



Nottingham City Council
Commissioning and Procurement Executive Committee

Date: Tuesday, 10 May 2022

Time: 10.00 am

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

Director for Legal and Governance

Governance Officer: Mark Leavesley

Direct Dial: 0115 8764302

Agenda	Pages														
1 Appointment of Vice-Chair															
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5 Sports and Leisure Kit Replacement Strategy - key decision Report of Corporate Director for Resident Services	11 - 18														
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7 Overnight Short Breaks for disabled children with complex health needs - key decision Joint report of Directors for Adult Health and Social Care & Commissioning and Procurement	41 - 76														
8 Meeting dates 2022/23 To agree to meet at 10.00am at Loxley House on the following Tuesdays for the municipal year 2022/23:															
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<u>2022</u>	<u>2023</u>														
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If you need any advice on declaring an interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting

Citizens attending meetings are asked to arrive at least 15 minutes before the start of the meeting

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Nottingham City Council

Commissioning and Procurement Executive Committee

Minutes of the meeting held at Loxley House, Station Street, NG2 3NG on 12 April 2022 from 10.05 am - 10.38 am

Membership

Present

Councillor Sam Webster (Chair)
Councillor Cheryl Barnard (Vice Chair)
Councillor Eunice Campbell-Clark
Councillor Adele Williams

Absent

Councillor Sally Longford

Colleagues, partners and others in attendance:

Mark Leavesley	- Governance Officer
Lisa Lopez	- Lead Commissioning Officer
Tracy Martin	- Transactional Accounting
Shaun Miles	- Head of Markets and Fairs
Steve Oakley	- Head of Contracting and Procurement
Hannah Stovin	- Intelligence and Insight Manager
Ceri Walters	- Head of Commercial and Transformation Finance

Call-in

Unless stated otherwise, all decisions are subject to call-in. The last date for call-in is 26/04/2022. Decisions cannot be implemented until the working day after this date.

62 Apologies for Absence

Councillor Longford - leave

63 Declarations of Interests

None.

64 Minutes

The Committee agreed the minutes of the last meeting held on 15 March 2022 as a correct record and they were signed by the Chair.

65 D2N2 Supported Accommodation Framework

Lisa Lopez, Lead Commissioning Officer, presented the report, highlighting the following:

- Nottingham City Council's (NCC) current accreditation process for Semi-Independent Accommodation was due to end, and the existing contracts due to expire, in March 2023;

- as such, approval was being sought to utilise the opportunity to jointly commission a Supported Accommodation light-touch framework contract across the D2N2 area, replacing the existing accreditation;
- as this would be a framework, and therefore services paid for solely based on activity, the costs in the report were only indicative and NCC would only pay for services actually commissioned;
- commissioning services jointly across the D2N2 area was likely to result in more efficient use of resources, and, as Derby City Council were leading the re-commissioning, it would reduce pressure on NCC resources and align with the Residential and Foster Carers frameworks, which are currently jointly commissioned across D2N2.

In response to questions, Ms Lopez stated that although the:

- main aim of the service was around accommodation provision, it also included life-skills training, such as financial responsibility etc;
- D2N2 area was large, with providers across all regions, NCC would look to place service users locally where possible, or across the region if that was more appropriate.

Resolved

(1) to approve:

- (a) procurement of the provision of Supported Accommodation for Children in Care, as detailed in appendix 1, in partnership with the D2N2 councils, through an appropriate procurement process led by Derby City Council, to commence on 1 August 2022 for a five-year period, with an option to extend for a further two periods of 2-years and one period of 1-year (5+2+2+1), therefore up to a maximum 10 years in total;**
- (b) a maximum expenditure of £12,355,200 for the provision over the entirety of the contract (up to 10 years), to be met from the Children's Placement Service budget;**

(3) to delegate authority to the:

- (a) Head of Contracting and Procurement to sign as required any inter-Local Authority partnership agreement to set out the legally binding relationship and inter-dependencies between Nottingham City, Derby City, Derbyshire County and Nottinghamshire County Councils;**
- (b) Head of Children in Care (Regulated Services) to award any call-off contract(s) in accordance with the Council's scheme of delegation number 274(a).**

Reasons for recommendations

- 1) To provide high quality, local accommodation for older children in care, aged 16 years and over. Commissioning a light touch framework contract for placements within Nottingham City, in addition to the other existing provision, will ensure the young people who are moving towards living independently will have access to high quality accommodation and support locally.
- 2) The current Nottingham City Council accreditation has over 50 providers – this is extremely challenging for our Quality Assurance colleagues to monitor on an ongoing basis. The D2N2 framework will have up to 10 providers for each local authority – this will provide sufficient opportunities to secure placements, whilst keeping the number of providers manageable and thus improving quality. This service will form part of a range of accommodation and support options to meet the differing needs of children in care.
- 3) To fulfil Nottingham City Council’s statutory duties. Nottingham City Council has a statutory duty to provide sufficient accommodation for its Looked After Children. For those young people aged 16 years and above (who have left school), it is often appropriate to provide this accommodation in a semi-independent setting, in order to successfully prepare young people for independent living. Nottingham City Council’s accreditation for Supported Accommodation is due to end at the end of March 2022. Where there are no alternatives available, placements are spot-purchased outside of contracts.
- 4) A national shortage of available placements means that placements can be spot-purchased wherever they are available. This results in young people being placed outside the city, away from their support networks, and lack of quality assurance of accommodation and support being provided. Commissioning a light touch framework contract for placements within Nottingham City, in addition to the other existing provision, will help to ensure statutory requirements are fulfilled, reduce incidences of spot-purchasing and help keep young people closer to home.
- 5) To improve efficiency and value for money. Commissioning the service jointly across the D2N2 area is likely to result in more efficient use of resources – Derby City Council have led development of the service model, and will lead the procurement, which reduces pressure on Nottingham City Council’s resources. There is an existing partnership agreement in place with the other D2N2 authorities, and the proposed Supported Accommodation framework will be added to the scheme of work within that agreement. In order to take advantage of this opportunity, Nottingham City Council needs to re-commission the Supported Accommodation framework in line with the other D2N2 authorities’ timescale.
- 6) The average cost of a placement for a young person who is currently in Supported Accommodation is approximately £750-900 per placement per week. With a light touch framework, providers submit their pricing structure within specified parameters, which is then fixed for the duration of the contract unless otherwise agreed. Because the contract is paid on activity i.e. we only pay for the placements we are using, all costs in this report are indicative.

- 7) Providers will only be accepted onto the framework for Nottingham City Council within the agreed price banding, which is in line with the current market rates. There may be some small savings from moving to a model with a smaller number of local providers. However, the more significant savings will come from work with families to ensure less children become looked after, and from more of our placements being commissioned via provided internally or via fixed-price contracts, rather than via frameworks, accreditations, and spot-purchasing. This framework will only be used for those young people who could not be placed in our internal services, or one of our fixed-price services (for example, Supported Lodgings, or the Supported Accommodation block contract).
- 8) To manage the market. The shortage of placements has led to increased demand and high placement costs, with providers effectively in control of the market. Many local authorities have sought to keep placements local by withdrawing from larger frameworks – this leads to more work for providers, for the same volume of work, and the costs of this are likely to be passed on to the local authorities. Commissioning this service jointly across the D2N2 area is likely to provide sufficient volume of activity to be appealing to providers, whilst keeping placements local and managing costs.

Other options considered

- 1) Re-tender for a Nottingham City only Supported Accommodation, as per the current arrangements. The current accreditation was developed to allow a flexible option to purchase placements in and close to Nottingham City. However, the flexible nature of the accreditation has resulted in over 50 providers now being accredited. Nottingham City Council has no children placed with the majority of these providers, but is still required to quality assure them – an enormous undertaking which is not possible for our teams to carry out effectively. Supported Accommodation is currently not subject to national registration, and therefore this presents a risk to the quality of accommodation and support being provided, as well as creating additional work for Nottingham City Council officers. Therefore, this option is not recommended.
- 2) Do nothing. The current Supported Accommodation accreditation is due to end at the end of March 2022. Taking no action would result in having no flexible contract arrangement in place, and all placements beyond those in our internal and fixed-price contracts would need to be spot-purchased. This would result in uncontrolled, highly varied pricing and quality, and in young people being placed outside the city, far away from their support networks. This would likely result in poorer outcomes for the young people and significantly increased costs to Nottingham City Council. Therefore, this option is not recommended.

66 DLUHC grant for Domestic Violence & Abuse statutory duty

Hannah Stovin, Intelligence and Insight Manager, presented the report, highlighting that as of 1 April 2021, Part 4 of the Domestic Abuse Act 2021 places a statutory duty on Tier 1 local authorities relating to the provision of support to survivors, and their children, of domestic violence and abuse residing within safe accommodation, and covers revenue expenditure relating to those functions, and Nottingham City Council

has been awarded £873,640 by the Department of Levelling up, Housing and Communities (DLUHC) to fulfil that duty.

It was also stated that a framework was currently being worked on, through which delivery of these services would be commissioned, and it was expected that this work would be in completed during 2022-23, and in place for 2023-24.

Resolved

(1) to approve:

(a) acceptance of the grant of £873,640 from the Department of Levelling Up, Housing and Communities to deliver the statutory requirement during 1 April 2022 to 31 March 2023;

(b) use of the grant to fund:

(i) the delivery of services as detailed in appendix 1;

(ii) 1xFTE member of staff to support implementation of the new statutory duty:

(2) to delegate authority to the Director of Community Protection to award and sign contracts and variations as detailed in appendix 1.

Reasons for recommendations

1. To enable delivery of the statutory duty as outlined in the Domestic Abuse Act 2021 for a one-year period.
2. To enable the completion of a framework for the commissioning of domestic and sexual violence services in 2022-23 to ensure future compliance.
3. To enable the continuation of joint commissioning under partnership agreements with the Office of the Police and Crime Commissioner (OPCC) and Clinical Commissioning Group.
4. To enable the completion of the review of the CDP Team within NCC and the contributions it receives from Public Health and the OPCC.

Other options considered

No other options were considered as this is a statutory duty. DLUHC have indicated that failure to spend will result in a reduction of future awards. NCC's proposed strategy and spend were submitted to DLUHC in August 2021 in line with statutory requirements.

67 Grant for refugee resettlement schemes to 2027

Further to minute 33, dated 14 December 2021, Shaun Miles, Head of Markets and Fairs, presented the report, highlighting that the December report requested authority

to participate and draw down grant monies for refugees resettled into the partnership to 2022-23 (with funding until 2025-26), and ensured approval for urgent work underway to commission new resettlement casework and ESOL services for the client group. He further stated that this report sought further approval around grant funded ad-hoc spend and delegated authority for the drawdown of relevant grant monies up to £7,000,000 for refugees resettled in the partnership between 2023-2026 and their legacy funding (5 years' maximum to 2031), in line with corporate governance and funding of the contracts as per Home Office ways of working.

In response to a question, Mr Miles stated that the service included mental health provision, play activities and registration with/access to GP/CAMHS services etc.

Resolved

(1) to approve:

- (i) extension of participation in the refugee resettlement schemes to the end of the financial year 2030-31, meaning new arrivals will arrive until the end of the financial year 2025-26, with a five-year funding taper;**
- (ii) continuation of Accountable Body duties in support of neighbouring first-tier authorities to deliver resettlement;**
- (iii) delegation of spending authority on other required services within NCC, County, District partners and externally with the voluntary sector and local businesses and landlords, in accordance with delegated scheme of authority, subject to compliance with Home Office Funding Instructions and Nottingham City Council's constitutional requirements, up to the end of financial year 2030-31.**

(2) to authorise acceptance and drawdown of relevant grant monies;

(3) to grant delegated authority to the Corporate Director for Resident Services to:

- (i) approve the outcome of the tender processes commenced following the 14 December 2021 Committee approvals for both the casework contract (valued at up to £2.5million over 5 years) and the ESOL contract (up to £600,000 over the 5 years), and to sign and award the contracts;**
- (ii) recruit 2 additional fixed term staff for this project in order to improve the service, governance and contractual arrangements.**

Reasons for recommendations

1. The Resettlement programme is fully Home Office funded – staff time and redundancy costs are factored into this.

2. This work is also in accordance with Strategic Council Plan 2021-23 Key Outcome One: 'To be a city that welcomes those in need of refuge or shelter'.
3. It should also be noted that central Government funding instructions are frequently changing in parameters and timescales, and are often issued after implementation has begun. UKRS funding instructions were issued in April 2021, while ARAP and ACRS funding instructions were substantially altered and reissued in August 2021 and January 2022.
4. The three schemes are now aligned in funding amount and confirmed to run for 5 years with a 3 to 5-year funding taper in place, so it is prudent to seek governance for the five years at this stage providing the opportunity to ensure commissioning, staffing and service delivery are planned over the timeframe of the schemes.
5. Allowing 5 years of funding flows into NCC will enable the contracts (as described in Dec 2021 report) and staffing in the programme to be on a secure footing.
6. In addition to the current 2.3 staff permanent staff currently on this project there is the intention to recruit two fixed term posts focused on the contracts and governance side of the work specifically. This will ensure compliance with NCC's new working models and to secure efficiencies with aligned contracts/ grants.
7. Taking a five-year view enables the city to improve governance for the projects and set out improved commissioning and grant aid processes rather than responding to crisis with each new policy announcement.
8. These schemes provide for UNHCR recognised refugees, they are comprehensive in providing housing and education, advice to employment and benefits, integration and English language support.
9. Improved longevity in this funding enables supporting departments such as the Adaptations Agency, Education and CAMHS to secure additional resource for this cohort, freeing up and adding capacity in the system.

Other options considered

1. Decline to participate in schemes – this may result in capacity reduction or closure of key voluntary services, which would displace support needs back to Nottingham City Council, without additional resources.
2. Continue to seek year on year approval to bring in refugees through resettlement schemes – this is a time consuming process which would reduce stability for staff and service users.

68 New 3-year merchant acquirer contract

Tracy Martin, Team Leader, Transactional Accounting, presented the report, highlighting that the Merchant Acquirer contract was a core contract that enabled NCC to accept debit and credit cards payment for a range of income generating services, and was due to expire in August 2022.

Resolved to approve that Nottingham City Council enter into a new 3-year Merchant Acquirer contract with Cardnet, utilising an existing framework CPRAS, at an estimated total value of £891,000.

Reasons for recommendation

1. The current NCC contract is due to expire in August 2022. The existing arrangements with Cardnet have been in place since 2015; the contract was awarded in line with the bank contract as Cardnet is part of the Lloyds group.
2. The option to undertake a full tender has been disregarded for the following reasons:
 - There are a small number of providers of merchant acquirer services for an organisation of this size and scale. There is no guarantee a full tender would generate a saving to the council; current accessible benchmarking data indicates that NCC are not overpaying for this service;
 - A change of merchant acquirer includes a hardware and software change to 53+ establishments and significant software configuration to link this new hardware to our cash management system which would require project managing. This will result in revision of bank paperwork, termination of card terminal lease arrangements, changes to cash management rules and potentially changes to business process depending on the service offer. This will all need testing thoroughly to ensure functionality is in place prior to the go live date;
 - If the merchant acquirer was to change this would trigger a new award for replacement card machines at the 53 establishments;
 - The specialist resource required to support this project is already fully utilised supporting other core functions and projects such as: end of year closedown in Fusion, transfer of EnviroEnergy into NCC and an essential cash management system upgrade during 22/23.

