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**Nottingham
City Council**

Nottingham City Council Corporate Scrutiny Committee

Date: Wednesday, 22 November 2023

Time: 10.00 am

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

Councillors are requested to attend the above meeting to transact the following business

Director for Legal and Governance

Governance Officer: Damon Stanton

Direct Dial: 0115 87 64345

- 1 Appointment of Vice-Chair**
- 2 Apologies for Absence**
- 3 Declarations of Interest**
- 4 Minutes** 3 - 8
To confirm the Minutes of the meeting held on 18 October 2023
- 5 Scrutiny Chairs Catch-up**
Verbal updates from the Chairs of the Council's Overview and Scrutiny Committees outlining current and future work taking place within their remit
- 6 Performance Management Framework** 9 - 16
Report of the Acting Assistant Chief Executive, and Director of Policy, Performance and Communications
- 7 Equality, Diversity and Inclusion Strategy 2024-2028** 17 - 34
Report of the Statutory Scrutiny Officer
- 8 Work Programme** 35 - 42
Report of the Statutory Scrutiny Officer

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

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Nottingham City Council

Corporate Scrutiny Committee

Minutes of the meeting held at Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 18 October 2023 from 10.00 am - 12.20 pm

Membership

Present

Councillor Leslie Ayoola (Chair)
Councillor Sam Harris
Councillor Patience Uloma Ifediora
Councillor Imran Jalil
Councillor Devontay Okure
Councillor Andrew Rule
Councillor Naim Salim

Absent

Councillor Georgia Power

Councillor Neghat Khan (substitute for Councillor Georgia Power)

Colleagues, partners and others in attendance:

Ailsa Barr	- Director of Children's Integrated Services
Councillor Cheryl Barnard	- Portfolio Holder for Children, Young People and Education
Shabana Kausar	- Director of Finance and Deputy S151 Officer
James Rhodes	- Acting Assistant Chief Executive, and Director of Policy, Performance and Communications
Damon Stanton	- Scrutiny & Audit Support Officer
Sara Storey	- Director for Adult Health and Social Care
Laura Wilson	- Senior Governance Officer
Councillor Linda Woodings	- Portfolio Holder for Adult Social Care and Health

10 Appointment of Vice-Chair

The Committee agreed to defer the item to the next meeting.

11 Apologies for Absence

Councillor Georgia Power (personal reasons).

12 Declarations of Interest

None.

13 Minutes

The Minutes of the meeting held on 13 September 2023 were confirmed as an accurate record and signed by the Chair.

14 Scrutiny Chairs Catch-Up

The Scrutiny Chairs were asked to give brief verbal updates on work that is currently taking place within their committees.

Councillor Naim Salim outlined what was being done within the Children and Young People Scrutiny Committee with the most recent meeting receiving an update on the Children's Services Improvement journey following the services' inadequate rating and a recent OFSTED monitoring visit. It also considered special educational needs and disability (SEND) provisions for children following areas of improvement which were identified following the OFSTED and Care Quality Commission local area inspection of SEND provision in 2021.

Councillor Sam Harris provided an update on work carried out by the Housing and City Development Scrutiny Committee which included reviewing the Council's approach to responding to the current levels of homelessness and rough sleeping in the City, as well as assessing its preparations for a potential rise in demand.

Councillor Georgia Power had provided a written update to the Committee due to not being present at the meeting. The Health and Adult Social Care Scrutiny Committee looked at Tomorrow's NUH Programme with the Committee giving its support to the Integrated Care Board to consult with residents. It made a number of recommendations which included considering language barriers that could prevent diverse communities from taking part in the consultation process. The Committee also assessed winter planning (including lessons learnt from winter 2023 and plans for 2024), and the Adult Social Care Transformation Programme which included the Mental Health Reablement Service and the Social Care Online Portal.

Councillor Imran Jalil updated the Committee on issues considered within the Communities and Environment Scrutiny Committee which included the Municipal Resources and Waste Strategy 2023-2050 Implementation and for the next meeting best value reviews on community resilience and environmental services.

15 Transformation Update

The Chair advised that this item would be considered in two parts. Part A would outline the overall position of the Council's Transformation Programme at position 2 of the financial year. Part B would be deeper dives from the Adult and Children's department on their Transformation Programmes.

The Director of Policy, Performance and Communications presented a report which outlined the current position of the Council's Transformation Programme. The following information was highlighted:

- a) The information provided is the Transformation Programme at P2 of the financial year.
- b) The Transformation Programme is in its second year of delivery.

- c) Medium Term Financial Plan (MTFP) gross savings of £15.671 million are set to be delivered in 2023/24 in addition to the savings target of £1.765 million in 2022/23.
- d) The gross 2023/24 transformation savings are made up of both service led (£3.134 million) and transformation led savings (£12.537 million).
- e) As at period 2, across the total target of £15.671 million, 5.4% had been delivered, 15.6% are on track to be delivered, 28.9% are at amber risk of non-delivery, and 50.10% are at red risk of non-delivery.
- f) The Committee heard about the governance procedures in place to assist with the delivery of the Transformation Programme including monthly transformation oversight boards.
- g) Also in place to support the successful delivery of the programme, Directors as Senior Responsible Officers (SRO's) and programme leads are working closely with colleagues to review options and ensure that savings are delivered in 2023/24. It was stated that some of the savings at risk could be mitigated through targeted interventions, departmental actions and acceleration or changes to existing projects.
- h) Transformation led savings are made up of five key programmes: Adults, Childrens, Homelessness, Customer Support, and Corporate Landlord.
- i) The Committee noted that the majority of those savings deemed at red risk of non-delivery were within Children and Adults services.

The Committee then received a presentation from the Director of Adult Health and Social Care, and Portfolio Holder for Adult Social Care and Health outlining the Department's specific Transformation Programme. The following points were made:

- j) 'Better lives, better outcomes' is the overarching strategy that focused on prevention, community connections, independent lives, choice and control.
- k) The Adult Social Care ambition includes promoting independence, preventing and delaying the need for longer term care; developing the service offer to provide better outcomes; and strengthening and developing the workforce.
- l) £67 million in savings need to be delivered.
- m) There are a number of projects including development of options for independent living, community interventions, technology enabled care, and mental health reablement. The programme outputs and expected programme outcomes of these projects were discussed.
- n) The Committee noted that a new grant, the market sustainability and improvement fund have been made available which could be used to address waiting lists and fund other projects.
- o) Corrective action is underway to address the shortfall.

