



## Additional / To Follow Agenda Items

This is a supplement to the original agenda and includes reports that are additional to the original agenda or which were marked 'to follow'.

### Nottingham City Council Overview and Scrutiny Committee

**Date:** Wednesday, 6 October 2021

**Time:** 2.00 pm

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

**Senior Governance Officer:** Laura Wilson **Direct Dial:** 0115 876 64321

<b>Agenda</b>	<b>Pages</b>
<b>3 Minutes</b> To confirm the minutes of the meeting held on 8 September 2021	3 - 12
<b>4 The Council's Transformation Programme</b> Report of the Head of Legal and Governance	13 - 16
<b>7 Scrutiny Action Plan</b> Report of the Head of Legal and Governance	17 - 28

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## 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 8 September 2021 from 2.03 pm - 5.10 pm**

#### Membership

##### Present

Councillor Anne Peach (Chair)  
Councillor Georgia Power (Vice Chair)  
Councillor Patience Uloma Ifediora  
Councillor Carole McCulloch (Vice Chair)  
Councillor Gul Nawaz Khan  
Councillor Jane Lakey  
Councillor Sajid Mohammed  
Councillor Toby Neal  
Councillor Ethan Radford  
Councillor Angharad Roberts  
Councillor Andrew Rule  
Councillor Audra Wynter

##### Absent

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

Beth Brown - Head of Legal  
Andrew Errington - Director for Community Protection  
Councillor Neghat Khan - Portfolio Holder for Neighbourhoods, Safety and Inclusion,  
Rupinder Kooner - Senior Community Protection Officer  
Jacqui McKinlay - Chief Executive of the Centre for Governance and Scrutiny  
Ian Parry - Head of Consultancy (Review Lead) Centre for Governance and Scrutiny  
Ben Partington - Senior Community Protection Officer  
Sir Tony Redmond - Chair of the Improvement and Assurance Board  
Kate Morris - Governance Officer

#### 21 Apologies for absence

None.

#### 22 Declarations of interests

None

#### 23 Minutes

The minutes of the meeting held on 7 July 2021 were confirmed as a true record and were signed by the Chair.

## **24 Discussion with Sir Tony Redmond, Chair of the Improvement and Assurance Board**

Sir Tony Redmond, Chair of the Improvement and Assurance Board (IAB) addressed the Committee around his views on the progress the Council is making in its recovery and improvement. He highlighted the following points:

- (a) The Recovery and Improvement Plan (R&IP) has a number of key areas of focus:
  - Financial resilience
  - Reserve and debt planning
  - Service planning within financial constraints
  - Transformation and culture change
  - Ensuring robust governance arrangements are in place
  - Review of commercial activity
  - Communication – consultation and engagement with citizens
- (b) There are a number of key functions for the Scrutiny Committee to fulfil:
  - Ensure accountability of decision making
  - Examine Executive response to the R&IP
  - Oversee and challenge Strategic and Corporate decisions stemming from the plan and how they are then implemented
  - Examine transformation to ensure best value and robust governance remains a focus
- (c) The last report submitted to the Secretary of State by the IAB highlighted the need for Nottingham City Council to work at pace and this is a reasonable feature for the Overview and Scrutiny Committee to address.

Members of the Committee asked a number of questions, and throughout discussions the following further points were highlighted:

- (d) The biggest challenge facing Nottingham City Council is the need to produce fundamental changes in a short timeframe. At the start of the year when the recommendations from the Non-Statutory Review (NSR) were published the Council had already started to review the Council Plan. This reviewed Plan now needs to be linked to Service plans. The Scrutiny Committee can look to ensure that these strategic changes are being implemented in an effective way and at sufficient pace;
- (e) Both the implementation of the revised constitution, in particular the decision making protocols, and the transformation programme and its push to change the culture of the Council are important elements of the R&IP that the Committee can examine and oversee;
- (f) The rewrite of the constitution was deemed necessary as the risk policy and practice of the Council needed reviewing, and in terms of Governance, a deeper review of how risk is identified and managed was required. This is helping the Council to understand its appetite for risk, how it is best managed, the tolerances it can work within and how it balances these with its responsibility to citizens. Increased clarity in the decision making process and

in governance arrangements stipulates who is responsible for what element of the decision making process ensuring accountability is clear. Previously the practical application of the process did not reflect this;

