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**Nottingham
City Council**

Nottingham City Council Corporate Scrutiny Committee

Date: Wednesday, 17 January 2024

Time: 9.30 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

Scrutiny & Audit Support Officer: Damon Stanton **Direct Dial:** 0115 87 64345

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|----------|---|---------|
| 1 | Apologies for Absence | |
| 2 | Declarations of Interest | |
| 3 | Minutes | 3 - 10 |
| | To confirm the Minutes of the meeting held on 22 November 2023 | |
| 4 | Budget Strategy and Medium Term Financial Plan (MTFP) 2024/25 to 2027/28 | 11 - 46 |
| | Report of the Statutory Scrutiny Officer | |
| 5 | Recommendation Tracker | 47 - 50 |
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If you need any advice on declaring an interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting

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Nottingham City Council

Corporate Scrutiny Committee

Minutes of the meeting held in the Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 22 November 2023 from 10:00am to 12:35pm

Membership

Present

Councillor Leslie Ayoola (Chair)
Councillor Devontay Okure (Vice Chair)
Councillor Sam Harris
Councillor Patience Uloma Ifediora
Councillor Imran Jalil
Councillor Georgia Power
Councillor Andrew Rule

Absent

Councillor Naim Salim

Councillor Neghat Khan (Substitute for
Councillor Naim Salim)

Colleagues, partners and others in attendance:

Titu Hayre-Bennett	- Head of Human Resources and Organisational Development
Adrian Mann	- Scrutiny and Audit Support Officer
Lee Mann	- Strategic Director of Human Resources and Equality, Diversity and Inclusion
Councillor David Mellen	- Leader of the Council and Portfolio Holder for Strategic Regeneration and Communications
James Rhodes	- Acting Assistant Chief Executive and Director for Policy, Performance and Communications
Damon Stanton	- Scrutiny and Audit Support Officer
Lee Whitehead	- Senior Performance Analyst
Laura Wilson	- Senior Governance Officer
Councillor Audra Wynter	- Deputy Leader of the Council and Portfolio Holder for Finance and Human Resources

17 Appointment of the Vice-Chair

Resolved to appoint Councillor Devontay Okure as the Vice Chair of the Corporate Scrutiny Committee for the 2023/24 municipal year.

18 Apologies for Absence

Councillor Naim Salim - unwell

19 Declarations of Interests

None

20 Minutes

The Committee confirmed the minutes of the meeting held on 18 October 2023 as a correct record and they were signed by the Chair.

21 Scrutiny Chairs Catch-Up

Councillor Imran Jalil, Chair of the Communities and Environment Scrutiny Committee, and Councillor Sam Harris, Chair of the Housing and City Development Scrutiny Committee, provided an update on the current and future work taking place within their remits. The following points were discussed:

- a) The Communities and Environment Scrutiny Committee met last on 8 November and heard from the Portfolio Holders for Leisure and Culture and for Neighbourhoods, Safety and Inclusion on the work of the Best Value Reviews for Community Resilience and for Environmental Services, and put forward some recommendations.
- b) The Housing and City Development Scrutiny Committee's upcoming meeting is on 18 December, having met previously in October, and its current Work Programme is focusing on key topics such as Asset Realisation, the draft Housing Strategy, the potential service impacts of the proposed 2024/25 Budget and the upcoming Combined County Authority.

The Committee noted the update.

22 Performance Management Framework

Councillor David Mellen, Leader of the Council and Portfolio Holder for Strategic Regeneration and Communications, James Rhodes, Acting Assistant Chief Executive and Director for Policy, Performance and Communications, and Lee Whitehead, Senior Performance Analyst, presented a report on the Council's revised approach to performance management. The following points were raised:

- a) The independent Improvement and Assurance Board requires that the Council demonstrates a clear and direct link between its corporate performance management regime, business planning and the delivery of the Council Plan. As a result, a Performance Management Framework (PMF) improvement plan is being developed to embed a robust and consistent approach to the use of data, business intelligence and performance management to help evidence that the Council is delivering best value. It is intended for the new PMF to be adopted from February 2024.
- b) Previously, the Council's approach to performance management focused primarily on the delivery of political manifesto commitments. However, the Council also carries out a wide range of other statutory duties, so the PMF will now report on progress in these areas – which can then be measured both nationally and in relation to other similar local authorities.
- c) Six 'One Council' outcomes have been set out as part of the PMF. These are not intended to replace the outcomes for citizens as established in the Council Plan,

but are for internal use to measure how the work being carried out by officers at all levels is meeting the Council's core objectives. The PMF will have a clear hierarchy of metrics, with reporting to be targeted to the right level at the right time, and monthly and quarterly performance reviews built into the current corporate reporting structures.

- d) There is a huge amount of information available within the Council, so work is underway to establish the proper metrics that are useful and fit for purpose in establishing how the strategic priorities of the Council Plan are being delivered, without being too onerous to produce and report. The correct systems are required to collect and access needed data easily. It is vital that the right benchmarking is in place to measure the achievement of best value against, and staff performance targets need to be clear and appropriate. Human Resources systems are in place to track target setting and performance for all staff across the Council, with monitoring in place to assess how employee satisfaction, absence (both short and long-term) and vacancy rates impact on the delivery of strategic priorities.
- e) Although the Council is aspiring to implement a full and robust PMF, its delivery may be impacted by the Council's current, extremely challenging overall budgetary position. In addition to resourcing, work is required to ensure that the correct management styles and behaviours are in place, and that managers develop the right targets with their teams. Close support will also be required from the IT and Information Governance teams to ensure that systems operate well and that information is used appropriately.
- f) Nationally, the Office for Local Government (Oflog) has been established to carry out oversight of local authorities. Oflog will take a 'warning, supporting and informing' approach to identifying local authorities at risk from financial failure at as early a stage as possible so that appropriate support can be put in place. In terms of performance management at the Council, it will be vital to learn what metrics Oflog will use as part of its 'early warning' monitoring of local authorities, so that this can be factored into the PMF.

The Committee raised the following points in discussion:

- g) The Committee queried how the improvement of outcomes as a result of the PMF will be measured, and how the performance of the new PMF will be assessed against the previous system to demonstrate better value. It was explained that the PMF has been developed to be in line with those that have delivered greater effectiveness and efficiency in other core cities. Engagement has also been carried out with the People directorate to take learning from the performance management systems used within children's and adults social care, and effective IT systems are in place. The PMF will bring greater accountability in achieving the delivery of the Council Plan and will highlight where targeted action is required to improve outcomes. The collation of data will be more visible and transparent, and more automation will be put in place to release staff time for more strategic work and analysis.
- h) The Committee asked how many core outcomes had been in place before in terms of performance management, and how the current outcomes differed. It

was confirmed that six internal 'One Council' outcomes have been set out as part of the PMF, which would be used to help deliver the ten published outcomes of the Council Plan.

- i) The Committee asked how the PMF will be resourced effectively, and how this will be impacted by the likely requirements of Oflog. It was explained that performance management processes are carried out in each of the Council departments currently, but it is intended to consolidate the function within a single area so that the process is more focused and efficient. The creation of Oflog should not result in an increased reporting burden as it will be collecting data through existing statutory returns, but additional work may be required to amend the PMF so that it reflects the metrics that Oflog will monitor against. A national consultation was carried out as part of the establishment of Oflog, where representations were made to ensure that any new requirements on local authorities are properly centrally resourced. The outcomes and response to this consultation can be shared with the Committee.
- j) The Committee queried what role staff sickness and absence data plays within the PMF, and the current staff establishment and vacancy levels. It was clarified that, in the context of organisational performance management, this information is used to gauge overall 'corporate health', as certain trends in staff sickness and absence in particular areas (or across the Council as a whole) may be an indicator of wider organisational issues that need to be addressed. Data on the overall staff establishment and current vacancies is currently being compiled.
- k) The Committee asked how the expectations on staff to achieve their targets in the delivery of the Council Plan would be affected in the context of the proposed 2024/25 Budget, whether the PMF would be applied to the delivery of services commissioned by the Council, and to what extent staff unions had been consulted on the development of the PMF. It was explained that the PMF focuses on what needs to be delivered at the strategic level, but that the Council would need to give very careful consideration – taking full account of service user input – as to what it will and will not be able to deliver moving forward. Commissioned providers are not managed through the PMF, which will apply to the services provided by the Council directly, but will continue to be monitored through the established contract management processes. Staff unions have not been consulted on the development of the PMF as yet, but this can be carried out.

Resolved:

- 1) To request that information on the current staff establishment numbers at the Council is provided to the Committee, in addition to the current number of vacant posts.**
- 2) To request that information on the consultation return in relation to the establishment of the Office for Local Government is provided to the Committee, in addition to the Government's formal response.**
- 3) To request that a review of the contract management process of commissioned providers of Council services, in the context of the proposed**

‘One Council’ outcomes of the new Performance Management Framework, is added to the Committee’s Work Programme.

- 4) To recommend that formal consultation is carried out with staff unions as part of the development of the new Performance Management Framework.**

23 Equality, Diversity and Inclusion Strategy 2024-2028

Councillor Audra Wynter, Deputy Leader of the Council and Portfolio Holder for Finance and Human Resources (HR), Lee Mann, Strategic Director of HR and Equality, Diversity and Inclusion (EDI), and Titu Hayre-Bennett, Head of HR and Organisational Development, presented a report on the Council’s draft EDI Strategy 2024-28. The following points were raised:

- a) A new EDI Strategy is being produced as part of the Council’s continued commitment to tackling inequality and promoting diversity, and to outline the vision for a fully inclusive Council. The draft Strategy sets out four primary strategic outcomes, with focused action plans for implementation to be produced once the Strategy has been finalised. The Strategy has been developed to reflect the core values set out in the Council Plan and takes into account the views expressed by a wide range of partners and stakeholders. In order to focus effectively on inclusion and representation, as much as possible has been done to engage with staff across the whole organisation.
- b) In planning the Strategy, a culture mapping exercise was carried out to identify where change is needed in the organisational mindset. Clear reporting on the Council’s gender pay gap is in place and steps have been taken to focus on transparency and inclusion within staff recruitment processes, where the current policies are being reviewed. Work has been done to expand staff networks and positive action initiatives are in place, along with accelerated development programmes and reverse mentoring schemes, with wider inclusivity being established within the staff performance appraisal system.
- c) Work is underway to ensure that Equality Impact Assessments (EIAs) are carried out properly and that their outcomes are fully factored into service design and decision-making. A strong governance structure is in place to ensure that there is proper leadership of the Strategy and effective reporting on EDI issues, and this needs to be supported by clear roles for councillors and officers in the delivery of the EDI agenda. As part of the new structure, a key stakeholder group will be implemented to review the key EDI outcomes within the Council.

The Committee raised the following points in discussion:

- d) The Committee asked what work had been done to inform the development of the new EDI Strategy, and whether the Strategy responded effectively to all identified EDI issues within the Council. It was reported that the culture mapping exercise was carried out during 2021, which raised a number of concerns. As a result, a full EDI audit was commissioned in 2022 to categorically set out the current challenges and help inform the planning of the EDI Strategy to address them, particularly in terms of establishing the needed best practice going forward and overcoming the barriers to underrepresented people joining the Council

workforce. The new EDI document represents an all-encompassing strategy for the Council, looking both inwards and outwards, and will result in a series of individual action plans being developed to ensure the inclusion of specific groups.

- e) The Committee sought confirmation on what work was being carried out actively across the Council to address all instances of discrimination, and what had been achieved to date in bring about fundamental change across the organisation in increasing inclusivity. Assurance was given that challenge is being raised on any negative behaviours, and that managers are aware of the requirement to work to address any issues as part of ensuring a fully inclusive environment. Organisational performance in relation to EDI is monitored closely and targeted support is available for managers in addressing issues. Where problems in relation to EDI are identified, HR will carry out an investigation at a senior level and take the appropriate action in the context of a zero-tolerance approach. All complaints are taken seriously and disciplinary action will be taken when required, as it is vital that there is trust by staff in the organisation and its processes for ensuring an inclusive workplace.
- f) The Committee queried how safe spaces are created for the raising and escalation of EDI issues, the number of issues being raised currently, whether the Council's whistleblowing policy is effective, and whether issues raised are responded to with appropriate speed. It was explained that the standard point of complaint escalation is to the relevant Service Manager – but an employee can go to HR (either directly or with the support of a staff network) if the complaint is in relation to issues with line management. It is vital that all managers are made accountable for actively embedding the EDI Strategy and addressing negative behaviour within their teams, and this is set out within the Council's core organisational policies. A great deal of activity has been carried out to ensure that staff that work in more remote or isolated environments are able to report issues easily.
- g) The Committee asked what input had been received from staff networks and unions in drafting the EDI Strategy. It was confirmed that the staff networks had been consulted and unions had been engaged with. Discussions with networks and the unions have been carried out independently of each other, but monthly meetings are also held with the network chairs when union representatives are present.
- h) The Committee asked how the success of meeting the Strategy outcomes would be assessed, and how the representativeness and inclusivity of the Council's workforce would be measured. It was set out that clear and measurable key performance indicators would be developed for each Strategy outcome. Individual action plans will be drawn up to explain how specific groups will be supported and how this will be resourced. The Strategy has been drafted on the basis of the 2021 National Census data for Nottingham, and work will be carried out to benchmark the Council's workforce against how it reflects the demographic make-up of Nottingham's working-age population.
- i) The Committee sought assurance on the steps to be taken to ensure that the Council's workforce is reflective of the current city population, embed inclusion and mitigate against adverse impacts. It was explained that the EIA process is

being developed to monitor the impacts of decision-making on the workforce and to ensure that there are effective measures in place to mitigate against there being a disproportionate impact on certain groups. Targeted positive action is underway to encourage underrepresented groups to enter the Council workforce, with accelerated career development schemes in place. Recruitment processes have been reviewed to establish clearly what is needed to meet the objectives of the EDI Strategy, and interview panels are as balanced as possible. Workforce statistics and recruitment information are compiled into a data dashboard and reported regularly at the corporate leadership level, informing action to increase representation.

