



**Nottingham City Council  
Executive Board**

**Date:** Tuesday, 23 May 2023

**Time:** 2.00 pm

**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:** Phil Wye **Direct Dial:** 0115 8764637

<b>Agenda</b>	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Declarations of Interests</b>	
<b>3 Minutes</b> Minutes of the meeting held on 21 March 2023, for confirmation	3 - 14
<b>4 Disposal of Surplus Property Assets</b> Report of the Portfolio Holder with responsibility for property	15 - 20
<b>5 Nottingham City Safeguarding Children Partnership: Annual Report 2021-22</b> Report of the Portfolio Holder with responsibility for children's safeguarding	21 - 54
<b>6 Remainder of the School Capital Maintenance Grant Allocation 2022-23</b> Report of the Portfolio Holder with responsibility for schools	55 - 104
<b>7 Exclusion of the Public</b> To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraphs 3 and	

5, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighs the public interest in disclosing the information

## **8 Disposal of Surplus Property Assets - exempt appendices**

105 - 126

All items listed 'under exclusion of the public' will be heard in private for the reasons listed in the agenda papers. They have been included on the agenda as no representations against hearing the items in private were received

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 to be issued with visitor badges

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the council's policy on recording and reporting on public meetings, which is available at [www.nottinghamcity.gov.uk](http://www.nottinghamcity.gov.uk). Individuals intending to record the meeting are asked to notify the governance officer shown above in advance.

## Nottingham City Council

### Executive Board

**Minutes of the meeting held at Loxley House, Nottingham on 21 March 2023  
from 2.00 pm - 3.00 pm**

#### Membership

##### Present

Councillor David Mellen (Chair)  
Councillor Adele Williams (Vice Chair)  
Councillor Cheryl Barnard  
Councillor Neghat Khan  
Councillor Pavlos Kotsonis  
Councillor Sally Longford  
Councillor Toby Neal  
Councillor Linda Woodings

##### Absent

Councillor Rebecca Langton  
Councillor Audra Wynter

Councillor Kevin Clarke  
Councillor Andrew Rule

#### Colleagues, partners and others in attendance:

Mel Barrett	- Chief Executive
Wayne Bexton	- Director of Carbon Reduction, Energy and Sustainability
Ross Brown	- Corporate Director for Finance and Resources
Frank Jordan	- Corporate Director for Communities, Environment and Resident Services
Sajeeda Rose	- Corporate Director for Growth and City Development
Julie Sanderson	- Head of Quality Assurance and Safeguarding
Paul Seddon	- Director of Planning and Regeneration
Malcolm Townroe	- Director of Legal and Governance
Catherine Underwood	- Corporate Director for People
Hugh White	- Director of Sport and Culture
Phil Wye	- Governance Officer

#### Call-in

Unless stated otherwise, all decisions are subject to call-in. The last date for call-in is 28 March 2023. Decisions cannot be implemented until the working day after this date.

#### 111 Apologies for Absence

Councillor Rebecca Langton – work commitments  
Councillor Audra Wynter - leave

## **112 Declarations of Interests**

None.

## **113 Minutes**

The minutes of the meeting held on 21 February 2023 were agreed as a correct record and they were signed by the Chair.

## **114 Adoption of a Municipal Resources and Waste Strategy**

The Portfolio Holder for Energy, Environment and Waste Services presented the report seeking approval of the City Council's Municipal Resources and Waste Strategy following a period of public consultation. The strategy sets out a vision, objectives, ambitions and options in respect of managing the city's municipal waste through to 2050. This will provide a framework for service development and transformation of its waste management services and responds to national and local policy drivers, including new statutory obligations. The following information was highlighted:

- (a) a public consultation exercise on the draft strategy with its supporting options appraisal reviewing collection systems was undertaken between 20th October and 14th December 2022;
- (b) despite the high number of overall responses, specific groups comprising those under the age of 34, males, black, Asian and mixed ethnic groups, and to a lesser extent, those with a disability did not respond to the consultation at levels proportionate to their overall make-up of the population of the city. The Final Strategy responds to this by committing to undertaking further engagement and education at a more local and community level before implementing changes to waste management services required to meet the stated Objectives and Ambitions set out;
- (c) the highest priorities identified from consultation were a separate weekly food waste collection and prevention of recyclables going into the residual waste collections, including education and enforcement;
- (d) three new Ambitions are proposed for the final Strategy which address key concerns expressed during public consultation which were not adequately addressed in the draft strategy itself, regarding:
  - Rats / pests - through a new ambition which will aim to improve public health / perception for residents;
  - HWRC facilities - through a new ambition which aims to improve access to and facilities at HWRCs that should increase levels of accessibility for residents and may lead to less waste due to more recycling;
  - Fly-tipping and litter - through a new ambition which aims to reduce fly-tipping and litter across the city to improve public health and amenity for residents.

**Resolved to**

- (1) note the outcome of the public consultation on the Draft Municipal Resources and Waste Strategy and the changes to the final Strategy presented in response to this;**
- (2) note that both the draft Strategy and the public consultation responses have been reviewed by Overview and Scrutiny Committee;**
- (3) adopt the final form of the Municipal Resources and Waste Strategy forming Appendix 1 to the report and approve the Action Plan forming Appendix 3 to the report;**
- (4) note that proposals for service changes required to implement the Strategy and the Action Plan will be presented at future points for separate determination;**
- (5) ensure that further engagement with waste service users will target individuals with protected characteristics to ensure that the subsequent decisions taken reflect and consider feedback from a representative sample of the service users affected.**

Reasons for decision:

- The Council has produced a formal Final Municipal Resources and Waste Strategy to respond to national and local policy drivers and has considered feedback received from a public consultation exercise carried out on its draft Strategy to create the final document.
- The Strategy will set the framework for developing waste management services within the city through to 2050 to ensure that future decisions are:
  - compatible with national programmes and obligations designed to enhance sustainable waste management and improve recycling;
  - timely and affordable to the Council in their implementation; and
  - delivered to a service standard which is acceptable to service users.
- The Strategy sets a high level strategic direction and is not intended to be prescriptive. By retaining a flexible approach to service development and delivery, and with regular reviews, the Council can remain cognisant of new statutory obligations which may emerge through the period, keep abreast of and commission new waste treatment technologies to manage ever evolving waste streams, and ensure that its service keep pace with changing customer expectation and behaviours.
- Future service changes that are identified and developed to enable delivery of the Strategy and/or the associated action plan will be brought forward separately for decisions in the future. Part of this decision making process will be to ensure that the views of service users are representative of all those affected in developing such decisions.

Other options considered:

- The option to delay the adoption of the Final Strategy was considered. This was rejected because of the necessity to provide a strategic framework for negotiating future waste disposal contracts beyond the expiry of the current strategy in 2030. The adoption of a Strategy will also enable the operational services to begin business planning for the changes necessary and identify associated budgetary requirements for further Council consideration in good time to meet the impending statutory obligations.

### **115 Nottingham City Safeguarding Adult Board Annual Report 2021/22 and Executive Summary**

The Portfolio Holder for Adult Social Care and Health presented the report raising awareness of the safeguarding activity taking place in Nottingham City and the areas of focus for 2022/23, highlighting the following:

Each local authority must set up a safeguarding adults board (SAB). The main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who meet the criteria set out in the Care Act. The SAB has a strategic role that is greater than the sum of the operational duties of its core partners. It oversees and leads adult safeguarding across its locality and is interested in a range of matters that contribute to the prevention of abuse and neglect.

#### **Resolved to**

- (1) note the Annual Report and Executive Summary;**
- (2) recommend the cost of living crisis as an area for NCSAB to focus on going forward;**
- (3) recognise the work of social workers and the importance of their role in improved outcomes for citizens of Nottingham City.**

### **116 Proposed Use of Covid Outbreak Management Funds to mitigate impact of COVID on Children in Care and with Special Education Needs.**

The Portfolio Holder for Adult Social Care and Health presented the report, highlighting the following:

- (a) the Contain Outbreak Management Fund (COMF) provides funding to local authorities in England to help reduce the continuing spread of COVID-19 (C-19) and continued support to Nottingham residents, in particular vulnerable adults and children who are significantly impacted by C-19;
- (b) there has been a significant impact of C-19 on children in care and children with special education needs. A fast-track urgent response is required to build relationships and capability within the market. Most local authorities are in this position and therefore competing for the same providers and placements. The Council needs to move fast in partnering with providers to ensure they have a market that can meet the change in demand and complexity.

**Resolved to**

- (1) agree the use of Public Health Contain Outbreak Management Fund grant funding of £1,260, 880 to mitigate the impact of COVID-19 as described in the report;**
- (2) agree the transfer of £1,260, 880 from the Public Health COMF grant funding into the Commissioning and Partnerships Budget.**

Reasons for decision:

- To ensure that the COMF grant funding is being correctly used in line with the funding guidance and criteria.
- The budget will need to be transferred from Public Health to the Commissioning and Partnerships Budget.

Other options considered:

- Do nothing was considered however the risk of not securing this funding in brief are:
  - Foster care placement breakdown, resulting in a higher residential placement and poor outcomes for children;
  - Family breakdown for children with SEND;
  - Placing children in unregulated placements;
  - Children will be placed further from their home and networks will be disrupted;
  - Increase in staff burnout and stress;
  - Increased budget pressures – children being placed in the more expensive settings
- The Council has consulted with other Local Authorities to understand how they are maximising the use of this funding and are assured that this work is aligned with the approaches of other local authorities.

**117 The Park Conservation Area Appraisal and Management Plan Supplementary Planning Document (SPD)**

The Portfolio Holder for Leisure, Culture and Planning presented the report, highlighting the following:

- (a) The Park Conservation Area Appraisal and Management Plan SPD has been prepared to guide development proposals and the ongoing management of the Park Conservation Area. The Park Conservation Area is noted for its Victorian architecture, with many listed and historical buildings. The area derives its name and origin from a royal park once attached to Nottingham Castle, and is of national significance;
- (b) the document provides an in-depth analysis of the area's historic and architectural significance as a heritage asset (the Area Appraisal), gives guidelines for the assessment of new development proposals, and sets out a strategy and proposals for its future management (the Management Plan). The SPD was

commissioned and funded by The Park Conservation Trust, in consultation with Council Officers;

- (c) the draft SPD was consulted on for an 8-week period ending on 16 November 2022 along with a public meeting held on 7 November 2022. In total, 38 mostly supportive representations were received as part of the consultation process from individuals, the Park Estate itself and other stakeholders including councillors. These ranged from minor factual inaccuracies/amendments to more detailed comments;
- (d) the SPD provides an analysis of the historical development and current condition of the Conservation Area including amongst other features, the layout of the estate, its landscape, setting and open space, built architecture and key landmarks and views. The SPD then goes on to set out guidance on how the Council will apply planning legislation and policy to development schemes in a way which preserves and enhances the Conservation Area's heritage significance and character. The document will be a material consideration in planning decisions relating to The Park Conservation Area.

### **Resolved to approve The Park Conservation Area Appraisal and Management Plan Supplementary Planning Document**

Reasons for decision:

- The SPD aims to ensure that future development preserves and enhances the special character and appearance of The Park Conservation Area for future generations. SPDs are policy guidance which add further detail to the policies in the Local Plan. They can be used to provide further guidance for development on specific sites, or on particular issues. SPDs are capable of being a material consideration in planning decisions but are not part of the statutory development plan. They must be approved for adoption by Executive Board.

Other options considered:

- To adopt the Appraisal and Management Plan as a guidance document without seeking formal SPD status. This option has been discounted due to the desire from officers and external partners to give the document additional weight in the planning process.
- Not to adopt the document. This option was discounted due to the reputational risk to the Council in not adopting up to date policy guidance and the significant damage that would be caused to our valued relationship with external partners who have provided the necessary funding to facilitate the process.

### **118 Supporting Families Grant Funding 2023-24**

The Portfolio Holder for Children and Young People presented the report on further grant funding for the Supporting Families Programme which supports whole family working across the City and partnership and is monitored through payment by result to gain best outcomes for the families.



Phase 2 commenced in 2015 and Phase 3 commenced in 2022. Income generated through the programme is reinvested in services for children, young people and families across the City and roles which support wider system change, improvement and transformation. The City's programme has been a high performing programme through Phase 2 and year 1 of Phase 3, meeting all national targets and driving change and innovation across the partnership.

**Resolved to**

- (1) accept the grant of £1,971,933;**
- (2) approve spend of £804,444 to fund continuation of posts and staff to maintain the programme delivery from April 23 to March 24;**
- (3) approve spend of £0.437m to the continuation of the Edge of Care and Family Intervention project Teams;**
- (4) delegate authority to the Corporate Director of People/Director Children's Integrated services to release the residual grant funds as required to support the programme (up to a total of £230,489). The remaining balance of £500,000 has been accounted for in the MTFP.**

Reasons for decision:

- The Supporting Families programme is a high profile national programme, which attracts income to the City through a transformation fund and Payment by Results process, tightly monitored by the national team in the Department of Levelling Up, Housing and Communities (DLUHC).

Other options considered:

- To delete all posts and discontinue support to the programme – this option has been rejected as it is a high profile national programme which generates significant income to the City.

## **119 Nottingham Castle Strategy**

The Portfolio Holder for Leisure, Culture and Planning presented the report outlining the current position regarding the Nottingham Castle site and the key considerations for the future strategy for the Castle. It provides an assessment of the key financial, economic, risk and operational implications that has been undertaken to inform this strategy.

Based on that assessment the recommended approach is to reopen the Castle in parallel to undertaking a "Delivery Model Assessment" which will best enable the long-term best value option for the Council and taxpayers to be delivered. The paper details the controls and mitigations that will be put in place to manage the risks associated with reopening the Castle under the direct management of the Council as part of the Museums and Galleries service whilst the Delivery Model Assessment is undertaken.

The Board thanked officers for their hard work in making sure that the Castle can reopen as soon as possible on a firm financial footing.

**Resolved to**

- (1) agree that a Delivery Model Assessment will be undertaken as part of a wider best value review of the Museum & Galleries service to assess the preferred long term option for Nottingham Castle;**
- (2) note the appraisal of the interim options regarding the future of the Castle whilst this delivery model assessment is undertaken;**
- (3) approve the recommended option of re-opening of the Castle as part of Nottingham City Council's Museum & Gallery Service, noting the risks associated with this option and the proposed measures to manage these risks;**
- (4) note that the recommended option of reopening the Castle is forecast to be affordable within the budget allocated in the Medium-Term Financial Plan;**
- (5) delegates authority to the Corporate Director for Communities, Environment and Resident Services in consultation with the Corporate Director for Finance and Resources and the Director for Commercial, Procurement and Contract Management, to intervene should the actual performance fall below the forecast position and to take appropriate actions and decisions required to reduce or suspend services should the risks outlined in section 5 of the report arise and to prevent additional costs to the Council;**
- (6) note that the Corporate Director for Communities, Environment and Resident Services will be ensuring that a comprehensive lessons-learned exercise is undertaken with partners and stakeholders relating to the previous arrangements for the running of the Castle which will feed into the Delivery Model Assessment and inform any considerations for the longer-term operating model;**
- (7) notes a decision regarding the future long-term strategy will be sought from the Executive Board when the Delivery Model Assessment has been undertaken.**

Reasons for the decision:

- Undertaking a formal Delivery Model Assessment, is being recommended in order to adopt a best practice process for assessing the best value option for the future longer-term operation of the site. Further details on the process are included within section 6 and appendix 1 of this report.
- An options appraisal exercise has been undertaken to assess the most appropriate option whilst the delivery model assessment has been undertaken with the recommended option being the reopening of the Castle. The report outlines the risk associated with the reopening of the Castle and how they are

planned to be managed.

- A comprehensive lessons learnt exercise will be undertaken to inform the best long term delivery option for the future of the Castle. This will provide an opportunity to build in lessons learned from the liquidation of Nottingham Castle Trust, the process for commissioning such arrangements, and the effectiveness of contractual arrangements between the Council and external providers/agencies.
- The outcome of the delivery model assessment will be reported to the Executive Board to seek a decision on the most appropriate delivery option for the Castle.

Other options considered:

- The Castle remains closed (the “do nothing” option). Under this option the Castle would effectively be “mothballed” and remain closed to the public as in its current state, whilst still keeping the site and collections safe and secure. The following risks associated with this option have been identified:
  - The Council is currently holding financial and operational liabilities associated with maintaining the closed site/buildings along with the mothballing of collections. Forecasts costs to the Council for keeping the site “safe and secure” are estimated to be £0.5m for 2023/24 and £0.538m for 24/25 (although further increases can be expected through inflationary and other market cost pressures);
  - The contractual agreements with external funders relating to the refurbishment of the Castle could result in clawback of grants previously received and may also impact on the Council’s ability to secure future funding from the relevant agencies. Details of the potential funder commercial arrangements have been included in appendix 3 (exempt section) of this report;
  - The current implications in terms of loss of economic contribution to the city (an estimated £12-14m total economic value), alongside the public relations and reputational risk to the Council for an extended period of closure.
  - This option limits the Council’s ability to validate key data such as visitor numbers, financial contribution of programmed events, ticket pricing, etc. which would be required to better inform any options being considered under the Delivery Model Assessment. Ultimately this will reduce the Council’s ability to fully test best value aspects of all potential delivery models;
  - The Council will be reliant on historical (out of date) operational data from the pre-pandemic period of Castle operations. Any data for the previous 3 years of operations is significantly skewed by (a) the impacts of the COVID-19 pandemic and associated periods of lock-down, (b) the planned closure for the funded refurbishment works and (c) the liquidation of Nottingham Castle Trust;
  - Nottingham Business Improvement District (BID) have written to the Council outlining the role of the Castle as a community asset, tourism offering and cultural brand of the city. They highlight how the City has benefitted from the Winter Wonderland which helped to negate the risk of reduced footfall immediately following the closure of the Castle but foresee significantly impacted visitor numbers to the city as we approach spring. Concerns are also raised on the consequential impacts on all businesses across the City, especially the financial sustainability of hospitality providers near the Castle. It

is also felt that the closure of the Castle will most likely reduce visitations to the other tourism and heritage sites in the city with many visitors combining their visits to Nottingham with several places of interests.

- Partial (grounds only) re-opening of the Castle facilities; The Castle Grounds Open Only. Under this option the main 'Ducal Palace' remains closed but the grounds surrounding the site, along with Toilets, Café and Customer Welcome centre reopens. The following risks associated with this option have been identified:
  - This option would fall short of some of the contractual agreements with external funders and could still result in clawback of grants previously received, also impacting on the Council's ability to secure future funding from the relevant agencies. Details of the potential funder commercial arrangements have been included in appendix 3 (exempt section) of this report;
  - The forecasting of income generation in this particular model is difficult to determine, coupled with disproportionate annual revenue costs for operating and servicing the site under this option. It is therefore likely to have a higher net cost than remaining closed or the interim option of reopening;
  - This option would distort data that is being obtained to help assist with the longer-term Delivery Model Assessment and looking at longer-term sustainable operations of the full site.

## **120 Update on the Council's response to Statutory Intervention**

The Chair of the Board agreed that this item, although not on the original agenda, could be considered as a matter of urgency in accordance with Section 100B(4)(b) of the Local Government Act 1972, because the business cannot be deferred, because the Council is currently subject to a Statutory Intervention and was issued with a series of instructions by the Improvement and Assurance Board (IAB) on the 15<sup>th</sup> February 2023, with which it must comply and that it has to complete to specified deadlines.

This decision is not subject to call-in as approved by the Chair of the Overview and Scrutiny Committee on 16 March 2023.