- (g) The role of the IAB is not to compare Nottingham City Council to other Authorities, it exists to ensure that the required transformation takes place in a timely manner and to support the process. It looks at operations to establish if it is in line with good practice, done with good governance, and delivers services in the best interests of its citizens. It is important to ensure that the arrangements in place in Nottingham City best suit this authority;
- (h) It is a difficult task to measure and evidence culture change. It can be seen in the ways services are delivered, most often in improved efficiency and improved value for money. There will need to be a fundamental change as to how services are delivered, this needs to be cost effective and resources within the financial envelope available to the Council. Clarity and consistency in delivery and outcomes of services are the best performance indicator;
- (i) The IAB initially expressed concern that the voluntary debt reduction policy would not address sale of assets quickly enough. Nottingham City Council has implemented the changes needed to diminish these concerns and there is no further criticisms to be levelled at the Council for the implementation of this element of the R&IP to date;
- (j) In addition to the challenge of time pressures facing Nottingham City Council for the implementation of the changes required, the Council also has to match service aspirations with resources and budget. It is essential that the Medium Term Financial Plan from 2022 pays proper regards to resourcing and the necessary pace of change;
- (k) It is essential that statutory services, like Children's Services, are met consistently. There is a growing demand for these services, it is not for the IAB to tell the Authority how to address this issue. There are a number of different ways to deliver services and still fulfil statutory requirements. Looking critically at how services are delivered against the statutory requirements will help to ensure improved value for money;
- (l) The role of Overview and Scrutiny is to look at the strategic decisions made by the Council and ensure that they benefit the Council's improvement plan. If this is not the case then the Overview and Scrutiny Committee must hold decision makers to account;
- (m) The R&IP is a high-level plan that well illustrates the priorities, and gives an insight into the direction of travel, the Council needs to take. What the IAB is now looking for is how this R&IP is translated into implementation and how it is resourced through Service Planning;
- (n) Committee members expressed frustration that they often received information around services and plans too late to effectively offer feedback and scrutiny. Offering feedback and scrutiny in a timely manner as situations develop is an essential role for the committee to fulfil;

- (o) The Chair highlighted that it was important to strike a balance between acting at pace and making changes, reiterating the need to act cautiously and ensure that changes being proposed were suitable for Nottingham City Council.

The Chair confirmed to the Committee that she would liaise with the Leader of Nottingham City Council in his capacity as a member on the IAB so that any concerns raised by the IAB can be fed into the Scrutiny Committee Work plan in a timely fashion.

## **25 Centre for Governance and Scrutiny Review of Scrutiny**

Jacqui McKinlay, Chief Executive of the Centre for Governance and Scrutiny, and Ian Parry, Head of Consultancy (Review Lead) of the Centre for Governance and Scrutiny presented their report resulting from their recent review of Scrutiny at Nottingham City Council. They highlighted the following points:

- (a) The review was commissioned as part of the Recovery Plan established following the Non Statutory review (NSR). It looked at the structure of scrutiny at Nottingham City Council (NCC), the culture and mind-set underpinning the scrutiny process, how information is prepared and shared, as well as the impact that Scrutiny has;
- (b) The review took into account what type of scrutiny works for the Council, something that differs from authority to authority, alongside the statutory guidance and the established framework and examples of best practice;
- (c) The review identified a number of themes that although already in place at Nottingham City Council would benefit from strengthening and improvement:
- Ensuring active and effective participation in the Scrutiny function by Committee members. There is already a good foundation here and the review commented on the engagement and commitment of members.
  - A shift to a more strategic focus for the scrutiny work, rather than the current trend to look at service delivery
  - Better focus on what matters the most, for example the budget, there is a disconnect between the focus of the Executive and Scrutiny
  - Culture and freedom to challenge.
  - Whole Council support, ensuring sufficient support and parity of esteem, including support from senior officers and Councillors
  - Ensuring information is put before the Committee at the right time to ensure effective scrutiny can take place;
- (d) The review suggests that Scrutiny should operate on a “recovery footing” for the next 12 months, to ensure 3 key outcomes are achieved:
- Upskilling and development of Committee members
  - Encouraging greater trust between the Executive and Scrutiny
  - Reprioritise and repurpose of scrutiny to focus on delivery of the Council Recover and Improvement Plan (R&IP)
- (e) The Review makes 10 recommendations, most of which can be achieved within 12 months. The development of a full action plan is supported by the Review and by the Improvement and Assurance Board;

- (f) The recommendations set out focus on repurposing and refocusing the Scrutiny function, introducing a prioritisation to the work programme to better support the R&IP. Support capacity and training for all committee members, and Executive members is also highlighted as needing action;

During discussion and questions the following points were made:

- (g) Work on an action plan is underway. This will be brought back to the Committee at the October meeting. Work has also begun on looking at the change in function and work programme to bring it in line with the R&IP;
- (h) In order to work at pace and become more responsive it was suggested that stripping back the work programme and focusing on the strategic elements would help the Scrutiny function come into line with the R&IP. With the fast moving transformation programme it is essential that Scrutiny Committee have fast access to information so that practical recommendations can be flagged before actions are already put into place. Ruthless prioritisation is key to ensuring the most pressing matters receive the time and attention they require;
- (i) Committee members agreed that Scrutiny needed more prominence in the Council, all members will be trained and upskilled to give them the confidence to carry out the role to the best of their ability and as part of a team. A job description will be developed to ensure Committee members are fully aware of their responsibilities;
- (j) Whilst the Scrutiny function should seek to challenge decisions it should not try to become a "Shadow Cabinet". Its role is to look at the impact of decisions, what the risks are and how it will impact citizens. If an issue is identified it is for scrutiny to hold the relevant executive member to account. This approach reduced the duplication of work and focus attention on the issue;
- (k) Service standards should not be measured on the money spent on them. It is important to look at the level of service, rather than the overall budget spent on a service and its efficacy;
- (l) Support to this committee needs to be resources properly, both in terms of democratic services support but also in availability of officers to support Committee members in developing knowledge and insight;
- (m) Committee members expressed a level of frustration that the challenge that the Committee makes often disappears and is not followed through. Ian Parry indicated that monitoring and tracking of quality recommendations results in good quality scrutiny. The important outcome is the impact of the scrutiny, not the amount of scrutiny taking place;
- (n) Additional training within induction will help to prepare members to take up their role as Councillors, and will ensure that they are aware of the different roles each committee plays.

