



NOTTINGHAM CITY COUNCIL
OVERVIEW AND SCRUTINY COMMITTEE

Date: Wednesday, 6 January 2016

Time: 2.00 pm

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

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

Corporate Director for Resilience

Senior Governance Officer: Rav Kalsi **Direct Dial:** 0115 8763759

AGENDA

Pages

1	APOLOGIES FOR ABSENCE	
2	DECLARATIONS OF INTERESTS	
3	MINUTES To confirm the minutes of the meeting held on 9 December 2015	3 - 8
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IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE GOVERNANCE OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

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

CITIZENS ARE ADVISED THAT THIS MEETING MAY BE RECORDED BY MEMBERS OF THE PUBLIC. ANY RECORDING OR REPORTING ON THIS MEETING SHOULD TAKE PLACE IN ACCORDANCE WITH THE COUNCIL'S POLICY ON RECORDING AND REPORTING ON PUBLIC MEETINGS, WHICH IS AVAILABLE AT WWW.NOTTINGHAMCITY.GOV.UK. INDIVIDUALS INTENDING TO RECORD THE MEETING ARE ASKED TO NOTIFY THE GOVERNANCE OFFICER SHOWN ABOVE IN ADVANCE.

NOTTINGHAM CITY COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MINUTES of the meeting held at Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 9 December 2015 from 14.02 - 15.45

Membership

Present

Councillor Brian Parbutt (Chair)
Councillor Glyn Jenkins
Councillor Georgina Culley
Councillor Neghat Nawaz Khan
Councillor Ginny Klein
Councillor Josh Cook
Councillor Mohammed Ibrahim
Councillor Patience Ifediora
Councillor Corall Jenkins

Absent

Councillor Azad Choudhry
Councillor Gul Nawaz Khan
Councillor Anne Peach
Councillor Pat Ferguson
Beverley Frost (3rd Sector Advocate)
Councillor Leslie Ayoola

Colleagues, partners and others in attendance:

Councillor Jon Collins - Leader of the Council
Chris Henning - Director of Economic Development
Peter Davies-Bright - Growth Plan Programme Manager
Rav Kalsi - Senior Governance Officer
Ken Lyon - Portfolio Performance Manager

23 APOLOGIES FOR ABSENCE

Beverley Frost (3rd Sector Representative) – personal
Councillor Leslie Ayoola – illness
Councillor Azad Choudhry – leave
Councillor Georgina Culley – lateness
Councillor Pat Ferguson – other Council business
Councillor Anne Peach – leave

24 DECLARATIONS OF INTERESTS

None.

25 MINUTES

The Committee agreed the minutes of the meeting held on 4 November 2015 and they were signed by the Chair.

26 NOTTINGHAM CITY COUNCIL PLAN 2015-19 AND DISCUSSION WITH THE LEADER OF THE COUNCIL

Councillor Jon Collins, Leader of the Council, delivered a presentation on the Council Plan 2015-19, highlighting the following information:

- (a) The Council Plan was approved by Full Council on 9 November 2015 and sets out the key priorities to be delivered by the Council over the four years of the current administration elected in May 2015;
- (b) The Council Plan comprises of a series of 165 key 'deliverables' following the adoption of the Labour Group's manifesto 2015 as Council policy at Full Council on 13 July 2015. Each portfolio holder has been consulted on the 'deliverables' in their area and discussions have taken place with Service Directors to agree the activities that will deliver them over the course of the next four years;
- (c) There is a focus on the top five priorities for the Council and the top 3-5 priorities for each portfolio and delivering these within a context of reduced funding and demographic pressures;
- (d) The Council Plan for 2015-19 is founded on the following five key objectives: ensuring every child in Nottingham is taught in a school judged 'good' or 'outstanding' by Ofsted; build 2,500 new homes that Nottingham people can afford to rent or buy; cut the number of victims of crime by a fifth and continue to reduce anti-social behaviour; tackle fuel poverty by setting up a not-for-profit energy company to sell energy at the lowest possible price to Nottingham people; guarantee a job, training place or further education place for every 18 to 24 year old;
- (e) Equality objectives are included within the Council Plan to help the Council focus on reducing inequality and advancing equality through the decisions that are made, policies and practices. Included within this is the pledge to make sure that the Council workforce reflects the citizens it serves and leading the city in tackling discrimination and promoting equality;
- (f) Each of the 168 deliverables has a SMART target and a delivery plan. The targets have been developed with relevant portfolio holders and relevant directors and clear milestones to track progress. Quarterly progress reports will be made for portfolio holder briefings and submitted to the Corporate Leadership Team in order to highlight areas of concern and good progress. Updates are made available via the Nottingham Arrow and Executive Board receives an annual report which includes re-profiling, where necessary.

