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NOTTINGHAM CITY COUNCIL OVERVIEW AND SCRUTINY COMMITTEE

Date: Wednesday, 9 July 2014

Time: 2.00 pm (pre-meeting for all Committee members at 1:30pm)

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

Deputy Chief Executive, Corporate Director and Chief Finance Officer

Constitutional Services Officer: Angelika Kaufhold Direct Dial: 0115 8764296

<u>AGEN</u>	<u>IDA</u>	<u>Pages</u>
1	APOLOGIES FOR ABSENCE	
2	DECLARATIONS OF INTERESTS	
3	MINUTES To confirm the minutes of the last meeting held on 18 June 2014.	3 - 8
4	DISCUSSION WITH COUNCILLOR JON COLLINS - LEADER OF THE COUNCIL Report of the Head of Democratic Services	9 - 10
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IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

CITIZENS ATTENDING MEETINGS ARE ASKED TO ARRIVE AT LEAST 15 MINUTES BEFORE THE START OF THE MEETING TO BE ISSUED WITH VISITOR BADGES



NOTTINGHAM CITY COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MINUTES of the meeting held on 18 June 2014 at Loxley House from 1.35pm to 3.28pm

✓ Councillor Brian Parbutt (Chair)
 ✓ Councillor Glyn Jenkins (Vice-Chair)
 Councillor Azad Choudhry

✓ Councillor Georgina Culley
 ✓ Councillor Pat Ferguson
 (minute 13 to 14 inclusive)
 (minute 13 to 14 inclusive)

✓ Councillor Carole Jones

✓ Councillor Gul Nawaz Khan

✓ Councillor Neghat Nawaz Khan (minute 13 to 14 inclusive)
Councillor Ginny Klein

✓ Councillor Thulani Molife

✓ Councillor Anne Peach

Councillor Mohammed Saghir

Councillor Roger Steel

Councillor Marcia Watson

✓ Beverly Denby

√ Indicates present at meeting

Colleagues, partners and others in attendance:

Peter Moyes - Director of Crime and Drugs Partnership
Paddy Tipping - Police and Crime Commissioner
Angelika Kaufhold - Overview and Scrutiny Co-ordinator
Cath Ziane-Pryor - Constitutional Services Officer

9 APOLOGIES FOR ABSENCE

Councillors Ginny Klein, Roger Steel, and Mohammed Saghir, were all on Other Council Business, and Councillor Marcia Watson

10 <u>DECLARATIONS OF INTERESTS</u>

None.

11 MEMBERSHIP CHANGES TO CALL IN PANEL

Resolved to withdraw Councillor Azad Choudhry from the membership of the call in panel, and to appoint Councillor Thulani Molife who is also appointed Vice-Chair to the call-in panel.

12 MINUTES OF LAST MEETING HELD ON 12 MAY 2014 (FOR CONFIRMATION)

Subject to including Councillor Anne Peach as attending, the Committee confirmed the minutes of the meeting held on 12 May 2014 as a correct record and they were signed by the Chair.

13 THE CRIME AND DRUGS PARTNERSHIP PLAN AND DISCUSSION WITH THE POLICE AND CRIME COMMISSIONER

Peter Moyes, Director of Crime and Drugs Partnership, delivered a presentation to accompany the 2014/15 Nottingham Crime and Drugs Partnership Plan. Paddy Tipping, Police and Crime Commissioner, was also in attendance to respond to questions from the Committee.

The Committee is exploring the relationship between the Crime and Drugs Partnership and the Police and Crime Commissioner since his election a year ago, including progress against targets.

The performance targets aligned between the Crime and Drugs Partnership and the Police and Crime Commissioner for 2014/15 include:

- reduce all crime by 6% (over 2013/14 baseline) by March 2015;
- reduce all anti-social behaviour (ASB) call to the Police by 50% (over a 2006/07 baseline) by March 2015;

with the Crime and Drugs Partnership identifying 2 further targets :

- increase the number of people completing drugs treatments to 5% above the Core Cities average by 2015;
- reduce re-offending from 29.9% (2009) to 26.6% by March 2015.