**Resolved to**

- (1) Endorse the report and recommend it to Council for approval;**

- (2) agree that a working group comprising the Chair of the Overview and Scrutiny Committee, the Chair of the Health Scrutiny Committee, the Chair of the Children and Young People Scrutiny Committee, the Head of Legal and Governance, and the Senior Governance Officers responsible for scrutiny, be established to develop an action plan to respond to the recommendations in the report; and**
- (3) agree that the action plan is submitted to the October meeting of the Committee for approval.**

## **26 Restructuring of the Council's Regulatory Services**

Councillor Neghat Khan, Portfolio Holder for Neighbourhoods, Safety and Inclusion, and Andrew Errington, Director for Community Protection, along with Ben Partington and Rupinder Khunar, Senior Community Protection Officers presented the report on the Restructure of the Council's Regulatory Services to the Committee. They highlighted the following points:

- (a) The most visible face of Community Protection are the uniformed officers seen on the street day to day, however Community Protection is responsible for a vast range of statutory services, many of which the public do not necessarily recognise as the responsibility of the Directorate. This includes Safer Housing, Pollution, and infection control, which has come to the forefront throughout the Covid 19 pandemic, as well as many others;
- (b) There was a 24% reduction in the numbers of Community Support Officers (CPO's) in the last budget round and a 50% reduction in Antisocial Behaviour enforcement Officers within the same period. There were cuts to other services covered by Community protection and some savings made have had to be reversed as they have left elements of the service unable to fulfil its functions. This is a recognised risk of working at pace and not fully understanding the implications of changes made;
- (c) The transformation plan has been designed to ensure that statutory services and functions continue to be delivered and that the relevant elements of the Council Plan are achieved. The first part will be around Regulation Training, with duties split into 5 "tiers". All officers will be trained to deal with the high volume tiers 1 through to 3, but a small percentage will be further trained to deal with tier 4 and 5, requiring more advanced skills. This will free up the higher skilled officers to deal with these functions more effectively;
- (d) A new reporting system will be put into place, using a new software called Firmstep. This allows direct reporting of incidents by members of the public, as well as frontline staff and officers. It will also allow tracking of data for individual wards and identify hotspot areas to better inform strategic planning;
- (e) The last element of the transformation programme is to step back from reliance on Police systems, restoring Nottingham City Council (NCC) IT systems and ensuring support is in place for outlying officers;

Committee members asked a number of questions and made some observations, the following points were highlighted:

- (f) In the past CPO's have been completing tasks and duties usually done by Police Officers. There is now a shift to returning these responsibilities to partner organisations to ensure that Council Officers focus on the Council's statutory functions. With the introduction of GDPR and the financial pressures increasing on the Councils' budget it is no longer viable for CPO's to pick up this work;
- (g) Returning to NCC IT systems will ensure an easier work flow for Officers. Access to Police systems will be maintained, however work flows and prioritisation will take place through Council systems;
- (h) The functions of Community Protection are once again all under one Portfolio. This allows for greater strategic oversight, leading to more efficient working and reporting. This change makes it easier for the implications and impacts of decisions to be seen across the whole service rather than individual teams, and better manage efficiency savings;
- (i) A Committee member highlighted that during conversations with CPO's in the past they have indicated that they pick up work from Partner organisations on a regular basis leaving them with reduced time to fulfil NCC statutory work. This is being addressed, and there is a renewed focus on work that is the responsibility of NCC;
- (j) The attendance of the Neighbourhood Action meetings is being monitored and partner organisations encouraged to attend more frequently. Where there is good and varied attendance there has been an improvement for the CPO's picking up partner organisations work. This is also being addressed through strategic cross partnership conversations and performance management. The new Firmstep software allows collation of information that can then be passed to responsible partners;
- (k) Firmstep is live and being used by Officers. All Councillors will be invited to training to ensure that they are able to log incidents and make reports relevant to their wards and the system is available for residents to use too. This system does not take away from the traditional Councillor Casework, but does allow Councillors and residents to track the progress of work around reports they have made. It also has a mechanism that allows reports to be escalated to partners were it is necessary and appropriate;
- (l) It is difficult to compare spend per head on Community Protection with other Core Cities as Nottingham City is unique in terms of functions it covers for the size of area. However when looking at the closest comparators, Nottingham City has a low spend per head, meaning it is efficient and effective;
- (m) In the past Nottingham City Council has reached out to neighbouring authorities with a view to multi-authority working for some services with a view to providing further efficiencies. These efforts have not been successful, and neighbouring authorities have not looked favourably on multi-authority working;
- (n) The Selective Licensing regime does not provide the mechanism to allow enforcement to address issues outside a property. It can not help to solve

issues around bins left in the street etc but can be used to manage the landlord's response to issues of Anti-social Behaviour rather than the anti-social behaviour its self;