Following questions and comments from the Committee, the following information was provided:

- (g) The opportunities being discussed associated with the devolution of more powers to local government were not apparent when the Labour Group manifesto was being developed. There are no guarantees as to what powers would be devolved to a combined authority across Nottingham and Nottinghamshire and nothing has been agreed at this point. Were an agreement made, devolution would make a difference to economic development targets, the building of low-cost houses, an increased number of training places jobs and further education places;

- (h) Proposals for a combined authority in Nottingham and Nottinghamshire could invigorate the regeneration of the south of the city, realise ambitions to create an oyster card style transport card in Nottingham and increase the ability to leverage additional European Union funding into the city;
- (i) Despite reductions in the amount of Revenue Support Grant (RSG) received over the past four years, the Council has still largely delivered on its manifesto commitments. The Council will continue to use its influence to encourage and drive educational attainment, despite the increased trend towards academisation in the City;
- (j) Recent Government announcements have increased the capacity of local authorities to increase council tax by 2% but it appears that this increase will also be taken into account when RSG calculations are made centrally;
- (k) The private rented market continues to grow in the City and further work is needed to ensure that they fulfil their duties as landlords. Improvements are needed to the standard of landlords in the city.

RESOLVED to

- (1) thank Councillor Jon Collins for his information presentation;**
- (2) consider the Council Plan 2015-19 Annual Report at a future meeting of Overview and Scrutiny Committee.**

27 NOTTINGHAM GROWTH PLAN

Chris Henning, Director of Economic Development and Peter Davies-Bright, Growth Plan Manager, delivered a presentation, outlining progress made in implementing the Nottingham Growth Plan during the past year. The Committee previously considered the item at its meeting on 3 December 2014 (minute 43). During the presentation the following information was highlighted:

- (a) The Nottingham Growth Plan was developed by Nottingham City Council in collaboration with senior public and private sector figures and following extensive consultation with the local business community, it was launched in July 2012. In May 2015, the Nottingham Economic Growth Board noted that the economy has moved on since the launch of the Growth Plan, and that a number of City Deal programmes were coming to a close. It was agreed to a 'root and branch' review of the Growth Plan, with the aim of evolving the Nottingham and Nottinghamshire Growth Plans, and aligning these with the prospective devolution deal for the D2N2 area;
- (b) There have been a number of headlines over the last 12 months, including the news that the unemployment rate has fallen below the pre-recession rate and the launch of a fully integrated City Council and Department for Work and Pensions (DWP) employer hub service called Nottingham Jobs;
- (c) Other headlines in 2014 include the launch of the Growth Hub; the Creative Quarter won Enterprising Britain and European Awards for improving the

business environment; Nottingham Express Transit (NET) Lines 2 and 3 fully operational; A453 dualling complete and ring road upgrades completed; the redevelopment of the Broadmarsh and Southern Gateway now underway;

- (d) The following three themes are included within the Growth Plan: fostering enterprise, developing a skilled workforce and building a 21st century infrastructure. Allied to the Growth Plan, access to finance has improved and £7.9 million has been secured via the Foresight Investment Fund to contribute to six investments. A further £9.7 million has been secured via the N'Tech Grant Fund committed to 90 businesses and contributed to 2,987 jobs in Nottingham;
- (e) The Growth Plan has supported action to reduce shop vacancies in Nottingham City Centre, including £200,000 for shop front grants scheme (42 units) reducing the vacancy rate from 18.2% in Feb 2013 to 10.4%. Trade missions have been targeted in India and China as part of the targeted international strategy, generating inward investment and 664 jobs in the past two years;
- (f) In developing a skilled workforce, the Growth Plan has supported access to employment and improvements to youth unemployment. The Nottingham Jobs Hub has been established and supported approximately 5,000 people into jobs since 2012. The Apprenticeship Hub has created 1,750 apprenticeship starts and the Innovation Fund has supported 500+ NEETS into employment;
- (g) The Growth Plan has supported efforts to retain graduates in Nottingham and contributed to a graduate placement grant and summer internship programme. These programmes have produced 83 placements to date. The Council will continue to work with universities in the City to align a joint offer to local employers in order to promote graduate recruitment and retention;
- (h) There are a number of programme headings within each theme of the Growth Plan, for example, within the theme to 'Build a 21st Century Infrastructure' there is a programme focussed on developing a 'Super-Connected Nottingham';
- (i) As part of the Development and Regeneration agenda, £70 million has been committed to Nottingham Station and £8million has been secured for ongoing public realm improvements in the Creative Quarter at sites like George Street, Broad Street and Station Street;
- (j) Health and Social Care providers have been engaged through the Job Hub's dedicated account manager. Since April 2015 the Nottingham Jobs Hub has facilitated 10 sector-based work academies, 102 unemployed candidates have completed the Level 1 preparing the work in Adult Social Care qualification and 72 unemployed candidates have moved into employment. Work is ongoing with Nottingham University Hospitals on a pilot to provide training routes for unemployed people to progress into Health Care Assistant roles in the NHS, including work experience roles in city hospitals;