- j) The Committee noted that the remits for EDI and HR were held by separate Portfolio Holders. Members considered that it was vital for these Executive roles to work closely together on shaping the workforce through the appropriate HR and workforce strategies, and that there should be a clear governance structure and 'golden thread' for EDI established within the Council's Constitution. Members advised that the intention to develop individual action plans for delivery should be emphasised more strongly in the final version of the Strategy, in addition to the learning being deployed to ensure that grievance processes are resolved more swiftly.

Resolved:

- 1) To recommend that the Equality, Diversity and Inclusion (EDI) and the Human Resources (HR) Portfolio remits are combined under one strand/directorate to ensure consistency in approach and easier accountability.**
- 2) To recommend that the Equalities Board is included within the Council's Constitutional arrangements so that it has a more formal footing in regards to governance and accountability.**
- 3) To recommend that the reviewed grievance/escalation procedures are included in the EDI Strategy so that employees are aware of how to raise concerns.**
- 4) To recommend improvement to the current system to monitor and track all relevant EDI statistics and to ensure that they are pulled together and stored centrally.**
- 5) To recommend that the EDI Strategy is treated as a 'living document' that is re-assessed and brought back to the Committee on an annual basis, along with the action plans against each protected characteristic, once completed.**
- 6) To request assurance that any EDI Equalities Impact Assessments have detailed information on how they will be actioned.**
- 7) To recommend that commissioned reports are always shared with the relevant officers, Portfolio Holders, committee members and the public.**

- 8) To recommend that all staff trade unions are formally consulted on the EDI Strategy.**
- 9) To request that the Council's Whistleblowing Policy is submitted to the Committee for review, and that the figures on grievances are broken down by protected characteristics.**
- 10) To request that the draft Workforce Strategy and HR Improvement Strategy are submitted to the Committee for review.**
- 11) To recommend that, when comparing relevant statistics, the Council should compare its staff figures with local working age population data (both figures and percentages) to ensure accurate comparisons.**
- 12) To recommend that the Appointments and Conditions of Service Committee has a remit for wider officer recruitment and not just Corporate Director recruitment.**
- 13) To recommend that a strategy is developed to address how the Council will reflect the diversity of Nottingham.**
- 14) To recommend that Portfolio Holders meet monthly with the Corporate Directors to track and monitor EDI performance in their division.**
- 15) To request that a review of the implementation of these recommendations and of the final EDI Strategy is carried out three months after the Strategy has been implemented, and is submitted to the Committee to assess its progress.**

24 Work Programme

The Chair presented the Committee's current Work Programme. The following points were discussed:

- a) The timetable for the development of the Council's 2024/25 Budget has been delayed slightly and it is planned for the public consultation on the proposals to take place during late December 2023 and early January 2024. The Corporate Scrutiny Committee is a formal consultee on the draft Budget and it is proposed for the Committee to hold an additional meeting on 17 January 2024 to review the published information.

The Committee noted the Work Programme.

Corporate Scrutiny Committee

17 January 2024

Scrutiny of the Budget

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 To scrutinise the service impacts of the specific proposals put forward from the Finance and Resources and Chief Executive's Directorates and to provide a response to the Executive to be viewed alongside the formal consultation process.
- 1.2 To note the Council's overall budget process, focusing on the overarching financial position, ensuring a balanced budget and Medium Term Financial Plan (MTFP), and to provide any initial comments to the Executive as part of the formal consultation process. The overall MTFP and budget will be brought back to the Committee's February meeting for further scrutiny and comment following its final consideration at Executive Board.
- 1.3 To note that the service impact of proposals put forward from the Council's other Directorates will be scrutinised by the other Scrutiny Committees at their meetings in January as these matters fall outside the terms of reference for this committee. This scrutiny will not form part of the formal budget consultation process.

2 Action required

- 2.1 To discuss the budget with the officers and Executive Councillors present, gather information and draw conclusions.
- 2.2 To scrutinise the overall financial impact of the Council's budget proposals as part of the formal consultation process and provide feedback to the Executive.
- 2.3 To scrutinise the service impact of proposals put forward from the Finance and Resources and Chief Executive's Directorates and provide feedback to the Executive.

3 Background information

3.1 The Role of Overview and Scrutiny

All Council's operating Executive Governance arrangements are required to establish Overview and Scrutiny Committees. These Committees act as a check and balance to the power of the Executive, holding decision makers to account for their decisions, reviewing proposals and

supporting the development of policy. When operating effectively Overview and Scrutiny supports effective decision making and good governance through processes of supportive but robust challenge and transparent public accountability.

- 3.2 As part of its governance improvement work, Nottingham City Council has recently reviewed the structure, operation and support for Overview and Scrutiny to ensure it can deliver the above aims as effectively as possible, thereby supporting the Council's overall improvement journey. A new structure for Overview and Scrutiny, with dedicated officer support, was established in May 2023 with five committees, each linked to one of the Council's Directorates, with separate Committees for Children's Services and Health and Adult Social Care. Each of these Committees has a role to play in the scrutiny of the budget and these roles are outlined in this report.
- 3.3 **Scrutiny of the Budget – 2024/25**
All Councils are legally required to agree a balanced budget, outlining how resources will be allocated to enable them to deliver their statutory responsibilities within their financial means. Drawing up proposals to deliver a balanced budget for 2024/25 has been exceedingly challenging due to reductions in funding for local authorities, increases in demand for services where statutory duties exist, particularly Children's and Adult's social care and homelessness, and inflationary and other pressures. This has resulted in the need to put forward proposals to stop or reduce some services in order to seek to balance the budget.
- 3.4 In Nottingham, proposals have been developed by Council Officers and, at its meeting on 19 December 2023, Executive Board agreed to put these proposals to the public with a formal consultation process for those proposals requiring it. Proposals not requiring formal consultation were shared in the interests of transparency. The Executive Board report to the 19 December meeting, outlining the Council's financial position and the proposals to achieve balance is attached in full as an appendix to this report.
- 3.5 As the Overview and Scrutiny Committee responsible for scrutinising finance, this Committee will provide the formal response to the consultation on the budget. This response will be incorporated into the report to the Executive Board meeting on 13 February where the Executive will agree proposals to put forward to Council for final decision and setting of the Council Tax on 26 February.
- 3.6 When scrutinising the budget proposals it is important that the Committee focusses on:
- a) How robust the proposals put forward are in terms of delivering a balanced budget
 - b) The level of risk the proposals expose the Council to
 - c) How effectively equalities have been considered as part of the process. The Equality Impact Assessments conducted can be

found at <https://www.nottinghaminsight.org.uk/Document-Library/Document-Library/acqNHUAO>

d) The public consultation process.

Once the Committee has considered the budget proposals, it should agree comments to feedback to the Executive for consideration at their meeting in February.

3.7 Scrutiny of the Impact of Individual Proposals

In addition to providing formal feedback to the Executive as part of the consultation process on the overall budget, this Committee is responsible for scrutinising the service impact of individual proposals put forward from the Finance and Resources and Chief Executive's Directorates. These are identified in the appendices to the Executive Board report, appended to this report. Any comments or recommendations should be fed back to the Executive to be viewed alongside the formal consultation process.

3.8 The service impact of the individual proposals put forward from the Council's other Directorates will be scrutinised by the four other Overview and Scrutiny Committees at their meetings in January/February with comments fed back to the relevant Portfolio Holders. These matters fall outside of the Terms of Reference for this Committee and should not form part of the considerations at this meeting.

4 List of attached information

4.1 Report, including appendices, to Executive Board on 18 December 2023, outlining the budget proposals.

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 Nancy Barnard, Head of Governance and Statutory Scrutiny Officer
nancy.barnard@nottinghamcity.gov.uk

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Executive Board – 19 December 2023

Subject:	Budget Strategy and Medium Term Financial Plan (MTFP) 2024/25 to 2027/28
Corporate Director(s)/Director(s):	Ross Brown, Corporate Director for Finance and Resources
Portfolio Holder(s):	Councillor Audra Wynter, Deputy Leader and Portfolio Holder for Finance and HR
Report author and contact details:	Shabana Kausar, Director of Finance (Deputy s151) shabana.kausar@nottinghamcity.gov.uk
Other colleagues who have provided input:	Corporate Leadership Team Colleagues within Technical, Strategic and Commercial Finance Teams
Subject to call-in: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	The report does not contain any decisions that are eligible for call in
Key Decision: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No	
Type of expenditure: <input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	If Capital, provide the date considered by Capital Board Date:
Total value of the decision: Nil	
Wards affected: All	
Date of consultation with Portfolio Holder(s): Throughout	
Relevant Council Plan Key Outcome:	
Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input checked="" type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input checked="" type="checkbox"/>
Improve the City Centre	<input checked="" type="checkbox"/>
Better Housing	<input checked="" type="checkbox"/>
Financial Stability	<input checked="" type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	
<p>The Council in March 2023 approved a balanced 4-year Medium Term Financial Plan (MTFP) based on the best available information at the time. However, the environment within which the Council is operating is constantly evolving and continues to present significant financial challenges both in the current year of 2023/24 and through into 2024/25.</p> <p>The Council faces significant budget pressures and uncertainty, including not just the increased demand for services, the long-term impact of COVID-19 and the current backdrop of economic uncertainty and inflation, but also from the current level of financial support from Central Government over the medium term.</p>	

It should be noted that the Chief Finance Officer issued a s114(3) report for 2023/24 financial year that highlights the scale of financial challenges faced and the availability of deployable resources and it very much frames the incredibly difficult circumstances the Council has to contend with.

An initial refresh of the potential MTFP position for the 4-year period 2024/25 to 2027/28 and a proposed budget strategy was reported to 18 July 2023 Executive Board.

This report further updates Members on the latest 2024/25 indicative budget gap and progress in delivering a credible medium term financial strategy able to ensure the Council is in a position to meet its statutory legal requirement to set a balanced 2024/25 General Fund Budget by 11 March 2024 and continues to address IAB instructions with regard to demonstrating Best Value.

As part of delivering this financial strategy this report seeks approval to enter into public and staff consultation on an initial range of new saving proposals.

However, after taking these new savings into account the current MTFP forecast still remains unbalanced in 2024/25 and over its 4-year period and as such further work is urgently being undertaken over the coming months to identify further budget proposals so to try and ensure a balanced final budget and MTFP can be reported to Executive Board and approved at Full Council in late February 2024.

The MTFP forecast is predicated on a number of assumptions that are subject to change prior to final budget setting. For example, the announcement of the provisional Local Government Finance Settlement is expected the week commencing 18 December 2023. Once known any variation in assumptions will be reflected in the MTFP forecast and appropriately reported in future updates.

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

No

Recommendation(s):

- 1 To note the latest indicative budget gap for 2024/25 of £33.215m.(Para 6.5)
- 2 To note the officer developed savings proposals totalling £35.553m using the Duties and Powers framework that will be used to undertake the necessary consultation (Para 6.2).
- 3 To note the details of all proposals contained within Appendix 1 and 2.
- 4 To authorise the Corporate Director or Director(s) with responsibility for each proposal to carry out all necessary steps required in relation to each proposal, including undertaking any further consultation in accordance with the Council's legal duties and responsibilities.
- 5 To approve, where any staffing reductions result from the savings proposals set out in this report, the reductions be supported through a targeted voluntary redundancy approach and that redundancy compensation be in accordance with the Council's agreed Discretionary Compensation Regulations Policy provisions for voluntary redundancies.
- 6 To note that the Council is operating in a dynamic environment that could lead to further growth requirements in key demand led areas that may result in increasing the indicative budget gap.
- 7 To note that further work is continuing to identify ways in which a balanced budget for 2024/25 and a robust MTFP can be achieved, and that these will form part of future reports to Executive Board as appropriate.