Other options considered

The option of undertaking a full tender has been considered but disregarded because this does not appear to offer NCC material cashable savings. Awarding this contract to an alternative provider would result in changes to card reader hardware and software at 53+ establishments and software changes to the Council's cash management system, which are not realistically deliverable by September 2022.

69 Proposed dates for 2022/23

The Committee noted the proposed meeting dates for municipal year 2022-23, to be agreed at the first meeting in May 2022.

Commissioning and Procurement Executive Committee – 10 May 2022

Subject:	Sports & Leisure Kit Replacement Strategy 2022/23 - 26/27		
Corporate Director:	Frank Jordan, Corporate Director Resident Services		
Portfolio Holder:	Cllr Campbell-Clark - Leisure, Culture & Schools		
Report author and contact details:	Kara Gokova kara.gokova@nottinghamcity.gov.uk		
Other colleagues who have provided input:	John Wileman, Head of Sport, Leisure & Business Management Nicola Smyth, Service Manager Maria Balchin, Senior Commercial Business Partner Holly Fisher, Procurement Manager Sue Oliver, Category Manager Procurement Naomi Vass, Solicitor, Team Leader Contracts and Commercial Nancy Cordy, Commissioning Manager, Children and Families		
Key Decision	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Subject to call-in <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Reasons: <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			<input type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital
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 Considered by Capital Board on 12/04/2022			
Total value of the decision: £1.5 Million (over 5 years)			
Wards affected: All			
Date of consultation with Portfolio Holder: 17/03/2022			
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 checked="" type="checkbox"/>		
Serving People Well	<input type="checkbox"/>		
Summary of issues (including benefits to citizens/service users):			
<ul style="list-style-type: none"> • To create and implement a 5-year plan to replace existing fitness equipment and to carry out any required fabrication changes to the fitness facilities. • To provide fitness options for residents to benefit from improved mental and physical health and wellbeing, potentially impacting on employability, economic development and community cohesion. • To work in partnership with Public Health to encourage key target groups to participate in sport & fitness. • To ensure equipment is on trend and provides a good level of digital integration in line with the Sports & Leisure digital strategy. • To ensure equipment is well maintained and meets all health & safety requirements. 			

- For the fitness equipment to be fit for the purpose for local communities offering a variety of machines accessible to all fitness levels & abilities.
- To aid with sales and retention of customers, maintaining membership sales growth in order to generate income and a balanced revenue budget.
- To ensure equipment is relevant to customer demands in a competitive market.
- To set up a financial process which enables a continued sustainable funded plan for ongoing kit replacement and ensuring best value through the procurement process.

Exempt information: None

Recommendations:

- | | |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | To note the addition of £1.5million to the Capital Programme 2022/23 - 26/27. |
| 2 | To approve an annual transfer of up to £400k per annum from the Sports & Leisure revenue account into the earmarked kit replacement capital reserve, ensuring funds are available in advance of purchase. |
| 3 | To note the use and drawdown of existing resources from the kit replacement reserve. |
| 4 | <p>To delegate authority to the Director of Sports and Culture to procure and award contracts as required for:</p> <ul style="list-style-type: none"> • A supplier(s) of sport and leisure kit for a period of up to 5 years, together with an associated maintenance requirement for kit across all leisure sites up to kit replacement; • Specialist/unique equipment; • Minor works requirements within the leisure centres; • Other professional services/specialist requirements for the leisure provision. |

1. Reasons for recommendations

- 1.1 To enable a robust procurement & financial resourcing process to be taken over the 5-year duration of the kit replacement strategy (2022/23-26/27).
- 1.2 To support required income generation to meet budget targets (Over £7 million per annum following removal of Covid related pressure funding).
- 1.3 Ensure sustainability and best value of the business in a competitive market and to meet health & safety requirements.

2. Background (including outcomes of consultation)

- 2.1 The previous Delegated Decision in 2016 (Ref:2318) approved £996,000 to replace the cardio vascular equipment at the leisure centres. This was part of a five year roll out programme. Other approvals were gained for purchasing spinning bikes and resistance training machines.
- 2.2 The industry norm is to replace kit every five years for cardio and ten years for spinning bikes & resistance machines. In order for the leisure service to thrive in such a competitive market the service needs to ensure equipment is on trend, has options for digitised technology, meets health & safety requirements and remains in working order.
- 2.3 All the equipment is now due or past its renewal schedule so the service is looking to consolidate the replacement of the fitness equipment within one new kit

replacement strategy for up to £1.5 million over the next 5 years. This will include cardio, resistance and spinning bikes and any other on-trend fitness equipment. The programme has been modelled to create a rolling programme with sustainability for future kit replacement strategies in mind.

- 2.4 This kit replacement strategy will also include works within the fitness rooms to accommodate the equipment's requirements and to meet current fitness demands and trends. (One off specialist equipment & works to be sought by quotes if not available within the main contract).
- 2.5 Covid has hit the leisure industry hard and created a substantial reduction in fitness membership numbers. Work is underway as part of the recovery plan, to drive sales of memberships. This can only be achieved through what we have to offer the customer with regards to modern, working and digitally adaptive equipment. Key to this is the kit replacement to provide our members with fully functioning well stocked gyms suitable for all the community and to encourage residents to lead healthy lifestyles. Failure to get these memberships back up to their pre Covid levels could prove problematic in achieving future income targets.
- 2.6 The replacement equipment would be funded partially through existing reserves set aside specifically for this purpose, along with continued annual movements into the reserve through a revenue contribution of up to £400K. This is based on an existing dedicated budget resource and additional contributions based on financial performance. This will enable replacement of the equipment without the need for prudential borrowing and related interest charges. The funds would be available before purchase of the equipment and would minimise any financial risks to the Council. Tendering will be carried out with procurement colleagues to ensure compliance with current regulations and to ensure best value.
- 2.7 The frequency of machines requiring repairs at the sites is constantly growing and the cost of repairs is substantial now the contract has expired. These costs will only escalate as the machines age and get more usage. Maintaining a good selection of equipment to engage, motivate and retain customers and minimise any health & safety risks is a priority. A negative customer experience when machines are out of order could result in losing both existing members and potential new sales and cause an overall reduction in participation.
- 2.8 Harvey Hadden was the last site to have its gym kit replaced so would be the first site requiring updated Kit. There will be a timeline for all other sites ensuring it is planned into the capital programme appropriately, with consideration to the 5% partial exemption VAT limit and to also prioritise sites to minimise any ongoing maintenance costs.

3. Other options considered in making recommendations

- 3.1 Do nothing – The Service would not be able to compete effectively in a commercial environment. This would result in loss of members, reduced sales and limited offer available. This could also result in health and safety risks where no agreed maintenance plan in place and high costs for out of contract service repairs on machines.
- 3.2 Maintenance contract only – There are estimated costs of £600K for just a maintenance only agreement on existing machines. Potential to lose members who are seeking more modern equipment being available. Maintaining income targets in

a commercial environment would be effected where the industry norm is a 5 year replacement plan.

- 3.3 Reduce the investment – This would mean an inferior offer to members either on quantity of machines available or the quality. This would impact on customer experience, customer retention and customer sales.
- 3.4 Extend replacement or renewal programme – Due to COVID many sites are already past the initial 5-year industry standard replacement limit. Machines have already started to need repair more frequently with bills becoming higher now the previous maintenance contract has ended. It would be difficult to obtain maintenance agreements for longer than the standard 5 years. An extension to 6-7 years would incur higher costs within the tender to allow for the increased risk of repairs. Loss of those members seeking use of modern, high tech cardio and resistance machines during the latter stages of the replacement programme.
- 3.5 Leasing – Recent findings show leasing is no cheaper than buying and would lose the buy-back opportunities for sale of equipment at the end of the contract.

4. Consideration of Risk

The following initial risks have been identified for the kit replacement strategy and replacement programme over the next 5 years:

Risk Description	Risk level	Mitigation
Competition - New gyms opening in the area could impact on sales and retention if equipment isn't replaced per industry norms	Medium	Ensure that kit replacement, is in line with latest industry standards and predicted growth and evolution of the fitness market
Further Covid outbreaks – impacting on equipment supply chain and overall programme delivery timetable		Ensure as part of procurement process that suppliers clearly outline business continuity plans for relating to supply and delivery
Closure of leisure facilities as a result required saving or transformation of service	Medium	As part of any savings plans surplus kit which would need to be sold (to partially recuperate the investment cost but would include maintenance plan over the life of the contract
Increased cost of equipment from inflationary or other external market factor	Medium	As part of procurement fix and secure costs for the equipment over the replacement strategy period

5. Finance colleague comments

- 5.1 This decision seeks approval to incur expenditure totalling £1.5m over a period of 5 years. The expenditure will only be incurred if it is affordable as the expenditure will be resourced from earmarked reserves held for this purpose. Subject to the Council's financial out-turn for the next few years, and the service area meeting its performance targets, the current earmarked reserve for Sports Kit replacement will be replenished.

- 5.2 The recommendations in this report will not have a negative impact on the Medium term financial plan (MTFP) due to:
- An existing provision within the Sports & Leisure approved budget for contributions to the reserve (subject to the Section 151 officer approval and approval at Executive Board);
 - The cost of the replacement equipment includes annual maintenance and repairs, hence the annual running costs of the equipment is factored into the approved budget for running costs.
- 5.3 Failure to replace old and obsolete equipment would lead to an overspend position. This would be due to:
- Increased cost in relation to repairs and ad hoc replacements, which would also lead to down time. This would adversely affect the customer experience, and the Council's ability to compete with other Leisure providers.
 - Reduced income generation. The 2022/23 approved MTFP for Sports & Leisure includes a budgeted income target of £5.925m from customer receipts, including £1.225m covid pressure funding. The pandemic had a significant impact on operations due to long periods of closure, and the nature of the pandemic adversely affected consumer confidence. In recognition of this, the covid pressure funding is expected reduce so that by 2025/26, and the budgeted income target is forecast to be £7.150m (subject to approval of the MTFP). The Sports & Leisure market is evolving and the new equipment will need to ensure the service remains attractive to consumers in order to meet the budgeted income targets. Failure to meet the budgeted income targets would result in overspend.
- 5.4 This project has been considered by the Capital Board on 12/4/22 and it has been agreed to proceed for consideration by the Commissioning & Procurement Executive Committee.
- 5.5 The directorate should ensure all purchases and sales of old equipment follows the Nottingham City Council's financial guidelines.

Maria Balchin, Senior Commercial Business Partner & Tom Straw, Senior Accountant
01 March 2022

6. **Legal colleague comments**

- 6.1 There are no significant legal concerns arising from this report which is seeking an approved budget and authority to procure sport and leisure equipment and associated works and services.
- 6.2 Any contracts must be procured in accordance with the Council's Contract Procedure Rules as set out in Article 18 of the Constitution, together with any requirements under the Public Contract Regulations 2015. The Council's Procurement Team will be able to assist and advise on the most appropriate procurement route and Legal Services will assist with the drafting or review of any contract documentation.

Naomi Vass – Team Leader, Contracts and Commercial Team - 23 March 2022

7. Procurement comments

- 7.1 Procurement will support in sourcing this equipment replacement contract by utilising the open procedure. Due to the value, this contract opportunity will be advertised using Contracts Finder, Find a Tender Service and on Due North.
- 7.2 The open procedure enables the wider marketplace to engage with the opportunity, encouraging competitive tension and innovative solutions, procurement will support in the development of the requirement and the assessment criteria.
- 7.3 Fabrications & Building Works – The need for any rectification works may be required following the removal and installation of the new kit, this cannot be confirmed until designs are submitted and installation works underway. The management of this can be addressed within the kit specification as providers may have their own supply chain for such requirements. If not, procurement will assist in finding compliant and commercial routes for getting the work completed with minimal disruption to the service.

Holly Fisher – Lead Procurement Officer - 19 April 2022

8. Public Health comments

- 8.1 Eating and moving for good health is one of four priorities in the recently agreed Joint Health and Wellbeing Strategy for Nottingham (2022-2025). Increasing physical activity / reducing physical inactivity across Nottingham's communities will be a key part of the delivery plans which sit underneath this priority.
- 8.2 Public health are committed to working with sport and leisure colleagues to ensure that the service offer is developed in a way which increases participation across different groups with Nottingham's community and supports the reduction of health inequalities. Leisure centres are an important part of this offer.

Nancy Cordy – Executive Officer (Public Health) – 19 April 2022

9. Crime and Disorder implications (if applicable)

N/A

10. Social value considerations

- 10.1 This decision will positively impact upon the social value of city residents by enabling the authority to offer attractive services which increase participation levels and introduce new users. Residents accessing the new equipment will benefit from improved mental and physical health and wellbeing, potentially impacting on employability, economic development and community cohesion.
- 10.2 Working in partnership with public health to promote healthy lifestyle choices and to target key groups with low participation in fitness & exercise.

11. Regard to the NHS Constitution (if applicable)

N/A

12. Equality Impact Assessment (EIA)

- 12.1 An EIA is not required because there are no equality impacts on this decision as this is replacement of equipment for the existing service offer. However, in supplying the equipment consideration will be made for ensuring equality of access and use of the equipment.

13. Data Protection Impact Assessment (DPIA)

- 13.1 A DPIA is not required because there are no data protection issues related to Procurement of fitness equipment.

14. Carbon Impact Assessment (CIA)

- 14.1 A CIA is not required because the carbon impact has not changed for the service as a result of the /replacement/provision of the equipment. Consideration in the scoring of the tendering process would be given to locality of the supply which would reduce carbon footprint on the delivery of the product along with recycling possibilities when the machines no longer work.

15. List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

None.

16. Published documents referred to in this report

None.

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Subject:	Rough Sleeping Initiative 2022-25		
Corporate Director/ Director:	Sajeeda Rose – Corporate Director of Growth and City Development Paul Seddon – Director of Planning and Regeneration		
Portfolio Holder:	Councillor Linda Woodings – Planning, Housing and Heritage		
Report author and contact details:	Rachael Harding – Homelessness Strategy Manager rachael.harding@nottinghamcity.gov.uk		
Other colleagues who have provided input:			
Key Decision	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Subject to call-in
			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Reasons:	<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			<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital
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: £6,323,241			
Wards affected: All			
Date of consultation with Portfolio Holder: 25/02/2022			
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):			
This report seeks approval to accept and use revenue funding awarded to Nottingham City Council in anticipation of a successful bid for grant from Department of Levelling Up, Housing and Communities under the Rough Sleeping Initiative. The approval of the recommendations within this report will allow for the delivery of a system of services to prevent and respond to rough sleeping in Nottingham.			
Exempt information: None.			
Recommendations:			
1 To approve, upon award, acceptance of a £6,323,241 revenue grant from the Department of Levelling Up, Housing and Communities Rough Sleeping Initiative and approve spend of the funding in accordance with the Programme of Spend outlined in appendix A.			
2 To approve the variations / award of contracts as detailed in appendix A.			
3 To approve extension of the fixed term posts at points 1.a, 4.a.i, 4.a.ii, and 8.a of appendix B.			
4 To approve creation and recruitment to the fixed term posts at points 1.b, 3.c, 4.a.iii, 4.d and 8.b of appendix B.			

