor evaluations, ILR Returns
5	Sessions for parents/ guardians that focus on their 'child's	<i>Once the procurement exercise is complete NCC will inform the DfE and provide details of the delivery partners, the programmes they will be delivering and any changes to major milestones.</i>	Engagement with Secondary Education	Sept 22	Identify and establish partnerships with Nottingham secondary schools.
			Curriculum Development	Sept 22	Session planning, logistics, timetabling, resource planning.

	curriculum at Key Stage 3/4		Promotion & Engagement	Oct – Dec 22	Work in partnership with secondary schools to engage with parents and guardians to promote programme and start date
			Commence Direct Delivery	Jan 23	Enrolment, delivery of provision to employees, evaluation, ILR Returns
6	Community based accredited learning		Curriculum development	Sept 22	Session planning, logistics (target area, venues, timetable etc), resource development and planning.
			Promotion & Engagement	Oct 22	Engage with community delivery partners and employment support provision to promote programme and start date to city residents and service users
			Commence Direct Delivery	Nov 22	Enrolment, delivery of provision, learner & tutor evaluations, ILR Returns
7	Unaccredited sector specific maths workshops/ courses		Employer Engagement	Sept 22	Develop partnerships with key employer stakeholders e.g. Nottingham Jobs, Growth Hub, DWP Identify city employers keen to be involved in Multiply
			Curriculum Development	Oct 22	Work in partnership with employers to identify and build sector specific workshops and courses to upskill employees.
			Promotion & Engagement	Oct 22	Work with employers to promote provision to their employees and start dates.
			Commence Direct Delivery	Nov 22	Enrolment, delivery of provision, learner & tutor evaluations, ILR Returns
8	Workplace accredited learning		Employer Engagement	Sept 22	Develop partnerships with key employer stakeholders e.g. Nottingham Jobs, Growth Hub, DWP Identify city employers keen to be involved in Multiply and identify demand and need for accredited learning.
			Curriculum Development	Oct 22	Session planning, logistics timetabling, resource development and planning.
			Promotion & Engagement	Nov - Dec 22	Work with employers to promote provision to their employees and start dates.
			Commence Direct Delivery	Jan 23	Enrolment, delivery of provision, learner & tutor evaluations, ILR Returns
9	Support from Numeracy Champions		Recruitment	Sept – Oct 22	Create job specification, advertise and appoint Numeracy Champions.
			Promotional activities	Nov 22	Numeracy Champions establish partnerships with key stakeholders to promote the programme.

			Commence Direct Delivery	Dec 22	Provide 1-2-1 support to city residents, promote and seek referrals to the wider programme. Recruit a volunteer bank of Numeracy Buddies to support delivery. Capture enrolment forms and submit to NCC for ILR returns
Off- Menu Activity	Marketing and Communications support		Develop marketing strategy and brand	Sept 22	UKSPF Multiply Manager to establish partnership with marketing and communications and produce strategy and action plan for promoting the programme to city residents and those hardest to reach.
			Develop resources	Oct 22	Marketing and communications and UKSPF Multiply Manager work in partnership with delivery partners to develop resources to promote interventions that are being delivered in the community and work place. Continually evaluate and improve resources as programme develops.

Section D: Evidence of need and demand

8. **Please describe why improving adult functional numeracy (aiming to teach the numeracy skills that are needed in daily life and the workplace) matters to your local area. You should refer to specific characteristics of your local area in your answer and include supporting evidence - especially quantitative forms of evidence where available.**

Nottingham continues to experience high levels of inequality and deprivation, limiting opportunity for the City and its residents.

The recent National Numeracy and Experian 'Numeracy Index', shows that Nottingham is ranked in the 96th percentile in terms of numeracy skills need, meaning only 4% of Local Authorities rank higher for need (and therefore lower for skills).

Poor numeracy levels in Nottingham can be traced back to generational inequality and deprivation that have limited access to skills, employment, and opportunities.

- In the 2019 Indices' of Deprivation, Nottingham ranked as the 11th most deprived Local Authority out of 317 in England
- The unemployment rate (claimant count) in the City has historically tracked at around 2-3% above the national figure.
- Some areas in the City perform particularly badly (e.g. Nottingham North is 10th worst in the Country for employment and 4th worst for education and skills, 2019 IMD)

Nottingham has historically had a low skills base compared to national averages, exacerbated by an over reliance on a low wage low skilled economy, limiting demand and opportunity for people to gain higher technical skills.

Poor levels of numeracy significantly impact people and places:

- Poor numeracy levels are linked to poor health outcomes ([national numeracy](#))
- Poor numeracy negatively impact businesses and employers ([BIES](#))
- Poor numeracy costs the UK dearly; research from Pro Bono Economics estimates poor numeracy skills cost the economy £20.2 billion every year ([Pro Bono Economics](#))
- According to [OECD](#) "Good numeracy is the best protection against unemployment, low wages and poor health".

The City will need to harness Multiply and wider UK Shared Prosperity Fund investment to break the cycle of numeracy underperformance within the context of the City's overall approach to levelling up.

How well Nottingham recovers from the effects of the Pandemic will in part be determined by our ability to reskill and upskills. Improving basic skills and in particular numeracy will be a critical determinant of this success.

9. **Please describe any qualitative or quantitative data you have on local adult numeracy levels (e.g., historic and current participation and achievement, etc) to evidence need and demand.**

By age 19, Nottingham, is the worst performing local authority in England, with only 67.7% of pupils attaining 5 GCSEs at grades 9-4 (A*-C). This means that the attainment gap between the best and worst performing local authorities, Rutland and Nottingham, is 25.8 percentage points.

For Maths Functional Skills, Nottingham has seen a considerable decline in both starts and achievements. Total starts have declined by 13.9% from 2018/19 to 2020/21 academic year while achievements declined by 44.2% down to 985 achievements of functional qualifications related to Mathematics in 2020/21

In terms of adult population 24,300 adults in Nottingham have no qualifications, which equates a minimum of 24,300 adults not having a numeracy qualification.

In comparison to the scale of the challenge, enrolment data for those aged 19+ in 2020/21 were relatively low:

- 2020/21 Basic Skills Maths Entry Level total enrolments in Nottingham: 340
- 2020/21 Basic Skills Maths Level 1 total enrolments in Nottingham: 240
- 2020/21 Basic Skills Maths Level 2 total enrolments in Nottingham: 330
- 2020/21 GCSE Maths total enrolments in Nottingham: 190

10. How does the Multiply provision outlined in section A meet this demand, on top of how existing entitlement is already meeting it, and what does success look like for your local area?

The provision outlined in *Section A* takes a fresh approach to how we deliver Numeracy in Nottingham.

Nottingham's numeracy challenge will be met through a complementary and innovative programme of engagement and learning, enabling unemployed, inactive, and employed individuals to improve numeracy skills.

Multiply will support learners to progress from Multiply courses delivered at entry level one, entry level two, entry level three through to AEB level 2 provision, creating a local complementary numeracy pathway

Multiply will be segmented into three delivery strands, each addressing local market failure:

- I. **Engagement & Numeracy Champions** – The project will centralised engagement service ensuring participants and employers are supported to access Multiply coherently. The project will also deploy a cadre of Numeracy Champions (e.g. employers, community members, high profile local influencers) working across communities and within the workplace (in a paid and voluntary capacity), promoting the benefits of the programme, increasing access to the project
- II. **Multiply in the Community** - Bitesize workshops and short courses (accredited and non-accredited) enabling unemployed and inactive, individuals to improve numeracy skills.
- III. **Multiply at Work** - Bitesize workshops and short courses (accredited and non-accredited) enabling employed individuals to improve numeracy skills, unlocking access to higher level in work sector skills pathways (e.g. Apprenticeships).

The programme will contextualise learning by embedding numeracy into everyday problem solving (e.g. financial capability, helping children with homework) in fun and interactive way, supporting individuals to improve numeracy skills essential to the workforce, enhancing career prospects.

Mobilising the local business community, particularly major employers (e.g. Capital One, Boots, Experian, University of Nottingham, Nottingham Trent University, Nottingham College) and anchor institutions will be critical to ensuring sufficient numbers of employers/employees access Multiply. The project will work through a local Major

Employers Forum and Growth Hub to leverage engagement with businesses.

Success for Nottingham will be:

- More learners engaging in adult numeracy provision
- Adult learners improving confidence with numbers, particularly applying numeracy in everyday life
- More adult learners achieving Entry level and level 1 numeracy qualifications
- More adult learners progressing on to level 2 AEB numeracy provision
- Employers recognising improvements in sector specific work skills
- An increase in unemployed city residents progressing into Employment, Education & Training
- Increased capacity and resilience within the local numeracy provision landscape

11. Please describe what you have done to ensure good value for money (e.g., has your plan been reviewed by an economist, have you reviewed local data?). Please also describe what controls you will put in place to ensure that good value for money continues to be achieved throughout the lifetime of the Multiply provision.

The Council have consulted with a range of market specialists (e.g. Community & Family Providers, FE, HOLEX, Local Authorities) to establish price per learner costings, which vary between interventions.

Costings factor in an initial uplift to ensure successful set up of new and innovative provision in year one and associated participant costs throughout the lifetime of the project (e.g. childcare support, travel etc)

Example Costings:

- | | |
|------------------------------------|--------------------|
| • Multiply Workshops | c£200 per learner |
| • Multiply Non-Accredited Learning | c£600 per learner |
| • Multiply Accredited Learning | c£1000 per learner |

We have developed curriculum and project infrastructure that is proportionate to the scale of the local challenge.

To close the numeracy gap, Nottingham will need to reimagine its numeracy offer, addressing systemic failings. In addition to delivery of complex provision, Multiply investment will catalyze a step change, enabling partners to invest in new curriculum, workforce development, capacity building, innovative engagement, venue hire and purchase of educational resources such as digital technology.

To ensure Multiply continues to represent value for money throughout the lifetime of the project we will:

- Continually monitor delivery of outputs and outcomes
- Undertake quarterly performance review meetings with subcontractors and challenge underperformance
- Produce an annual self-assessment report with recommendations for improvements
- Undertake end of project evaluation

Section E: Engaging learners

12. Which cohorts of learners will be hardest to reach? How do you intend to maximise the reach of the programme and make sure Multiply provision engages those learners that are hardest to reach (e.g. communications; reaching out to people via employers, 'touch points' such as housing and other community groups)?

Based on the Council's experience of delivering Employment and Skills provision, it is anticipated that the following learners will be hardest to reach: Over 50's, BAME, LLDD/SEND, Economically Inactive, Care Leavers

This is due to difficulties in engaging and progressing identified cohorts into Employment Education & Training. For example, in 2021/22, the Council progressed:

- 39 Over 50's participants into EET
- 280 people with disabilities into EET
- 365 BAME individuals into EET

This is compared to over 1000 16 – 24 year olds supported into EET during the same period.

Historically, projects have found it more difficult to successfully engage with economically inactive individuals and care leavers.

The Council will maximise reach by:

- Investing in new and innovative engagement techniques, taking provision to the people in local communities and the workplace
- implementing a cohesive marketing strategy in partnership with delivery partners, using established and effective communication channels including social media
- deploy a cadre of Numeracy Champions (e.g. employers, community members, high profile local influencers) working across communities and within the workplace (in a paid and voluntary capacity), promoting the benefits of the programme, increasing access to the project
- mobilising the local business community, particularly major employers (e.g. Capital One, Boots, Experian, University of Nottingham, Nottingham Trent University, Nottingham College) to increase workforce access to Multiply. Employers will also be supported to become Numeracy champions helping overall delivery of Multiply
- Promoting and encouraging referrals from providers of local services (e.g. Priority Families, DWP, Housing, Health & wellbeing)
- Working in collaboration with community organisations to promote and encourage referrals (e.g. food banks, libraries, religious organisations, benefits and debt advisory services, employment and skills provision, supported housing, BAME support, SEND Support)
- establishing partnerships with city primary and secondary schools to deliver maths support to parents
- working with Nottingham Jobs, Nottingham Growth Hub, Futures, D2N2 LEP and East Midlands Chamber of Commerce to establish partnerships with local employers
- providing Information, Advice and Guidance via the National Careers Service to adults

13. How will you ensure Multiply provision will be available and accessible to a diverse cohort as per [Public Sector Equalities Duty \(PSED\)](#) including those with dyscalculia or other protected characteristics?

All programme delivery will be procured with applications weighted to those organisations who promote the Public Sector Equalities Duty and can demonstrate an ability to reach target groups and support a diverse pool of learners.

Applications will also need to demonstrate how learners will be supported to remove barriers to learning either through the project or by referrals to third party support organisations.

Examples of support may include:

- access to childcare support for parents
- classroom support assistants
- signers and/or interpreters
- bespoke resources for additional needs
- hardship fund (e.g. travel subsidy to sessions)

Nottingham City Council will monitor cohorts of adults accessing Multiply and the quality of provision to ensure equality and diversity needs are met.

Section F: Measuring success

14. We expect Multiply learner data to be inputted into the Individualised Learner Record (ILR). Describe your approach to data collection, management, and reporting to meet these requirements

The Council will recruit to a Data and MI Officer post funded through Multiply. This post will be responsible for both setting up Data Management systems and collecting consolidating and submitting data returns to ESFA.

Learner data will be managed in line with the existing Data Strategy, adopted by the Council's Community & Family Learning Service. This is built upon four principles:

1. **GDPR & Information Securing** - Ensuring data is managed to comply with GDPR and Information Security regulations, preventing unauthorised access to data
2. **Quality Management** – Ensuring that data collected and submitted to ESFA meets all ILR requirements and the needs of Multiply
3. **Governance** – Ensuring data collection is proportionate, consistent and properly used throughout the organisations
4. **Training** – Ensuring all staff accessing project data have up to date GDPR and Information Security training accreditation

Providers wishing to apply for a grant to deliver Multiply will need to demonstrate how their organisation will adhere to GDPR and Information Security regulations.

Providers will be required to capture learner enrolment data Individualised Learner Record (ILR) which are submitted to the Multiply Data Officer on a monthly basis then entered on to the Councils client caseload management information system 'PICSWeb', at which point it will be processed ahead of submission to ESFA.

Data collection, management and reporting of the Individualised Learner Record (ILR) is carried out by the CFL and reported monthly to requirements of the Education & Skills Funding Agency (ESFA). All data capture follows the requirements of GDPR

The Council currently deliver an ESFA funded Community Family Learning (CFL) service and have a proven track record of effectively and compliantly managing data, reflected in the service being judged as 'Good' by Ofsted.

Outputs measured include:

	Yr 1	Yr 2	Yr 3
• Number of people participating in Multiply funded courses	150	200	150
• Number of people participating in Multiply funded courses	17	50	50
• Number of people participating in Multiply funded courses	17	50	50
• Number of people participating in Multiply funded courses	33	67	67
• Number of people participating in Multiply funded courses	15	30	30
• Number of people achieving a qualification	10	40	50
• Number of people participating in Multiply funded courses	100	150	133
• Number of people achieving a qualification	25	110	120
• Number of people participating in Multiply funded courses	100	300	300

15. What additional data (in addition to the Individualised Learner Record), if any, will you use to measure learner progress and achievement? If you do not have any additional data, you can answer “none”.