1. Reasons for recommendations

- 1.1 This report is part of the Council's continuing budget planning process and builds on existing MTFP decisions previously approved and considered by Full Council on 6 March 2023 and Executive Board on 18 July 2023 respectively.
- 1.2 It primarily sets out the assumptions made for the General Fund revenue element of the draft budget and MTFP and sets out the saving proposals developed by officers for 2024/25 to 2027/28 using the Duties and Powers framework to undertake the budget consultation. The proposed budget consultation will run for a four-week period between 19 December 2023 to 16 January 2024. The responses to the proposed budget consultation and any proposed changes will be considered and agreed by the Executive Board and Full Council respectively in February 2024.
- 1.3 The overarching objective of the Councils budget strategy is to try to deliver a balanced budget by deploying a framework which allows the Council to resize to a scale that matches its financial envelope and is financially sustainable on a continued basis. That framework is the Duties and Powers approach (equivalent to legal minimum), that has been deployed and utilised to articulate the minimum cost of service provision against the Council's legal obligations as set out in legislation and guidance. The Council will need to both transform the way in which it delivers its services and what it is able to deliver. Fundamental change to its operating base is required to ensure that the Council is on a firm financial footing and is able to live within the resources available to be deployed.
- 1.4 It must be recognised that due to the ongoing volatility of the operating environment as articulated through the continued pressures seen in-year across council's demand-led services, there is high probability that the current indicative budget gap may increase, beyond that currently stated. Corporate Leadership Team (CLT) are currently undertaking detailed work for their respective demand led areas which will feed into the updated MTFP position alongside the impact of the Local Government Finance Settlement and collectively will be presented to the Executive in the new year.
- 1.5 Overall, the officer developed saving proposals set out within this report contribute towards reducing the indicative budget gap for 2024/25 to 2027/28. In few cases such as those which set out policy direction, detailed implications will only begin to emerge as preparatory work commences following the budget consultation and subject to budget approval. Where this is the case, the final decision whether or not to implement the proposal will only be undertaken once full implications are known and mitigated, including whether or not a proposal should be amended prior to implementation. Where proposals, when considered in more detail result in a lower financial saving, it will be the responsibility of the relevant Corporate Directors to find alternative savings to the equivalent value to replace the reduced amount. Where required and in accordance with the Council's legal duties and responsibilities, respective departments may undertake additional targeted consultation in relation to specific proposals.
- 1.6 Proposals that include workforce reductions will be subject to collective consultation with Trade Unions and affected colleagues in line with established policy and procedures. Details of proposals may be amended during the

consultation and consequently alter the way in which the identified proposals will be delivered.

2. Background (including outcomes of consultation)

2.1 The Council continues to face significant budget pressures in future years and uncertainty, including the continuing level of support from Central Government, over the medium term. Due to an increased demand for services, the long-term impact of the pandemic, alongside the backdrop of the cost-of-living crisis including most notably the rising inflation and energy prices, council services continue to operate in a challenging resource environment where demand change can lead to material budget variances.

3. Section 114(3) Report Impact

3.1 On 29 November 2023, the S151 Officer issued a report to all councillors under section 114(3) of the Local Government Finance Act 1988 (the Act). The purpose of the report was for the S151 Officer to formally notify the Council that in his professional opinion, the Council is unable to meet its statutory requirement to deliver a balanced budget for 2023/24, as the expenditure of the Council incurred (including expenditure it proposes to incur) in the 2023/24 financial year is likely to exceed resources (including sums borrowed) available to it to meet that expenditure.

3.2 From the date of issuance until the day after the Council meeting, a Prohibition Period that legally stops all new agreements that may incur expenditure (at any time) has been implemented. During this time, no new agreement that might incur expenditure can be entered into without the explicit written authority of the S151 Officer.

3.3 To ensure compliance with the Policy, the S151 Officer has implemented a Spend Control Policy and issued council-wide instruction regarding new requests to spend. A Spend Control Board, chaired by the S151 Officer, meets regularly to review, and consider spend over this period. Any spend decisions made without the authorisation of the S151 officer during this period will be deemed ultra vires and will be reviewed as a disciplinary matter.

4. Financial Context and Overview

4.1 Autumn Budget Statement 2023

4.1.1 On 22 November 2023, the Chancellor of the Exchequer presented his Autumn Statement to the House of Commons, with a focus on economic growth, low taxation and productivity.

4.1.2 No new funding was announced for councils and prospects for future finance settlements in the next Spending Review period look very tight. The Government confirmed the future path of departmental spending will remain unchanged from that announced at the Spring Budget Statement 2023, with an overall increase of 1% in real terms to government's Resource Departmental Expenditure Limit (RDEL). With some departments 'protected' such as Health and/or Defence, this is likely to mean real-terms cuts for unprotected services over the next parliament, including most of

local government, with a 0.5% annual productivity target required to deliver improvements across the public sector.

4.1.3 Set out below are other key announcements relevant to Local Government:

a) Business Rates

- Extension of the 75% Business Rates discount for retail, hospitality and leisure sites for another year.
- Small business multiplier will be frozen for a fourth consecutive year whereas the standard multiplier will be updated in line with September Consumer Price index (CPI) inflation. This is the first time that the two multipliers have had different increases applied to them, the finer details of how this will operate in practice and its impact on business rates income will not be known until the publication of the Local Government Finance Settlement.

b) Housing and Planning

- £450m for a third round of the Local Authority Housing Fund to deliver 2,400 new housing units to house Afghan refugees and ease wider housing and homelessness pressures.
- £120m funding for the devolved administrations and councils in England to invest in homelessness prevention, including support to Ukrainian households who can no longer remain in sponsorship. Details of whether this is new funding and how it will be distributed is not yet known.
- Extension of the Homes for Ukraine ‘thank you’ payments scheme into a third year.
- Extension of the discounted PWLB policy margin to June 2025, supporting councils borrowing for the Housing Revenue Accounts (HRA) to invest in social housing.
- Introduction of a new “premium planning service” for major planning applications, which will allow councils to charge higher fees to recover their full costs. Guaranteed and accelerated timescales will have to be accepted by the local planning authority (LPA). If the Council fails to deliver on time, then it will have to refund the entire planning fee.
- £5m additional funding for DLUHC’s Planning Skills Delivery Fund for LPA to target application backlogs.
- £110m will be made available through the Local Nutrient Mitigation Fund. This will support LPA’s affected by nutrient neutrality rules to deliver high-quality local nutrient offsetting schemes, unlocking up to 40,000 homes over the next five years.
- Consultation on new ‘Permitted Development Right’ for subdividing houses into two flats without changing the façade, is planned to be implemented in 2024 following consultation early in the New Year.

c) Employment and Welfare

- The local housing allowance rate is being increased to the 30th percentile of local market rent for the next financial year but will be frozen again in 2025/26. This decision will increase the housing benefit that tenants can claim. There is no direct impact on councils but indirectly it is expected to reduce the pressure on temporary accommodation and homelessness.
- National Living Wage (NLW) to rise by 9.8% from £10.42 to £11.44 per hour from April 2024 (for those aged 21 and over).

d) Levelling Up and Devolution

- New investment zones have been announced, including one in the East Midlands focussed on advanced manufacturing and green industries across Nottinghamshire, Derby and Derbyshire.
 - New devolution deals:
 - Level 3 mayoral deals in Greater Lincolnshire and Hull and East Yorkshire.
 - Level 2 non-mayoral deals in Lancashire, Cornwall and Surrey.
 - Level 4 framework to extend “deeper devolution” to existing Level 3 Mayoral Combined Authorities. Arrangements will be based on the trailblazer deals negotiated in Greater Manchester and West Midlands
- e) Other
- Announcement of a new Funding Simplification Plan to be delivered over three phases:
 - i) Immediate simplification of existing funding and communication to councils from Department of Levelling Up, Housing and Communities (DLUHC). This will include
 - A new ‘Simplification Pathfinder Pilot’ to test the streamlined delivery of capital funding for a small group of councils.
 - Amendment to the Levelling Up, Town Deals and Future High Streets Funds, providing councils more flexibility in changing projects.
 - ii) Establishment of a new ‘Funding Simplification Doctrine’ to streamline the way in which government departments deliver funding to councils, proposed to be implemented in January 2024.
 - iii) Reforms to be implemented at the next Spending Review, including multi-year, single departmental-style funding settlements for the trailblazer Mayoral Combined Authorities.
 - Extension of UK Emissions Trading Scheme (ETS) to cover emissions from energy from waste in 2028. Details of funding and impact not yet known.

4.1.4 Since the announcement of the Autumn Budget Statement 2023, the government issued a policy statement on Local Government Finance on 5 December 2023, reiterating the key messages as set out in the Autumn Budget Statement with the only additionality being confirmation of the Council Tax increase proposed for next year of 5% (3% core council tax element and 2% adult social care precept).

4.2 Economic Growth

4.2.1 The UK economy has performed better than was forecast this year, but growth remains sluggish and there are fears that the economy could slip into a shallow recession next year, comparable to Institute for Fiscal Studies forecast which shows the UK economy falling into recession in 2024.

4.2.2 The Office of Budget Responsibility have also reduced their growth forecasts for future years and now assumes growth will be 0.7% and 1.4% in 2024 and 2025 respectively, both 1.1% lower than previously projected at the March 2023 Budget.

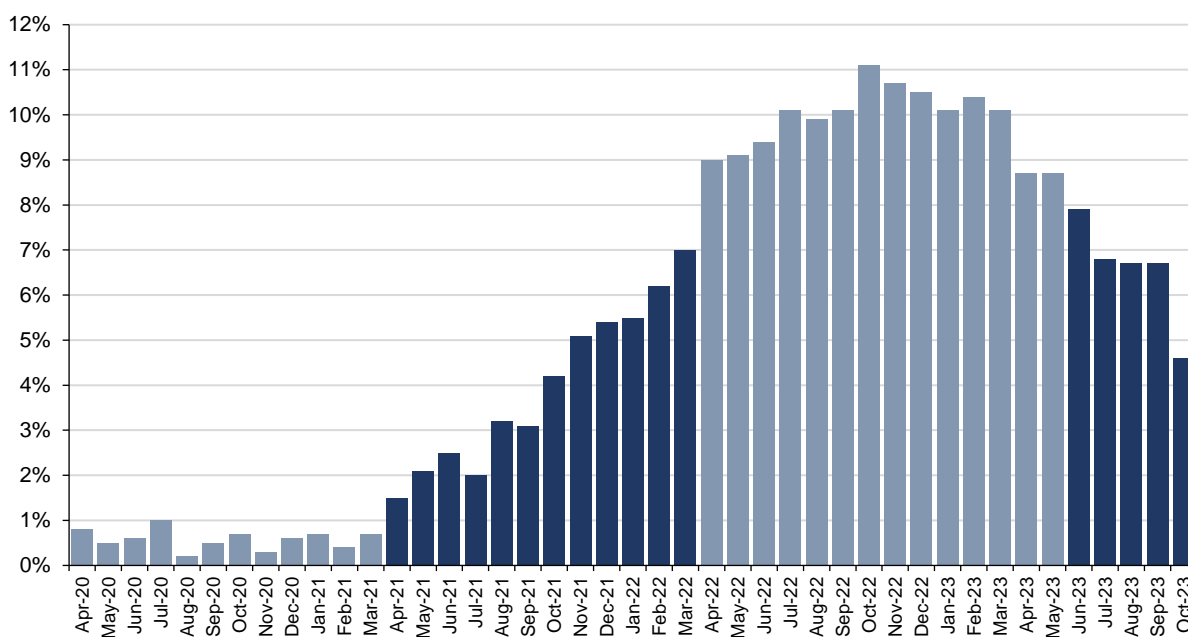
4.3 Inflation

4.3.1 Currently inflation stands at 4.6% (Consumer Price Index (CPI) October 2023) which is still 2.6% above the Bank of England inflation target rate of 2%. Although current inflation rate is lower than October 2022 when it peaked at 11.1%, the highest rate

since the last 40 years, it continues to be relatively high. The Office for Budget Responsibility is currently forecasting CPI inflation to fall to an average 3.0% for 2024/25, a slightly slower reduction than previously predicted, and will only reach the Bank of England target of 2% by the second quarter of 2025.

4.3.2 The chart below illustrates the high levels of monthly CPI inflation across recent years. As a result of the recent inflation volatility, it is hard to predict with any certainty the future impact on council services and therefore on the MTFP.

Chart 1: Consumer Price Index (CPI) Monthly Rate (April 2020 to October 2023)



Source: <https://www.ons.gov.uk/economy/inflationandpriceindices/timeseries/d7q7/mm23>

4.3.3 Continued high inflation has significantly impacted both the local and national economy. Below is list of service areas or contracts which continue to be impacted by the economic context. In many cases the increases in prices are exacerbated by increases in demand due both to demographic changes, government policy changes and the cost-of-living crisis.

- a) Social care (adults and children) – expect increased costs in relation to higher fees to care providers to offset their rising costs. This is made worse by continued demographic demand pressures and market capacity including shortages in both the labour and placement markets.
- b) Home to school transport – cost increases driven by rising fuel prices and increases in demographic growth.
- c) Construction - the soaring cost of construction materials and labour shortages means the viability of capital projects is at risk and will impact both the General Fund and Housing Revenue Account (HRA) programmes.
- d) Private sector rental market/ homelessness/ loss of housing benefit subsidy – the availability of affordable private rented properties and the impact of the cost-of-living crisis on households and landlords (repayment of mortgages) could lead to increased homelessness caseload requiring temporary

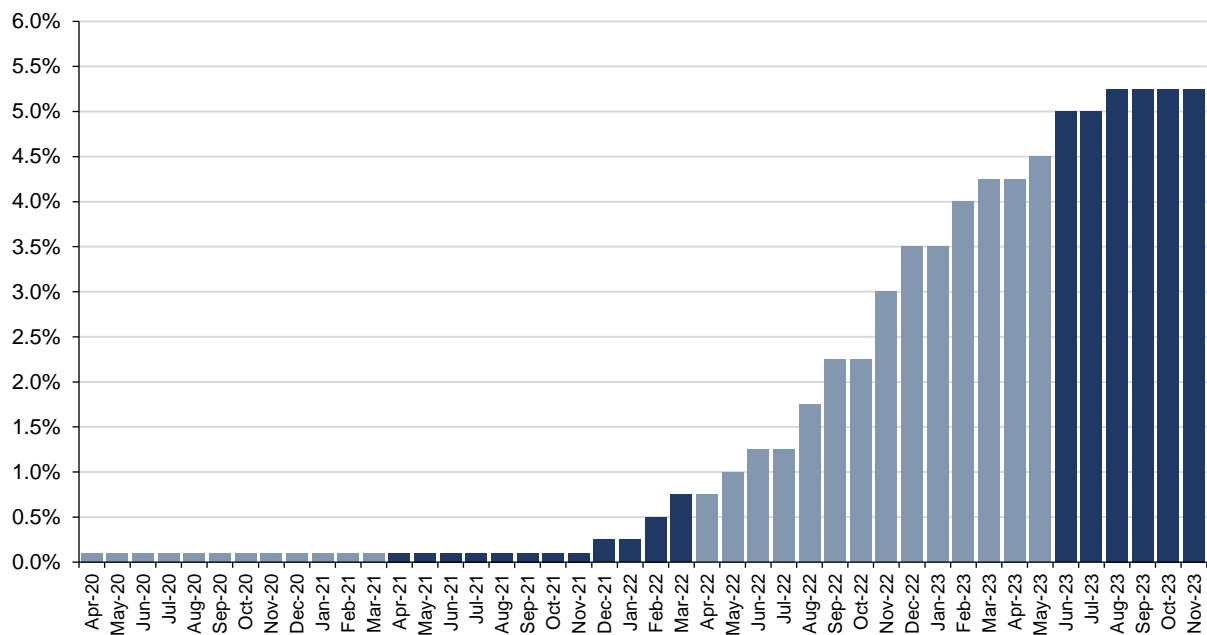
accommodation and use of bed and breakfast. If the Local Housing Allowance does not rise in line with inflation this could impact council budgets due to the differential between the rent income from housing benefits and cost of property lease in relation to temporary accommodation.