In addition to the information within the plan, the following points were made and responses given to questions:

- (a) there is nearly a 60% reduction in crime in the City since 2005 while other areas of the country are experiencing rising crime. Nottingham no longer ranks highest in crime statistics amongst the most similar family cities and crime figures continue to fall;
- (b) there are still improvements to be made but the drop in crime is evidence of successful policy and actions;
- (c) within the group of similar family cities, there is no particular crime type where one city is doing better than another. Mobile phone and metal theft were previously an issue nationally but instances of these crimes is dropping off;
- (d) there is an increase in reporting of domestic violence but this may be the result of campaigns to raise awareness and encourage reporting;
- (e) there is no significant decrease in overall violent crime and it is still higher than would be preferred. Reducing violent crime in the City does need further attention and long-term financial commitment;
- (f) 'Home Office Counting Rules' regulate how crimes are classified. Classifications are then checked and Nottinghamshire Police are achieving 95% accuracy in categorising crimes;

- (g) the success of treatment of drug addicted offenders varies depending on the intervention as approaches vary between GP, and the court or custody suite. It is predicted that alcohol may possibly be included within the addiction figures during the next year;
- (h) violent crime is influenced by the availability of alcohol but the approach to reducing these figures must consider the broader economic benefits to the City. Reductions have been made in alcohol fuelled violent crime but there is still work to be done;
- (i) there is a new focus on 'legal highs' as users of legal highs and the people around them, are often likely to become victims or perpetrators of violent crime;
- (j) 60% of people who are arrested for being drunk and disorderly, go on to commit a violent crime within one year of that arrest;
- (k) the Crime and Drugs Partnership have requested investigation into whether the price of alcohol influences consumption. This is still under review;
- (I) there is a cultural element to drinking and drunkenness in Britain. Generally there are very different attitudes to alcohol in European cultures where alcohol is cheaper, still easily available and where there are fewer reported alcohol fuelled violent crimes and general trouble;
- (m) it was naïve to believe that by extending licensing hours the drinking culture would change as it has not;
- (n) for some groups of drinkers, price is not an inhibitor to drinking but the scale of alcohol fuelled crime does decrease when prices rise;
- (o) the Crime and Drugs Partnership have requested that Paddy Tipping write to the Home Office regarding a change to alcohol pricing, but price is not the only factor;
- (p) it is a concern that university students appear to have a culture of drinking, especially around 'rag week' as an expected element of university life. This is being challenged by the police who are working with universities to address this culture so it is not seen as normal behaviour;
- (q) the Crime and Drugs Partnership are working with 'Drink Aware' and other partners to target and engage 18 to 21-year-olds to encourage sensible drinking and a healthy attitude towards alcohol;
- (r) anti social behaviour (ASB) is also often a result of alcohol. Police log alcoholrelated issues including noise, but the issues are as much about how people interact with each other on a neighbourly basis;
- (s) since June 2013, the City Council has changed the way in which reporting of noise issues are directed, Citizens are encouraged to call '101' to ensure consistent reporting although the actual issues may not be dealt with directly by the Police. As a result, reported ASB has increased;
- (t) Policing powers to tackle noise related ASB are to be increased from October 2014;

- (u) with regard to police and 'Drink Aware,' currently resources are focused in Nottingham City and Mansfield. Attention must also be paid to the City's conurbation areas as this is where people come from into the City to drink;
- (v) new policing powers to address ASB will come into force from November 2014 and include substance misuse and legal highs;
- (w) with regard to combating counterfeit alcohol, some good results have been achieved from the Council's Environmental Health officers and the Police working together on a fully integrated approach;
- (x) where intelligence is provided, it is promptly responded to. Partners agree that increasing feedback to those who have contributed intelligence is required;
- (y) with regard to the Crime and Drugs Partnership Plan 2014/15, arrangements are strong but not all partners agree on all aspects. With regard to the 20% reduction in Policing budgets during the last 3 years, large cuts made to Local Authority budgets, and the suggestion that public health budget will be cut further, better value for money can be achieved when partners work together;
- (z) early intervention is important and is being addressed in Nottingham. Indicators would suggest that crime would rise in the current financial climate but actually crime in Nottingham, overall, is slowly reducing;
- the probation service has changed and more consideration is given to how people are released following their punishment. Everyone needs at least some help when they are released the probation service can offer assistance but, as is common across the board, are required to do more with fewer resources;
- (bb) with regard to Police beats, for some Councillors and officers, it is frustrating for some city council wards to be covered by 3 different Policing beats. This makes gathering crime statistics for wards and not beats, very complicated and it is appreciated that it may not be easy for ward specific criminal issues to be identified. While Councillors may prefer beats and ward boundaries to align, the police will endeavour to provide any statistical information required for specific wards. The suggestion that Policing beats should align to ward boundaries will be forwarded to the police;
- (cc) future target setting is an on-going discussion between the Police and Crime Commissioner and members of the Crime and Drugs Partnership. All partners are encouraged to be involved their contributions valued;
- (dd) current partners are displaying a mature understanding of the current and future tough circumstances for public bodies and how the austerity cuts are forcing everyone to work more closely and smarter.