In response to questions from the Committee and during subsequent discussion the following points were made:

- p) The Committee asked for further information on the shared lives project including the financials.
- q) The Committee discussed increased demand and challenges around recruitment and retention and the impact this could have on the successful delivery of the Transformation Programme.
- r) The officers had confidence in the forecast, however it was impossible to forecast events such as economic downturns and interest rate rises, and the

war in Ukraine and energy price rises that have all had an impact. Model scenarios were made when designing projects and these were based on credible assumptions and the input of senior officers and directors.

- s) The importance of the Transformation Programme and its help in balancing the budget was outlined. It was explained that as demand increased, the projects outlined would help the service meet financial targets as well as supporting residents through early intervention and helping them remain in their own homes when appropriate. It was stated that the Transformation Programme was both good for the Council and good for residents.
- t) The figures were regularly tracked by the Transformation Oversight Board and there was confidence that the department was prioritising and delivering the right projects aligned to the strategic direction of the Council.

The Director of Children's Integrated Services and Portfolio Holder for Children, Young People and Education gave a presentation outlining the Department's specific Transformation Programme. The following points were made:

- u) The national picture is proving challenging with children's services across the country reporting an overspend. Four in five local authorities were overspent on their children's budgets in 2021/22. Nottingham was seeing similar experiences to the national trends.
- v) The overspend on the children's budget is driven by both increased numbers of children who need care, as well as an increase in the cost of the care provision due to high interest rates and inflation.
- w) The Committee heard that there are four key workstreams that the Children's Integrated Services Transformation Programme consisted of. These were child in need and child protection plans; preventing long term care starts; modernising fostering; and achieving permanence out of care.
- x) The Transformation Programme had been running since November 2022.
- y) The year-to-date performance of the Programme demonstrated cumulative savings ahead of target. The savings came from a number of service improvements such as reduced caseloads, reduced number of children on protection plans due to early intervention, and reduced number of foster care resignations. The biggest cost to the service is residential care where the costs were high (upwards of £20,000 per person per week in some cases) and outcomes generally poor. Children going into care in a family members home or foster care rather than residential care was increasing.
- z) On current trajectory, the expectation was that realised savings of £1.98 million will be delivered.
- aa) The Transformation Programme is expected to deliver ongoing benefits for the next 10 years.
- bb) The Committee heard that to mitigate the gap in the MTFP a mitigation action plan was implemented to speed up the delivery of the savings.
- cc) The late start of the Transformation Programme had left a proportion of savings at risk of non-delivery.

The Committee commented on the importance of it having timely access to up-to-date information and data to enable it to carry out its role effectively and expressed disappointment that the latest data had not been provided to the Committee for consideration at this meeting, as requested.

Resolved to:

- 1) Assess options in holding a working group or informal meeting of Committee Members to facilitate consideration of the latest data that had not been provided to the Committee for this meeting; and
- 2) request that presentations to be given at committee meetings are circulated to the Committee in advance of the meeting so that effective pre-scrutiny can be given.

16 Work Programme

The Work Programme was noted.

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**Corporate Scrutiny Committee
22nd November 2023**

Performance Management Framework

**Report of the Acting Assistant Chief Executive, and Director of Policy,
Performance and Communications**

1 Purpose

1.1 To apprise Corporate Scrutiny Committee of the following:

- The revised approach to corporate performance.
- The interim performance management arrangement in relation to the Strategic Council Plan (SCP).
- The newly formed Office for Local Government (Oflog).

2 Action required

2.1 For Corporate Scrutiny Committee to:

- acknowledge the development of the Performance Management Framework as an approach to enhance performance monitoring and management
- note the interim arrangement to remove the requirement to report against the current Strategic Council Plan (SCP) until quarter 4, post refresh of the SCP in Feb 2024
- note the additional scrutiny that Oflog may bring
- review the information received and ask questions of Portfolio Holders and officers as required

2.2 The Committee is asked if it wishes to make any comments or recommendations regarding the information presented at the meeting.

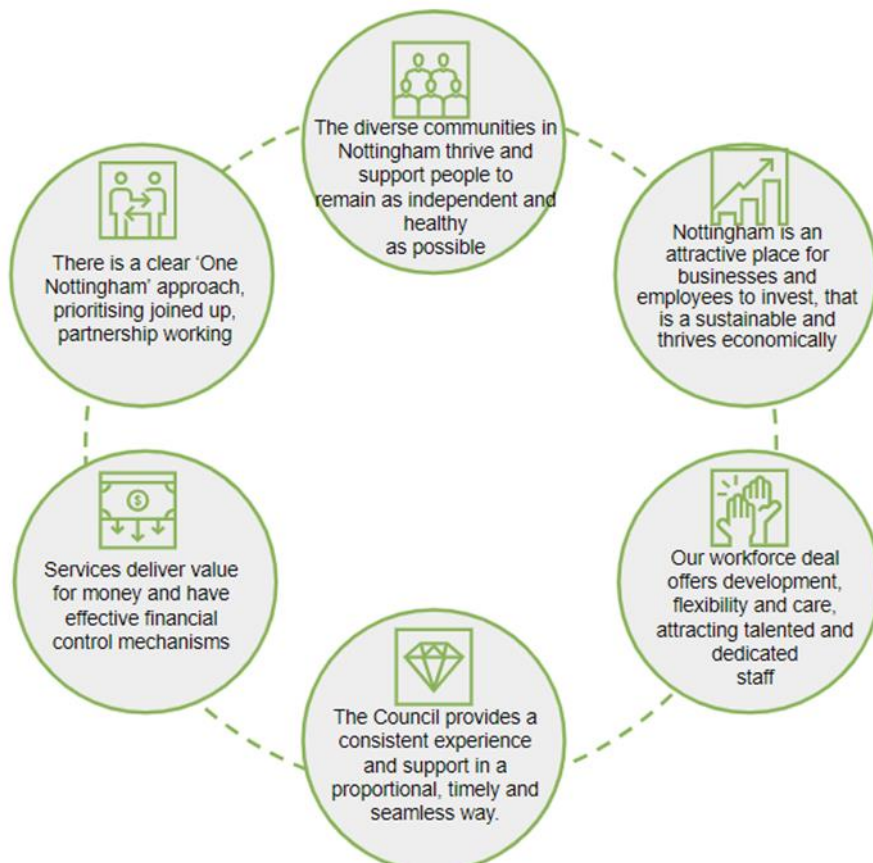
3 Background information

A revised approach to performance management

3.1 The council is data rich and there is a requirement to leverage this asset to improve decision-making. A Performance Management Framework (PMF) improvement plan is being developed to refresh the Council's approach to performance management. The redevelopment will aim to embed a robust and consistent approach to the use of data, business intelligence and performance management across the council, creating a step change in the council's analytical and performance management offer. The approach is intended to help evidence that Nottingham is delivering outcomes for citizens under its Best Value Duty. This evidence will be key as Nottingham looks to exit statutory intervention. The proposed approach is likely to encompass a number of changes to current practice.