- (o) There are currently 7 full time vacancies for CPO's. The team is split over three localities, North, South and Central. There is no longer a dedicated team for the City Centre, this has been split into the localities. The team is very diverse and resilience within the team is important, but turnover is high, with many CPO's going on to apply and be accepted onto the Police Force;
- (p) The introduction of CPO's attending Councillor Ward walks has been successful so far in its roll out. CPO's are able to log issues straight onto the Firmstep software remotely, improving accuracy of reports. Where CPO's have yet to attend ward walks they are being encouraged to do so, along with team members from Safer Housing and other teams to address a wide variety of issues;
- (q) The transformation programme is ongoing, it has been rolled out within the City Centre, and is now being pushed out into neighbourhoods. Logistics and IT systems are in place and staff are in the process of receiving the necessary training. Future projects for further efficiency savings include digitalising as many operations as possible, the example given that of parking permit application and approval;
- (r) At present it is not possible to make further savings. If additional savings must be made then non-statutory services and functions will need to be cut. If further cuts are made to the service then it will be difficult for Officers to give assurance to the Portfolio Holder that all services can be met as required;
- (s) There is opportunity for CPO's to pick up additional hours in overtime, however after the last 18 months working through the pandemic many of the team are exhausted and have expressed the opinion that the overtime flat rate is not enough of an incentive in the current climate;
- (t) There are a number of initiatives being considered to help promote more efficient working. Investment in better camera equipment for fly tipping hotspots, to increase likelihood of enforcement is being considered. Habits of the general public have changed since lockdown began in March 2020. Waste is more focused on homes as people continue to work from home, bulky waste collection requests have increased and waiting times are now up to a month;
- (u) There may be a greater role for the Universities to play in helping to pay for CPO's. Other Core Cities receive a larger percentage of funding for CPO's than from Universities than Nottingham currently does;

The Committee thanked the Portfolio Holder, the Director for Community Protection and the Senior Community Protection Officers for attending and for their presentation.

**Resolved to request a written response from the Portfolio Holder on the impact of Firmstep and that it be brought to the Committee in 6 months time in order to assess its impact on response times to Anti-Social Behaviour and responses from partner agencies with evidence of improvements.**

## **27 Work Programme**

Following detailed discussion committee members agreed that the work programme would generally appear the same as published and agreed the following points of action:

- (a) Overview and Scrutiny Action Plan to come to the October meeting as per minutes 25, Centre for Governance and Scrutiny Review of Scrutiny;
- (b) Crime And Drugs Partnership Annual review to be brought to the December meeting and an invite to be sent to Vernon Coker to attend for it's presentation;
- (c) Chair of Overview and Scrutiny Committee to write to the Portfolio Holder for Housing, Planning and Heritage requesting a written response seeking assurance that the Portfolio Holder is satisfied with the response from Nottingham City Homes to concerns raised around contract management;
- (d) An overview report to come to the November Committee giving outline plan for the Medium term Financial Plans, with an emphasis on rational rather than actual numbers;

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## O&S Briefing: Transformation

### 1. Background/context:

- 1.1. This paper sets out progress made by the council in establishing an approach to transformation to support the delivery of the R&IP. The approach set out below covers a range of activities intended to create sufficient scope, alignment, urgency and pace of change across the council.
- 1.2. The paper addresses the following:
  - a) A framework for designing and delivering transformation in NCC
  - b) A unifying transformation narrative for the organisation and accompanying principles
  - c) The current portfolio of transformation programmes and projects
  - d) Governance
  - e) Building capability and changing culture

### A framework for designing and delivering transformation in NCC

- 1.3. If the Recovery and Improvement Plan sets out what the council will do in order to mitigate the substantial challenges it faces now and prosper in the future, the transformation programme sets out how these changes will be delivered. Transformation underpins the the R&IP and will incorporate an intense, organisation-wide programme to mitigate financial stress, enhance performance and boost organisational health.
- 1.4. The approach to transformation has three main areas of focus that align with key areas of the R&IP and combine to affect whole organisation change:
  - **Leadership.** The development of a core change narrative for the organisation, strong and clear communications, development of the council's leadership approach and linkage with the Strategic Plan.
  - **Building capability.** Ensuring the organisation's development, future ways of working and performance management align to the delivery needs in the Strategic Plan and position the council to sustain change and improvement into the long-term.
  - **Execution of change projects.** The robust and effective development, management, monitoring and support of the portfolio of projects that will create change in the way services are designed, organised and delivered.
- 1.5. A Transformation Office (TO) is being established to sit at the heart of this programme and ensure alignment across the points above.

### A unifying narrative for the organisation and our workforce

- 1.6. While transformation will be driven programmatically and requires central leadership, it will only embed if the wider workforce understands and commits to what the council is trying to achieve. A core change team is

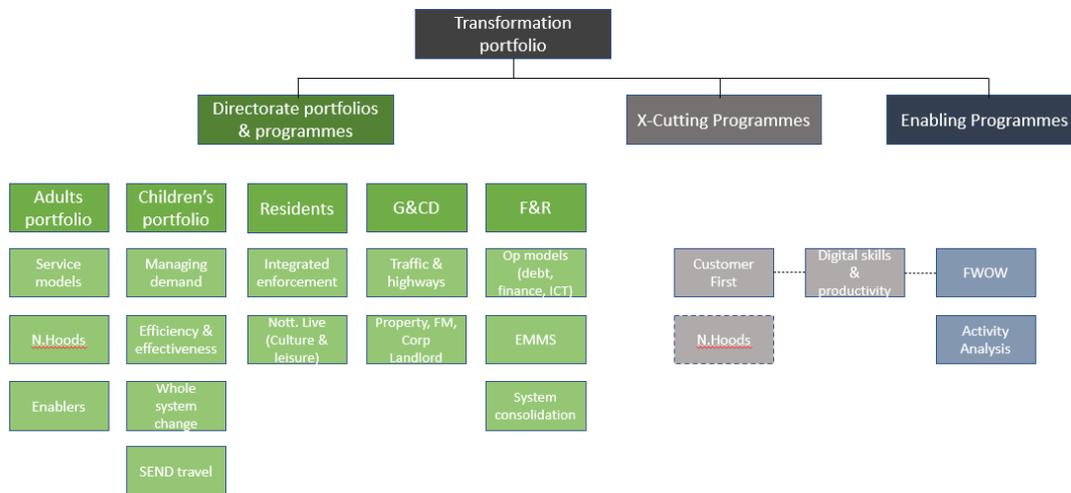
essential, but an organisation only becomes truly transformative when the people delivering services every day are also the innovators, constantly looking to change and improve. Two things then follow. First in order to engage and inspire, the council's account of change should emphasise the positive opportunity for renewal of council services. Second, the narrative must make the change tangible for our workforce; setting out what it means for how we will work in the future.