Committee members made the following comments:

(ee) residents of some communities which have overcome serious drug issues, are concerned that monitoring is not taking place and problems may begin to increase again;

- (ff) many people in prison have mental health issues or special educational needs.

 These problems need to be addressed at an early age and citizenship taught, even before school age, to try and prevent the development of criminal behaviour;
- (gg) there is a toxic lack of ambition and aspirations in some of Nottingham's communities, this needs to be addressed;
- (hh) while statistics show that crime is falling in Nottingham it is a concern that the perception of some citizens is that crime is rising;
- (ii) Police have the power to detain and arrest but they need to have more time to spend with people and be more customer orientated to further cultivate respect and confidence in the Police:
- (jj) the Committee could, in future, consider a view on partnership working as several areas have previously been City Council led and it is important that partnerships operate as effectively as possible.

RESOLVED

- (1) to support the Nottingham Crime and Drugs Partnership Plan 2014/15, especially the focus on talking violence and alcohol related crime;
- (2) to continue to monitor the Crime and Drugs Partnership Plan targeting setting and achievement;
- (3) to consider at a future date whether a review of partnership working, excluding that led by the City Council, could be effective in strengthening partnership working;
- (4) to record the thanks of the Committee for the attendance and contribution of Peter Moyes and Paddy Tipping

14 PROGRAMME FOR SCRUTINY

Angelika Kaufhold, Overview and Scrutiny Co-ordinator, presented the report with a proposed programme of subjects to scrutinise and outlined the process applied in determining if a subject can be feasibly scrutinised by the Committee.

RESOLVED

- (1) to agree the work programme for the Overview and Scrutiny Committee for 2014/15 to December, as summarised in the report;
- (2) to appoint Councillor Carole Jones as the Chair of the Scrutiny Review Panel relating to the Nottingham Citizen's Survey, with the membership to be approved at the next meeting;
- (3) for the Scrutiny Review Panel exploring the implications of the 'Changing Educational Landscape' to be temporarily halted as nationally there are changes being suggested which might impact on this review.

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OVERVIEW AND SCRUTINY COMMITTEE

9 JULY 2014

LEADER OF THE COUNCIL

REPORT OF HEAD OF DEMOCRATIC SERVICES

1. Purpose

Councillor Collins, Leader of the Council will be attending to discuss the key objectives and challenges for 2014-15 which are facing the Council and to review the delivery of objectives for 2013-4. This will also provide the opportunity to discuss with the Leader opportunities for Overview and Scrutiny to participate and support in the Council's improvement work.

2. Action required

The Committee is asked to use the information received at the meeting to inform questioning and scrutiny of the way in which pressures on the Council and its objectives in the current climate will be met.

3. Background information

Further information relating to the Council's objectives and the Nottingham Plan can be found at: http://www.nottinghamcity.gov.uk/onenottingham/index.aspx?articleid=26

4. <u>List of attached information</u>

None.

5. Background papers, other than published works or those disclosing exempt or confidential information None

6. Published documents referred to in compiling this report None

Ward<u>s affected</u>

Citywide

7.

8. Contact information

Contact Colleague Angelika Kaufhold

Overview and Scrutiny Co-ordinator

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OVERVIEW AND SCRUTINY COMMITTEE

9 JULY 2014

PROGRAMME FOR SCRUTINY

REPORT OF HEAD OF DEMOCRATIC SERVICES

1. Purpose

To consider and set the overall programme and timetable for scrutiny activity for the forthcoming year.

2. Action required

The Committee is asked to:

note the items scheduled on the work programme for the Overview and Scrutiny Committee and Scrutiny Review Panels for 2014/15.

3. Background information

- 3.1 One of the main roles of the Overview and Scrutiny Committee is setting, managing and co-ordinating the overall programme of scrutiny work.