- e) Pay inflation – as part of the 2023/24 pay award review the National Joint Committee (NJC) on 1 November 2023 agreed, with effect from 1 April 2023:
 - an increase of £1,925 on all NJC pay points (pro rata for part-time and term-time employees)
 - an increase of 3.5% for Chief Executives
 - an increase of 3.5% for Chief Officers was previously agreed in May 2023
 - There has been no indication of the pay deal expected for 2024/25.

4.4 Interest Rates

- 4.4.1 Since December 2021, the Bank of England has increased interest rates from 0.10% in November 2021 to an unchanged 5.25% as at November 2023. The Monetary Policy Committee will review this next on 14 December 2023.

Chart 2: Bank of England Official Bank Rate (April 2020 to November 2023)



Source: <https://www.bankofengland.co.uk/monetary-policy/the-interest-rate-bank-rate>

4.5 Local Government Funding

Challenging landscape for local government

- 4.5.1 The financial landscape facing the sector including the Council is becoming increasingly challenging with 2023 seeing an increasing number of councils, including noticeably those with social care responsibilities, give warnings about their ability to balance their 2023/24 budgetary positions and beyond.
- 4.5.2 Many of the sectoral bodies (Local Government Association, County Councils Network, Society of County Treasurers and Special Interest Group of Municipal Authorities) have recently published warnings illustrating the current local government finance system is failing to tackle issues around social care funding

(including children's), plus the continued impact of high inflation, have put many councils in a perilous financial position with many S151 Officers considering issuing of S114 reports for not being able to balance their budget for the coming year. In a briefing from the Institute of Government published on 9 October 2023 there is an increasing incidence of councils issuing Section 114 reports due to significant financial viability issues.

Funding and relative needs

- 4.5.3 The balance of overall funding has altered in recent years with a greater proportion coming from Council Tax and specific Social Care funding with significantly less coming from Revenue Support Grant (RSG). Whilst the RSG received by Nottingham has reduced by £97m (or 76%) between 2013/14 and 2023/24, the overall 'Core Spending Power' measure as utilised by DLUHC has increased by £52m (or 18%).
- 4.5.4 Notwithstanding the recent acute inflationary and service pressures on councils there are also longstanding issues with how the current local government finance system recognises the funding needs of authorities, such as Nottingham, with significant deprivation and associated high relative needs.
- 4.5.5 The Institute for Fiscal Studies (IFS) published a report on the 15 August 2023 titled 'How much public spending does each area receive? Local authority level estimates of health, police, school and local government spending'. The report's analysis found that while more deprived areas receive more funding, they do not receive as high a share of the national funding pot as the formulae used in official spending needs assessments suggest they should. The data that accompanies the IFS report shows that in their assessment, the funding position for local government services in Nottingham is £916 per person (compared to the national average of £865 per person). The equivalent estimated need per person in Nottingham is £1,033 (compared to the national average of £865 per person). This gives a gap between the funding per person and the estimated need per person, of (£117) or (11.3%). This gap, between the estimated need and the funding per person, places Nottingham towards the lower end of the range quoted in the report (117 lowest out of 150), meaning that the council has a larger gap per person compared to many other local authorities.

Local Government Financial Settlement

- 4.5.6 It is important to note that much uncertainty remains regarding the resources that will be available to the Council. Consequently, the updated MTFP has been completed without any confirmation of potential 2024/25 funding other than the broad guidelines previously issued by the Government alongside the last settlement where it indicated that we could expect only a one-year rolled-over settlement following the same principles as 2023/24:

- Indicating core council tax referendum principles of 2.99% core Band D threshold and a further 2% adult social care precept
- Revenue Support Grant will be uplifted in line with the September CPI and Base Funding Level will increase in line with the business rate multiplier, with any under-indexing fully funded via the cap compensation grants
- Social Care Grant and other social care grants will increase as set out at the Autumn Statement

4.5.7 As set out above there was little further information on local government funding announced in the Autumn 2023 Budget Statement. This means that specific details for local government funding, including councils' allocation will not be known until the publication of the provisional Local Government Finance Settlement and accompanying technical consultation later this month. This is not expected until week commencing 18 December 2023. The final MTFP reported to Executive Board in February 2024 will fully reflect any funding announcements known at the time.

4.5.8 It should be noted there are several long-standing funding issues that remain unresolved by central government:

- Details and revised timeline of the 'Fair Funding Review' and Business Rates baseline reset.
- Future of the New Homes Bonus grant scheme
- Long-term funding arrangements for Social Care
- Impact and funding of implementing new waste recycling legislation schemes (Deposit Return Scheme and Extended Producer Responsibility).

4.5.9 This continued lack of clarity regarding multi-year settlements makes budget planning, particularly in the current environment unnecessarily complex and challenging.

4.6 **Business Rates**

4.6.1 As set out above, the Autumn Statement 2023 announced the following with effect from 1 April 2024:

- small business multiplier will be frozen at 49.9p
- standard multiplier will be updated in April by September's CPI figure (6.7%), increasing the multiplier from 51.2p to 54.6p
- 2023/24 Retail, Hospitality and Leisure (RHL) scheme will be extended into 2024/25, retaining the existing scope and providing eligible properties with 75% relief, up to a cap of £110,000 per business
- Councils are expected to be fully compensated for the loss of income, due to these business rates measures and will receive new burdens funding for administrative and IT costs

4.6.2 Confirmation of the decoupling of the standard and small business multipliers means that the layout and the level of detail required for completing the 2024/25 NNDR1 business rates return due in late January 2024 will significantly change. Detailed technical changes will not be known until the publication of the provisional financial settlement and technical consultation which impact council's ability to fully complete the NNDR1 return as the Council will be heavily dependent on our revenue system provider's ability to update their software in time.

4.6.3 The business rates projections drawn from the NNDR1 return will be those required to be reflected in 2024/25 budget reported to the February 2024 Executive Board.

5. Approach to Budget Setting

5.1 Budget Strategy

5.1.1 The budget strategy for the 2024/25 budget process was set out in the report to Executive Board in July 2023, focussing on delivering saving proposals through the Duties and Powers Framework (equivalent to legal minimum) alongside the following budget strands:

- Transformation including Best Value reviews and service redesign
- Efficiency
- Asset
- Income and Debt
- Technical Review

5.1.2 The combined outcomes of these budget strands were required to several objectives:

- Set and deliver a balanced budget.
- Establish financial resilience to ensure council's long term financial health and viability is sound on a continued basis.
- Maximise the 'One Council' as a vehicle to transform the way in which it delivers its services and what it can deliver.
- Address emerging pressures that are unavoidable.

5.1.3 These key objectives were to be met first before any new investment growth is considered for delivering Strategic Council Plan priorities.

5.2 Progress Towards Delivering the Budget Strategy

5.2.1 In recognition of the financial challenge, the Council adopted the Duties and Powers framework (equivalent to legal minimum) to develop saving proposals and set a balanced budget for 2024/25. The process included two key stages with the first being the mapping of general fund budgets against legal duties and powers and the second being to develop proposals. The second stage of the process has involved various challenge sessions, with the CLT and members, of officer proposals. Officers have made iterations throughout this process before consolidating into this report.

6. Medium Term Financial Plan (MTFP) 2024/25 to 2027/28

6.1 2024/25 Budget and MTFP as at July 2023

6.1.1 By necessity, the MTFP and financial strategy is being compiled in a period of unprecedented financial uncertainty and requires continued refinement to reflect changing circumstances, updated priorities, the latest financial situation, and external factors such as continued uncertainty regarding the government funding.

6.1.2 Table 1 summarises the various elements of the previous MTFP refresh reported to the July 2023 Executive Board. These initial projections, based on the best service and national information available at the time and previously approved savings,

indicated the likely size and scale of the financial challenge facing the authority was £50.903m in 2024/25 rising to a cumulative £58.714m by 2027/28.

- 6.1.3 The proposed mitigations and options to begin addressing these gaps was initially scoped as likely to provide £34.689m in 2024/25, including council tax which is subject to approval by Council, resulting in an outstanding gap of £16.213m to be balanced with further options being developed by the CLT.

Table 1: 2024/25 - 2027/28 MTFP Update including Options as at July 2023 (incremental figures)					
Budget Item	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative £m
Demographic/Service Growth	39.326	5.374	15.048	3.353	63.101
Pay Inflation	23.672	7.747	9.000	9.000	49.419
Contractual Inflation	8.822	8.217	8.741	2.211	27.991
Reserve & Technical Movements	13.886	(11.831)	(3.719)	0.013	(1.651)
Grants & Contributions	(13.492)	(2.324)	(7.094)	(0.738)	(23.648)
Previous Income & Savings	(10.459)	(12.416)	(12.672)	(0.278)	(35.825)
Net Budget Requirement	61.757	(5.233)	9.304	13.561	79.388
Assumed Funding (Settlement & Council Tax)	(10.854)	(3.220)	(3.274)	(3.326)	(20.674)
Indicative Gross Budget Gap (+) / Surplus (-) as at July 2023	50.903	(8.453)	6.030	10.235	58.714
Technical Reviews	(10.951)	11.709	3.732	0.000	4.489
Capping Growth Assumptions	(7.684)	(0.476)	(1.739)	(1.230)	(11.129)
High Value Best Value Reviews	(8.985)	0.000	0.000	0.000	(8.985)
Subtotal: Mitigations and Options	(27.620)	11.233	1.992	(1.230)	(15.625)
4.99% increase in 2024/25 Council Tax (Subject to Member Approval)	(7.069)	(0.030)	(0.030)	(0.030)	(7.159)
Indicative Net Budget Gap (+) / Surplus (-) as at July 2023	16.213	2.750	7.992	8.976	35.930

6.2 Officer Developed Saving Proposals

- 6.2.1 The tables below summarises the officer saving proposals proposed in this report to begin closing the indicative 2024/25 and MTFP budget gaps.

Table 2: Officer Developed Saving Proposals (incremental figures)					
Officer Developed Saving Proposals	Manage Demand £m	Charge More £m	Reduce Costs £m	Cease/ Stop £m	Total £m
Adults	0.000	(0.477)	(6.389)	(0.401)	(7.267)
Children's	(1.300)	0.000	(2.712)	0.000	(4.012)
Commissioning & Partnership	0.000	0.000	(0.449)	0.000	(0.449)
Education	0.000	(0.024)	(1.273)	(0.126)	(1.423)
Total Peoples Directorate	(1.300)	(0.501)	(10.823)	(0.527)	(13.151)
Community, Environment and Resident Services	(0.702)	(1.884)	(5.691)	(4.117)	(12.394)
Growth and City Development	0.000	(1.129)	(2.912)	(0.053)	(4.094)
Finance and Resources Services	0.000	0.000	(3.340)	(1.801)	(5.140)

Table 2: Officer Developed Saving Proposals (incremental figures)					
Officer Developed Saving Proposals	Manage Demand £m	Charge More £m	Reduce Costs £m	Cease/ Stop £m	Total £m
Chief Executive	0.000	0.000	(0.686)	(0.087)	(0.773)
Total	(2.002)	(3.514)	(23.453)	(6.585)	(35.553)
	5.63%	9.88%	65.97%	18.52%	100.00%

6.2.2 Detail of the savings proposals are set out in Appendix 1 and 2. Proposals which have been endorsed by the Executive Board have been shaded in grey with the remaining proposals under consideration left unshaded.

Proposals Requiring Public Consultation

6.2.3 The table below summarises the £14.947m of saving proposals developed by officers which require public consultation.