- 5 To delegate authority to the Corporate Director of Growth and City Development to adjust the remit or reinvest any grant underspend on services for rough sleepers in agreement with the Department of Levelling Up, Housing and Communities as demand requires, within the financial envelope of the grant, and subject to compliance with the Council's Constitution and Contract Procedure Rules.

1. **Reasons for recommendations**

- 1.1 Approval to accept and utilise the grant funding to deliver the specified programme of measures will enable the continuation of a system of services that have been successful in supporting a reduction in rough sleeping in Nottingham. The programme for 2022-25 is intended to achieve a further decrease in street homelessness in the city through prioritising prevention and resettlement alongside responding to presenting need.
- 1.2 At the monthly snapshot count of rough sleepers in March there were 11 individuals identified (though 2 had accommodation available that they were choosing not to use). This is a considerable decrease from the 45 individuals identified at the corresponding March street count in 2018, before the RSI initiative had embedded. However, although there are fewer people street homeless there were also 34 people accommodated in RSI bedspaces and a further 29 people in emergency winter provision. Meaning that without the interventions, the number of rough sleepers would actually be higher. This is further demonstrated by intelligence from the Framework Street Outreach Service which calculates an increase of 83% in the number of new individuals identified as rough sleepers in Nottingham in the first quarter of 2022 (185 people) compared to 101 in the first quarter of 2021.
- 1.3 Approval for exemption to extend existing contracts through direct award, has been secured in accordance with Article 18.79 of the Contract Procedure Rules, to enable the uninterrupted delivery of services into year one of the three-year funding programme, pending the establishment of a procurement framework by year two.

2. **Background (including outcomes of consultation)**

- 2.1 In August 2018, government published the national Rough Sleeping Strategy which outlined how they intend to support local authorities to end rough sleeping by 2027. The strategy was backed by a range of funding including the Rough Sleeping Initiative (RSI) grant, administered, awarded and monitored by the Department for Levelling Up, Housing and Communities (DLUHC).
- 2.2 This grant has been released annually since 2018/19. Nottingham City Council has maximised each opportunity to bring funding into the city and submitted a successful bid each year, securing £420k in 2018-19, £460k in 2019/20, £1.54m in 2020/21 and £2.23m in 2021/22.
- 2.3 In November 2021, DLUHC announced that the next funding round would be a three-year settlement spanning 2022 to 2025. The application forms were published in January 2022 with a bid deadline of 25 February 2022. Award confirmation is expected in April/May 2022. The timeframe set by DLUHC has required them to confirm a minimum level of funding for the

first quarter of 2022/23 to minimise gaps in provision and loss of skilled staff.

- 2.4 The RSI, alongside subsequent related funding streams (such as the Rough Sleeping Accommodation Programme, Accommodation for Ex-Offenders and Respite Rooms) has enabled the introduction of a local strategic system of specific rough sleeping services which focus on core principles of prevention, identification, engagement, assessment, support, shelter and resettlement.
- 2.5 The 2022-25 proposal has been designed by Nottingham City Council officers alongside partners in the community and wider public sector with consultation through the Homelessness Prevention Strategy Implementation Group, the Homelessness Stakeholder Forum and the Rough Sleeping Initiative Delivery Group.
- 2.6 The local programme seeks to consolidate distinct services into overarching teams and achieve a shift over the course of the three-year programme to prioritisation of prevention and rapid (but appropriate) resettlement. The aim is that the system of services can continue to effectively respond to current need but also address the issue of increasing new flow by preventing people from reaching street homelessness. This is anticipated to support the Strategic Council Plan commitment to work towards no rough sleeping in the city. Appendix C – Rough Sleeping System of Services summarises the model of local provision.
- 2.7 From 01 April 2023 the services funded by the RSI will be subject to a Procurement Framework for Rough Sleeping Services. Approval to develop and implement the Procurement Framework was agreed at Nottingham City Council Commissioning and Procurement Sub-Committee on 10th November 2020 who also authorised the subsequent award of contracts via the Procurement Framework.

3. Other options considered in making recommendations

- 3.1 Not to accept the RSI funding (upon announcement). This option is not recommended because the need for services for rough sleepers in Nottingham remains acute and there is no other available funding source to enable and ensure delivery.
- 3.2 To accept the RSI funding, but not spend it according to the programme outlined at Appendix A. This option is not recommended because a condition of the grant is that it is ring-fenced for spend according to the predetermined programme of services.
- 3.3 To procure activity for delivery from April 2022 through a competitive tender. This option is not recommended on the basis that the grant requirements include uninterrupted delivery of services which is not possible within the timescales set by DLUHC if a procurement process was followed. However, from 01 April 2023 onwards contracts for services funded by the RSI will be awarded via a Procurement Framework compliant with Contract Procedural Rules that will be established over the course of 2022-23.

4. Consideration of Risk

- 4.1 Not accepting or utilising funds awarded under the Rough Sleeping Initiative carries the associated risks of failing to intervene to prevent significant harm and risk of death amongst people at risk. In addition, not using funding may fail to help manage demand for statutory homelessness duties.
- 4.2 Not mobilising the delivery (or delayed delivery) carries an associated risk of the loss of funding from DLUHC. This risk is to be managed through the proposed approach to the procurement of services and through clear requirements within contract terms.
5. **Finance colleague comments (including implications and value for money/VAT)**
- 5.1 This decision seeks the approval to accept the revenue grant funding from the Department of Levelling Up, Housing and Communities (DLUHC) for the Rough Sleepers Initiative of up to £6,323,241. The total grant is £6,595,095 but a decision with a value of £271,816 is going through a separate approval.
- 5.2 In the past, this has been awarded annually but for the first time, DLUHC have requested bids for a 3-year period covering 2022-2025 – these were submitted in February 2022.
- 5.3 The funding is strictly ring fenced to be spent on Rough sleeping initiatives and in accordance with the appendix of spend attached to this decision. However, the decision does also seek to delegate authority to the Corporate Director of Growth and City Development to adjust the remit of spend or re-invest any underspend on services for Rough Sleepers as demand arises, but this must be in agreement with DLUHC and remain within the funding envelope.
- 5.4 The grant is subject to conditions and adherence to these will be monitored by relevant colleagues in Housing Strategy. All income and expenditure relating to the grant will be managed in a separate cost centre which will ensure clarity and transparency and will support sound monitoring and reporting. The spend and forecasting will be monitored regularly as part of the usual NCC forecasting process.
- 5.5 The bid amount yet to be confirmed, will also include an amount of under spend from 21/22 which is also to be finalised. Any underspend from 21/22 will be rolled over through the proper accounting procedures into 22/23. The funding decision from DLUHC will be made in April/May.
- 5.6 Due to the delay in the decision, DLUHC have agreed to an interim minimum payment for quarter 1 to ensure that services already in place can continue without interruption and there is no impact to the MTFP.
- 5.7 A request has been made for exemptions from the contractual procedural requirements of the Contract Procedure Rules in accordance with Article 18.79. This has been agreed and signed by the S151 officer. This is for the first year with an agreement to establish a procurement framework by year 2.
- 5.8 The attached appendix A sets out the detail plan of expenditure and once agreed and confirmed by DLUHC will form the basis of the budget each year.

- 5.9 There is no base budget for Rough Sleeping – this provision is provided entirely through grant. The budgets will be amended to reflect any changes in spend to enable good monitoring and forecasting.

Michelle Pullen – Senior Commercial Business Partner - 25/04/2022

6. **Legal colleague comments**

- 6.1 The proposal in this report relate to the receipt and expenditure of grant funding from Department of Levelling Up, Housing and Communities (DLUHC) under the Rough Sleeping Initiative for 2022-2025.
- 6.2 The money must be used in accordance with funding terms and conditions and associated guidance issued to the Council by DLUHC upon receipt.
- 6.3 The report proposes to extend contracts and make direct awards for the period 2022-23 as detailed in Appendix A, after such time it is the intention to undertake a tender process for a new contract from April 2023 onwards. Due to the short timescales to deliver the projects following confirmation of funding, it is not deemed possible to tender at this time whilst ensuring uninterrupted continuity of services prior to a new contract being procured.
- 6.4 For the reasons given with the report the proposals are supported. It is understood that where applicable exemptions from the Contract Procedure rules under Article 18.79 of the Constitution have been sought and approved, and the award or extension of contracts are otherwise permitted in accordance with Article 18.99.
- 6.5 Legal services will support as required in preparation of any appropriate variation arrangements and will support in the future establishment of a framework agreement, the procurement of which is intended to be undertaken in spring 2022.
- 6.6 Any use of the funding to external third parties must be in accordance with the Council's Contract Procedure Rules and the Public Contract Regulations 2015 to ensure compliance and best value.

Dionne Screamon, Senior Solicitor, Contracts and Commercial, 20 April 2022

7. **Other relevant comments**

Procurement comments

- 7.1 The proposals in this report relate to the receipt and expenditure of grant funding from Department of Levelling Up, Housing and Communities under the Rough Sleeping Initiative for 2022-2025.
- 7.2 In relation to the proposals for the allocations of funding and awards of contracts for 2022-23, the Procurement team has been consulted on the procurement options, and wherever possible a route compliant with the procedural requirements of the Council's Contract Procedure Rules is being followed. In those cases where an extension to an existing contract, or direct award of contract is proposed, it is accepted that it is not possible to undertake an open market process and mobilise new services due to the short timescales from the funding announcement and need for continuity of service provision. In some cases, these are deemed permissible contract extensions in accordance with Article 18.99 of the Constitution. In other cases, an exemption from the Contract Procedure Rules has

been approved in accordance with Article 18.79. Therefore, these proposals are supported from a procurement perspective.

- 7.3 It is proposed to establish a framework of providers to enable the compliant award of contracts from April 2023 onwards, and the Procurement Team will support with this process. Any other expenditure of this funding not specified in this report should be made in compliance with the Council's Constitution and Contract Procedure Rules.

Jo Pettifor, Category Manager – Strategy & People, 19 April 2022

HR comments

7.4 Existing Posts

- a. Rough Sleeping Operations Manager (RSOM) – extend Contract;
- b. Specialist Navigators – extend Contracts:
 - i. 1FTE Hospital Discharge Navigator;
 - ii. 1FTE Mental Health Navigator;
- c. 2FTE existing RSI Social Letting Officers – extend Contracts;
- d. 1FTE new RSI Social Lettings Officer – increase establishment of above.

Whereby approval is granted, management can extend the contracts of current post-holders in listed posts A – C, and increase establishment of C by 1FTE.

New Posts

- a. Rough Sleeping Prevention Case Coordinator;
- b. Housing Aid Rough Sleeping Move On Officer;
- c. 1 FTE Prison Release Navigator;
- d. Housing Aid Assessment Officer.

Whereby approval is granted, management must ensure that the proposed posts are correctly evaluated through Job Evaluation. Management will need to ensure that recruitment is conducted through the appropriate processes, including redeployment consideration. Management should be aware that the selected post-holders 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 2 of the same grade, in which case the employee would be matched over at the rate of pay they currently receive. There will need to be a support and development plan for the new post-holder once appointed in line with managing performance.

As the funding for all above listed positions, existing and new, is temporary to 2025, an appropriate exit strategy must be in place in order to terminate the contracts in line with NCC guidance in the event that the posts 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.

Aadil Bhatti – HR Consultant, 14/04/22

8. Crime and Disorder Implications

8.1 The approval of the recommendations and delivery of activity funded through the Rough Sleeping Initiative Grant is expected to have a positive impact on crime and disorder within the City.

9. Social value considerations

9.1 The approval of the recommendations and delivery of the activity funded through the Rough Sleeping Initiative Grant is expected to achieve significant social value through the delivery of assistance intended to improve circumstances and outcomes for vulnerable people.

10. Regard to the NHS Constitution

10.1 Not applicable.

11. Equality Impact Assessment (EIA)

11.1 An EIA for the Rough Sleeping Initiative was completed in July 2021 which remains relevant to this funding cycle.

12. Data Protection Impact Assessment (DPIA)

12.1 A DPIA is not required because the decision is not expected to impact or change the way that data is managed within the existing Rough Sleeping Initiative services.

13. Carbon Impact Assessment (CIA)

13.1 A CIA is not required because there are no significant changes that will impact on the minimal carbon production from delivery.

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 Minutes - Commissioning and Procurement Sub-Committee, dated 10/11/2020.

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Enclosure 1 – Appendix A – Nottingham Rough Sleeping Initiative 2022-25 – Programme of Spend

	Measure	Service	2022-23	Arrangements	2023-24	2024-25
1.	Operational oversight Team	a. Rough Sleeping Operational Manager	£59,869	NCC staffing (1 existing FTE) 12-month fixed-term contract	£59,869	£59,869
		b. Rough Sleeping Prevention Case Coordinator	£31,875	NCC staffing (1 new FTE) 12-month fixed-term contract	£40,501	£10,126
		TOTAL	£91,744		£100,370	£69,895
2.	Prevention and Resettlement Service	a. Resettlement support service	£106,452	12-month contract extension by variation to 31 March 2023. Exemption granted in accordance with Article 18.79	-	-
		b. Move on and Housing Led	£176,970	12-month contract extension by variation to 31 March 2023. Exemption granted in accordance with Article 18.79	-	-
		c. Independent Placement and Support	£72,000	Quotation process to be undertaken in accordance with Article 18.55	-	-
		d. Full (combined) P&R Service	-	-	£409,786	£426,177
		TOTAL	£355,422		£409,786	£426,177
3.	Prevention and Assessment Hub	a.Radford Boulevard	£232,740	18-month contract extension by variation to 30 September 2023. Exemption granted in accordance with Article 18.79	-	-
		b. 18 bed unit	-	-	£392,526	£392,526
		c. Housing Aid Move On Officer	-	-	£35,691	£35,691
		d. Housing Aid Assessment Officer	-	-	£35,691	£35,691
		TOTAL	£232,740		£463,908	£463,908

4.	Outreach and Engagement Team	a.Specialist Navigators	£107,073	12-month fixed-term NCC staffing (2 x existing, 1 x new)	£107,073	£107,073
		b. Community Navigators (Single support service)	£153,240	12-month contract extension by variation to 31 March 2023. Exemption granted in accordance with Article 18.79	£64,361	£33,301
		c. Extended Outreach	£59,979	Permissible 36-month contract extension by variation to 31 March 2025 in accordance with Article 18.99	£62,378	£32,437
		d. Housing Aid Assessment Officer	£28,268	NCC staffing (1 new FTE) 12-month fixed-term contract	-	-
		e. Personal Budget Fund	£40,000	-	£40,000	£20,000
		TOTAL	£388,560		£273,812	£192,811
5.	Supported Accommodation for Rough Sleepers Page 28	a.London Road	£53,298	Permissible 12-month contract extension by variation to 31 March 2025 in accordance with Article 18.99	-	-
		b. Sneinton Hermitage	£215,623	12-month contract extension by variation to 31 March 2023. Exemption granted in accordance with Article 18.79	£208,202	£216,530
		c. Sneinton Boulevard	£69,530	12-month contract extension by variation to 31 March 2023. Exemption granted in accordance with Article 18.79	£72,311	-
		d. Gregory Boulevard	£246,362	12-month contract extension by variation to 31 March 2023. Exemption granted in accordance with Article 18.79	£272,263	£283,154
		e. Wellesley House ¹	£251,806	-	-	-
		f. Radford Boulevard	-	-	£104,978	-
		TOTAL	£836,619		£657,754	£499,684

¹ This measure is included within the grant total but is being considered under a separate delegated decision due to the requirement to mobilise the service at pace.