 This includes:
 - mapping out an initial programme for scrutiny at the start of the municipal year
 - monitoring progress against the programme throughout the year, and making amendments as required
 - evaluating the impact of scrutiny activity and using lessons learnt to inform future decisions about scrutiny activity.
- 3.2 At this meeting, the Committee will have the opportunity to discuss topics for scrutiny review; making sure they have a clear focus; and set the programme of scrutiny activity accordingly.
- 3.3 In setting the programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and is matched against the resources available to deliver the programme. It is intended to hold reviews in single session meetings with topics that lend themselves to this style of review.

Commissioning scrutiny reviews

- 3.4 Delivery of the programme will primarily be through the commissioning of time-limited review panels to carry out reviews into specific, focused topics. All reviews must have the potential to make a positive impact on improving the wellbeing of local communities and people who live and/or work in Nottingham; and to ensure resources are used to their full potential, reviews must have a clear and tight focus and be set a realistic but challenging timetable for their completion.
- 3.5 In setting the programme of scrutiny reviews, it is important that the programme has flexibility to incorporate unplanned scrutiny work

requested in-year. However, the Committee will only be able to schedule unplanned work after it has reassessed priorities across the scrutiny programme and considered the impact on existing reviews of the diversion of resources. When the Committee monitors the overall programme for scrutiny at each meeting there will be opportunity to do this.

- 3.6 The Committee has already been provided with background information on potential scrutiny review items which were discussed at the meeting held on 5 March 2014. The scopes, chair and memberships will need to be agreed for these at forthcoming meetings.
- 3.7 When establishing a review panel, the Committee needs to decide on:
 - a clear and tight remit for the review
 - a timescale within which the review should be carried out
 - size of review panel, including whether any co-opted members should be involved
 - chair of the review panel (to be appointed from the pool of five scrutiny chairs)

and should have regard to the need over the year to engage as many councillors as possible in the scrutiny process.

Schedule of 'overview' items

The Committee also needs to agree a schedule of 'overview' items to come to future Overview and Scrutiny Committee meetings which is shown at Appendix 1. At each meeting, the Committee will look in-depth at one key strategic issue. In addition to providing an opportunity for scrutiny of strategic issues, this approach will support Committee members in having an overview of key current issues affecting Nottingham to inform work programming decisions.

Policy briefings

3.9 Through the process of developing the programme for scrutiny, the Committee may identify issues which call for a policy briefing. The purpose of these briefings is to inform councillors about a current key issue or to prepare councillors for review work that has been commissioned. These informal briefings will not be occasions for scrutiny to be carried out, although they may result in a suggestion for a new scrutiny topic, which would need to be considered by this Committee against the current programme for scrutiny and available resource. Policy briefings will not form part of the Overview and Scrutiny Committee's agenda but will be held separately and be open to all councillors to attend.

Monitoring programme for scrutiny

3.10 On an ongoing basis the Committee will be responsible for managing and co-ordinating the programme for scrutiny and assessing the impact

of scrutiny activity. At all future meetings the Committee will monitor the progress of the programme, making amendments as appropriate.

4. <u>List of attached information</u>

The following information can be found in the appendices to this report:

Appendix 1 – Overview and Scrutiny Committee agenda

Appendix 2 - Policy Briefing sessions

Appendix 3 – Review of status of SRP topics for 2013/14

Appendix 4 – SRP topics for 2014/15

Appendix 5 – Long-list of potential future SRP topics

5. <u>Background papers, other than published works or those disclosing exempt or confidential information</u>

None

6. Published documents referred to in compiling this report

None

7. Wards affected

Citywide

8. Contact information

Contact Colleagues

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The feasibility criteria includes:

Decision making and being a critical friend Public Interest and relevance	Is it a topic/key decision which requires consultation with Overview and Scrutiny prior to the decision being taken. Is the topic still relevant in terms of it still being an issue for citizens, partners or the council in terms of performance, delivery or cancellation of services?	Yes – include. No – apply other criteria and consider removing Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing
Ability to change or influence	Can the Committee actively influence the council or its partners to accept recommendations and ensure positive outcomes for citizens and therefore be able to demonstrate the value and impact that scrutiny can have?	Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing
Range and scope of impact	Is this a large topic area impacting on significant areas of the population and the council's partners or significant impact on minority groups. Is there interest from partners and colleagues to undertake and support this review and will it be beneficial?	Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing
Avoidance of duplication of effort	Is this topic area very similar to one already being scrutinised in another arena or has it already been investigated in the recent past?	Yes – consider involvement in the existing activity or consider removing No – apply other criteria and consider inclusion.