For courses of 20 GLH or more, participants on Multiply will have an Individual Learning Plan (ILP) that will set out a learner’s academic and personal goals. The ILP will record learner progress and outcomes.

In addition to the ILR, the following participant information will be collected

- Participant Protected characteristics to ensure the project supports delivery of the Council Equality Diversity and Inclusion commitments
- Learner Evaluation Data to enhance future delivery

16. Are there any other local measures of success against your plan that you intend to monitor? You can answer “not applicable” for this question.

We want to measure the wider impact of learners accessing Multiply provision.

The local National Careers Service will deliver Information Advice and Guidance sessions for participants at various points in the participant journey including after progressions are made into education, employment and training.

Section G: Stakeholder management

17. Which organisations have you engaged with to develop your investment plan, including public sector, private sector, and civil society organisations? How have you engaged these organisations?

- I. **Multiply Advisory Group** - Following the launch of Multiply, the Council established a Multiply Advisory Group including Nottingham College (the City's main FE provider), the council's Family and Community Learning service, AEB providers, private skills providers and employers (e.g. Capital One and Experian).
- II. **UK SPF & Multiply Webinars** – The Council has consulted with wider network of partners through a series of Webinars (June 13th 2022, June 20th, June 23rd)
- III. **Nottingham Growth Board** – The Council has consulted with the Nottingham Growth Board at the April 25th Meeting
- IV. **Elected Members** – Through internal governance structures the Council have consulted on Multiply with Council elected executive ad ward councillors
- V. **Youth Cabinet** – we have consulted with Nottingham's youth parliament to gain insight into the needs and aspirations of Nottingham's young people

18. Detail how have you engaged lower tier local authorities, if any, within your local area in the development of your investment plan? You can answer “not applicable” to this question. (Approx. 100 words)

Not applicable.

Section H: Risks

19. Please set out any key risks including financial and fraud that could affect Multiply delivery. Describe these risks or issues, including the contingency measures you have put in place to mitigate them.

	Description of risk	Actions you will take to mitigate	After mitigation what is the likelihood of the risk occurring (High >70%, Possible 70-30%, Unlikely <30%)	After mitigation what would be the impact of the risk materialising? (High: significant impact of unable to deliver, Medium: delivery compromised, Low: Minor / no impact)
1	Delivery partners underperform	Bespoke implementation plans developed for each partner which include programme delivery guidance and support. Pre-programme awareness raising of Multiply expectations as part of partner recruitment process.	Possible	Medium
2	Budget, performance and achievement of outcomes vary from plan.	The budget and outcomes have been set based on previous experience and achievements from Family Learning and AEB projects, making targets and timescales realistic. It is expected that there might be some variation in achievement across the programme duration. The Project Manager and partners will monitor activity against targets on a monthly basis to remove the impact of any variation.	Possible	Medium
3	Failure to attract target number of participants	Target activity based on evidence of demand data and previous experience. Resources for communications, marketing, outreach and engagement activities built into programme, as well as links to complementary projects, should facilitate significant lead generation. An operational underperformance policy is part of the funding agreement with delivery partners.	Possible	Medium
4	Failure to create target number of outputs and outcomes	Target activity is based on evidence of need data and previous achievements. An operational underperformance policy is part of the funding agreement with delivery partners.	Possible	Medium
5	Failure to use Multiply funds for the purposes agreed	Clear assignment of funds to activities at start of the programme's projects. Shared plan between partners which ties in with contractual commitments in their funding agreements. All programme management staff trained in, and adhere to Nottingham City Council's Counter Fraud Strategy.	Unlikely	High

6	Failure to defray Multiply funds by project closure	Monthly monitoring of expenditure against plan, and regular meetings between partners. An operational underperformance policy is part of the funding agreement with delivery partners.	Possible	Medium
7	Failure to maintain records required for claim, evaluation and audit purposes	Documents managed in line with partners' document management systems. Dedicated programme resource / expertise in compliance (with FL, AEB and ESIF experience) available to all partners.	Unlikely	High
8	Delayed recruitment of new staff including numeracy champions and tutors	Recruitment initiated pre programme start? Partners use existing staff to ensure some delivery activities can start from day one of the project. Focus on capacity building in year 1 to allow for greater provision in years 2 and 3.	Medium	Medium
9	Failure to meet General Data Protection Regulations (GDPR)	The Council's Data Protection policies and procedures are applied to Multiply delivery partners. The data protection requirements are set out in the funding agreements. All partners are issued with GDPR compliant paperwork templates by the Council.	Unlikely	High
10	New Covid-19 variant affects working environment including ability to engage and support participants and businesses' appetite or ability to support training.	Regular and detailed monitoring of the social and economic outlook. Tailoring of the programme, based on recent experience, to reflect any changing demand and mechanisms for engagement and delivery of support services.	Possible	High
11	Some innovative courses don't work?	Obtain learner voice for proposed curriculum and suggestions for future courses. Monitor course enrolments, attendance and evaluation.	Possible	Medium
12	Ofsted implications?	Performance manage providers and evaluate quality assurance. Where necessary work with CFL to deliver quality improvement workshops	Possible	Medium
13	Not having enough time to deliver the year 1 programme?	Procure delivery partner services during July and August for a September 2022 start.	Possible	Medium / High

Section I: Capacity and Capability

20. **Do you have dedicated capacity and capability to deliver adult skills interventions and adult education? How many FTE will be working on delivery of Multiply and what functions are being undertaken by those FTE including who will be responsible for data collection, contract management and how you will coordinate delivery?**

Nottingham City Council will manage Multiply. All programme delivery (apart from a centralised Marketing & Communications resource) will be procured and delivered within the community or workplace by delivery partners.

To manage the fund, Multiply will fund roles as set out in the project budget annex.

- **Project Manager** - Responsible for overall project management and successful delivery of Multiply
- **Data & MI Analysis** - Responsible for both setting up Data Management systems, collecting, consolidating and submitting data returns to ESFA
- **Finance Officer** - Responsible for managing Multiply financial obligations
- **Compliance Officer** – Responsible for reviewing ILR submissions

21. **If you have capacity, would you be prepared to take a leading role in a regional peer-to-peer network to share learnings with other local authorities (eg host quarterly Multiply sessions, share best practice, etc)? This does not commit you at this stage and we will use this information to develop our learning plans across the Multiply programme.**

Nottingham City Council is committed to the sharing of best practice and learning from other authorities. Capacity dependent, we would be prepared to take a leading role in a regional peer-to-peer network.

22. **Please describe the key capacity and capability challenges (if you have any) for delivering skills interventions. This could include challenges within your local authority (e.g., gaps in areas such as procurement, contract management, communications) and/or in your local delivery system? This information will be used to inform what support could be made available nationally.**

Direct delivery from the 1st September will be challenging.

If procurement is completed on time, delivery partners who have been subcontracted to deliver Multiply will need time to develop a curriculum, identify suitable venues, create resources and market the provision, which could delay delivery.

The Council recommend Multiply is delivered in line with academic year as opposed to financial year, increasing deliverability of the project

23. Please describe what further support would help address these challenges? We will use this information to inform what central government support is made available nationally but cannot commit to fund every individual request.

Clarification from central government as to whether delivery for 2022/23 can continue until July 2023 providing all expenditure has been defrayed by the 31st March, with clarification also provided for subsequent years.

24. Are there interventions or capability areas where you can partner with other local authorities, providers, or employers in your region?

In addition to engaging partners (e.g. employers, skills providers etc) via the Multiply Advisory Group, the Council are working closely with Nottinghamshire County Council to explore opportunities to work with the County in delivering Multiply, however, any formal joint working will take place in years two and three once Multiply is set up and embedded across the City

Multiply will be working closely with the Council's Nottingham Jobs employment and skills brokerage service, The D2N2 Growth Hub, DWP, Futures Advice, D2N2 LEP and the East Midlands Chamber of Commerce to ensure successful delivery of Multiply.

Section J: Declaration of the Chief Executive of the lead local authority

As the lead local authority (Greater London Authority, Mayoral Combined Authorities, Upper Tier/Unitary Local Authorities) you will act as the accountable body and submit this application on behalf of your local area. By submitting this investment plan, you confirm:

- All the information included is true and accurate to the best of your knowledge.
- You have read, and confirm this plan is in accordance with, the expectations set out in the Multiply investment prospectus and technical guidance.
- Lower tier local authorities within your local area support this application and are committed to work with you.
- You will comply with the Assurance and Grant management process as outlined in the technical guidance and submit a statement of expenditure at mid-point and end of financial year.
- You understand that the grant will become repayable and further payments put on hold or reduced, if Multiply outputs are not on track for delivery and/or grant funding is not spent on eligible activities by the mid-point and end of each financial year.
- You understand that you will be responsible for ensuring data on Multiply learners is submitted through the Individualised Learner Record (ILR) and will submit regular monitoring reports as set out in the technical guidance.
- You will submit an annual progress report including an assurance statement to confirm spend was used wholly for the purposes for which it was given, and a revised investment plan for subsequent years of Multiply provision as set out in the technical guidance.
- You will support the sharing of learning as requested by the Department for Education – this may involve providing case studies, contributing to webinars and other activity as identified.
- You will comply with the Public Sector Equalities Duty and put in place equality policies and implementation plans as well as processes for learners to raise complaints about unfair practices or treatment.
- You will ensure value for money, seeking competitive costs for all activities and complying with the procurement governance as set out by your governing body.

Chief Executive name	Mel Barrett
Signature	
Date (DD/MM/YYYY)	28th June 2022



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Subject:	Review of Revenue and Capital Budgets as at 30 June 2022 (Quarter 1)
Corporate Director(s)/Director(s):	Clive Heaphy, Interim Corporate Director for Finance and Resources
Portfolio Holder(s):	Councillor Adele Williams, Portfolio Holder for Finance
Report author and contact details:	Debbie Middleton, Interim Director for Finance and Deputy Section 151 debbie.middleton@nottinghamcity.gov.uk
Other colleagues who have provided input:	
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Criteria for Key Decision:	
(a)	<input checked="" type="checkbox"/> Expenditure <input checked="" type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision
and/or	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Type of expenditure:	<input checked="" type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital
Total value of the decision:	£204 million
Wards affected:	All
Date of consultation with Portfolio Holder(s):	During August and September 2022
Relevant Council Plan Key Outcome:	
Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input checked="" type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input checked="" type="checkbox"/>
Improve the City Centre	<input checked="" type="checkbox"/>
Better Housing	<input checked="" type="checkbox"/>
Financial Stability	<input checked="" type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	
<p>This report provides an assessment of the Council's forecast outturn position for the General Fund revenue account, Capital Programme and the Housing Revenue Account (HRA) based on activity to the end of the first quarter (June) 2022.</p> <p>The Council's budget for 2022/23 was approved by Full Council on 7 March 2022. The 2022/23 net General Fund budget approved by Council was £227.6m. The Quarter 1 forecast is showing a forecast outturn of £240.9m, this is £13.2m (5.8%) adverse to budget, with significant variances in:</p> <ul style="list-style-type: none"> • Corporate £7.2m adverse – the forecast reflects the latest National Employers pay offer announced on 25 July 2022 of £1,925 for all pay points. The budget assumed a 2% pay award 	

and therefore this has resulted in a **£6.9m** adverse variance.

- Finance and Resources **£2.1m** adverse – largely due to previous budget savings which are now assessed as undeliverable.
- Growth and City Development **£1.8m** adverse - **£0.8m** adverse variance in Strategic Homelessness from inflationary pressures on nightly costs for B&B and temporary accommodation. Adverse budget variances from increased energy disposal costs, Broadmarsh rental income and contributions from Bridge Estate.
- Resident Services **£0.9m** adverse – Community Protection **£0.7m** adverse due to adverse variances within Environmental Health & Licensing and Operations Parking Regulation and Compliance.

The Council is committed to delivering its services within the approved budget and will require management action to identify mitigations for the adverse variances which are largely driven by inflationary and cost of living pressures, most notably resulting from the National Employers pay offer which at the time of writing this report has not yet been accepted.

General Fund earmarked reserves as at 30 June 2022 of **£183.2m**, this represents a reduction of **£7.2m** from the 31 March 2022 balance of **£190.4m**. This reduction is due to:

- previously approved MTFP decisions of a net drawdown from reserves of **£11.0m** for 2022/23 which is predominately in relation to **£15.0m** Business Rates and the mismatch in timing of receipt and planned usage of Government reliefs.
- a net contribution of **£3.8m** during Quarter 1, largely due to the Treasury Management Minimum Revenue Provision (MRP) of **£4.0m** which is in line with Treasury Management Strategy.

The HRA Quarter 1 forecast is showing a favourable variance of **£3.1m** (2.8%) against a gross budget of **£111.2m**, this is due to:

- a favourable income variance of **£1.4m** from a reduction in the bad debt provision
- favourable variance in expenditure of **£1.6m** largely due to a reduction in general fund recharges of **£1.0m** following the CIPFA review.

The original budget for the General Fund Capital Programme for 2022/23 was **£153.8m**. While the previous forecast (at 1st April) reduced the programme by **£6.0m** to **£147.8m**, the Quarter 1 monitoring has reduced the programme forecast by a further **£8.6m** to **£139.2m**. This further reduction is due to scheme slippage predominately within the Transport element of the Capital Programme.

The original budget for the Housing Revenue Account Capital Programme for 2022/23 was **£71.0m**. While the previous forecast (at 1st April) reduced the programme by **£6.7m** to **£64.3m**, Quarter 1 monitoring has reduced the programme by a further **£0.1m** to **£64.2m**.

Does this report contain any information that is exempt from publication?

No

Recommendation(s):

1. To note:

- a) the Quarter 1 2022/23 General Fund forecast adverse variance of **£13.2 million**, as set out in **Table 1**;
- b) the General Fund Directorate service variances, as set out in **Appendix B**;
- c) the Quarter 1 contribution in General Fund earmarked reserves of **£3.8 million**, as set out in **Section 3** and **Appendix D**;
- d) the forecast favourable Housing Revenue Account (HRA) 2022/23 variance of **£3.1 million**; and
- e) the forecast reduced expenditure on the Capital Programme in 2022/23 of **£139.2 million** for the General Fund and **£64.2 million** for the HRA.

2. To approve:

- a) the Quarter 1 2022/23 movement of resources, as set out in **Appendix C**, totalling **£204 million**, of which **£203.1 million** are a result of budget movements due to the changes in Portfolio

arrangements as presented to Full Council on 9 May 2022. The Council's total net budget remains unchanged as a result of these movements;

- b) increasing the general fund capital receipt control total by **£2 million** to **£59 million** for the period to 2026/27. This change is due to amendments in funding assumptions for a project approved during Quarter 1 and schemes undergoing prioritisation that are deemed as high priority as set out in the Capital Strategy.

3. To endorse the Council's commitment to delivering services within its approved budget for 2022/23 and to take all reasonable measures to do so whilst meeting its statutory obligations.