6.	Specialist accommodation for rough sleepers with mental health support needs	a.The Crescent	£45,625	Permissible 24-month contract extension by variation to 31 March 2024 in accordance with Article 18.99	£45,625	-
		TOTAL	£45,625		£45,625	-
7.	Transition support for people from abroad	a.Nottingham Arimathea Trust	£22,510	Below £25,000 and therefore not subject to Contract Procedure Rules. Contract will be extended by variation to 31 March 2023	£46,821	£48,793
		TOTAL	£22,510		£46,821	£48,694
8.	Private Renting Assistance for Rough Sleepers	a.NPRAS staffing	£100,228	NCC staffing (2 x existing FTE, 1 x new FTE) 12-month fixed-term contracts	£107,703	£107,703
		b. Flexible funding	£183,139		-	£211,860
		TOTAL	£283,367		£319,563	£319,563
RSI TOTAL			£2,256,587		£2,317,639	£2,020,831

RSI TOTAL 2022-2025 = £6,595,057

Total to be considered under key decision (i.e. excluding Wellesley House) = £6,343,251

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Enclosure 2 – Appendix B - Nottingham Rough Sleeping Initiative bid 2022-25 – Programme Overview

TOTAL FUNDING	2022-23	2023-24	2024-25
£6,595,057	£2,256,587	£2,317,639	£2,020,831
Measure	2022-23	2023-24	2024-25
1. Operational Oversight Team	<p>a) Rough Sleeping Operations Manager (RSOM) The RSOM is the existing Nottingham City Council Rough Sleeping Coordinator and will be in post throughout the 3 year programme from 01/04/22 to 31/03/25</p> <ul style="list-style-type: none"> • Function as the operational lead for the rough sleeping system of services with oversight of mobilisation and ongoing delivery. • Responsible for connecting the individual elements into a cohesive system where partnership working is commonplace from the frontline to strategic management across the public, community and private sectors. • Central resource for combining learning from across the system, understanding needs, issues and challenges, consulting with partners to identify alternative responses. • Lead operationally on the systemic transformation to focus on prevention and relief, including further development of the multi-agency approach to supporting rough sleepers and providing support to stakeholders through this process. • Point of authority for emergency/bespoke solutions and providing an impartial route of escalation within the multi-agency approach. • Responsible for the mobilisation of seasonal and unplanned demand, understanding market availability and following procurement processes to support this. <p>b) Rough Sleeping Prevention Case Coordinator New Nottingham City Council post to be recruited from 01/07/22 on a fixed term 2 year contract to 30/06/24. The RSPCC will work under the line management of the RSOM.</p> <ul style="list-style-type: none"> • Support the systematic development underpinning the multi-agency approach to supporting rough sleepers by: <ul style="list-style-type: none"> – Providing advice and support to the multi-agency meeting – Functioning as a resource to take away actions required from non-present partners and in doing so promoting cross-sector accountability – Identifying gaps in partnership representation, engaging stakeholders and supporting the RSOM to develop and expand cross-sector joint working protocols. • Lead in profiling and identifying the ‘at risk’ cohort and target the new Prevention and Resettlement Service to provide interventions and prevent future or repeat rough sleeping whilst ensuring that the MDT approach is extended to considering solutions for those on the precipice towards rough sleeping • Utilise insight from the MDT and other front line resources to understand more about the new flow to rough sleeping and be key to feeding this in to the Changing Futures Programme to ensure that early intervention resources are appropriately targeting the causes behind homelessness and rough sleeping. <p>It is not anticipated that these roles will be subject to the Procurement Framework from 2023-24</p>		

Measure	2022-23	2023-24	2024-25
<p>2. Prevention and Resettlement Service</p>	<p>a) Resettlement Support Service (RSS) Continued from RSI 2021-22. Emmanuel House providing tenancy start-up support to rough sleepers rehoused into the Private Rented Sector. Target to support 75 individuals during 2022-23</p> <p>b) Move on accommodation Continued from RSI 2021-22. Framework supporting 20 individuals rehoused from rough sleeping within 1 bed social housing tenancies (properties provided specifically for this initiative in excess of social housing nomination levels).</p> <p>c) Housing Led accommodation Continued from RSI 2021-22. Framework supporting 16 complex needs individuals rehoused from rough sleeping into 1 bed social housing tenancies (properties acquired by NCC specifically for the purpose an additional support provided by specialist NCH patch managers).</p> <p>d) Independent Placement and Support Training and employment brokerage service, connecting people to pathways to or employment placements with appropriate organisations who together with the service understand needs and necessary additional support.</p>	<p>From 2023-24, the Prevention and Resettlement service consolidates points 2 a) b) c) and d) into a single team which will be one lot on the Procurement Framework from 2023-24.</p> <p>The service will deliver case management support to people who are 'at risk' of rough sleeping. This includes those rehoused following rough sleeping and those whose profile, history or current behaviour or developing issues and needs suggests the likely occurrence of homelessness and imminent risk of rough sleeping.</p> <p>Differing to Housing Related Support Independent Living Support (ILS), the focus is upstream intervention to prevent homelessness before an approach to the local authority from individuals or couples whose profile, history or current behaviour suggests the likely occurrence of homelessness and imminent risk of rough sleeping when it does.</p> <p>Intelligence from day centre drop-ins, supported accommodation, financial resilience services and other points of social prescribing will inform the targeting of this service to ensure it is supporting people at risk, new rough sleepers who haven't been seen before and those returning to rough sleeping.</p> <p>The service will promote flexible access to wraparound support applied without prescribed time limits or conditions in a Housing Led approach to people within their tenancy or accommodation placement:</p> <ul style="list-style-type: none"> • with the ability to directly lever in the specialist mental health and drug and alcohol workers • bespoke Independent Placement and Support (IPS) training and employment brokerage service based within the team • following the pathways forged by the Homelessness Prevention Case Coordinator to ensure all other support needs are assessed and met by relevant services • capacity to engage and facilitate meaningful activities <p>The service will intensively support a caseload of 60 individuals as well as providing shorter periods of initial tenancy start up support for a caseload of 30 low need new rough sleepers rehoused into PRS to ensure they are able to sustain their independent living arrangements. It is anticipated that a total of 150 individuals would be supported by the service over a 12 month period.</p>	

Measure	2022-23	2023-24	2024-25
<p data-bbox="96 730 129 853" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p> <p data-bbox="51 156 268 220">3. Prevention and Assessment Hub</p>	<p data-bbox="315 156 817 188">a)Radford Boulevard (Safe Space to Stay)</p> <p data-bbox="315 193 873 475">Already established and continuing from RSI 2021-22. Framework delivery of 5 bedspaces (own room) with support within a 24hr access emergency shelter pending a longer-term placement. Dedicated provision for rough sleepers, this project will provide shelter to over 50 individuals in 2022-23 with an average length of stay of less than 5 weeks.</p>	<p data-bbox="902 156 2150 327">b) Via the Procurement Framework, from 2023 we will be seeking delivery of a new Prevention and Assessment (P&A) hub providing 18 units of off-the-streets shelter. The self-contained rooms will be available for immediate access 24/7 in response to outreach. The model will deliver a place of protection and safety, enabling immediate statutory housing assessment with wraparound support to achieve rapid move on.</p> <p data-bbox="902 336 2083 400">The P&A hub will expand the Safe Space to Stay model and build on learning from the joint working opportunities possible within the block booked hotel delivery during ‘Everyone In’.</p> <p data-bbox="902 408 1818 440">Alongside the accommodation the hub will provide a colocation base for the:</p> <ul data-bbox="949 448 1944 624" style="list-style-type: none"> • Outreach and Engagement Team • Prevention and Resettlement Service • New dedicated statutory housing assessment and move on officers • Homeless health and the specialist mental health and drug and alcohol workers • As well as providing treatment rooms for nursing, GPs, dentistry and other services. <p data-bbox="902 632 2116 727">The hub is being introduced in recognition that prevention interventions take time to impact and even then there will remain a need to provide an emergency accommodation response to those where prevention has not been possible.</p> <p data-bbox="902 735 2161 831">This model aims to maximise partnerships across the rough sleeping system of services and enable wider delivery of services by facilitating a central base of contact and a collaborative approach to move those at risk of rough sleeping rapidly into alternative options.</p> <p data-bbox="902 839 2161 935">The P&A Hub will provide an immediate accommodation option that is accessible at the point of engagement. Wraparound support will be provided from the hub to maximise the opportunities to accept the offer of a bedspace and equally once accommodated an offer of support.</p> <p data-bbox="902 943 2161 1118">The hub will deliver a rapid accommodation response to people who are new or returned to rough sleeping (currently over 50% of the snapshot monthly count) with support to move them into more sustainable housing options. The hub is also designed to offer flexibility to more entrenched individuals who utilise the facilities on multiple occasions but at each time providing a new opportunity to engage and divert from street homelessness in the longer term.</p> <p data-bbox="902 1126 2116 1238">c) A dedicated Housing Aid Rough Sleeping Move On Officer will work with the provider to ensure that throughput is addressed via effective move on plans which stem from the Personalised Housing Plans. It is projected that the P&R hub will shelter a minimum of 134 individuals annually.</p>	

Measure	2022-23	2023-24	2024-25
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 34</p> <p>4. Outreach and Engagement Team</p>	<p>Employed by different organisations within the public and community sector (4a-d below) but working collectively as one team to deliver flexible outreach and in-reach co-located services to immediately identify people about to bed down or who have been found rough sleeping and engage them to accept offers of support. The collective team are primarily focussed on supporting rough sleepers into housing options. Those with additional needs are assisted with navigation through to pathways to determine the underlying issues that have led or contribute to rough sleeping. The team tenaciously support those resistant to engaging and with complex situations. They lead on providing the insight to enable a multi-agency response and delivery of bespoke solutions. Being a rough sleeper or at risk is the only prerequisite to the support and there are no other thresholds applied.</p> <p>There is a reduction in capacity within this team over the RSI 2022-25 timeframe in anticipation of a reduction in numbers of individuals who are rough sleeping over the next three years. However, there is the need to retain delivery of this service to maintain that reduction by rapidly addressing the new flow to street homelessness both from known areas of pressure such as prison, hospital and mental health inpatient settings as well as those unknown to the city until they appear.</p> <p>During 2022-23, the team will together support a caseload of 288 individuals. However, currently outreach support is provided to an average of 1300 people per month and this team is instrumental in ensuring that there is an offer of support to establish a route away from street homelessness to anyone who is identified and remains in the city.</p> <p>The Outreach and Engagement Team are the direct responders to rough sleepers. Working together to build trust and rapport with individuals who are hard to engage and quickly and effectively to identify and intercept new flow to street homelessness in Nottingham. This service takes support to rough sleepers wherever they are, connecting excluded individuals with services to meet their needs, without it one would not find the other.</p> <p>All flexible funding budgets have been pooled for use across the system at the point of need rather than being attached to a particular element of the system. This is flexible funding to provide personalised solutions to help obtain or sustain a housing arrangement. The available funding is reduced in YR3 of the programme in recognition of the planned reduction in entrenched complex rough sleeping cases.</p> <p>The Outreach and Engagement Team comprises of the following roles:</p> <p>a) Specialist Navigators</p> <ul style="list-style-type: none"> i) 1FTE Hospital Discharge Navigator ii) 1FTE Mental Health Navigator iii) 1FTE Prison Release Navigator <p>Already established and continuing from RSI 2021-22 throughout RSI 2022-25. However, from 2022-23, the prison navigator post is moving from Nacro to NCC meaning all specialist navigators will be employed by Nottingham City Council and based at Housing Aid within a singular team, benefiting from peer support. It is not anticipated that these posts will be subject to the Procurement Framework from 2023-24.</p> <p>The posts are integral to cross sector early intervention and connectivity to the Duty to Refer from public sector areas of pressure.</p> <p>The specialist navigators provide a critical form of brokerage between the public sector organisations and helping to find solutions for complex and challenging individuals facing reduced options.</p> <p>Intensively managing a caseload of around 20 at a time, the navigators are to each support a minimum of 36 individuals annually and collectively over 100 individuals per year.</p> <p>b) Single Support Service – Community Navigators</p>		

Already established and continuing from RSI 2021-22 with 5FTE for YR1 (delivered by Emmanuel House), reducing to 2FTE for YR2 and 1FTE for YR3 of RSI 2022-25.

This service dovetails with Street Outreach to provide intensive support and case management to individuals who are resistant to engaging and with complex situations requiring a multi-agency response and bespoke solutions. The navigators also quickly intercept those new to rough sleeping providing capacity to source and arrange housing solutions.

Over the course of RSI 2022-25 the navigators will continue to work with the remaining entrenched rough sleepers and those new to rough sleeping acting as a consistent single source of ongoing support until individuals are rehoused.

Each navigator will intensively support a minimum of 36 individuals annually (totalling 180 for 5FTE Navigators in YR1, 72 in YR2 and 36 in YR1). These posts will be delivered by Emmanuel House in 2022-23 and subject to the Procurement Framework thereafter.

c) Extended outreach

Already established and continuing from RSI 2021-22 with 2FTE for YR1 (delivered by Framework) and 2FTE for YR2 and reduced to 1FTE in YR 3 of RSI 2022-25.

The full Street Outreach service delivers outreach 365 days of the year to make sure that any individuals sleeping rough are identified and linked to shelter and support. The RSI resource boosts the capacity of the Street Outreach Team (SOT) to enhance and enable flexible delivery of service in response to changing pressures and demands – including provision of evening outreach during the winter months. This service provides a comprehensive source of information to a wide range of stakeholders and is critical to facilitating contact and connectivity with the statutory housing assessment and support to meet ongoing housing and additional needs. Each outreach worker will support an estimated 89 individuals per year.

d) Housing Aid Assessment Officer

Will be recruited by NCC to be in post by 01-07-22 to 31-03-25. This post will not be subject to the Procurement Framework.

On average 55 new rough sleepers each month require a statutory assessment. Therefore, resource has been sought to introduce 1FTE dedicated Nottingham City Council Housing Aid Assessment Officer to ensure the assessment can be delivered flexibly and timely upon identification.