Overview and Scrutiny Committee agenda - List of topics for 'overview' items

Below is a list of 'overview' items (based on background research and intended to encompass the broad remit of Overview and Scrutiny) to be included on the agendas for meetings of the Overview and Scrutiny Committee for 2014/15. It is intended that the Committee will consider one strategic overview item at each of its meetings. Agreed items will be scheduled depending upon timeliness for the item and availability of contributors. The following items are all subject to final confirmation.

Date of meeting	Focus
3 September 2014 At 2.00 pm – confirmed	The Nottingham Plan 2020 – progress of targets and identifying issues for further exploration in the One Nottingham and Scrutiny Panel Board (last considered 4 September 2013)
8 October 2014 at 2.00 pm confirmed	Probation Reforms How will the newly established probation service in Nottingham mitigate the risks associated with its transformation and what do these changes mean for the Council?
5 November 2014 TBC	From "Good to great" – changing the Council's operating model – the realignment of council services: (i) Delivery of new city vision (ii) Enablers of transformation (iii) Business enablers What is the focus for restructure and how are public services being realigned to deliver more customer focused services and how will this improve services to citizens?
3 December 2014 Update from previous year	Nottingham Growth Plan – progress in meeting targets to tackle youth unemployment in the City, Jobs Fund and Apprenticeships (last attended 2 October 2013)
7 January 2015 confirmed	Citizen First/Customer Access Programme Implementation – progress and what difference is this making to citizens? (last attended 8 January 2014)
4 February 2015 4 March 2015	TO BE DETERMINED TO BE DETERMINED
8 April 2015	TO BE DETERMINED TO BE DETERMINED

List of potential policy briefings

Below is a list of potential topics for policy briefings that have been put forward by councillors to date. The Committee will need to identify any topics to be put forward as ideas for potential policy briefing sessions at this stage – this process can be ongoing throughout the year.

Date	Topic	Comments
TBA	Individual Electoral Registration	

Appendix 3

Review of status of Scrutiny Review Panels 2013/14

Date and Time	Topic	Chair /Membership	Lead Officer
Wednesday 2 April 2014 at 2.00 pm Review temporarily suspended	Exploring the implications of the changing educational landscape Part 2 (final meeting)	Glyn Jenkins (chair) Choudhry Sally Longford Thulani Molife Eileen Morley	Jane Garrard/Angelika Kaufhold
23 September 2013 – completed	Tackling anti-social behaviour caused by irresponsible dog owners report of the Anti-social behaviour of irresponsible dog owners - Review Panel	Mohammed Ibrahim (Chair) Glyn Jenkins Gul Khan	Status: review report published
Friday 25 October - completed	Ash die back – to review the council's response to the prevalence of ash die back and what methods of monitoring and action are taking place.	Glyn Jenkins (Chair) Gul Khan Mohammed Ibrahim Roger Steel	Status: review report published
Monday 11 November 2013 - completed	What is the Council doing to monitor and if applicable tackle parking congestion around educational establishments?	Brian Parbutt (chair) Glyn Jenkins Roger Steel	Status: review report published
Thursday 28 November 2013 2.00 pm - completed	How effective is the action being taken by the Council to communicate and enforce its policies relating to wheelie bins on pavements?	Azad Choudhury (Chair) Mohammed Ibrahim Glyn Jenkins Sally Longford Toby Neal	Status: review report published
Friday 13 December 2013 at 3.00 pm Monday 20 January 2014 at 2.00 pm	Gully Cleaning – since the implementation of the 3 Cities Good Practice Guide for gulley cleansing in 2012/13, how effective is this proving and how are customer's expectations being managed?	Glyn Jenkins (chair) Mohammed Ibrahim Gul Khan Brian Parbutt Roger Steel	Status: response to recommendations received 29 May 2014
Wednesday 22 January 2014 at 2.00 pm	Is the funding available for tree management and maintenance being used in	Brian Parbutt (Chair) Glyn Jenkins Anne Peach	Status: Review report being drafted

	the most efficient and effective way possible? How is the Council managing the problems caused by tree roots, in particular damage to pavements/ roads?	Roger Steel	
Monday 3 February 2014 at 2.00 pm	How are the Council and its partners managing responsibilities for the management and upkeep of local public waterways?	Azad Choudhry (chair) Glyn Jenkins Neghat Khan Sally Longford	Status : report being drafted
Tuesday 25 February 2014 at 2.00 pm	Exploring the implications of the changing educational landscape Part 1	Glyn Jenkins (chair) Choudhry Sally Longford Thulani Molife Eileen Morley	Jane Garrard/Angelika Kaufhold
Wednesday 7 May 2014 at 2.00 pm	Allotments	Mohammed Ibrahim (chair) Glyn Jenkins Anne Peach Roger Steel	Status : report being drafted