- (k) A snapshot of Nottingham's economy in 2015 highlights that the percentage of Job Seekers Allowance claimants is currently at 2.4%, compared to 4.4% in 2009. The number of active enterprises in Nottingham has increased from 19,600 in 2009 to 19,800 in 2015; However Nottingham's ranking in England of indices of Multiple Deprivation has gone from 13th in 2009 to 8th in 2015 signalling Nottingham as the 8th most deprived area in England;
- (l) The impact of the growth plan is starting to feed through into economic outcomes, such as a significant fall in unemployment, an increase in business start-ups and a better skilled and qualified population;
- (m) There is still more to do to address areas such as social inequality. There has been a disappointing fall in the rankings of the indices of multiple deprivation and further work is needed to ensure that the benefits of growth reach across all our neighbourhoods and communities. There has been significant improvement in addressing unemployment in the City over past two years but further work is needed to fulfil the Council's commitment to eradicating youth unemployment in the City;
- (n) Nationally, an economic recovery is taking hold but is still quite fragile. Although unemployment continues to fall and there is a trend towards increasing full time employment, productivity is still failing to recover. Although the Growth Plan was a good start, there is an opportunity for significant progress in developing a devolution deal and the benefits of a high speed rail link.

RESOLVED to

- (1) thank Chris Henning and Peter Davies-Bright for their informative presentation on the Nottingham Growth Plan;**
- (2) include the Neighbourhood Regeneration Strategy in the work programme for 2016/17.**

28 WORK PROGRAMME 2015/16

Rav Kalsi, Senior Governance Officer introduced the report of the Head of Democratic Services setting out the programme of activity for this Committee and the Overview and Scrutiny Review Panels for 2015/16.

RESOLVED to

- (1) defer a review of the Nottingham Plan to 2020 to 3 February 2016;**
- (2) include the Council Plan Annual Report and the Neighbourhood Regeneration Strategy to the Work Programme for 2016/17.**

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OVERVIEW AND SCRUTINY COMMITTEE
6 JANUARY 2016
NOTTINGHAM CITY COUNCIL'S GOOD TO GREAT OPERATING MODEL
REPORT OF HEAD OF DEMOCRATIC SERVICES

1. Purpose

The Overview and Scrutiny Committee requested a presentation on the Chief Executive's 'Good to Great Operating Model' and realignment of Council services. The Committee should explore the focus of the restructure, how services are now structured and being delivered and how this will deliver improved customer focused services.

2. Action required

The Committee needs to explore how this is changing the structure of the Council and focus for service delivery and how this will deliver improved customer services.

3. Background information

In November 2014, Ian Curryer, Chief Executive of the Council, delivered a presentation to the Committee outlining the Council's operating model with citizens at the heart and its journey to becoming a great Council.

The concept of moving the Council from 'Good to Great' was introduced when Ian Curryer became Chief Executive in January 2013. It reflected his assessment that the Council needed a clear sense of direction going forward; the amalgamation of different sites required a single operating model; the strong corporate centre had a tendency to encourage a risk-averse culture and a focus on process rather than service user outcomes; and that there was a lack of focus on 'the citizen' within the Council.

The journey from 'Good to Great' is about putting the citizen at the front of the organisation and becoming a great customer services organisation. This requires service departments to identify customer need; and support from other departments to enable front line services to deliver what they need to. It requires a more balanced approach to risk, encouraging innovation and creativity; and a reduction in unnecessary bureaucracy, especially given the current financial challenges facing the organisation.

Key features of the new operating model are:

- i. an understanding of different types of leadership, that aren't just about management;
- ii. clear expectations of employees that employees understand;
and

- iii. 'strategic enablers' to support a great customer services organisation. This includes putting commissioning principles and processes at the centre of the organisation; utilising commercialism principles; and having a customer services function as part of the organisation.

As a 'Great' Council, citizens should experience the following differences:

- iv. ways of contacting the Council that are more convenient for the citizen and better reflect what people want – this will be based on consultation and listening to citizens
- v. seamless services with one point of contact for most transactions with the Council
- vi. queries resolved at the first point of asking
- vii. professional customer service experience
- viii. feedback used to improve services

4. List of attached information

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

Overview and Scrutiny Committee minutes, 11 November 2014.