1. Reasons for recommendations

- 1.1 This report forms a key part of formal General Fund Revenue, Capital and HRA monitoring against the 2022/23 budget.
- 1.2 The approval of virements of budgets is required by corporate financial procedures.
- 1.3 Throughout the report adverse budget variances are shown as a positive number and negative numbers represent a favourable budget variance.

2. Background

2021/22 Draft Outturn Summary

- 2.1 Executive Board in July 2022 approved the draft 2021/22 outturn report which showed for the general fund revenue outturn:
- **£13.9m (5.7%)** favourable variance against a net budget of **£243.7m**.
 - General fund earmarked reserves as at 31 March 2022 of **£190.4m** and reflected a drawdown of **£27.7m** to transfer funds from the General Fund to the HRA general reserve following the CIPFA review.
 - General Fund balance stood at **£12.6m** as at 31 March 2022 in line with the MTFP.
- 2.2 Capital expenditure for 2021/22 of **£100.7m**, representing an **£81.1m (44.6%)** underspend against the original budget set at Executive Board February 2021 of **£181.8m**.
- 2.3 In 2021/22, the HRA returned a surplus of **£8.3m** against a budgeted deficit of **£0.2m**, resulting in a favourable variance of **£8.6m**. This was due mainly to:
- overprovision of bad debt of **£2.1m**,
 - the reversal of the management fee overpayment of **£3.6m**
 - the impact of the CIPFA review of **£2.4m**.

The HRA General Reserve balance increased from **£9.4m** to **£45.5m**, resulting from the 2021/22 surplus of **£8.3m** and **£27.7m** in respect of the ministerial Item 9 credit direction following the CIPFA review.

Reserves Policy

- 2.4 July 2022 Executive Board approved the Financial Reserves Policy and this report included details on the approval for movements in earmarked reserves, the report can be accessed via the following link:
<https://committee.nottinghamcity.gov.uk/documents/s136198/Financial%20Reserves%20Policy.pdf>

2.5 The format and information contained within budget monitoring and forecasting reports during 2022/23 is changing to reflect the improvements being made in the Council's financial management and reporting arrangements. Throughout 2022/23 we will pursue our journey of continuous improvement towards meeting the CIPFA Financial Management Standard. Management will refine processes and procedures to improve the quality of data, and gain a deeper understanding of the operational activity, costs and income that are driving the financial performance within service areas. This enhanced data set will enable more effective review and challenge in the overall management of the Council's finances to secure delivery within the approved budget.

3. General Fund Revenue Budget - Qtr1 2022/23 budget monitoring and forecast outcome

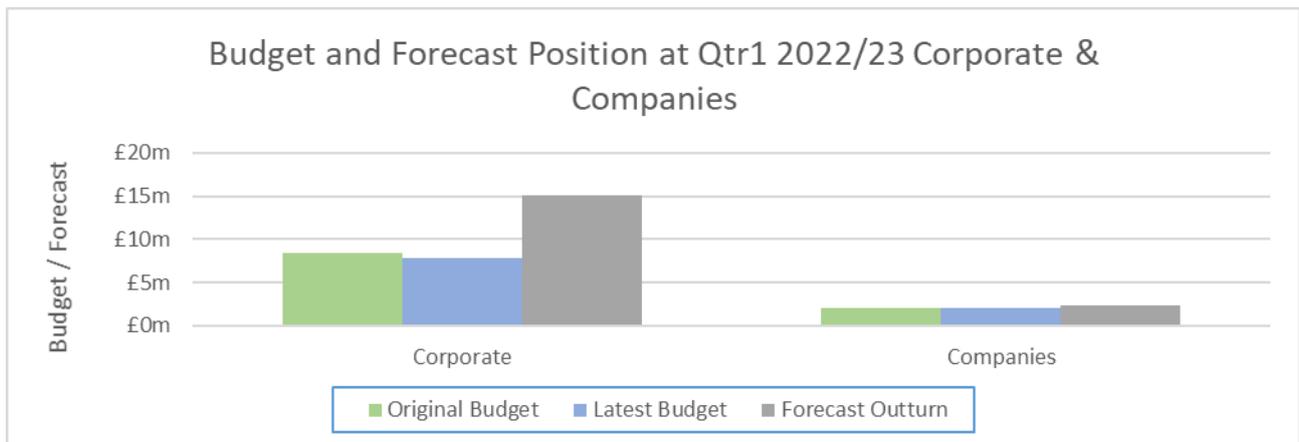
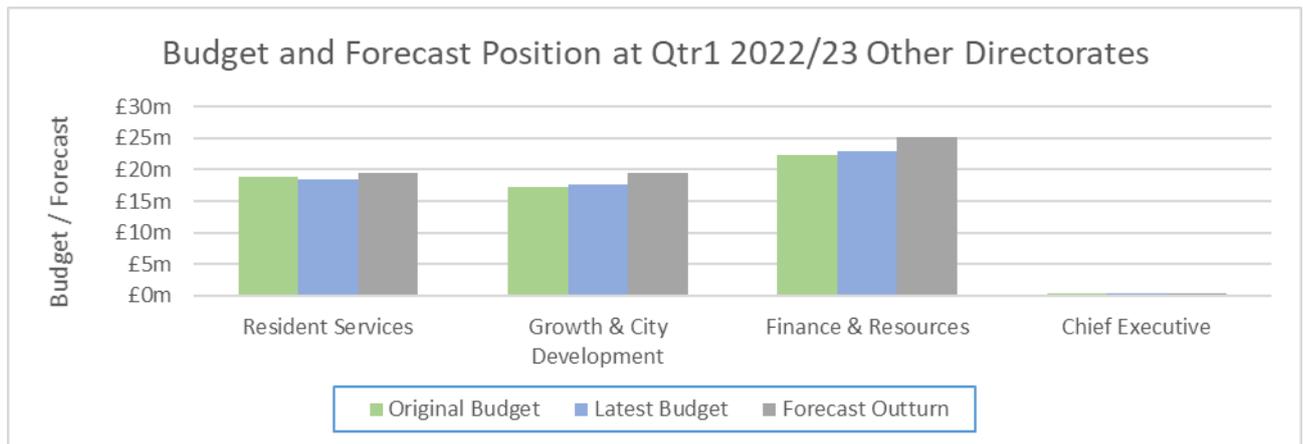
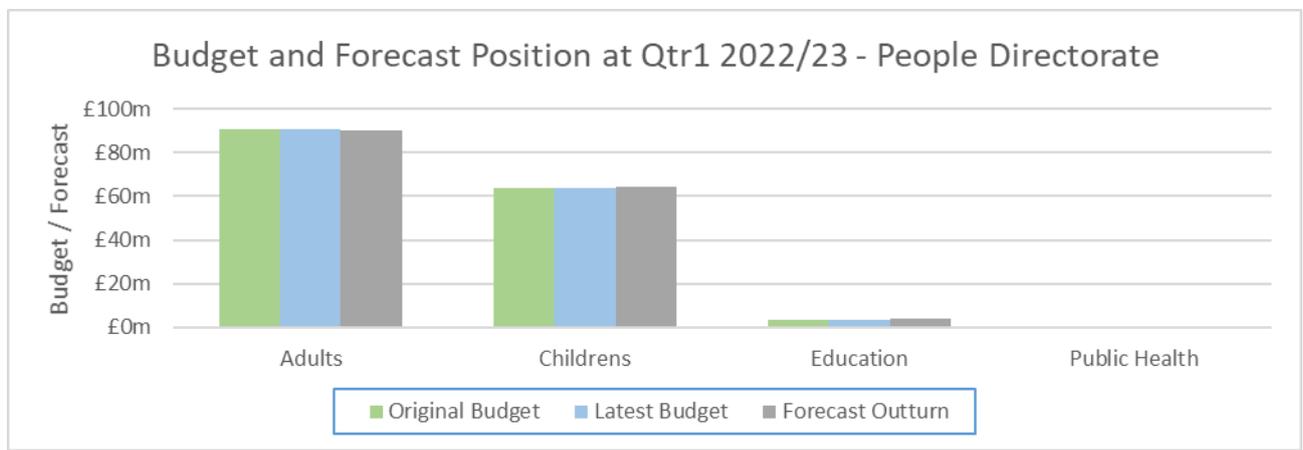
3.1 The General Fund budget and narratives are presented by Directorate with the alternative view by Portfolio contained within **Appendix A**.

3.2 The Quarter 1 position is a forecast outcome of **£240.9m** against an approved budget of **£227.6m** representing an adverse variance of **£13.2m (5.8%)**. **Table 1** summarises the original budget, revised budget at quarter 1 and forecast outcome by Directorate.

Directorate	Original Budget 2022/23 £m	Revised Budget as at Qtr1 £m	Qtr1 Year-end forecast outcome £m	Qtr1 forecast variance to budget £m
Adults Services	90.545	90.545	90.335	(0.210)
Children's Services	64.042	64.042	64.529	0.487
Education	3.414	3.414	4.038	0.623
Schools	0.000	0.039	0.039	-
Public Health	0.256	0.000	0.000	-
Resident Services	18.864	18.550	19.484	0.933
Growth & City Development	17.265	17.713	19.514	1.801
Finance & Resources	22.365	23.031	25.175	2.144
Chief Executive	0.406	0.406	0.406	-
Total Directorates	217.158	217.741	223.519	5.778
Corporate	8.423	7.840	15.083	7.243
Companies	2.069	2.069	2.269	0.200
Total	227.649	227.649	240.870	13.221

3.3 On 25 July the national employers made a 'final' 2022/23 offer of a flat rate of **£1,925** for all pay points, the 2022/23 budget assumed a **2%** pay award. The adverse impact to the General Fund budget is **£6.9m** and assumes no additional Government funding is provided. This accounts for the most significant element of the adverse variance within the Corporate budget line.

3.4 The charts below show by Directorate for 2022/23 the original budget, latest budget as at Quarter 1 and the forecast outcome.



3.5 It is expected that Corporate Directors will seek to take mitigating actions to contain expenditure within the approved budget. Where pressures cannot be contained within a single directorate, the Corporate Leadership Team will explore those issues and agree how they will be managed within the overall approved General Fund Budget for the Council.

3.6 **Table 2** below sets out by Directorate the significant variances to budget and **Appendix B** provides further analysis of budget variances +/- £50k.

Table 2 – Q1 forecast outturn key variance explanations	
Directorate	Variance explanation
Adults £0.2m favourable	<ul style="list-style-type: none"> ○ External care purchasing / Universal services £0.2m adverse - £1.0m adverse net care purchasing & £0.1m Northgate contract adverse offset by favourable variances for Integrated Community Equipment Loan Service (£0.5m) and HRS/other contracts (£0.4m) ○ staffing / internal provision £0.4m favourable
Children's Services £0.5m adverse	<ul style="list-style-type: none"> ○ Children in Care £1.8m adverse <ul style="list-style-type: none"> ○ External placements £0.7m due to higher than budgeted weekly costs and increased number of placements ○ Other placements £0.3m adverse within Adoption/Permanence orders ○ Funding £0.7m adverse due to reduced Health income ○ Other Children's Services £1.4m favourable largely due to significant staffing vacancies within these teams
Education £0.6m adverse	<ul style="list-style-type: none"> ○ Adverse variances within Education Partnerships £0.3m; School Improvement £0.1m; Inclusive Learning £0.3m.
Resident Services £0.9m adverse variance	<p><u>Community Protection £0.7m adverse.</u></p> <ul style="list-style-type: none"> ○ Environmental Health & Licensing £0.4m adverse due to unachieved historic saving of £0.2m regarding licensing which was set as a target in 2015/16. Additional legal and maternity cover costs also included. ○ Operations Parking Regulation & Compliance - the budget assumes a £0.6m net credit balance for on and off-street parking enforcement income which will potentially be unachievable as per legislation which states that any surplus must be spent for specific purposes and not generally available within the general fund. ○ Uniformed Services – (£0.2m) favourable due to level of vacancies. Assumes posts filled in second half of year. ○ Security Services – (£0.2m) favourable due to improved income recognised for Castle ○ Community Safety & Logistics - £0.1m adverse. CDP review ongoing to establish true base budget and in year financial impact. <p><u>Neighbourhood Services £0.4m adverse</u></p> <ul style="list-style-type: none"> ○ Fleet Services - £0.4m adverse due to inflationary pressures on fuel ○ Nottingham Catering - £0.2m adverse due to food prices and closure of commercial outlets ○ Facilities & Building Services – (£0.2m) favourable due to significant vacancies ○ Parking Services - £0.2m adverse due to Broadmarsh car park income lower than budgeted expectation <p><u>Sport & Culture (£0.2m) favourable</u></p> <ul style="list-style-type: none"> ○ Sports & Leisure (£0.2m) favourable due to improved post pandemic

	<p>income achievement, following marketing campaigns since January 2022.</p> <ul style="list-style-type: none"> ○ Markets - £0.6m adverse due to reduced rental income from the Victoria Indoor Market (VIM) pending implementation of the decision to review provision of the service £0.3m and an adverse variance for the Neighbourhood Markets £0.3m. ○ Theatre & Royal Concert Hall – (£0.4m) favourable due to overachievement of income following improved post pandemic performance ○ Museums - £0.3m adverse due to the concession agreement with the Nottingham Castle Trust to cover payments for services provided not being finalised ○ Events £0.1m adverse. Mostly unbudgeted costs regarding Nottingham Forest's promotion to the Premier league celebrations.
<p>Growth & City Development £1.8m adverse variance</p>	<ul style="list-style-type: none"> ○ Strategic Homelessness £0.8m adverse. Inflationary & cost of living pressures impacting nightly costs for B&B & temporary accommodation. ○ Energy £0.2m adverse due to an extended period of maintenance and shut down when waste is diverted to more expensive disposal facilities ○ Bridge Estate contribution £0.3m adverse due to a forecast reduced revenue and therefore a reduced contribution to the general fund. ○ Broadmarsh £0.2m adverse. Forecast underachievement of rental income ○ Building Control £0.2m adverse. Use of external consultants to help manage statutory work due to inability to recruit. This is also impacting on income. ○ Planning – (£0.1m) favourable. Additional income from planning fees. ○ Traffic £0.4m adverse. Electricity charges in Network Management exceed budget and a number of other smaller variances also reported across the service.
<p>Finance & Resources £2.1m adverse</p>	<ul style="list-style-type: none"> ○ Finance & Resources Directorate £0.9m adverse largely due to undeliverable historic savings ○ Legal & Governance £0.2m adverse. Additional locums (x8) & pressure on capital recharging. ○ Human Resources (£0.3m) favourable. Vacancies in Pensions & Executive Office. Reduced call on expenditure for TU & Employability. ○ OT Directorate £0.4m adverse. Non-achievement of historic savings relating to school income and Senior Management support ○ Works Perks £0.1m adverse. Reduced uptake in schemes related to working from home practices ○ Strategy & Policy £0.2m adverse. Labour recharge pressure not achievable ○ Commissioning & Procurement £0.2m adverse. Largely CDP funding. ○ Customer Services £0.4m adverse. Welfare Rights £0.3m unachieved saving; Customer £0.2m staffing & £0.1m software pressures offset by additional income £0.1m; Civic & Coronial (£0.1m) favourable due to additional income in Registrars.
<p>Corporate</p>	<ul style="list-style-type: none"> ○ £2.0m adverse due to removal of recharges to the HRA as a result of the

£7.2m adverse	<p>CIPFA review.</p> <ul style="list-style-type: none"> ○ Partially offset by favourable variances in Treasury Management (£1.5m) and pension strain (£0.3m) ○ £6.9m adverse budget variances resulting from the national employers pay offer of £1,925 for all grades.
Companies £0.2m adverse	<ul style="list-style-type: none"> ○ The annual contribution to the National Ice Centre increases annually to reflect RPI increases in accordance with grant conditions. The 2022/23 budget is as per the original payment and doesn't include the cumulative increase.