- 1.7. The aim is to embed a core narrative in corporate conversations and continue to use this to help our staff interpret what change will mean for them.

A portfolio of transformation programmes and projects

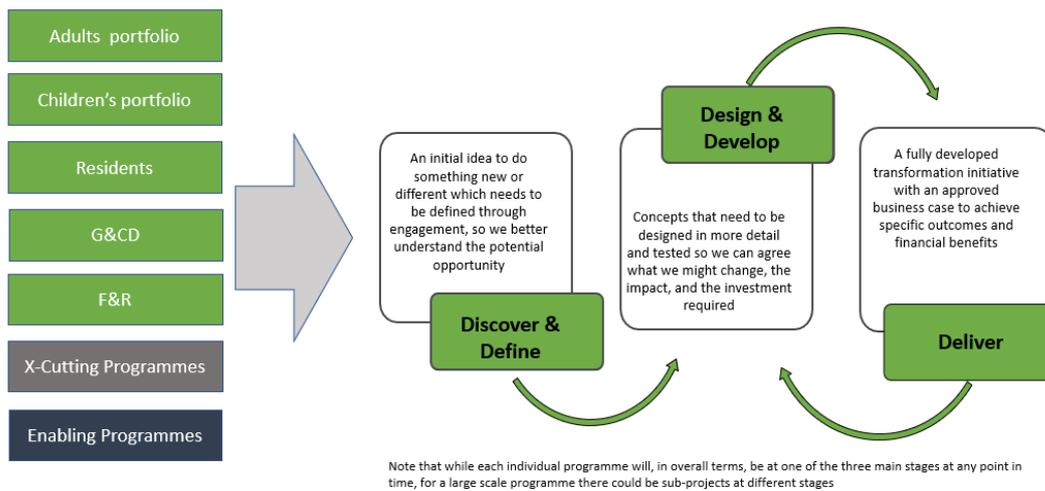
- 1.8. The current transformation portfolio consists of 33 programmes and projects at various stages of development. This is a substantial portfolio covering all areas of council service, with a clear accountability and delivery structure arranged under directorate programmes, cross-cutting programmes and enabling programmes. The substance and structure of the portfolio will change over time, as new projects are designed and delivered, but the current portfolio is set out in figure 1 below.

Figure 1  
Overall delivery structure



- 1.9. The 33 projects currently in the portfolio are at different stages of development, from early incubation to delivery. We aim to maintain a pipeline of initiatives at all stages in order to ensure that we are both resilient in the face of any projects that cannot deliver as planned and also that we are able to learn and iterate without slowing the whole portfolio. The pipeline approach is set out in figure 2 below.

Figure 2



Governance 1: The Transformation Office

1.10. We have established the Transformation Office (TO), which sits at the heart of and drives council transformation. It goes beyond the traditional reporting and assurance remit of a Programme Management Office (PMO) as it will be the place where we ensure operational coherence between the council’s leadership and strategic planning, culture change and communications activity, and execution of change projects. In effect, the TO is the mechanism to align strategic, service and cultural change.

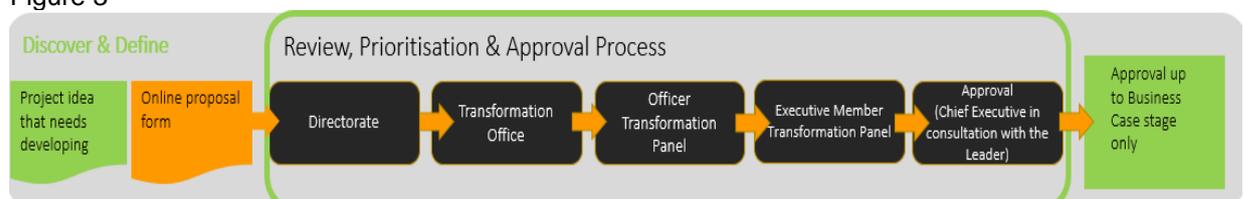
Governance 2: The Transformation Board

1.11. Both the Officer and Executive Member Transformation Boards meet on a monthly basis to review progress and agree investment in projects. In order to add pace to the approval of transformation activity, both Boards can be called at any point between timetabled meetings if urgent decisions are required to progress projects.