The Leader of the Council presented the report providing an update on the Council's response to the Statutory Intervention by the Improvement and Assurance Board, noting the report considered at City Council on the 6<sup>th</sup> March 2023. This report will enable the acceleration of the Council's improvement journey in line with the Instructions issued by the Improvement and Assurance Board on the 15<sup>th</sup> February 2023. The report requests a delegation of certain powers to the Head of Paid Service (Chief Executive) to ensure that the Instructions received from the Improvement and Assurance Board can be delivered within the agreed timescales. These Instructions have the force of law and the Council must meet them within set timescales.

### **Resolved to**

- (1) approve the total allocation of £2.435m of funding and resources set out in Appendix One, to deliver the Instructions issued by the Improvement and Assurance Board on the 15th February 2023. The one-off funding will come from the Council's Financial Resilience Reserve;**
- (2) delegate authority to the Head of Paid Service (Chief Executive) to allocate the funds identified in Appendix One to enable the delivery of activity to address the Instructions issued by the Improvement and Assurance Board on the 15th February 2023. The current estimate of allocation of funding to individual Instructions is indicative and this delegation will enable reallocation by the Head of Paid Service where required to deliver the Instructions in full;**
- (3) note that further investment may be needed subject to the outcome of the DfE funding allocation in relation to Ofsted actions.**

Reasons for decision:

- The council is currently subject to a Statutory Intervention and was issued with a series of Instructions by the Improvement and Assurance Board (IAB) on the 15th February 2023, which it has to complete to specified deadlines.
- In order to ensure the delivery of the Instructions within the set timelines, it is clear that further support will need to be given to a number of activities, which will have cost and resource implications.
- The first recommendation creates the financial capacity to ensure the Council has the necessary resources to satisfactorily address the instructions within the timeframes set by the IAB. It should be noted that not all instructions need additional resource investment. Financial capacity does not exist within existing budgets to fund such a resource ask and will therefore be funded from a new drawdown of the Financial Resilience Reserve.
- The second recommendation delegates power to the Head of Paid Service (Chief Executive) to utilise the funding identified to deliver the activity required to satisfy the Instructions by the deadlines, including the ability to appoint external resource should this be required.
- It should be noted that the figures in Table 2.10 identifying how the funding will be allocated, are indicative. Circumstances may require funding to be moved between headings within the overall budget and the intention is that this delegation gives the Head of Paid Service the ability to do this.
- The third recommendation asks Executive Board Members to note that discussions are ongoing with Department for Education (DfE) with regard to the allocation of funding to NCC to support implementation of the Ofsted recommendations. Dependent on the outcome of those discussions, there might be a requirement for further NCC investment to meet the IAB Instruction related to Ofsted implementation within the required timescale.

Other options considered:

- The other option would be to respond to the Instructions using the current resource allocations within the Council. Whilst the Council has achieved significant progress as part of its improvement journey with its activity to date, the Instructions make clear that a lot more work is required at increased pace and

within a set timeline based on the Instructions and their timescales it is highly unlikely that this will be achieved if the current arrangements are left in place.

### **121 Exclusion of the Public**

The Board resolved to exclude the public from the meeting during consideration of the remaining item in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraphs 3 and 5, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighs the public interest in disclosing the information

### **122 Nottingham Castle Strategy - Exempt Appendices**

The Portfolio Holder for Leisure, Culture and Planning presented the exempt appendices to the report which the Board noted.

<b>Subject:</b>	Disposal of Surplus Property Assets
<b>Corporate Director(s)/Director(s):</b>	Sajeeda Rose – Corporate Director for Growth & City Development
<b>Portfolio Holder(s):</b>	The Portfolio Holder responsible for property
<b>Report author and contact details:</b>	Beverley Gouveia – Disposals & Development Manager Beverley.gouveia@nottinghamcity.gov.uk
<b>Other colleagues who have provided input:</b>	Steve Sprason – Interim Head of Property
<b>Subject to call-in:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Criteria for Key Decision:</b>	
(a)	<input type="checkbox"/> Expenditure <input checked="" type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision
<b>and/or</b>	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Type of expenditure:</b>	<input type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital If Capital, provide the date considered by Capital Board Date: Not applicable as not a capital project.
<b>Total value of the decision:</b>	<b>Exempt</b>
<b>Wards affected:</b>	<b>Meadows, Clifton East &amp; Castle</b>
<b>Date of consultation with Portfolio Holder(s):</b>	<b>26<sup>th</sup> April 2023</b>
<b>Relevant Council Plan Key Outcome:</b>	
Green, Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input checked="" type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Living Well in our Communities	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Serving People Well	<input type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>	
<p>The Council owns a significant number of assets via various holding departments and funds. The Strategic Assets &amp; Property team have reviewed the assets and are recommending them for sale in line with the adopted Disposals Policy.</p>	
<b>Does this report contain any information that is exempt from publication?</b>	
<p>The appendices to the report are exempt from publication under paragraph 3 of Schedule 12A to the Local Government Act 1972 because they contain information relating to the potential disposal price of various assets and, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. It is not in the public interest to disclose this information because disclosure of the information will compromise the Council's negotiation strategy in the event of a disposal, and this may adversely</p>	

impact the capital the Council could receive.

Legal comments contained in the exempt appendix are exempt from publication under paragraph 5 of Schedule 12A to the Local Government Act 1972 because it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings relating to a proposed transaction and, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

It is not in the public interest to disclose this information because it contains confidential legal advice in respect of the proposed transaction and disclosure could prejudice the Council's position.

**Recommendation(s):**

1. To make the freehold of the Fairham Development Site available for disposal on terms to be agreed and to note that the property (comprising the former Fairham School and Summerwood Day Centre) have already been declared surplus.
2. To declare the property known as the Crocus Place Development Site as detailed in Appendix 2 surplus to requirements noting no alternative operational, regeneration or community uses having been identified and make the freehold available for disposal on terms to be agreed.
3. To make the freehold of the property known as the former John Carroll Leisure Centre as detailed in Appendix 3 available for disposal on terms to be agreed noting that the property has already been declared surplus.
4. In the event the car park adjacent to the former John Carroll Leisure Centre on Denman Street Central is declared surplus to operational requirements by Parking Fleet and Transport, any decision of whether to declare surplus to Council requirements and/or include into the disposal boundary is delegated to the Corporate Director for Growth & City Development.
5. To declare the property known as 30 Woolpack Lane, Nottingham as detailed in Appendix 4 surplus to requirements noting no alternative operational, regeneration or community uses having been identified and make the freehold available for disposal on terms to be agreed.
6. To delegate the Method of Sale approval to the Director of Economic Development & Property.
7. To delegate authority to the Corporate Director of Growth & City Development to agree any future revisions to the method of sale and to agree the future terms of sale, including price.
8. To delegate authority to the Corporate Director of Growth and City Development to agree costs in respect of any actions that may be appropriate in maximising the capital receipt for the subject sales.
9. To pay disposal costs equating to 1.5% of the disposal price as detailed in the exempt appendices.
10. To delegate authority to the Director of Economic Development & Property to approve the appointment of any sales agent(s) or any other required consultant via a procurement compliant process (tender/framework/quotation) to facilitate the disposal.
11. To note that the receipt will be held as a corporate capital receipt and used in accordance with the Capital strategy.

**1. Reasons for recommendations**

- 1.1 Disposal will generate significant capital receipts which can be used by the Council as considered appropriate. It will also mitigate potential future risks arising from lease events such as break options and lease expiries and will remove any potential risk of downward shifts in the rental/capital performance of the asset. Disposal will also



remove any costs associated with voids/reletting/holding the asset and refurbishment which the Council as Landlord would need to cover.

1.2 Property Specific reasons are contained in the exempt appendix for each asset.

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

2.1 As part of the Council's Asset Rationalisation Programme the assets detailed in the exempt section of this report have been identified as being surplus to Council requirements and are recommended for disposal in line with the adopted Disposals Policy.

2.2 The disposal of the assets will generate capital receipts which will be used as considered appropriate by the Council's Section 151 Officer.

## 3. **Other options considered in making recommendations**

3.1 Not to implement the recommendations set out in the report. This option has been rejected as the assets are surplus to the Council's ongoing operational or strategic requirements and holding them would cause a revenue pressure. The timely disposal of the assets will generate a capital receipt which can be used as considered appropriate by the Section 151 Officer.

## 4. **Consideration of Risk**

4.1 The assets detailed in the exempt appendices have been identified as being surplus to Council requirements and are no longer required for any ongoing operational, regeneration or community requirements.

4.2 The risks associated with disposing of the assets are considered medium to low and largely centre on the level of capital receipt that can be generated. This risk will be mitigated by selecting a disposal strategy that seeks to generate a market sale price for the asset and one which represents best consideration under Section 123 of the Local Government Act 1972.

4.3 Risks associated with holding vacant or multi tenanted properties will be mitigated by a timely sale. The sale will limit the Council's expenditure on holding costs, repairs, refurbishment and officer's time managing the assets.

## 5. **Best Value Considerations, including consideration of Make or Buy where appropriate**

- DIY- do it yourself through redesign – this is not applicable to the decision being considered. The assets are not part of any service redesign.
- BIY- buy it yourself e.g. procurement – the appointment of agents to dispose of the assets will be completed in line with Best Value considerations and via a procurement compliant method and will have regard to pricing and quality of the service offering.
- BIWO- buy it with others- joint procurement – not applicable, the Council is the sole owner of the assets detailed in the appendices to this report.
- DIWO- do it with others e.g. shared services/ partnerships with local authorities – not applicable.
- DIFO – do it for others- trading and income enhancement – not applicable.
- EO- enable others – not applicable.
- REDUCE- service standards commensurate with affordability – not applicable.

- STOP – this is not an option; the assets are surplus to all operational and strategic requirements and there is a requirement to generate capital receipts.

## 6. **Finance colleague comments (including implications and value for money/VAT)**

### **Revenue Comments**

Contained in the exempt appendix.

Advice provided by Maria Balchin – Senior Commercial Business Partner (Communities, Environment & Resident Services Directorate): 4<sup>th</sup> April 2023.

Advice provided by Sarah Baker – Senior Commercial Business Partner (Strategic Assets & Property/FM Building Services) 4<sup>th</sup> April 2023.

### **Capital Financial Comments**

Contained in exempt appendix.

Advice provided by Tom Straw, Senior Accountant (Capital Programmes): 3<sup>rd</sup> April 2023

## 7. **Legal colleague comments**

Contained in exempt appendix.

Advice provided by Mick Suggett, Solicitor and Team Leader Conveyancing: 31.03.2023

## 8. **Other relevant comments**

### 8.1 **Strategic Assets & Property Advice**

The assets detailed in this report and appendices have been identified for disposal through the asset rationalisation process or through operational service redesign.

Each disposal identified will be the subject of further due diligence to prepare the sites for sale in line with the adopted disposals policy.

This report is seeking authority to the principle of declaring surplus (in some cases assets have been declared surplus via earlier decisions) and disposing of these assets in order to generate capital receipts to support the capital programme or repayment of debt as directed by Capital Finance colleagues.

Disposal of the assets will be managed by the Strategic Assets & Property Team and in some cases may be undertaken by external agents as appropriate.

Some of the recommendations contained in this report and exempt appendix have been circulated and endorsed by the Corporate Asset Management Group and Asset Rationalisation Board in March 2023. No objections have been received. Those already declared surplus by previous decisions have

not been reviewed by the Corporate Asset Management Group or Asset Rationalisation Board.

Advice provided by Steve Sprason, Interim Head of Property 5<sup>th</sup> April 2023.

**9. Crime and Disorder Implications (If Applicable)**

9.1 The sale of vacant assets will prevent anti-social behaviour and vandalism and will limit the council's expenditure on such items.

**10. Social value considerations (If Applicable)**

10.1 Not applicable.

**11. Regard to the NHS Constitution (If Applicable)**

11.1 Not applicable

**12. Equality Impact Assessment (EIA)**

12.1 Has the equality impact of the proposals in this report been assessed?

No   
An EIA is not required because the decision does not impact Council services or policy.

Yes

**13. Data Protection Impact Assessment (DPIA)**

13.1 Has the data protection impact of the proposals in this report been assessed?

No   
A DPIA is not required because the decision will not involve the transfer of data to any parties. If this is required at a later date as part of the disposal process and DPIA will be completed.

Yes

**14. Carbon Impact Assessment (CIA)**

14.1 Has the carbon impact of the proposals in this report been assessed?

No   
A CIA is not required because the subject of this report will not have any impact on carbon impact.

Yes

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

15.1 None

**16. Published documents referred to in this report**

16.1 None

<b>Subject:</b>	Nottingham City Safeguarding Children Partnership Annual Report 2021/22
<b>Corporate Director(s)/Director(s):</b>	Catherine Underwood, Corporate Director for People
<b>Portfolio Holder(s):</b>	Portfolio Holder with responsibility for children’s safeguarding
<b>Report author and contact details:</b>	John Matravers, Head of Safeguarding, Quality and Assurance
<b>Other colleagues who have provided input:</b>	Members of the NCSCP Board office
<b>Subject to call-in:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Key Decision:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Criteria for Key Decision:</b>	
(a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
<b>and/or</b>	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Type of expenditure:</b>	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
<b>Total value of the decision:</b> Nil	
<b>Wards affected:</b> All	
<b>Date of consultation with Portfolio Holder(s):</b>	
<b>Relevant Council Plan Key Outcome:</b>	
Green, Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Living Well in our Communities	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Serving People Well	<input type="checkbox"/>
<b>Summary of issues (including benefits to citizen’s/service users):</b>	
<p>The NCSCP is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. The NCSCP provides the safeguarding arrangements under which the safeguarding partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of children in Nottingham City, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.</p> <p>This edition of the Nottingham City Safeguarding Children Partnership’s Annual Report covers the period from 1st April 2021 to 31st March 2022. It highlights our key strands of work, how they have developed since our previous report as well as our plans moving forward.</p>	

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

No

**Recommendation(s):**

**1 To note the annual report**

**1. Reasons for recommendations**

1.1 This report is a statutory requirement

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

2.1 The safeguarding arrangements have been developed to build on the strengths of the previous arrangements under the Nottingham City Safeguarding Children Board. Accountability for the effectiveness of safeguarding rests with the safeguarding partners through the Strategic Leadership Group (SLG). The arrangements provide a streamlined and improved framework for the safeguarding partnership to demand ever more positive outcomes for all of our children and young people. We have ensured that our arrangements are able to compliment those in Nottinghamshire County Council so that partners who work across the City and County benefit from consistent naming and structures where appropriate as well as cross authority working wherever possible.

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

3.1 All papers and minutes from the activity of the NCSCP during this period have been relied upon.

# Nottingham City Safeguarding Children Partnership 2021 - 2022

Page 23

# Annual Report



# Nottingham City Safeguarding Children Partnership

Annual Report  
April 2021 to March 2022

Produced by John Matraveros with the contributions and full support of the NCSCP Team



## Contents

Page 24

	Foreword	14	NCSCP Subgroups
1	Introduction	15	Education and Early Years DSL Networks
2	Governance Arrangements	16	NCSCP Learning and Improvement
3	Local Context	17	Challenges
4	NCSCP Overview	18	Independent Scrutiny
5	Headlines in Nottingham City in 2021/2022	19	Looking Forward to 2022/2023
6	NCSCP Priorities		Glossary of Terms
7	Priority One, Tackling Child Exploitation		
8	Priority Two, Harmful Sexual Behaviour		
9	Priority Three, Voice of the Child		
10	Priority Four, Equality and Diversity		
11	Priority Five, Neglect		
12	Priority Six, Domestic Abuse and Covid-19		
13	Priority Seven, Fulfilling Our Core Duties		



# Foreword

Safeguarding is everybody's business. All partners in our City - commissioners, providers, employers, our workforce, regulators and government - and all agencies - councils, providers, voluntary, community, the NHS and police - have a role to play. As equal partners in the safeguarding arrangements we are committed to working together to fulfil our responsibilities as outlined in statute <sup>1</sup>, working with everyone to safeguard the children in our City.

We will work actively to protect children from abuse and maltreatment, prevent harm to children's health or development, ensure children grow up being provided with safe and effective care and will take action to enable all children and young people to have the best outcomes.<sup>2</sup>

We commit to working together for the children of Nottingham City, to ensure that they are not only protected from harm, but supported to live safe, healthy lives.

We commit to working together, with children, young people and their families and with the groups that represent them, to deliver real change.

We will work together to join up and transform health and care services to support and protect children to ensure better outcomes for them.

We will ensure that when there are significant incidents or failings either locally or nationally, we respond to these quickly and decisively taking any actions necessary to improve or strengthen our safeguarding arrangements.

We will work collectively and collaboratively to communicate and share information to protect children and understand and evaluate our achievements and areas for improvement. But we will be outcomes, rather than information, focussed and measure success by the impact that we have.

We will support our staff to escalate issues and concerns and equip them with the tools and training that they need to deliver.

All of these commitments will be underpinned with robust governance and oversight arrangements which will allow us to be clear on our performance and to have robust assurance that we are delivering the change in outcomes needed.

*Craig Guildford, Chief Constable of Nottinghamshire Police and Chair of the NCSCP*

*Catherine Underwood, Corporate Director of People, Nottingham City Council*

*Rosa Waddingham, Chief Nurse – Nottingham and Nottinghamshire Integrated Care System and ICB*

---

<sup>1</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/942455/Working\\_together\\_to\\_safeguard\\_children\\_Statutory\\_framework\\_legislation\\_relevant\\_to\\_safeguarding\\_and\\_promoting\\_the\\_welfare\\_of\\_children.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/942455/Working_together_to_safeguard_children_Statutory_framework_legislation_relevant_to_safeguarding_and_promoting_the_welfare_of_children.pdf)

<sup>2</sup> <https://learning.nspcc.org.uk/safeguarding-child-protection>

## Section 1: Introduction

This edition of the Nottingham City Safeguarding Children Partnership's Annual Report covers the period from 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022. It highlights our key strands of work, how they have developed since our previous report as well as our plans moving forward.

## Section 2: Governance Arrangements

The NCSCP is established in accordance with the Children and Social Work Act 2017<sup>3</sup> and Working Together to Safeguard Children 2018<sup>4</sup>. The NCSCP provides the safeguarding arrangements under which the safeguarding partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of children in Nottingham City, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.

The safeguarding arrangements have been developed to build on the strengths of the previous arrangements under the Nottingham City Safeguarding Children Board. Accountability for the effectiveness of safeguarding rests with the safeguarding partners through the Strategic Leadership Group (SLG). The arrangements provide a streamlined and improved framework for the safeguarding partnership to demand ever more positive outcomes for all of our children and young people. We have ensured that our arrangements are able to compliment those in Nottinghamshire County Council so that partners who work across the City and County benefit from consistent naming and structures where appropriate as well as cross authority working wherever possible.

Nottingham City Safeguarding Children Partnership's ambition is for all children and young people in Nottingham to be supported to grow up in a stable home environment that enables them to lead a healthy, happy and fulfilling life.

---

<sup>3</sup> [Children and Social Work Act 2017 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

<sup>4</sup> [Working together to safeguard children - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

## Section 3: Local Context

**Headline Statistics** (source: ONS Mid-Year Population Estimates 2020):

Population: 337,100

Children Aged 0-17: 69,300

The number of births has been slowly declining since 2011.

The 2011 census shows 35% of the population as being from Black, Asian or other minority ethnic groups; an increase from 19% in 2001.

7.8% of households have no members who speak English as a main language. Languages spoken: English (68.7%), Urdu (5.7%), Polish (4.2%), Punjabi (2.6%), Arabic (2.4%), Romanian (1.3%).

Nottingham City's children face a number of challenges, including poverty and deprivation.

Nottingham is ranked the 11<sup>th</sup> most deprived district in England; according to the 2019 Indices of Multiple Deprivation (IMD). In 2015, Nottingham was ranked 8<sup>th</sup>.

34.2% of children in Nottingham City are affected by Income Deprivation.

The unemployment rate remains higher than the regional and national average.