- 3.7 Budget transfers between Directorates and/or Portfolios are reflected within the Monitoring figures. These budget virements totalling **£204.0m** require approval and are detailed in **Appendix C**. The Council's total net budget remains unchanged as a result of the virements however the value of the movements resulting from changes to Portfolio arrangements is **£203.1m** from when the budget was set and **£0.9m** of movements are due to operational in year virements.
- 3.8 As part of the financial management improvement activity, the Council is committed to monitoring savings delivery and emerging financial pressures separately. The current tracking covers all new savings and pressures included within the 2022/23 MTFP or any previous MTFP decisions where there was a change in the budget value between 2021/22 and 2022/23. Further improvements will be made in 2022/23 to include non-delivery of previous years legacy savings, the finance improvement programme will require directorates to detail these savings for future reports.
- 3.9 **Table 3** below shows a summary by directorate of the Quarter 1 forecast variance and compares this to the savings and pressures variances reported.

Table 3 : Q1 General Fund forecast variance, analysed by savings non delivery, pressures and other variances*				
Directorate	Qtr1 forecast variance to budget	22/23 new savings delivery variances	22/23 new pressures variances	Other Variances*
	£m	£m	£m	£m
Adults Services	(0.210)	0.155		(0.365)
Children's Services	0.487	0.210		0.277
Education	0.623	0.088	0.137	0.398
Public Health	0.000			0
Resident Services	0.933	0.109		0.824
Growth & City Development	1.801	0.060	1.007	0.734
Finance & Resources	2.144	0.049		2.095
Chief Executive	0.000			0
Total Directorates	5.778	0.670	1.143	3.965
Corporate	7.243		6.936	0.307
Companies	0.200			0.200
Total	13.221	0.670	8.079	4.472

*Other Variances will include non-delivery of previous years legacy savings, the finance improvement programme will require Directorates to detail these savings for future reports

3.10 **Table 4** below details the variances in 2022/23 savings and pressures.

Table 4 : Q1 variances in savings and pressures narrative	
Directorate	Narrative for the variances in savings and pressures
Adults Services (£0.155m undeliverable savings)	<ul style="list-style-type: none"> The budget assumes a £0.9m 2022/23 saving on proactive reviews and timely assessments, £0.3m is now undeliverable due to slippage in external reviews. Budget assumed £0.1m saving for backdated and extended fairer charging for care services, £49k is now undeliverable, work is underway to scope. £0.2m over achievement of the gross transformation saving, net saving is £44k
Children's services (£0.210m undeliverable savings)	<ul style="list-style-type: none"> Increased internal residential provision (£0.166m) as the property identified by NCH not fully appropriate for use. Targeted Family Support Teams saving (£0.043m), delayed due to transformation work.
Education (£0.088m + £0.137m = £0.225m variance in total)	<ul style="list-style-type: none"> £0.1m unachieved savings from delays in the disposal of Thorneywood Education Centre and prior year staffing savings. £0.1m pressures within Inclusive Learning.
Resident Services (£0.109m undeliverable savings)	Unachieved due to the challenging financial position of Nottingham Castle (NCT) and is subject to the Council signing Concession Agreement with (NCT) to reflect the services provided, and to cover the prudential borrowing liability following development.
Growth & City Development (£0.060m + £1.007m = £1.067m in total)	<ul style="list-style-type: none"> Savings - £0.1m unachieved saving from Bus Lane Enforcement review - legislative clarity is being sought to establish budgetary rules and whether BLE income can be used for this purpose. <p>Pressures</p> <ul style="list-style-type: none"> £0.8m – Strategic Homelessness – based on projected spend on temporary accommodation £0.2m Building Control - reduced income and increased agency spend. £0.1m Public Transport Covid income pressure reduction unachieved.
Finance & Resources (£0.049m undeliverable savings)	The original saving of £0.069m within Transactional Finance through a review of functions and processes, balance of £0.049m expected to be unachieved as expect to incur expenditure to stabilise the team and achieve a full establishment in 2022/23 however mitigations are being sought.

Transformation Budget Monitoring and Forecasting

3.11 The impact of the Transformation Programme is captured within the departmental monitoring reports. This report is to provide a 'spot light' on that activity to focus on the performance of the Transformation Programme.

3.12 This report focuses only upon the financial benefits from the Transformation Programme which is captured within the Medium-Term Financial Plan. The non-financial benefit monitoring is in development.

3.13 **Table 5** below shows the current forecast as at the end of June 2022 which is estimating **delivery of the budgeted savings**. There are a number of risks associated with this prediction which are detailed later in this report.

Table 5: Quarter 1 Transformation Programme update					
	Original Budget	Budget as at Qtr1	Qtr1 forecast outturn	Qtr1 forecast variance	Variance %
	£m	£m	£m	£m	
Adults	(0.226)	(0.226)	(0.226)	0.000	0.00
Customer	(0.329)	(0.329)	(0.329)	0.000	0.00
Business Support	(0.340)	(0.340)	(0.340)	0.000	0.00
Childrens	(0.539)	(0.539)	(0.539)	0.000	0.00
Procurement	(0.031)	(0.031)	(0.031)	0.000	0.00
Total	(1.465)	(1.465)	(1.465)	0.000	0.00

3.14 Individual programme updates:

- a) **Adults** – Slightly accelerated delivery of savings however not enough conclusive evidence that this will continue and over deliver against budget at this stage.
- b) **Customer** – Slightly accelerated delivery of savings however not enough conclusive evidence that this will continue and over deliver against budget at this stage.
- c) **Business Support** – Slightly accelerated delivery of savings and an estimate of delivery to date pending sign off of the efficiencies by managers. It is too risky to assume this trend will continue and over deliver against budget at this stage.
- d) **Childrens** – delays in implementation due to OFSTED could have a negative impact on savings delivery however until further design work has been undertaken with the delivery partner this is being classified as a risk. Future reports will provide an update to this position.
- e) **Procurement** – although actuals are slightly behind the budget profile there is currently no early warning signs that this saving will not be achieved.

Risks are as follows:

- a) **Vacancy management** – Recruitment to vacant posts will impact on delivery and timing of savings within the Customer and Business Support reviews. Mitigation of this should have occurred through the communications issued to managers regarding recruitment.
- b) **Review of process implementation** – During the implementation of Customer and Business Support reviews are undertaken after a period of time. There is a low risk that new processes may not be working and reinvestment is required. Mitigation of this risk is through robust service and manager engagement and substantial performance data gathering.

- c) **Slippage of savings due to other external factors** – examples of this are the OFSTED inspection. Mitigation will be through reduced implementation costs, wherever possible, however where this is not possible a refresh of the savings profile will be undertaken and any variations communicated with option appraisals.
- d) **Recruitment of resources** – the delivery of the savings is predicated on additional resources both temporary and permanent. Any delay in the filling of these posts could impact the delivery. Mitigating action is being taken to reduce the risk as much as possible by working with external agencies to support the navigation of recruitment in a very difficult market where the organisations pay rates are not comparable.

3.15 It is assumed at this phase in the programmes that future year delivery is on track however as part of the 2023/24+ budget process any update on this position will be communicated and has been built into the Transformation timeline of activity in accordance with the corporate budget process.

Movement in earmarked reserves

- 3.16 Earmarked reserves are funds set aside for specific purposes (including Schools, Statutory reserves and Insurance and Private Finance Initiative (PFI) grants). All movements for Quarter 1 2022 have been approved by S151 / Deputy S151 Officer.
- 3.17 General Fund earmarked reserves as at 30 June 2022 of **£183.2m**, this represents a reduction of **£7.2m** from the 31 March 2022 balance of **£190.4m**. This reduction is due to:
- previously approved MTFP decisions of a net drawdown from reserves of **£11.0m** for 2022/23 which is predominately in relation to **£15.0m** Business Rates and the mismatch between timing of receipt and planned use of Government reliefs.
 - a net contribution of **£3.8m** during Quarter 1, largely due to the Treasury Management Minimum Revenue Provision (MRP) of **£4.0 million** and is in line with Treasury Management Strategy, further details are contained within **Appendix D**.

4. Debtors Monitoring

- 4.1 Monitoring debtors is part of the overall assessment of the financial performance of the Council and supports good Governance and value for money. A summary of key indicators is set out below and in **Appendix E**.

Housing Rents

- 4.2 The in-year collection rate for the Quarter 1 was **95.0%** against a target of **98.5%** and is **0.7%** lower than the same point last year. The arrears for Quarter 1 2022/23 are **£4.3m** compared to **£4.1m** for the same period last year, an increase of **£0.2m**. Benchmarking across the sectors best practice groups show that all landlord are experiencing an increase in arrears due to a combination of factors, cost of living crisis, debt repayments etc. The percentage of rent collected is **96.8%**
- 4.3 Like all social landlords, the Council is facing a very challenging environment in which to collect rent and arrears. The well-publicised increase in fuel costs and cost of living has placed a great number of our residents under tremendous financial pressures, this will have an impact on resident finances and their ability to pay towards shortfalls in their rent and arrears payments. A number of residents will be supported in the short term by the Household Support fund from central government. Central government announced nationwide reduction in the funds available for Discretionary Housing Payments (DHP) and NCH has a large number of residents impacted by under occupation (Bedroom Tax) and the benefit cap that would have used DHP to cover any shortfall in their rent payments.

- 4.4 In Nottingham there are approximately **9,000** residents in receipt of Universal Credit (UC), which is paid monthly in arrears. It is estimated that there are over **6,000** NCH tenants aged under 65 who will be migrated over to UC in the next three years. This migration to UC may contribute to the increase in rent arrears, because of a five week wait for UC claimants to receive their first payment which impacts on the arrears levels and that UC is paid a month in arrears. The Universal Credit team continues to provide support during this transitional period.

Sundry Income

- 4.5 The percentage of debts collected within 90 days in the 12 months to June 2022 is **81.0%**, which is an improvement the corresponding figure for 2021/22 of **74.5%**. The debtor day indicator (which shows how quickly debts are recovered) is currently **37** days and is the same as the corresponding figure for 2021/22 however is below the **32.3** day target.

Adult Residential Services

- 4.6 Quarter 1 collection is **97.5%** and is in line with the target of **97.5%** and is slightly lower than the corresponding figure for last year at **97.6%**. The service continues to focus on early intervention of debtors and engagement to prevent large arrears from building.

Council Tax

- 4.7 Collection at the end of Quarter 1 2022/23 was **26.1%** and in line with the equivalent time last year of **26.2%** and is slightly above the target of **25.6%**. Collection increased to **£42.4m** compared to **£40.8m** for the same period last year. Net debt collectable over the two financial years has increased from **£156m** in 2021/22 to **£162m** in 2022/23.

National Non- Domestic Rates (NNDR)

- 4.8 Collection at the end of Quarter 1 2022/23 was **28.9%**, which is an increase of **2.2%** when compared to the equivalent period in 2021/22. Collection amounted to **£32.9m** compared to **£18.7m** for the same period in financial year 2021/22. Net debt collectable for this year has increased due to Retail Discount reducing from 66% to 50% from **£82.8m** in 2021/22 to **£113.8m** in 2022/23.

5. Housing Revenue Account (HRA) Budget Monitoring and forecasting

- 5.1 The HRA is showing a favourable variance to the end of the financial year of **£3.1m**, against a gross budget of **£111.2m**. This represents a positive variance of **2.8%** of the budget. Should the **£3.1m** favourable variance remain in place until the end of the financial year, this surplus will be transferred to the HRA General reserve.
- 5.2 The main reasons for the **£3.1m** favourable variance are set out below, as a high level summary of income and expenditure in **Table 6** with further detail at **Appendix F**.

Income/ Expenditure	Original Budget £m	Current Budget at Qtr1 £m	Forecast Outturn at Qtr1 £m	Forecast Variance at Qtr1 £m	Variance %
Income	(111.153)	(111.153)	(112.584)	(1.431)	(1.29)
Expenditure	111.153	111.153	109.509	(1.644)	(1.48)
Housing Total	0.000	0.000	(3.075)	(3.075)	(2.77)

5.3 Income £1.4m favourable

A reduction of bad debt provision of **£2.1m** offset by **£0.7m** shortfall of income forecast on PV solar panel rentals

5.4 Expenditure £1.6m favourable

Removal of general fund recharges to the HRA of **£1.0m** following CIPFA review, vacancy savings of **£0.3m** and a reduction of **£0.3m** in revenue costs that are ancillary to the capital programme

5.5 The General Fund is reporting an adverse variance of **£2.0m** in respect of the recharges to the HRA. However, the HRA has reported a **£1.0m** favourable variance, the difference between the two is caused by the rebate on Public Realm recharges due to properties that are no longer a part of the HRA due to Right to Buy activity. The difference relates to the Public Realm Rebate. Public Realm services are recharged to the HRA where this is primarily for the benefit of council tenants. This recharge should be reduced through a rebate where properties are no longer a part of the HRA because the tenants have bought their property. However, the General Fund stopped paying this rebate in 2016/17. The HRA thereafter, excluded it from their budgets as it was no longer expected. The CIPFA review determined that this rebate should be reinstated in 2022/23 and as a result Public Realm are reporting it as a negative variance of **£1.0m**. The HRA did not pick this up as a positive variance as it has no budget and was not expecting a rebate. The HRA and General Fund will be aligned in future monitoring reports.

6. Capital Programme Movements

6.1 The original budget for the General Fund Capital Programme for 2022/23 was **£153.9m**. While the previous forecast (at 1st April) reduced the programme by **£6.0m** to **£147.8m**, Quarter 1 monitoring has reduced the programme by a further **£8.6m** to **£139.2m**. **Table 7** below summarises the movements.