3.2 Prior to 2021, the Council's approach to corporate performance management was greatly informed by a focus on manifesto commitments. This approach lacked alignment with many core council functions. To broaden and adopt a more comprehensive and holistic evaluation of council performance, Critical Indicators (CIs) were introduced in 2022. It is recognised that a review of these indicators is now necessary to rationalise their value and align them to the outcomes of the Strategic Council Plan (SCP) and the One Council outcomes.

The six 'One Council' outcomes



3.3 The One Council Outcomes are not intended to replace the SCP outcomes. They are for internal organisational use to provide a clear link between officer contribution to the organisations core objectives.

The 'One Council' outcomes mapped against the SCP and 'Together for Nottingham' Plan

Outcomes	The diverse communities in Nottingham thrive and support people to remain as healthy and independent as possible	Nottingham is an attractive place for businesses and employees, which is economically sustainable and thriving	The Council provides a consistent experience and support in a proportional, timely and seamless way	Our workforce deal offers development, flexibility and care, attracting talented and dedicated staff	Services deliver value for money and have effective financial control mechanisms	There is a clear 'One Council' approach, prioritising partnership working and collaboration
Together for Nottingham	Service Design and Delivery	Service Design and Delivery	Service Design and Delivery	Organisational culture Service Design and Delivery Council Plan	MTFS Asset Management Companies Capital programme Constitution Service Design and Delivery Council Plan	Service Design and Delivery Council Plan
Draft Strategic Council Plan	Living well in our Communities Safer Nottingham Child Friendly Nottingham Better Housing	Carbon Neutral by 2028 Keeping Nottingham Working Improve the City Centre	Serving people Well			Green, Clean and Connected Communities Carbon Neutral by 2028 Keeping Nottingham Working Keeping Nottingham Moving Improve the City Centre

3.4 The development of the Performance Management Framework (PMF) improvement plan will be based on the following principles:

- A PMF with a clear hierarchy of metrics. The volume of metrics will no longer be overwhelming. Reporting will be targeted and information will be supplied to the right audience/user at the right time. Certain reporting will be by exception on a subset and there will be a thread that will cascade performance measures throughout the organisation (e.g. divisional performance clinics, to DLT (Divisional Leadership Teams), to CLT (Corporate Leadership Team), to Leadership, Exec Panel and Corporate Scrutiny Committee).
- A more concise and user-friendly performance management suite (and software) that offers risk rating, direction of travel, baseline, definitions, and comparators. This is likely to be quarterly for the PMF.
- A monthly and quarterly performance management regime built on the monthly divisional performance clinics that is coterminous with the corporate cycle (DLTs, CLT, Leadership, Exec Panel etc).
- Monthly performance clinics will continue to be the forum where the PMF is reviewed, along with Divisional Plans, SCP commitments, risk and budget. The format of these and the approach will undergo revision.
- A strategy to effect cultural change and ensure data is better understood and performance remains valued.

3.5 There is an ambition to develop a mature Performance Management Framework with accountability at its core. In order to realise the ambition, a series of key themes will be reviewed; Systems, Resources, Metrics and Culture.

3.6 A strong strategic core is a prerequisite to the realisation of this ambition and the accompanying project is likely to entail a substantial amount of activity given the scale of the council and the current performance management landscape. Updates will be provided as the development of the metrics progresses.

Interim performance management arrangements

3.7 In order to ensure that the new SCP can be demonstrated to have adequate resources within the Divisional Plans for 2024/25 and the Medium-Term Financial Plan (MTFP), Exec Panel has officially supported the principle of adopting the revised SCP in February 2024 alongside the MTFP.

3.8 As such, quarterly corporate performance management of the SCP has not yet resumed and so it is proposed that reporting does not recommence until Quarter 4 in order to allow time for the refresh of the SCP, the establishment of a comprehensive PMF and the conclusion of the performance review and establishment of a performance improvement plan. Quarterly reporting will continue on the existing Critical Indicators (the 'business as usual' metrics), subject to any review of the CIs.

3.9 The focus going forward will be on the performance management of the PMF rather than conducting quarterly assessments of the SCP commitments. This shift in emphasis aims to ensure a more concentrated and effective approach to performance management. Thus, future performance reporting of the SCP commitments (i.e. derived from the deliverable elements of the manifesto) will be annual rather than quarterly (but within an increase in frequency to 6 monthly towards the conclusion of the SCP (Year 3 onwards). Quarter 4 performance will be shared with senior officers and the Executive, and with Corporate Scrutiny Committee when required after April 2024 when the revised SCP would be in place. This would provide an immediate assessment of plans to deliver the commitments, alongside the comprehensive PMF.

Office for Local Government Overview

3.10 In addition to local scrutiny, it is important to also be cognisant of the national performance landscape and the emerging Office for Local Government¹ (Oflog). Oflog is a new performance body with an aim to provide authoritative and accessible data and analysis. Oflog was established in the summer of 2023 and is in its early stages. As such, it is likely to undergo ongoing development in the coming months. Oflog's core mission is noted as "warning, supporting, and informing". In the first year, three primary areas of focus have been outlined:

- I. **Continued Development of the Data Explorer:** The Data Explorer is a new online tool which brings together a key selection of existing metrics at a local authority level. The tool aims to achieve comprehensive coverage across the sector within three years. At present it is limited to a small

basket of metrics pertaining to Finance, Waste Management, Adult Social Care and Adults Skills.

Data Explorer Example (Finance)



II. **The creation of an 'Early Warning' System:** The ambition is to establish a system that could identify local authorities at risk from financial failure before it occurs. This would primarily rely on data analysis, but it would also incorporate "soft intelligence" gathered from discussions with organisations such as OFSTED, CQC and CIPFA. If an LA was deemed at risk, then support and a peer review would be offered. At present this is largely a concept and there are no firm details as to the methodology or the support offer.

III. **Development of Webinars:** Oflog hope to deliver a series of online seminars, with the aim of sharing and promoting best practice across the sector.

3.11 Looking beyond the first year, three additional priorities have been informally outlined:

I. **An advocacy for additional government data releases:** There is a strong desire to encourage central government to release additional datasets that

could enhance insights. It is noted that this would introduce no additional burden on LAs.