There are high levels of child poverty in Nottingham City with around a third of children and young people living in workless households.

## Section 4: NCSCP Overview

The term ‘**Safeguarding Partners**’ refers specifically to the following agencies, as established in accordance with the Social Work Act 2017 and in Working Together to Safeguard Children 2018:

- Integrated Care System and ICB
- Police
- Local Authority

The NCSCP continued to be overseen by the Strategic Leadership Group and Business Management Group, the activities of which are outlined below.

### **The Strategic Leadership Group (SLG):**

The SLG is chaired on a yearly rotation by one of the three safeguarding partners’ representatives. In 2021/2022 the SLG was chaired by the Chief Constable of Nottinghamshire Police, Craig Guildford. The SLG is made up of those with lead responsibility for each of the safeguarding partners. The NCSCP Independent Scrutineer attends SLG meetings but is not a decision making member of the SLG. The SLG has overall responsibility for safeguarding arrangements.

### **The Business Management Group (BMG):**

The BMG was chaired by Sandra Morrell of the ICB on three occasions and by Julie Gardener of NUHT on one occasion in 2021/22. Membership includes senior managers from the safeguarding partnership as well as relevant agencies that have responsibilities for safeguarding performance within their organization. The BMG scrutinizes safeguarding effectiveness and coordinates improvement activity by developing action plans for themed areas of practice. The Local Authority elected member with portfolio holder responsibilities for children’s services, Councillor Cheryl Barnard, is a participant observer of the group.

An ‘extraordinary’ BMG meeting was held in January 2022 specifically to test the NCSCP’s response to the Covid-19 circumstances, to provide partners with an opportunity to offer assurance regarding safeguarding systems in place during this period, to identify areas of concern/risk and to identify further actions required. At these meetings, updates were provided by each agency and full discussions were held.

The NCSCP is also made up of a number of subgroups and steering groups which are covered later in this report.

## Section 5: Headlines in Nottingham City in 2021/22

In the past year, we have done a lot to be proud of as a partnership. Below are some of our highlights.

- Development and Launch of Neglect Strategy and Neglect Toolkit<sup>5</sup>.
- Commissioning of informational videos on neglect.
- Development of the Cross-Partnership Contextual Safeguarding Steering Group.
- The delivery of Every Colleague Matters training and awareness raising event to 300 colleagues across Nottingham.

In 2021/22 we said we wanted to focus in on the following work, specifically.

1. Protecting Vulnerable Children and Young People with the objective of minimising the risks of harm to children and young people.
2. Learning and Improving to ensure that children and young people influence the strategic planning on issues that affect them, that we learn from scrutiny of multiagency practice, and that practitioners have the skills and knowledge to be effective in their practice.
3. Leadership to ensure that NCSCP continuously improves on its effectiveness, has clear lines of communication, works strategically with partners, and has effective governance arrangements in place, which support a robust planned approach to its work.

This Annual report highlights our activity and impact in these and other priority areas in this last year.

---

<sup>5</sup> [neglect\\_toolkit.pdf \(proceduresonline.com\)](https://proceduresonline.com/neglect_toolkit.pdf)

## Section 6: NCSCP Priorities

The NCSCP identified the following seven priorities in its business plan for 2021-2024<sup>6</sup>. Sections 7-12 of this report are structured around each of the priorities, providing detail regarding how we have worked to these priorities in this year.

**Priority One: Tackling and reducing Child Exploitation.** To further strengthen the partnership response for children and young people experiencing contextual risk factors, including child sexual exploitation, child criminal exploitation, County Lines, gangs, honour based violence, female genital mutilation and children who do not have access to education.

**Priority Two: To implement the Harmful Sexual Behaviour Action Plan, identified by the NSPCC with purpose of further strengthening our response to Harmful Sexual Behaviour.**

**Priority Three: To ensure the voice and lived experience of children is integral to the development and delivery of services to children and families across Nottingham City.** The NCSCP engages with children, young people and families to inform its work and uses partner agencies existing consultation mechanisms to assist them with this.

**Priority Four: Recognise and respond to the diverse population of Nottingham City's children, targeting work where necessary.** This includes all children and young people with protected characteristics, for example, those from Black, Asian and minority ethnic backgrounds, children with special educational needs and disabilities (SEND) and young people from the LGBTQIA+ community.

**Priority Five: To deliver the Nottingham City Safeguarding Children Partnership Neglect Strategy.** Child neglect has a lifelong impact on a person's wellbeing, and it is vitally important that as a Partnership we do all we can to prevent it. Both the Nottinghamshire and Nottingham City Safeguarding Children Partnerships recognise that tackling neglect must continue to be a priority if we want to improve our children's life chances and prevent poor outcomes later in life.

**Priority Six: To understand the impact of Covid-19, paying particular attention to Domestic Abuse / Domestic violence and children and young people's mental wellbeing, but also learning from the positive impacts of changes in working practices.**

**Priority Seven: Providing leadership and ensuring core duties are met in line with Working Together 2018 and other relevant legislation.**

---

<sup>6</sup> [ncscp-business-plan-2021-24-updated-april-2021.pdf \(nottinghamcity.gov.uk\)](#)

## Section 7: Priority One, Tackling Child Exploitation

Nottingham City, like all local authorities, has been challenged by a rise in levels of child exploitation in 2021/2022. Child exploitation and contextual safeguarding are complex areas of safeguarding relating to risks from outside the home which may overlap.

Working Together to Safeguard Children specifically identifies the following risks under the term **contextual safeguarding** and acknowledges that children may be vulnerable to multiple threats:

- Exploitation by criminal gangs and organised crime groups such as county lines
- Trafficking
- Online abuse
- Sexual exploitation
- Extremism leading to radicalisation

In 2020/2021, to help develop our approach to protecting children from those risks, the NCSCP submitted a joint bid with the NSCP and the Violence Reduction Unit to the Tackling Child Exploitation Programme<sup>7</sup>. In 2021/2022 the NCSCP and its Cross Partnership Contextual Safeguarding Steering Group has continued to put learning from the programme into practice. The group considers all elements of the national definition. The overarching aims of the group are as follows:

- Page 31
- To provide a strategic focussed, coordinated and integrated response to contextual safeguarding across Nottingham City and Nottinghamshire.
  - To provide overarching governance of the various work streams and formulate a response to local and national learning.
  - To provide assurance to the statutory partners through oversight of the multi-agency response.

In 2020/2021, the group developed the roadmap towards the integration of the response to child exploitation and extra-familial harm. The group was also given responsibility for taking forward the learning from the National Child Safeguarding Practice Review Panel Report 'It's hard to escape'. In 2021/22, the group continued to develop the roadmap and began to oversee the implementation of it.

Items progressed at the Cross Partnership Contextual Safeguarding Steering Group included the PAN Exploitation Protocol, CSE, CCE, Radicalisation, Missing Children and Harmful Sexual Behaviour. In 2022/2023, this group will produce an 'Exploitation Mission Strategy' document for use by all partners and an updated Exploitation Toolkit.

---

<sup>7</sup> [TCE-Project-Learning-Report-Nottingham- FINAL.pdf \(researchinpractice.org.uk\)](#)

## Section 8: Priority Two, Harmful Sexual Behaviour

We now have robust arrangements in place to identify and address harmful sexual behaviour. Among a range of improvements, we have established a multi-agency forum which meets on a monthly basis. This group ensure that children and young people whose sexual behaviour is developmentally inappropriate, abusive or violent are responded to in a way that meets their needs, considers any risks posed towards them, and the risks they themselves pose to others.

We have developed an Action Plan based on the HSB audit findings we undertook with the NSPCC and the amalgamated feedback from the partnership event held on the 17th July 2021. The action plan sets out a response under five domains, as follows:

- Response
- Prevention
- Assessment
- Intervention
- Workforce Development

Key areas for priority work included:

- Increasing awareness of HSB across all levels of the workforce, with a particular focus on early years, education settings, and foster carers. To include identification of HSB, knowledge of thresholds and services.
- Consistency in response and greater alignment between Nottingham and Nottinghamshire. The stakeholder group identified that this work need to focus on publicity and communication of the similarities.
- Access to training for the wider workforce, including e-learning, face to face training and inclusion in all DSL training packages.
- Developing a programme of activity support greater understanding of consent with young people.
- Developing resources, including culturally appropriate resources that create a common language, and reinforcement of the use of the Brook identification tool. This should include resources for parents as well as professionals and young people.
- Explore, agree and implement interventions for lower risk cases to compliment the work already in place for higher risk cases.
- Providing a method of specialist support / supervision to the wider workforce who are working with cases of HSB.

The BMG and SLG boards monitor the development and impact of the action plan.



## Section 9: Priority Three, Voice of The Child

It is important that children and young people are consulted on the services they use, and have an opportunity to help shape future delivery through having their views listened to. Where appropriate and proportionate, they should also have the opportunity to be involved in creating better services and organisations. Sharing views, expressing opinions and articulating ideas for change are qualities that make children and young people safer, healthier, happier and better skilled for life. These essential developmental benefits are accessed in part through active participation, in the context of the wider society and the young person's place in it.

The NCSCP's aim is to encourage participation at multiple levels;

- at individual level, for example as with a child in care making their wishes and feelings known to the services that work with them, and taking part in planning for their own care and support.
- in social environments, for example in a youth group, where young people can be encouraged to share their opinions and ideas for change, and empowered to create new activities and projects led by the young people themselves.
- in more formal group settings and meetings with organisations, for example through co-creative activities which bring children and young people into the heart of the development of services and strategies, policies and plans.

In summary, when we listen to the views of children and young people and involve them in decision-making, we learn more about what we have to do to support them to achieve good outcomes in life. We can design and deliver services that more closely meet their needs, and we can more openly share power and responsibility with them. This helps children and young people develop the skills and experience they need for their adult lives. Participation is at the heart of a successful childhood, and a successful adulthood too.

### Activity in 2021/2022:

- In this year, 94.75% of child in care reviews had the subject child participate in them. We now focus on the quality of participation and the impact on improving children's lives. To continue to place the child at the heart of the review so that they truly participate and coproduce with services so that they are at the heart of their lives in the care of Nottingham City Council. This requires an emphasis on true participation throughout the child's time in care.
- Thanks to our focus on championing the voice of the child in recent years, we were able to produce a Rapid Review report which was specifically praised for its reflection on the child's daily life experience. Authors of the report worked hard to ensure the child's own perspective on their life were central to our analysis of how our services interacted with them. More information on this can be found later in this report.
- Our 2022 Every Colleague Matters event included a session called Beyond Words – Creative Ways of Capturing the Voice of Verbal and Non-Verbal Children and Young People. This session explored the importance of a practitioner's ability to build trusting and respectful relationships with children and young people, critically reflecting on what the child is trying to communicate through their behaviours. It provided a variety of approaches and tools to support this process.

### Analysis:

From our work with children and young people and parents and carers we have understood that whilst being involved in decision-making makes good sense it can also become challenging for a variety of different reasons. Barriers may include:

- Children and young people and parents/carers not wanting to get involved.
- Lack of staff, resources, motivation or time within your organisation or project to involve children and young people and parents/carers
- Communication barriers such as language and cultural differences

- Lack of skills to listen, and work with children and young people and parents/carers
- Working flexibly with children and young people and parents/carers. Issues include: access, time, venues.
- Lack of confidence in knowing how to involve children and young people and parents/ carers meaningfully
- Over enthusiasm by workers who believe they know what is needed and how it should be delivered due to their experience.

Therefore, we will deliver training and awareness raising events with colleagues from across the partnership to understand these challenges, to learn from them and to continue to place children at the heart in all that we do. During this year we have started to highlight the need for the voice of the child to inform our work. However, we have more to do to ensure the voice of the child is central to all of the work of the partnership and indeed we go further than hearing the voice of the child and ensure it informs our actions in safeguarding.

## Section 10: Priority Four, Equality and Diversity

In 2021/2022 the NCSCP restated its intention to prioritise Equality and Diversity and to do so in a meaningful, measurable way. While the theme of equality and diversity runs throughout all of our activity, we have taken the decision to prioritise specific proactive work.

We had planned to undertake a multi-agency audit of children of ethnic minority backgrounds within our service in 2021/22. Unfortunately, this had to be moved to Quarter One of the 2022/2023 year due to a scheduling conflict with the 'The experience of black and mixed heritage boys in the youth justice system' thematic inspection of Nottingham City Youth Justice Services by Her Majesty's Inspectorate of Probation. The outcome of this inspection was fed back to safeguarding committees and boards by the service manager for Youth Justice, Simon Newling-Ward, who is also a member of multiple NCSCP subgroups.

In our only Rapid Review of 2021/2022, we included a section dedicated to the subject child's identity for the first time. Unfortunately, we found that the child's ethnicity was identified but was not a focus of any ongoing work with them, in terms of what it meant to him or what impact this might have had. Learning from this Rapid Review has been shared across the partnership and through multi-agency participative events such as Every Colleague Matters and the planned audit shall show us the impact of this work.

In a meeting of the CSPR Subgroup, it was decided that the NCSCP should never again miss the opportunity to consider all children's diverse characteristics, for example their ethnicity and gender identity as part of any Rapid Review report. Therefore, as of 2022/2023, the NCSCP Rapid Review information gathering template will be updated to ask contributors to analyse the child's identity, and how this may have impacted their experience of our services, specifically. If this information is omitted, we will follow this up with the relevant organisation to ensure professionals are adequately aware of the importance of equality and diversity in our scrutiny of safeguarding practice and in working with service users more generally.

### **Analysis:**

We were disappointed not to be able to complete our planned audit of children from ethnic minority backgrounds in 2021/2022. However, we believed this was necessary to allow our colleagues in Youth Justice to focus on their own audit of similar cases within their service. We also felt it would be beneficial to have the outcome of the inspection before we began our own analysis.

We will complete the multi-agency audit regarding children from ethnic minority backgrounds in early 2022/2023. This will further drive our work towards achieving equality and understanding diversity throughout our partnership.

Any Rapid Review undertaken in 2022/2023 will include analysis of the subject's identity. We are optimistic that in 2022/2023, the impact of work already undertaken will show that our children's identities have been taken into account in all aspects of our work with them and that this has resulted in improved outcomes for those children.

In 2022/2023 the partnership will continue our work to better understand and improve the lived experiences of transgender children and children with gender dysphoria.

## Section 11: Priority Five, Neglect

In 2021/2022, the NCSCP in partnership with Nottinghamshire County Safeguarding Partnership, produced a [Nottingham and Nottinghamshire Child Neglect Strategy for 2021-2024](#) which was developed and launched at a Joint Partnership Forum led by members of the SLG. The strategy identified three key objectives:

- Recognise: ensuring that neglect and the impact of neglect on children is understood and identified.
- Respond: ensuring that good quality, multi-agency support and intervention is available and makes a difference for children experiencing neglect.
- Reflect/Review: ensuring that we work together with children, families, and communities to continue to monitor the impact of our work and continue to develop our partnership response.

Partners have developed action plans to take this work forward within their organisations. The Nottingham City and Nottinghamshire County Neglect Strategy Implementation Group met in November 2021 and February 2022. This group continued to have oversight of the development of the Neglect Toolkit and embedding the Neglect Strategy. Activities included delivering workshops on neglect and trauma informed practice. Work with the Safer Sleeping Group also continued in 2021/2022, leading to new-born hospital discharge planning meetings which now including a section on safer sleeping.

Events around neglect were held for both sports clubs and faith groups in October 2021 as well as repeated promotion and discussion with our Education and Early Years Designated Safeguarding Leads network events.

It was agreed in 2021/2022 that we look to produce two informational videos on neglect, one for professionals and the other for the general public. Planning for these videos is underway and will be completed in Autumn 2022. We are optimistic that these videos will have a strong impact as our Rethinking 'Did Not Attend' / Was Not Brought video had and continues to have.

The Rapid Review report produced in March 2022 featured analysis of neglect in the subject child's life. More detail of actions taken following this review will be available in the 2022/2023 Annual Report as this work began outside of the scope of this report.

## Section 12: Priority Six, Domestic Abuse and Covid-19

Domestic and Sexual violence and abuse is covered in Nottingham City by six main work streams:

- Adults (focussing on DVA safeguarding and health, including DHR's)
- Children and young people (DSVA)
- Housing and homelessness (DVA)
- Criminal Justice (DSVA)
- Voluntary and community sector (violence against women and girls and DSVA)
- Sexual Violence and Abuse

There are cross-overs into the Childrens safeguarding arena and links are established to communicate and coordinate work.

### Honour Based Violence and Abuse and Forced Marriage

Work to maintain established pathways is ongoing. We continue to raise awareness within new and existing communities through multiagency working.

Information about Honour Based Violence and Abuse and Forced Marriage and the local pathways are available on Ask Lion, Equation's website and included in the DVA Toolkit and promoted with the NCSCP website.

### Domestic Homicide Reviews

The NCSCP are engaged in the process for Domestic Homicide Reviews (DHRs) and contribute to local panel reviews as well as any cross area reviews where they have been in contact with a subject of interest in the review.

The DHR Assurance and Learning Implementation Group (DHR ALIG) monitor and progress the actions developed from DHRs and disseminate learning briefings to agencies city wide.

Learning and themes relevant to Children's Safeguarding are:

- Safe contact with parents for children
- Mutual allegations and primary perpetrator identification
- Mental health
- Mapping incidents rather than looking at them in isolation
- Access to training
- Legally record and alert other agencies about potential risks from alleged perpetrators of domestic abuse under Safeguarding
- Information sharing and record keeping
- People who are vulnerable/have complex or multiple needs – failure to engage service users
- Think Family Approach
- Mapping family network – domestic violence and abuse

Learning and themes identified from DHRs are shared with the Board Managers for the Children and Adults Safeguarding Boards, and vice versa to identify common themes and shared learning.

### Adolescent Parental Violence and Abuse

Local guidance, tools and pathways for adolescent to parental violence and abuse has been completed, signed off and has been rolled out across the city and county. Since Covid-19 and the required restrictions there has been an increase in reports for this type of abuse and violence. These tools are designed to accompany a Multi-Agency Referral Form referral into the MASH where work can then be undertaken with Children and Adult Services.

### DASH RIC for Young People in Their Own Intimate Relationship

The Young Person's DASH RIC (for survivors aged 13-17) for identifying levels of risk within their own intimate relationships has been reviewed and updated with amendments to bring it in line with the adult DASH RIC. Although questions cannot be amended, information has been added to questions to draw out context and understanding. A front page has also been added to ensure information not covered in the DASH RIC is also covered; such as people in the household, which family members are supportive, safe contact detail and times.

### Our Response to Covid-19

The NCSCPs response to the ongoing Covid-19 pandemic has been and continues to be proactive and child focused. At the first Extraordinary BMG meeting in May 2020, the below themes arose as key areas requiring further monitoring and scrutiny throughout the Covid-19 pandemic. We continued to prioritise these areas in our response to Covid-19 in 2021/22.

Page 38

- The effects of family breakdown as well as Domestic Abuse.
- The rise in hate crime.
- Vulnerable pre-school and out of school children.

Ahead of the third Extraordinary BMG meeting in January 2022, partner agencies produced Impact Assessments which the Independent Scrutineer summarised in a report for the SLG. A Covid-19 Recovery Risk Log was also produced and presented to the BMG and SLG.

Impact Assessments were completed by partner organisations to understand the implications of Covid-19, these focussed on:

- The impact of Covid-19 on children and families.
- Organisations' ability to maintain normal service.
- Any changes being implemented and details of how they are being communicated to children and families.
- Any negative impacts which may increase safeguarding risks and steps taken to mitigate them.
- Any positive impact of new working arrangements and how they are going to be taken forward.

Furthermore, in December 2021, following the Childrens Commissioner's report on Invisible Children<sup>8</sup>, our Independent Scrutineer sought views from a number of front line practitioners regarding their experiences of working with families and other agencies during the pandemic.