Table 3: Officer Developed Saving Proposals for Public Consultation (incremental figures)					
Officer Developed Saving Proposals - Public Consultation	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total
Adults	(0.933)	(1.764)	0.000	(0.313)	(3.011)
Children's	(0.145)	(0.073)	0.000	0.000	(0.218)
Commissioning & Partnership	0.000	0.000	0.000	0.000	0.000
Education	(0.095)	(0.032)	0.000	0.000	(0.126)
Total Peoples Directorate	(1.173)	(1.869)	0.000	(0.313)	(3.355)
Community, Environment and Resident Services	(6.531)	(2.005)	0.000	0.000	(8.536)
Growth and City Development	(0.805)	(1.159)	0.000	0.000	(1.964)
Finance and Resources Services	(0.728)	(0.364)	0.000	0.000	(1.092)
Chief Executive	0.000	0.000	0.000	0.000	0.000
Total	(9.237)	(5.397)	0.000	(0.313)	(14.947)
	25.98%	15.18%	0.00%	0.88%	42.04%

Proposals Not Requiring Public Consultation

6.2.4 The table below summarises the £20.606m of saving proposals developed by officers which do not require public consultation.

Table 4: Officer Developed Saving Proposals not for Public Consultation (incremental figures)					
Officer Developed Saving Proposals - Public Consultation	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total
Adults	(0.861)	(3.396)	0.000	(0.000)	(4.257)
Children's	(1.124)	(2.670)	0.000	0.000	(3.794)
Commissioning & Partnership	(0.355)	(0.095)	0.000	0.000	(0.449)
Education	(0.952)	(0.305)	(0.039)	0.000	(1.297)
Total Peoples Directorate	(3.292)	(6.466)	(0.039)	(0.000)	(9.797)
Community, Environment and Resident Services	(3.846)	(0.012)	0.000	0.000	(3.858)

Table 4: Officer Developed Saving Proposals not for Public Consultation (incremental figures)					
Officer Developed Saving Proposals - Public Consultation	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total
Growth and City Development	(1.735)	(0.295)	(0.100)	0.000	(2.130)
Finance and Resources Services	(1.770)	(1.898)	(0.380)	(0.000)	(4.048)
Chief Executive	(0.605)	(0.168)	0.000	0.000	(0.773)
Total	(11.248)	(8.839)	(0.519)	(0.000)	(20.606)
	31.64%	24.86%	1.46%	0.00%	57.96%

6.3 Investment Required to deliver savings

6.3.1 Currently, it is estimated that a one-off investment of £7.554m will be required to deliver the saving proposals contained within this report, all of which is expected to be funded from reserves.

6.4 Council Tax

6.4.1 The MTFP assumes a 2024/25 Band D increase of 4.99% resulting in an additional £7.1m of Council Tax income. This is based on the referendum criteria (3%) and Adult Social Care precept (2%) allowed in 2023/24 and the current assumptions with regard to the tax base.

6.4.2 This additional income is only illustrative and will be subject to Members' final approval at Full Council in late February 2024.

6.4.3 Confirmation of the availability of further Adult Social Care flexibility and the 2024/25 referendum criteria set by Government is unlikely to be confirmed until the provisional settlement in mid to late December.

6.5 2024/25 Budget Gap as at December 2023

6.5.1 Due to the ongoing volatility of the operating environment as articulated through the continued pressures seen in-year across council's demand-led services, there is a high probability that the current indicative budget gap will increase, beyond that currently stated as above. CLT are currently undertaking detailed work for their respective demand led areas which will feed into the updated MTFP position alongside the impact of the Local Government Finance Settlement and collectively will be presented to the Executive in the new year.

6.5.2 As set out above, confirmed details of the Council's funding for next year are not yet known and therefore only some changes to the growth assumptions in 2024/25 have been made to the MTFP, with further changes to be reflected in the next updated report to the Executive Board.

6.5.3 However, the Autumn Statement indicated that is very unlikely that the provisional settlement will provide sufficient additional funding to balance the remaining indicative gap for 2024/25 and as such, work is underway across the Council to review assumption and identify further options.

6.5.4 If required, an additional consultation report will be reported to Executive Board setting out any further proposals deemed necessary to ensure a legally balanced budget for 2024/25.

6.5.5 The table below provides an updated summary of the 2024/25 indicative budget gap that equates to £53.700m on a gross basis and net to £33.215m after the application of officer saving proposals.

Table 5: 2024/25 Budget Gap Update as at December 2023		
Budget Item	2024/25 £m	Ref
Indicative Net Budget Gap (+) / Surplus (-) as at July 2023	16.213	
Best Value Review Target Removed	8.985	a
Estimated additional recurring budget pressure	18.502	b
Use of Reserves in 2023/24 to balance budget	10.000	b
Net Budget Requirement before saving proposals	53.700	
Officer developed saving proposals	(20.485)	a
Indicative Net Budget Gap (+) / Surplus (-) as at December 2023	33.215	

a) The best value review target previously included in the July's MTFP has now been superseded by the Duties and Powers framework approach, with the best value principles being applied through the legal duties and powers lens.

b) Estimated additional recurring growth reflects the significant increase in the 2023/24 in-year net pressure, as reported to November 2023 Executive Board in Period 6, with potential use of reserves in 2023/24.

7. Companies

7.1 The Council has a range of companies in its ownership and some owned jointly with others that have developed over time. Many of these companies have experienced trading difficulties that have impacted on dividends and other loan repayments that are factored into the Council's budget.

7.2 As a working assumption the current MTFP refresh assumes that there will be no future company dividends. In line with previously agreed policy, it assumes that if dividends do materialise then they will be contributed into reserves i.e., the MTFP will not be balanced by using inherently volatile projections of company income.

8. Schools Budget

8.1 The Schools Budget will be presented to the Schools Forum for review and approval in January 2024.

9. Housing Revenue Account

9.1 The HRA budget strategy will be presented to the Executive Board for review in the new year.

10. Reserves

- 10.1 As reported to the July 2023 Executive Board with the 2023/24 Provisional Outturn, the General Fund Balance was £13.5m with provisional Earmarked Reserves of £184.805m, as of 31 March 2023.
- 10.2 In light of the current in-year and 2024/25 budget positions, the S151 Officer is currently conducting a review of the reserves policy and the adequacy of all reserve levels. This review may look to recategorise and reprioritise, where possible, existing reserves.
- 10.3 Any revision to the existing reserves policy and how reserves will be managed in the future will be incorporated into the 2024/25 budget and MTFP report to the Executive Board in February 2024.

11. Budget Timetable

- 11.1 It is proposed that the Council continues with the timetable as set in Table 6 so that all required proposals to balance the MTFP 2024/25 to 2027/28 can be considered, as appropriate, before final decisions are made.

Table 6: Budget Timetable	
Month	Activity
December	<ul style="list-style-type: none"> Budget consultation on draft MTFP with citizens, local business, community & voluntary sector, other stakeholders as appropriate Provisional Local Government Financial Settlement
January	<ul style="list-style-type: none"> Executive Board report agrees tax base and forecast collection fund surplus or deficit Executive Board report reflecting updated MTFS forecast and funding position, including savings proposals and impact of provisional finance settlement (<i>if required</i>) Executive Board report to approve HRA budget and 30-year business plan (<i>provisional</i>) Corporate Scrutiny Committee to be consider Budget consultation Schools Forum to approve Schools Budget
February / March	<ul style="list-style-type: none"> Executive Board report to consider for approval including to Council, revenue and capital budgets, draft MTFP (revenue and capital) Corporate Scrutiny Committee to be consulted on Budget Proposals Audit Committee to be consider Treasury Management strategy City Council approves Budget, Treasury Management strategy and sets Band D Council Tax for 2024/25 Final Local Government Financial Settlement

12. Other options considered in making recommendations

- 12.1 Throughout the budget process a range of different options have been considered including various levels of council tax, investment, expenditure reductions and income generation proposals. This is a complex process with many iterations and possibilities too numerous and detailed to present as discrete options here. This report presents the overall set of current draft proposals which together seek to balance levels of investment, income, cost reductions and an appropriate level of Council Tax.

13. Consideration of Risk

- 13.1 The S151 Officer is required to provide his statutory advice to Council on the robustness of the budget estimates and adequacy of reserves. As such an assurance was provided to Full Council that at the time it set the 2023/24 budget it had been reasonably based on the best available information and assumptions at the time.
- 13.2 More recently the S151 officers' professional opinion has been clearly stated in the s114(3) report issued on the 29 November 2023.
- 13.3 The uncertainties of the economic environment over the short to long term present a high risk to the Council with regard to the continued delivering of balanced budgets and inevitably there remains potential for further, as yet unrecognised, risks.
- 13.4 It will be essential for CLT to continue to exercise firm financial management throughout this year and for the forthcoming year through the close monitoring of budgets and, in particular, the agreed council action plan in response to the s114(3) report alongside the delivery of previously approved savings. The spend measures currently in place during the Prohibition Period will most likely need to continue to be in place for the foreseeable future.
- 13.5 Even though previous budget statements provided some indication of proposed additional funding for social care, the Local Government Finance Settlement published in February 2023 only provided certainty for one-year 2023/24, beyond this there remains a great deal of uncertainty. The MTFP therefore includes various assumptions on future funding which is based on Government announcements made up to July 2023. The MTFP will be fully updated once the full details of the provisional Local Government Finance Settlement are announced, week commencing 18 December 2023.
- 13.6 Given the unique operating context of Nottingham City Council, the following are most immediate risks for the budget process which need to be considered by the S151 when determining adequacy of reserves and financial resilience:
- Organisational ability to develop and deliver
 - 2023/24 in-year General Fund balance budget following issuance of s114(3) report; and
 - the scale of change required in delivering the officer developed saving proposals, as presented within this report.
 - Delivery record on approved savings programmes to date
 - Likelihood of further in year variances (overspends) against approved budget in particular social care placement and temporary accommodation pressures, which continue to be partly mitigated by one-off spend controls and transformational cost reduction programmes which are closely monitored by Leadership and CLT
 - Unforeseen shocks or circumstances resulting in financial cost spikes
 - Subsidiary company risk - loans and risk of liabilities materialising
 - Prior year accounts and historic accounting treatments & practice corrections
 - Assumptions regarding debt collection and impact on the collection fund
 - Economic factors such as inflation and interest rate environment

- Major project challenges and failure
- Capital receipts not being sufficient to meet existing capital obligations
- Unfunded income loss pressures as a result of the long-term impact of the pandemic and cost of living crisis, particularly in relation to Council Tax and Business rates income.

13.7 Given the Councils recent history, and in the context of the strategic risks set out above, it is reasonable and prudent to set aside material amounts within reserves to provide for either a single or multiple scenarios manifesting, which will be considered by the S151 officer when determining adequacy of overall reserves as part of the annual budget setting process.

13.8 As set out above, the Council's MTFP is continually under review and builds in projections for the current period and beyond as further details and analysis become available. Throughout the budget process a range of different options will continue to be considered including various levels of council tax, investment, expenditure reductions and income generation proposals. These will be regularly reported and thoroughly considered as part of an iterative process involving CLT, Leadership and Portfolio Holders. Any sustainability impacts will be considered before final decisions are taken on whether or not to implement each proposal.

13.9 Given the uncertainties of the economic environment, impact of cost of living, inflation and interest rates, long-term impact of the pandemic and expenditure reductions of a significant scale required, there are inevitably significant risks involved in delivering balanced budgets over the medium term. Key strategic risks will continue to be;

- included in the Corporate Risk Register;
- regularly reported to Audit Committee; and
- reviewed through updated Budget and MTFP Strategy reports to the Executive Board.

14. **Best Value considerations**

14.1 To ensure we are delivering continuous service improvement and good outcomes for citizens the Council will embed a culture of Best Value Transformation across all our services and work together as 'One Council'.

14.2 Encompassing Best Value Transformation alongside the 'Together for Nottingham Plan' and a refreshed MTFP the 'One Council' approach will enable us to work on a more stable financial footing.

14.3 Throughout the budget process the Council will take a proactive and planned approach to delivering Best Value.

14.4 At the conclusion of this process the Council's published reports will clearly set out how it plans to meet its Best Value requirement to demonstrate the continued financial sustainability of services to its communities over the longer term.

15. **Finance colleague comments**

- 15.1 This report represents a further step in a continuing budget process that will culminate in the Chief Finance Officer's assessment of the robustness of the proposed 2024/25 budget and adequacy of reserves statement contained within the final report presented to Executive Board in February 2024.
- 15.2 In the majority of officer developed savings proposals, the application of service redesign has been adhered to against the principle of the lowest resource deployment possible to comply with the necessary legal obligations for service delivery. In instances where there is no legal duty to provide or undertake activity and instead a legal power is the appropriate consideration, then activity has been designed in such a way as to remove the provision. The primary purpose of this approach is to try and ensure sufficient savings can be tabled to allow the Council to set a balanced budget for 2024/25. There are in a limited number of instances, proposals that are not put against the Duties and Powers framework (equivalent to legal minimum) as there are alternative means of delivering a service that provides for a greater level of financial savings, these are all services that have a large proportion of income associated with them that can be commercialised in a way that yields a greater financial benefit.
- 15.3 It should also be noted that some proposals are increases to fees and charges and not the application of the Duties and Powers methodology.

16. Legal colleague comments

- 16.1 The recommendations in this report of themselves raise no significant legal issues but need to be viewed in the context of the s114 (3) report recently issued by the s151 Officer and the legal requirement to set a balanced budget for 2024/25.. before 11 March 2024. This report should be viewed as one of the formal steps to achieving that requirement. The report also approves the requirement to formally consult the public on elements of the budget proposals in accordance with the statutory requirements. Any responses received as a result of the consultation will need to be fully and properly considered.
- 16.2 The Council has a duty under the Equality Act 2010 to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between protected groups (such as disabled people or ethnic minority groups) when considering proposed new or changing policies, services or functions, including decisions on funding for services, and decisions on implementation of policies developed outside the Council.