- II. **Enhancement of data capabilities within LAs:** Oflog aim to provide consultancy services that could assist local authorities in advancing their data maturity.
- III. **Thematic reviews:** A series of reviews, akin to those previously offered by the Audit Commission. These reviews would provide well-informed, qualitative assessments at a national level, sharing best practice in specific areas (e.g. waste management, etc.) with an emphasis on value for money.

3.12 There are concerns that the aggregation of data could lead to the creation of unofficial league tables, but the format of the Data Explorer goes some way to guard against this, although all data can be downloaded. Oflog feel that "data prompts questions, not judgments" and this perspective would be reflected in communications to discourage league tables.

3.13 The publication of a statutory data is not new, with data.gov, the Office for National Statistics (ONS) and LG Inform already hosting useful and comprehensive libraries, but Nottingham should note the additional lens and scrutiny that Oflog may bring, especially as benchmarking is a central feature of the Data Explorer. The tool makes it easy to highlight outliers and this is likely to pose questions. Any nuance or explanation as to the story behind this metric and the historic trajectory is lacking.

3.14 The council, and all local authorities, may wish to form a view as to how Oflog can support the sector. For example, Oflog could be a valuable asset in advocating for local government and highlighting the challenges that have arisen from financial disparity and increased demand for statutory services. These challenges will be starkly apparent through data. There may also be scope to develop a unified framework relating to Best Value, this could greatly inform any future Best Value review. Oflog are in an ideal position to shape and produce valuable tools going forward.

4 List of attached information

4.1 None.

5 Background papers, other than published works or those disclosing exempt or confidential information

5.1 None.

6 Published documents referred to in compiling this report

- 6.1 Nottingham City Council Plan 2019-2023
- 6.2 Nottingham City Council Strategic Council Plan 2021-2023
- 6.3 Nottingham City Council Recovery and Improvement Plan 2021-2024

7 Wards affected

7.1 All

8 Contact information

8.1 Lee Whitehead – Interim Head of Analysis and Insight,
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**Corporate Scrutiny Committee
22 November 2023**

Equality, Diversity and Inclusion Strategy 2024-2028

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 As part of the Committee's 'policy development' role, it is asked to consider the draft Equality, Diversity and Inclusion (EDI) Strategy 2024-2028.

2 Action required

- 2.1 The Committee is asked to provide 'critical friend' analysis of the draft Strategy and make comments and/or recommendations on the proposals whilst it is in its draft stage.

3 Background information

- 3.1 The Council has produced an EDI Strategy to demonstrate its continued commitment to tackling inequality and promoting diversity. The Strategy outlines the vision for an inclusive Council.

4 List of attached information

- 4.1 Equality, Diversity and Inclusion Strategy 2024-2028.

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None.

6 Published documents referred to in compiling this report

- 6.1 None.

7 Wards affected

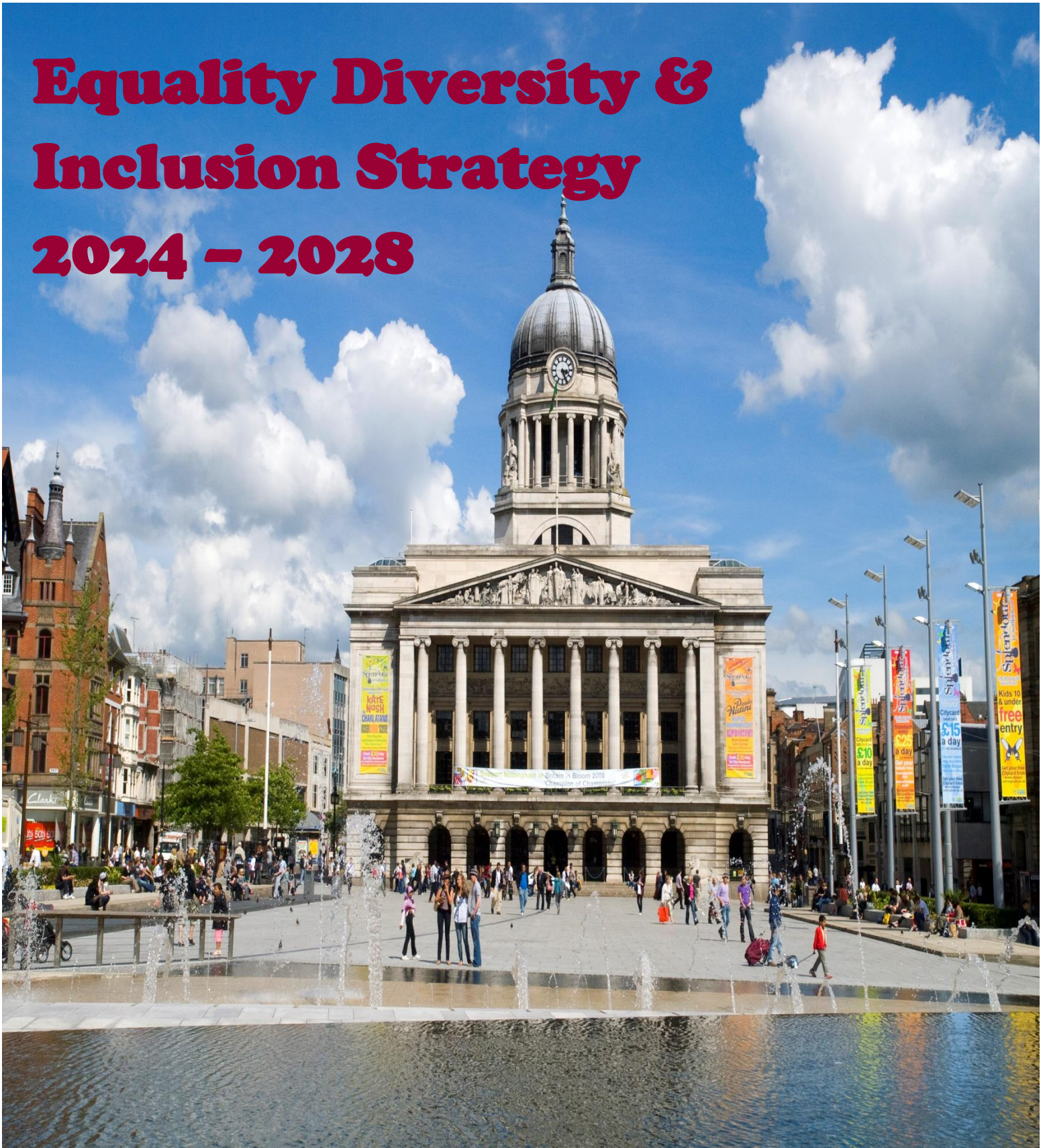
- 7.1 All

8 Contact information

- 8.1 Damon Stanton, Scrutiny & Audit Support Officer
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Equality Diversity & Inclusion Strategy 2024 - 2028



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Foreword

This new strategy demonstrates our continued commitment to tackling inequality and promoting diversity and within this document, we outline our clear vision for an inclusive Council. This vision is built on our Council Plan and Strategic Equality Objectives, with robust Equality Action plans through which we will embrace diversity, attract and retain the best staff and provide the most accessible services to our citizens.