---

<sup>8</sup> [Too many at-risk children are still invisible to social care | Children's Commissioner for England \(childrenscommissioner.gov.uk\)](https://www.childrenscommissioner.gov.uk/our-work/our-reports/2021/2021-2022-annual-report/)

Practitioners referenced the following: Schools were ‘fantastic’ and ‘amazing’ during lockdown, and a number of specific examples, who created a safe space for children to be seen by Children’s Services and facilitated use of school equipment, were mentioned. Practitioners felt some children benefitted from work that was done virtually, they appeared to be able to talk more openly, for example at Looked After Reviews. There was reference to technology assisting some children with disabilities e.g. children with autism who could take more control of a conversation by turning their camera off if they were struggling.

Childrens Integrated Service workers referenced positive relationships with Health Visitors and Midwives with one midwife being described as ‘super’.

The Short Breaks partnership between Nottingham City, Nottinghamshire and Derbyshire CCs saw an improvement in communication between members and better attendance at meetings. There was a pooling of resources and welfare calls to over 200 families. The pressures of lockdown led to this group being more supportive of each other. There was also a better attendance at their training events. Practitioners spoke positively about the use of technology and that virtual meetings led to improved attendance at strategy meetings, Initial Child Protection Conferencess and Review Conferences. Not having to travel to meetings saved time, money and was also felt to be better for the environment. The use of technology by Health (Text Health and WhatsApp) was said to have improved communication with families and also with agencies via email.

As we know, black and minority ethnic workers were particularly impacted by Covid-19 which led to increased anxiety and fear. Black professionals from Health and Children’s Services said they felt well supported by their managers. A Health Visitor referenced the setting up of a support group as ‘a very good meeting’ which will continue.

#### **Analysis:**

The Independent Scrutineer for the NCSCP undertook work on practitioners’ experience of working during the Covid-19 pandemic, they discovered that our services faced challenges around miscommunication and a lack of clear information about multi-agency colleagues’ working practices. We therefore ensured that each agency’s working practices were shared across the NCSCP and mobile contact details for practitioners were shared.

The Independent Scrutineer also found that, although overwhelmingly positive for agencies, there is evidence that technology does not always work for families, for example when they were unable to join Microsoft Teams meetings due to poor internet connections. Concern was also expressed about the confidentiality of meetings as it was not possible to say who else was in a room with parents and whether they or their children were under any duress. The issue of digital poverty requires understanding and protocols for safe online meetings have been established where in person meetings are not possible or do not best meet the needs of the child.

Furthermore, there is a genuine concern amongst agencies about the long term impact of lockdown on children, particularly those young children who have missed out on socialisation or have lived in neglectful home circumstances with no respite due to schools having closed. Referrals to Childrens Services dipped during lockdown but they are returning to pre Covid-19 levels with a noted increase in peer on peer abuse, cases of neglect being more severe and many children and young people experiencing mental health issues, The NCSCP will monitor referral numbers and what this may mean for our services and the commissioning of them in 2022/2023 and going forward

## Section 13: Priority Seven, Leadership and Fulfilling our Core Duties

Quality assurance remains our key driver across all the partnership, using frameworks that will measure the impact of our subgroup activities and challenge those working in the safeguarding arena. We also continued to ensure that our policies and procedures are embedded in the work we carry out, that toolkits, guidance and procedures draw on the knowledge of subject experts locally and nationally to inform them, and that we can demonstrate the impact of learning that has taken place.

The Partnership has an Independent Scrutineer who provides vision, scrutiny, challenge and support. The Strategic Leadership Group (SLG) is responsible for ensuring that all organisations contribute effectively to the work of the NCSCP. The SLG provides accountability for the work undertaken by the NCSCP by way of reports to relevant strategic committees and boards. Effective communication between the Business Manager, Independent Scrutineer and Chair of the NCSCP ensures that there is a clear link between the subgroups and executive group, enabling risks, themes and opportunities to be highlighted at an executive level, and challenge, direction and opportunities to be shared into subgroups. This is supported by meetings for subgroup Chairs to provide clarity about the role of each subgroup in the priority areas and to raise any process or participation issues.

In 2020/21, the issues affecting children the most and, therefore, our priority areas remained:

- Domestic abuse
- Child exploitation
- Neglect and a commitment to a high level improvement plan.

The NCSCP is currently supported by subgroups that carry out the day to day work in order to help deliver the objectives and Strategic Plan for the NCSCP. Next year the new Education and Learning Subgroup will be established to maintain the joint working between the Partnership and colleagues in the education sector. This creates an opportunity to share learning and risk information, seek assurance relating to education specific themes, and to improve our 'reach' into a broader section of this workforce which will build on the success of the Designated Safeguarding leads termly meetings for example further education, alternative provision, and the independent and faith sector.

In addition, we have continued to work in accordance with the vision and aims of the Joint Protocol for cross-partnership working on themes such as domestic abuse, youth violence and child exploitation. Our Vision is to work together to enable children and young people in Nottingham to live a life free from fear, harm and abuse. We will make safeguarding personal and the responsibility of everyone. We will enable children and young people to have choices and control over how they want to live. We will ensure there is effective communication with youth communities in Nottingham and we commit to learning from our experiences and improving how we work for the benefit of our children.



## Section 14: NCSCP Subgroups

### Child Safeguarding Practice Review (CSPR) Subgroup

In the year 2021/2022, this group was chaired by the Chief Constable of Nottinghamshire Police. The core membership of the group is made up of senior personnel from the safeguarding partners who act as decision makers for their organisations. Representatives from relevant agencies are invited to contribute to the group depending on the nature of the cases involved. The CSPR Subgroup has continued to meet on a regular basis throughout the year, with stable membership and good engagement from all statutory partners and local providers. Activity of the subgroup has focused on the Safeguarding Partners statutory responsibilities to conduct Rapid Reviews as set out in Working Together 2018. The group has embedded the review processes developed in the previous year, monitored actions arising from reviews, challenged partners where appropriate and disseminated learning. Ensuring that learning from all local, regional and National reviews is central to the aims of the group so that we can be assured that we have learnt and the impact on children and young people of this learning is evidenced.

#### **Rapid Reviews:**

In 2021/2022 the CSPR Subgroup completed one Rapid Review. The Rapid Review was completed within statutory timescales. Furthermore, all of the NCSCPs recommendations were accepted by the National Panel. The National Panel complimented the NCSCP on the quality of the Rapid Review and specifically commented on our:

‘Good analysis, especially in respect of the reflections on what the child’s daily life was like.’

The National Panel agreed with our recommendation not to initiate a local child safeguarding practice review (LCS) and decided not to pursue a national review.

As part of our analysis, we were assured that professional interactions amongst the partnership were effective and that recordings are of a good standard.

Below is a list of all recommendations made to, and accepted by, the National Panel in 2021/2022.

- The Nottingham City Safeguarding Children Partnership will produce a learning briefing with regard to this case and the matters it raises with a focus on working with neglect and the importance of identity in all the work that the safeguarding children partnership do.
- Anonymised learning events will be held for the partnership.
- The multi-agency Quality Assurance Subgroup shall commission an audit of cases where children have been subject to two or more Child Protection Plans for neglect.
- The case will be taken to the Joint Nottinghamshire Health Group to cascade outcomes and also ensure that all learning is communicated across the integrated health system.

Due to the timing of this reports publication, all actions taken as well as the impact of those actions will be detailed in the NCSCP’s 2022/2023 Annual Report.

## Quality Assurance and Multi Agency Audit Sub-Group

The aim of the Quality Assurance and Multi Agency audit group is to provide assurance to the NCSCP in respect of the quality of safeguarding intervention for children and young people and the performance of agencies in carrying out their safeguarding function. The group meets eight times per year, with four of those meetings being dedicated to audit activity. Agencies represented include Children's Integrated Services, Nottinghamshire Police, NHS Clinical Commissioning Group, other representatives from Health providers and Education leads. The meetings are chaired by the NSPCC which brings independence to the quality assurance process. The chair reports directly to the BMG.

In 2021/2022, two multi-agency audits were completed. No audits were undertaken in quarter two or quarter four due to lack of capacity in the context of the Covid-19 pandemic.

Audit activity included;

- Children Exposed to Domestic Violence (specifically where children are subject to a second Child Protection plan and where domestic violence is the concern in both, as recommended by our Independent Scrutineer).
- Pre-Birth Assessments (incorporating the learning from the National CSPR Panel's annual report re 'Hidden Men').

The findings from all audits have been shared with partner organisations through their QA Subgroup representative and through the BMG. From the two completed audits in 2021/22 we learnt that the following is working well in the NCSCP;

- Good practice and interagency working were identified when contact between social worker and health visitor was established. This allowed information sharing between both agencies which was positive. There is also documented evidence of the Specialist Public Health Practitioner liaising with relevant professionals and subsequent plans of action to address the health need of the child. This further supports the importance of sharing information in timely manner to build an effective team around the child.
- Police evidenced information sharing, safe and well checks undertaken when reported, children also seen. Management oversight in relation to MARAC meetings and police attendance was noted.
- Examples of positive co-working and information sharing were highlighted within one case in particular, in which the pre-birth plan and social care assessment was sent through to hospital promptly. Evidence also indicated communication post birth between health and social care was good.
- Audits highlighted positive and consistent engagement by the professional network in the CP process, reviews and core groups within timescales, with good multi-agency attendance and engagement with plans. This included Women's Aid, Housing Support, and Adult Services, DLNR, CRC and perinatal services.
- Within three cases, the role of the Child Protection Co-Ordinator was strongly evidenced, with recorded communications and consultations between the social worker and the CP Co-Ordinator in one case. In another case the team manager and CP Co-Ordinator and in a third case the CP Co-Ordinator with a young person.
- There is good evidence of direct work with children / young people across services (CIS, NHCFT and CityCare). Some work was described as creative and engaging, supporting children to give a clear account of their experiences.
- CityCare identified robust recording across the cases they were involved in.
- NHCFT report good use of safeguarding templates and recording within the 0-19 service.
- Nottinghamshire Police identified prompt and appropriate referrals to children's social care through the submission of PPNs, following incidents attended.
- There were good examples of domestic abuse interventions being carried out by social workers with survivors.

- Good challenge was evidenced by the FNP worker where there was evidence of dishonesty by the parent, set within a trusting and professional relationship.

The completed audits also provided insight into areas of partnership practice which require further work and action plans are in place to measure improvement in these areas.

- There were delays in decision making, within the duty service, leading to delays in children being seen. Management oversight of these situations could have been improved to avoid such delays.
- The Children Exposed to Domestic Violence audit specifically highlighted the challenges of working with persistent domestic abuse, where children are exposed over a long period of time, and the impacts are cumulative.
- The Pre-birth Assessment audit highlighted areas for improvement in the consistent sharing of information between partner organisations.

An audit programme for 2022/23 has been agreed. Audits are scheduled to include;

- Children Subject to More Than One Child Protection Plan for Neglect.
- Child Criminal Exploitation (CCE)
- Mental Health Early Help for Younger Children.
- An activity/exercise in relation to disproportionality and children of ethnic minority backgrounds in Nottingham City.

Page 23  
The QA subgroup continued to produce its quarterly Performance Report. In our 2020/21 report we said that we had improved the quality of our performance commentary. We have been successful in achieving this again in 2021/2022 and we wish to continue to improve our commentary and analysis further in 2022/23. In our previous Annual Report, we stated our intention to transition our performance reporting template from Microsoft Word to Microsoft Excel. This has made the process of reporting, and subsequent discussion, clearer and more intuitive. We are continuing to monitor how our partner agencies complete their performance reporting work and plan to improve our processes further in 2022/23. Quarterly performance data is regularly made available to the BMG who provide further scrutiny. The QA Subgroup will continue to monitor the performance framework, present scrutiny and challenge where appropriate. This work will be supported by the Independent Scrutineer who has been invited to consider the work of the QA Subgroup and will attend subgroup meetings as part of this work.

## Section 15: Education and Early Years DSL Networks

All schools (including independent schools, academies and free schools) and other educational establishments are designated as relevant agencies within the safeguarding arrangements.

The NCSCP engages with schools through representatives from the Advanced Designated Safeguarding Leads (ADSL) Group and termly Designated Safeguarding Lead (DSL) Network meetings.

The Schools DSL Network met in May and October 2021 and February 2022. The network events provide the opportunity for our Schools in Education Coordinator as well as invited guests to communicate safeguarding issues, and share good practice, both locally and nationally. All Schools DSL Network events in 2021/22 were held virtually via Microsoft Teams. While the decision to hold these events virtually was primarily due to government guidance, we found that the flexibility of online meetings suited the nature of the DSL Network. We experienced increased attendance at all Schools DSL Network meetings in 2021/22. The May, October and February networks were attended by 152, 152 and 200 professionals respectively. Early years settings engage in safeguarding arrangements through the Early Years Designated Safeguarding Leads Network which meets three times per year. These events are also very well attended, in 2021/2022 an average of 82.33% of settings attended Early Years Network events.

In 2021/22 our Schools and Early Years DSL Network events included items on a variety of safeguarding topics, including:

Page 44

- Prevent (how it works and the local threat, presented by Nottinghamshire Police).
- The Family Support Pathway (FSP).
- The Neglect Strategy and neglect in Nottingham City context.
- Domestic Abuse (toolkit and presentation from Equation).
- Reducing Parental Conflict (RPC).
- Way2Work.
- Sexual Violence and Sexual Harassment/Peer on Peer Abuse.
- Operation Encompass.
- The NCSCP Training Program.
- The Educational Psychologist Project.
- The Violence Reduction Unit's (VRU) early intervention survey.
- The Safer Schools app.
- Consent.
- Community Protection.
- Strategy Discussions.
- The Child Safeguarding Practice Review panel

In 2021/22 we said we wanted to further develop our relationship with DSLs by collating a central register of Nottingham City DSL's contact details and by collecting more meaningful data to help us understand which education settings are consistently engaging with the NCSCP. We have successfully collated this central register and, in 2021, began collecting detailed data about attendance at DSL networks as part of our quarterly performance report. For example, we know that, on average in 2021/22, each DSL network was attended by 100.5 primary school staff, representing 51 different school settings. This means we are continually assured that key safeguarding messages are being disseminated to schools in Nottingham City.

## Section 16: NCSCP Learning and Improvement

Our Safeguarding Training Officer took up post on 1<sup>st</sup> March 2021. Therefore, as of this date, we have been able to deliver a detailed programme of training for all professionals in the NCSCP.

The Cross Authority Learning & Workforce Development (Procedures) Group is responsible for multi-agency safeguarding children training and the provision of the inter-agency safeguarding children procedures. The group is currently chaired by the Nottinghamshire Safeguarding Children Partnership Service Manager for Partnerships. Membership of the group includes representatives from all safeguarding partners and relevant agencies. It reviews all current procedures and addresses the need for any updated guidance or procedures that has been identified.

Over the past 12 months we have developed and delivered a training programme which included the following:

- Introduction to Signs of Safety
- Introduction to Safeguarding Children
- How to complete a strong Multi-Agency Referral Form
- Sudden Unexpected Deaths in Infants
- Safeguarding Children and Young People from Sexual Exploitation
- Introduction to eSafety
- Understanding Neglect
- Volatile Substance Abuse
- Working with Children Impacted by Domestic Violence and Abuse
- The Prevent Duty and Radicalisation

The majority of our training is still taking place online however we are gradually reintroducing face to face training sessions. In addition, we have:

- Developed and delivered a training programme for faith groups and sports groups across Nottingham City and Nottinghamshire. This work was completed in collaboration with Nottinghamshire Safeguarding Children Partnership.
- Rolled out a Safer Schools Safeguarding app to all Nottingham City schools. Safer Schools is a multi-award-winning safeguarding ecosystem, created to educate, empower and protect entire school communities, in a digital World.
- Created links with Advanced Designated Safeguarding Leads (ADSLs) and the Nottingham School Trust regarding the joint and shared delivery of safeguarding training.
- Streamlined administrative systems ensuring greater productivity and effectiveness.
- Supported the delivery of the annual Every Colleague Matters conference.
- Written and developed a new and refreshed Working Together training programme.

Our development plans for 2022-23 include:

- Work alongside colleagues to set up a new Learning and Workforce Development Group.

- The roll out and delivery of regular full day Working Together training sessions. These will take place across the year.
- To further develop the training programme for the NCSCP being mindful of changes in legislation, and emerging themes in safeguarding.
- Resources to be developed to enable the NCSCP to effectively share learning from local, regional and national reviews.
- To work alongside Children and Families Services to help develop a new MARF training programme which will take into account the changes from a paper based to electronic reporting system. The training will also have a greater emphasis on consent.
- Work alongside other team members in ensuring there is improved training in the identification of Harmful Sexual Behaviour, Child Criminal Exploitation and Gender Variance.
- Work alongside the new Prevent Education Officer to ensure Prevent training is offered to all sectors. This training aims to improve understanding of the Prevent Duty and enable practitioners to spot the signs of radicalisation, offer support and make appropriate referrals. It will build on the online Home Office Prevent training by giving local insight and opportunities for discussion.
- Develop a pool of local trainers who are able to deliver high quality safeguarding training to the Partnership.

### Every Colleague Matters 2022

This year's Every Colleague Matters event took place at the end of March 2022 via MS Teams.

#### Transitional Safeguarding

With an introduction from Ailsa Barr, Director of Children's Integrated Services and Dez Holmes from Research in Practice.

#### Cultural Competency

Looking at: national research, what cultural competency means, its application in social work in Nottingham, increasing/achieving cultural competency as well as cultural differences in child protection.

'Effect of and Understanding Child Sexual Abuse and Harmful Sexualised Behaviour'

With Christy Clare of IMARA and Michael Woods of CAMHS.

#### Journey of a Young Person Through the Youth Justice System

Aiming at highlighting the journey through appropriate services and interventions, that can support a child to move away from criminality.

Beyond Words – Creative Ways of Capturing the Voice of Verbal and Non-Verbal Children and Young People

Exploring the importance of a practitioner's ability to build trusting and respectful relationships with children and young people, critically reflecting

on what the child is trying to communicate through their behaviours. This session explored a variety of approaches and tools to support this process.

#### Introduction to Adult Safeguarding

An opportunity for practitioners to develop their understanding of Adult Safeguarding.

#### Improvement from Domestic Homicide Learning

Exploring key learning outcomes from local DHRs including information sharing, record keeping and professional curiosity/critical thinking.

#### Action for Young Carers

This session provided practitioners with an opportunity to further understand the Carers Federation and Action for Young Carers.

#### Practitioner Wellbeing

To recognise the importance of wellbeing and its impact and to provide practitioners with a selection of tools and resources to support their own positive mental health and well-being.

#### Sudden Unexpected Death in Infancy

Discussing research findings as well as how practitioners can work with families to deliver key messages around safer sleep.

## Section 17: Challenges

### NUH Maternity Services

In July 2021 it was reported that an investigation into Nottingham's maternity services found that babies died or were left with serious injuries. Shortly afterwards it was announced a significant review would be undertaken. In September 2021, NUH wrote to the NCSCP and others regarding the Independent Review of NUH Maternity Services jointly commissioned by the ICB and the Midlands Regional team of NHS England/Improvement. The letter stated:

'We understand and appreciate that this will be ongoing difficult time for families affected by their experiences of NUH Maternity Services, and are committed to ensuring that we provide regular and routine updates to those interested in the review.'

The review began in November 2021 and is expected to conclude in November 2022. This will be covered in our 2022/2023 Annual Report.