Malcolm R. Townroe – Director of Legal and Governance – 11 December 2023

17. Procurement comments

- 17.1 Not applicable

18. Crime and Disorder Implications

- 18.1 Not applicable

19. Social value considerations

19.1 Not applicable

20. **Regard to the NHS Constitution**

20.1 Not applicable

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

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

Not at this stage but will be.



21.2 An EIA is not required because any decisions relating to the draft budget proposals will be set out in further reports to Executive Board and Full Council in February 2024. Equality Impact Assessments are being carried out, where appropriate, for all relevant budget proposals and a summary will be provided with these reports.

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

22.1 Not applicable.

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

23.1 The carbon impact assessment of proposed proposals will be considered in due course.

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

24.1 None

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

- S114 (3) report issued by the s.151 officer – 29 November 2023
- Budget Strategy and Medium Term Financial Plan (MTFP) Refresh 2024/25 to 2027/28 – 18 July 2023 Executive Board
- Budget 2023/24 – 6 March 2023 City Council
- Medium Term Financial Plan 2023/24 to 2026/27 – 21 February 2023 Executive Board

Proposal Reference	Option Type	Directorate / Department	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(D)-2417	Manage Demand	Communities, Environment & Resident Services	Improve recycling performance	Implementation of a side waste policy to regularise domestic waste tonnages collected and a programme of activity to support residents in presenting consistent materials for recycling thereby reducing contamination penalties.	(0.250)	(0.250)	0.000	0.000	(0.500)	0
SUB TOTAL: MANAGE DEMAND					(0.250)	(0.250)	0.000	0.000	(0.500)	0

Proposals shaded in grey have been endorsed by Executive Board

DP(D)-2423	Charge More	Communities, Environment & Resident Services	Increased income from Woodthorpe Nursery	Additional income generation through a fees and charges review and an increased number of community events taking place at the Woodthorpe nursery and plant shop	(0.010)	0.000	0.000	0.000	(0.010)	0
DP(D)-2430	Charge More	Communities, Environment & Resident Services	Introduce charges for garden waste collection	To continue to offer a kerbside collection for residents who wish to pay for the service. Free disposal will be available at the Household Waste Recycling Centre.	(0.292)	(0.208)	0.000	0.000	(0.500)	0
DP(E)-2408b	Charge More	Growth & City Development	Proposal to introduce a charge for use of public toilets	Introduction of charges for use of Greyhound Street public toilets.	(0.064)	0.000	0.000	0.000	(0.064)	0
SUB TOTAL: CHARGE MORE					(0.366)	(0.208)	0.000	0.000	(0.574)	0

Proposals shaded in grey have been endorsed by Executive Board

DP(A)-2401 DP(A)-2402 DP(A)-2403	Reduce Costs	Adults	Restructure and reduce Adult Social Care Assessment function	Restructure and reduce tiers of management and overall resource across the Adult Social Care Assessment function including Occupational Therapy and Sensory Teams.	(0.636)	(1.567)	0.000	0.000	(2.203)	(40)
DP(A)-2411	Reduce Costs	Adults	Close Jackdawe in-house homecare and source from external market	Close Jackdawe in-house homecare service and commission homecare packages from external care providers.	(0.189)	(0.095)	0.000	0.000	(0.284)	(46)
DP(E)-2402	Reduce Costs	Adults	Closure of Barkla Close and purchase of Residential Respite Care from the external market.	Closure of Barkla Close In-house Residential Respite care for adults with learning disabilities and to instead commission this respite care from the external market..	(0.061)	(0.061)	0.000	0.000	(0.123)	(13)
DP(A)-2473	Reduce Costs	Childrens	Reduces Youth Service	Closure of the Ridge Adventure Playground and Bulwell Play and Youth Centre with increase targeting of youth services to those young people in most need.	(0.145)	(0.073)	0.000	0.000	(0.218)	(6)
DP(A)-24225	Reduce Costs	Growth & City Development	Reduce public transport infrastructure	To reduce provision in the city to only provide accessible bus stops and remove funding to operate two bus-based park and ride sites and Victoria Bus Station.	(0.158)	(0.342)	0.000	0.000	(0.500)	(4)

Appendix 1: Saving Proposals - Public Consultation

Proposal Reference	Option Type	Directorate / Department	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(A)-24226	Reduce Costs	Growth & City Development	Review Concessionary Fares	Review of concessionary fares in conjunction with the wider region and emerging combined authority to ensure consistency of approach.	0.000	TBC	TBC	TBC	TBC	TBC
DP(A)-24227	Reduce Costs	Growth & City Development	Reduce all linkbus services, remove Easylink and withdraw funding contribution to the Medilink service	Tendered services reduced to a minimum level of service to residential areas which otherwise have no access to public transport networks. This would mean replacement of existing link bus network with minimum service level provided to residential areas, but no regular service to places of employment and education.	(0.583)	(0.717)	0.000	0.000	(1.300)	(1)
DP(E)-2419	Reduce Costs	Communities, Environment & Resident Services	Review of Museums Service to identify alternative delivery model reducing reliance on council funding	The Museums Service is currently undergoing a Delivery Model Assessment (DMA) process to identify an alternative delivery model for these primarily discretionary services that minimises reliance upon contribution from the Council.	TBC	TBC	TBC	TBC	TBC	TBC
DP(E)-2426	Reduce Costs	Communities, Environment & Resident Services	Remove council contribution to One Nottingham	Increase third party income to maintain existing service provision and remove council contribution to One Nottingham.	(0.023)	0.000	0.000	0.000	(0.023)	0
DP(E)-2427	Reduce Costs	Communities, Environment & Resident Services	Risk based approach to environmental health work relating to Planning Applications.	Adopt a risk based approach to environmental health work relating to Planning Applications relating to high-risk cases.	(0.100)	0.000	0.000	0.000	(0.100)	(2)
DP(E)-2410	Reduce Costs	Communities, Environment & Resident Services	Review of Library Service	Undertake an assessment of the Library Service provision whilst maintaining a comprehensive and efficient service offer appropriate to the needs of our citizens. Will require a further public consultation regarding a review of the Council's Library Needs Assessment and 'the Next Chapter' Libraries Strategy.	(1.143)	(0.381)	0.000	0.000	(1.524)	(31)
DP(D)-2431	Reduce Costs	Communities, Environment & Resident Services	Introduce baseline service level for mechanical road sweeping	Establish city wide baseline level for mechanical sweeping of the highway and other maintained areas of once every 12 weeks.	(0.126)	(0.042)	0.000	0.000	(0.168)	(6)
DP(E)-2413 DP(E)-2414 DP(E)-2415 DP(E)-2416 DP(E)-2417 DP(D)-2422	Reduce Costs	Communities, Environment & Resident Services	Green Spaces and Natural Environment Service Review	Review of the Green Spaces and Natural Environment Service current operating model which includes a wide range of service reductions.	(0.254)	0.000	0.000	0.000	(0.254)	(8)
DP(E)-2428	Reduce Costs	Communities, Environment & Resident Services	Reduction of contribution to Area Based Grants	Reduction of contribution to voluntary and charity sector through area based grants.	(1.340)	0.000	0.000	0.000	(1.340)	0

Appendix 1: Saving Proposals - Public Consultation

Proposal Reference	Option Type	Directorate / Department	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(A)-24255	Reduce Costs	Growth & City Development	Reduction in Not in Employment, Education or Training Prevention Budget	Review and restructure the Not in Employment, Education or Training prevention services across the city.	0.000	(0.100)	0.000	0.000	(0.100)	0
SUB TOTAL: REDUCE COSTS					(4.759)	(3.378)	0.000	0.000	(8.137)	(156)

Proposals shaded in grey have been endorsed by Executive Board

DP(A)-2412	Cease/ Stop	Adults	Cease all grant funding of Lunch Clubs	Cease grant funding for all lunch clubs recipients.	(0.037)	(0.037)	0.000	0.000	(0.073)	0
DP(A)-2410	Cease/ Stop	Adults	Close The Oaks and Cherry Trees Residential Care Homes for Adults	Close or sell the existing in-house residential homes as a business and provide care through external providers as required.	0.000	0.000	0.000	(0.313)	(0.313)	(88)
DP(A)-2458	Cease/ Stop	Education	Close Colwick Park Activity Centre	Closure of Colwick Park Activity Centre which provides outdoor sport and learning opportunities for children and young people.	(0.095)	(0.032)	0.000	0.000	(0.126)	(5)
DP(A)-2404	Cease/ Stop	Adults	Cease Chronically Sick and Disabled Persons Telephone Service	Cease existing service and meet any assessed needs through the individuals' care package, where required.	(0.010)	(0.005)	0.000	0.000	(0.015)	0
DP(E)-2412	Cease/ Stop	Communities, Environment & Resident Services	Reduction of Community Protection and Resident Development service areas	Reduction of both the Community Protection and Resident Development services. Requirement to deliver duties relating to environmental enforcement and antisocial behaviour will be met.	(2.274)	(0.758)	0.000	0.000	(3.032)	(63)
DP(E)-2409	Cease/ Stop	Communities, Environment & Resident Services	Review of Community Centres	Review of the current operational model for Community Centres to seek to remove all Council contribution from their operation.	(0.337)	(0.337)	0.000	0.000	(0.674)	(6)
DP(D)-2425	Cease/ Stop	Communities, Environment & Resident Services	Permanent closure of City Centre water features	To remove maintenance budgets for the water features at Old Market Square and Sneinton Square.	(0.030)	0.000	0.000	0.000	(0.030)	0
DP(D)-2427	Cease/ Stop	Communities, Environment & Resident Services	To cease to deliver an in-house pest control service	Externally commission pest control work at Council assets and direct social housing tenants to external pest control providers.	(0.029)	(0.029)	0.000	0.000	(0.058)	(3)
DP(E)-2429	Cease/ Stop	Communities, Environment & Resident Services	Cease contributions to the Cultural Sector	Removal of contribution to the cultural sector.	(0.198)	0.000	0.000	0.000	(0.198)	0

Appendix 1: Saving Proposals - Public Consultation

Proposal Reference	Option Type	Directorate / Department	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(E)-2430	Cease/ Stop	Communities, Environment & Resident Services	Ceasing of Ward Budgets	Removal of locally distributed ward budgets.	(0.125)	0.000	0.000	0.000	(0.125)	0
DP(A)-24337	Cease/ Stop	Finance & Resources	Proposal to cease Welfare Rights service	Proposal to remove Council's benefit and welfare advice offer except to Council tenants.	(0.261)	(0.131)	0.000	0.000	(0.392)	(23)
DP(A)-24338	Cease/ Stop	Finance & Resources	Digital only Customer Services Hub offer	This proposal moves transactional contact with the Council to a digital only offer. Telephone contact would be automated and no face-to-face provision would remain at Loxley House. Support for residents with specific needs will remain through relevant service areas.	(0.467)	(0.233)	0.000	0.000	(0.700)	(23)
SUB TOTAL: CEASE STOP					(3.862)	(1.561)	0.000	(0.313)	(5.736)	(211)
<i>Proposals shaded in grey have been endorsed by Executive Board</i>										
TOTAL: PUBLIC CONSULTATION SAVING PROPOSALS					(9.237)	(5.397)	0.000	(0.313)	(14.947)	(367)

Proposal Reference	Option Type	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(A)-2407	Charge More	Grant funding of Sheltered Alarm costs	Sheltered alarm costs for adults in care will be funded from the Housing Revenue Account	(0.177)	0.000	0.000	0.000	(0.177)	0
DP(A)-2408	Charge More	Expand Deputyship Service leading to increased fee revenue	Expansion of the Deputyship service to accommodate citizens who currently benefit only from appointeeship via Adult Residential Services, but who require Deputyship. This would ensure a more effective and efficient process for both the citizen and the Council.	0.000	(0.300)	0.000	0.000	(0.300)	0
DP(C)-2402	Reduce Costs	Consistent purchasing of Adult Social Care home care packages	Ensure all packages of home care are purchased at contracted provider rates. This may mean a change in care provider for some citizens.	0.000	(0.210)	0.000	(0.000)	(0.210)	0
DP(A)-2405	Reduce Costs	Reduce Learning and Development Team resource	Reduction in resource of Learning and Development Team.	(0.026)	(0.013)	0.000	0.000	(0.039)	(1)
DP(A)-2406	Reduce Costs	Increase impact of social care reablement to reduce need for long-term care	Reduce ongoing need for homecare through changes in social care reablement work to increase citizens' independence.	0.000	(0.300)	0.000	0.000	(0.300)	0
DP(A)-2409	Reduce Costs	Reduce the Personalisation Hub capacity	Reduce resources and redesign our Personalisation Hub which supports citizens with direct payments.	(0.148)	(0.148)	0.000	0.000	(0.295)	(6)
DP(C)-2401	Reduce Costs	Adult Social Care Placements - External	Review and revision of external placement policy guidance to enable the service to continue to meet the care needs of citizens in the most appropriate way.	0.000	(1.184)	0.000	0.000	(1.184)	0
DP(C)-2405	Reduce Costs	External Residential and Nursing Care Placements	Reduce the cost of existing care packages by securing at contracted rate.	0.000	(1.071)	0.000	0.000	(1.071)	0
DP(E)-2406	Reduce Costs	Reduce Social Care Reform Activity	Reduction in resources allocated to planned improvement and transformation works, and ceasing some of this work.	(0.511)	(0.170)	0.000	0.000	(0.681)	(7)
SUB TOTAL: ADULTS				(0.861)	(3.396)	0.000	(0.000)	(4.257)	(14)