We are committed to achieving diversity and equality of opportunity both as a large employer of people and as a provider and commissioner of services. In practice this means both working to ensure that Nottingham is free from discrimination, but also doing what we can to positively promote equality and diversity across the delivery of services and within our workforce.

Legislation places a public duty on Nottingham City Council with which we must comply, but we strive to go beyond our duty to ensure that our practice in diversity and equality is embedded in everything we do. In recent months, the country has been experiencing a cost of living crisis-and this has brought about many new challenges for partners across the city.-Nevertheless, we are committed to meeting these challenges and to delivering successful outcomes for our workforce and citizens in Nottingham.

But we must also acknowledge that there is more do to in tackling prejudice and inequalities and that we can never be complacent about this. We recognise that racism and hate crime are still an ugly part of our society. Against a background of tough economic times and a changing demography we need to be even more aware of the diverse needs of communities and how we can support them.

As a Council, we have also pledged our ongoing support to the ethnic minority, Disabled, and Lesbian, Gay, Bisexual and Transgender (LGBT+) community and will continue to demonstrate this in our employment policies and practices, across our senior leadership and the ways in which we will engage with communities in the future.

We recognise that all people are individual, and that their needs can be complex and varied. We are confident that this strategy sets out how we aspire to achieve real and lasting progress for diverse groups and individuals alongside everyone else in Nottingham over the next few years, but represents only a small portion of the work we will do day-to-day on this agenda.



Cllr David Mellen
Leader of the Council



Mel Barrett
Chief Executive



Cllr Sajid Mohammed
Portfolio holder for (new name)

Our Equality, Diversity and Inclusion (EDI) commitments

We are a forward-thinking authority that puts our citizens and employees first. We are committed to improving the lives of people living and working in Nottingham and are working hard to ensure that everyone has fair and equitable access to both opportunities and services. This strategy is key to achieving this and our ambition of creating an inclusive Council.

Equality, diversity and inclusion is a top priority for us. It underpins the actions and aspirations of the organisation and everyone – our stakeholders, employees, leaders and councillors – recognise its value and how important it is in attracting the best people to work with us, retaining our staff and in providing the most accessible services to our citizens. Our Strategic Council Plan 2023 - 2027 contains key actions to make sure that real progress is made on this agenda and there are organisational objectives set to position the organisation as an exemplar of best equalities practice.

Developing this strategy

This strategy has been developed in line with our Council Plan and organisation values. We have consulted widely and invited a wide range of partners, staff and stakeholders to comment on our strategy. The findings of this consultation along with an external EDI audit have shaped this strategy.

Context and Legislation

The main provisions of the Equality Act 2010 provide the basic framework of protection against discrimination, harassment and victimisation, for the nine recognised ‘protected characteristics’ in employment, public functions and services, transport, premises, education, and associations. This Act provides the prime legislative basis under which this strategy operates.

Protected Characteristics

The Equality Act 2010 introduced the term “protected characteristics” to refer to groups that are protected under the Act.

- | | | |
|------------------------------|--------------------------|----------------------|
| ◆Age | ◆Religion or Belief | ◆Sex |
| ◆Marriage/ Civil Partnership | ◆Disability | ◆Gender Reassignment |
| ◆Race | ◆Maternity and Paternity | ◆Sexual Orientation |

Nottingham City Council passed its motion to consider Care Experience as a protected characteristic in January 2023.

Public Sector Equality duty

The public sector equality duty is laid out in section 149 of the Equality Act 2010. It states that a public authority must, in the exercise of its functions, have due regard to the need to: -

- a) Eliminate discrimination, harassment, victimisation, and any other conduct prohibited by or under the Act.
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not share it.
- c) Foster good relations between people who share a protected characteristic and those who do not share it.

Gender Pay Gap

Legislation came into effect in 2017 requiring employers to publish figures on their gender pay gap. We use our data on a yearly basis to continually review all areas of the organisation to identify the barriers (and the drivers) for appointing women, particularly at senior levels. Our current gender pay gap analysis shows a mean pay gap of 0.6% (2022-23) drop from 2.9% the year before.

Ethnicity, Disability and Sexuality Pay Gap

Following the 2017 McGregor-Smith² review, the government has not yet made it mandatory to report on ethnicity pay gap (publishing pay differentials between people from different ethnic backgrounds). We are committed to improving the ethnic diversity of our workforce and as such we continue to mirror the gender pay gap formula to put measures in place for addressing any pay inequality in terms of ethnicity. We continue to do the same analysis on disability and sexuality.

Read our collective pay gap reports [here](#)

Modern Slavery Act 2015

Legislation requires us to prepare and publish a slavery and human trafficking statement each financial year and to tackle slavery wherever we find it. We recognise the responsibility to understand any potential modern slavery risks related to our services, and to explore what steps we can take to ensure there is no slavery or human trafficking in our business or supply chains. Read our Modern Slavery Statement for 2023 [here](#)

Frameworks and charters

We use several equality frameworks and charters to help structure our commitment to equality, diversity, and inclusion. This supports us in measuring our progress whilst keeping up to date with best practice.

We achieved Disability Confident Leader status in 2022 and gained the Stonewall LGBT Inclusive Employer Silver Award 2023. We continue working towards the seven calls of action for the Race at Work Charter.

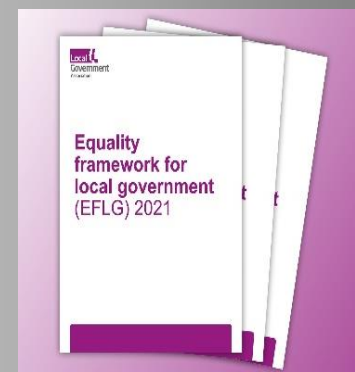
Equality Framework for Local Government (EFLG)

The purpose of the Equality Framework for Local Government (EFLG) is to help Local Authorities review and improve their performance for people with characteristics protected under the Equality Act 2010.

The EFLG has four improvement modules:

1. Understanding and Working with Communities
2. Leadership and Organisational Commitment
3. Responsive Services and Customer Care
4. Diverse and Engaged Workforce

We will use the findings from the EFLG self-assessment to measure our objectives set out in this strategy.