Table 7: Quarter 1 General Fund Capital Programme - Original Budget and Forecast						
Funding	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Original Approved Programme	153.891	57.990	17.210	16.326	14.581	259.998
Impact of reprofiling 2021/22 Outturn	17.683	0.000	0.000	0.000	0.000	17.683
Movements Agreed to Period 3						
Reprofiled	(37.138)	33.958	3.580	(0.850)	0.450	0.000
Reduction / Saving	(0.560)	(0.336)	0.000	0.000	0.000	(0.896)
Additions / Approvals	5.333	(1.161)	0.131	1.237	1.237	6.777
Amended Capital Programme	139.209	90.451	20.921	16.713	16.268	283.562
Transport and Highways	55.491	43.364	8.475	0.000	0.000	107.330
Directorates						
Adults Services	0.486	0.436	0.436	0.436	0.436	2.230
Children's Services	0.000	0.078	0.000	0.000	0.000	0.078
Education	3.656	0.180	0.000	0.000	0.000	3.836
Public Health	0.000	0.000	0.000	0.000	0.000	0.000
Resident Services	15.748	3.611	0.850	0.300	0.300	20.809
Growth & City Development	57.907	36.574	7.806	7.946	7.701	117.934
Finance & Resources	1.628	1.170	1.161	0.200	0.000	4.159
Planned Schemes	4.293	5.038	2.193	7.831	7.831	27.186
Total	139.209	90.451	20.921	16.713	16.268	283.562

6.2 Details of the key movements from the original budget are summarised below:

- **Reprofiled** large 2022/23 movements over **£1.0m** excluding the **£17.7m** adjustment for 2021/22 are detailed below:
 - Transforming Cities Programme slippage in 2022/23 of **(£18.2m)**,
 - Future Transport Zone Programme slippage in 2022/23 of **(£2.1m)**,
 - NET Line 2 Project slippage in 2022/23 of **(£2.9m)**,
 - Local Transport Plan Programme slippage in 2022/23 of **(£2.7m)**,
 - Planned Schemes slippage in 2022/23 of **(£1.3m)**,
 - Green Homes (LAD1B) slippage from 2021/22 into 2022/23 of **£2.6m**,
- **Reduction / Saving**, is a number of smaller projects, the schemes with 2022/23 savings over **£0.1m** are summarised below:
 - School maintenance projects – saving **£0.3m**, funded by ringfenced grant now available for alternative projects,
 - Brownfield Site Programme – reduction **£0.1m**, funded by ringfenced grant returned to the awarding body,
- **Additions / Approvals**, the large movements over **£1.0m** in 2022/23 is due to the following programmes / projects:
 - Green Homes – Private Homes (LAD2), **£1.9m** funded by external grant,
 - Central Library Fitout, moved from planned schemes to approved and is forecasting accelerated spend of **£3.2m** in 2022/23, this acceleration is why the 2023/24 approval is a negative,
 - Walking and Cycling Improvements **£2.2m** funded by external grant.

6.3 The original budget for the Housing Revenue Account Capital Programme for 2022/23 was **£71.0m**. While the previous forecast (at 1st April) reduced the programme by **£6.7m** to **£64.3**, Quarter 1 monitoring has reduced the programme by a further **£0.1m** to **£64.2m**. **Table 8** summaries the movements.

Table 8: Quarter 1 Housing Revenue Account Capital Programme - Original Budget and Forecast						
Funding	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Original Approved Programme	71.003	54.264	44.642	31.099	29.882	230.890
Impact of Reprofiled 2021/22 Outturn	6.104	0.000	0.000	0.000	0.000	6.104
Movements Agreed to Period 3						
Reprofiled	(10.276)	4.554	0.028	5.884	(0.190)	0.000
Reduction / Saving	(4.465)	0.000	0.000	0.000	0.000	(4.465)
Additions / Approvals	1.835	0.000	0.000	0.000	0.000	1.835
Amended Capital Programme	64.201	58.818	44.670	36.983	29.692	234.364
Programme Areas						
Safe	3.560	2.756	2.558	1.823	1.336	12.033
Secure, Warm & Modern	15.112	24.740	21.009	20.800	19.436	101.097
Energy Efficiency & Tackling Fuel Poverty	13.158	5.182	3.715	0.000	0.000	22.055
Modernising Housing for Older People	1.409	0.000	0.000	0.000	0.000	1.409
Decent Neighbourhoods	2.320	4.964	4.552	4.599	4.105	20.540
Existing Stock Investment	3.903	2.580	2.580	2.680	2.680	14.423
Building a Better Nottingham	18.995	16.461	8.121	4.946	0.000	48.523
Joint Projects	2.909	2.135	2.135	2.135	2.135	11.449
Planned Schemes	2.835	0.000	0.000	0.000	0.000	2.835
Total	64.201	58.818	44.670	36.983	29.692	234.364

6.4 Details of the key movements from the original budget are summarised below:

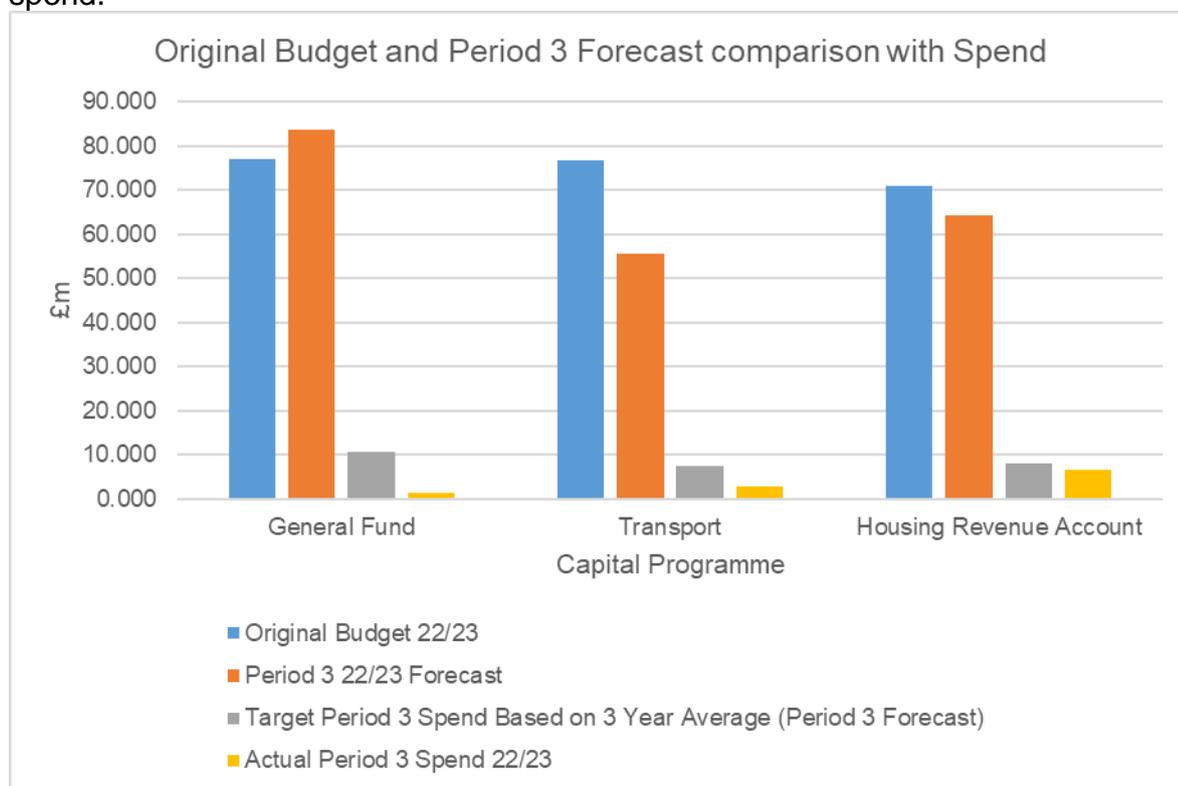
- **Reprofiled**, the reprofiled works is predominately linked to repairs to existing housing stocks

- **Reduction / Saving**, the HRA capital programme savings is contained within 2 projects:
 - Oakdene New Build Development – saving in forecast construction costs **£1.0m**
 - Energy Efficiency Schemes – saving **£3.4m**, scheme removed from capital programme due to external grant no longer being available.
- **Additions / Approvals**, the HRA capital programme approvals savings is contained within 2 projects:
 - CO Dectectors, **£0.9m** funded by HRA capital resources
 - Void works to property acquisitions **£0.9m** funded by HRA capital resources

Comparing Capital Spend to Original Budget and Forecast

6.5 At Quarter 1 the Capital Programme has incurred expenditure of **£10.8m** across both the General Fund and the Housing Revenue Account Capital Programme, this equates to **5.3%** of the Quarter 1 forecast for 2022/23. If spend is not accelerated during quarter 2 a detailed analysis of potential slippage will be undertaken.

6.6 The graph below compares the 2022/23 original budget and the Quarter 1 forecast with spend.



Capital Funding Forecast

6.7 The General Fund Capital Programme is forecasting expenditure of **£283.6m** over the period 2022/23 to 2026/27. **Table 9** shows the current forecast programme and associated funding.

Table 9 : General Fund Capital Programme Quarter 1						
Scheme	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Approved Schemes						
Transport and Highways	55.491	43.364	8.475	0.000	0.000	107.330
Directorates						
Adults Services	0.486	0.436	0.436	0.436	0.436	2.230
Children's Services	0.000	0.078	0.000	0.000	0.000	0.078
Education	3.656	0.180	0.000	0.000	0.000	3.836
Public Health	0.000	0.000	0.000	0.000	0.000	0.000
Resident Services	15.748	3.611	0.850	0.300	0.300	20.809
Growth & City Development	57.907	36.574	7.806	7.946	7.701	117.934
Finance & Resources	1.628	1.170	1.161	0.200	0.000	4.159
Planned Schemes	4.293	5.038	2.193	7.831	7.831	27.186
Total Programme	139.209	90.451	20.921	16.713	16.268	283.562
Resources Available						
Prudential Borrowing	(17.294)	(3.217)	0.000	0.000	0.000	(20.511)
Grants & Contributions	(90.849)	(65.242)	(12.744)	(10.149)	(10.149)	(189.133)
Internal Funds / Revenue	(8.921)	(7.502)	(1.726)	(0.235)	0.000	(18.384)
Secured Capital Receipts	(19.552)	0.000	0.000	0.000	0.000	(19.552)
Unsecured Capital Receipts	(2.593)	(14.490)	(6.451)	(6.329)	(6.119)	(35.982)
Total Resources	(139.209)	(90.451)	(20.921)	(16.713)	(16.268)	(283.562)

6.8 The Housing Revenue Account Capital Programme is forecasting expenditure of **£234.4m** over the period 2022/23 to 2026/27. **Table 10** shows the current forecasted programme and associated funding.

Table 10: Housing Revenue Account Capital Programme Quarter 1						
Scheme	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Approved Schemes	61.366	58.818	44.670	36.983	29.692	231.529
Planned Schemes	2.835	0.000	0.000	0.000	0.000	2.835
Forecast Expenditure	64.201	58.818	44.670	36.983	29.692	234.364
Forecast Resources						
Prudential Borrowing	(10.729)	(7.968)	(4.790)	(2.967)	0.000	(26.454)
Grants & Contributions	(6.107)	(0.595)	(0.083)	0.000	0.000	(6.785)
Internal / Major Repairs Reserve	(37.188)	(41.939)	(36.514)	(32.003)	(29.657)	(177.301)
Capital Receipts – Right to Buy	(7.410)	(6.584)	(3.248)	(1.978)	0.000	(19.220)
Capital Receipts - HRA Other	(2.767)	(1.732)	(0.035)	(0.035)	(0.035)	(4.604)
Total Resources	(64.201)	(58.818)	(44.670)	(36.983)	(29.692)	(234.364)

Capital Control Totals

6.9 The impact of the Capital Programmes at Quarter 1 on the Capital control totals is shown below in **Table 11**.

Table 11: Capital Control Totals at Quarter 1			
Period	2021/22 to 2026/27		
Approval	Executive Board Feb 22		
Control Total vs Actual or Forecast	Control Total £m	Forecast £m	(Under) / Over Control Total £m
General Fund			
Forecast Borrowing (exc. Capitalisation)	(35.701)	(28.457)	(7.244)
Capital Receipts (exc. 21/22 Technical Entries)	(56.500)	(57.416)	0.916
Public Sector Housing			
Forecast Borrowing	(34.445)	(33.849)	(0.596)
HRA Capital Receipts	(5.240)	(5.240)	0.000
Major Repairs Reserve	(200.236)	(200.221)	(0.015)

6.10 **Table 11** above confirms that the Council is forecasting to be within the majority of the control totals set at Executive Board February 2022, with the only trigger being general fund capital receipts. This has triggered due to the approval of Central Library within quarter1 whereby the funding mix for the project changing from when the capital budget was set to present, this change involving removing **£0.9m** of unsecured grant and replacing this with secured capital receipts. Due to the current forecast above the control total and the Council having a number of schemes undergoing prioritisation it is recommended that this control total is increased by **£2.0m**.

6.11 Increasing the control total by the recommendation **£2.0m** does not increase the risk as capital projects will still be prioritised and the Council will only contractually commit once sufficient capital receipts have been secured, as detailed in the approved Capital Strategy.

7. Other options considered in making recommendations

7.1 To do nothing: this option is rejected, as the Council is committed to delivering its services within the approved budget and will require management action to identify mitigations for the adverse variances.

8. Consideration of Risk

8.1 The forecasts contained within this report are based on a medium case scenario.

9. Finance colleague comments

9.1 Finance implications appear throughout the report.

10. Legal colleague comments

10.1 The recommendations contained in this report raise no significant legal issues and are supported.

Comments provided by Malcolm R. Townroe, Director for Legal and Governance, on 9 September 2022.

11. Equality Impact Assessment (EIA)

11.1 An EIA is not required because the report does not contain proposals for new or changing policies, services or functions.

12. Data Protection Impact Assessment (DPIA)

12.1 A DPIA is not required because there are no data protection implications.

13. Carbon Impact Assessment (CIA)

13.1 A CIA is not required because the report does not contain proposals with a carbon impact.

14. List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

14.1 None.

15. Published documents referred to in this report

15.1 Budget 2022/23 – 7 March 2022 Full Council

<https://committee.nottinghamcity.gov.uk/documents/s131723/Budget%20202223.pdf>

15.2 Pre-audit Corporate Financial Outturn 2021/22 – 19 July 2022 Executive Board

<https://committee.nottinghamcity.gov.uk/documents/s136213/Pre-Audit%20Corporate%20Financial%20Outturn%202021-22.pdf>

15.3 Financial Reserves Policy – 19 July 2022 Executive Board

<https://committee.nottinghamcity.gov.uk/documents/s136198/Financial%20Reserves%20Policy.pdf>

15.4 Executive Appointments, Responsibilities and Remits and First Meetings 2022/23 (item 11) – 9 May 2022 City Council

<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=155&MId=9567>

Budget Monitoring 2022/23 – as at 30 June 2022 by Portfolio

Portfolio	Original Budget	Budget as at Qtr1	Qtr1 forecast outturn	Qtr1 forecast variance to budget
	£m	£m	£m	£m
Adult Social Care & Health	90.801	90.545	90.335	(0.210)
Children, Young People & Schools	66.266	66.305	67.561	1.257
Energy, Environment & Waste Services	20.939	20.953	21.021	0.067
Finance	11.685	12.614	14.074	1.460
Highways, Transport & Parks	4.443	4.213	5.174	0.961
Housing & Human Resources	15.031	15.081	16.048	0.967
Leisure, Culture & Planning	6.234	6.101	5.373	(0.728)
Neighbourhoods, Safety & Inclusion	10.765	10.611	11.436	0.825
Skills, Growth & Economic Development	1.092	1.102	1.921	0.819
Strategic Regeneration & Communications	(10.098)	(9.784)	(9.424)	0.360
Total Portfolios	217.158	217.741	223.519	5.778
Companies	2.069	2.069	2.269	0.200
Corporate	8.423	7.840	15.083	7.243
Total	227.649	227.649	240.870	13.221

Directorate Forecast Variances Quarter 1 2022/23

Adult Services – £0.2m favourable forecast

The Adult Social Care (ASC) Quarter 1 position is a favourable forecast of **£0.2m** which equates to 0.2% of the total net ASC budget.