Potential Scrutiny Review Topics 2014/15

	Topic	Comments
1	NOTTINGHAM CITIZEN'S SURVEY	CHAIR: Councillor C A Jones
	The results of the Nottingham Citizens' survey carried out in November and December 2013 have recently been published. The following slides show some of the findings of particular relevance to the Council. O Potential areas for better understanding the implications of the Citizens' Survey 2013	Colleagues being consulted and timing of review Take a more in depth look at the figures and the correlation between questions Explore the issues around why so many more disabled people expressed dissatisfaction with the Council
2	A review of commissioning and procurement as a way of promoting equality for potential inclusion in the 2014/15	Autumn 2014 - TBC Proposed at OSC Feb 2014 by Imogeen Denton referred by EFC Review the procurement strategy and ask how equality measures are included Scope being drafted
4	COMMERCIALISM With significant budgetary pressures expected for local government until 2019/20 how can Nottingham City Council engender a 'commercial culture' to help manage these pressures? How can we maximise the benefits of grants/charitable funding for the city?	Awaiting briefing and approval to include on SRP programme
5	DEMOGRAPHIC CHANGES, Trends and Challenges in Nottingham City – Understanding our changing population and potential implications to service delivery. Need to explore the changes in demography in Nottingham and how this will impact on : The ageing population; Council services; Health Services etc.	Awaiting briefing and approval to include on SRP programme
6	Housing in the City – how is the Council addressing the issue of creating family housing and social/affordable housing Given the census data showing families moving out of city to find suitable family housing?	Briefing note first and then approval to include on SRP programme
7	Impact of the Children and Education Act	Further information being sought proposed by Beverley Denby at OSC in June 2014.

<u>Scrutiny Review Panels – long-list of potential future items</u>

FE COLLEGES - How far is Nottingham City Council supporting Nottingham's Further Education (FE) colleges in order to equip young people with the right skills for local employment?	 Obtain more information/background to establish what the current picture is BEFORE deciding whether to pursue as a topic for an SRP What are the current partnership arrangements/networking between FE colleges/Council/partners/local business How can this be improved and what level of influence does the Council/local business sector have to encourage courses for core skills needed by the private sector? How can the prospects for young people be improved and how can we build a strong partnership? Need joined up thinking by all agencies/partners Impact of youth unemployment figures and trends
IT - How is the Council ensuring its IT infrastructure is fit for purpose and meets the requirements of citizens, colleagues and councillors? Tourism – what is the Council doing to make Nottingham a tourist destination of choice and	
how does it know what citizens and tourists want? Staff engagement – how can the	
councillors be sure that colleagues are fully engaged with changes in work practices (commercialism) and need for leaner cost efficient services and structural changes (Good to Great). How are staff morale being measured and their views being sought? When was the last staff questionnaire and when is the next one due? What lessons have been learnt? Are these changes and austerity measures impacting on staff retention? Fixed odds gambling – a recent	Is this affecting some of Nottingham's most vulnerable
article in the Nottingham Post highlighted research carried out by the Campaign for Fairer	residents, what research is available and is there any action that can be taken by the Council to address this given that the Association of British Bookmakers have

Gambling, gamblers in Nottingham spent £40,896,139 on the machines. Nottingham is amongst the 55 most deprived English boroughs which lost £470m on the gaming machines last year, against £231m in the 115 most affluent areas in the country.	said it will also introduce alerts when a customer has spent £250 or played for 30 minutes as part of a new code to tackle problem gambling. How accurate is the data and how was it collated? What is the profile of citizens? How prolific are premises offering this on Nottingham's streets? Will the companies in Nottingham adhere to the voluntary code?
Credit Unions - An effective way of addressing citizen's increasing use of pay day lenders?	

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