Governance 3: Clear decision-making

1.12. A clear, linear process is in place for agreeing the initiation and funding of transformation activity. The process involves senior officer approval prior to oversight from the Executive Member Transformation Board and release of funding. Again, the aim is to engender pace into the development of projects from idea, through to business case and into delivery. The process is set out in detail in figure 3 below.

Figure 3



1.13. Transformation principles have been developed into core assessment criteria for judging and approving transformation projects. Project sponsors/leads must justify any investment proposals against these criteria. It is neither practical nor desirable to expect that all projects should deliver against all criteria, but proposals are required to show how they adhere to the first criterion, 'financial benefit', plus at least one other

- Delivers financial benefit
- Joins up services for residents and businesses
- Makes services more accessible
- Simplifies, standardises and automates ways of working
- Enables early intervention and prevention
- Supports the move from traditional provision to participation

#### Building capability and changing culture

1.14. Critically, the Transformation Office will ensure strong linkage between execution of the portfolio of change projects and the organisational development activity being managed through Theme 6 of the R&IP. This includes:

- Simplifying the officer structure to drive accountability and create a new top team that delivers the changes required in NCC. Reviewing the structure that sits beneath to create the right future design for transformation
- Setting top level goals, through a new CEX appraisal mechanism
- Designing and delivering a new Individual Performance Management Framework for the whole workforce to drive performance improvements and strategic organisational outcomes
- Embedding a new leadership capability framework that focuses on distributed leadership and the behaviours and skills that will enable transformation
- Using culture mapping diagnostics, which have identified where the capability gaps are in NCC, to inform organisational development interventions
- Designing and delivering communications, engagement and opportunities for participation to enable the future desired culture and change state
- Designing, delivering and commissioning learning and development interventions to enable transformation and build change capability and core skills in NCC (including leadership development and the development of a core curriculum of management and wider workforce development skills).

### **Improvement Action Plan to respond to the recommendations of the Centre for Governance and Scrutiny Review of the Scrutiny Function**

As part of the Council's recovery and improvement activity, the Centre for Governance and Scrutiny (CfGS) was commissioned to review the Council's overview and scrutiny function to identify areas for improvement and make recommendations on how those improvements could be made. Council accepted the CfGS report at its meeting on 13 September 2021, and delegated responsibility to the Overview and Scrutiny Committee to develop and oversee implementation of an action plan to respond to the recommendations and address the issues raised in the report. This action plan sets out the actions to be taken to respond to those recommendations.

To succeed, the action plan is dependent on the Council having a culture which welcomes and is open to scrutiny, alongside scrutiny itself being more effective in how it works. The Action Plan encompasses actions which will support Executive and Scrutiny Members and senior officers in owning and driving these improvements. Accountability for delivering the Action Plan should be viewed as a whole Council responsibility.

It is proposed that alongside regular progress reports to Overview and Scrutiny, progress is reviewed as part of the Council's overall improvement plan.

Review points are suggested in March 2022 and September 2022.

<b>Recommendation</b>	<b>Analysis of the issue by the CfGS</b>	<b>Accountable</b>	<b>Action</b>	<b>Delivery of Actions</b>	<b>Timescale</b>
1. Repurpose Scrutiny	To be effective, Scrutiny needs to be put on a recovery footing to fully align and integrate into the corporate plans for recovery. This should last for twelve months,	Scrutiny Chairs Leader Executive Chief Executive	A review of the existing work programme will be undertaken immediately.  Work programmes for 2021/22 were developed with knowledge of the findings of the CfGS review,	Scrutiny Chairs Scrutiny Support Officers  With support from: Executive CLT	Ongoing but initial review of work programmes to be carried out prior to October 2021 committee meetings.

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
	<p>then subject to further review. We believe this recovery can be achieved within the existing scrutiny structure of three committees. It will however require a refresh of scrutiny's purpose and role. This should entail a twelve month focus on financial, and commercial challenges confronting the Council, service delivery within a tighter financial envelope and the risks involved achieving this at pace. It will also require a realignment between Audit and Scrutiny.</p>		<p>the work programmes will now be reviewed to have a clear focus on ensure focus on the Council's recovery and improvement activity, including transformation, financial challenges and the impact on citizens.</p> <p>Work programmes kept under ongoing review, with regular input sought from the Leader/ Executive, CLT and Chair of Audit Committee to help identify opportunities to add the greatest value and inform decisions about the specific focus for scrutiny.</p> <p>Key points for financial scrutiny identified throughout the year, including proposals for savings, in-year delivery, financial management. Scrutiny chairs co-ordinate financial scrutiny activity across the committees.</p>		<p>Immediate and ongoing</p> <p>Timescales and focus for MTFP scrutiny agreed with Corporate Director and Portfolio Holder in September, and co-ordination between committees agreed by chairs in September.</p>

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
2. Openness to Scrutiny	The current fault lines within Scrutiny include culture and behaviour, governance and structure, capacity and capability. These all need to be addressed as a whole Council matter. Change needs to impact further on culture and behaviours. Officers and Members need to be completely confident that sharing information in an open and transparent way, or challenge and constructive criticism is accepted and without reproach. This may be helped by a new protocol that sets out expectations and norms, including access to information.	Leader Executive  Supported by: Chief Executive, CLT	New Scrutiny Protocol developed in line with the new Constitution and newly adopted Councillor/ Officer Protocol. Protocol to include access to information; expectations in relation to engagement with scrutiny, provision of information and attendance at meetings; expectations in relation to response to, and implementation of recommendations; and referrals to scrutiny.	Scrutiny Chairs Scrutiny Officers Executive CLT	Draft protocol to be taken to the Overview and Scrutiny Committee meeting on 5 January 2022
3. Prioritisation	Scrutiny work programmes need to be refocused almost exclusively on topics that address and support the Council's	Scrutiny chairs  Supported by: Executive and CLT and scrutiny	Scrutiny work programmes to be re-reviewed immediately to ensure a focus on the Council's recovery and improvement activity, including	Scrutiny Chairs  Supported by: regular engagement with the Executive and CLT	Ongoing but initial review of work programmes to be carried out prior to October 2021 committee