7. Wards affected

All

8. Contact information

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OVERVIEW AND SCRUTINY COMMITTEE
6 JANUARY 2015
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

- 2.1 note the items scheduled on the work programme for the Overview and Scrutiny Committee and Scrutiny Review Panels for 2015/16.

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.

- 3.4 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 fewer, but more in depth reviews which will enable panels to explore and challenge more.

Commissioning scrutiny reviews

- 3.5 Delivery of the programme will primarily be through the commissioning of time-limited (2 to 3 meetings maximum) 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.

- 3.6 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.
- 3.7 The Committee held a workshop session in March 2015 and identified a number of areas for consideration during 2015/16. These topics have been identified and are listed in Appendix 1 to this report.
- 3.8 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.

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.
- 3.10 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

- 3.11 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. List of attached information

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

- Appendix 1 – Feasibility criteria for topics**
- Appendix 2 – Long list of main scrutiny topics**
- Appendix 3 – Policy Briefing topics**
- Appendix 4 - Long-list of potential future OSC/SRP topics**

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

7. **Wards affected**

Citywide

8. **Contact information**

Contact Colleagues

Rav Kalsi Senior Governance Officer Rav.kalsi@nottinghamcity.gov.uk 0115 8763759
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Appendix 1 - feasibility criteria includes:

Decision making and being a critical friend	Is it a topic/key decision which requires consultation with Overview and Scrutiny <u>prior</u> to the decision being taken.	Yes – include. No – apply other criteria and consider removing
Public Interest and relevance	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 – 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 <u>or significant impact on minority groups.</u> 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.

<p>6 January 2016</p>	<ul style="list-style-type: none"> • Good to Great Operating Model To consider an update from the Chief Executive on the Council's transition from 'Good to Great' and the resulting changes to the Council's operating model. (Chief Executive, Nottingham City Council) • Work Programme To agree a draft work programme for 2015/16
<p>3 February 2016</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 15</p>	<ul style="list-style-type: none"> • Nottingham Plan To consider the Nottingham Plan. (Nottingham City Council) • CDP Annual Partnership Plan To consider an update on the CDP's partnership plan. (Crime and Drugs Partnership) • Work Programme To agree a draft work programme for 2015/16
<p>9 March 2016</p>	<ul style="list-style-type: none"> • Housing Strategy in Nottingham To consider the development of the housing sector in the city of Nottingham (Major Programmes, Nottingham City Council) • Commercialisation of Council Services To consider an update on the commercialism agenda, with a view to identifying a number of topics requiring closer scrutiny. (Commercial and Neighbourhood Services, Nottingham City Council)

5 April 2016	<ul style="list-style-type: none"> • Combined Authority To consider the process and plans for the formation of a combined authority in Nottingham. (Development and Growth, Nottingham City Council) • Neighbourhood Regeneration (Development and Growth, Nottingham City Council)
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List of potential policy briefings

The Committee can 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

Scrutiny Review Topics 2015/16

	Topic	Comments
1	To review school attendance for children with disabilities or special education needs and the support mechanisms in place to support them to improve attendance and the progress of the transition from the Statement of Special Educational Needs or 323 assessments to the new Educational Health and Care Plans arising from the Children and Families Act 2014 Act	<p>Status – to be scheduled</p> <p>Proposed by Beverly Denby, 3rd Sector Advocate</p> <ul style="list-style-type: none"> • Chair and membership needs appointing at OSC • Panel will include the co-opted representatives for educational issues • Scope to be finalised and submitted for approval to OSC
2	<p>NOTTINGHAM CITIZEN'S SURVEY</p> <p>To review the responses of sub-groups of the population, including the differing views by area and demographic factors such as age, ethnicity and disability</p>	<p>Status – to be scheduled</p> <p>CHAIR: To be determined</p> <ul style="list-style-type: none"> • Identified as a review at the Overview and Scrutiny workshop held in March 2014 • Scope needs to be finalised with chair and submitted for approval to OSC • Membership needs to be appointed
3	Equalities within the Commissioning and Procurement process	First review held in December 2014, follow up review planned for June 2016 with Cllr Jenkins to chair
4	Kin fostering regulations	
5	The changing landscape of demographics of children in care	
6	The specialist skills required for adoption and foster families	
7	The wider impact of commercialism on services and the balance between delivering outcomes for citizens	
8	The commercialisation of garage services	
9	The commercialisation of cemeteries and crematoriums	
10	Term time holidays	

11	Correlation between school attendance and behaviour and the impact on attainment	
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