Proposals shaded in grey have been endorsed by Executive Board

DP(E)-2401	Manage Demand	Restructure support to prevent admission of young people in to residential care	Restructure resource to the Strengthening Families at Home service to prevent young people from coming into residential care	(0.900)	(0.400)	0.000	0.000	(1.300)	0
DP(A)-2472	Reduce Costs	Youth Justice Service	Remove vacant posts and re-structure of staffing, roles and responsibilities.	(0.100)	(0.100)	0.000	0.000	(0.200)	(5)
DP(A)-2477	Reduce Costs	Reduction in administrative support	Reduction in resources for support work	(0.123)	(0.062)	0.000	0.000	(0.185)	(4)

Proposal Reference	Option Type	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(C)-2403	Reduce Costs	Reduce Children's Care Placements costs	Reduce costs through commissioning workstreams including negotiation and market sufficiency.	0.000	(2.109)	0.000	0.000	(2.109)	0
SUB TOTAL: CHILDREN'S				(1.124)	(2.670)	0.000	0.000	(3.794)	(9)

Proposals shaded in grey have been endorsed by Executive Board

DP(A)-2478	Reduce Costs	Reducing the structure of the commissioning team	Reducing the structure within the commissioning and partnership team.	(0.189)	(0.095)	0.000	0.000	(0.284)	(4)
DP(A)-2479 DP(A)-2480 DP(A)-2481	Reduce Costs	Review of commissioning and partnership budget	Review of commissioning and partnership service budgets to achieve greater efficiencies.	(0.165)	0.000	0.000	0.000	(0.165)	0
SUB TOTAL: COMMISSIONING & PARTNERSHIP				(0.355)	(0.095)	0.000	0.000	(0.449)	(4)

Proposals shaded in grey have been endorsed by Executive Board

DP(A)-2460	Charge More	Health and safety in schools service - increasing income	This is a service which schools pay for. Charges will be increased to ensure the service covers its costs in full, and opportunities for increasing the number of schools purchasing the service explored.	(0.010)	0.000	0.000	0.000	(0.010)	0
DP(E)-2404	Charge More	Transport - annual pricing review	This is a service which schools pay for. Prices for 2024/25 will be increased in line with inflation to ensure that the service continues to fully cover its costs.	(0.007)	(0.007)	0.000	0.000	(0.014)	0
DP(A)-2453	Reduce Costs	Review of customer support budgets with Education service	Review of service budgets to achieve greater efficiencies.	(0.006)	0.000	0.000	0.000	(0.006)	0
DP(A)-2443	Reduce Costs	Maximisation of Dedicated Schools Grant for Education Welfare service	Service will be sustained at existing levels; however, it is proposed that going forward this will be fully funded by Dedicated Schools Grant (subject to School's Forum agreement)	(0.120)	(0.085)	0.000	0.000	(0.205)	0
DP(A)-2445	Reduce Costs	Maximisation of Dedicated Schools Grant for Virtual School Team	Service will be sustained at existing levels; however, it is proposed that going forward this will be fully funded by Dedicated Schools Grant (subject to School's Forum agreement)	(0.009)	0.000	0.000	0.000	(0.009)	0
DP(A)-2446	Reduce Costs	Maximisation of Dedicated Schools Grant for Teaching Teams	Service to be fully funded from the Dedicated Schools Grant, subject to Schools' Forum agreement.	(0.139)	0.000	0.000	0.000	(0.139)	0
DP(A)-2451	Reduce Costs	Review of Education Partnership service	Review and reduction of Education Partnership Consultant resource	(0.060)	0.000	0.000	0.000	(0.060)	(1)
DP(A)-2452	Reduce Costs	Reduce Schools Improvement activity	Reduce school improvement activity to future recruitment of a Standards Advisor.	0.000	(0.039)	(0.039)	0.000	(0.078)	(1)
DP(A)-2455	Reduce Costs	Fund School Uniform Grant through the Household Support Fund	Children in families who are eligible for Free School Meals are currently eligible for support with their school uniform at key points throughout the year. This will be funded by the Household Support Fund grant. If the grant does not continue, this school uniform support will cease.	(0.020)	0.000	0.000	0.000	(0.020)	0
DP(C)-2406	Reduce Costs	Catering in schools - annual pricing review	Annual uplift of fees for Schools Catering Service from April 2024.	(0.113)	(0.038)	0.000	0.000	(0.150)	0

Proposal Reference	Option Type	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £M	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(E)-2403	Reduce Costs	Seek approval for additional funding for Children with Special Educational Needs and Disabilities	Seek approval from the Secretary of State for the use of additional Dedicated Schools Grant funding for transport for Children with Special Educational Needs and Disabilities (SEND)	(0.375)	(0.125)	0.000	0.000	(0.500)	0
DP(E)-2405	Reduce Costs	Education Psychology reducing costs	Securing Education Psychologists assessment capacity at better value.	(0.019)	(0.006)	0.000	0.000	(0.025)	0
DP(E)-2407	Reduce Costs	Review of Catering in schools service	Review of management structure within the Catering service.	(0.015)	(0.005)	0.000	0.000	(0.020)	(1)
DP(A)-2444 DP(A)-2454	Reduce Costs	Increase budget efficiencies	Review of service budgets to achieve greater efficiencies.	(0.061)	0.000	0.000	0.000	(0.061)	(3)
SUB TOTAL: EDUCATION				(0.952)	(0.305)	(0.039)	0.000	(1.297)	(6)
SUB TOTAL: PEOPLE				(3.292)	(6.466)	(0.039)	(0.000)	(9.797)	(32)

Proposals shaded in grey have been endorsed by Executive Board

Appendix 2: Saving Proposals - Non-Public Consultation

Proposal Reference	Option Type	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(D)-2432	Manage Demand	Efficiencies through centralisation of Fleet Services	Efficiencies through the Centralisation of fleet budgets and review of management and operation of Fleet Services	(0.202)	0.000	0.000	0.000	(0.202)	0
DP(D)-2410	Charge More	Provision of District Heating, Metering and Billing services to district heating customers	Increase to charges commenced January 2024.	(1.000)	0.000	0.000	0.000	(1.000)	0
DP(E)-2421 DP(E)-2422	Charge More	Increase in charges for Energy Assessment work	Increase in charges for Energy Assessment income generating work in Climate Service.	(0.009)	0.000	0.000	0.000	(0.009)	0
DP(D)-2424	Charge More	Increased income generation for the Council's Landscape Service	Landscape Service to increase charges and prioritise externally grant funded income generating work.	(0.020)	0.000	0.000	0.000	(0.020)	0
DP(E)-2418	Charge More	Expansion of Commercial Waste Partnership	Increase income from existing commercial waste partnership.	(0.100)	0.000	0.000	0.000	(0.100)	0
DP(D)-2418	Charge More	Increase to MOT Charges	Increase to charges for enhanced MOTs for Taxis to ensure full cost recovery.	(0.040)	0.000	0.000	0.000	(0.040)	0
DP(D)-2419	Charge More	Bereavement Services fees and charges uplift	Increase to charges commenced January 2024.	(0.083)	0.000	0.000	0.000	(0.083)	0
DP(D)-2426	Charge More	Reduction in Museums Conservation Service resource	Deletion of conservation resource above grant match funding requirements.	(0.009)	0.000	0.000	0.000	(0.009)	0
DP(E)-2424	Charge More	Maximise income opportunity at Theatre & Concert Hall	Maximising income opportunities through Theatre Royal and Concert Hall	(0.095)	0.000	0.000	0.000	(0.095)	0
DP(D)-2401 DP(E)-2425	Reduce Costs	Directorate Senior Management Review	Review of senior management structure across the Directorate	(0.515)	0.000	0.000	0.000	(0.515)	(6)
DP(D)-2411	Reduce Costs	Reduction of utilities costs	Reduction of utilities costs as a result of price stability through procurement processes and consolidated council asset base.	(1.500)	0.000	0.000	0.000	(1.500)	0
DP(E)-2411	Reduce Costs	Improved financial performance for Leisure Centres	Through a combination of increased income and operational efficiencies reduce the Council contribution of Leisure Centre operations.	(0.165)	0.000	0.000	0.000	(0.165)	0
DP(E)-2420	Reduce Costs	Review of Carbon Neutral 2028 programme management function	As part of a wider review of delivery of the Council's Carbon Neutral 2028 commitments realise efficiencies in programme management functions.	(0.050)	0.000	0.000	0.000	(0.050)	(1)
DP(D)-2421	Reduce Costs	Review of Parks Development Service	To reduce resources allocated to site inspections and grant applications to minimum levels and increase income generation work for the Parks Development Service.	(0.058)	(0.012)	0.000	0.000	(0.070)	(2)
SUB TOTAL: COMMUNITIES, ENVIRONMENT & RESIDENT SERVICES				(3.846)	(0.012)	0.000	0.000	(3.858)	(9)

Proposals shaded in grey have been endorsed by Executive Board

Proposal Reference	Option Type	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(A)-24262	Charge More	Increase in property rental income	Increase rents through annual rent review cycle for commercial properties owned by the Council	(0.100)	0.000	0.000	0.000	(0.100)	0
DP(A)24266-1	Charge More	Introduce parking charges in District Centre Car Parks	Introduce car parking charges for long stay customers in district centre car parks.	0.000	(0.015)	0.000	0.000	(0.015)	0
DP(A)24283-1	Charge More	Range of on-street car park price increases	Parking zones 1, 2 and 3 in the City Centre see increase to charges	(0.375)	(0.075)	0.000	0.000	(0.450)	0
DP(A)24290-1	Charge More	Change to Workplace Parking Levy collection model	Additional officers recruited to ensure that all required sites are paying the Workplace Parking Levy. Consideration of hybrid workers and construction sites	(0.250)	0.000	0.000	0.000	(0.250)	0
DP(C)-2408	Charge More	Range of off-street car park price increases	Parking zones 1, 2 and 3 in the City Centre see increase to charges	(0.250)	0.000	0.000	0.000	(0.250)	0
DP(A)-24251	Reduce Costs	Reduce contribution to Place Marketing Services	Reduce contribution to Place Marketing Services, that supports promotion of Nottingham as a destination.	(0.030)	0.000	0.000	0.000	(0.030)	0
DP(A)-24220	Reduce Costs	Remove council contribution for Devolution costs	Remove council contribution for Devolution costs as these will now be funded by the East Midlands County Combined Authority.	(0.200)	0.000	0.000	0.000	(0.200)	0
DP(A)-24215	Reduce Costs	Review and prioritisation of work undertaken by the Housing Strategy team.	Review and prioritisation of work undertaken by the Housing Strategy Team in context of the emerging East Midlands County Combined Authority.	(0.022)	(0.045)	0.000	0.000	(0.067)	(2)
DP(A)-24261-1 DP(A)-24218	Reduce Costs	Efficiencies through Corporate Landlord programme	Efficiencies through Corporate Landlord programme by reducing duplication and increasing efficiency through the centralisation of management across the Council's estate.	(0.145)	0.000	0.000	0.000	(0.145)	0
DP(A)-24294	Reduce Costs	Review and prioritisation of work undertaken by the Transport Strategy team	Review and prioritisation of work undertaken by the Transport Strategy team in context of the emerging East Midlands County Combined Authority.	0.000	(0.100)	(0.100)	0.000	(0.200)	(2)
DP(A)-24296	Reduce Costs	Highway Asset Management & Maintenance efficiencies	Review operational and procurement opportunities to mitigate costs with regards to highways asset repair / maintenance.	(0.021)	(0.021)	0.000	0.000	(0.041)	0
DP(A)-24299	Reduce Costs	Reduce Highway Development Management advice	Reduce Highway Authority advice to Planning Applications.	(0.040)	(0.040)	0.000	0.000	(0.080)	(2)
DP(A)-24252	Cease/ Stop	Review contributions to Regional Bodies	Review of annual contributions to regional bodies in context of the emerging East Midlands County Combined Authority.	(0.053)	0.000	0.000	0.000	(0.053)	0
DP(A)-24222	Reduce Costs	Review of the Regeneration Team	Review and prioritisation of work undertaken by the Regeneration Team in context of the emerging East Midlands County Combined Authority.	(0.249)	0.000	0.000	0.000	(0.249)	(3)
SUB TOTAL: GROWTH AND CITY DEVELOPMENT				(1.735)	(0.295)	(0.100)	0.000	(2.130)	(9)