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
	<p>recovery plan. For the foreseeable future we would recommend that the Scrutiny work programme focuses on finance, the improvement plan and service transformation. Additional items should only be added where the Members are confident of scrutiny making an impact through their recommendations. Whilst maintaining Scrutiny's independence, work programmes should not entirely reflect Member preference, but be designed in consultation with the Council. For transparency and to provide further oversight, we recommend that the work programme is shared with the Improvement and Assurance Board (IAB), during the period</p>	officers	<p>transformation, financial challenges and the impact on citizens. Each meeting of the Overview and Scrutiny Committee to focus on a specific aspect of the Recovery and Improvement Plan.</p> <p>Regular meetings set up between scrutiny chairs and scrutiny support officers, officer leadership, and the lead Portfolio Holder to oversee engagement of the scrutiny committees with key corporate issues and 'trouble shoot' any barriers or challenges.</p> <p>Scrutiny Chairs and Scrutiny officers to be invited to attend Executive Panel on a regular basis for a discussion on how recent scrutiny items have impacted and added value and to identify future areas that Scrutiny could support.</p>		<p>meetings.</p> <p>CLT already receive the scrutiny work programmes for information/consideration</p> <p>Oversight and engagement meetings to commence from October 2021</p> <p>To commence from December 2021</p>

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
	that the Board is in place.				
4. Meeting Agendas	Scrutiny committee agendas (across all committees) should be limited to two substantive items with recovery and service transformation as the focus – informed by a clear understanding of the Council's current financial situation and ongoing plans. This requires a change of emphasis and 'parking' many of the current issues. This is particularly important for areas of high spend and high risk, such as health and care, children and oversight of external commercial interests. To accommodate this, health scrutiny needs to gain a greater focus on social care and a stricter prioritisation of health-related scrutiny topics.	Scrutiny chairs	<p>Committee meetings limited to two substantive items, where possible. Each meeting of the Overview and Scrutiny Committee focused on a specific aspect of the Recovery and Improvement Plan and/or financial scrutiny. This will be achieved via the re-reviewing of work programmes and regular engagement with the councillor and officer leadership (see recommendation 1).</p> <p>The committee responsible for health scrutiny renamed the 'Health and Adult Social Care Scrutiny Committee' to highlight its remit in relation to adult social care.</p> <p>Regular meetings between Chairs of Committees and Portfolio Holders to ensure awareness of priorities and where scrutiny can add</p>	<p>Scrutiny Chairs</p> <p>With input from: Scrutiny committee members Executive CLT Senior officers</p>	<p>Immediate and ongoing</p> <p>Change of name of the health scrutiny committee agreed to commence from 1 October 2021.</p> <p>Immediate and ongoing</p>

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
			value, informing the work programme.		
5. Parity of Esteem	We suggest that Scrutiny needs to be elevated in its role and should be led by Scrutiny Chairs having greater authority within the council. This could partially be achieved through a rebalancing of Special Responsibility Allowances (SRAs) between Executive Members and Scrutiny Chairs to signal a change in recognised parity. This would give a clear indication that Scrutiny is an equal partner in the governance process. It would diminish the often-held view that scrutiny is inferior to Executive positions.	<p>Whole Council</p> <p>Leader Chief Executive Statutory scrutiny officer</p> <p>Supported by: Cabinet, Scrutiny Chairs</p> <p>Involving: All councillors, officer leadership and scrutiny support officers</p>	<p>The development of the Scrutiny Protocol will provide an opportunity to set a culture which values scrutiny and the value that it adds. It will set out how this will be demonstrated through the actions of the Leader and Executive.</p> <p>The Council agrees that a review of the SRA is not appropriate at this time.</p> <p>Action will be taken internally to ensure scrutiny forms a visible part of council policy making and oversight including how items are subject to scrutiny review, liaison between officers and executive members and how scrutiny recommendations are presented and considered by the Executive.</p> <p>Increased visibility of the Statutory Scrutiny Officer amongst councillors and</p>	<p>Leader Executive Scrutiny Chairs Statutory Scrutiny Officer Scrutiny support officers</p>	<p>Internet and intranet pages reviewed by end of November 2021</p> <p>Review of presentation of scrutiny recommendations to form part of development of Protocol – to be completed by January 2022 (see recommendation 2).</p> <p>Statutory Scrutiny Officer to attend CLT and</p>