In March 2022 the Care Quality Commission (CQC) again rated Nottingham University Hospital's Maternity Services as 'Inadequate'. The chair of the NUH Trust board surmised at the end of the 2021/2022 year:

Anthony May, the new Chief Executive of Nottingham University Hospitals (NUH) Trust has stated that "Importantly, we are not waiting for the Review to conclude and our staff have been working hard to make the necessary improvements now. This includes recruiting more midwives and doctors, investing in new equipment, implementing a maternity advice line so people have a single point of contact before and after birth and improving the training for midwives and doctors in the monitoring of pregnant people and babies. There is, of course, more to do and we must now ensure that these improvements continue at pace."

The NCSCP will continue to monitor and require detailed updates from NUH maternity services with regard to this independent review

### Nottingham City Council

Nottingham City Council has been progressing its improvement journey throughout the year, following the non-statutory review undertaken in 2019. It has set out its plans for recovery and improvement in the Recovery and Improvement plan and latterly the Together for Nottingham plan, including financial planning, company's governance, officer/member working and culture. The council's corporate improvement is overseen by the Improvement and Assurance Board, chaired by Sir Tony Redmond, who reports to the Secretary of State.

Children's Integrated Services have continued their own improvement journey within the context, following the issues raised by the Ofsted Focused Visits of February 2020, with a focus on developing practice and management oversight to improve impact for children and sustainability of the workforce. The service has worked with Essex County Council as a partner in practice. The Focused Visit of July 2021 recognised some improvement, but highlighted the need for pace of change to improve. The Safeguarding Partnership has a focus on the Multi-Agency Safeguarding Hub and the improvement of first contact and partnership responses."

### Further Challenges at Time of Producing this Report

The Strategic Leadership Group of the NCSCP feel it is important to acknowledge the challenges we currently face; despite the fact they arose outside of the scope of this report. In June 2022 the Secretary of State wrote to the Chief Executive of Nottingham City Council regarding their ‘minded to’ decision to intervene and appoint Commissioners. In September 2022, the Government decided not to appoint Commissioners but instead strengthened the powers of the Improvement and Assurance Board (IAB)<sup>9</sup>.

Furthermore, an Ofsted inspection of Nottingham City Council’s Children’s Services was carried out in July 2022. The inspection found that more work is needed to ensure children and young people get the right care and support at the right time, while also acknowledging strengths. The full report, published in September 2022, judged the council’s Children’s Services as ‘inadequate’<sup>10</sup>. The NCSCP will seek assurance that the improvements required in Childrens Services are reported upon and measured to show positive impact for children in Nottingham City.

Further details on the IAB and the Ofsted inspection of Children’s Services, and our resulting actions, will be included in the 2022/2023 Annual Report.

---

<sup>9</sup> [Statutory Intervention: Nottingham City Council - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/statutory-intervention-nottingham-city-council)

<sup>10</sup> [LA NAME - standard-short inspection report - INSPECTION DATE \(nottinghamcity.gov.uk\)](#)



## Section 18: Independent Scrutiny

The Independent Scrutineer is appointed by the safeguarding partners to act as a critical friend, encouraging reflection on practice and a determination to improving services. They provide an objective assessment of the effectiveness of the safeguarding arrangements including how they are working for children and families as well as practitioners.

The Independent Scrutineer acts as an advisor to the safeguarding partners regarding any responses by the National Child Safeguarding Practice Review Panel to the conclusion reached in Rapid Reviews. The Independent Scrutineer undertakes annual audits of Rapid Reviews to provide assurance to the Strategic Leadership Group about the effectiveness of that process. The Independent Scrutineer assists in resolving operational disputes through the escalation process. The Independent Scrutineer supports stronger public engagement in local child safety issues and contributes to an improved understanding of the partnership's child protection work in the wider community and provides independent challenge to organizations on the effectiveness of their services in relation to safeguarding.

May/June 2021 – 'Invisible Children'

At a meeting of the Business Management Group in 2020/2021, partners considered a briefing by the Children's Commissioner 'Too many at-risk children are still invisible to social care.'<sup>11</sup> Subsequently, in 2021/22, our Independent Scrutineer asked all partnership organizations to set out the actions undertaken to identify potentially hidden children. We received a 100% response to the request for information. Our Independent Scrutineer concluded her report with the following:

Page 49

We have been provided with positive examples of how safeguarding partners have worked together to identify children who may have fallen below the radar and become invisible to agencies over the last year; the work between Children's Integrated Services and the Education Division is particularly noteworthy. There are also some good examples of individual agency efforts such as Base 51 advertising the presence of youth workers in local parks, and the NHCFT Healthy Families Team promoting support available to children and young people on BBC Radio Nottingham Drive Time. Also CityCare offering support from children's public health nursing service to vulnerable families housed in temporary accommodation.

November 2021 – 'Invisible Men'

Our Independent Scrutineer presented her understanding of the National Panel's 'National review into babies seriously harmed or killed by their father or male carer'<sup>12</sup> published in September 2021. While this was not a review of our own practice, the partnership was urged to give due consideration to any custom or practice which was developed over the course of the pandemic which may have, inadvertently, excluded men from our work with children. This learning will form part of our training plan

December 2021 - Working During Covid-19

As detailed in Section 12 of this report, our Independent Scrutineer was integral to our work evaluating our response to the Covid-19 pandemic.

---

<sup>11</sup> [Too many at-risk children are still invisible to social care | Children's Commissioner for England \(childrenscommissioner.gov.uk\)](https://www.childrenscommissioner.gov.uk/news/too-many-at-risk-children-are-still-invisible-to-social-care/)

<sup>12</sup> [New review investigates babies harmed by fathers and stepfathers - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/new-review-investigates-babies-harmed-by-fathers-and-stepfathers)

## Contribution from Liz Tinsley, Interim Independent Scrutineer in 2021/2022

During the period covered by this report, I was the Interim Independent Scrutineer for the Nottingham City Safeguarding Children Partnership. This gave me the opportunity to meet with practitioners and managers across the lead agencies as well as attending many partnership meetings. I was never in any doubt about the commitment shown by partners to improving the lives of children across the City and this report provides many positive examples of how agencies have worked together in often challenging circumstances.

In 2021 the coronavirus pandemic continued to have a significant impact on everyone and this was an area of particular interest for me. As referenced in this report, I had the opportunity to meet with front line workers and managers who were working extremely hard to adapt to the demands of the pandemic whilst also having to manage worries for their own families. The impact of Covid-19 was unprecedented and subsequently there has been a commitment by the Partnership to recognise the positive work undertaken by all agencies as well as those areas for learning and development. I would like to express my thanks to the professionals I met during this period and for their willingness to speak openly about their experiences.

The Annual report details some of the challenges facing the Partnership over the coming year. As well as significant financial constraints careful attention will need to be given to the findings of the review of NUH maternity services and any lessons to be learned by the Partnership, as well as the on- going scrutiny of Children's Social Care with a particular focus on the 'front door' of Children & Families Direct.

In addition, I would advise that the Partnership gives consideration to the following areas

- How the **impact** of its work is measured i.e. is there a clear link between the work of the Partnership (its Business Plan) and improved **outcomes** for Nottingham's children and young people.
- The engagement of children, young people and families so that their feedback informs the Partnership's priorities
- How the Partnership represents the rich diversity that is Nottingham City

## Section 19: Looking Forward to 2022/2023

In 2022/2023 we will continue to implement our Business plan<sup>13</sup> and work to our key priorities as a partnership. We will continue to develop our learning and improvement framework and learn from any Rapid Reviews.

We will publish two information videos on neglect, one for the general public and another for practitioners.

Despite the considerable environmental challenges, the Partnership, driven by the business unit, remains committed to its role as critical friend and champion of best practice. Our vision remains the same but we will update our Business plan to ensure that we:

- Promote the work of the Partnership ensuring we are clear how our work can support partners.
- Demonstrate how we are sharing learning from reviews and work more closely with the Quality Assurance Subgroup to measure changes to practice as a result.
- Re-focus scrutiny on the issue of safe and supportive transitions from adults to children's services
- Have a data set (performance paper) which sets out activity, themes and multi-agency risks, which is completed by all relevant partners
- Have a quality assurance framework that demonstrates how we will effectively scrutinize key safeguarding areas using what methods and how that will inform improvement.
- Develop the pace and impact of the Learning and Development Subgroup so that we can disseminate learning quickly using a range of methods to reach those who need it.
- Drive the neglect work and strategy and ensure that learning and key practice skills, including tools and integrated working are embedded.

The chairing of the NCSCP will be undertaken by Rosa Waddingham, Chief Nurse, Nottingham and Nottinghamshire Integrated Care System and ICB, in 2022/2023. The progression of the NCSCP Business Plan (2020-2023<sup>14</sup>) continues to provide the focus for the partnership to achieve the above priorities. Much of the work undertaken in 2021/22 will continue in the year ahead with an emphasis on scrutiny and improved outcomes in the lived experience for our children, young people and their families. The safeguarding of children and young people is an ever changing environment with new and emerging challenges. The continued work of the NCSCP is critical in driving improved performance and outcomes in their daily lives for all of our children.

---

<sup>13</sup> [ncscp-business-plan-2021-24-updated-april-2021.pdf \(nottinghamcity.gov.uk\)](#)

<sup>14</sup> [ncscp-business-plan-2021-24-updated-april-2021.pdf \(nottinghamcity.gov.uk\)](#)

# Glossary of Terms

		DLNR CRC	Derbyshire, Leicestershire, Nottinghamshire and Rutland
			Community Rehabilitation Companies
ASHA	Assessment of Sexual Harm Arrangements	DV	Domestic Violence
BEMH	Behavioural and Emotional Mental Health	ECM	Every Colleague Matters
BMG	Business Management Group	FGM	Female Genital Mutilation
CAMHS	Child and Adolescent Mental Health Services	HSB	Harmful Sexual Behaviour
CCE	Child Criminal Exploitation	IAB	Improvement and Assurance Board
CCG	Clinical Commissioning Group	ICB	Integrated Care Board
CDOP	Child Death Overview Panel	ICPC	Initial Child Protection Conference
CDP	Crime and Drugs Partnership	IS	Independent Scrutineer
CIS	Childrens Integrated Services	IMD	Indices of Multiple Deprivation
CSE	Child Sexual Exploitation	MASH	Multi-Agency Safeguarding Hub
CSPR	Child Safeguarding Practice Review	MACE	Multi-Agency Child Exploitation Group
CQC	Care Quality Commission	MAPPA	Multi-Agency Public Protection Arrangements
DA	Domestic Abuse	NCSCP	Nottingham City Safeguarding Children Partnership
DASH	Domestic Abuse, Stalking and Honour-based Violence	NHFT	Nottinghamshire Healthcare Foundation Trust
DCI	Detective Chief Inspective	NHS	National Health Service

NSCP	Nottinghamshire Safeguarding Children Partnership
NSPCC	National Society for the Prevention of Cruelty to Children
NUH(T)	Nottingham University Hospitals (Trust)
ONS	Office for National Statistics
PCC	Police and Crime Commissioner
QA	Quality Assurance
RCPC	Review Child Protection Conference
SLG	Strategic Leadership Group
SUDI	Sudden Unexpected Death in Infancy
VRU	Violence Reduction Unit

This page is intentionally left blank

<b>Subject:</b>	Remainder of the School Capital Maintenance Grant Allocation 2022-23.
<b>Corporate Director(s)/Director(s):</b>	Catherine Underwood – Corporate Director for People. Nick Lee – Director of Education Services.
<b>Portfolio Holder(s):</b>	Portfolio Holder with responsibility for schools
<b>Report author and contact details:</b>	Robert Caswell – Programme Manager, Major Projects Robert.caswell@nottinghamcity.gov.uk
<b>Other colleagues who have provided input:</b>	Tom Straw – Senior Accountant Capital Programmes. Tony Heath – Solicitor Sue Oliver – Category Manager – Places
<b>Subject to call-in:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Criteria for Key Decision:</b>	
(a) <input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
<b>and/or</b>	
(b)    Significant impact on communities living or working in two or more wards in the City <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Type of expenditure:</b> <input type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital If Capital, provide the date considered by Capital Board Date: 17 <sup>th</sup> February 2023	
<b>Total value of the decision: £2.129.416</b>	
<b>Wards affected: All</b>	
<b>Date of consultation with Portfolio Holder(s): 21<sup>st</sup> April 2023</b>	
<b>Relevant Council Plan Key Outcome:</b>	
Green, Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Living Well in our Communities	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Serving People Well	<input type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>	
<p>The annual capital maintenance grant allocation from the Department for Education (DfE) for 2022-23 was confirmed in April 2022. The total value of the grant was £2,679,416 of which £1,350,000 has already been allocated in an Executive Board report approved in June 2022. This report allocates the remaining £1,329,416 for new schemes.</p> <p>The schemes that have been identified in this report for funding allocations have been prioritised using the draft strategy document that is being used prior to the full development of the Council's Asset Management Strategy. All the schemes are identified in Appendix 2.</p> <p>Included within the allocations is a Contingency of £179,416. The contingency is to be delegated to the Corporate Director of People to approve and authorise how it is spent in line with previously agreed criteria.</p>	

Approval is sought to allocate funding from the Building Schools for the future (BSF) lifecycle reserve for Rosehill Special School and Ellis Guilford School to allow maintenance to be carried out at the respective schools.

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

None

**Recommendation(s):**

**1** To approve the seven schemes shown in appendix A prioritised using the draft strategy document.

**2** To approve a Contingency of £129,416 and delegate authority to the Corporate Director for People to approve and authorize how the contingency is allocated.

**3** To authorise the procurement of any necessary contracts to carry out the programme of schemes using the 2022-23 funding and delegate authority to the Corporate Director for People to award any procured contracts.

**4** To approve a payment of up to £300,000 from the Building Schools for the Future (BSF) Lifecycle Reserve fund to Rosehill Special School to undertake condition and maintenance works to the school buildings.

**5** To approve a payment of up to £500,000 from the BSF Lifecycle Reserve fund to Ellis Guilford Academy to undertake condition and maintenance works to the school buildings.

**1. Reasons for recommendations**

1.1 The prioritisation of the school capital maintenance grant is based on technical advice and a review of the condition of the Nottingham City schools estate. The process is articulated in the appended Business Case (Appendix B) and the draft strategy document which is being used until the Corporate Asset Management plan is fully developed. There are two areas where funding is prioritised:

- Health and safety issues likely to impact on children and staff to ensure the safeguarding of the pupils within the school site, ensuring buildings are structurally sound and can be safely evacuated in the event of an emergency; and
- Condition issues likely to impact on the operation of the school, to ensure that school buildings are warm and dry to negate the potential of schools closing and loss of learning for the pupils.

1.2 The programme of works is prioritised in line with the draft Capital Maintenance Strategy for Schools. This will be reviewed and reflect the priorities that are in the overarching Corporate Asset Management Plan that is currently being developed as part of the wider Corporate Landlord role.

1.3 The grant for 2022-23 was £2,679,416, initial approval was given in June 2022 for five high priority schemes to the value of £1.350 million. This report seeks approval for the remaining £1,329,416 of the grant and includes seven schemes.



- 1.4 Delegating authority to the Corporate Director for People to approve and authorise how the Health and Safety contingency is allocated will ensure a timely response to any urgent issues that arise.
- 1.5 Both Rosehill Special School (maintained) and Ellis Guilford School (Academy) were part of the BSF programme and were significantly remodelled and refurbished under the programme. As part of the programme, there was an agreement with the Department for Education (DfE) that a lifecycle fund would be held for 25 years to pay for maintenance issues in that time period. Both projects completed over 10 years ago and it is becoming necessary to spend money on the maintenance of the buildings to keep them in the original condition.

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

- 2.1 The Council receives an annual grant from the DfE to address the priority condition and capital maintenance issues at Nottingham Schools. Approval to accept the 2022-23 grant was gained from Executive Board in June 2022 and £1.350 million of the grant was allocated to schemes leaving £1,329,416 unallocated. This report seeks to allocate that funding towards seven schemes and a contingency of £179,416 which has been included to address any urgent schemes that may arise in 2022-23. This proposal seeks to delegate approval for allocating the contingency to the Corporate Director for People.
- 2.2 The grant is to improve the condition of school buildings maintained by the Council. The highest priorities for approval relate to Health and Safety requirements, for example ensuring the safeguarding of pupils within a school site, ensuring buildings are structurally sound and the safe evacuation of a school in the event of an emergency. The next priorities are those condition issues that mean schools are not weather proof or warm in winter, which could lead to school closing temporarily and to a loss of learning. This could include schools that need roof replacements, new windows, repairs to existing boilers or replacement heating systems or electrical infrastructure.
- 2.3 The overall condition liability for schools in Nottingham is approximately £25 million and is significantly greater than the funding available. As there is insufficient funding to complete all works, the Council has to ensure that all schemes are prioritised in a consistent manner. The appended Business Case (Appendix B) and the prioritisation process explains how schemes will be brought in to the programme to support the Health and Safety and Condition needs for pupils in Nottingham schools.
- 2.4 The BSF Lifecycle fund, which is ring fenced for named schools, was established to ensure that schools which were not funded via the Public Finance Initiative (PFI) had sufficient funding to be maintained over a 25 year period. Where schools converted into academies prior to BSF finishing, this was the responsibility of the academy. Several schools converted to academy status after the completion of the BSF programme, where this happened generally the lifecycle fund was transferred to the academy immediately. In the case of Ellis Guilford, this was not the case and the lifecycle fund has remained with the Council. While there are currently consultations ongoing with the Academy Trust around the transfer of the fund these have not yet been concluded, hence the approval to spend the funding.

### **3. Other options considered in making recommendations**

- 3.1 To combine the remainder of the 2022/23 Schools' Capital Maintenance Grant with Basic Need funding and the SEND capital funding to address the shortfall of SEND capacity and secondary places across the city. This option was rejected as it would leave schools at risk of temporary closure due to health and safety or condition issues. It could also mean that school buildings continue to deteriorate and may be subject to forced closure whilst emergency repairs are carried out.
- 3.2 To do nothing with regard to the Rosehill and Ellis Guilford Schools: this option has been rejected as whilst this would retain the funding within the lifecycle reserve, it would not support the maintenance of the schools as a positive environment for education and learning.

### **4. Consideration of Risk**

- 4.1 Currently construction inflation is high and there is a continued pressure on both supply and labour market. In order to mitigate this contingencies will continue to be allocated for all future programme schemes above the level of construction inflation at the time. If programmes of work are not carried out then there is a risk that temporary school closures could have to be managed – for example if a school heating system fails. If programmes of work are not carried out then schools may struggle to address maintenance issues at a time when school budgets are under immense pressure. The condition liability of the school estate will not be reduced if this programme of works does not take place.

### **5. Best Value Considerations, including consideration of Make or Buy where appropriate**

- 5.1 There are two routes to procure these works, using Building Services to deliver the replacement heating or boiler projects and to use a framework contractor off the Scape framework to deliver the remaining schemes.
- 5.2 Building Services provide servicing for boilers and heating systems in the school estate and are therefore, very familiar with the heating systems in schools. This supports efficient operations and identifies those most at risk of failure.
- 5.3 The Scape Framework provides value for money through the ability to get early engagement, free feasibility costs and to build a long term relationship that allows prioritisation of the programme, which is critical in an environment where work is being completed in a live school.

### **6. Finance colleague comments (including implications and value for money/VAT)**

- 6.1 **Capital Comments:** Following the approval of this decision, projects will be set up and funded from Capital Maintenance Grant as detailed in the relevant appendix. The projects within this decision formally commits the remaining **£1.3m** from the awarded grant of **£2.7m** awarded in 2022-23.
- 6.2 When the Corporate Director for People either adjusts the projects or approves new schemes, copies of the relevant reports are to be shared with Technical Finance, ensuring the Capital Programme is updated accordingly.