External Care Purchasing/Universal Services £0.2m adverse forecast

Total forecast outturn position is made up of:

1. Net care purchasing – **£1.0m** adverse based on the latest care package data and estimated costs
2. Housing Related Support and other contract – **£0.4m** favourable
3. Integrated Community Equipment Loan (ICELS) – **£0.5m** favourable, partially due to disabled facilities grant contribution to eligible adaptations expenditure
4. Northgate - **£0.1m** adverse due to increased volume/activity costs

Staffing/Internal Provision Budgets £0.4m favourable forecast

Staffing & running cost budget favourable variance across the service are predominantly due to ongoing recruitment and retention issues.

Childrens - £0.5m adverse

Children in Care £1.8m adverse

- **Funding £0.7m adverse**
Expected reduction in the Priority Families grant which was previously distributed to Children in Care.
- **External Placement £0.7m adverse.**
Current projections are based on placement data information projected for the financial year, further work required to ensure the accuracy of the data and build in service knowledge to incorporate realistic end-dates and changes in placement types.
- **Internal Placement £0.1m favourable.**
The forecasted variance relates to NCC Fostering & Adoption, which is currently forecasting a **£0.4m** underspend due to low levels of recruitment. Internal residential and Internal semi-independent provision is an adverse forecast a **£0.2m** on staffing costs due to sickness.
- **Other Placement £0.3m adverse.**
Largely due to **£0.2m** overspend on Adoptions/Permanence Orders and court delays.
- **Team Costs £0.1m adverse.**
Additional costs in respect of agency workers.

Childrens Directorate £0.1m adverse

Due to costs recharged by Nottinghamshire County Council in relation to Pensions and Redundancy as well as income from Miscellaneous Properties.

Other Children's Services £1.4m favourable

- **Early Help £1.0m favourable.** This is where the savings related to the restructure within Play & Youth and Early Help are being realised. In addition, the Early Help buildings have been forecast with 9 months of cost, instead of the budgeted 12 months, as it would seem the disposal of the properties will be happening sooner than was thought.
- **Child Protection £0.7m favourable** due to significant vacancies within the Targeted Family Support Teams.
- **Children's Social Care Directorate £0.5m adverse** due to Children's Legal Fees forecast to be higher than budgeted.
- **Extensive & Specialist Services £0.1m favourable** due to vacancies within the Domestic Abuse Referral Team (DART) and Targeted Teams.

Education - £0.6m adverse

Related to movements in staffing with more accurate forecasts as well as forecast changes on income for traded services.

Growth & City Development £1.8m adverse

Strategic Homelessness & Housing Related support – £0.8m adverse

Inflationary and cost of living pressures have had an impact on the nightly cost of bed and breakfast and temporary accommodation

Energy £0.2m adverse

Each year the budget within Waste Disposal includes the financial impact for the systems shut down and maintenance. During this time waste is diverted to alternative and more costly disposal facilities. There has been a delay in returning to business as usual which costs approximately £40k a day and the overspend is an estimate of this impact.

Strategic Assets and Property - £0.5m adverse

This comprises two key areas:

- **Bridge Estate £0.3m adverse**
The Bridge Estate is not able to sustain the annual payment previously paid/budgeted to the general fund
- **Broadmarsh £0.2m adverse**
Forecast underachievement of income from rental units within Broadmarsh of **£0.2m**

Planning (Building Control) £0.2m adverse

Building Control service is required to bring in external consultants due to recruitment challenge in order to help manage the work which is statutory.

Planning – £0.1m favourable

Additional income from budgeted Planning fees is forecast.

Traffic £0.4m adverse

Within the service there are a number of variances that make up the **£0.4m** but the majority of these are due to pending budget realignments. The main area of actual forecast overspend relates to increased electricity charges.

Residents £0.9m adverse

Community Protection £0.7m adverse

- **Environmental Health & Licensing - £0.4m adverse.**
Undeliverable saving of **£0.2m** and adverse variances within legal costs and licensing income.
- **Operations Parking Regulation & Compliance - £0.6m adverse.**
Operations Parking Regulation & Compliance - the budget assumes a £0.6m credit balance for on and off-street parking enforcement income which will potentially be unachievable as per legislation which states that any surplus must be spent on specific purposes.
- **Uniformed Services – £0.2m favourable.**
Due to level of vacancies. Assumes posts filled in second half of year.
- **Security Services – £0.2m favourable**
Due to improved income forecasts.
- **Community Safety & Logistics - £0.1m adverse.**
Various small adverse variances.

Neighbourhood Services £0.4m adverse

- **Fleet Services - £0.4m adverse**
Inflationary pressures on fuel. Based on previous years volume and activity and current prices in relation to Domestic Waste and Public Realm vehicles.
- **Nottingham Catering - £0.2m adverse**
Due to food prices and closure of commercial outlets. It is possible that further increases in meals income occur with the promotions planned and naturally returning custom, but this has not been relied upon. The cost per meal provided by the service has been increased by 13%.
- **Facilities & Building Services – £0.2m favourable**
Due to significant vacancies. The service is currently forecasting full income for the year whilst carrying significant vacancies which will need to be reviewed as part of future forecasts.
- **Parking Services - £0.2m adverse**
Broadmarsh car park income lower than budgeted expectation. All other car parking operations are forecast to balance overall based on Quarter 1 actual data. Parking income is a volatile area but is monitored and forecast using weekly income data.

Sports & Culture £0.2m favourable

- **Sport & Leisure £0.7m favourable**
Due to improved post pandemic income achievement, following marketing campaigns since January 2022. In addition increased cleaning costs have been

absorbed within existing resources – this has been necessary to support customer confidence.

- **Markets £0.6m adverse**

Due to the reduced income compared to budget assumptions.

- **Theatre Royal Concert Hall (TRCH) £0.4m favourable**

The overachievement of income is due to improved post pandemic performance. Financial year 2022/23 will be an unusual year for TRCH due to fewer nights with no performances estimated to be 80 nights compared with 127 nights for 2018/19 and 136 nights for 2019/20. This has occurred due to shows ordinarily scheduled for 2022/23 and shows postponed from 2021/22 and 2020/21 all taking place. The number of shows scheduled for 2023/24 is expected to return to normal levels.

- **Museums £0.3m adverse**

Variance due to a concession agreement with the Nottingham Castle Trust.

- **Events £0.1m adverse**

Largely due to unbudgeted costs regarding Nottingham Forest's promotion to the Premier League celebrations.

Finance & Resources (F&R) £2.1m adverse

F&R Directorate £0.9m adverse – contains previous years MTFP savings agreed to be delivered from across wider F&R:

- previous MTFP saving plus increase in 2022/23 in relation to Customer. The activity needed to deliver these original savings is now embedded as part of transformation programme instead.
- **£0.3m** - previous years MTFP saving related to IT One device. This is expected to form part of the IT transformation programme however as at Quarter 1 a full delivery programme for this has not been established.

Legal & Governance - £0.2m adverse

Due to 8x additional locums, not all of which can be offset by recharging and a pressure on internal recharging.

Human Resources £0.2m adverse

- HR – **£0.3m** favourable variance on employee costs in Pensions and Executive Office, **£0.5m** favourable variance on running costs within Employability & Trade Union.
- OT Directorate– **£0.4m** adverse variance due to historic pooled savings not achieved (schools income, SLMG support)
- Works Perks - **£0.1m** unachieved works perks targets due to reduced uptake in schemes, impacted by work from home practices.

Strategy & Policy - £0.2m adverse

Pressure regarding unachieved labour recharges.

Commissioning & Procurement - £0.2m adverse

Adverse position due to Crime and Drugs Partnership funding, however a review is pending and the outcome will be reflected in future forecasts.

Customer Services - £0.4m adverse

- Welfare Rights – Previous years MTFP savings **£0.3m** not achieved.

- Customer Services - **£0.2m** adverse. Due to **£0.1m** software pressure, **£0.2m** adverse staffing pressure offset by **£0.1m** favourable additional income/grant.
- Civic & Coronial - **£0.1m** favourable due to increased income in the Registrars service

Corporate £7.2m adverse

- **£6.9m** budget variance resulting from the national employers pay offer of £1,925 for all grades
- CIPFA review findings relating to HRA income **£2.0m adverse**. Impact shown corporately.
- Treasury Management **£1.5m favourable** forecast for interest costs & income
- Pension Strain **£0.3m favourable** based on last year spend.

Companies £0.2m adverse

- Ice Centre **£0.2m** adverse reflecting increased contribution to reserve based on RPI, in accordance with the conditions of the Sport England grant.

Details	Net Amount £m	Directorate		Portfolio	
		From	To	From	To
Transfer of Services resulting from changes in Portfolio arrangements					
Adults Directorate	(0.388)	Within P		AH	ASCH
Winter Pressures	0.000	Within P		AH	ASCH
Adult Assessment Management	0.692	Within P		AH	ASCH
Health Integration	34.086	Within P		AH	ASCH
Ledger	0.000	Within P		AH	ASCH
Quality Assurance & Safeguarding	1.840	Within P		AH	ASCH
Specialist Services	43.715	Within P		AH	ASCH
ASC Quality & Change	0.560	Within P		AH	ASCH
Disabled Children's Service	2.572	Within P		AH	ASCH
Prevention Reablement & Support	0.310	Within P		AH	ASCH
Residential & Day Services	6.488	Within P		AH	ASCH
Homecare Related Support	0.625	Within P		AH	ASCH
Adaptations & PAD Scheme	0.044	Within P		HPH	ASCH
Public Health	0.256	Within P		AH	ASCH
Street Lighting	3.938	Within GCD		HTCS	HTP
NET Project	0.036	Within GCD		HTCS	HTP
Public Transport	2.251	Within GCD		HTCS	HTP
Concessionary Fares	9.148	Within GCD		HTCS	HTP
Traffic Safety	(0.835)	Within GCD		HTCS	HTP
Transport Strategy	(0.030)	Within GCD		HTCS	HTP
Transport Strategy (HTP)	0.277	Within GCD		HTCS	HTP
Highways & Energy Infrastructure	1.639	Within RS		HTCS	HTP
Cemeteries & Crematoria	(1.237)	Within RS		HTCS	HTP
Parks & Open Spaces	0.858	Within RS		HTCS	HTP
Fleet	2.524	Within RS		HTCS	HTP
NS Directorate Management	0.655	Within RS		HTCS	HTP
Workplace Parking	(7.535)	Within RS		HTCS	HTP

Details	Net Amount £m	Directorate		Portfolio	
		From	To	From	To
Parking Services	(7.443)	Within RS		HTCS	HTP
Children's Directorate	(11.306)	Within P		CYP	CYPS
Non Divisional	0.000	Within P		CYP	CYPS
Vulnerable Children & Families Directorate	(0.251)	Within P		CYP	CYPS
Children's Social Care Directorate	1.558	Within P		CYP	CYPS
Extensive & Specialist Services	8.146	Within P		CYP	CYPS
Early Help Services	2.265	Within P		CYP	CYPS
Children in Care	47.078	Within P		CYP	CYPS
Child Protection	10.393	Within P		CYP	CYPS
Safeguarding & Quality	1.434	Within P		CYP	CYPS
Strategy & Improvement	3.652	Within P		CYP	CYPS
Education Partnerships (CYPS)	0.433	Within P		LCS	CYPS
School Improvement	0.569	Within P		LCS	CYPS
Inclusive Learning	2.882	Within P		LCS	CYPS
Inclusive Learning (CYPS)	0.007	Within P		CYP	CYPS
School Improvement (CYPS)	(0.069)	Within P		CYP	CYPS
Education Partnerships (CYPS)	(0.407)	Within P		HTCS	CYPS
Strategy & Policy (CYPS)	(0.118)	Within FR		CYP	CYPS
Commissioning (CYPS)	0.000	Within FR		CYP	CYPS
Building Schools for the Future	0.001	Within GCD		SRC	CYPS
Street Scene & Grounds Maintenance	5.118	Within RS		HTCS	EE&W
Chief Executive's Office	0.406	Within CX		F&R	Finance
Customer Services	(0.017)	Within FR		EE&W	Finance
Civic & Coronial Services	1.576	Within FR		EE&W	Finance
F&R Directorate	(0.249)	Within FR		F&R	Finance
Legal and Democratic	2.551	Within FR		F&R	Finance
Corporate & Democratic Core (DRM)	0.129	Within FR		F&R	Finance
Director of Finance	(0.207)	Within FR		F&R	Finance
Corporate & Strategic Finance (Inc. Transactional & Systems)	1.493	Within FR		F&R	Finance
Commercial Finance	4.061	Within FR		F&R	Finance

Details	Net Amount £m	Directorate		Portfolio	
		From	To	From	To
Audit & Risk	0.280	Within FR		F&R	Finance
EMSS	2.519	Within FR		F&R	Finance
Corporate & Democratic Core	0.125	Within FR		F&R	Finance
Contracting & Procurement	0.682	Within FR		F&R	Finance
Commissioning & Procurement Management	0.188	Within FR		F&R	Finance
Contracting & Procurement (Finance)	0.405	Within FR		F&R	Finance
PH&R - Commercialism Schemes	(0.485)	Within GCD		F&R	Finance
Transformation	(0.340)	Within GCD		F&R	Finance
Nottingham Catering	(1.036)	Within RS		F&R	Finance
Extensive & Specialist (HHR)	1.073	Within P		HPH	HHR
IT	3.771	Within FR		F&R	HHR
Human Resources	3.230	Within FR		F&R	HHR
Works Perks Savings	(0.363)	Within FR		F&R	HHR
OT Directorate	0.806	Within FR		F&R	HHR
Executive & Majority Support	0.410	Within FR		F&R	HHR
Human Resources (EE&DS)	0.040	Within FR		F&R	HHR
Housing Related Support	4.173	Within GCD		HPH	HHR
Strategic Homelessness	1.068	Within GCD		HPH	HHR
Safer Housing	0.824	Within RS		HPH	HHR
GIS	0.476	Within GCD		HPH	LCP
PH&R - Housing Development (Regeneration)	(0.000)	Within GCD		HPH	LCP
PH&R - Housing Strategy	(0.014)	Within GCD		HPH	LCP
PH&R - Building Control	(0.054)	Within GCD		HPH	LCP
PH&R - Planning	(0.680)	Within GCD		HPH	LCP
PH&R - Planning Strategy	0.457	Within GCD		HPH	LCP
HUD - Heritage & Urban Design	0.224	Within GCD		HPH	LCP
Business Management Sport & Culture	0.142	Within RS		LCS	LCP
Events & Goose Fair	0.033	Within RS		LCS	LCP
Libraries	3.059	Within RS		LCS	LCP
Museums	0.907	Within RS		LCS	LCP

Details	Net Amount £m	Directorate		Portfolio	
		From	To	From	To
Sports & Leisure	0.562	Within RS		LCS	LCP
Sports & Culture Marketing	0.083	Within RS		LCS	LCP
Theatre & Royal Concert Hall	1.038	Within RS		LCS	LCP
Corporate Policy	0.149	Within FR		F&R	SRC
Analysis & Insight Service	0.432	Within FR		F&R	SRC
Strategy & Policy (SRC)	0.027	Within FR		F&R	SRC
Facilities & Building Services (SRC)	2.545	Within RS		F&R	SRC
Facilities & Building Services (F&R)	0.170	Within RS		F&R	SRC
Facilities & Building Services (Pest Control)	(0.104)	Within RS		F&R	SRC
Welfare Rights	0.067	Within FR		F&R	SG&ED
Total Gross value of virements due to changes in Portfolio arrangement	203.063				

Operational virements in year					
Public Health Transition Plan & Pressure Funding	0.256	P	FR	ASCH	Finance
	0.149	Within FR		NSI	Finance
Communications & Marketing review	0.008	Within RS		EE&W	HTP
	0.040	RS	FR	HTP	SRC
	0.061	Within FR		HHR	SRC
	0.080	RS	FR	LCP	SRC
	0.052	GCD	FR	LCP	SRC
	Employee budget realignment within Traffic Safety	0.022	Within GCD		HTCS
Employee budget realignment from Traffic Safety to Major Projects	0.176	Within GCD		HTCS	SRC
Contribution to Area Capital Fund (Blossoms Project)	0.004	RS	Corporate	NSI	Finance
Telephone costs centralisation adjustment	0.054	FR	GCD	HHR	SRC
Budget realignment within G&CD Directorate	0.010	Within GCD		SRC	SG&ED
Publicity & Marketing budget realignment within Sports & Culture	0.001	Within RS		LCP	SG&ED
Total gross value of operational budget virements	0.913				
	203.975				

Directorate	Key
People	P
Resident Services	RS
Chief Executive	CX
Growth & City Development	GCD
Finance & Resources	FR

Former Portfolios	Key	Current Portfolios	Key
Adults & Health	AH	Adult Social Care & Health	ASCH
Highways, Transport & Cleansing Services	HTCS	Highways, Transport & Parks	HTP
Children & Young People	CYP	Children, Young People & Schools	CYPS
Neighbourhoods, Safety & Inclusion	NSI	Neighbourhoods, Safety & Inclusion	NSI
Energy, Environment & Waste Services	EE&W	Energy, Environment & Waste Services	EE&W
Finance & Resources	F&R	Finance	Finance
Housing, Planning & Heritage	HPH	Housing & Human Resources	HHR
Leisure, Culture & Schools	LCS	Leisure, Culture & Planning	LCP
Strategic Regeneration & Communications	SRC	Strategic Regeneration & Communications	SRC
Skills, Growth & Economic Development	SG&ED	Skills, Growth & Economic Development	SG&ED

Quarter 1 2022/23 movement in Earmarked reserves

Reserve Category	Reserve Name	Details of Transfer	Reserve Replenishment £m	Use of Reserves £m	Total £m
Asset Maintenance	Broad Marsh CP&BS Lifecycle Sinking Fund	Annual budgeted contribution.	(0.189)		(0.189)
Asset Maintenance Total			(0.189)		(0.189)
Capital	Revenue Reserves for Capital	Asset Acquisition (exempt DDM)	(0.015)		(0.015)
		Property budget for necessary works prior to disposal Transfer between Capital reserves	(0.970)	0.050	0.050 (0.970)
	Revenue Implications of Capital Schemes	Transfer between Capital reserves		0.970	0.970
Capital Total			(0.985)	1.020	0.035
Contingency & Risk	Resilience Reserve	Interim Strategic Finance Lead & Deputy S151		0.127	0.127
Contingency & Risk Total				0.127	0.127
Schools	Schools - Other Balances	Funding purchase of laptops for Looked After Children (LAC) pupils		0.039	0.039
Schools Total				0.039	0.039
Services	Museum Projects & Collections	Asset Acquisition (exempt DDM)		0.015	0.015
Services Total				0.015	0.015
Transformation	Treasury Management MRP Transformation of Services	In accordance with Treasury Management Strategy & in support of Transformation of Services work	(4.024)		(4.024)
	Usable Reserves - Fit for the Future	Additional temporary HR resource for Fit For the Future ongoing issues		0.165	0.165
Transformation Total			(4.024)	0.165	(3.859)
Total			(5.198)	1.366	(3.832)

Quarter 1 2022/23 Debtors Monitoring

Quarterly Performance Review – 2022/23		Qtr1
BVPI 66a - Housing Rent Collection (%) (<i>cumulative - current tenants only</i>)		
	(<i>arrears + debit</i>) Actual	95.03
	Target	98.50
	Last Year Actual 2021-22	95.77
BVPI 9 - Council Tax Collection (%)		
	(<i>in year cumulative</i>) Actual	26.11
	Target	25.60
	Last Year Actual 2021-22	26.20
BVPI 10 - NNDR Collection (%)		
	(<i>in year cumulative</i>) Actual	28.89
	Target	28.50
	Last Year Actual 2021-22	26.65
Sundry Income Collection (%)		
	(<i>12 month rolling average</i>) Actual	81.00
	Target	99.00
	Last Year Actual 2021-22	74.50
Sundry Income Debtor Days -General		
	Actual	37.00
	(<i>12 month rolling average</i>) Target	32.30
	Last Year Actual 2021-22	37.00
Estates Rents Collection (%)		
	Actual	96.67
	(<i>12 month rolling average</i>) Target	97.50
	Last Year Actual 2021-22	94.60
Adult Residential Services Collection (%)		
	Actual	97.50
	(<i>12 month rolling average</i>) Target	97.50
	Last Year Actual 2021-22	97.60

Quarter 1 HRA forecast outturn variance
HRA £3.1m favourable

Movement on the Bad Debt Provision £2.1m favourable

The bad debt provision has been reduced by **£2.1m**, this gives a revised increase for the year of **£0.1m**, which will take the total provision to **£6.4m**. The provision was previously increased for the full potential impacts of Universal Credit and the pandemic, however the most recent reviews indicate the scale of this provision can now be reduced.

This budget will be reviewed and reset for the 2023/24 financial year, taking into account likely economic conditions as well as the write off and bad debt policies of Nottingham City Council.

Non-Dwelling Rents £0.7m adverse

The overspend of **£0.7m** is due to the under recovery of income from PV solar panel rentals, efforts are underway to recruit additional staff to increase the levels of recovery.

Retained Housing Functions £0.8m favourable

Removal of the contribution towards Welfare Rights of **£0.3m** by the General Fund following the CIPFA review of the HRA. This has been forecast at zero until further information can be gathered to support this charge.

£0.2m removal of recharges formerly paid to the General Fund in respect improved collection rates of PV income tariff and pest control, following the CIPFA review.

There is a favourable variance of **£0.3m** within the revenue costs that are ancillary to the capital programme. This figure is an estimate based on actual movements in 2021/22.

Housing Development £0.8m favourable

Removal of **£0.5m** Corporate and Democratic Core recharge by the General Fund following the CIPFA review of the HRA. This is now forecast at zero until further evidence to support the charge can be compiled.

Vacancy savings of **£0.3m**, due to posts being held vacant until the new structure has been approved and in order to facilitate absorption of Nottingham City Homes employees under TUPE.

HRA Quarter 1 Forecast Outturn Position April – June 2022					
Housing Directorate	Original Budget £m	Current Budget at Qtr1 £m	Forecast Outturn at Qtr1 £m	Forecast Variance at Qtr1 £m	Variance %
Dwelling Rents	(101.092)	(101.092)	(101.092)	0.000	0.00
Bad Debt Position	2.213	2.213	0.100	(2.113)	(95.48)
Service Charges	(9.552)	(9.552)	(9.552)	0.000	0.00
Non-Dwelling Rents	(2.469)	(2.469)	(1.787)	0.682	27.62
Interest Received	(0.031)	(0.031)	(0.031)	0.000	0.00
Other Income	(0.222)	(0.222)	(0.222)	0.000	0.00
Total Income	(111.153)	(111.153)	(112.584)	(1.431)	(1.29)
Repairs & Maintenance	27.873	27.873	27.873	0.000	0.00
Management Fee	21.553	21.553	21.553	0.000	0.00
Tenant Incentive Scheme	0.500	0.500	0.500	0.000	0.00
Public Realm	3.164	3.164	3.164	0.000	0.00
CCTV	1.501	1.501	1.501	0.000	0.00
Retained Housing Functions	3.090	3.090	2.259	(0.831)	(26.90)
HRA Shops	(0.546)	(0.546)	(0.552)	(0.005)	0.98
Housing Development	2.443	2.443	1.670	(0.773)	(31.64)
Housing Partnership	0.996	0.996	0.962	(0.035)	(3.46)
Depreciation	31.968	31.968	31.968	0.000	0.00
Capital Charges	16.668	16.668	16.668	0.000	0.00
DRF	0.600	0.600	0.600	0.000	0.00
Working Balance Surplus	1.342	1.342	1.342	0.000	0.00
Housing Delivery Transition project	0.000	0.000	0.001	0.001	0.00
Total Expenditure	111.153	111.153	109.509	(1.644)	(1.48)
Housing Total	0.000	0.000	(3.075)	(3.075)	(2.77)

Executive Board
20 September 2022

Subject:	Corporate Risk and Assurance Update
Corporate Director(s)/Director(s):	Clive Heaphy, Corporate Director for Finance and Resources
Portfolio Holder(s):	Councillor Adele Williams, Portfolio Holder for Finance
Report author and contact details:	Shail Shah, Head of Audit and Risk shail.shah@nottinghamcity.gov.uk Caroline Stevens, Principal Risk Specialist caroline.stevens@nottinghamcity.gov.uk
Other colleagues who have provided input:	John Slater, Group Auditor
Subject to call-in: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Key Decision: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: Nil	
Wards affected: All	
Date of consultation with Portfolio Holder(s): 21 March 2022	
Relevant Council Plan Key Outcome:	
Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input checked="" type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input checked="" type="checkbox"/>
Improve the City Centre	<input checked="" type="checkbox"/>
Better Housing	<input checked="" type="checkbox"/>
Financial Stability	<input checked="" type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

To highlight to the Executive Board the top corporate risks to the Council, based on discussions at the Corporate Leadership Team (CLT) and the Leadership Group, and with Corporate Directors, including cross-cutting risks and risks escalated from directorates.

Does this report contain any information that is exempt from publication?

Appendices 1, 2 and 3 to the report is exempt from publication under Paragraph 3 of Schedule 12A to the Local Government Act 1972 because they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) and, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. It is not in the public interest to disclose this information because the report contains sensitive commercial, financial and contractual details that, if disclosed to potential contractors or partners, would be prejudicial to the Council's commercial position and its ability to secure best value.

Recommendation(s):

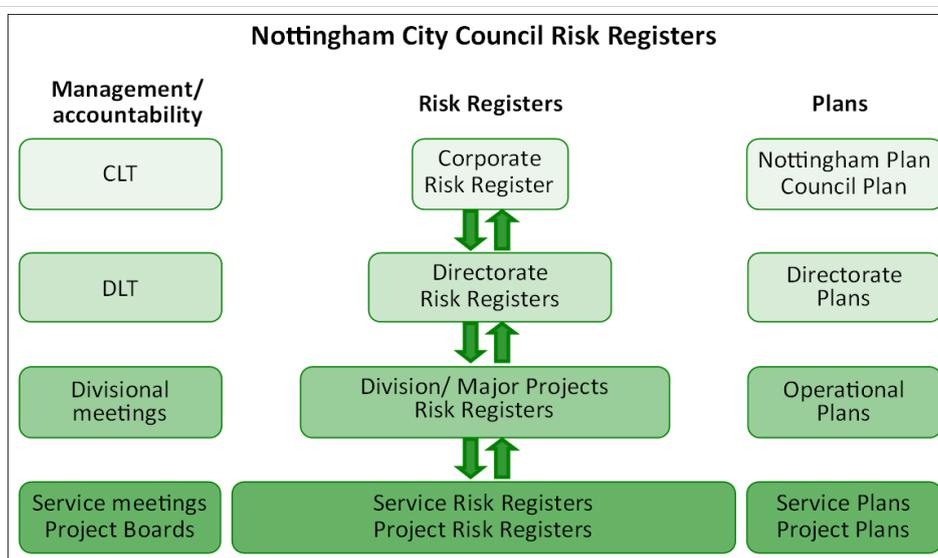
- 1. To note the Corporate Risk and Assurance Register, and to review the risks and mitigations within the Register and discuss their relevance, their corresponding risk scores and if any risks need to be added or deleted from the Register.

1. Reasons for recommendations

- 1.1. This report is presented for the review and discussion of the Corporate Risk and Assurance Register. The Executive Board is recommended to note the latest Register, review the existing mitigations in place for all identified risks and agree any additional risks for inclusion on the Register.

2. Background

- 2.1. A risk reporting process is in place to support escalation of risk throughout the Council as required. Risks can move between registers based on seriousness and required oversight and support. The escalation process is shown diagrammatically as follows:



- 2.2. Risks are reviewed by Directorate Leadership Teams (DLT), CLT and Leadership Group quarterly. The corporate Register is also reviewed by Executive Panel, Executive Board and the Audit Committee six-monthly.

The Register Update

- 2.3. The Register was reviewed by CLT on 2 August 2022. A summary of the changes to previous risks is attached as Appendix 1 and the summary Register is attached as Appendix 2, for review of the existing mitigations in place and to agree any further actions needed.

Embedding Risk Management

- 2.4. Following agreement of the risk appetite statements and thresholds for the Council in March 2022, these have been embedded within Risk and Assurance Registers to support risk owners when assessing risk levels and summaries of existing risk against the risk appetite has been presented to all DLTs this quarter. A review of existing corporate risk against the agreed risk appetite thresholds is provided as Appendix 3.
- 2.5. Two further training sessions were delivered to Senior Leadership members in July. These sessions were facilitated by the strategic risk consultant at Zurich and provided an overview of the risk management processes and expectations at the Council, including use of risk appetite. The sessions were well attended and received positive feedback.

Next Steps

- 2.6. Following approval of the Risk Management Policy and Framework in March 2022, additional work and training is planned to further embed risk management across the Council.
- 2.7. Further training for members is planned throughout 2022/23, including:
- further training to Audit Committee members on how to scrutinise risk management approaches;
 - training for Portfolio Holders on risk management in their areas of responsibility; and
 - training for members providing an overview of risk management.
- 2.8. Further training for officers is also planned throughout 2022/23, including:
- further training for Senior Leadership delivered by Zurich scheduled in September 2022;
 - further development of the online training module to incorporate changes in the Risk Management Policy and Framework; and
 - further support and training for divisions and services will be delivered as part of the transformation programme. This will include training sessions and register development across services.
- 2.9. Further development of the Risk and Assurance Register format and presentation is also planned in 2022/23, including working with performance to align reporting.