2022-23

- a) Specialist Navigators – 3FTE
- b) Single Support Service Community Navigators – 5FTE
- c) Extended Outreach – 2FTE
- d) Housing Aid Assessment Officer – FTE (from 01-07-22)
- e) Personal Budget Fund - £40,000

2023-24

- a) Specialist Navigators – 3FTE
- b) Single Support Service Community Navigators – 2FTE
- c) Extended Outreach – 2FTE
- d) Housing Aid Assessment Officer – 1FTE (note this is the same role as described in Point 3.)
- e) Personal Budget Fund - £40,000

2024-25

- a) Specialist Navigators – 3FTE
- b) Single Support Service Community Navigators – 1FTE
- c) Extended Outreach – 1FTE
- d) Housing Aid Assessment Officer – 1FTE (note this is the same role as described in Point 3.)
- e) Personal Budget Fund - £20,000

Measure	2022-23	2023-24	2024-25																	
5. Supported Accommodation for Rough Sleepers	<p>For RSI 2021-22 we were awarded funding to deliver 64 bedspaces in supported accommodation at a time when there were 99 individuals rough sleeping or in emergency accommodation, an average of 126 individuals found each month with 42% new to rough sleeping in Nottingham. We currently have 44/64 bedspaces in delivery (less than the anticipated number due to a planned provider unexpectedly choosing to withdraw from supporting homeless adults in Nottingham and the inability to source an alternative delivery partner within year). Additionally, the monthly street count found 15 rough sleepers in February and there are a further 21 individuals sheltered in hotel provision through Winter Measures/Protect and Vaccinate and 22 individuals in the community sector Night Shelter. This totals 102 rough sleepers. The hotel and Shelter provision is due to end on 31 March 2022 and the current provider of the accommodation at Wellesley House is unable to continue to deliver the existing 10 bedspaces. These means that 68/102 individuals are at risk of street homelessness.</p> <p>Therefore, our current need for off-the-streets provision remains acute and we recognise that a number of individuals require supported accommodation where they can settle for a period of stabilisation before moving on to longer term housing options. However, we also understand that there are others in need of immediate shelter, but who may be able to move on much quicker with rapid assessment and move on support.</p> <p>This proposal reflects a shift over the 3-year programme to a model that delivers transition accommodation (Prevention and Assessment Hub) as separate instant access but very short-term shelter with a gradually reducing number of supported accommodation bedspaces focussed for those who require longer periods of time in housing with on-site support.</p> <p>This supported accommodation is dedicated provision available for rough sleepers only following referral by the Prevention and Assessment Hub. The bedspaces can also be accessed directly from street homelessness via the Outreach and Engagement Team for entrenched rough sleepers resistant to offers of shelter.</p>																			
	<p>2022-23</p> <table border="1"> <thead> <tr> <th>Project</th> <th>Provider</th> <th>Bedspaces</th> </tr> </thead> <tbody> <tr> <td>London Road (additional rooms)</td> <td>Framework</td> <td>8</td> </tr> <tr> <td>Sneinton Hermitage</td> <td>Framework</td> <td>10</td> </tr> <tr> <td>Gregory Boulevard</td> <td>Framework</td> <td>7</td> </tr> <tr> <td>Sneinton Boulevard</td> <td>Framework</td> <td>4</td> </tr> <tr> <td>Wellesley House</td> <td>Bloom CIC</td> <td>20</td> </tr> </tbody> </table>	Project	Provider	Bedspaces	London Road (additional rooms)	Framework	8	Sneinton Hermitage	Framework	10	Gregory Boulevard	Framework	7	Sneinton Boulevard	Framework	4	Wellesley House	Bloom CIC	20	<p>2023-24</p> <p>Radford Boulevard – remaining open during the mobilisation of the new Prevention and Assessment hub by operating for 6 months during 2023-24 as 5 spaces of supported accommodation.</p> <p>21 bedspaces of supported accommodation will be called off the Procurement Framework</p>
Project	Provider	Bedspaces																		
London Road (additional rooms)	Framework	8																		
Sneinton Hermitage	Framework	10																		
Gregory Boulevard	Framework	7																		
Sneinton Boulevard	Framework	4																		
Wellesley House	Bloom CIC	20																		

Measure	2022-23	2023-24	2024-25
<p>6. Specialist accommodation for rough sleepers with mental health support needs</p>	<p>This funding ring-fences the use of 5 bedspaces (own room) in specialist supported accommodation for people with mental health issues. It will enable access to the bedspaces outside of the current eligibility criteria for the service.</p> <p>There are a number of individuals supported by rough sleeping services who are determined by those support workers as requiring specialist assessment and support with their mental health. However, current pathways into treatment and appropriate accommodation can be challenging to navigate and complete, particularly for those rough sleepers who are disengaged and disillusioned and whose chaotic and sporadic symptoms require assessment that involves ongoing observation. This provision will enable access to specialist accommodation without a prerequisite of and a completed social care assessment confirming care and support needs or a diagnosis with an active programme of secondary mental health treatment. Once resident the environment will support conductivity to ongoing observation and flexible assessment and treatment.</p> <p>This hybrid model between homeless and mental health supported accommodation is aimed at improving access to specialist mental health accommodation based services for people who are determined as needing support but are not meeting current thresholds. It aims to improve connectivity between homelessness support workers and health and social care practitioners by trusting and valuing the judgement of people with insight from their relationships with service users. This model will be operational for 2 years with the intention of generating systematic transformation by 2024/25.</p> <p>Individuals are in the target priority group because they have remained or returned to rough sleeping with resistance or rejection to support interventions. Front line workers who have maintained contact through outreach during their street homelessness give insight suggesting that mental health issues can be a barrier to accessing assessment, treatment and more generic homelessness services. This provision will specifically provide a route into an alternative and appropriate pathway that may currently be inaccessible for these individuals.</p>		<p>Ended in anticipation of changes in pathways and provision ensuring the correct support is available for people in their appropriate accommodation placements.</p>

Measure	2022-23	2023-24	2024-25
7. Transition support for people from abroad	<p>Around 16% of rough sleepers in Nottingham are from abroad. This intervention provides 4 bedspaces (own room) in shared accommodation with onsite support for people from abroad, particularly those who have recently achieved status and require support to become established and self-sufficient. The project is fully integrated within the system of specialist support services for people from abroad in Nottingham including education, training and employment advice and support. This project enables access to specialist provision for people who have limited options, networks and face additional cultural and language barriers. Once the individual is able to access public funds or can self-sustain through employment, the project support worker connects with the Nottingham Private Rented Assistance Scheme to obtain a tenancy in Private Rented Housing and move on from the provision. At the February monthly street count 60% of rough sleepers were UK nationals. A significant proportion of new flow to rough sleeping are individuals who have lost Home Office support upon receiving a positive immigration decision but who don't have experience, understanding, ability or resources to become self-sufficient. This project is specifically aimed at supporting those individuals, helping meet the basic need for shelter as a stepping stone towards securing their own tenancy and employment opportunity.</p>		
	<p>2022-23 Delivery by Nottingham Arimathea Trust</p>	<p>2023-24 Service subject to the Procurement Framework</p>	<p>2024-25 Service subject to the Procurement Framework</p>
Measure	2022-23	2023-24	2024-25
8. Private Rented Assistance for Rough Sleepers	<p>The Private Rented Assistance for Rough Sleepers is continued from RSI 2021-22 but expanded for RSI 2022-25 in recognition of the absolute need to utilise the Private Rented Sector as the main prevention and resettlement housing solution. This measure comprises of:</p> <ul style="list-style-type: none"> a) 2FTE existing RSI Social Letting Officers b) 1FTE new RSI Social Lettings Officer c) Flexible funding (for incentive payments etc.) <p>Accessible housing options in the Private Rented sector are limited in Nottingham for people on low incomes and with support needs in a challenging and competitive housing market. Based in the wider Nottingham Private Rented Assistance Scheme (NPRAS), this resource is ringfenced to facilitate access to sustainable private tenancies for rough sleepers or those who are at risk.</p> <p>This measure provides the output that will help to facilitate the housing outcomes for the wider system. Navigators, supported accommodation workers and the Prevention and Resettlement Team can support an individual to identify a private rented property. The specialist NPRAS Officers will then broker the arrangements of securing the tenancy by conducting negotiations, providing incentives and reassurances and involving the landlords in the ongoing support plan. Understanding the needs of the landlord and rough sleeper, this team has access to a flexible fund for enhanced incentives depending on individual circumstances. This service includes a social lettings tenancy management function and landlord support offer that seeks to level up an Assured Shorthold Tenancy with social housing through maintained contact and intervening early at signs of tenancy failure. This service aims to generate and help sustain 198 new tenancies per year.</p> <p>Working in conjunction with the Prevention and Resettlement Team, this measure can provide a Housing Led approach in a Private Rented Sector tenancy. This will enable access to housing for those who are not accepting supported accommodation or have been matched to an RSAP property. However, in the main, this service will deliver the preventative housing solution for those at risk of rough sleeping and the move on home for those who have been provided emergency shelter in the Prevention and Assessment Hub but whom do not require further accommodation with onsite support.</p>		

Nottingham Homelessness Prevention and Rough Sleeping Strategy

Integrated Care Partnership SMD work stream and Changing Futures Programme

Prevention

Identification and Engagement

Assessment and Support

Shelter

Resettlement

Operational Oversight Team

Case Conferences (Including Rough Sleeping Task Group, SMD MDT, OOH MDT...)

Day Centres Emmanuel House / The Friary

Housing Aid Statutory Assessment and Personalised Housing Plan (PHP), NPRAS

Duty to Refer

Street Outreach Team

Outreach and Engagement Team (Specialist Navigators, Community Navigators, Extended Outreach, Housing Aid Specialist Assessment Officer)

Safe Space to Stay

Radford Boulevard (5 beds)

Accommodation for ExOffenders

Rough Sleeping NPRAS

Specialist workers and landlord incentive fund to secure PRS tenancies for rough sleepers and deliver social lettings

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Independent Living Support Service (ILSS)

Voluntary Sector organisations

Trusted Assessor Social Workers

Rough Sleeper Supported Accommodation (48 beds):

- London Road Project (8 beds)
- Sneinton Hermitage (10 beds)
- Gregory Boulevard (6 beds)
- Sneinton Boulevard (4 beds)
- Wellesley House (20 beds)

NSAP and RSAP 2020/21
26 NSAP, X RSAP (+x pending)

Advice Nottingham

Community Protection Officers

Homeless Health Team

Move on Coordinators

Nottingham Financial Resilience Partnership

GP Alliance / LES

Rough Sleeping Mental Health Practitioners

NAT Transition Support (5 beds)

Move-on and Housing Led

36 self-contained one bedroom flats with support

CAB Housing Advice and Vulnerable Renters Project

Juno 24 hr helpline and support services

Rough Sleeping Drug & Alcohol Practitioners

Helix Project (5 beds)

Resettlement Support Service

In-reach support for rough sleepers rehoused into their own tenancies / shared housing

Out of Hospital Project (navigation, nursing, system coordination, accommodation following hospital discharge)

The Crescent (5 beds ring-fenced for rough sleepers with mental health support needs)

Refuge (31 units)

Housing Act 1996, Part VII, s193. housing allocation

Independent Placement and Support Workers

Supported Accommodation

Following statutory assessment
(248 beds for adults, 80 beds for Young People, 30 beds for offenders)

Key

 Funded via the Rough Sleeper Initiative

 Voluntary sector service

 CCG or DHSC funded service

 Governing Strategy

 Nottingham City Council service or commissioned by Nottingham City Council

 DLUHC funded service (other than RSI)

 Supporting infrastructure

Subject:	Overnight short breaks for disabled children with complex health needs		
Directors:	Sara Storey, Director for Adult Health and Social Care Katy Ball, Director for Commissioning and Procurement		
Portfolio Holder:	Councillor Cheryl Barnard - Children and Young People		
Report author and contact details:	Lisa Lopez, Lead Commissioning Officer lisa.lopez@nottinghamcity.gov.uk 0115 87 62746		
Other colleagues who have provided input:	Marie Halford, Service Manager, Whole Life Disability Karon Foulkes, Deputy Head of Childrens Commissioning, NHS Nottingham and Nottinghamshire CCG		
Key Decision	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Subject to call-in
			<input checked="" type="checkbox"/> Yes
			<input type="checkbox"/> No
Reasons:	<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			<input checked="" type="checkbox"/> Revenue
			<input type="checkbox"/> Capital
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: £7,600,000 over a maximum of 10 years (of which a maximum total of £2,850,000 is from Nottingham City Council at £285,000 maximum per year for up to 10 years)			
Wards affected: all			
Date of consultation with Portfolio Holder: TBC			
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 type="checkbox"/>
Summary of issues (including benefits to citizens/service users):			
<p>There is a lack of appropriate overnight Short Breaks available locally for children with complex health/physical needs and disabilities, and their families. Since previous provision, commissioned by NHS Nottingham and Nottinghamshire Clinical Commissioning Group (CCG), closed in 2019, there are a small number of families who have no suitable overnight breaks in place. This means some families do not have access to the breaks they have been assessed as needing, and are under significant stress. It also leaves Nottingham City Council and NHS Nottingham and Nottinghamshire CCG at risk of not being seen as fulfilling their statutory duties under The Breaks for Carers of Disabled Children Regulations 2011.</p> <p>This report is to seek approval to commission new overnight Short Breaks provision for children and young people with complex health needs, in order to meet the needs of these families and our statutory obligations as a local authority. This proposed provision will include an emergency bed for young people with complex health needs, to support hospital discharge and avoid</p>			

unnecessary hospital stays, for the same cohort of young people. The cost of this emergency bed is to be funded by NHS Nottingham and Nottinghamshire CCG, who will also contribute to the costs of the overnight short breaks beds.

Exempt information: None

Recommendations:

- 1** Approve the procurement of a block contract for overnight short breaks for disabled children with complex health needs, as detailed in appendix 1, through an appropriate procurement process, and to award the contract(s) for the services based on the outcomes of the procurement process. The approved contract(s) would commence on 1 October 2023, for a five-year period, with an option to extend for a further three plus two years (i.e. 5+3+2, to a maximum of 10 years in total.
- 2** Approve the expenditure of £7,600,000 (of which £2,850,000 is from Nottingham City Council funding) over the entirety of the contract(s) for the provision of the block contract for overnight short breaks for disabled children with complex health needs, as detailed in appendix 1.
- 3** Delegate authority to the Director for Commissioning and Procurement to approve the outcome of the procurement processes and award the contract(s) to the most suitable provider of these services.
- 4** Delegate authority to the Head of Contracting and Procurement to sign the final contract and agree extensions on the basis of performance and budget availability.

1. Reasons for recommendations

- 1.1 To provide high quality, overnight short breaks for children and young people with complex health needs and their families. 'Short breaks' provide opportunities for disabled children and young people to spend time away from their primary carers, providing a break for their families to support them to continue in their caring role, and for the children and young people to take part in activities and socialise with peers as part of their healthy development. Where the needs of the young person are highly complex, families are more likely to require overnight short breaks. No overnight provision exists locally which is able to support the young people of Nottingham City with the most complex health needs.
- 1.2 The length of contract provides stability for this vulnerable group of children and young people who could spend up to 20% of their year on site and enables the children and young people and the facility to be seen and feel they are part of the community. Services which were historically commissioned by NHS Nottingham and Nottinghamshire CCG to offer overnight breaks to children and young people with complex health needs have now closed, making it difficult to find appropriate breaks for their families. As of March 2022, there are 5 children who have not been able to access any suitable alternative and a further 7 who are accessing provision that is either out of area, is not able to fully accommodate their needs, or they have a direct payment but are unable to purchase a suitable alternative.
- 1.3 To meet Nottingham City Council's statutory duties. Local authorities have a statutory duty under the Breaks for Carers of Disabled Children Regulations 2011 to provide appropriate breaks for the parent/carer of a disabled child, however that break must also meet the child's individual outcomes as identified through assessment. The Chronically Sick and Disabled Children's

Act 1970 requires local authorities to provide activities and support which are appropriate to meet the needs of the disabled child/young person. Overnight short breaks for children/young people with complex health needs provision, which was commissioned by NHS Nottingham and Nottinghamshire CCG, closed in March 2019. A number of other services aimed at this cohort have ceased to operate, leaving significant gaps in provision and a risk that Nottingham City Council could be seen as not fulfilling its statutory duties to this cohort. Therefore, Nottingham City Council and NHS Nottingham and Nottinghamshire CCG are obliged to create new local provision.

- 1.4 To provide a statutory service in the most efficient way, securing the best value for money. NHS Nottingham and Nottinghamshire CCG have agreed in principle to jointly commissioning this service, with funding contributions of 50% of the cost of a Short Breaks unit. The CCG would be unlikely to agree to fund 50% of provision which was delivered in any other way (for example, by providing a new internal service).
- 1.5 The commissioning organisations will not be paying upfront costs for the building and equipment – instead the provider will be responsible for these costs and they are built into the annual contract value, reducing financial impact on commissioners by spreading the cost over the lifetime of the contract. The length of the contract reflects the long-term capital investment required by the provider in this very limited market. Commissioning the new provision is likely to be the most cost-effective option for delivery.
- 1.6 In order to avoid the unnecessary hospitalisation of children and young people with complex physical health needs, the CCG wish for the new provision to include an additional bed solely for emergency and step-down care. This bed will be for children and young people who are at risk of hospital admission due to their medical care needs not being able to be met at home on an emergency basis, and for those who are medically fit for discharge, but care and/or housing arrangements are not yet in place. The CCG will fully fund this bed and both City and County children will be eligible. Combining this bed with overnight short breaks provision offers value for money whilst providing an alternative to hospitalisation which is not currently available locally.

2. Background (including outcomes of consultation)

2.1 Current position

- 2.1.1 Numbers of children and young people with special educational needs and/or a disability (SEND) have been increasing for some time, increasing demand for support. The cohorts seeing the greatest increases in numbers are children/young people with significant learning disabilities/Autism and challenging behaviour, and those with profound/complex disabilities and health needs. These cohorts have been identified as being the least likely to have effective breaks in place for the family.
- 2.1.2 For over 10 years the numbers of children/young people accessing overnight short breaks services funded by both Nottingham City Council and by NHS Nottingham and Nottinghamshire CCG have been steadily declining, in line with national trends, while levels of complexity of the children/young people is increasing beyond the level of support available locally. Overnight short breaks for children/young people with complex health needs, delivered by Notts Healthcare Trust at the

Children's Development Centre (CDC, also known as The Villas), closed in March 2019, impacting on 17 children/young people and their families.

2.1.3 The provider market for activities/services for disabled children, particularly those with complex health needs, is severely depleted locally. This has led to significant gaps in current provision:

- Closure of CDC (previously funded by NHS Nottingham and Nottinghamshire CCG) means there is no city residential provision for children/young people who have highly complex health issues. There are no suitable facilities in the City for children/young people who need large equipment i.e. specialist beds, specialist wheelchairs. Of the 17 children and young people in the former CDC cohort:
 - 9 cases have closed (due to adulthood or moving from the area);
 - 2 are successfully accessing breaks at Caudwell House;
 - 1 is accessing Direct Payments, having had no success with the alternative options;
 - 5 families have no suitable overnight short breaks in place.
- Crocus Fields (Nottingham City Council's internal residential respite unit which primarily supports children/young people with Autism/learning disabilities/behaviour that challenges) cannot be adapted further to support those with complex health needs due to its age and previous adaptations, and it requires extensive maintenance. There are 4 young people with complex health needs who are currently attending Crocus Fields, but whom Crocus Fields is struggling to accommodate due to the size of their equipment etc.
- Weekend, evening and holiday provision has recently been re-commissioned. Despite extensive service development and modelling work with local providers, there were very few bids, and those were mainly to support children with Autism/ASD/behaviour that challenges. There is still a lack of provision for children/young people with LD/complex health needs, exacerbated by the closure of Fundays summer activities which used to take place from Oakfield School. Direct Payments provide an option to purchase individual services, but the provider market is so limited that there are very few suitable options available to purchase.
- Changes in eligibility for Continuing Care have been applied locally, resulting in additional and increasing implications for the local authority.
- Assessments for Short Breaks, which dropped due to Covid-19, are now coming through in numbers.

2.1.4 This places the cohort requiring overnight respite, but unable to access it due to the complexity of their health needs, at 10-12 in total.

2.1.5 It's anticipated that the national trend for increasing numbers of children/young people with complex health needs, and the reduction in demand for overnight respite, means that demand for overnight respite for children/young people with complex health needs is likely to remain stable, or increase slightly, over the coming 5-10 years. It's estimated

that a 3-bedded Short Breaks unit would provide sufficient capacity to support this cohort during that period.

2.2 Consultations

2.2.1 As part of the Joint Strategic Commissioning Review in 2019/20, consultation has taken place with groups of families, including those affected by the CDC closure, and with a range of health and social care professionals. Families and professionals fed into a Stakeholder Engagement event in October 2019, and their views were shared. Key views from families and professionals:

- Finding services is challenging. Families affected by the CDC closure are feeling the strain of lack of overnight breaks. Some families still aren't getting appropriate breaks and are very distressed.
- Families of young people with complex health needs require provision that is set up to support their child, and not to 'make do'. Specialist provision is needed which is able to support children and young people with the most complex health needs including ventilation and feeding, which many services are unable to support. Families have stated that they need the peace of mind of knowing that the service is reliable and able to support their child – otherwise it's not a break for them.
- Children and young people need access to their own communities, as much as they are able. Medical support is needed on site, but in a community setting. Provision needs to be in the community, not in an overly medicalised setting. For the same reason provision should also be within the City and not in a rural location. We should be open to other providers running the service, other than Nottingham City Council or Health providers.

2.2.2 Feedback from these consultations has been used to shape the service model to date.

2.2.3 In November 2021 a project group was set up which included representation from Disabled Children's service leads, Occupational Health, clinical and Health professionals, Major Projects, as well as parent carer representatives. These colleagues are supporting with, and informing development of the service model and specification. A smaller co-production group of families affected by the CDC closure was set up in January 2022. These parent carers will decide how they wish to be involved commissioning the new service, and will take part according to their own wishes.

2.3 Key local and national drivers

- Statutory duties – The Breaks for Carers of Disabled Children Regulations 2011 (duty to the parent/carer, but meeting the child's individual outcomes), Chronically Sick and Disabled Children's Act (1970) (duty to the child).
- Graduated response – the level of support should be proportionate to the needs of the child/young person.

- Keeping children/young people in their own communities wherever possible (but recognising that for those with more complex needs, this will be less likely).
- NHS Long Term Plan - to develop holistic community care, close to home, across local authority and NHS services. A children/young people's transformation programme will oversee priorities within the plan.

'Better Lives, Better Outcomes', Nottingham City Council's adult social care strategy recognises that, particularly for children/young people with SEND, promotion of independence starts in childhood, and includes the following strategic priorities for children and young people: *'continue to provide the vital statutory services that support and protect vulnerable children, including safeguarding, children in care, those with Special Educational Needs and Disabilities (SEND) and other vulnerable groups'*.

3. Other options considered in making recommendations

- 3.1 Do nothing. Nottingham City Council is currently not fulfilling statutory duties to those families who do not have appropriate short breaks in place. There is a significant gap in support options, particularly for young people with profound/complex disabilities and health needs. This may lead to parents feeling unable to continue to care at home, leading to a huge impact on the family, potential family breakdown, and very high, potentially life-long costs. It also risks legal action from families, as Nottingham City Council could be taken to judicial review for not fulfilling statutory obligations. This would also be likely to generate significant negative publicity, potential legal costs, and pose a reputational risk to the local authority.
- 3.2 Costs of providing breaks to those families who previously attended the Villas, and for whom alternative breaks can be provided, are currently being met by the CCG as they were previously. However, the full costs of these breaks will not be sustained by CCG indefinitely. This leaves Nottingham City Council at risk of bearing additional unexpected costs if the CCG decide to fund these young people to a lesser extent. The costs would be higher than we could expect to pay for more local services, as the provision is outside the city, and not only more expensive, but transport costs to and from the service is required. Therefore, this option is not recommended.
- 3.3 Expand existing provision at Nottingham City Council's adapted bungalow staffed by Short Breaks foster carers. Nottingham City Council currently has access to one such adapted bungalow which could be utilised to meet the needs of this cohort, and expanded to include a further bungalow as needed. However, some families are unwilling to accept breaks where their child is placed in a different family, as this model is, for them, too similar to the child becoming 'looked after'. The current bungalow is also physically unsuitable for some of the older young people due to the size of the young person plus their equipment taking up the majority of the space in key rooms. Any new bungalow would need to be significantly larger to accommodate this cohort. Bungalows are proportionately expensive forms of housing, so acquiring a large bungalow is likely to increase the costs of this model significantly. Capacity would be limited, as the current bungalow is fully utilised, and recruitment of sufficient Short Breaks foster carers has been a long-standing issue. This model does not readily support the young person to socialise with peers as part of their healthy development. This can be a significant issue for young people with complex health needs, as they often lack opportunities for play and sleepovers, which are common to other children.

Therefore, this option is not recommended.

- 3.4 Utilise County provision (Caudwell House) to meet needs. Caudwell House have declined to support some of our more complex young people due to staff training and registration, so provision cannot be expected to meet all needs. Parents have raised concerns regarding the impact of the journey (approx. 1-1.5 hours' drive) on a young person with complex health needs. This journey makes the facility unsuitable for some young people, so this option would leave them without suitable overnight breaks. Because Caudwell House is County Council provision, young people from the County will always take priority in terms of places, so places will not always be available for City young people. Therefore, this option is not recommended.
- 3.5 Borrow capital to build a new facility which could accommodate both the Crocus Fields cohort and the physical disabilities/complex health cohort. This option would require significant upfront funding (expected costs approx. £2.6m+ for the new build) and there is a risk that costs may increase during the project, leading to unexpected strain on financial resources available. Sources of capital funding are severely limited. The option of a Capital Loan which could be recouped through revenue has been explored - but predicted revenue costs of this model do not demonstrate a clear saving. However, this option would address the long-term issues around the structure of the Crocus Fields building.
- 3.6 A new building project such as this would require approx. 2 years before the new provision became operational. New land would need to be identified for the development, or it would need to be built on the existing Crocus Fields plot (which would require re-location of Crocus Fields for approx. 18 months, at considerable expense, and disruption for families and young people with complex behavioural needs, many of whom do not respond well to changes). Therefore, this option is not recommended.

4. Consideration of Risk

- 4.1 Time required for new provision to become operational. Given the requirement to develop a service model that has the appropriate clinical governance and registration for this very complex cohort, and the time it is expected that the provider will require to re-model any properties and recruit/train staff to the high levels required, it is expected that approx. one year will be required for implementation. During that time the families will only have access to breaks that are currently available, such as Caudwell House in the County, the adapted Short Breaks bungalow whilst cared for by Short Breaks foster carers, or Crocus Fields where the child can be accommodated there. Local authority and CCG colleagues will work at pace to deliver the service within this timescale, however the length of time needed to develop and implement this service cannot be avoided.

In the interim no families have been left without any offer of any type of breaks, however not all the breaks offered are overnight (which these families have been assessed as requiring). Nottingham City Council Disabled Children's and Short Breaks services, and CCG colleagues, are working closely with the families to ensure they are managing with the support offered, and to explore alternatives where needed, until a long-term solution can be found.

- 4.2 One of the families who currently attend Caudwell House as their overnight breaks option, and two who attend Crocus Fields but have complex health needs, would need to agreed move to this new provision. Should the families not agree there is a

risk that we would be double-funding their breaks for up to the next 3 years, i.e. until the young people reach 18 years old. (The other young people with complex health needs in Caudwell and Crocus Fields will reach 18 years old before this provision becomes available, and therefore will not be in a position to use the proposed new service.) Local authority and CCG colleagues will work closely with the families to ensure the proposed new service meets the needs of the families, and that the families have the opportunity to be involved in shaping the service and understand the benefits of this new service compared to the existing offers.

- 4.3 Contract management resources will be required to ensure the service is of appropriate quality and provides value for money.
- 4.4 There are issues regarding the structure of the Crocus Fields building, which is an older structure and has been adapted over many years to meet accessibility requirements for disabled children. Options to update access to become more fully inclusive and in line with modern accessibility standards have been explored, and the Crocus Fields building has been found to be structurally unsuitable for any further work of this nature.

It is very likely that at some point in the future the building will no longer be suitable for service delivery. Commissioning a new service specifically for the complex health/physical needs cohort, as a separate service, will not resolve the issues with the Crocus Fields building. Some future consideration of the structural issues of the building and the threat they pose to long term service delivery for that cohort will be required outside the scope of this report.

5. Finance colleague comments (including implications and value for money/VAT)

- 5.1 This report seeks approval to procure a block contract to provide overnight Short Breaks for disabled children with complex health needs. The contract length is expected to be agreed for a minimum of 5 years, with the option to extend for an additional 3 years, plus a further optional 2 years (10 years total).
- 5.2 This report also seeks approval to delegate authority to the Director of Commissioning and Procurement to approve the outcome of the procurement processes and to delegate authority to the Head of Contracting and Procurement to sign the final contract and agree extensions. The delegations will be necessary to support the joint commissioning process and to ensure value for money and the specified outcomes are achieved for citizens.
- 5.3 This report also seeks approval for expenditure of £7.600m, required to fund the contract term of 5 years plus the optional 3+2 years as proposed.
- 5.4 The full value of this commitment to the partners is to be split 50:50 between NHS Nottingham and the Nottinghamshire CCG, with the total contribution required from Nottingham City Council (NCC) identified to be £2.850m or £0.285m per annum over the 10-year contract period.
- 5.5 A provision of £0.250m has been included within the Council's Medium Term Financial Plan (MTFP). Funding for the remaining £0.035m has been allocated from within Adult Social Care's Short Breaks service.
- 5.6 NCC have a statutory duty to provide appropriate breaks for parent(s)/carer(s) of a disabled child, however currently there is no overnight provision within the city. The

commissioning of a new Short Breaks overnight service will resolve this problem and mitigate the risk of the authority seen as liable for not fulfilling its duty.