Key Facts about the Citizens of Nottingham

- ❖ The latest estimate of the City's resident population is **323,700 (Census 2021)**
- ❖ The City continues to see a large amount of population 'churn', with 32,300 people arriving from elsewhere within the UK and 34,500 leaving in the year 2019 - 2020.
- ❖ International migration (recently from Eastern Europe) and an increase in student numbers are the main reasons for the population growth since 2001, together with the excess of births over deaths.
- ❖ Just under 30% of the population are aged 18 to 29. **20.7 % (69,100)** of the population are aged 0-17 years old.
- ❖ Full-time university students comprise about 1 in 7 of the population.
- ❖ In the short to medium term, the City is unlikely to follow the national trend of seeing large increases in the number of people over retirement age, although the number aged 85+ is projected to increase.
- ❖ The number of births has risen in recent years until 2011 but the numbers have slowly declined since then.
- ❖ The 2021 Census shows 42.7% of the population as being from black and ethnic minority groups; an increase from 35% in 2011.
- ❖ Despite its young age-structure, Nottingham has a higher than average rate of people with a limiting long-term illness or disability.
- ❖ 2018-20 Life expectancy in Nottingham is significantly lower than the England average, with approximately 3 years less for men and 2 years less for women (Nottingham: 76.6 men; 81.0 women. England: 79.4 men; 83.1 women).
- ❖ 45.1% (56,315) of households owned the accommodation they lived in, lower than the England average of 61.3%. 25.5% (31,796) were in social rented housing and 28.6% (35,688) private rented – both higher than England (17.1% and 20.5%)
- ❖ There are many languages spoken including English (68.7%) Urdu (5.7%) Polish (4.2%) Punjabi (2.6%) Arabic (2.4%) Romanian (1.3%). 7.8% of households have no members who speak English as a main language.
- ❖ **69.6%** (231,600) are working age, 16-65 years old, and **11.6%** (38,800) are over 65 years old. (Mid-Year Estimates 2019)
- ❖ There were 164,628 women (50.9% of the population) and 159,004 men (49.1%) in Nottingham. The split is almost identical to the national average.
- ❖ There are **43,300** university students within Nottingham.
- ❖ Nottingham's employment rate is **75.0%** (Apr 2020 - March 2021 - NOMIS). This is the number of people that are employed as a percentage of all those that are working age, i.e. 16-64 years old.
- ❖ 225,477 people (85.3%) identified as straight or heterosexual.
- ❖ 12,929 people (4.9%) identified with an LGB+ orientation (“Gay or Lesbian”, “Bisexual” or “Other sexual orientation”).

Source: ONS 2021 Census,

Nottingham City Council workforce data

- ❖ **21.06%** of our workforce are from Black, Asian or other ethnic minority background
- ❖ **58.04%** of our workforce are women.
- ❖ **3.44%** of our workforce are LGBT+
- ❖ **6.07%** of our workforce are disabled

Our employees are our most valuable asset. We are committed to leading the City by example and recruiting for diversity. We want to build a workforce that is fully representative of the communities we serve so that we can realise the business benefits that this will bring in terms of increased innovation, improved team dynamics and a better understanding of issues that affect all citizens.

The City's challenges and their impact on equality, diversity and inclusion

Cost of Living Crisis & Poverty

Recently the UK has been experiencing a rapidly intensifying cost of living crisis. Slow growth in wages and benefits have been increasingly outstripped by rapid inflation and compounded by rising interest rates and wider economic uncertainty.

The rising cost of living is not impacting on everyone equally. People who are already experiencing inequity and poverty will be disproportionately impacted. This particularly applies to People on the lowest incomes, Parents and young families, Disabled people, Black, Asian and Minoritised Ethnic groups, Social and private renters, Households with pre-payment energy meters, and Women.

These experiences are likely to intersect. People's multiple and overlapping identities and circumstances might come together to contribute to an overall (and compounded) experience of poverty and disadvantage.

One of the most common measures of deprivation is the Indices of Multiple Deprivation which applies weightings to different themes (housing, health and well-being, education and skills, income deprivation, crime). Nottingham has high levels of deprivation and ranks 11th out of the 317 districts in England using the average score measure.

Council Budget Reductions

There are critical financial challenges for NCC that will require substantial changes in service provision and size of the workforce. We will ensure that EDI is at the heart of decision making and our improved EIA framework is used to ensure that impact of workforce and service changes are lawful and equitable.

Improvement and Assurance Board (IAB)

Our culture change programme - Theme 6 of the Together for Nottingham Plan supports the Inclusive Workplace strand in this strategy, driving EDI improvements in the organization.

Our Vision

We are a forward-thinking Council that puts our citizens and employees at the heart of everything we do. Our Equality, Diversity & Inclusion (EDI) strategy is key to achieving this and our ambition of creating an inclusive Council.

Equality, diversity, and inclusion is a top priority for us. It underpins the actions and aspirations of the organisation and everyone – our stakeholders, employees, leaders and Councillors – recognise its value and how important it is in attracting the best people to work with us, retaining our staff and in providing the best and most accessible services to our citizens.

We are committed to improving the lives of people living and working in Nottingham and are working hard to ensure that everyone has fair and equitable access to both opportunities and services.

We will apply the principles of equality, diversity, fairness and inclusion in our decision making, in how we recruit and support our workforce and to the services we commission and deliver to our local residents. We will work with partners across the public, private and voluntary sector, with local organisations who are supporting individuals and communities, and with organisations who are providing services on behalf of the Council.