- 6.3 The Capital Maintenance Grant has an allocation within the planned element of the Capital Programme as approved at February 2023 Executive Board. Following the approval of this decision, the schemes will be moved into the approved stage of the Capital Programme and the planned section of the programme will be reduced by this approval.
- 6.4 The **£0.8m** BSF academy maintenance works within this report are funded from a ringfenced reserve, as the projects in question relate to academy sites and therefore any revenue implications of the works are the academies' responsibility and the reserve is ringfenced for this purpose. The projects as defined in this report are supported on the basis that any risk of project overspend does not sit with the Council and is either funded by the academy or via another request to use this reserve.
- 6.5 **Revenue Comments:** Any ongoing maintenance costs which arise after the completion of capital works will need to be funded from the relevant school's budget.

Tom Straw, Senior Accountant – Capital Programmes 1 February 2023

## **7. Legal colleague comments**

- 7.1 This report seeks approval spend the balance of the 2022-23 annual capital maintenance grant as described; the report does not present any significant legal issues.
- 7.2 In spending the balance of funds, the Council must ensure it complies with any grant conditions imposed by the DfE and the Council's Constitution in both procuring works and contracting for such works. In complying with the Council's Constitution, the Public Contract Regulations 2015 should be complied with.
- 7.3 The schemes identified in the report have been chosen using a draft strategy document. This might represent a risk if the final strategy document changes substantially. It is understood the principles set out in the draft strategy document are the principles that have been applied for some considerable time when making such decisions, suggesting it is highly unlikely that the final strategy document will change substantially. The risk of challenge, and the risk of that challenge being successful, based on this decision being contrary to the final strategy document seem low.
- 7.4 The allocation of funds from the BSF Lifecycle Reserve fund should be in accordance with any conditions and/or requirements imposed by that fund.

Anthony Heath, Senior Solicitor, Contracts and Commercial, 19<sup>th</sup> January 2023.

## **8. Other relevant comments**

### **8.1 Procurement Comments**

There are no significant procurement concerns with the recommendations set out in the report. Procurement will work alongside the client to ensure that all

procurement activity is in line with Public Contract Regulations and the Council's Procurement Contract Procedure rules.

Sue Oliver – Category Manager 9<sup>th</sup> February 2023

## 8.2 Building Services Comments

Building Services fully supports the school condition works programme.

Trevor Bone – Head of Building Services, 6<sup>th</sup> February 2023

## 8.3 Property Comments

The Strategic Asset and Property team have not been involved in delivering these proposals. The report states that there are two areas of need where funding has been prioritised, firstly health and safety issues likely to impact on children and staff and secondly condition issues likely to impact on the operation of the school. The report also advises that consideration will be given to low carbon emissions and how they can be reduced during the design stage of any intended works (particularly in relation to heating schemes). This seems a sensible approach. Going forward it is anticipated that the Council's emerging Asset Management Strategy will inform how such matters will be managed, ensuring that there is a corporate approach.

Deborah Millar - Business Partner Strategic Assets and Property. 7<sup>th</sup> Feb 2023

## 9 Crime and Disorder Implications (If Applicable)

9.1 This is not applicable.

## 10 Social value considerations (If Applicable)

10.1 The proposed SCAPE framework procurement route for some of the schemes contains a number of social value key performance indicators, such as diverting waste from landfill, local spend and local employment targets by which the schemes will be measured.

## 11 Regard to the NHS Constitution (If Applicable)

11.1 This is not applicable

## 12 Equality Impact Assessment (EIA)

12.1 Has the equality impact of the proposals in this report been assessed?

No

Yes

Attached as Appendix C, and due regard will be given to any implications identified in it.

## 13 Data Protection Impact Assessment (DPIA)

13.1 Has the data protection impact of the proposals in this report been assessed?

No   
A DPIA is not required because this programme of works will have limited data collected.

Yes

**14 Carbon Impact Assessment (CIA)**

14.1 Has the carbon impact of the proposals in this report been assessed?

No

Yes   
Attached as Appendix D, and due regard will be given to any implications identified in it.

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

15.1 None

**16 Published documents referred to in this report**

16.1 None

This page is intentionally left blank

Capital Maintenance Programme 2023/24 – Grant Allocations

School	Scope	Cost 23/24
Crabtree Farm Primary School	Re-roofing programme	£250,000
Crabtree Farm Primary School	Access Ramp – Health and Safety	£180,000
Southwold Primary School	Re-roofing programme	£140,000
Southwold Primary School	Asbestos removal programme	£140,000
Carrington Primary School	Boiler replacement	£150,000
Seely Primary School	Boiler replacement	£140,000
Claremont Primary School	Roof Replacement	£150,000
Contingency		£179,416
Total		£1,329,416

This page is intentionally left blank



# Nottingham City Council

## Business Case

**Project Title: Proposals to deliver the schools' capital maintenance programme 2023/24.**

**Lead Department: Children and Adults**



Safer, cleaner, ambitious  
**Nottingham**  
A city we're all proud of



**Nottingham**  
City Council

## DOCUMENT CONTROL

<b>BC Author</b>	Rob Caswell
<b>Project Sponsor (contact details)</b>	Nick Lee – Director of Education Services
<b>Project Manager (contact details)</b>	Rob Caswell - Programme Manager ( Major Projects)
<b>Date</b>	3/2/2023

<b>Version</b>	<b>Status</b>	<b>Revision Date</b>	<b>Summary of Changes</b>	<b>Sign-Off</b>
V1	Draft	3.02.23	First draft	
V2	Final	28.04.23	Updated	RC

## CONTENTS

	Page
1.0 Introduction	
2.0 Executive Summary.....	4
3.0 Strategic Fit (Strategic Case) .....	5
3.1 Strategic Overview .....	5
3.2 Links to Strategic Objectives .....	6
4.0 Project Information and Business Case.....	9
4.1 Background to the Project.....	9
4.2 Scope.....	9
4.3 Constraints .....	11
4.4 Dependencies .....	<a href="#">133</a>
4.5 Key Risks .....	<a href="#">144</a>
4.6 Assumptions.....	<a href="#">177</a>
4.7 Success criteria.....	<a href="#">177</a>
4.8 Impact on Business as Usual .....	<a href="#">1717</a>
4.9 Benefits realisation plan .....	<a href="#">1818</a>
4.10 Environmental impact assessment .....	<a href="#">200</a>
4.11 Data Protection Impact Assessment.....	<a href="#">200</a>
4.12 Equality Impact Assessment.....	<a href="#">211</a>
5.0 Options Appraisal (Economic Case).....	<a href="#">211</a>
6.0 COMMERCIAL ASPECTS (Commercial Case).....	22
6.1 Affordability (Financial case).....	23
7.0 ACHIEVABILITY (Management case) .....	24
7.1 Delivery team .....	25
7.2 Programme and Key Milestones .....	26
7.3 Governance and reporting arrangements .....	26
7.4 Project Approach.....	26
8.0 List of Appendices .....	28
9.0 SENIOR RESPONSIBLE OFFICER/[SPONSOR] SIGN OFF .....	29

## 1.0 Introduction

*This document defines the project's Business Case and provides the baseline against which the project is continually assessed. NB: For support in completing the following financial sections either contact your financial representative or refer to the 'Project Appraisal Handbook'.*

*This first section should act as a statement that reflects how the Business Case will be used.*

This document sets out the business case and proposals for delivering the Capital Maintenance programme 2023/24 for Nottingham City schools.

It will provide evidence for the need of this project and set out how the proposal links to the outcomes of the Council Plan 2021-23 and the how the projects will be delivered.

The Business Case is a key supporting document for the Executive Board report which is going for approval in May, the report will ask for the following to be approved:

- To prioritise the remainder of the 2022/23 grant allocation of £1,329,416 from the Department for Education (DfE) for school condition works to Nottingham City schools and approve the seven schemes that have already been identified.
- Approve the allocation of a contingency of £0.179 m and to delegate approval and authorisation of how this is allocated to the Corporate Director for People.
- Approve the delegation of the procurement routes of the 2023/24 schemes to the Corporate Director of People in compliance with the Council's Contract Procedure rules and Public Contract Regulations ensuring value for money.

## 2.0 Executive Summary

*Briefly state the purpose of the project, what the project sets out to achieve and when. This section should be a short summary of the project and is often best completed last!*

All local authorities receive an annual allocation of grant funding to support maintained schools with managing the condition and health and safety of their school buildings. This funding is known as the Capital Maintenance Grant. The funding is typically a formulaic calculation determined by the Education and Skills Funding Agency (ESFA), who then confirm allocations to local authorities on an annual basis.

At Executive Board in June 2022 approval was gained to use £1,350,000 of the 2022/23 grant funding already received from the DfE for Capital Maintenance in 2022/23 to deliver five schemes in the school summer holidays 2022 and to set aside £270,000 as a contingency fund to address any urgent health and safety issues that may arise in 2022/23. The remainder of the grant funding has been prioritised for a further 7 schemes and is being taken for approval in May 2023.

Approval will also be sought at Executive Board in March 2023 to delegate a Contingency of £0.179 m to the Corporate Director for People. This will mean that the Corporate Director for People will have the authority to approve and authorise how this is spent.

### 3.0 Strategic Fit (Strategic Case)

#### 3.1 Strategic Overview

*Explain the context of the project and the reason why it is needed now – the business need. This should be at an organisational level – i.e. to support the transformation of the City centre, to ensure there are sufficient school places available.*

*Reference to any existing documents, approvals or publications can be summarised here and attached as an appendix to the Business Case.*

*This section should demonstrate that a change is required.*

The City has over the years taken a long term approach in prioritising and addressing capital maintenance issues at schools using the yearly grant funding. The focus of this project is to achieve the outcomes of keeping pupils safe and schools warm and dry to mitigate the need for school closure and a resultant loss of learning. As school budgets become increasingly stretched it is not possible for schools to afford to address major issues such as for example safeguarding, health and safety works and heating failures.

To support the prioritisation process, the Major Projects team previously completed an Estate Review Plan (ERP) for each Local Authority maintained school. The purpose of this exercise was to understand how schools' operate within the existing buildings, manage building issues and how they deliver learning outcomes to children.

A focus of the ERP was to capture the known condition issues at schools and understand how these are managed given the increased austerity schools are facing and the very low level of direct funding they receive to maintain buildings. This exercise served to reinforce that schools cannot afford to address significant maintenance and capital issues themselves. The impact of issues such as leaking roofs and aging heating systems were a constant risk to schools and have to be managed on a day to day basis. The concern and risk around the potential of school closure and loss of learning days due to maintenance problems and failures was echoed by all schools.

To support the ERP, a programme of condition surveys was commissioned to review the site and buildings of each school. Within these surveys attention was paid to the building fabric and mechanical and electrical elements of each school. Using these surveys is assisting the Major Projects team to form a longer term strategic plan identifying potential programmes of work over future years and how they will be managed.

At the time of writing this report the ESFA are continuing with a five year programme to carry out independent condition surveys for locally maintained schools. All schools will

be surveyed between 2021 and 2026. Condition survey reports will be issued directly to schools. Major Projects will continue to build on the excellent relationships it has with schools in order to access the reports and collate the information along with all the information they already hold on the NCC school estate.

The business need for this project links directly to outcomes specified in the Council Plan 2021-23 and is explored below. Pupils need to continue to be kept safe, warm and dry so they can learn and continue to grow and thrive in the school environment.

### 3.2 Links to Strategic Objectives

*State how the project will contribute to the Council Plan, national policy or a Department's objectives and priorities.*

<http://intranet.nottinghamcity.gov.uk/news/council-plan-2019-2023>

*Also state the final outcomes expected.*

*This section must include a statement about how the project will support the objective of becoming a Carbon Neutral city by 2028.*

<https://www.nottinghamcity.gov.uk/media/2620252/nottinghams-2028-carbon-neutral-charter-3.pdf>

<https://www.nottinghamcity.gov.uk/cn2028>

This project links to the following outcomes in the Council Plan 2021-2023 :

- Safer Nottingham
- Clean and Connected Communities
- Keeping Nottingham Working
- Carbon Neutral by 2028
- Child Friendly Nottingham
- Healthy and Inclusive
- Financial Stability

#### **Safer Nottingham**

We will contribute to providing safe and secure school buildings. We will prioritise works that mean children and staff feel safe in their environment. These works will be safeguarding interventions to the building and grounds to ensure intruder risk is removed. Other examples of priority works could be the removal or making safe and management of asbestos, structural repairs either to the frame or to the façade of the building, the provision of automatic fire alarms and safe evacuation and provision of intruder alarms.

It is paramount that children are safe and parents and carers know their children are being taught in an environment that is both safe and secure.

Health and Safety and Safeguarding are one of the areas in a school that an OFSTED inspection will investigate and report on impacting on the final grade the school will get.

We will work to prioritise schemes where safety or security measures are identified to support the outcome that children will be taught in schools that are good or outstanding in line with the Children and Young Peoples plan 2021-23.

### **Clean and Connected Communities**

We will contribute to keeping communities clean. We will carry out interventions where appropriate to improve the air quality of school buildings. For example we will review and improve ventilation when replacing or repairing windows. As we are aware that there is a need to consider the concentration of CO<sub>2</sub> in rooms and will install where possible automatic window openings to mitigate the impact of CO<sub>2</sub>.

We will address where possible the impact of vehicular transport and emissions. For example we will consider tree planting options as part of safeguarding/security interventions as this will also serve to mitigate the impact of fumes created by traffic.

### **Keeping Nottingham Working**

We will contribute to keep Nottingham working by assessing whether schemes can be delivered with in house resource.

Where the City Council enters into a contract with a contractor from the SCAPE regional framework for any of the schemes we will monitor the contractual commitment to deliver the NCC KPIs that focus on local spend, local employment and local apprenticeship targets. We will collaborate with Nottingham Growth Hub to establish if there are any opportunities for Nottingham citizens or local SMEs to be engaged in employment.

### **Carbon Neutral by 2028**

We will contribute to making Nottingham carbon neutral by 2028.

We will support this outcome by ensuring that the schemes that are proposed for the 2023/4 programme and all future years will at the design development stage, consider where possible interventions to reduce carbon emission. Environmentally sympathetic construction options will be considered to increase sustainability where budget and design permits. All planning and building control regulations now take account of environmental and sustainability considerations and these will need to be adhered to in the design process.

We will work with colleagues in NCC Energy Services to undertake school energy surveys where appropriate and assess the viability of introducing energy saving interventions where the business model stacks up. This could be for example by the introduction of photovoltaic panels or added insulation on roofing projects.

If we remove asbestos or install new fire alarm systems consequential works tend to be having to replace existing ceilings and lighting. When this opportunity presents we will install LED lighting

We continue to review taking forward carbon reducing heating interventions. It must be noted that the cost of sourcing alternatives to gas boilers is still extremely high but we are looking to include boilers that have been designed to run partly on hydrogen as a way of the future proofing the system. The efficiency of any low carbon heating source relies on additional works to the fabric of buildings, for example increasing insulation. This is to ensure the full benefit of the lower carbon heating intervention comes to fruition. A desktop study completed by the Department for Business, Energy and Industrial Strategy for the Nottingham City school sector recommended that a whole school approach should be taken when addressing decarbonisation of heating systems. Going forward we will look to future planning of replacement heating systems that incorporates improvements to the fabric of the building to ensure maximum efficiency and benefit.

We will ensure where possible that we will introduce smart heating controls to enable end users to monitor energy usage and become more accustomed to energy management.

### **Child friendly Nottingham**

We will ensure that any safeguarding or health and safety schemes that are prioritised will be taken forward for approval. Children will be protected and feel safe in their school environment. Children will have an environment where they can learn safely and thrive. The emotional and physical well-being of children will be at the forefront of any such schemes. By maintaining and where possible improving school buildings we aim to give every child in Nottingham the best start in life.

### **Healthy and Inclusive Nottingham**

The Executive Board report will be supported by an equality impact assessment which will take account of any schemes that will impact on buildings and ensure that accessibility adheres to building control standards.

This is specifically pertinent to any schemes that involve works or adaptations to the building for example safeguarding or other health and safety schemes. The detailed design stage of schemes will develop proposals to ensure that that all works meet building regulations and ensure that buildings are accessible for all.

### **Financial Stability**

The condition liability of Nottingham City schools is estimated at £25m. The yearly grant is limited and does not allow us to address all condition liability issues for Nottingham schools.

Due to the limitations of the grant in comparison to the condition liability of Nottingham City schools we have to be confident that we prioritise the right schemes and that the selected method of procurement and delivery ensures the best value for money is completed by the most appropriate contractor.



Programmes will include estimated costs identified for each scheme. Budget costs will continue to be put together based on feasibility estimates to include contingency amounts to allow for added uplifts for inflation and market trends. The contingency amounts on each scheme will vary year on year as they will be linked to the rate of construction inflation at the time. We are currently using 15% where possible.

We will continue to work with the selected contractor on each individual scheme to refine and develop costs to enable us to be confident that we are working with robust costings with allowances are made for risk, contingency, market trends and pricing fluctuations. We will continue to monitor the spend on budgets throughout the schemes development and work with the relevant contractors to challenge where necessary and ensure we are receiving best value.

We will continue to work to ensure that the final accounts on all of the schemes will be in line with the anticipated costs and we will always ensure to our best ability that sufficient contingencies are in place to cover unknowns. We will ensure that the overall programme costs are managed within the allocated annual grant funding.

## 4.0 Project Information and Business Case

### 4.1 Background to the Project

*Provide any information relevant to understand the background to the project. This should be at a project level and might include information about what already exists.*

The annual capital maintenance grant allocation for 2022/23 schemes has been received from the DFE for the value of £2,679,416.

The grant is to improve the condition of school buildings maintained by Nottingham City Council. The highest priorities for approval relate to health and safety requirements, for example ensuring the safeguarding of pupils within a school site, ensuring buildings are structurally sound and the safe evacuation of a school building in the event of an emergency.

The next priorities are those condition issues that mean school buildings are not weather proof or that they are not warm in winter which could lead to schools closing temporarily and a loss of learning. This could include schools that require roof replacement, new windows or repair to existing, boilers, heating pipes and electrical infrastructure.

The overall condition liability for schools in the City is significantly greater than funding available and there is insufficient funding to complete all works. We therefore have to ensure that the priority schemes are borne of these two categories listed.

### 4.2 Scope

*Provide details of what this project will deliver (in-scope) and what it will not deliver (out*

*of scope) and why these decisions have been made.*

Programme of works will deliver schemes that keep Nottingham pupils safe and secure and/or mitigate the risk of school's closing (for example through heating failure) which would result in loss of learning to pupils.

Major Projects have in place an accepted prioritisation process which is worked through towards making the final recommendations for programme of works. This process is frequently reviewed and refined where necessary. This process of prioritisation was accepted in the report which was approved at Executive Board in December 2021. We will continue our joined up approach by working with colleagues in NCC Building Services and Health and Safety teams respectively to ensure we have all the relevant information to enable us to prioritise appropriately.

If the delegation to the Corporate Director of People (Children and Adults) is approved for the authorisation of the spending of the contingency 2022/23 we will continue to ensure in line with our prioritisation process that the most urgent schemes are taken forward.

The Executive Board report May 2023 identifies seven schemes which have already been prioritised and subject to approval:

#### Southwold Primary – asbestos removal

There is significant asbestos in the school and this does pose a level of risk although it is currently being managed by the school if the asbestos was to degrade there is potential for contamination. This is a multi-year programme that will significantly reduce the asbestos risk in the building by removing as much as possible.

#### Crabtree Farm Primary – access

Currently there is a Health and Safety / Safeguarding issue at Crabtree Farm primary school which is related to access. Currently the majority of the pupils and parents funnel through a single gate on to the playground when they arrive at the beginning of the day or as they leave at the end of the day. This movement of most of the school through this gate does create school management issues and has on occasion lead to flashpoints with parents.

It is planned to create an additional entrance to the school further up the path to allow some pupils to access the site through another entrance and to reduce the pressure on the current access point.