- 5.7 To ensure the final commissioned service is utilised by citizens the service user needs will need to be taken into consideration at the early stages. The proposal has had engagement from various colleagues from relevant stakeholder groups and current service users but will need to continue this engagement to ensure the right outcomes are included in the contract specifications.
- 5.8 Performance against the contract specification will need to be regularly monitored to ensure outputs and outcomes are achieved and the contract provides the expected value for money and benefits to the service users.
- 5.9 Where the contract overlaps different fiscal years, outstanding costs may need to be accrued as part of the annual year-end adjustment processes. Finance colleagues will be available to support this process.
- 5.10 The partnership funding splits going forward have been agreed, but can be subject to change. Any future changes should ensure the commitment continues to remain equitable across all partners.
- 5.11 NCC as the lead commissioner will ensure all income and expenditure is made in line with NCC Financial Regulations as well as NCC Contract Procedure rules.
- 5.12 Further approval will be required for any expenditure arising from subsequent decisions linked to this report.
- 5.13 Any further decisions linked to this report will be robustly reviewed by finance in line with Financial Regulations, ensuring that funding has been identified to support the initiative without resulting in an adverse movement in the Councils financial position.

Chanelle Poyser, Senior Commercial Finance Business Partner - 06 April 2022

6. Legal colleague comments

- 6.1 The proposals in this report seek to approve the procurement of services for overnight short breaks for disabled children with complex health needs.
- 6.2 This provision is understood to be a statutory obligation of the Council in supporting the families of those with such needs.
- 6.3 The current provision has come to an end and so the Council is required to establish suitable alternative provision.
- 6.4 Undertaking a tender process will identify a provider to deliver the required services via a compliant route to market.
- 6.5 Appropriate contractual provisions will need to be established and legal services colleagues will support as necessary alongside procurement colleagues during the tender process.

Dionne Sreaton, Senior Solicitor - 05 April 2022

7. Other relevant comments

Procurement

The proposal to procure a service for overnight Short Breaks for disabled children with complex health needs, is supported by the Procurement Team who will manage the tender process to secure the contract, ensuring compliance with Procurement Legislation and best value for money.

Nicola Harrison, Lead Procurement Officer – 06 April 2022

8. Crime and Disorder Implications (If Applicable)

8.1 N/A

9. Social value considerations (If Applicable)

9.1 Providing quality accommodation and support that improves outcomes for young people will increase social value. Further opportunities for adding social value could include:

- Improving local services which may provide increased job opportunities for local people;
- Working with the local communities in which the accommodation is based;
- Engaging with and seeking feedback and ideas from local communities;
- Developing relationships to the benefit of both the young people and the local communities.

10. Regard to the NHS Constitution (If Applicable)

10.1 N/A

11. Equality Impact Assessment (EIA)

11.1 Attached as appendix 2, and due regard will be given to any implications identified in it.

12. Data Protection Impact Assessment (DPIA)

12.1 Currently being developed, and due regard will be given to any implications identified in it.

13. Carbon Impact Assessment (CIA)

13.1 Attached as appendix 3, and due regard will be given to any implications identified in it.

14. List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

14.1 Overnight short Breaks for disabled children report - May 2021

14.2 Support for children & young people with SEND, Health and Social Care, June 2019

15. Published documents referred to in this report

- 15.1 Breaks for Carers of Disabled Children (2011)
- 15.2 Chronically Sick and Disabled Children's Act (1970)
- 15.3 'Better Lives, Better Outcomes', NCC's adult social care strategy
- 15.4 NHS Long Term Plan
- 15.5 January 2021 Census - Number of SEN High Needs Pupils by Primary Need

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OVERNIGHT SHORT BREAKS FOR DISABLED CHILDREN WITH COMPLEX HEALTH NEEDS

The table below sets out details of the proposed contract arrangements for the new Overnight Short Breaks service for disabled children with complex health needs. The service is to be funded as follows:

Provision	Funding Source	Proposed Annual Contribution	Proposed Period of Award	Proposed Total Contract Value	Value for Money
3 x Overnight Short Breaks beds	Nottingham City Council	£285,000 p.a.	5 years with a with a +3 +2 year option to extend. (Maximum of 10 years in total 01/10/2023 – 30/09/2033)	£2,850,000 (over whole life of contract)	<p>It is envisaged that the re-commissioning and procurement of the services will provide value for money as follows:</p> <ul style="list-style-type: none"> Commissioning the service from an external provider will avoid paying upfront costs for the building and equipment. The provider will be responsible for these costs and they are built into the annual contract value, reducing financial impact by spreading the cost over the lifetime of the contract.. Jointly commissioning the Overnight Short Breaks service with NHS Nottingham and Nottinghamshire CCG will maximise efficiency, avoiding unnecessary duplication and enabling the provider to offer economy of scale, as much as possible for this small cohort. Offering up to a 10-year contract will ensure continuity of delivery and allow time to develop and implement the service. Feedback from providers through market testing has strongly indicated that a short contract length is a significant barrier to developing and investing in a building-based specialised service. The Adult Social Care ILSS help to prevent escalation of need, in terms of both statutory homelessness provision and Adult Social Care.
	NHS Nottingham and Nottinghamshire CCG	£285,000 p.a.		£2,850,000 (over whole life of contract)	
Page 53	NHS Nottingham and Nottinghamshire CCG	£190,000 p.a.		£1,900,000 (over whole life of contract)	
Total		£760,000p.a. £7,600,000 over whole life of contracts	Total contributions: Nottingham City Council: £285,000 p.a. NHS Nottingham and Nottinghamshire CCG: £475,000p.a.		

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/Equality Impact Assessment Form

[screentip-sectionA](#)

1. Document Control

1. Control Details

Title:	Overnight Short Breaks for Disabled Children with complex health needs
Author (assigned to Pentana):	Lisa Lopez, Lead Commissioning Manager
Director:	Sara Storey, Director for Adult Health and Social Care Katy Ball, Director of Commissioning and Procurement
Department:	People
Service Area:	Adult Social Care (Whole Life Disability)
Contact details:	Email: lisa.lopez@nottinghamcity.gov.uk, Phone: 0115 8762746
Strategic Budget EIA: Y/N	N
Exempt from publication Y/N	N

2. Document Amendment Record

Version	Author	Date	Approved
1	Lisa Lopez	01/04/22	14/04/2022

3. Contributors/Reviewers

Name	Position	Date
Rosey Donovan	Equality and Employability Consultant	12/04/2022

4. Glossary of Terms

Term	Description
Framework	A type of contract which can have a number of providers, but providers are only paid for activities they carry out (for example, at an hourly rate). There is not normally any guarantee of business to the provider.
Personal budget	An agreed amount of money that is allocated to the citizen by the local authority (and potentially other funding streams) following an assessment of the citizen's care and support needs. The personal budget is a statement of the amount of money needed to meet the citizen's eligible social care needs.
Direct Payments	Citizens with an assessed need are allowed to take their person budget as a cash payment in lieu of the services they have been assessed as needing. This is intended to give citizens greater choice and control of their care and support.
DDM	Delegated Decision Making – part of Nottingham City Council's formal decision-making processes.
PCF	Parent Carer Forum - a group of parents and carers of disabled children who provide mutual support and ensure the services in their area meet the needs of disabled children and their families.
CCG	Clinical Commissioning Group - an NHS organisation made up of groups of general practices (GPs) responsible for organising the delivery of NHS services in their area. CCGs buy a wide range of services for their local community, including mental health services, urgent and emergency care, elective hospital services, and community care.
EIA	Equality Impact Assessment - a systematic and evidence based process, which verifies that Nottingham City Council policies and practices are equality proof and not discriminatory. This document is an EIA.

2. Assessment

1. Brief description of proposal / policy / service being assessed

Short breaks are specialist services for disabled children/young people and their families, to enable the child/young person to take part in activities, whilst giving their families a break. Short breaks are accessed through Nottingham City Council's Personal Budgets Team and are based on assessed need – a range of activities and support must be provided in line with the needs of the child/young person.

Nottingham City Council has historically struggled to commission short breaks services. Numerous models have been tried previously with little success, leaving gaps in the market. In order to support development of the provider market, and secure both increased choice for families and stability for providers, it is proposed to commission the following services:

Proposals for this service model have been developed in line with feedback from service providers, citizens, and internal colleagues within the Short Breaks and Whole Life Disability teams.

The proposed new services align to the Short Breaks pathways, and form part of a range of services which are delivered through a combination of in-house service provision and commissioned services, reduce gaps in service provision.

The services contribute to Nottingham City Council's statutory obligations to disabled children and their families under the Breaks for Carers of Disabled Children regulations (2011), the Children and Families Act (2014) and the Chronically Sick and Disabled Persons Act (1970).

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[screentip-sectionC](#)

2. Information used to analyse the effects on equality:

No monitoring information is currently available as this service is not currently in place.

The new services are informed by the following published documents –

- Breaks for Carers of Disabled Children regulations (2011)
- Children and Families Act (2014)
- Chronically Sick and Disabled Persons Act (1970)
- Framework for the Assessment of Children in Need and their Families (2000)
- DDM 2330 - Procurement of Short Breaks services for disabled children

As part of a Short Breaks Strategic Commissioning Review, analysis of existing services and support took place. Face-to-face consultations took place with families accessing short breaks at Crocus Fields and The Villas overnight short breaks units. Rainbow PCF and Nottingham Futures carried out engagement with families on behalf of Nottingham City Council, and an online questionnaire was available via SurveyMonkey for those families unable to attend face-to-face consultations with support available to complete this if requested.

A Stakeholder Engagement event took place in October 2019 which was attended by a wide range of professionals from Nottingham City Council Short Breaks and Social Care teams, staff from Crocus Fields and The Villas, health professionals, CCG colleagues and providers. All providers from Ask Lion and those who deliver locally were invited. Following this meeting all providers were contacted and offered the opportunity for a conversation about their service and the proposed model. Key themes from consultations are –

- Most families found the application process for Short Breaks acceptable, but it's more difficult to find services – there is a waiting list for our internal one-to-one service (link workers), and there is only one group activity accessible to families without using Direct Payments.
- A common complaint regarding Direct Payments is that there is very little available for families to purchase. Families mainly use Direct Payments to pay Personal Assistants. This works well for families who already have a friend/relative they can pay to provide care, but for those families without this resource it's difficult to find someone to employ for this purpose.
- Families want to see more capacity in the services (more one-to-one support), and group activities that are local and able to cope with children/young people with behaviour that challenges, and services that provide life skills, independence training and travel training
- (as well as services that provide other types of breaks – these are being considered separately within the Short Breaks review)
- Young people with disabilities want what any other young person wants – they want to go out and take part in activities, and to spend time with their friends. Sometimes their disabilities get in the way and make it harder for them to do this – such as not being able to go to a friend's house, not being able to get to places or try new things. The function of one-to-one support is to take young people with disabilities out into their local communities, help them engage in activities in the community and do things they wouldn't otherwise be able to do.
- Both Health and Social Care professionals identified that many families aren't getting the care and support they have been assessed as needing, due to lack of services and lack of capacity in the existing services.
- There are a number of providers working with disabled children in Nottingham City and Nottinghamshire County, most of whom are very small charitable organisations with very limited resources. These providers are not currently contracting with Nottingham City Council, so can only be accessed by families paying for support themselves, or those purchasing the services as a Direct Payment. This creates inequity for those families who feel unable to manage Direct Payments in addition to their existing family pressures.
- Many providers identified that, as very small organisations, they are not in a position to take contracts on a payment on activity model so would not sign up to framework contracts. Providers would not be able to cover the costs of employing staff, appropriate training and registrations, venue hire, booking processes etc., without any guarantee of income. Providers would be supported by having some guaranteed income, as well as good links to the team/s referring families to them.

Feedback from these consultations has been used to shape the service model.

A summary of the analysis from the Short Breaks review, and feedback from the Short Breaks stakeholder event, can be found in the documents below -

 Short Breaks Analysis presentation

 Feedback - Short breaks Event

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3. Impacts and Actions:

screentip-sectionD	Could particularly benefit X	May adversely impact X
People from different ethnic groups.	<input type="checkbox"/>	<input type="checkbox"/>
Men	<input type="checkbox"/>	<input type="checkbox"/>
Women	<input type="checkbox"/>	<input type="checkbox"/>
Trans	<input type="checkbox"/>	<input type="checkbox"/>
<u>Disabled people or carers (children/young people with disabilities and their parents/carers).</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy/ Maternity	<input type="checkbox"/>	<input type="checkbox"/>
People of different faiths/ beliefs and those with none.	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, gay or bisexual people.	<input type="checkbox"/>	<input type="checkbox"/>
Older	<input type="checkbox"/>	<input type="checkbox"/>
Younger	<input type="checkbox"/>	<input type="checkbox"/>
Other (e.g. marriage/ civil partnership, looked after children, cohesion/ good relations, vulnerable children/ adults).	<input type="checkbox"/>	<input type="checkbox"/>
<i>Please underline the group(s) /issue more adversely affected or which benefits.</i>		

<p>How different groups could be affected (Summary of impacts)</p> <p style="text-align: right;">screentip-sectionE</p>	<p>Details of actions to reduce negative or increase positive impact (or why action isn't possible)</p> <p style="text-align: right;">screentip-sectionF</p>
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<p><u>Disabled people or carers (children/young people with disabilities and their parents/carers).</u></p> <p>Children and young people with disabilities will benefit from an increased capacity and range of services and activities. This will create more opportunities and greater choice for the young people, and enable to have lives that are more comparable to the lives of children/young people without disabilities.</p> <p>The new services will benefit the parent/carers of disabled children/young people by increasing the capacity and range of services, and therefore increasing the opportunities for the families to access the breaks that they have been assessed as needing. This gives parent/carers the change to spend time with partners and/or other children, or have time to themselves, and reduces stress and the likelihood of family breakdown.</p>	<p>1 Actions will need to be uploaded on Pentana.</p> <ul style="list-style-type: none">• Incorporate feedback from consultations with stakeholders and citizens into service development (December 2019 – April 2020).• Include stakeholders and service users in developing the services, including taking part in developing the service specification and scoring the bids in the tender process (December 2019 – April 2020).• Work with successful provider/s to ensure maximisation of opportunities to improve citizen’s access to, and experience of, the short breaks services (April/May 2020 and ongoing throughout the contract).• Contract management to ensure expected positive outcomes for citizens are met (May 2020 and ongoing throughout the contract). The contract will include the requirement to report equalities information as part of the quarterly monitoring returns.• Support promotion of the new short breaks services to Short Breaks, Personalisation and Whole Life Disability colleagues to ensure awareness of contact details and booking arrangements for the new services (May 2020 and ongoing throughout the contract).• Review contract monitoring information as part of the ‘Review’ phase of the commissioning process after the service has been in place for one year, and then on an annual basis as part of standard contract monitoring processes (June 2021).• Refresh the EIA in the event of any further changes to services.
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4. Outcome(s) of equality impact assessment:

<input checked="" type="checkbox"/>	No major change needed	<input type="checkbox"/>	Adjust the policy/proposal
<input type="checkbox"/>	Adverse impact but continue	<input type="checkbox"/>	Stop and remove the policy/proposal

5. Arrangements for future monitoring of equality impact of this proposal / policy / service:

The contract for the proposed new service will be performance-managed by Nottingham City Council. The contract will include the requirement to report equalities information as part of the quarterly monitoring returns. This information will be submitted to the Contracts team. The information will be reviewed as part of the 'Review' phase of the commissioning process after the service has been in place for one year, and then on an annual basis by the Contracts team as part of standard contract monitoring processes. This EIA will be refreshed in the event of any further changes to services.