Outcome 1

An Inclusive and representative workforce –
 Create inclusive workplaces where employees can bring their whole selves to work and thrive, aspire to represent the diversity of the City that we serve

Current and Future Focus

- ✓ We will continue to address the Council's gender, race and disability pay gaps
- ✓ Identify ways of supporting career progression to diversify our leadership, including how effectively we make reasonable adjustments for disabled colleagues and accommodate colleagues to combine work and family or caring responsibilities
- ✓ Inclusive Leadership and Unconscious Bias training for all managers, to include training which explicitly covers discrimination and bias in the recruitment process
- ✓ Creating a workforce plan for every service area whilst ensuring service reviews don't disproportionately affect under-represented groups
- ✓ Provision of information at both application and induction stage about the Council's inclusion commitments and available support
- ✓ Provide tailored mental health and wellbeing support services to all colleagues
- ✓ Review how recruitment processes operate in practice with to better understand why some groups, are proportionately less likely to succeed in getting jobs than other groups
- ✓ Continued work on our Culture Change project with a focus on cultural intelligence and psychological safety
- ✓ We will continue to explore reasons behind grievances and disciplinary actions and take appropriate action to deal with any equality issues identified
- ✓ We will ensure compliance with a zero-based tolerance of discriminatory practice in NCC
- ✓ Continuation and measuring of Positive Action initiatives e.g. Accelerated Development Programme for underrepresented groups, Reciprocal Mentoring, and shadowing opportunities for all colleagues, supplemented by allies and role models initiatives
- ✓ Implementation of staff networks improvement plan with a focus on lived experience and frontline colleagues

Outcome 2

Inclusive and accessible services for citizens
Provide services which actively addresses inequality and exclusion

Current and Future Focus

- ✓ Work with services to map barriers that protected groups may encounter when using their service
- ✓ Review of accessibility for all Council buildings including disabilities, neurodiversity, and cultural differences
- ✓ Review cultural training for all staff, particularly those in customer-facing roles, to identify gaps in current training and how it can be improved.
- ✓ We have passed motion to consider Care Experience as a protected characteristic
- ✓ Improve access to occupational therapy, equipment and adaptations enhancing preventative opportunities and promoting independence to allow people to continue to live in their own homes.
- ✓ Develop inclusive and tailored communications approaches aimed at specific protected groups
- ✓ Continue to strengthen EDI principles in Decision Making with our Equality Impact Assessment (EIA) improvement project
- ✓ Monitoring protected characteristics of citizens e.g. race, sexuality, age, gender, religion, disability, using Council services to identify gaps in provision or barriers to accessing services
- ✓ Transform the services we provide to vulnerable adults – focusing on prevention and early intervention, providing better outcomes and supporting people to live independently for as long as possible.
- ✓ Develop our community public health function to enhance our understanding of the specific needs of and barriers faced by different groups within Nottingham, and work with communities to address these in the most appropriate way

Outcome 3

An Equitable City

Build good relations between different communities so everyone is able to participate and contribute

Current and Future Focus

- ✓ We will continue to work with local people and our partners in transforming our approach to city leadership via the Together for Nottingham Plan to ensure we are using all the tools available to deliver good outcomes for the people of Nottingham
- ✓ Connecting residents into opportunities within their neighborhood and the city such as learning, education employment and wellbeing activities
- ✓ Work collaboratively with the Integrated Care System (ICS) and other local authorities to address health inequalities across the City in line with the Joint Health & Wellbeing Strategy for Nottingham 2022- 2025
- ✓ Developing a strategy with partners to address hate crime and reduce hate crime by 10%
- ✓ Tackling longstanding inequalities that significantly and disproportionately impact ethnic minority communities
- ✓ We will take a whole family approach, seeing and understanding people in the round rather than through a particular service's view. Ensuring that we design our services with residents and communities
- ✓ Continue to promote and celebrate Nottingham's diversity and cultural heritage by supporting community-led initiatives, e.g. Black History Month, Disability History Month, Nottinghamshire Pride, South Asian Heritage Month, International Women's Day
- ✓ Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected and other characteristics such as intersectionality, deprivation etc.
- ✓ Supporting and empowering community groups and collaborating with partners to widen and deepen work to tackle discrimination and to promote equality, diversity and inclusion in the city

Outcome 4

Economic Growth for All

Support the local economy and support citizens and businesses to access good quality learning, progress, upskill and retrain to access employment

Current and Future Focus

- ✓ Investment in the early year's social mobility programme, which works to improve children's outcomes through the home, early years settings and local services
- ✓ Using procurement opportunities to actively support businesses from communities within each protected characteristic, and scrutinising equalities, diversity, and inclusion policies of potential suppliers to further promote shared values relating to equalities, diversity, and inclusion
- ✓ Secured UK Shared Prosperity Funding (SPF), protecting key Employment Support interventions for priority groups until March 2025. The UK SPF will improve the lives of 31,000 people through jobs and skills support, including priority groups.
- ✓ Ensure the Council's Economic Growth for All priorities are embedded within East Midlands Devolution Deal
- ✓ Providing training to business people from communities with a protected characteristic (e.g. ethnic minority, LGBT+, Disability) on how to win business with NCC
- ✓ We will ensure all of our communities benefit from the job opportunities created through economic growth, by supporting those who face most disadvantage in the labour market into work (including Apprenticeships)
- ✓ Work with DWP to secure funding and deliver support under an extended IPS PC programme providing employment support for unemployed/employed people with disabilities.
- ✓ Our devolution deal will help us to create a strong and sustainable economy through; holding the Adult Education Budget for 2025/26, owning the ability to set allocations and outcomes to skills providers, and supporting and shaping the Local Skills Improvement Plan for the area

Governance

Each of the four objectives are supported by a detailed action plan with key performance indicators. Each action plan is led by a director with a lead councillor providing corporate and political oversight.

Objective	Lead Director	Lead Councillor
Inclusive and representative workforce		
Inclusive and accessible services		
Progressive and Equitable City		
Create economic growth for all		

For more information:

Equality and Employability Team
 Loxley House
 Station Street
 Nottingham
 NG2 3NG

Tel: 0115 87 62747

Email: edi@nottinghamcity.gov.uk

**Corporate Scrutiny Committee
22 November 2023**

Work Programme

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 To consider the Committee's Work Programme for 2023/24 based on areas of work identified by the Committee at previous Committee meetings, the informal meeting of the Committee to scope its work programme for the year ahead and any further suggestions raised at this meeting.

2 Action required

- 2.1 The Committee is asked to note the work that is currently planned for the municipal year 2023/24 and make amendments to this programme as appropriate.