Proposals shaded in grey have been endorsed by Executive Board

Appendix 2: Saving Proposals - Non-Public Consultation

Proposal Reference	Option Type	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(A)-24343	Reduce Costs	Leadership support review	Review and realign the support available to senior management and leadership.	(0.430)	0.000	0.000	0.000	(0.430)	(13)
DP(A)-24351	Reduce Costs	Finance Team review	Review the Finance Team structure and ensure that core requirements continue to be met.	(0.076)	(0.025)	(0.203)	0.000	(0.305)	(10)
DP(A)-24355 DP(A)-24356	Reduce Costs	Review of Insurance & Risk and Audit & Fraud Teams	Review the current structures and redesign the service.	(0.058)	(0.173)	0.000	0.000	(0.230)	(13)
DP(A)-24319	Reduce Costs	Review of Organisational Development and Learning & Development Teams	To review the current Organisational Development and Learning & Development Teams offer.	(0.072)	(0.072)	0.000	0.000	(0.143)	(4)
DP(A)-24321	Reduce Costs	Trade Union facility time review	Review of Trade Union facility time.	0.000	(0.064)	(0.021)	0.000	(0.085)	0
DP(A)-24324	Reduce Costs	Review of Occupational Health service	Review the overall service offer to ensure the Council continues to be compliant.	(0.029)	(0.087)	0.000	0.000	(0.116)	(3)
DP(A)-24325	Reduce Costs	Review of Pensions Administration Team	Review and reduce the in-house Pensions Administration Team.	(0.038)	(0.114)	0.000	0.000	(0.152)	(5)
DP(A)-24328	Reduce Costs	Review of the HR business partnering team	Review the size of the HR business partnering team and embed a full partnering model.	(0.100)	(0.200)	(0.100)	0.000	(0.400)	(10)
DP(A)-24345	Reduce Costs	IT service focus on compliance activities	IT service to focus and prioritise on supporting the compliance activities of the organisation.	(0.239)	(0.239)	0.000	0.000	(0.479)	(12)
DP(A)-24362	Reduce Costs	Health & Safety Advice consolidation	Review, centralise and consolidate all staff discharging Health & Safety duties across the Council.	(0.015)	(0.024)	0.000	0.000	(0.039)	(1)
DP(A)-24363	Reduce Costs	Review of Emergency Planning function	Reviewing the Emergency Planning Team in line with proposed national reforms.	0.000	(0.065)	0.000	0.000	(0.065)	(2)
DP(A)-24366 DP(A)-24371 DP(A)-24372 DP(A)-24373	Reduce Costs	Review of Legal service	Review and redesign the structure in Legal Services.	(0.016)	(0.308)	0.000	(0.000)	(0.323)	(7)
DP(A)-24367	Reduce Costs	Review of Committee Administration	Review administration and support of committees.	(0.030)	(0.049)	0.000	0.000	(0.079)	(2)
DP(A)-24369	Reduce Costs	Review of Member Allowances	Review the allowances paid to Members.	(0.100)	0.000	0.000	0.000	(0.100)	0
DP(A)-24374	Reduce Costs	Review of the Information Compliance team	Review and redesign the structure in the Information Compliance Team	0.000	(0.063)	0.000	0.000	(0.063)	(2)
DP(A)-24358	Reduce Costs	Commercial Procurement Team and Management restructure	Restructure the Commercial and Procurement team and move to a model of central strategic support and advice on contract management and procurement through Strategic Category Management.	(0.165)	(0.165)	0.000	0.000	(0.331)	(7)

Appendix 2: Saving Proposals - Non-Public Consultation

Proposal Reference	Option Type	Proposal Title	Proposal Narrative	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Cumulative MTFP Impact £m	Cumulative Staffing Impact FTE
DP(A)24323-1	Cease/ Stop	Review of apprenticeship support	Review of apprenticeships support offer.	(0.153)	0.000	0.000	0.000	(0.153)	(1)
DP(A)-24326	Cease/ Stop	Review recruitment support and talent acquisition	Review recruitment support and talent acquisition team including service offer.	(0.250)	(0.250)	0.000	0.000	(0.500)	(9)
DP(A)-24347	Cease/ Stop	Remove IT contribution to Schools Support	Remove corporate contribution towards schools IT service.	0.000	0.000	(0.056)	0.000	(0.056)	(19)
SUB TOTAL: FINANCE & RESOURCES				(1.770)	(1.898)	(0.380)	(0.000)	(4.048)	(119)

Proposals shaded in grey have been endorsed by Executive Board

DP(A)-24306 DP(A)-24307 DP(A)-24310 DP(A)-24313	Reduce Costs	Review of Policy, Performance and Communication services	Review and reduction in Policy, Performance and Communication functions.	(0.503)	(0.168)	0.000	0.000	(0.671)	(18)
DP(A)-24309(ii)	Reduce Costs	Review of engagement and consultation with children and young people	Reviewing the way in which the Council engage and consults with children and young people.	(0.015)	0.000	0.000	0.000	(0.015)	0
DP(A)-24312	Cease/ Stop	Cease the Arrow Magazine and corporate campaigns	Stop producing the Arrow Magazine for residents, and remove the budget for high profile campaigns	(0.054)	0.000	0.000	0.000	(0.054)	0
DP(A)-24309(i)	Cease/ Stop	Cease the Citizens' Survey	Stop the annual Citizens' Survey of residents.	(0.033)	0.000	0.000	0.000	(0.033)	0
SUB TOTAL: CHIEF EXECUTIVE				(0.605)	(0.168)	0.000	0.000	(0.773)	(18)

TOTAL: NON-PUBLIC CONSULTATION SAVING PROPOSALS				(11.248)	(8.839)	(0.519)	(0.000)	(20.606)	(187)
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Proposals shaded in grey have been endorsed by Executive Board

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Corporate Scrutiny Committee Recommendation Tracker

Date of meeting	Recommendation	Progress/Notes	Status
13 September 2023	None.		
18 October 2023	None.		
22 November 2023	<p><u>Performance Management Framework</u></p> <ol style="list-style-type: none"> 1) To request that information on the current staff establishment numbers at the Council is provided to the Committee, in addition to the current number of vacant posts. 2) To request that information on the consultation return in relation to the establishment of the Office for Local Government is provided to the Committee, in addition to the Government's formal response. 3) To request that a review of the contract management process of commissioned providers of Council services, in the context of the proposed 'One Council' outcomes of the new Performance Management Framework, is added to the Committee's Work Programme. 4) To recommend that formal consultation is carried out with staff unions as part of the development of the new Performance Management Framework. 	Recommendations sent to Cllr Mellen and James Rhodes on 11/12/23	Ongoing
22 November 2023	<p><u>EDI Strategy</u></p> <ol style="list-style-type: none"> 1. Recommends the Council combine the EDI and HR portfolios under one strand/directorate to ensure consistency in approach and easier accountability; 2. Recommends that the equalities board is included in the Council's constitutional arrangements so that it 	Recommendations sent to Cllr Wynter and Cllr Mohammed as Portfolio Holders on 11/12/23	Ongoing

	<p>has more formal footing in regards to governance and accountability;</p> <ol style="list-style-type: none"> 3. Recommends that the reviewed grievance/escalation procedures are included in the Strategy so that employees are aware how to raise concerns; 4. Recommends improvement to the current system to monitor and track all relevant EDI statistics and pulled together and stored centrally; 5. Recommends that the Strategy is treated as a 'living document' and annually re-assessed and brought back to scrutiny committee; along with action plans against each protected characteristics once completed; 6. Receives assurance that any EDI equalities impact assessments have detailed information on how they will be actioned; 7. Recommends that commissioned reports are always shared with the relevant officers, Portfolio Holders, Committee Members and the public; 8. Recommends that the trade unions are formally consulted on the EDI Strategy; 9. Request that the committee views the Council's Whistleblowing Policy and figures on grievances be broken down by protected characteristics; 10. Request that the committee views the draft workforce strategy and HR improvement strategy; 11. Recommends that when comparing relevant statistics the Council should compare it with local working age population data (both figures and percentages) to ascertain an accurate comparisons; 12. Recommends that the Appointments and Conditions of Service Committee covers wider recruitment and not just Corporate Director Recruitment * 		
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	<p>13. Recommends that a Strategy is developed to address how the Council will reflect the diversity of the City;</p> <p>14. Recommends that Portfolio Holders meet monthly with their Corporate Directors to track and monitor EDI performance in their division; and</p> <p>15. Requests a review of these recommendations and the final EDI Strategy three months after the Strategy has been implemented to assess its progress at a committee meeting.</p>		
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**Corporate Scrutiny Committee
17 January 2024**

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.

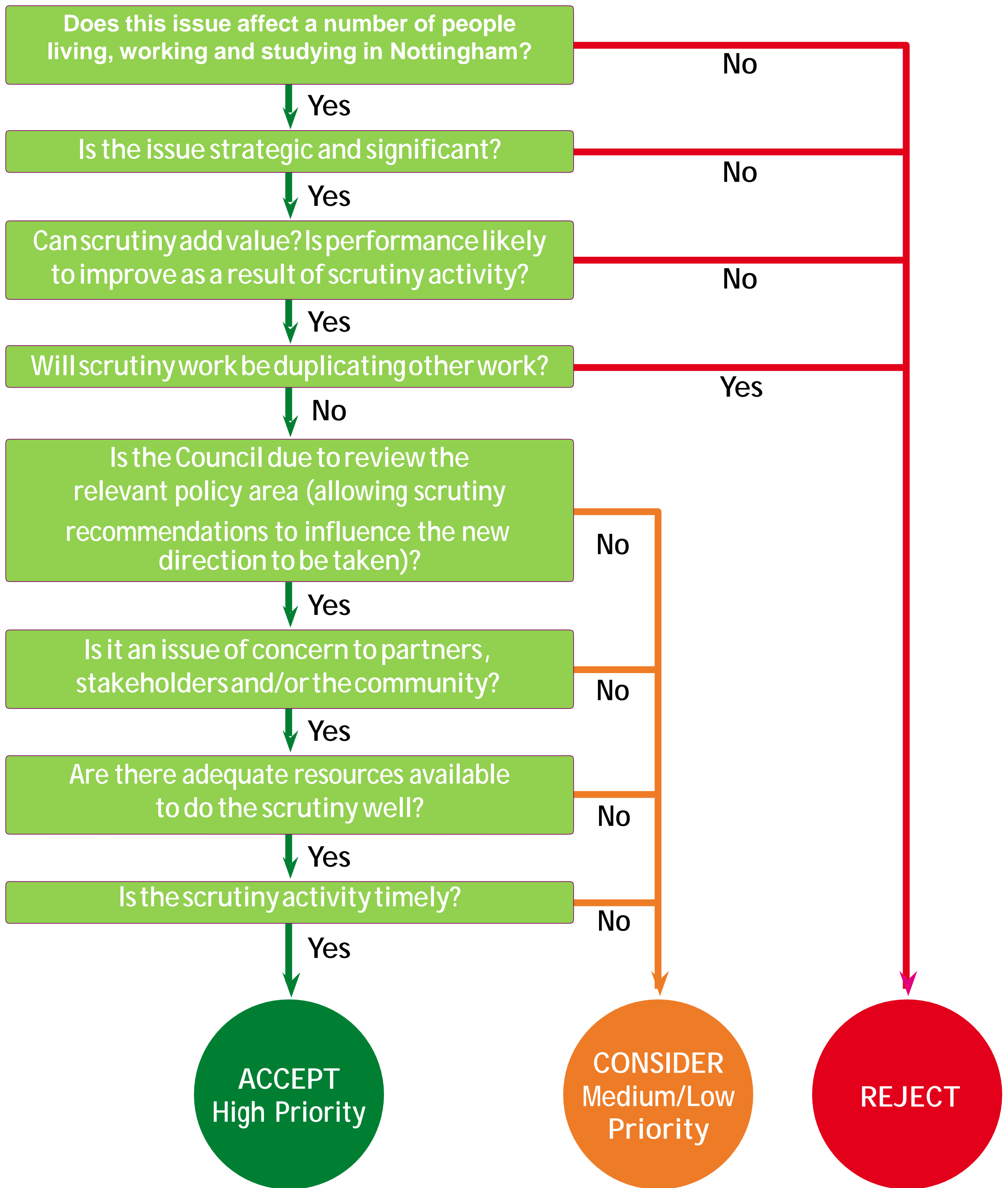
7 Wards affected

7.1 All.

8 Contact information

8.1 Damon Stanton, Scrutiny & Audit Support Officer
E: damon.stanton@nottinghamcity.gov.uk
T: 0115 87 64345

Nottingham City Council Scrutiny Prioritisation Process



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Corporate Scrutiny Committee 2023/24 Work Programme

Chair: Councillor Leslie Ayoola

Vice Chair: Councillor Devontay Okure

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 KekkossShabana 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

Date	Items
22 November 2023	<ul style="list-style-type: none"> • Appointment of Vice Chair • Performance Management Framework Cllr Mellen \ James Rhodes • EDI Strategy Development Cllr Wynter / Titi Hayre-Bennett • Work Programme 2023/24
13 December 2023 (informal briefing session) CANCELLED	<ul style="list-style-type: none"> • Briefing on Period 6 2023/24 Budget Monitoring Led by Cllr Wynter\James Rhodes and relevant Corporate Directors
17 January 2024	<ul style="list-style-type: none"> • Budget Consultation Led by Leader & Deputy Leader, James Rhodes, Ross Brown The Committee to assess the proposed budget and respond as a consultee • Recommendation Tracker • Work Programme 2023/24
14 February 2024	<ul style="list-style-type: none"> • Budget Led by Leader and Deputy Leader, James Rhodes, Ross Brown The Committee to assess the final budget being recommended to Council by the Executive following consultation • Work Programme 2023/24
13 March 2024	<ul style="list-style-type: none"> • Council Plan Cllr Mellen\James Rhodes

Date	Items
	<ul style="list-style-type: none"> <li data-bbox="568 172 1444 236">• IAB update Cllr Mellen\James Rhodes\James Schrodell\Richard Beckett <li data-bbox="568 277 1648 376">• Performance Cllr Mellen\PFH's TBC\James Rhodes Results against by directorate against the performance management framework <li data-bbox="568 411 976 443">• Work Programme 2023/24

Potential items not yet scheduled

Item	Notes
Anti-Poverty Strategy	
IT Strategy	
Carbon Neutral 28	

*Incorporate Budget Proposals Scrutiny into the programme

*EDI Strategy to be re-assessed 6-8 months after implementation

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