3. Other options considered in making recommendations

- 3.1. To not present the Corporate Risk and Assurance Register for review: this option is rejected as the process to review of the risks and mitigations within the Register, and to discuss their relevance, corresponding risk scores and if any risks need to be added or deleted from the Register, is a vital component of effective risk management.

4. Consideration of Risk

- 4.1. Risk and assurance is considered throughout the report.

5. Finance colleague comments

- 5.1. Financial implications are highlighted as potential impacts for each risk included within the Register, alongside an assessment of the impact on Finance using the risk matrix. Finance teams have inputted to related risks within the Register.

6. Legal colleague comments

- 6.1. Legal implications are highlighted as potential impacts for each risk included within the Register, alongside an assessment of the impact on Legal/legislation using the risk matrix. Legal teams have inputted to related risks within the Register.

7. Procurement colleague comments

- 7.1. Procurement teams have inputted to related risks within the Register.

8. Human Resources colleague comments

- 8.1. Workforce implications are highlighted as potential impacts for each risk included within the Register, alongside an assessment of the impact on the workforce using the risk matrix. Human Resources teams have inputted to related risks within the Register.

9. Equality Impact Assessment (EIA)

- 9.1. An EIA is not required because the report does not constitute proposals for a new or changing policy, service or function.

10. Data Protection Impact Assessment (DPIA)

- 10.1. A DPIA is not required because the report does not constitute proposals for the collection and management of personal data.

11. Carbon Impact Assessment (CIA)

- 11.1. A CIA is not required because the report does not constitute proposals that impact upon carbon neutrality.

12. List of background papers relied upon in writing this report

- 12.1. None.

13. Published documents referred to in this report

13.1. None.

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**Executive Board
20 September 2022**

Subject:	Social Housing Decarbonisation Fund – Wave 2.1
Corporate Director(s)/Director(s):	Sajeeda Rose, Corporate Director for Growth and City Development Wayne Bexton, Director for Carbon Reduction, Energy and Sustainability
Portfolio Holder(s):	Councillor Sally Longford, Portfolio Holder for Energy, Environment and Waste Services
Report author and contact details:	Rhianna Holt, Stakeholder Engagement Officer rhianna.holt@nottinghamcity.gov.uk Ellen Cooper-Tydeman, Fuel Poverty Project Manager ellen.Cooper-Tydeman@nottinghamcity.gov.uk Michael Gallagher, Head of Midlands Energy Hub michael.gallagher@nottinghamcity.gov.uk
Other colleagues who have provided input:	
Subject to call-in: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Key Decision: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Criteria for Key Decision: (a) <input checked="" type="checkbox"/> Expenditure <input checked="" type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision and/or (b) Significant impact on communities living or working in two or more wards in the City <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Type of expenditure: <input checked="" type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital If Capital, provide the date considered by the Capital Board: consideration subject to the proposed bid being successful	
Total value of the decision: Up to £150 million	
Wards affected: All	
Date of consultation with Portfolio Holder(s):	

Relevant Council Plan Key Outcome:

Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input checked="" type="checkbox"/>
Financial Stability	<input checked="" type="checkbox"/>
Serving People Well	<input type="checkbox"/>

Summary of issues (including benefits to citizens/service users):

The Midlands Net Zero Hub (MNZH) is seeking approval to lead a regional consortium bid for up to £150 million for the Social Housing Decarbonisation Fund (SHDF) from the Department for Business, Energy and Industrial Strategy (BEIS) with the Council as the Lead Authority, to be administered by MNZH.

SHDF will upgrade a significant amount of the social housing stock currently below Energy Performance Certificate (EPC) C up to that standard. It will support the installation of energy performance measures in social homes in England, and help deliver warm, energy-efficient homes; reduce carbon emissions; tackle fuel poverty; support green jobs; develop the retrofit sector; and improve the comfort, health and well-being of social housing tenants.

£800 million has been committed for the SHDF as part of the 2021 Spending Review settlement. The Wave 2.1 competition will allocate as much of this funding as possible to support the installation of energy performance measures in social homes in England. Grant funding agreements signed with successful lead applicants / projects start from February 2023, with the delivery window for SHDF Wave 2.1 runs to 30 June 2025.

MNZH led a successful regional consortium bid for SHDF Wave 1. The grant funding value for this bid was £14.9 million, with a total project cost of £26.4 million. The current delivery model developed and implemented through SHDF Wave 1 offers an effective route for the delivery of SHDF Wave 2.1 across the Midlands. This decision will generate an additional £200,000 management fee to contribute £100,000 towards 2023/24 financial returns and £100,000 towards 24/25 financial returns from the Carbon Reduction, Energy and Sustainability (CRES) Division supporting MTFP projections.

Does this report contain any information that is exempt from publication?

Appendix 1 to the report is exempt from publication under Paragraph 3 of Schedule 12A to the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. It is not in the public interest to disclose this information because it includes commercially sensitive details that, if published, could prejudice future

negotiations between the Council, the Department for Business, Energy and Industrial Strategy, and other Local Authorities.

Recommendation(s):

1. To approve the submission of a regional consortium bid for funding of up to £150 million for the Social Housing Decarbonisation Fund (SHDF) from the Department for Business, Energy and Industrial Strategy, with the Council as the Lead Authority and Accountable Body, to be administered by the Midlands Net Zero Hub.
2. To delegate authority to the Director of Carbon Reduction, Energy and Sustainability to accept any funding secured, subject to a business case and the funding conditions being submitted to and approved by the Director for Legal and Governance and the Corporate Director for Finance and Resources.
3. To note that the spend of any funding received will require further approvals and support from Legal, Finance and Procurement colleagues, prior to allocation.

1. Reasons for recommendations

- 1.1 The SHDF aims to deliver warm, energy-efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty and support green jobs. This directly supports the Council's 2018-25 Fuel Poverty Strategy and will see fuel bills reduce. Additionally, the project will drive retrofit measures to improve building fabric, decarbonise heating systems and see more renewable energy in social housing across the city and region, supporting the Carbon Neutral by 2028 aspiration and national carbon reduction targets.
- 1.2 The project is also intended to stimulate the supply chain and facilitate a green economic recovery from Covid-19. These funds will help bring forward a range of works that would not otherwise take place, enabling homes in fuel poverty to reduce energy costs and improve EPCs, addressing challenging stock and creating local jobs through transferring central government funding to the private sector.
- 1.3 The MNZH's role in the scheme would be delivered through 100% grant funding. The MNZH will use a proportion of the administration budget to support project delivery, and the project will be governed by existing structures in place for SHDF Wave 1. The MNZH has a risk register for SHDF Wave 2.1 and this has been included in the Project Initiation Document (PID). Housing providers, including the Council, will be required to provide a minimum of 50% match funding.

2. Background

- 2.1 The Council, under its CRES Division is the accountable body for the Midlands Energy Hub. MNZH will lead a consortium bid to deliver SHDF Wave 2.1 as the Lead Authority for consortia members.
- 2.2 On 22 October 2021, a Leader's Key Decision (DD4415, 'Social Housing Decarbonisation Fund') was approved to bid for and accept funding from the BEIS under SHDF Wave 1, up to a value of £32 million. This bid was successful, with Wave 1 will running from January 2022 to January 2023. SHDF is being launched over a 10-year period to improve the energy performance of social rented homes, on the pathway to 'Net Zero 2050'. The scheme aims to support the social housing sector across England, improving the comfort and well-being of residents by installing energy efficiency and low carbon heating upgrades with Wave 2.1 timeframe of March 2023 – June 2025.
- 2.3 The funding will be spent in accordance with a Section 31 grant and associated Memorandum of Understanding. The funding will enable regional delivery helping thousands of fuel poor households across the Midlands and support the Government's and the Council's carbon neutral target. Delivery will be supported through internal Council teams including the CRES Division, Procurement and Legal, with funding available for staffing as well as a management fee to the Council. The MNZH SHDF Wave 1 scheme has a team already in place to support regional delivery. MNZH has also recruited new team members to build capacity and further support project delivery.
- 2.4 SHDF Wave 1 provides an effective delivery model for SHDF Wave 2.1 as local authorities and Responsible Providers of Social Housing (RPs) can benefit from continued support from the MNZH to ensure delivery is efficient and achievable. The MNZH has set up two Dynamic Purchasing System to help support local authorities and RPs, to procure accredited suppliers for delivery.
- 2.5 Regional delivery enables all local authorities in the region to access available funding, particularly those that do not have the capacity to bid, and provides efficiencies through regional support. A regional application removes local competition to access funding and enables greater shared learning as more collaborative processes help to build capacity across the region both with regards local authorities sharing best practice, but also supporting the local supply chain by knowing the amount of funding available and available work in the area. The MNZH approach offers a longer period of time for all local authorities and RPs in the region to develop their proposals and identify a pipeline for the schemes.
- 2.6 Existing contracts are in place to support regional delivery. The MNZH is working with Legal and Procurement to compliantly extend the existing delivery model for SHDF Wave 1/Sustainable Warmth/Local Authority Delivery Phase 2, which will also encompass SHDF Wave 2.1, including providing award letters with terms and condition to each local authority and regional partner within the consortium.

3. Other options considered in making recommendations

- 3.1 To submit individual bids for local authorities or RPs: this option is rejected as it represents a missed opportunity for income generation through the management fee. As a result of feedback, some local authorities and RPs lack capacity or quantity of properties to submit an individual bid for funding. In addition, the BEIS has enforced a minimum number of homes per bid, and therefore some smaller projects would not be able to bid without a lead authority. The MNZH has procured services to assist with customer journey and implementation and also have two Dynamic Purchasing Systems for local authorities to use to procure installers and professional services.
- 3.2 To not submit a bid: this option is rejected as, without MNZH support, there could be a significant missed opportunity to bring financial support into Nottingham and the wider Midlands region to address the fuel poverty and domestic decarbonisation issues within social housing.

4. Consideration of Risk

- 4.1 A full risk register has been completed for SHDF Wave 2.1 and will be included in the PID.

5. Finance colleague comments

- 5.1 This decision seeks the approval to bid for up to £150 million. As described in the report, the MNZH has processes in place already aligned and set up due to the approval of Wave 1 and, therefore, if a bid is successful, the MNZH will be able to fulfil the terms in the Memorandum of Understanding quickly and efficiently. As the Accountable Body, the Council will be financially responsible for the proper recording of the receipts and payments and ensure minimal risks of any claw-back or over-spending resulting in a pressure to the Council.
- 5.2 As specific use and amount is yet to be confirmed, further details will be required as to how the MNZH will receive and allocate the funding. There will need to be sufficient tools to record the receipts and expenditure by setting up appropriate accounting codes. The Project Officer will be required to monitor the budgets to ensure the grant is received and allocated correctly and in a timely manner, following all financial regulations. Any administration and support costs to administer the grants to the successful Local Authorities will also need to be detailed.
- 5.3 As is acknowledged in the report recommendations, a business case will be required prior to accepting the funding, which can only be accepted in conjunction with the Director for Legal and Governance and the Section 151 Officer for approval. This will ensure that the use of the funding will be properly scrutinised prior to committing the Council to accepting the monies, particularly in light of its role as Accountable Body for the MNZH.

Comments provided by Michelle Pullen, Senior Commercial Business Partner, on 6 September 2022.

6. Legal colleague comments

- 6.1 Submission of the bid and acceptance of the funding that is the subject of this report is aimed to ensure the continued improvement of energy performance of social rented homes in the region by the installation of energy performance measures. If successful, the Council will continue to act as the Accountable Body for the MNZH for this wave of the project and will be responsible for the allocation of the funding in accordance with the grant funding conditions from the BEIS.
- 6.2 As Accountable Body, the Council must ensure that it passes through to any recipients of grant funding all obligations for which the Council remains primarily liable under its grant agreement / Memorandum of Understanding with the BEIS. The Council has the power to undertake this role in accordance with the Localism Act 2011 pursuant to the general power of competence.
- 6.3 As is acknowledged in the report recommendations, a business case will be required prior to accepting the funding, which can only be accepted in conjunction with the Director for Legal and Governance and the Section 151 Officer for approval. This will ensure that the use of the funding will be properly scrutinised prior to committing the Council to accepting the monies, particularly in light of its role as Accountable Body for the MNZH.
- 6.4 As the specific use and allocation of the monies is yet to be confirmed, more detail will be required with respect to how the monies are proposed to be used or allocated upon receipt. This is likely to be via grant awards and internal spend. Legal, Finance and Procurement colleagues will need to review and advise upon proposed allocation of spend to ensure scrutiny and compliance (including in line with the Subsidy Control Rules) and to ensure appropriate agreements are in place. Further approvals with more specific detail of funding distribution will therefore be required in due course. In addition, an assessment of any grants made to third parties will need to be undertaken.

Comments provided by Dionne Screatton, Senior Solicitor – Contracts and Commercial, on 31 August 2022.

7. Procurement colleague comments

- 7.1 The recommendations this report is seeking to have approved relate to applying for, and if successful, managing, external grant funding, including internal staffing costs. As such, there are no direct Procurement implications to this report.
- 7.2 Any subsequent procurement activity related to the grant, or operations by or for the MNZH related to the grant, will need to be undertaken in accordance with Contract Procedure Rules and, where applicable, the Public Contracts Regulations 2015. The Procurement team will continue to support the MNZH to undertake these activities compliantly, for both their own operations and by providing procurement support and advice to members of the consortium.

Comments provided by Jonathan Whitmarsh, Lead Procurement Officer, on 26 August 2022.

8. Social value considerations

- 8.1 A series of contracts with options for extension have been procured and awarded as part of project delivery. All procurement exercises overseen by the Council's Procurement team consider social value. This included job creation and Customer Journey Support offers added value services such as income maximisation, aiming to provide up to £4 million in additional savings to residents through their support services.

9. Regard to the NHS Constitution

- 9.1 Improving energy efficiency of homes is linked to a reduction in cold-related health concerns and associated hospital admissions.

10. Equality Impact Assessment (EIA)

- 10.1 An EIA is not required because this decision does not represent proposals for a new or changing policy, service or function.

11. Data Protection Impact Assessment (DPIA)

- 11.1 A DPIA is not required because this report does not represent proposals for the collection of personal data.

12. Carbon Impact Assessment (CIA)

- 12.1 A CIA is not required because one of the key objectives of this work is to reduce carbon emissions. Upon commencement of the project, it will be possible to profile expected carbon savings with partners.

13. List of background papers relied upon in writing this report

- 13.1 None.

14. Published documents referred to in this report

- 14.1 Delegated Decision 4415 – Social Housing Decarbonisation Fund
<https://committee.nottinghamcity.gov.uk/ieDecisionDetails.aspx?ID=7768>

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