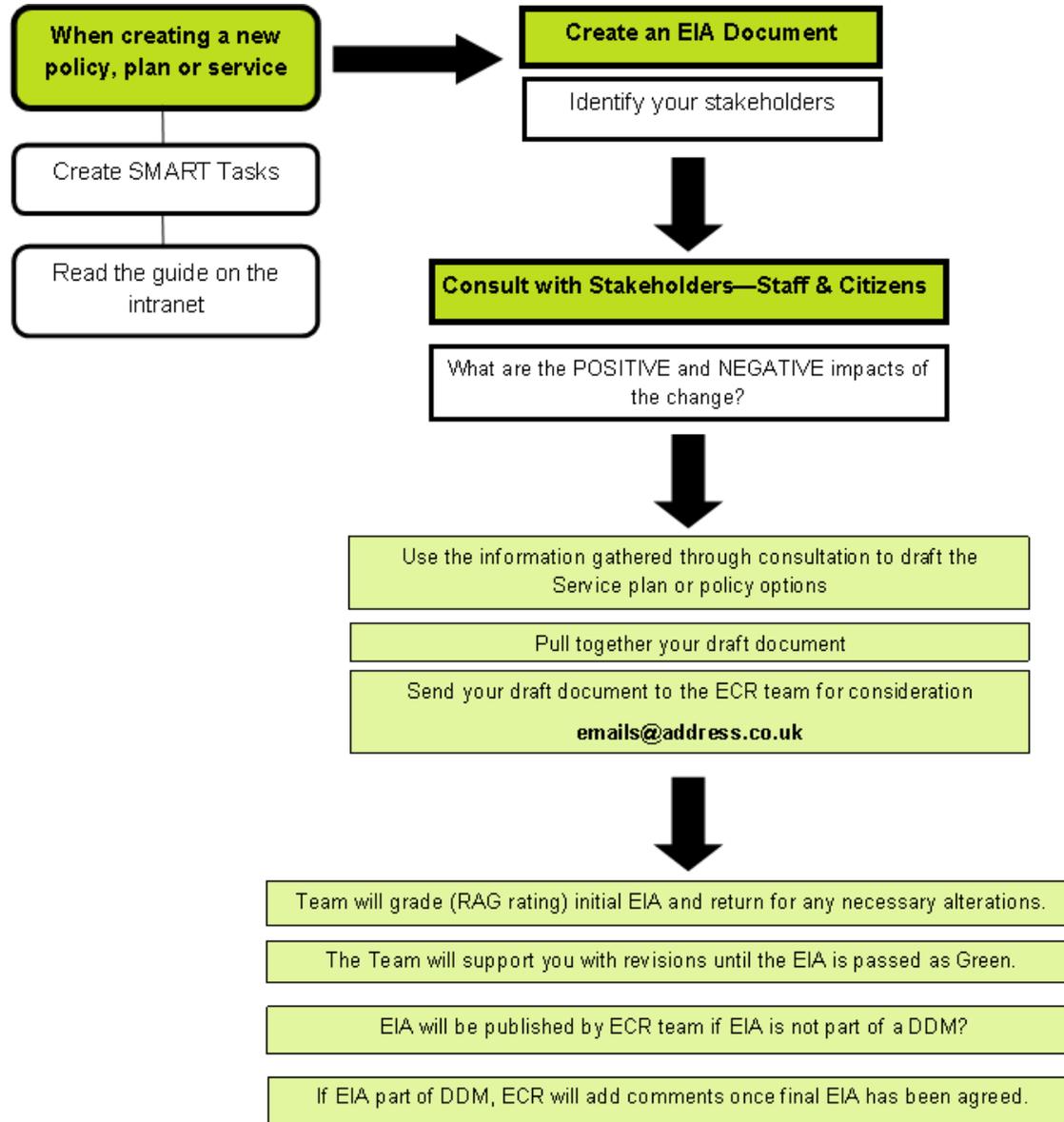
6. Approved by (manager signature) and Date sent to equality team for publishing:

<p>Approving Manager: The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel & email to allow citizen/stakeholder feedback on proposals. Manager: Marie Halford Email: marie.halford@nottinghamcity.gov.uk Tel: 0115 8764882</p>	<p>Date sent for scrutiny: 1/04/22 Send document or Link to: equalityanddiversityteam@nottinghamcity.gov.uk</p>
	<p>SRO Approval: 12/04/2022</p>

Before you send your EIA to the Equality and Community Relations Team for scrutiny, have you:

1. Read the guidance and good practice EIA's
<http://intranet.nottinghamcity.gov.uk/media/1924/simple-guide-to-eia.doc>

2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.
4. Written in clear user-friendly language, free from all jargon (spelling out acronyms).
5. Included appropriate data.
6. Consulted the relevant groups or citizens or stated clearly, when this is going to happen.
7. Clearly cross-referenced your impacts with SMART actions.



KEY
EIA— Equality Impact Assessment
ECR— Equality & Community Relations Team
DDM—Delegated Decision Making

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Carbon Impact Assessment Dashboard Tool (v1)

Report Name	Overnight Short Breaks for disabled children with complex health needs
Report date	10/05/22
Report author	Lisa Lopez
Project Notes	Commissioning a new 4 bed unit for children/young people with complex health needs. 3 beds for overnight Short Breaks, and one bed to avoid unnecessary hospital stays. There is a lack of appropriate overnight Short Breaks available locally for this cohort. This unit will meet the needs of these families and is a statutory duty.
Export filename	<i>Overnight Short Breaks for disabled children with complex health needs CIAD 10.05.2022</i>

Category	Impact
Behaviour and Culture Change	Communication & engagement
Behaviour and Culture Change	Wider influence
Behaviour and Culture Change	Working with communities
Behaviour and Culture Change	Working with partners
Built Environment	Building construction
Built Environment	Building use
Built Environment	Switching away from fossil fuels
Business & internal resources	Developing green businesses
Business & internal resources	Marketable skills & training
Business & internal resources	Sustainability in business
Business & internal resources	Material / infrastructure requirement
Carbon Removal & Ecology	Carbon storage
Carbon Removal & Ecology	Biodiversity & Ecology
Carbon Removal & Ecology	Bee friendly city
Carbon Removal & Ecology	Carbon offsets
Consumption	Food & Drink
Consumption	Products

Consumption

Services

Consumption

Local and low-carbon production

Energy

Local renewable generation capacity

Energy

Reducing energy demand

Energy

Improved energy storage

Resilience and Adaptation

Green / blue infrastructure

Resilience and Adaptation

Natural flood management

Resilience and Adaptation

Drought vulnerability

Resilience and Adaptation

Flooding vulnerability

Resilience and Adaptation

Heatwave vulnerability

Transport

Staff travel requirement

Transport

Decarbonising vehicles

Transport

Improving infrastructure

Transport

Supporting people to use active travel

Transport

Reduced need to travel

Waste and Water

Single-use plastic

Waste and Water

End of life disposal / recycling

Waste and Water

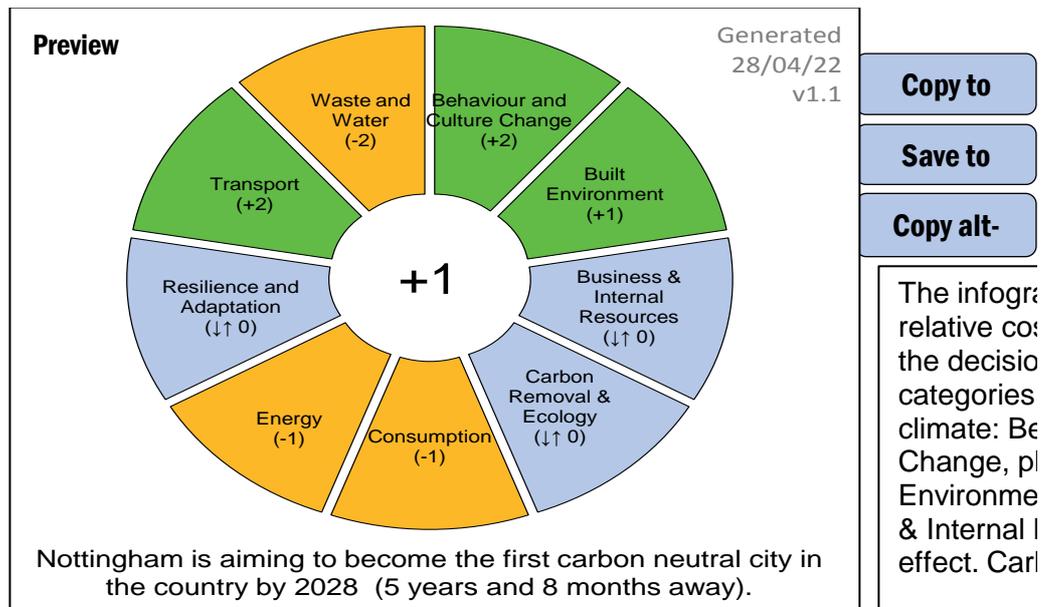
Waste volume

Waste and Water

Water use

Other	Other 1
Other	Other 2
Other	Other 3
Other	Other 4

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Notes / justification for score / existing work

No impact
We will work with the provider to look at how the new unit can be as environmentally friendly as is practicable. Small unit, limited impact on Nottingham City Council as a whole. However the contract is likely to be in effect for up to 10 years and the building may be operational as a short breaks unit

No impact
Social value is included in the service specification and tender questions. This includes environmental impact of the service. The provider's response will be evaluated as part of the tender process, and may have an impact on which provider we work with to deliver the service. Small unit, limited impact on Nottingham City Council as a whole. However the contract is likely to be in effect for up to 10 years and the building may be operational as a short breaks unit for longer.

Refit of existing building rather than new build. Details of building can only be confirmed once the provider is identified and work commences.
Potential for positive impact, but can only be confirmed once the provider and building are identified.
Can only be confirmed once the provider and building are identified.

No impact
No impact
No impact
Cannot be determined as most of the families who will use this service currently have some alternative form of break, and we cannot know the extent to which each of these uses resources, and how that will compare to the future provider. Some measures to reduce environmental impact of the service are included as described. However the provider market is extremely limited, so we may not get a provider who is able to offer the most environmentally friendly model. Our priority has to be securing a high quality service for young people with highly complex health needs, in line with the families' needs and our statutory duties.
Small unit, limited impact on Nottingham City as a whole. However the contract is likely to be in

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New service as we have not had a service that fulfills this need for some time. May result in some local increase but cannot properly be determined as most of the families who will use this service currently have some alternative form of break. We cannot know the impact of each of these services, and how that will compare to the future provider. Some measures to reduce environmental impact of the service are included as described. However the provider market is extremely limited, so we may not get a provider who is able to offer the most environmentally friendly model. Our priority has to be securing a high quality service for young people with highly complex health needs, in line with the families' needs and our statutory duties.

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Service staff will be provided by the provider. These will be new staff and it's not possible to determine what individual's previous travel arrangements were prior to working in this service. As the service will be local, it's likely that health staff supporting the young people will have reduced travel implications. Limited impact on Nottingham City as a whole. However the contract is likely to be in effect for up to 10 years and the building may be operational as a short breaks unit for longer. Cannot be determined as we have no way of knowing what the staff and family vehicles travelling to and from the service will be.

Likely to be no impact

Likely to be no impact. May include provision for active travel for staff i.e. cycle lockers, but this can only be determined once the provider and building are identified. Not appropriate for the service users as they will be families transporting young people with highly complex health

Will reduce the need for families who currently have overnight breaks in the County (approx. 1-1.5 hour's drive away) to travel by providing a local service. Will reduce transport to and from school as a group for these young people, as well as individual family transport methods.

Small unit, limited impact on Nottingham City Council as a whole. However the contract is likely to be in effect for up to 10 years and the building may be operational as a short breaks unit for longer.

Cannot be determined unless the provider shares this information, as this is a service. Some measures to reduce environmental impact of the service are included as described. However the provider market is extremely limited, so we may not get a provider who is able to offer the most environmentally friendly model. Our priority has to be securing a high quality service for young people with highly complex health needs, in line with the families' needs and our statutory duties. Cannot be determined as we cannot know the extent to which the current range of support options generate and recycle waste. Some measures to reduce environmental impact of the service are included as described. However the provider market is extremely limited, so we may not get a provider who is able to offer the most environmentally friendly model. Our priority has to be securing a high quality service for young people with highly complex health needs, in line with the families'

Potential for some overall increase in waste as a whole, as we have not had a service that fulfills this need for some time. Some measures to reduce environmental impact of the service are included as described. However the provider market is extremely limited, so we may not get a provider who is able to offer the most environmentally friendly model. Our priority has to be securing a high quality service for young people with highly complex health needs, in line with the families' needs and our statutory duties.

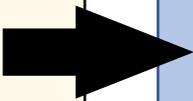
Small unit, limited impact on Nottingham City as a whole. However the contract is likely to be in
Potential for some overall increase in water use as a whole, as we have not had a service that fulfills this need for some time. Some measures to reduce environmental impact of the service are included as described. However the provider market is extremely limited, so we may not get a provider who is able to offer the most environmentally friendly model. Our priority has to be securing a high quality service for young people with highly complex health needs, in line with the families' needs and our statutory duties.

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-1	<p>1. We are looking at the effects of this decision (not our past performance, or that represent future decisions)</p> <p>2. We are looking at the whole impact of the decision (regardless of geographic location or organisational boundary)</p> <p>3. We are only looking at the climate impact - other impacts, and social, economic wellbeing measures are recorded elsewhere.</p> <p>4. We need to stay accessible. Click on the "copy alt-text" button above and then the result into the alt text box for your infographic in word. Click here for a guide</p> <p>5. Your report must include some explanation as well as the infographic. If the activity will have consequences past 2028 you must say so in your report.</p>
-1	<p>6. While there are no other specific rules for writing the summary, some of the things you may want to discuss include:</p> <ul style="list-style-type: none"> • What are the biggest costs and benefits of this activity in terms of the climate? • Are there things that we will have to include in future iterations of this activity that you have a recommendation? • Are there measures already included in your plan to minimise the costs and maximise benefits with respect to climate change?
-	<ul style="list-style-type: none"> • Are there other costs and benefits which are outside the scope of the CIAI example, does the project have high value in terms of economic or social benefits which outweighs the climate cost? Is this a valuable climate action which is recorded elsewhere?
+1	<ul style="list-style-type: none"> • What are your ambitions for this activity – what is technically feasible and what do you think we should be aiming for? • If we were to carry out the activity in the best possible way for the climate, what would that look like? • What method(s) if any are available to monitor our climate performance or the activity? This might include internal data (electricity bills, mileage claims etc) or an external verification process. Is this feasible? If not, why not? • What are the constraints which stop you doing more? Time, money, expertise, political support, partner buy in, something else?
-	<p>If you get stuck, please contact climatechange@nottinghamcity.gov.uk</p>

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