#### Southwold Primary – roofing works

Southwold Primary is experiencing issues to an area of its roof. This is part of a multi-year programme to replace the school roof. The roof above the main hall and some adjacent rooms was replaced in the summer of 2022, the works this summer will be the second phase. We have engaged a SCAPE framework contractor who has provided a feasibility cost to rectify the problems and we are seeking approval at Executive Board

May 2023 to fund this work.

#### Crabtree Farm Primary – roofing works

The roof at Crabtree Farm Primary school has multiple leaks and has been identified as requiring replacing. Due to the size of the roof this will be a multi-year programme, the initial works will be in Key Stage 2 area of the building.

#### Claremont Primary – roofing works

There are areas of the roof at Claremont Primary School that are in need of replacement and therefore this scheme has been brought into the programme.

#### Seeley Primary – Boiler replacement

There is a requirement to replace the some of the boilers, this is part of a phased programme that will replace all the boilers in the school.

#### Carrington Primary – Boiler replacement

This is the first part of a heating upgrade to Carrington Primary School, by replacing the boilers it will improve the overall heating for the school.

### **4.3 Constraints**

*Provide details of any constraints (e.g. resources, legal and operational). What must be taken into account and/or cannot be ignored? This section may also include the parameters of the project.*

*This section might also cover the requirements from any statutory consultees, such as Planning, the outcome of any consultation, the conditions of any grant funding, site constraints.*

#### **Programme**

Generally all schemes proposed have to be delivered during the school summer holidays. Dependant on the nature of the works and length of programme there may be a need to start some works prior to the summer holidays or complete into the new academic year. In previous years when this has happened Major Projects have collaborated with schools to ensure that this is carried out safely. Works are programmed accordingly to minimise disruption on site and there is always robust demarcation between the construction works and the school staff and pupils.

Schools have always worked with Major Projects positively to offer flexibility in such instances in order for the outcome to be delivered.

#### **Legal / regulations or requirements**

If a contractor from the SCAPE framework is selected to deliver any of the schemes and/or technical services we will require resource support from internal colleagues in Legal Services and Procurement respectively to support us to enter into contract with the framework contractor. Colleagues within these service areas will be engaged as early as possible for them to be able to allocate resource to support Major Projects.

### **Planning and Building Control Statutory Authorities**

We will require continued support of these authorities to advise us on aspects of the design and to confirm that we are meeting our statutory obligations for relevant schemes.

### **Operational**

If any of the current schemes or future schemes have to start or complete on site during term time the project team will ensure that a robust management plan is agreed between the school and contractor to ensure that the site will function as normal and safely. Any successful contractor(s) will be responsible for providing a construction management plan which will include risk and method statements for the safe delivery of the projects on site. The CDM role will include assessing any impact that may affect the day to day running of the school and will be discussed well in advance with individual schools and will be subject to their agreement.

Delivery times will be agreed and formalised in the construction management plan. The working day will generally start at 8am and finish at 5pm to mitigate any impact on local residents by, for example, deliveries to site.

During the summer holiday period access is provided to site by individual school site managers. There will always be a period when this is not possible due to annual leave commitments. In these cases alternative arrangements will need to be made. This does not usually pose a problem.

### **Financial**

The 2022/23 Capital Maintenance Grant was received in April 2022 for a value of £2,679,416. At this time we are seeking approval to deliver seven schemes as identified in section 4.2 to the May 2023 Executive Board report and are seeking approval to delegate a Contingency amount to the Corporate Director for People (Children and Adults) who will approve and authorise how this is spent.

At the time of writing this report the long term impact of Brexit and Covid is still impacting on the construction industry supply chain. Material prices continue to be volatile and lead in times for delivery of materials are unpredictable and have in some cases increased dramatically. This market position has been taken into account and will continue to be taken into account where appropriate going forward with future programmes of works. We will ensure budget costings are robust and take account of the circumstances at the time. Appropriate contingency allowances will be allowed for each scheme to take into account the current market position and mitigate for any further potential increase in the coming months. At the feasibility stage the importance

of a cost break down and the inclusion of a risk register with costs is essential. This enables Major Projects to manage any changes due to increased costs and changes in material lead times.

The rapid increase of costs in the construction industry has dealt a level of uncertainty for future costs. In order to plan works for immediate and future programmes of work we have used the relevant industry construction inflation position plus an additional percentage allowance for any potential market fluctuations or increases.

Please note that there are no revenue implications to Nottingham City Council for the delivery of capital works within this programme. Any ongoing costs which arise after the completion of capital works will need to be managed and funded from individual school budgets.

#### 4.4 Dependencies

*Provide details of any dependencies that are outside the control of the project that would or could impact on successful delivery.  
This might be understood through a PESTLE or risk analysis, as well as identifying any projects or activity that has interdependencies with this project.*

*This might include:*

- Consultation outcomes
- Land ownership/ legal issues
- Formal processes – planning, for example

#### **Approval from NCC Capital Board**

The report going to Executive Board in May 2023 was approved by Capital Board on the 17/02/23.

#### **NCC Legal and Procurement services**

There is a requirement from both the Legal team and the Procurement Team to raise the appropriate contracts.

#### **Planning and Building Control**

Programme of works will be dependent on any relevant planning permissions and building control approvals being applied for and granted by Nottingham City Council. Experience from previous years has illustrated that early discussions with both the NCC Planning and Building Control colleagues are prudent.

#### **Robust cost management**

Robust cost management will be dependent on, the project team being confident to challenge contractors and to be fully aware of market /industry circumstances.

### **Support from schools and governing bodies**

Delivering the proposed programme of works will be in conjunction with individual schools and governing bodies. Major Projects will continue to build on the existing positive relationships with the Nottingham Schools' Trust and the schools themselves to ensure the works are delivered collaboratively to the outcomes required.

#### **4.5 Key Risks**

*Provide details of key risks to the Council and the project. How are risks managed? This section should act as a summary of the risk register. The top 5 risks may be outlined below. The table can be used to provide information if helpful.*

The key risks are as follows:

Risk Number	Risk Description	Likelihood Rating	Impact Rating	RAG Rating	Risk Response
1	Market costs remain at a high level for goods and materials	Likely	Major	Red	Ensure robust costing of all schemes takes this into account and allowances / contingencies are allowed for to reflect the increase in market costs that are currently prevalent and any potential further rises.
2	Funding is insufficient to carry out all the priority schemes identified	Likely	Moderate	Amber	This is always a risk and it is acknowledged that not all schemes will be able to be taken forward. Major Projects will continue to carry out a robust prioritisation exercise to enable the most urgent schemes to be taken forward that will ensure schools are safe and warm and dry. Any schemes not taken forward are always reassessed for future programmes of work. Major Projects will contact the schools where schemes have not been taken forward to explain why and offer support as to how any issues can be managed in the interim.
3	Managing any unknown urgent health and safety issues that may arise later in the financial year.	Possible	Moderate	Amber	Major Projects will continue to retain a contingency amount that will allow for any urgent issues that arise to be reviewed and addressed accordingly. Such issues will form part of the decision making delegation to the Corporate Director for People (Children and Adults).
4	Works cannot be completed during the limited summer holiday period	Possible	Moderate	Amber	There is always the risk that on some of the projects the scope of works may not be able to be fully delivered within the school summer holiday period. Previous experience has suggested that schools are very flexible in working with Major Projects to carry out some works prior to or post the summer holiday period. Robust plans and practices are mutually agreed to ensure the safety of all concerns and any impact on school's operation is minimal.

5	Longer term impact of Covid 19 infection on labour resource and supply	Possible	Moderate	Amber	Major Projects will continue to have a standard agenda item at project meetings to gain assurance from contractors of labour resource and request mitigations in the event of a threat to project delivery due to operative absences through illness or operatives that choose to isolate.
---	--	----------	----------	-------	--



#### 4.6 Assumptions

*Set out any assumptions that have been made. For example, it is assumed that the client will be responsible for managing the relationship with their Portfolio Holder, or it is assumed that the timescales of one development facilitate this project.*

It is assumed that the support will be available from internal colleagues (for example Legal and Procurement teams respectively) to work with Major Projects towards the delivery of approved programmes of work.

It is assumed that Major Projects will continue to build on the good relationship it has with the Nottingham Schools Trust and Nottingham City schools and governing bodies to successfully deliver works.

#### 4.7 Success criteria

*Outline the success criteria for the project. How will you know it has been a success? These should be end points, not a measure of progress and act as Key Performance Indicators for the project. These may contribute to the benefits, but it is expected that benefits will take a longer period to be realised and the success criteria should reflect the preferred position when the project completes.*

We will know programmes of work have been a success because we will have delivered works that meet our two specific criteria to keep schools safe and warm and dry.

Schools will tell us that they now feel safe and secure in their premises when they complete the Major Projects' end user client feedback form.

Schools will be able to access areas safely for maintenance needs.

Major Projects will receive reduced communications from schools reporting heating issues or leaks to roofs. They will no longer contact us to say they are concerned about their ability to fund constant repairs to heating systems or roofs that are failing.

Any loss of learning days through school closure (anecdotally mainly due to heating breakdown) will be mitigated.

#### 4.8 Impact on Business as Usual

*Clarify what disruption this project may have on existing operations, including the impact on stakeholders. This might be restricting access to an area for a period of time or might affect the flow of traffic whilst some works are completed.*

In general terms works are normally carried out during the school summer holidays

which mitigates the disruption to school operation. However some schemes may have to start or finish outside of the parameters of the school holiday period. If this is the case then Major Projects have always worked with schools positively and schools have been flexible with such requests. Health and Safety plans, risk and method statements are developed in conjunction with the school, contractor and the CDM Manager and agreed prior to commencement. There is always a clear demarcation between the works the contractor is carrying out and the operational school.

There are times during the summer holiday period when the school site manager is not available due to annual leave commitments. Schools have always worked with us to make alternative arrangements and organise any communication with, for example, alarm monitoring stations to ensure all the necessary bodies are aware that the site is being managed by the contractor with an appointed contractor site manager present.

#### **4.9 Benefits realisation plan**

*Provide details of the benefits that are expected to be realised in terms of efficiencies, improvements, compliance, etc. - both financial and non-financial. Are the benefits identified SMART- Specific, Measurable, Achievable, Realistic, Timely)?  
The table below may help set out the benefits.*

Benefit	Measure	How it will be assessed	Strategic fit	Timescale
Reducing the condition liability of Nottingham City schools.	The value of the works will be omitted from the overall condition liability value of schools.	The reduction in the liability will feed into overall condition liability costs directly reported to the DFE.	Review of days lost through closure.	Reduction in condition liability value will be seen immediately.
Support where possible the Council's ambition to become a carbon neutral city by 2028	Measurement of energy consumption from relevant interventions to show heating systems are more efficient and utility bills are reduced for schools.	Review of cost of energy bills over a period of time by schools.	Council Plan commitment to reduce carbon emissions 2028.	Works will be generally be completed during school summer holidays. Relevant schools will monitor their energy bills for the following months
Reducing spending on general repairs and maintenance by schools.	Reduction in maintenance bills eg. For addressing boiler failure issues, repairs to roofs, repairs to water pipes and fire alarms.	Review of school expenditure	To promote healthy living and children to learn and thrive in a safe, warm and dry environment.	Review over a specified period of time eg. a financial year. Major Projects to link directly with school business managers.
Schools do not have to close because of, for example, heating failure.	Keeping schools warm and dry and therefore not subject to closure due to heating failure or mechanical issues.	Review of days lost through closure.	Minimising days lost so pupils can learn and thrive at school.	Collected by NCC colleagues to the established timeline.
Keeping schools safe.	Children and staff will feel safe and secure in their school environment.	Schools will tell us this in their client feedback reviews.  Schools will not fail their OFSTED inspection due to safeguarding concerns.	Council Plan commitment for a safer Nottingham.	Immediate and ongoing linking to Ofsted inspection outcomes.

#### 4.10 Environmental impact assessment

*Outline the impact of this project on the environment. This might include a summary of any surveys undertaken, any sustainable measures include and reference to the Carbon Neutral 2028 ambition in more detail. There may be no impact on the environment, in which case this should be noted as not applicable.*

As articulated in section 3.2 above and in the draft strategy document which was accepted at Executive Board December 2021 we will include where possible interventions that contribute to making Nottingham carbon neutral by 2028.

We will continue to review how we can improve insulation when we are carrying out roofing projects and we will work with colleagues in NCC Energy Services to establish whether there would be value in installing photovoltaic panels.

We will consider where possible the installation of smart meter controls to any new boiler systems which will make the end user more aware of the energy they are using. We will help schools become more aware and manage this in a better way.

We will ensure when we carry out works to windows that we will not only repair the windows and make them safe we will improve the ventilation where at all possible.

#### 4.11 Data Protection Impact Assessment

*Identify if there is any impact on how data is collected, stored or used and how this will be managed. If required, summarise the Data Protection Impact Assessment and include the document as an appendix.*

From project conception through to handover and closure, data pertaining to programmes of work will be managed and stored by the project manager. It is not anticipated that generally there will be any personal information held. Contact numbers will be work business mobiles and will be stored on a project directory. The project directory has to be available to all members of the team.

The only circumstance where personal data could be held is if a Headteacher issues their personal phone number for contact during the school holidays to the project manager. This will not be stored on the project directory. The project manager will be the only person who holds this contact number and will not issue to any other members of the project team or third parties.

All schools now have electronic visitor systems which means that there is reduced visible exposure of a person's details as was in previous times when signing in books were common. It is the responsibility of individual schools to manage the electronic storage of this data in line with Data Protection legislation.

Whilst the works are on site the contractor will have their own signing in process for operatives and visitors. It is the duty of the main contractor to manage this information in line with Data Protection legislation.

#### 4.12 Equality Impact Assessment

*Outline the impact of this project on equality referencing the Equality, Diversity and Inclusion strategy 2020-2023, where appropriate:*

*<http://intranet.nottinghamcity.gov.uk/human-resources/equality-diversity-and-inclusion/equality-diversity-and-inclusion-at-ncc/>*

##### *Our Equality Objectives*

- 1. Make sure that our workforce will reflect the citizens we serve*
- 2. Create economic growth for the benefit of all communities*
- 3. Provide inclusive and accessible services for our citizens*
- 4. Lead the city in tackling discrimination and promoting equality*

*Confirm if an Equality Impact Assessment is required and how / when this will be done. Can be attached as an appendix (usually a requirement of a report).*

Works will impact on young people and we will improve the safety, condition and longevity of school buildings focussing on keeping children safe and warm and dry. The latter mitigating the impact of potential loss of learning days. We will help children to be taught in an environment that will enable them to both learn and thrive.

An equality impact assessment will be submitted as an appendix to the Executive Board report March 2023 for approval.

#### 5.0 Options Appraisal (Economic Case)

*This section should be a narrative that summarises any formal options appraisal. A template for options appraisals is included in the folder. This section should demonstrate that chosen option demonstrates value for money, that a range of options have been considered and that this option is the best balance of cost, benefits and risk.*

*If the project has included some element of design, the design team may wish to comment on this section, and a feasibility may be added as an appendix.*

*Provide details of the options that have been considered, including 'do nothing', and state clearly the preferred option. The details of each option should include:*

- Outputs*
- Benefits*
- Outline Costs*
- Timescale*
- Risk*
- Deliverability*
- Innovation and Collaborations*

Major Projects will continue to carry out a thorough prioritisation process before making the recommendations for programme of works, as follows:

- The first step is to reconfirm the definition of the highest priority works – keeping schools safe followed by keeping schools warm and dry to negate the loss of learning time. This information is mostly obtained by reviewing the condition

surveys that were carried out for all schools in in 2019 along with the condition surveys that are currently being carried out by the DFE. In addition to this we work closely with colleagues in NCC Building Services to bring together technical and inspection/service information for items such as boilers, heating systems and fire alarms.

- The second step is to review schemes from previous years that have not been prioritised and to review their current status (ie. any further deterioration) of these items. This information will be sought from the relevant technical parties and cross referenced with condition survey information. Information obtained from the Estate Review Plans carried out by Major Projects will also be reviewed.
- The third step is to consider the schemes that may have only been partially completed in the previous year (or prior to this) due to phasing needs (eg. heating schemes).
- The fourth step is to draw on local information received from schools where they have highlighted any costly condition issues they were managing and the associated risk and threat to loss of learning. This is cross referenced with evidence from relevant technical parties in NCC and condition survey information.
- The fifth step is to meet with the NCC Schools' Health and Safety Manager to discuss proposals and confirm that he is in agreement with the proposed programme of works and also ascertain as to whether there were any further issues he was aware of that needed to be brought to the table for review.

## 6.0 COMMERCIAL ASPECTS (Commercial Case)

*Procurement colleagues may support with completing this section.*

*This section should demonstrate that the proposed option is viable.*

*This section should outline why the procurement and contractual route has been chosen and what other options were considered. This should cover any aspects of the project that are being procured, whether services or products.*

*Provide details of the contract and procurement strategy including:*

- Requirements
- Supplier Options
- Form of Contract (terms, duration, payment mechanism and performance incentives)
- Risk allocation and transfer
- Timetable/ Value for Money
- Quality implications
- Personnel implications (eg TUPE)
- State Aid
- Charging mechanism or funding strategy
- Procurement method
- Procurement risks/benefits
- Contract type

Following on from the prioritisation of works we take the opportunity to review each project individually and decide on the best procurement route at an individual scheme level. This approach is taken as there are multiple factors for each scheme which have to be considered to guide us to the most suitable procurement route. The options for procurement are:

- SCAPE Framework Agreement, employing a contractor as the Principal Contractor who will obtain a minimum of three quotes for all sub-contractor and specialist contractor works. The SCAPE Framework Agreement allows for early contractor involvement and an opportunity for collaborative working, free feasibility cost estimates, design and build option, limited lead-in times for firm price quotation, building on-going working relationships and understanding of NCC standards and requirements. The above are all well suited to the compressed programmes and challenging site environments of school condition works.
- In house Building Services, who will design M&E schemes for renewal of boiler and heating systems also renewal / installation of fire alarm systems, emergency lighting and lighting replacement schemes. They will carry out a combination of works themselves and tendering from a select list of contractors to achieve best value. Building Services carry out routine maintenance and servicing of schools' M&E plant and equipment and so have a good knowledge of requirements.

## 6.1 AFFORDABILITY (Financial case)

*Provide an assessment of affordability and state available funding details. This section should demonstrate that the proposed option has realistic costs, funding is available and there is support in place. Show proposed expenditure profile and whole life costs including:*

- |                           |                         |  |
|---------------------------|-------------------------|--|
| • Year(s) of expenditure  | • Total costs           | • Efficiencies savings   |
| • Revenue                 | • Funding (external)    | • Whole Life Costings – include breakdown for complex projects in the Full business Case |
| • Capital                 | • Funding (Receipts)    |  |
| • VAT (partial exemption) | • Overall affordability |  |

*NB: Best practice is to show information in tabular form with a breakdown of spend over financial years with some supporting commentary. As the project is developed from outline to full business case there would be an expectation to have a more detailed analysis. It might be beneficial to outline any funding/ grant restrictions and the impact these have on the project.*

*This section should also outline what approvals are required to progress the project.*

*This section might be completed with support from colleagues in the Finance team.*

### **Project Budget**

The prioritised schemes at the time of writing this report are listed in the table below. It is anticipated that this work will cost approximately £1.150m. A contingency of £0.179m has been allocated to address any urgent health and safety issues that may arise. The grant

funding received for 2022/23 was £2,679,416 and is subject to acceptance and approval at Executive Board June 2022. Approval is sought for the delegation of the authorisation of the Health and Safety contingency to the Corporate Director for People (Children and Adults). An overview of the project budget at this stage is provided below.