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
			<p>CLT, achieved through attendance at meetings, via training and intranet presence etc.</p> <p>Scrutiny Chairs and Scrutiny officers to be invited to attend Executive Panel on a regular basis for a discussion on how recent scrutiny items have impacted and added value and to identify future areas that Scrutiny could support.</p>		<p>Leadership once a month to discuss the work programme and identify any forthcoming matters. From October onwards.</p> <p>From December 2021 onwards</p>
6. Democratic Accountability	Committee meetings should comprise mainly of holding Executive Members, or where appropriate, the Leader to account, supported by officers. The emphasis is therefore on a strategic holding to account for progress and executive decisions that are driving essential change and recovery.	<p>Lead accountability: Leader</p> <p>Involving: Executive Members</p>	<p>On request, Executive Members to attend scrutiny committee to be held to account and involved in discussions on their portfolio.</p> <p>Expectations of informal and formal engagement to be developed as part of the Scrutiny Protocol.</p>	Scrutiny Chairs Scrutiny Support Senior Officers	<p>Cabinet Members invited to attend appropriate items with immediate effect</p> <p>Protocol by January 2022</p>

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
	Scrutiny's motive needs to be focused on helping to drive and improve, or to test the management of risk and quality of intended outcomes. Care will need to be taken that this political accountability does not become a space for generalised questioning – preparation and focus is essential.				1
7. Chair and Member skills	Scrutiny Members needs to be upskilled and have greater confidence to challenge, explore and intercede. We recommend that a job description is prepared for the Chair, Vice Chair and Committee Member roles and that Chairs receive specialised 1-2-1 coaching and mentoring to build skills, experience, confidence and capacity in leading	Lead accountability: Statutory Scrutiny Officer  Group Leaders	Job descriptions to be co-designed with Executive, Scrutiny Members and officers.  To be shared with political groups to support identification of individuals for specific roles and, where appropriate, identify skill gaps.  Programme of bespoke mandatory training reflecting the current position in terms of improvement and recovery including: <ul style="list-style-type: none"> <li>Purpose of scrutiny</li> </ul>	Statutory Scrutiny Officer Scrutiny Support Officers  With input from: Scrutiny Chairs and Executive Members	Job descriptions to be written by December 2021       Initial training delivered within three months, and ongoing support for chairs

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
	Scrutiny. For all Committee Members, there should be mandatory development and training. The aim should be for scrutiny to be a credible, sought after position, particularly from Members with the necessary		<p>during improvement period</p> <ul style="list-style-type: none"> <li>• Scrutiny skills training e.g. questioning skills; understanding of scrutiny powers; making evidence-based recommendations</li> <li>• Develop bespoke scrutiny chair development plan which could include coaching and mentoring</li> <li>• Funding for external training and support to deliver this procured from the Transformation and Improvement Fund.</li> <li>• Engagement of Scrutiny Chairs and member in national and regional scrutiny networks and activities</li> </ul>		
8. Executive and Officer Skills	Executive Members would benefit from additional training and support regarding their role in working with Scrutiny, opening themselves to scrutiny and getting the best	Leader Executive councillors and senior/ key officers	Executive members and CLT to be involved in the development of the protocol and training needs agreed and identified through this facilitated process.  Training developed and	Statutory Scrutiny Officer/ Scrutiny support officers  Supported by: Executive Members CLT	To be linked to development of Protocol – to be completed by January 2022 (see recommendation 2)

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
	<p>out of the scrutiny and accountability experience. Reinforcing the whole council approach to scrutiny, training and briefings should also be considered for officers.</p>		<p>delivered to relevant officers, linked to the new Scrutiny Protocol and wider training to improve governance and decision making.</p>		<p>Facilitated workshop to take place November 2021</p>
<p>9. Information and expertise</p>	<p>Scrutiny needs to build greater expertise and insight, especially on the more technical aspects of finance, commercial activities and transformation. We suggest Scrutiny makes greater use of independent experts and more officer 'masterclass' style events to build Member knowledge, expertise and confidence. It might also extend its capacity through the managed use of a wider range of scrutiny methods, such as task groups and single-issue inquiry style sessions. To ensure satisfactory</p>	<p>Statutory Scrutiny Officer</p>	<p>Each Committee to consider its information and expertise requirements when setting the work programme, or if gaps are recognised.</p> <p>Appropriate action to be taken which could include briefings, requesting expert input at meeting, co-opting members etc.</p> <p>Scrutiny Protocol and job descriptions will set out expectations in this area.</p>	<p>Statutory Scrutiny Officer</p> <p>Supported by: Scrutiny support officers Scrutiny chairs</p> <p>Involving: engagement from senior and lead officers for identified issues</p>	<p>Job descriptions to be written by December 2021</p> <p>Immediate and ongoing (see recommendation 1)</p>

Recommendation	Analysis of the issue by the CfGS	Accountable	Action	Delivery of Actions	Timescale
	access to information, there may need to be a refresh of scrutiny's powers.				
10. Scrutiny Support Capacity	Scrutiny relies on effective support from officers, particularly as investment is made to repurpose and raise standards. Currently there are inherent risks in the size of the officer core and the Council should consider increasing officer capacity and considering if training and development is needed.	Statutory Scrutiny Officer Chief Executive CLT	Decision to be taken on whether funding is available for additional scrutiny resource.  Opportunities for re-establishing joint health scrutiny arrangements with Nottinghamshire County Council to share, and make best use of available resource to be explored.	Statutory Scrutiny Officer Scrutiny support officers  Involving: Chair of Health Scrutiny Committee and scrutiny support officer	Decision on additional scrutiny resource by December 2021  Enable any agreed arrangements to be in place for municipal year 2022/23

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