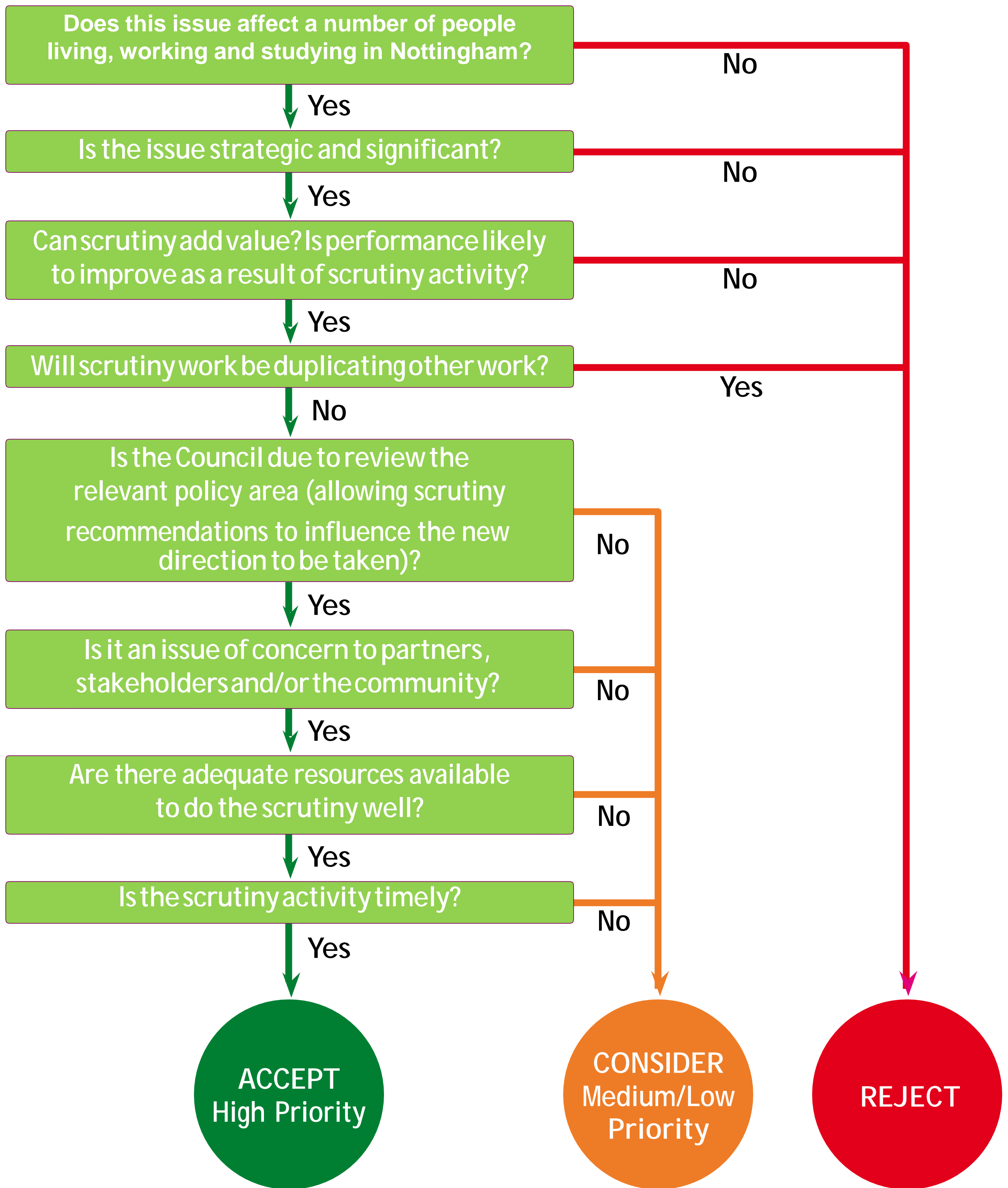
3 Background information

- 3.1 The Corporate Scrutiny Committee has been established to carry out the statutory overview and scrutiny functions in relation to corporate matters. This includes the Council's finances and resources such as IT, customer services, commercial strategy, procurement and financial management; and corporate and cross-cutting matters that affect each directorate such as development of and delivery of the Strategic Council Plan, budget, transformation and improvement
- 3.2 The Committee is responsible for setting and managing its own work programme.
- 3.3 In setting a programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and a clear link to its roles and responsibilities. The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.
- 3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning. The Scrutiny Prioritisation Process has been attached to assist Members on those considerations with the Committee advised to focus on two items per meeting so that due consideration can be given.
- 3.5 The current Work Programme for the municipal year 2023/24 is attached.

4 List of attached information

- 4.1 Scrutiny Prioritisation Process
- 4.2 Corporate Scrutiny Committee Work Programme 2023/24
- 5 Background papers, other than published works or those disclosing exempt or confidential information**
- 5.1 None
- 6 Published documents referred to in compiling this report**
- 6.1 Nottingham City Council Constitution
- 7 Wards affected**
- 7.1 All
- 8 Contact information**
- 8.1 Damon Stanton, Scrutiny & Audit Support Officer
E: damon.stanton@nottinghamcity.gov.uk
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Nottingham City Council Scrutiny Prioritisation Process



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Corporate Scrutiny Committee 2023/24 Draft Work Programme

Date	Items
13 September 2023	<ul style="list-style-type: none"> • Appointment of Vice Chair • Committee Terms of Reference • IAB update Cllr Mellen\James Rhodes\James SchrodellRichard Beckett To include an update on progress against the 39 instructions. • Budget Strategy Cllr Wynter\Ross Brown\Shabana Kasur To look at the Council’s budget strategy and methodology, including composition and changes, duties and powers and an overview of the national and economic context that we are currently operating in. • Work Programme 2023/24
18 October 2023	<ul style="list-style-type: none"> • Appointment of Vice Chair • Transformation Update Cllr Wynter\James Rhodes\Elena Kekkos/Shabana Kausar/ Ailsa Barr/Sara Storey A) A report on the in-year position of the Council’s Transformation Programme B) An update on how the Council is addressing the overspend generated in the Children and Adults Department and its impact on the MTFP • Work Programme 2023/24
22 November 2023	<ul style="list-style-type: none"> • Appointment of Vice Chair • Performance Management Framework Cllr Mellen \ James Rhodes

Date	Items
	<ul style="list-style-type: none"> • EDI Strategy Development Cllr Wynter / Titi Hayre-Bennett • Work Programme 2023/24
13 December 2023 (informal briefing session)	<ul style="list-style-type: none"> • Briefing on Period 6 2023/24 Budget Monitoring
TBC 17 January 2024	<ul style="list-style-type: none"> • Budget Consultation Cllr Wynter\Ross Brown\Shabana Kasur The Committee to assess the budget consultation and respond as a consultee • Work Programme 2023/24
14 February 2024	<ul style="list-style-type: none"> • Budget Cllr Wynter\Ross Brown\Shabana The Committee to assess the final budget being recommended to Council by the Executive following consultation • Council Plan Cllr Mellen\James Rhodes • Work Programme 2023/24
13 March 2024	<ul style="list-style-type: none"> • IAB update Cllr Mellen\James Rhodes\James Schrodel\Richard Beckett • Performance Cllr Mellen\PFH's TBC\James Rhodes Results against by directorate against the performance management framework • Work Programme 2023/24

Potential items not yet scheduled

Item	Notes
Anti-Poverty Strategy	
IT Strategy	
Carbon Neutral 28	

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