<b>Schools' capital maintenance programme 2023/24– overview of project budget</b>	
<b>Programme indicative budget costs:</b>	
Carrington – Boiler replacement	£150,000
Crabtree Farm - Roofing	£250,000
Crabtree Farm - Access	£180,000
Claremont - Roofing	£150,000
Seeley – Boiler replacement	£140,000
Southwold – Asbestos removal	£140,000
Southwold – Roofing	£140,000
Contingency	£179,416
<b>Overall total :</b>	<b>£1,329,416</b>

The costs at this time are based on feasibility costs and allowances have been made for client risk contingency. If the final costs are returned and over the indicative costs it will be the project manager's responsibility to carry out a value engineering exercise in conjunction with relevant stakeholders.

## 6.2 Funding and approvals

This Business Case is an appendix to the approval being sought which recommends the approval of seven schemes already prioritised and the approval and the authorisation of how the contingency is allocated is delegated to the Corporate Director for People.

The 2022/23 Capital Maintenance Grant from the DfE was £2,679,416, the Executive Board report in June 2022 allocated £1,350,000 to schemes and a report going in March 2023 will allocate the remaining £1,329,416 to schemes some new and some further phases of previous schemes.

## 7.0 ACHIEVABILITY (Management case)

*This section should demonstrate how achievable the option is, taking into account the experience of the team/ organisation responsible for delivery and the systems/ processes in place.*

*Provide details of the capability and capacity to deliver the project including:*



- *High level plan for achieving desired outcome*
  - *Resource plan*
  - *Milestone plan*
- *Governance and reporting structure (including how the PMO will support)*
- *Outline Contingency Plan (how will you manage risk?)*
- *Post project evaluation method (lessons learned)*
- *Summary of control mechanisms (RIDCAL, risks, issues, change, decisions, etc.)*
- *Contract Management strategy*
- *Project team experience*

The programme will be delivered by Major Projects. The Major Projects team have considerable experience in delivering school projects and specifically capital projects and have built up over the years a strong working relationships with Nottingham City schools. The delivery team all hold the Association of Project Managers certificates.

A project management plan (internal document) is developed throughout the programme process and because of the nature of a PMP it is ongoing and kept live throughout the various stages of the project programme. The plan defines the project and explains the journey the project will take and how it will be managed. Reference is made to the supporting tools and documents necessary to ensure the project is managed effectively and efficiently and how quality will be assured. Such documents are in house project management tools such as the risk and issue log, lessons learned log, change control log communication and stakeholder plan. The project management plan is a live document that sits alongside this business case and has clear interdependencies.

### **7.1 Delivery team**

- *Confirm who will be included in the delivery team, whether they are an internal or external resource and why this decision has been made. Where appropriate, identify the experience of the delivery team (if a specialist is required, for example). Outline the role of the delivery team in relation to the project.*

The programme will be managed by a Project Manager reporting to a Programme Manager within Major Projects. It is expected that Major Projects will also deliver instruction, some technical support and contract administrator duties for the schemes.

Major Projects will require support from colleagues in NCC Procurement, Legal Services and Building Services.

Major Projects will ensure that Principal Designer and Principal Contractor roles will be appointed to ensure that NCC fulfils its Construction and Design Management (CDM) requirements.

Schemes within programmes are usually delivered by a blend of internal resources and external contractors. Each individual scheme is assessed to ascertain the most appropriate procurement route to take.

## 7.2 Programme and Key Milestones

- *Outline the programme for the project as a narrative and then provide a summary of key milestones in a table. This might include approvals, contract dates and a completion date.*

Milestone	Date
Complete prioritisation exercise to establish list of final schemes for 2022/23 grant	Dec 2022
Governance process	Jan / Feb 2023
Executive Board approval	May 2023
Detailed costings of initial schemes and design stage	March / April 2023
Start on site ( to be confirmed)	July/August 2023
Completion on site ( to be confirmed for each individual scheme)	August/September 2023

## 7.3 Governance and reporting arrangements

*Set how the project will be governed and reported to the organisation including:*

- Formal governance arrangements (Boards/ Steering Groups)
- Key stakeholders and how they will be managed
- Role of the PMO and Project Assurance (gate 0 review/ PAG/ MMR)
- Decision making
- Reporting processes
- Communication strategy/ plan

The programme of works will be managed by the Project Manager in conjunction with the Programme Manager. The Programme Manager will update the Major Projects Head of Service at the diarised one to one meetings or where and when necessary.

Any urgent matters outside of this reporting structure are raised on an ad hoc basis as and when necessary. Any issues or risks that are likely to affect the scope or progress of the project will be reported to the project sponsor through meetings or emails, depending on the situation.

An update will be given to the NCC schools' operational group when they sit or upon request. This will consist of an update on progress, spend and highlight any risks and mitigations appropriate.

Formal reporting is completed by way of a monthly monitoring report to the Major Projects' Project Management Office.

## 7.4 Project Approach

*Set how the project will be delivered including:*

- *The project delivery team and their experience*
- *The project methodology used (APM/ Agile)*
- *Key documents and how they will be controlled/ signed off (configuration management) (may be reference to PMP here)*
- Change management
- Risk, issues and opportunity management
- Programme with key milestones, any phasing information
- Quality management
- Lessons learnt
- Project handover

### **Managing scope and quality**

The project scope will be managed through the individual schemes specific scopes, which are compiled by joint working between Major Projects and the relevant contractors and specialists procured.

The project scopes will include any requirements specified of the ESFA standards and guidelines, City Council standards and all relevant requirements and guidelines. The quality of design will be managed accordingly by technical specialists and where appropriate the selected contractor respectively, throughout the process. Major Projects will act as the Client Project Manager on behalf of the schools, responsible for controlling the scope and delivery of the project within the timescales and budget available. All decisions will be made by Major Projects in conjunction with the school representatives concerning access and management.

### **Consultation and engagement**

Major Projects will continue to work closely with all school and governing bodies in delivering the projects in the programmes. Major Projects will continue to build on the positive relationships it has developed with schools. A series of meetings will be held to discuss and agree the programme of works, site operations, health and safety management and the timing of progress meetings through the duration of the works. Minutes of meetings will be recorded and issued in order to formalise discussions and any decisions made going forward. Major Projects will work with individual schools throughout the process concluding in handover of the schemes.

### **Project management**

The project will be managed in line with Association of Project Management (APM) principles using standard documentation developed by the Major Projects team. The Project Manager will be responsible for ensuring that key project documentation is developed and kept up to date to ensure the project is managed effectively, and lead the project team to ensure the project progresses in line with key milestones and the parameters set. Documentation to support the management of the process will be project documentation such as the programme, risk registers, lesson learned template (current and previous lessons learned) and change control management. The Project Manager will be supported by a Programme Manager, who will have oversight of the project and be able to support where issues and risks are identified. The project approach will be formalised in an ongoing Project Management Plan and the programme will be subject to a number of reporting and review requirements that

provide governance assurance that the project is well managed and offers value for money.

## 8.0 List of Appendices to Executive Board Report

Appendix ref	Title
Appendix A:	Business Case
Appendix B:	Grant Allocations 2022/23
Appendix C:	Equality Impact Assessment ( EIA)
Appendix D:	Carbon Impact Assessment (CIA)

**9.0 SENIOR RESPONSIBLE OFFICER/[SPONSOR] SIGN OFF**

**I confirm the information provided in this Business Case is the best information available to me, as SRO/Sponsor, at the time of the application.**

Signature:	
Name:	
Position:	

This page is intentionally left blank

## Equality Impact Assessment Form

[screentip-sectionA](#)

### 1. Document Control

**Control Details:**

Title:	Remainder of the School Capital Maintenance Grant Allocation 2022/23
<b>If this is a budget EIA please ensure the title is the same as the title used within the budget booklet</b>	
Author:	Robert Caswell
Director:	Catherine Underwood / Nick Lee
Department:	Children and Adults
Service Area:	Major Projects
Contact details:	<a href="mailto:Robert.Caswell@nottinghamcity.gov.uk">Robert.Caswell@nottinghamcity.gov.uk</a>
Strategic Budget EIA: Y/N (Does this EIA have an impact on the budget)	N
<b>If yes, please include the reference number</b>	
Exempt from publication: Y/N (All EIA's are published on Nottingham Insight for public viewing unless specified. Exemption criteria is available on the EIA section on the Intranet)	N

Page 95

### 2. Document Amendment Record:

Version	Author	Date	Approved
1	Robert Caswell – Programme Manager	3/02/23	

**3. Contributors/Reviewers** (Anyone who has contributed to this document will need to be named):

Name	Position	Date
Rosey Donovan	Equality and Employability Consultant	03/02/2023

**4. Glossary of Terms**

Term	Description
DFE	Department for Education
NCC	Nottingham City Council
SCAPE	Systems, Components, Architectural Products and Environments, which is a Procurement Framework to appoint designers and contractors.
EIA	Equality Impact Assessment

Page 96

[screntip-sectionB](#)

**5. Summary**

(Please provide a brief description of proposal / policy / service being assessed)

This report focuses on allocating the remaining annual grant funding received from the DFE to deliver the condition and maintenance works programme for 2023/24 at Nottingham City Schools. The funding is to address health and safety and condition issues of maintained schools. Works to improve roofs, address heating systems, remove asbestos and safeguarding issues will be undertaken if the report is approved.

[screntip-sectionC](#)



## 6. Information used to analyse the effects on equality:

(Please include information about how you have consulted/ have data from the impacted groups)

There is no significant benefit or adverse impact on any groups as a result of the works. The works will improve the condition and longevity of existing school buildings. The remit of these works is maintenance rather than improving accessibility for particular groups.

If the report is approved then contractors will be procured using either the Scape Regional Framework, which is a direct award process although it is a competitive tender to get on the framework or by awarding to NCC Building Services. All of these are compliant routes for procuring works. The Scape Regional Framework bands works into categories, depending on the value of the works. It is likely that there may be a number of contractors appointed to carry out works. Contractors have key performance indicators in place to ensure they monitor local spend and involve small to medium enterprises where possible. The information is monitored by SCAPE and reviewed by the City Council Procurement team.

Page 97

## 7. Impacts and Actions:

<a href="#">screentip-sectionD</a>	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"/>
Disabled people or carers.	<input 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 checked="" 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"/>
<b><i>Please underline the group(s) /issue more adversely affected or which benefits.</i></b>		

<p>Page 98</p> <p><b>How different groups could be affected</b> (Summary of impacts)</p> <p style="text-align: right;"><a href="#"><u>screeentip-sectionE</u></a></p>	<p style="text-align: right;"><a href="#"><u>screeentip-sectionF</u></a></p> <p><b>Details of actions to mitigate, remove or justify negative impact or increase positive impact</b> (or why action isn't possible)</p>
<p>Provide details for impacts / benefits on people in different protected groups.</p> <p>Note: the level of detail should be proportionate to the potential impact of the proposal / policy / service. Continue on separate sheet if needed (click and type to delete this note)</p> <p>The works will improve the condition of school buildings. It is proposed that the scheme will be delivered by a blend of</p>	<p>The schemes within the programme will be assessed for any impact on equality from inception through to completion and benefit realisation. This will be measured by liaising with the relevant contractors and schools to ensure there have been no adverse impacts on any particular group. This EIA will remain a live document and Major Projects will keep the EIA updated of any impacts and inform colleagues in the Equalities and Employability service area.</p>

<p>contractors who are internal colleagues from Building Services, or procured via the Scape Regional Framework (lower band) for the Midlands or who are appointed following competitive tender .</p> <p>The programme of work will ensure children in the City continue to both learn and thrive in their school buildings, without disruption to learning as a result of building issues. We are supporting schools to address issues both building condition issues and health and safety issues that they could not otherwise afford to resolve and rectify themselves. .</p> <p>The prioritisation of projects is based on keeping the buildings and grounds safe and to identify where there is a risk that the school will close or at least require solutions unless the works are completed for example due to heating failure. In the event of this occurring this document would be updated.</p>	<p>The majority of the works will always be programmed to be completed during the main school summer holiday period. Structured phasing of the work will ensure any disturbance to either pupils and staff will be kept to a minimum and not impact on the school operationally or learning.</p>
---	--

Page 99

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


Once the works are completed we will ask schools to complete an end user feedback form on how we have performed and how the works were managed on site. As part of the benefit realisation stage of the project we will carry out post-occupancy reviews. These will be undertaken to ensure that the projects have met the needs of the individual schools.

--

**9. 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

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

<p><b>Approving Manager:</b> The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel &amp; email to allow citizen/stakeholder feedback on proposals.</p>	<p><b>Date sent for advice: 3/2/2023</b> Send document or Link to: <a href="mailto:equalities@nottinghamcity.gov.uk">equalities@nottinghamcity.gov.uk</a></p>
<p><b>Approving Manager Signature:</b>  <b>Beckett</b></p>	<p><b>Date of final approval:</b> <b>12/4/23</b></p>

**Before you send your EIA to the Equality and Employability Team for advice, have you:**

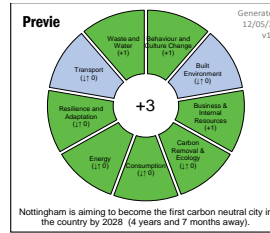
1. Read the guidance and good practice EIA's  
<http://intranet.nottinghamcity.gov.uk/media/1924/simple-guide-to-eia.doc>
2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.
4. Written in clear user-friendly language, free from all jargon (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.



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

This page is intentionally left blank

# Carbon Impact Assessment Dashboard Tool (v1.1)



Copy to

Save to

Copy alt-text

Report Name	Remainder of the School Capital Maintenance Grant allocation 2022/23.
Report date	03/02/23
Report author	Robert Caswell
Project Notes	Proposals to be presented at Executive Board in March 2023 .
Export filename	Remainder of the School Capital Maintenance Grant allocation 2022/23. CIAD 03.02.2023 .png

Page 103

Category	Impact	Notes / justification for score / existing work (see guidance sheet or attached notes for more information)	Score (-5 to +5)	CNPT score	CNPT comments
Behaviour and Culture Change	Communication & engagement	This is an opportunity to engage further with schools to increase awareness.	+1	-	Is there any planned engagement with schools about the potential carbon/energy savings through works? If not, suggest a score of zero here.
Behaviour and Culture Change	Wider influence	No measurable effect	-	-	
Behaviour and Culture Change	Working with communities	This could be an opportunity to engage with partners who work with schools from both the community and other organisations .	-	-	Is there any planned engagement with stakeholders about the potential carbon/energy savings through works? If not, suggest a score of zero here.
Behaviour and Culture Change	Working with partners	We will use this an opportunity to work with partners eg. Out of school clubs that operate	-	-	Is there any planned engagement with stakeholders about the potential carbon/energy savings through works? If not, suggest a score of zero here.
Built Environment	Building construction	We will ensure that where possible we will incorporate interventions that improve buildings fabric in a more environmentally friendly way and measure to BREEAM rating standards. For example we will increase insulation to roofs where possible	-	-	
Built Environment	Building use	Where appropriate we will include better lighting interventions and encourage lower carbon travel to site .	-	-	
Built Environment	Switching away from fossil fuels	For the 2023/24 programme of works we are expecting limited impact. Thre current fuel for the boilers is gas, new boilers will be more energy efficient and will be designed to operate with a combination of natural gas and hydrogen giving some future proofing if the option of a mixed fuel becomes realistic. Given to be effective heat pumps need an overall improvement of the building fabric which is beyond the financial resources of this programme.	-	-	Is the limited impact positive, negative or is it negligible change? If negligible score of 0. For the proposed boiler replacements at Carrington and Seeley Primary schools, are low carbon alternatives such as heat pumps being considered for this? What are the existing fuel sources for the boilers and is there information to provide that new systems will be more efficient in terms of fuel consumption and emissions?
Business & internal resources	Developing green businesses	We will link with main contractors to see if we can devleop better links with greener businesses if possible	-	-	
Business & internal resources	Marketable skills & training	We will request and review all companies environmental policies and assesss accordingly.	-	-	suggest this score for below point instead.
Business & internal resources	Sustainability in business	Unaware at this time, as we have not entered the procurement stage	+1	+1	
Business & internal resources	Material / infrastructure requirement	We will only use necessary resources encourage recycling where possible	-	-	This is scored elsewhere, so no score for this section.
Carbon Removal & Ecology	Carbon storage	To be confirmed and developed during the scoping process	-	-	
Carbon Removal & Ecology	Biodiversity & Ecology	We will not hinder the natural world. We will seek to improve it where we can . The majority of school buildngs are system builds with light weight steel frames which do not support the weight associated with green roofs.	-	-	Are any green roofing projects being considered as part of re-roofing at Crabtree Farm, Southwold, Claremont? You may need to consider Biodiversity Net Gain requirements in your developments.
Carbon Removal & Ecology	Bee friendly city	We will contribute to this in any schemes that involve planting eg, security hedges	-	-	You may need to consider Biodiversity Net Gain reuirements in your developments.

Carbon Removal & Ecology	Carbon offsets	Unknown	-	-	
Consumption	Food & Drink	Not applicable	-	-	
Consumption	Products	We will always check our suppliers environmental policy and ensure if we tender any works this will be part of the selection criteria	-	-	This is scored elsewhere, so no score for this section.
Consumption	Services	We will review this with the appointed contractor and sub contractors	-	-	
Consumption	Local and low-carbon production	Our long term draft strategy is to reduce carbon production by including interventions that will mitigate production of carbon for example by considering how we can install lower carbon heating interventions and carry out related works to the fabric of buildings to ensure better insulation and retention of heat.	-	-	Heating and fabric changes scored elsewhere, so zero for this section
Energy	Local renewable generation capacity	We will include in scope renewable energy options where possible - eg. By the installation of solar panels.	-	-	If no confirmed plans to install solar panels, score to be 0
Energy	Reducing energy demand	Any electrical systems will be more energy efficient eg. LED lighting	-	-	If changing large amounts of electrical systems, savings could be fairly significant. Are there confirmed plans to change these electrical systems as part of re-roofing or will new heating systems be more efficient?
Energy	Improved energy storage	unknown at this time	-	-	
Resilience and Adaptation	Green / blue infrastructure	We will not negatively impact natural habitats and where possible we will create more water efficient systems	-	-	If no confirmed plans, score to be 0. Are sustainable drainage systems being considered as part of re-roofing projects? Will re-roofing positively or negatively affect flow rate of water drained to systems that may affect flood risk? <a href="https://www.local.gov.uk/topics/severe-weather/flooding/sustainable-drainage-systems">https://www.local.gov.uk/topics/severe-weather/flooding/sustainable-drainage-systems</a>
Resilience and Adaptation	Natural flood management	When applicable to a scheme we will ensure we manage and improve flood risk	-	-	If no confirmed plans for SuDS or attenuation ponds, etc. on site, score to be 0.
Resilience and Adaptation	Drought vulnerability	N/A	-	-	
Resilience and Adaptation	Flooding vulnerability	N/A	-	-	
Resilience and Adaptation	Heatwave vulnerability	N/A	-	-	
Transport	Staff travel requirement	N/A	-	-	
Transport	Decarbonising vehicles	N/A	-	-	
Transport	Improving infrastructure	In future programmes and where applicable we will encourage and try to improve the number of lower carbon methods of travel	-	-	If there are no confirmed plans for this development that contribute to transport infrastructure, score to be 0.
Transport	Supporting people to use active travel	Not applicable to this programme of works .	-	-	
Transport	Reduced need to travel	Contractors will need to travel to site to deliver the works and at this time we do not have information on the type of energy used to power their fleet of vehicles.	-	-	This section relates to reduced need to travel for users to site, construction traffic should be considered in building construction section.
Waste and Water	Single-use plastic	We will use sustainable materials and not use plastic	-	-	Are there any plans to limit and reduce single use plastic from construction materials as far as possible? If no set plans, score to be 0.
Waste and Water	End of life disposal / recycling	We will work with subcontractors to ensure that we recycle as much waste material as possible.	+1		
Waste and Water	Waste volume	Unknown	-		
Waste and Water	Water use	Unknown	-		



Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank