

# Public Document Pack



**Nottingham**  
**City Council**

## **Nottingham City Council Corporate Scrutiny Committee**

**Date:** Wednesday, 24 July 2024

**Time:** 9.30 am

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

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

**Director for Legal and Governance**

**Scrutiny and Audit Support Officer:** Damon Stanton

**Direct Dial:** 0115 87 64345

- |          |  |           |
|----------|--|-----------|
| <b>1</b> | <b>Apologies for Absence</b>   |           |
| <b>2</b> | <b>Declarations of Interest</b>  |           |
| <b>3</b> | <b>Minutes</b>   | 3 - 10    |
|          | To confirm the Minutes of the meeting held on 29 May 2024              |           |
| <b>4</b> | <b>Budget Strategy</b>   | 11 - 36   |
|          | Report of the Statutory Scrutiny Officer                               |           |
| <b>5</b> | <b>Equality, Diversity and Inclusion (EDI) Strategy - Action Plans</b> | 37 - 112  |
|          | Report of the Statutory Scrutiny Officer                               |           |
| <b>6</b> | <b>Work Programme</b>  | 113 - 120 |
|          | Report of the Statutory Scrutiny Officer                               |           |

If you need any advice on declaring an Interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting.

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## Nottingham City Council

### Corporate Scrutiny Committee

**Minutes of the meeting held in the Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 29 May 2024 from 9.30 am to 11.31 am**

#### Membership

##### Present

Councillor Samuel Gardiner (Chair)  
Councillor Patience Uloma Ifediora  
Councillor Imran Jalil  
Councillor Georgia Power  
Councillor Andrew Rule

##### Absent

Councillor Angela Kandola  
Councillor Sarita-Marie Rehman-Wall  
Councillor Naim Salim

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

Councillor Corall Jenkins - Executive Member for Communities, Waste and Equalities  
Adrian Mann - Scrutiny and Audit Support Officer  
Lee Mann - Strategic Director of Human Resources and Equality, Diversity and Inclusion  
Damon Stanton - Scrutiny and Audit Support Officer

#### 1 Appointment of the Vice-Chair

**Resolved to appoint Councillor Angela Kandola as the Vice Chair of the Committee for the 2024/25 municipal year.**

#### 2 Apologies for Absence

Councillor Angela Kandola – Council business  
Councillor Naim Salim – unwell  
Councillor Sarita-Marie Rehman-Wall – unwell

#### 3 Declarations of Interests

None

#### 4 Minutes

The Committee confirmed the minutes of the meeting held on 13 March 2024 as a correct record and they were signed by the Chair.

#### 5 Committee Terms of Reference

The Chair presented a report on the Committee's Terms of Reference, the Council's structure for the Overview and Scrutiny function and the Overview and Scrutiny Protocol to provide clarity on the Committee's purpose, objectives and terms of

operation so that it can work efficiently and contribute effectively to the good governance of the Council.

The Committee noted the report.

## **6 Workforce Analytics**

Lee Mann, Strategic Director of Human Resources (HR) and Equality, Diversity and Inclusion (EDI), gave a presentation on the development of a new, strategic HR approach to the production of workforce analytics as an effective management tool. The following points were raised:

- a) Currently, managers across the Council do not have a consistency of access to workforce data. A new analytics dashboard is being produced as part of the revised approach to how HR provides data to help managers identify workforce issues clearly, underpinning a revised strategic HR service offer in the context of the Council's current financial position. It will also enable internal and external benchmarking of management performance within and across directorates, address capability issues and share best practice. Benchmarking with other comparative Local Authorities will also be possible. The new information provided by HR will ensure much more insight and analysis to help managers operate effectively, and will help to identify workforce trends across the whole organisation.
- b) It is the intention that the new dashboard will be able to help chart recruitment, retention and turnover trends, workforce demographics, and issues such as how long it can take to fill vacancies in certain roles due to challenges in the wider jobs market. The dashboard will also be used to show the data collected from staff surveys, and from the exit interviews of staff leaving the Council. There will be a focus on how the Council can build internal career pathways from entry level to vital roles, particularly in the context of apprenticeships. There will also be important impacts on the effective monitoring of change. Going forward, the dashboard will be able to support all managers in reviewing sickness absence trends and the effects that these have on productivity. This will help support to be focused in areas where levels of sickness absence are currently high.
- c) All of this information will also be used to facilitate more effective discussions with Trade Unions on where staff are currently facing the greatest pressures. Information captured on employee relations, disputes, grievances and case times will be used to ensure that as many issues as possible can be addressed in a timely way at as early a stage as possible.

The Committee raised the following points in discussion:

- d) The Committee asked whether the current dashboard accounted for all staff employed by the Council, whether data relating to staff could be shown by salary band and how the data could be used to assess whether the Council had the right balance of staff. It was explained that information on all staff was included in the dashboard, including the Chief Executive's department and staff moved in-house from Nottingham City Homes. Detail can be broken down by salary band and be used to achieve an overall view of the total workforce.

- e) The Committee queried whether benchmarking across directorates to 'develop a sense of competition' would be beneficial, and asked what structures of accountability for managers were in place. It was set out that the Council aims to be a supportive employer, so it is important to be able to see that management is carried out effectively and consistently across the organisation to a general scheme of best practice. If performance is weaker in some areas of the organisation than others, appropriate and targeted action to bring about improvement can be taken. Charts created from the new dashboard will be produced for all departmental leadership teams on a quarterly basis. Clear roles and responsibilities for managers in terms of managing staff performance are in place, and HR is able to develop the base data to support them in bringing about improvement – and to escalate issues to senior managers where there are persistent problems.
- f) The Committee considered that it is vital to understand fully what staff roles and staff groups are affected most by sickness absence and when, so that effective support structures can be put in place. The Committee also noted that Trade Unions must be engaged with effectively to understand why employees are leaving the Council – particularly if this is for reasons of seeking a career change. It was reported that a mature staff health and wellbeing offer has been implemented, with specific support available to various groups. Using the new approach, HR is aiming to work in a strategic way to support managers in engaging with staff and unions effectively to address the specific challenges within their directorates, particularly in the context of providing consistent and accessible data. The potential intersectionality impacts will also be considered carefully in the ongoing development of the staff health and wellbeing offer.
- g) The Committee requested assurance that HR would be able to deliver the proposed new strategic offer in the Council's current financial context, and asked what insight the new systems would be able to offer in terms of the Council's overall establishment, vacancies and lengths of vacancies. It was confirmed that the needed capability was being built within HR for managing systems and data to deliver an effective strategic offer within the context of the current Council budget. The Council's overall headcount and number of full-time equivalent roles have been established and work is underway over the next month with managers to ensure that all current vacancies are pending recruitment, so that any unbudgeted vacant roles can be removed from the establishment. It is vital that an effective HR gateway process is implemented for the close management of the Council's overall workforce establishment, with the same data made accessible to all managers in a consistent way.

The Chair thanked the Strategic Director of Human Resources and Equality, Diversity and Inclusion for attending the meeting to give the presentation and answer the Committee's questions.

**Resolved:**

- 1) To request that, when fully functional, the Human Resources dashboard is shared with the Chairs of the Council's Overview and Scrutiny Committees on an informal basis.**

- 2) To request that the Committee receives an update on workforce analytics annually as part of its work programme.**
- 3) To request that, when available, the Committee receives a report on the number of vacant posts within the Council.**
- 4) To request that the Committee receive further information on how the trends within the sickness absence data will be used to support staff who are experiencing high levels of sickness absence.**

## **7 Equality, Diversity, and Inclusion Strategy**

Councillor Corall Jenkins, Executive Member for Communities, Waste and Equalities, and Lee Mann, Strategic Director of Human Resources (HR) and Equality, Diversity and Inclusion (EDI), presented a report on the progress in the development of the Council's new EDI Strategy. The following points were raised:

- a) The draft EDI Strategy was presented to the Committee at its meeting on 22 November 2023. Following discussions, the Committee made 15 recommendations to be taken into account as part of the Strategy's development process. Following on, the draft Strategy has now been aligned with the relevant priorities of the Strategic Council Plan to ensure that it is able to deliver the most important interventions in a sustainable way in the context of the Council's current financial position. Culture mapping has taken place to inform the creation of the Strategy and consultation will be carried out with staff networks, Trade Unions and other stakeholders before a final version is submitted to the Executive Board for approval and adoption.
- b) A mature offer is in place to grow diversity in leadership roles, including an Accelerated Development programme, a Change Academy, a Leadership Transformation Scheme and Reciprocal Mentoring. Identified pay gaps have been taken into account in drafting the Strategy, and other tools are being built to establish the key equality issues across services effectively. Work is also underway to ensure that Equality Impact Assessments (EIAs) are used as a key part of the Council's decision-making processes.
- c) It is a primary objective to have an inclusive and representative workforce that provides welcoming and accessible services to citizens. As a result, there is a focus on achieving suitable workplaces, which has been informed through engagement with staff networks to take full account of their lived experience. Work is also being carried out with key partners and stakeholders to ensure full accessibility to Council services for citizens of all backgrounds and needs.
- d) As a result of the previous input by the Committee, grievance procedures have been refreshed within the Strategy, EDI data (including on employee relations casework) is now included in the quarterly reporting to departmental leadership teams, action plans have been developed, mitigation actions must be properly specified in EIAs for a decision to be taken, working age data has been added and underrepresentation will be factored into the strategic workforce planning activity across directorates.

The Committee raised the following points in discussion:

- e) The Committee asked how it would be ensured that an effective EDI Strategy is implemented in a timely way, and that managers have clear accountability for embedding inclusive practices across the Council. It was explained that training and support is in place for managers, with clear links to the Council's Improvement Plan. All managers are responsible for the driving of cultural change and the Strategy establishes a clear structure for escalation for cases where this is not being delivered effectively. HR is able to support managers with a range of tools to help develop an inclusive office culture, but managers need to engage with their role in promoting EDI effectively and be held to account for delivery in their Individual Performance Reviews. It is a vital role of the Council's corporate leadership to set very clear standards and expectations in the delivery of the EDI Strategy across the organisation.
- f) The Committee queried what engagement had been carried out with staff networks and Trade Unions to inform the development of the EDI Strategy. It was set out that the Strategy to date has been shared with staff networks and Trade Unions, and further feedback will be sought around September, as the document is finalised. There will be opportunities for networks and Trade Unions to feed into how the Strategy is delivered in practice, and how managers will be held to account for delivery.
- g) The Committee asked how the full vision of the Strategy would be delivered and its outcomes measured, within the context of the work that has already been carried out in relation to EDI to date. It was reported that engagement is underway with all directorates on what is needed to evidence the delivery of the Strategy. Clear action plans will be produced to link the key issues established by the Strategy to how solutions will be delivered and measured.
- h) The Committee asked whether the Council, corporately, had made a formal response to the findings of the report commissioned from Inclusive Employers in 2022, and how its conclusions had informed the development of the new EDI Strategy and the action planning for its delivery. It was explained that the outcomes of the report have been discussed corporately at the senior level, and that an action plan to address the key issues has been put in place. A great deal of learning was taken from the report, which has been drawn into the new EDI Strategy and informed the development of a new training offer.
- i) The Committee asked what action had been taken to both remove existing barriers and prevent problems from occurring. It was set out that a much improved development and training offer is in place for staff, to effectively embed culture change. The transparency of appointments processes has been increased so it can be demonstrated that they are conducted fairly. A zero-tolerance policy is in force in relation to discrimination of all forms, and disciplinary action is taken when required. A great deal of activity has been done to ensure a work environment where people are able to speak up freely, either individually or as part of a group.

- j) The Committee considered that, as part of effective delivery, clear data was required on the levels of representation (including of LGBTQ+ staff) within each of the full range of staff salary bands, and that an effective staff health and wellbeing offer was in place – particularly in the context of mental health.

The Chair thanked the Executive Member for Communities, Waste and Equalities and the Strategic Director of HR and EDI for attending the meeting to present the report and answer the Committee's questions.

**Resolved:**

- 1) To request that the draft Equality, Diversity and Inclusion (EDI) Strategy is shared with staff networks and Trade Unions as soon as possible so that they can be involved in the development of the Strategy.**
- 2) To request that the action plan forming part of the Council's response to the Inclusive Employers report is shared with the Committee.**
- 3) To request that the action plans that underpin the EDI Strategy are reviewed at the Committee's July meeting.**
- 4) To recommend that the distinctions in the EDI Strategy between what the Council is doing currently and what actions it plans to take in the future are refined.**
- 5) To recommend that the metrics outlining the equalities data in the EDI Strategy are expanded, including a breakdown of staff pay bands.**
- 6) To recommend that the references to poverty are cross-referenced and expanded on within the EDI Strategy.**
- 7) To recommend that 'culture development' is included as part of the EDI Strategy, and that specific interventions are included.**
- 8) To recommend that a specific officer has responsibility for developing good organisational culture in regards to EDI, to ensure accountability.**
- 9) To recommend that Inclusive Employers conducts a follow-up report 12 months after the EDI Strategy has been implemented.**
- 10) To re-issue the following resolutions from the Committee's 22 November 2023 meeting:**
  - a) To request that the Council's Whistleblowing Policy and figures on grievances broken down by protected characteristics are provided to the Committee.**
  - b) To request that the Draft Workforce Strategy and Human Resources (HR) Improvement Strategy are provided to the Committee.**
  - c) To recommend that the EDI and HR portfolios are combined under one strand/directorate to ensure consistency in approach and easier accountability.**



- d) To recommend that the Equalities Board is included in the Council's constitutional arrangements so that it has a more formal footing in regards to governance and accountability.**

## **8 Recommendation Tracker**

The Chair presented the latest response received to the Committee's recommendations from the Council's Executive.

The Committee noted the Recommendation Tracker.

## **9 Draft Work Programme**

The Chair presented the Committee's proposed Work Programme for the 2024/25 municipal year.

**Resolved to agree the proposed Work Programme for the 2024/25 municipal year.**

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**Corporate Scrutiny Committee**

**24 July 2024**

**Finance Update**

**Report of the Statutory Scrutiny Officer**

**1. Purpose**

- 1.1 To consider a presentation from the Portfolio Holder and the Director of Finance on the 2025/26 Budget Strategy and approach endorsed by the Executive Board in June 2024.

**2. Action required**

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

**3. Background information**

- 3.1 The budget strategy and medium-term financial plan (MTFP) for 2024/25 to 2027/28 was approved by City Council on 4 March 2024, setting out an estimated cumulative budget gap of c£172m, of which the 2024/25 budget gap of £41.024m is being met from Exceptional Financial Support (EFS).
- 3.2 The significance of the budget gap over the medium-term financial plan of c£172m combined with the need to rely on substantial amounts of EFS should not be underestimated and although the EFS has allowed the Council to set a balanced budget in 2024/25, the Council has set itself a significantly higher hurdle to achieve in 2025/26. Therefore, it is essential that the Council looks to develop a budget strategy early in year that will support the Council achieving a financially sustainable budget over the medium-term financial plan period and in particular in meeting the conditions of the EFS and government intervention.

**4. 2025/26 Budget Strategy**

- 4.1 The overarching objective of our budget strategy is to ensure that the Council have set a priority-led budget over the medium term that is balanced and realistic supported by achievable saving plans. However, it must be recognised that the Council is currently facing the most significant budget challenge on record, which requires the Council to transform the way it delivers services and doing some things differently.
- 4.2 The 2025/26 Budget Strategy report to the Executive Board in June 2024 represented the first stage in the Council's annual budget planning process,

endorsing the budget strategy and approach for the MTFP period 2025/26 to 2028/29.

- 4.3 Appendix 1 provides a copy of the report to June 2024 Executive Board on the 2025/26 Budget Strategy. A powerpoint presentation summarising the key elements of the budget strategy and approach will be provided at the meeting.

**5. List of attached information**

- Appendix 1 – 2025/26 Budget Strategy Report to June 2024 Executive Board.
- A presentation will be provided at the meeting.

**6. Background papers, other than published works or those disclosing exempt or confidential information**

- 6.1 None

**7. Published documents referred to in compiling this report**

- 7.1 Report to the Executive Board – July 2024

**8. Wards affected**

- 8.1 All

**9. Contact information**

- 9.1 Damon Stanton, Scrutiny & Audit Support Officer

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T: 0115 87 64345

**Executive Board – 18 June 2024**

<b>Subject:</b>	2025/26 Budget Strategy
<b>Corporate Director(s)/Director(s):</b>	Ross Brown, Corporate Director for Finance and Resources (Section 151 Officer)
<b>Executive Member:</b>	Councillor Linda Woodings, Executive Member for Finance and Executive
<b>Report author and contact details:</b>	Shabana Kausar, Director of Finance (Deputy Section 151 Officer) <a href="mailto:shabana.kausar@nottinghamcity.gov.uk">shabana.kausar@nottinghamcity.gov.uk</a>
<b>Other colleagues who have provided input:</b>	Corporate Leadership Team Transformation Team Colleagues within Technical, Strategic and Commercial Finance Teams
<b>Subject to call-in:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/>
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Criteria for Key Decision:</b>	
(a)	<input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision
<b>and/or</b>	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Type of expenditure:</b>	<input checked="" type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital If Capital, provide the date considered by Capital Board Date: n/a
<b>Total value of the decision:</b>	n/a
<b>Section 151 Officer expenditure approval</b>	Has the spend been approved by the Section 151 Officer? <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/a Spend Control Board approval reference number:
<b>Commissioner Consideration</b>	Has this report been shared with the Commissioners' Office? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Any comments the Commissioners wish to provide are listed below.  The Commissioners are content with this report.
<b>Wards affected:</b>	All
<b>Date of consultation with Portfolio Holder(s):</b>	Throughout
<b>Relevant Council Plan Key Outcome:</b>	
Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input checked="" type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Healthy and Inclusive	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input checked="" type="checkbox"/>
Improve the City Centre	<input checked="" type="checkbox"/>
Better Housing	<input checked="" type="checkbox"/>
Financial Stability	<input checked="" type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

**Summary of issues (including benefits to citizens/service users):**

The Council in March 2024 approved a 4-year Medium Term Financial Plan (MTFP) based on the best available information at the time. However, the financial environment within which the Council is operating is constantly evolving and its budget strategy and planning process needs to be accordingly refreshed to ensure it continues to meet its Best Value requirement to demonstrate continued financial sustainability.

The Council continues to face exceptional circumstances as best demonstrated by the 2024/25 General Fund Budget balanced only by taking all available saving options tabled to the executive Board and City Council in February 2024 and March 2024 respectively and the use of material sums of Exceptional Financial Support. The MTFP set out the current budget shortfall of c£172m across the period against the forecasted available resources of the Council. The predominate drivers of these exceptional pressures are a combination of both significant demographic, complexity of provision and inflationary pressures across wide range of areas.

This report represents the first stage in the Council's annual budget planning process, seeking endorsement of the budget strategy and approach for the MTFP period 2025/26 to 2028/29.

At this time the working assumptions with regards to the forecasted budget gap remain same as those approved by City Council in March 2024 of c£172m of which £68.957m relates to 2025/26 including the carry forward of the 2024/25 budget deficit of £41.024m.

The proposed budget strategy and process will continue to be reviewed and as appropriate refreshed to reflect updated MTFP assumptions. Changes to the budget gap and updated MTFP will continue to be reported through the year in accordance with the timetable to the Executive Board.

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

No

**Recommendation(s):**

1. Note the lack of clarity regarding the timing of the Governments Spending Review and the lack of any indication as to the value of financial settlement to Local Authorities which makes budget planning, particularly in the current environment unnecessarily complex and challenging.
2. To note no change to the forecast budget gap for 2025/26 of c£69m with an indicative cumulative budget gap of c£172m over 3-year MTFP period (section 2 and 6) approved by City Council in March 2024.
3. To note an updated 4-year MTFP to be presented to the Executive Board in December 2024 for the period 2025/26 – 2027/28.
4. To endorse the Budget Strategy and Approach for 2025/26 (Section 4) and note the strategy and approach to be submitted to Department for Levelling Up, Housing and Communities (DLUHC), in order to comply with the condition of the Exceptional Financial Support (EFS).
5. Delegate to the Section 151 Officer, in consultation with Commissioners and the Executive Lead for Finance and Resources, to engage with DLUHC on EFS and possible Council Tax options with the latter to be considered by Council for approval as part of the annual budget report.

**6.** Agree that Corporate Directors prepare detailed plans and budget proposals in accordance with the proposed budget strategy objectives and principles (paragraphs 4.5), taking into account emerging expenditure and funding information and the proposed approach to savings and/or income identification (Section 5). Flowing from this budget proposals are to be brought back to the Executive and/or City Council for approval as part of the annual budget report.

**7.** Note the budget preparation timetable as set out in the report (section 7)

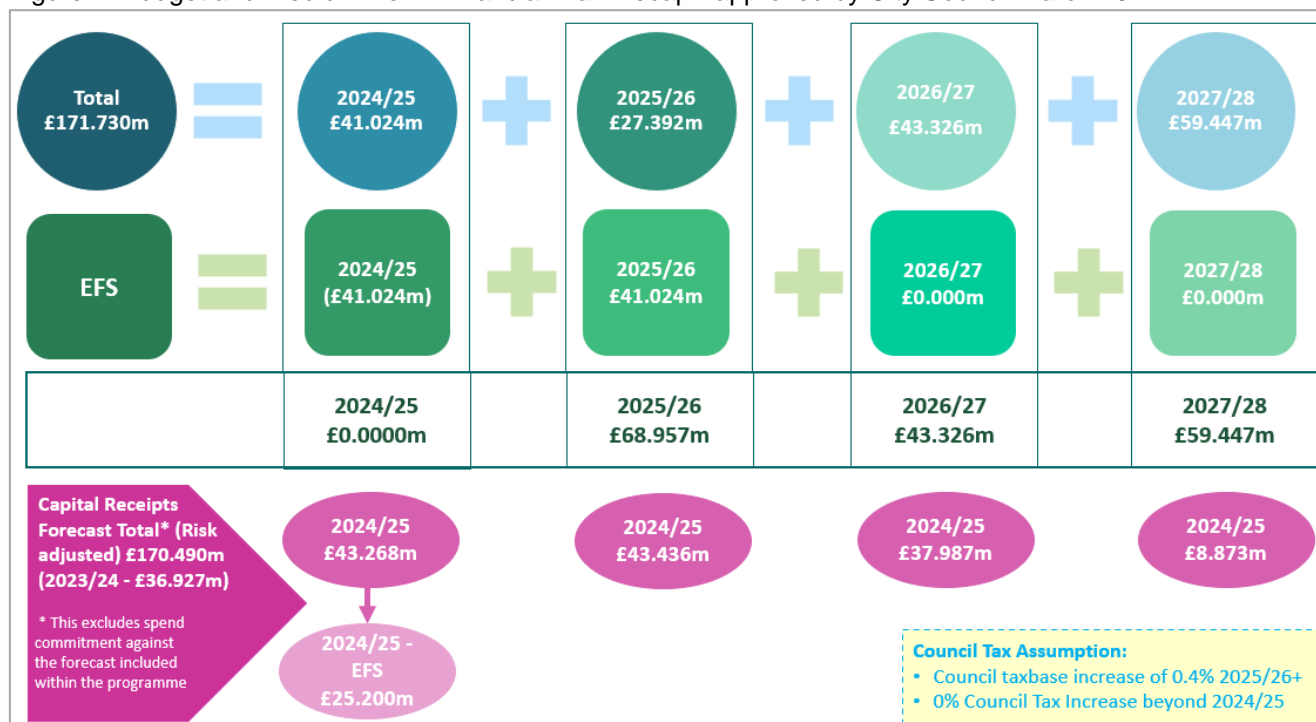
## **1. Reasons for recommendations**

- 1.1 This report is part of the Council's annual budget setting and business planning process and seeks to agree the budget strategy for 2025/26 so that officers can work up detailed proposals and present these for member consideration as part of the annual budget setting cycle of the Council.
- 1.2 The overarching objective of our budget strategy is to ensure that the Council have set a priority-led budget over the medium term that is balanced and realistic supported by achievable saving plans. However, it must be recognised that the Council is currently facing the most significant budget challenge on record, which requires the Council to transform the way it delivers services and doing some things differently.
- 1.3 The Council continues to face significant budget pressures in future years and uncertainty, including the continuing level of support from Central Government, over the medium term. Due to an increased demand for services, the long-term impact of the pandemic, alongside the backdrop of the cost-of-living crisis including most notably the rising inflation and energy prices, council services continue to operate in a challenging resource environment where demand change can lead to material budget variances. This is further exacerbated by the current global and national political and economic environment and the prospect of reducing local government funding and support from government.

## **2. Background**

- 2.1 The budget strategy and medium-term financial plan for 2024/25 to 2027/28 was approved by City Council on 4 March 2024. The illustration below sets out the estimated cumulative budget gap of c£172m approved by City Council in March 2024, of which the 2024/25 budget gap of £41.024m will be met from Exceptional Financial Support (EFS). The Council has only been able to set a balanced budget in 2024/25, discharging its legally duty through use of EFS as approved by the Department of Levelling Up, Housing and Communities (DLUHC) which was predicated on the Council approving the totality of officer developed proposals and increasing council tax by 4.99%.

Figure 1: Budget and Medium-Term Financial Plan Recap - approved by City Council March 2024



Source: 2024/25 Budget and Council Tax Resolution Report to City Council (4 March 2024) and working forecast of Capital Receipts per approved Capital Strategy (City Council 4 March 2024) and Asset Rationalisation programme.

- 2.2 As set out in figure 1 above and within the approved Capital Strategy (Appendix 6, 2024/25 Budget and Council Tax Resolution Report to March 2024 City Council), capital receipts form a key element of financing the EFS and continue to be a critical component of the Council’s budget strategy not only with regards to the EFS but also due to financing the Council Transformation Programme and priorities especially due to the Council having in place a voluntary debt reduction policy which stops it from borrowing to finance any investment with the exception of the EFS.
- 2.3 The significance of the budget gap over the medium-term financial plan of c£172m combined with the need to rely on substantial amounts of EFS should not be underestimated and although the EFS has allowed the Council to set a balanced budget in 2024/25, the Council has set itself a significantly higher hurdle to achieve in 2025/26. Therefore, it is essential that the Council looks to develop a budget strategy early in year that will support the Council achieving a financially sustainable budget over the medium-term financial plan period and in particular in meeting the conditions of the EFS and government intervention.
- 2.4 As part of approving the budget both the Executive and City Council in February and March 2024 respectively, took into account the conditions upon which the Section 151 Officer provided their statutory statement on robustness of budget estimates. Those relevant to 2025/26 are restated below:
- The Council continuing to assess, learn, report, and respond appropriately at the earliest point to the existing and emerging financial pressures across all aspects of its operations and for Corporate Leadership Team (CLT) leads to



identify and formulate corrective and mitigating actions in managing any pressures from within their service areas.

- A recognition in the medium-term planning approach that the level of reserves and corporate risk assessment need to be regularly reviewed in the light of changing circumstances and that it may not be possible to match the two at any single point in time. The Council needs to show a commitment to maintain reserves at a level which provides adequate cover for most identified risks during the planning period. This approach is pragmatic and shows a clear commitment to prudent contingency planning.
- 2024/25 budget is based on the current financial outturn forecast for 2023/24 and accounts yet to be audited for 2019/20 to 2022/23. Budget process for future years will need to reflect any impact of prior year accounting adjustments and 2023/24 outturn.
- Executive Leads, Chief Executive, Corporate Directors, and managers not exceeding their cash limits for 2024/25.
- No further calls on reserves other than for those risks that were identified as part of the MTFP, those risks that could not have reasonably been foreseen and cannot be dealt through management or policy actions. The exception to this is where the Section 151 Officer has approved otherwise, as it is not prudent to finance ongoing spending from one-off reserves.
- Where there is a draw-down on reserves, which causes the approved Reserves Policy to be off target, that this is replenished as part of a revised MTFP.
- That the Council has arrangements and resources in place to consider and assess value for money across the delivery of all its services and operations in preparation for future years' budgets.

## 2.5 Exceptional Financial Support

2.5.1 As set out above the Council has been granted with an EFS of up to c£66.143m (£25m in 2023/24 and £41.143m in 2024/25) subject to the Commissioners assessment of the following conditions being met:

- Delivery of the proposed savings identified in the 2024/25 budget as a result of the duties and powers exercise.
- Delivery of an enhanced medium term budget planning methodology by 22 June 2024 capable in the first instance of identifying options to bridge both the opening gap for 2025/26 and a mid-case view of a new budget gap that could arise in 2025/26.
- Delivery of an asset disposal strategy to identify and dispose of capital assets to:
- Minimise the need to undertake external borrowing to fund the in-principle capitalisation direction and /or capital programme, and;

- To continue to reduce overall external debt levels as per the Voluntary Debt Reduction Policy.

2.5.2 Due to the delay in the government appointing the commissioner for transformation, on behalf of the Council and in consultation with Commissioners the Chief Executive has sought and secured an extension from DLUHC to the submission of the Council's Improvement Plan by a month to end of July 2024. The Council's Improvement Plan will sit alongside both the Council's Budget Strategy (as set out in this report) and Commissioners Exit Strategy.

### **3. Financial Context and Overview**

#### **3.1 Spring 2024 Budget Statement**

3.1.1 On 6 March 2024, the Chancellor presented his Spring Statement to House of Commons which included the following key announcements:

- Further cut in employees National Insurance Contributions.
- Minor changes in forecasts and no change in future spending assumptions.
- Departmental expenditure plans will not be announced until spending review, which will be after the General Election.
- Push for improved productivity in public services, in return for no change in future spending plans (1% real-terms growth).
- Continuation of Household Support Fund for 6 months.
- Landfill tax rates for 2025/26 will be increased.
- £45m match funding to be provided to local authorities to build an additional 200 children's home placements and £120m to fund the maintenance of the existing secure children's home estate and rebuild Atkinson and Swanwick Secure Children's Homes.
- An initial £105m funding towards a wave of 15 new special free schools to create over 2,000 additional places for children with special educational needs and disabilities (SEND) across England.
- Numerous smaller funding pots, loosely linked to levelling-up, plus further round of devolution deals.

3.1.2 Overall, it was a low-key budget statement with very little new announcements directly relevant to local government (and no new funding), with possibility of further Budget Statement before the General Election. In addition, there is also risk that the grants within the Core Spending Power (CSP) may not be linked to inflation as they have previously which will impact the current estimates within the medium-term financial plan.

#### **3.2 General Election**

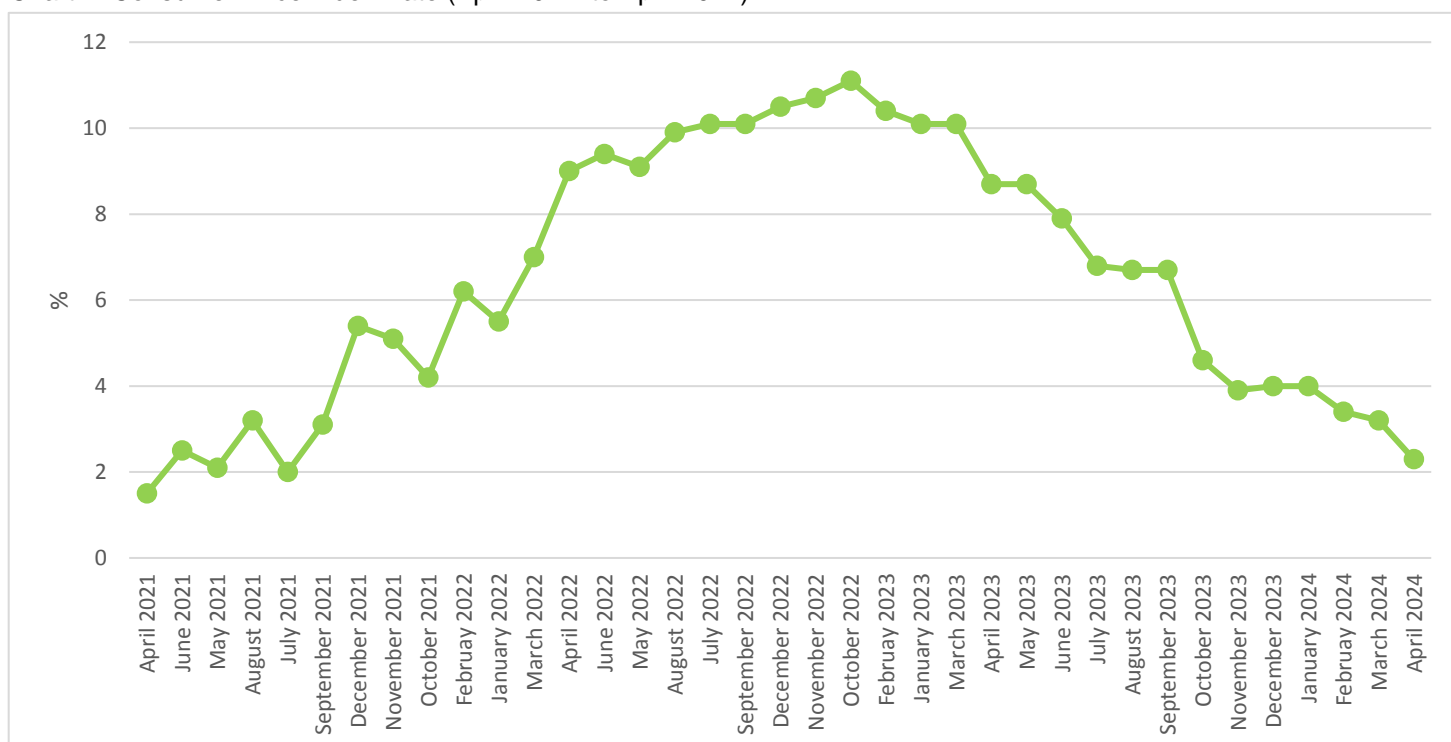
3.2.1 On 22 May 2024, the current Prime Minister issued a statement announcing general election on the 4 July 2024.

### 3.3 Economic Outlook - Inflation

3.3.1 Currently inflation stands at 2.3% (Consumer Price Index (CPI) April 2024) which is still 0.3% above the Bank of England inflation target rate of 2%. Although current inflation rate is lower than October 2022 when it peaked at 11.1%, the highest rate since the last 40 years, it continues to be relatively high. The Office for Budget Responsibility is currently forecasting inflation (as at 1 May 2024) to be at 2% in the second quarter of 2024, about a year earlier than their forecast in November 2023.

3.3.2 The chart below illustrates the high levels of monthly CPI inflation across recent years. As a result of the recent inflation volatility, it is hard to predict with any certainty the future impact on council services and therefore on council's medium-term financial plan.

Chart 1: Consumer Price Index Rate (April 2021 to April 2024)



Source: [Office for National Statistics - Consumer price inflation UK](https://www.gov.uk/economy/indicators/consumer-price-inflation)

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

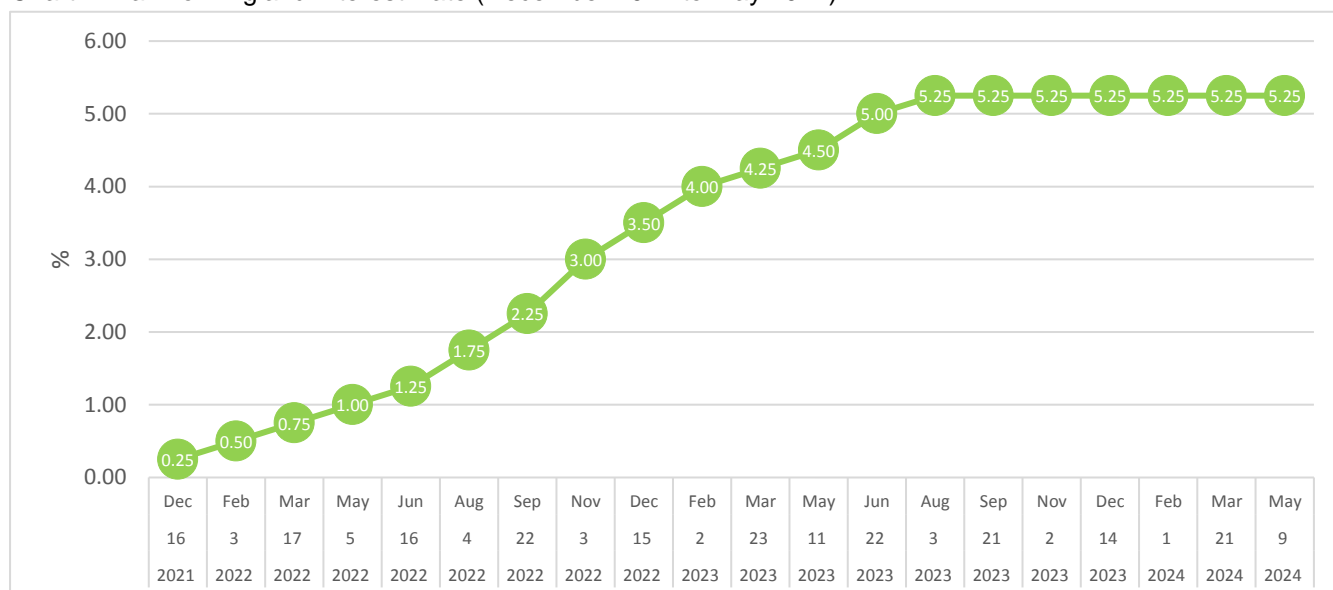
- a) Social care (adults and children) - expect increased costs in relation to higher fees to care providers to offset their rising costs. This is made worse by continued demographic demand pressures and market capacity including shortages in both the labour and placement markets.
- b) Home to school transport - cost increases driven by rising fuel prices and increases in demographic growth.

- c) Construction - the soaring cost of construction materials and labour shortages means the viability of capital projects is at risk and will impact both the General Fund and Housing Revenue Account (HRA) programmes.
- d) Private sector rental market/ homelessness/ loss of housing benefit subsidy - the availability of affordable private rented properties and the impact of the cost-of-living crisis on households and landlords (repayment of mortgages) could lead to increased homelessness caseload requiring temporary accommodation and use of bed and breakfast. If the Local Housing Allowance does not rise in line with inflation this could impact council budgets due to the differential between the rent income from housing benefits and cost of property lease in relation to temporary accommodation.
- e) Pay inflation – on 16 May 2024, the National Joint Council (NJC) for Local Government services issued the following offer to Trade Unions:
- An uplift of £1,290 to all pay spinal points for pay Grades B to J;
  - 2.5% uplift for all other pay grades
- Three of the NJC Trade Unions have responded to the NJC pay offer and are planning to undertake a consultative ballot of their members, recommending a rejection to the NJC Offer.
- f) Energy and fuel costs – due to the global impact of wars in Ukraine and the middle east there is continued risk of supply and thereby cost of oil and gas globally which could lead to impact on cost of energy and fuel used across range of council services including schools.

### 3.4 **Economic Outlook - Interest Rates**

- 3.4.1 Since 16 December 2021, the Bank of England has increased interest rates from 0.25% to an unchanged 5.25% as at 9 May 2024. The Monetary Policy Committee will review this next on 20 June 2024.

Chart 2: Bank of England Interest Rate (December 2021 to May 2024)



Source: [Bank of England - Interest rates and Bank Rate](#)

### 3.5 Local Government Financial Landscape

3.5.1 The financial landscape facing the sector including the Council is becoming increasingly challenging with an increasing number of councils, including noticeably those with social care responsibilities, give warnings about their ability to balance their budgetary positions in the coming years.

3.5.2 Many of the sectoral bodies (Local Government Association, County Councils Network, Society of County Treasurers and Special Interest Group of Municipal Authorities) published warnings in 2023 illustrating the current local government finance system is failing to tackle issues around social care funding (including children's), plus the continued impact of high inflation, have put many councils in a perilous financial position with many S151 Officers considering issuing of S114 reports for not being able to balance their budget over the next 12-24 months.

3.5.3 In a briefing from the Institute of Government published on 9 October 2023 there is an increasing incidence of councils issuing Section 114 reports due to significant financial viability issues. With most recently the Local Government Information Unit (LGIU) publishing its annual survey report '[State of Local Government Finance in England 2024](#)' on 28 February 2024, summary of which is set out below:

- The local government sector in England is increasingly in a state of financial crisis. Over half of respondents to the survey stated they were likely to declare effective bankruptcy in the next five years, 9% said they were likely to in the next financial year.
- Confidence in the sustainability of council finances across the sector has cratered from its previous low point of 14% in 2023, down to just 4% of respondents in 2024.
- Councils are pulling every lever to balance their books, including spending their reserves year-on-year.

- The central-local government relationship is in a critically poor state. Only 8% of respondents were happy with central government's performance in considering local government in wider policy decisions, and that was the highest level of satisfaction we measured.
- There are popular options for reform: multi-year financial settlements were favoured by 97% of respondents, ending competitive bids for funding and 100% business rates retention by three quarters. There is appetite for change, and proposals for fixing local government finance that command support across the sector.

3.5.4 Overall, the recent LGIU research reveals that, whoever forms the next government, they will have to reform local government funding or risk seeing up to half the councils in England becoming bankrupt over the next parliamentary term.

#### **4. Budget Strategy**

4.1 A budget strategy is integral to the development of the overall organisational health of the Council. Its aim is to set out the direction of travel to how the Council plans to finance its operations and meet its strategic council priorities. The intent of a budget strategy is to set out the themes and categories the Council will look to further develop as a means of delivering a balanced budget over the immediate and medium term and set out any underlying actions that need to be taken.

4.2 It should be recognised that the Council continues to be on a journey of improved financial monitoring and awareness but are not at this stage of maturity to have certainty on growth and saving estimates. Therefore, for 2025/26 the budget strategy will help the Council to continue its financial improvement journey in building a culture of strong and effective financial management, enabling it to become financially resilient over the longer term.

4.3 Good practice suggests that in considering its budget strategy a council should be able to ask itself whether it can balance its books without having to take significant risk(s) with local taxpayers' money. If the answer is no, then the Council needs to rethink its strategy to what is affordable and sustainable service level. This has been reflected in formulation of council's budget strategy.

#### **4.4 Budget Strategy Dependencies**

4.4.1 There is strong interplay between strategic plan, improvement plan, commissioners exit strategy and the budget strategy, as these set out council's direction of travel and how it plans to align its resources – 'live within its means'.

4.4.2 Set out below are the strategic and improvement plans which both feed from and feed into development of a budget strategy and the respective strategic plans.



4.4.3 Determining a coherent Budget Strategy without clarity on 1, 2, 3 and 4 above is both counterproductive and risks the Council's agenda being exclusively finance driven.

4.4.4 It is, therefore, vital that all of these individual connecting plans and strategies are viewed as a collective so that the interplays and interdependencies are understood and feed each element formulating a cohesive outcome.

4.4.5 The budget strategy set out in this report provides the budget framework and approach which the Council will adopt to support it in developing plans to achieve the transformation and service improvement required across the Council including the improvement in financial management and the financial resilience of the Council over the medium term.

## 4.5 Budget Strategy Objectives and Principles

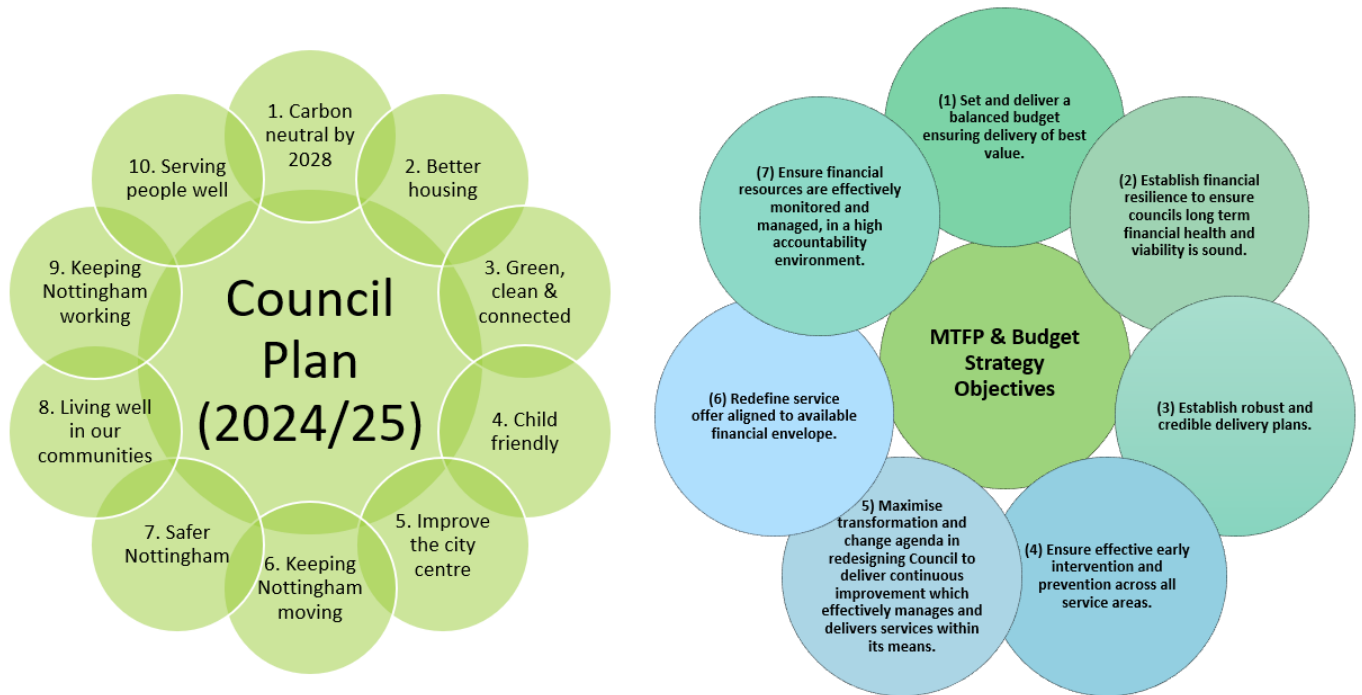
### Budget Strategy Objectives

4.5.1 The budget strategy has been formulated to reflect the financial management cycle and support outcomes expected to be delivered as part of the EFS and government intervention. All of which have been encompassed into the following seven objectives for the medium-term financial plan and budget strategy:

- 1) Set and deliver a balanced budget ensuring delivery of best value.
- 2) Establish financial resilience to ensure councils long term financial health and viability is sound.
- 3) Establish robust and credible delivery plans.
- 4) Ensure effective early intervention and prevention across all service areas.
- 5) Maximise transformation and change agenda in redesigning Council to deliver continuous improvement which effectively manages and delivers services within its means.
- 6) Redefine service offer aligned to available financial envelope.
- 7) Ensure financial resources are effectively monitored and managed, in a high accountability environment.

4.5.2 As set out above there is strong interplay between the budget strategy and the Council's strategic priorities as illustrated by the figure below:

Figure 1: Strategic Council Plan and Budget Strategy Objectives Interplay



**Budget Strategy Principles**

4.5.3 The budget strategy objectives are underpinned by the following five principles:

Table 1: Budget Strategy Principles	
Budget Strategy Principles	Budget Strategy Objectives
1) Minimal ongoing reliance on Exceptional Financial Support	1) Set and deliver a balanced budget ensuring delivery of best value 4) Ensure effective early intervention and prevention across all service areas
2) Adopt a longer-term view to optimise delivery of strategic priorities	1) Set and deliver a balanced budget ensuring delivery of best value 2) Establish financial resilience to ensure councils long term financial health and viability is sound 4) Ensure effective early intervention and prevention across all service areas 5) Maximise transformation and change agenda in redesigning Council to deliver continuous improvement which effectively manages and delivers services within its means. 6) Redefine service offer aligned to available financial envelope delivering value for money.
3) Appropriate prioritisation of resources	1) Set and deliver a balanced budget ensuring delivery of best value 4) Ensure effective early intervention and prevention across all service areas 6) Redefine service offer aligned to available financial envelope delivering value for money.
4) Financial sustainability at the core of how the Council operates	1) Set and deliver a balanced budget ensuring delivery of best value 3) Establish robust and credible delivery plans.



<b>Table 1: Budget Strategy Principles</b>	
<b>Budget Strategy Principles</b>	<b>Budget Strategy Objectives</b>
	5) Maximise transformation and change agenda in redesigning Council to deliver continuous improvement which effectively manages and delivers services within its means. 6) Redefine service offer aligned to available financial envelope delivering value for money. 7) Ensure financial resources are effectively monitored and managed, in a high accountability environment
5) Maximise use of external funding and return on investment	1) Set and deliver a balanced budget ensuring delivery of best value 2) Establish financial resilience to ensure councils long term financial health and viability is sound 6) Redefine service offer aligned to available financial envelope delivering value for money.

## **5. Budget Approach**

- 5.1 The proposed budget strategy for 2025/26 will focus on the following budget themes to help it deliver a balanced budget over the medium-term financial plan.

<b>Service Redesign</b>	<ul style="list-style-type: none"> <li>• Service efficiencies, redesign and transformation including early intervention and prevention – benchmark driven</li> <li>• Delivery model assessment or equivalent / make or buy option</li> <li>• Commissioning and market making</li> <li>• Voluntary/Community Sector and EMCCA</li> </ul>
<b>Income and Debt</b>	<ul style="list-style-type: none"> <li>• Council Tax Increases (above precept)</li> <li>• Council Tax Support Scheme Review</li> <li>• Fees and Charges</li> <li>• Income and debt recovery</li> <li>• Early repayment of long-term debt / CFR reduction</li> </ul>
<b>Asset Rationalisation</b>	<ul style="list-style-type: none"> <li>• Asset utilisation</li> <li>• Service provision consolidation</li> <li>• Asset disposal pipeline</li> </ul>
<b>Transformation and Change</b>	<ul style="list-style-type: none"> <li>• Councils Operating Model</li> <li>• New Ways Of Working (NWOW)</li> <li>• Tiers and Spans</li> <li>• Supporting delivery programmes that aim to reduce the overall budget gap over the MTFP period</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Digitalisation / automation of process / system optimisation</li> <li>• Consolidation / centralisation of functions</li> <li>• Reduce / stop discretionary spend</li> <li>• Procurement and commercial strategies</li> </ul>
<b>Technical Review</b>	<ul style="list-style-type: none"> <li>• Subsidiary Reviews – retain/invest/dispose</li> <li>• Review MTFP assumptions and Corporate Budget</li> <li>• Capital programme review</li> <li>• Pension Fund contributions</li> <li>• Reserve and balance sheet reviews</li> </ul>

5.2 The key activities identified for each of the budget theme areas, are planned to be undertaken over the medium-term financial plan period, with key focus of these to contribute to delivering a balanced budget for 2025/26. Appendix 1 sets these activities alongside the budget tools.

5.3 It should be noted that these activities are cross cutting and at times maybe a by-product of activity being undertaken in another budget theme area such as service redesign may have an outcome linked to asset utilisation.

5.4 The themes will be supported by various budget tools such as:

- Organisational redesign
- Benchmarking
- Outcome based budgeting
- Zero base budgeting
- Service lean reviews
- Business process reengineering
- Targeted use of external consultants

## 6. Medium Term Financial Plan

- 6.1 As set out above, the Medium Term Financial Plan (MTFP), covering the 4-year period 2024/25 to 2027/28, was approved by the Executive Board and City Council in February and March 2024 respectively. It MTFP reflects the impacts of central government funding decisions, analysis of advice and information from relevant organisations and the effects of the national and local economic context. It provides a robust financial framework to support achievement of the Council's overall objectives and delivery of services.
- 6.2 By necessity the MTFP is updated to reflect changing circumstances, updated priorities and ambitions, the latest financial situation and external factors such as Government funding settlements. Uncertainty regarding the impact of postponed local government funding reforms (business rates baseline funding reset and the Fair Funding Review), continued war in Ukraine and middle-east and recently announced general election present significant risks. This in turn creates a high degree of uncertainty both within and beyond 2024/25. As such the MTFP and budget strategy is being compiled in a period of financial uncertainty and any estimate beyond one-year is very much speculative.
- 6.3 The table below summarises the MTFP forecasts for 2024/25 to 2027/28 and confirms the forecast budget gap of c£172m for the period.

<b>Table 2: Medium Term Financial Plan 2024/25 to 2027/28 (incremental)</b>					
<b>Budget Item</b>	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>	<b>cumulative £m</b>
Pay	24.288	11.374	11.261	10.318	57.241
Contractual Inflation	17.139	11.796	12.911	12.689	54.536
<b>Subtotal: Inflation</b>	<b>41.427</b>	<b>23.170</b>	<b>24.172</b>	<b>23.007</b>	<b>111.777</b>
Demographic / Service Pressures	57.390	35.143	36.277	43.577	172.387
Service Investments (growth funded from grant)	2.751	0.000	0.000	0.000	2.751
<b>Subtotal: Service Growth</b>	<b>60.141</b>	<b>35.143</b>	<b>36.277</b>	<b>43.577</b>	<b>175.138</b>
Technical Adjustments	(3.904)	3.379	0.186	(2.384)	(2.724)
Grants & Contributions	(11.204)	4.706	0.000	0.000	(6.498)
Reserve Movements	12.151	(10.067)	(0.005)	0.000	2.079
<b>Subtotal: Other Adjustments</b>	<b>(2.957)</b>	<b>(1.982)</b>	<b>0.180</b>	<b>(2.384)</b>	<b>(7.143)</b>
Previously Agreed Income & Savings	(11.149)	(12.416)	(12.672)	(0.278)	(36.515)
New Proposals – Consultation	(8.938)	(4.246)	(0.061)	(0.374)	(13.620)
New Proposals - Non-consultation	(13.189)	(8.955)	(0.562)	(0.021)	(22.728)
<b>Subtotal: Saving &amp; Income</b>	<b>(33.277)</b>	<b>(25.618)</b>	<b>(13.295)</b>	<b>(0.674)</b>	<b>(72.863)</b>
Estimated redundancy & investment	7.596	(7.596)	0.000	0.000	0.000
Use of reserve	(7.554)	7.554	0.000	0.000	0.000
<b>Subtotal: Investment to deliver proposals</b>	<b>0.042</b>	<b>(0.042)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Projected Budget Adjustments</b>	<b>65.377</b>	<b>30.671</b>	<b>47.335</b>	<b>63.526</b>	<b>206.909</b>
Business Rates, Top-up, S31 Grants & RSG	(13.075)	(3.314)	(3.380)	(3.448)	(23.216)
Council Tax	(8.456)	(0.632)	(0.629)	(0.632)	(10.348)

<b>Table 2: Medium Term Financial Plan 2024/25 to 2027/28 (incremental)</b>					
<b>Budget Item</b>	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>	<b>cumulative £m</b>
Collection Fund	(2.822)	1.207	0.000	0.000	(1.615)
<b>Funding Adjustments</b>	<b>(24.352)</b>	<b>(2.738)</b>	<b>(4.009)</b>	<b>(4.079)</b>	<b>(35.179)</b>
<b>Budget Gap (+) / Surplus (-) to be funded from Exceptional Financial Support</b>	<b>41.024</b>	<b>27.932</b>	<b>43.326</b>	<b>59.447</b>	<b>171.730</b>
Exceptional Financial Support	(41.024)	41.024	0.000	0.000	0.000
<b>Net Budget Gap (+) / Surplus (-) after Exceptional Financial Support</b>	<b>0.000</b>	<b>68.957</b>	<b>43.326</b>	<b>59.447</b>	<b>171.730</b>

#### 6.4 MTFP Assumptions 2025/26 to 2027/28

6.4.1 The working assumption from a planning purpose is that there is no change to either the level of funding or costs at this stage from what was approved by the Executive and City Council in February 2024 and March 2024 respectively. Assumptions will continue to be stress tested against various scenarios in parallel to the budget process. Changes to the budget gap will continued to be reported in accordance with the timetable set out in section below.

6.4.2 Summarised below are the key assumptions which feed into the MTFP.

- a) Council tax increases
  - As the decisions to increase Council Tax is subject to City Council approval, no increase has been assumed beyond 2024/25.
- b) Council taxbase
  - Assumed council taxbase increase of 0.4% in 2025/26 and beyond
- c) Retained Business Rates
  - Future increases in Retained Business Rates and associated section 31 grants reflect only CPI inflation projections with working assumption of nil underlying growth.
- d) Government Grants
  - Where national increases are known for specific grants, an estimated future projection has been included based best available information.
  - Assume that all other specific grants will continue at their current level for all future years.
- e) Pay Inflation
  - Assumed pay inflation equivalent to 5% for 2025/26, 4.5% in 2026/27 and 4% in 2027/28 and beyond.
- f) Contract Inflation
  - No general increase for contractual inflation, the process entailed for Corporate Directors and their DLT leads to submit growth business case identifying specific inflationary needs.
- g) Service and Corporate Growth
  - The process entailed for Corporate Directors and their DLT leads to submit growth cases identifying specific demographic, service, and other pressures for consideration.
- h) General Risk Contingency

- Creation of one-off £4m contingency in 2024/25 has been reversed on 2025/26.

i) Reserves and Balances

- Payback of internal borrowing from earmarked reserves of £20.0m for building financial resilience in 2023/24 has been reprofiled to £2.3m per year over two MTFP cycles with the final repayment in 2031/32.
- Annual contribution of £1m to the General Fund Balance
- One-off £10m contribution to the Financial Resilience Reserve in 2024/25 reversed out on 2025/26.

6.4.3 All these budget assumptions will be subject to on-going review in light of changing circumstances.

## 6.5 Council Tax

6.5.1 A key component of the budget strategy requires the Council to consider and explore the option to increasing Council Tax above the referendum level. Referendum limit is the statutory limit set out in legislation which allows the Council to increase its local council tax above the maximum amount only when permission is sought from Secretary of State and potential to undertaking local referendum. For 2024/25 the referendum limit was 4.99% (2.99% core council tax and 2% adult social care precept), allowing Councils to set local council tax increases up to 4.99% without having to seek permission from the Secretary of State and undertaking local referendum – for example Woking, Slough, and Thurrock were allowed to increase to their Council Tax by 10%. For 2024/25 the Council, like most local authorities approved to increase council tax by 4.99%.

6.5.2 Due to the significant financial challenge being faced by the Council, it is prudent for all options to be discussed with DLUHC in consultation with Commissioners and Leadership, with any final decision on level of Council Tax increase to be brought back for members to take as part of the annual budget and council tax resolution decision scheduled for City Council in March 2025.

6.5.3 For illustrative purposes a 1% council tax increase equates to £1.489m (based on current council taxbase), therefore a 4.99% increase will equate to £7.429m whilst a 9.99% increase will equate to £14.879m. Any increase above the referendum limit will look to consider cost of additional support through the council tax support scheme and collection of debt.

6.5.4 It must be emphasised, that no discussions have been had within the Council on this issue, nor with DLUHC. This section is included here for information purposes only.

## 6.6 Council Tax Support Scheme

6.6.1 The Council operates a local council tax support scheme which takes the form of council tax discount. The amount that is estimated to be granted in 2024/25 is the equivalent of 19,429 discounts, equating to £32.2m of which the Councils share of cost is £27.4m.

- 6.6.2 The scheme is being reviewed in 2024/25 with view to consult on proposed changes in 2024.
- 6.6.3 Impact of any proposed increase to council tax above the referendum limit will need to be modelled to ascertain impact on the council tax support awards and thereby the collectable income.

**7. Budget Process and Timetable**

- 7.1 Due to the revised strategy and approach for 2025/26, a revised budget governance process is being established building and expanding on the 2024/25 budget process. The budget process will look to integrate financial and corporate planning to the improvement plan and Commissioners Exit Strategy to provide CLT and the Executive a wider understanding of changes required and their impact.
- 7.2 Set out below in the table below is the draft budget timetable.

<b>Table 2: Budget Timetable</b>	
<b>Month</b>	<b>Key Activities</b>
March 2024	<ul style="list-style-type: none"> <li>• Engagement with Commissioners on the proposed Budget Strategy</li> </ul>
April / May 2024	<ul style="list-style-type: none"> <li>• Engagement with CLT, Leadership and Executive on proposed Budget Strategy.</li> </ul>
June 2024	<ul style="list-style-type: none"> <li>• Executive Board - 2025/26 Budget Strategy Report</li> <li>• Submit Budget Strategy to DLUHC (<i>subject to approval by Executive Board</i>)</li> </ul>
July – October 2024	<ul style="list-style-type: none"> <li>• Departments developing proposals</li> <li>• DLT / CLT / Executive Member Challenge Sessions</li> <li>• Engagement</li> </ul>
November 2024	<ul style="list-style-type: none"> <li>• Member sign-off</li> <li>• <i>Autumn Budget Statement (tbc)</i></li> </ul>
December 2024	<ul style="list-style-type: none"> <li>• Executive Board - 2025/26 Budget and Medium Term Financial Plan Report</li> <li>• Executive Board report to approve HRA budget and 30-year business plan (provisional)</li> <li>• <i>Launch of Public Budget Consultation (tbc)</i></li> <li>• <i>Provisional Local Government Finance Settlement (tbc)</i></li> </ul>
January 2025	<ul style="list-style-type: none"> <li>• Council Tax base and forecast collection fund surplus or deficit</li> <li>• Corporate Scrutiny Committee: Budget consultation input (tbc)</li> <li>• Schools Forum to approve Schools Budget (tbc)</li> </ul>
February 2025	<ul style="list-style-type: none"> <li>• <i>Final Local Government Finance Settlement (tbc)</i></li> <li>• Audit Committee – Consider Treasury Management Strategy and Capital Strategy (tbc)</li> <li>• Corporate Scrutiny Committee: Budget Report (tbc)</li> </ul>

<b>Table 2: Budget Timetable</b>	
<b>Month</b>	<b>Key Activities</b>
March 2025	<ul style="list-style-type: none"> <li>• City Council – 2025/26 Budget and Council Tax Resolution</li> </ul>

## **8. Other options considered in making recommendations**

8.1 With a significant financial challenge being faced by the Council in 2025/26 and beyond the Council needs to set a budget strategy providing a strategic financial framework and direction of travel for the Council to work within; even in the absence of having in place updated strategic council plan, council's improvement plan and commissioners exit strategy.

8.2 The budget strategy will not only allow the Council to meet the condition of the EFS but also to allow for the organisation to start developing and formulating credible plans that will allow the Council to set a balanced budget.

## **9. Consideration of Risk**

9.1 The Section 151 Officer is required to provide his statutory advice to Council on the robustness of the budget estimates and adequacy of reserves. More recently the Section 151 Officers' professional opinion was clearly set out in Appendix 1 of the budget report to City Council on 4 March 2024, setting out the risks and conditions for the 2024/25 budget, reasonably based on the best available information and assumptions at the time.

9.2 The Council has significant financial challenge ahead, even with the EFS the Council has to deliver c£41m of the budget gap it will be carrying forward in 2025/26 before it can look to fund new pressures. The uncertainties of the economic environment over the short to long term also present a high risk for the Council with regards to its ability to deliver a balanced budget over the medium term, and inevitably there remains potential for further, as yet unrecognised, risks.

9.3 It will be essential for CLT to continue to exercise firm financial management throughout this year and for the forthcoming year through the close monitoring of budgets and where needed, take appropriate action.

9.4 Given the unique operating context of Nottingham City Council, the following are most immediate risks for the budget process which need to be considered by the Section 151 Officer when determining adequacy of reserves and financial resilience:

- Organisational ability to develop and deliver
  - 2023/24 in-year General Fund balance budget following issuance of s114(3) report; and
  - the scale of change required in delivering the officer developed saving proposals, as presented within this report.
- Delivery record on approved savings programmes to date

- Likelihood of further in year variances (overspends) against approved budget in particular social care placement and temporary accommodation pressures, which continue to be partly mitigated by one-off spend controls and transformational cost reduction programmes which are closely monitored by Leadership and CLT
- Unforeseen shocks or circumstances resulting in financial cost spikes
- Subsidiary company risk - loans and risk of liabilities materialising
- Prior year accounts and historic accounting treatments & practice corrections
- Assumptions regarding debt collection and impact on the collection fund
- Economic factors such as inflation and interest rate environment
- Major project challenges and failure
- Capital receipts not being sufficient to meet existing capital obligations
- Unfunded income loss pressures as a result of the long-term impact of the pandemic and cost of living crisis, particularly in relation to Council Tax and Business rates income.

9.5 Given the Councils recent history, and in the context of the strategic risks set out above, it is reasonable and prudent to set aside appropriate amounts within reserves to provide for either a single or multiple scenarios manifesting, which will be considered by the Section 151 Officer when determining adequacy of overall reserves as part of the annual budget setting process.

9.6 As part of the 2024/25 budget report the Section 151 Officer recommended an increase to the General Fund balance including recurring contribution of c£1m over the MTFP period to remain and one-off contribution from 1 April 2024 to bring the General Fund balance close to the 7.5% level.

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

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

9.8 The most immediate risks to the budget process are:

- The Council unable to approve a 2025/26 balanced budget and set council tax by 11 March 2025.
- Unfunded income loss pressures as a result of the long-term impact of the pandemic particularly in relation to Council Tax and Business rates income.
- The Council will continue to closely monitor the impact of these income streams and support lobbying to government as a region to ensure the Council can be fully compensated for these losses.
- Non-delivery of the approved savings.



- Continuing pressures across social care (children’s and adults) and temporary accommodation materialising next year.

9.9 The Council is faced with an uncertain financial climate over the medium to long term which presents a high risk to the authority and there remains potential for further, as yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the Council remains sensible and necessary. This is in line with the Section 151 Officer’s annual statement on adequacy of reserves which formed part of the budget report to Council in March 2024.

9.10 The Council’s MTFP is continually under review and builds in projections for the MTFP period and beyond as further details and analysis become available. These updates are regularly reviewed by CLT and the Executive Lead and updates on the financial environment the Council is operating in will be provided in Budget Strategy reports to Executive Board. Any sustainability impacts will be considered before final decisions are taken on whether or not to implement each proposal.

**10. Best Value considerations**

10.1 The Best Value requirement to demonstrate the continued financial sustainability of the Council has been set out in the 2024/25 Budget and Council Tax Resolution report to City Council on 4 March 2024 and 2024/25 Budget and MTFP report to Executive Board on 13 February 2024.

10.2 Throughout the budget process the Council has taken a proactive and planned approach to delivering best value and financially sustainable services to its communities over the longer term. This will continue as the Council’s agreed plans are delivered during 2024/25 and subsequent years.

**11. Commissioner comments**

11.1 Feedback from commissioners has been incorporated throughout the report.

**12. Finance colleague comments**

12.1 Finance comments are contained within the main body of the report and in the accompanying appendices.

**13. Legal colleague comments**

13.1 The Council is required to set a balanced budget for 2025/26 before 11 March 2025 and this report is one of the first formal steps to achieving that requirement. The relevant considerations and the rationale for the budget strategy are set out in detail in the body of the report

13.2 The setting of the balanced budget includes the duty to report to the Council on the robustness of the estimates provided and the adequacy of the financial reserves in place. Section 31A of the Local Government Finance Act 1992 and Section 25 of the Local Government Act 2003 refer. The Council’s prospective expenditure must not be likely to exceed its resources available to meet that expenditure.

13.3 Councillors are subject to the Council's duty to set a balanced budget. Councillors must receive and take into account the advice of officers, particularly the Section 151 officer, when considering and deciding the Council's budget. As the decision makers, members must have due regard to the Council's equalities duties when setting the budget.

13.4 Exceptional Financial Support as approved by DLUCH is subject to conditions that must be complied with. The recommendations in this report raise no significant legal issues and are supported.

Beth Brown, Director of Legal and Governance, 27 May 2024

**14. Procurement comments**

14.1 Not applicable.

**15. Crime and Disorder Implications**

15.1 Not applicable.

**16. Social value considerations**

16.1 Not applicable.

**17. Regard to the NHS Constitution**

17.1 Not applicable.

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

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

No



EIAs are tools that help the Council make sure its policies, and the ways it carries out its functions, do what they are intended to do and for everybody. Although an EIA is not required at this time, relevant proposals will be subject to an EIA, as appropriate which will be considered prior to any decisions being taken.

At this time an EIA is not required for this report

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

19.1 Not applicable.

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

20.1 Not applicable.

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

21.1 Refer to section 7 of this report.

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

City Council	
2024/25 Budget and Council Tax Resolution	4 March 2024
Response to Statutory Recommendation from the Council's External Auditor	4 March 2024
Executive Board	
2024/25 Budget and Medium-Term Financial Plan	13 February 2024

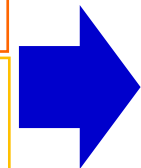
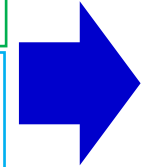
- Organisational redesign
- Benchmarking
- Outcome based budgeting
- Zero base budgeting
- Service lean reviews
- Business process reengineering
- Targeted use of external consultants

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**Budget Tools**



<b>Service Redesign</b>	<ul style="list-style-type: none"> <li>• Service efficiencies, redesign and transformation including early intervention and prevention – benchmark driven</li> <li>• Delivery model assessment or equivalent / make or buy option</li> <li>• Commissioning and market making</li> <li>• Voluntary/Community Sector and EMCCA</li> </ul>
<b>Income and Debt</b>	<ul style="list-style-type: none"> <li>• Council Tax Increases (above precept)</li> <li>• Council Tax Support Scheme Review</li> <li>• Fees and Charges</li> <li>• Income and debt recovery</li> <li>• Early repayment of long-term debt / CFR reduction</li> </ul>
<b>Asset Rationalisation</b>	<ul style="list-style-type: none"> <li>• Asset utilisation</li> <li>• Service provision consolidation</li> <li>• Asset disposal pipeline</li> </ul>
<b>Transformation and Change</b>	<ul style="list-style-type: none"> <li>• Councils Operating Model</li> <li>• New Ways Of Working (NWOW)</li> <li>• Tiers and Spans</li> <li>• Supporting delivery programmes that aim to reduce the overall budget gap over the MTFP period</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Digitalisation / automation of process / system optimisation</li> <li>• Consolidation / centralisation of functions</li> <li>• Reduce / stop discretionary spend</li> <li>• Procurement and commercial strategies</li> </ul>
<b>Technical Review</b>	<ul style="list-style-type: none"> <li>• Subsidiary Reviews – retain/invest/dispose</li> <li>• Review MTFP assumptions and Corporate Budget</li> <li>• Capital programme review</li> <li>• Pension Fund contributions</li> <li>• Reserve and balance sheet reviews</li> </ul>



**Budget Objectives  
And  
Budget Principles**

*All theme activities will be undertaken but these will be prioritised to ensure resources are appropriately allocated against those with the largest return*

## **Corporate Scrutiny Committee**

**24 July 2024**

### **Equality, Diversity, and Inclusion (EDI) Strategy – Action Plans**

#### **Report of the Statutory Scrutiny Officer**

#### **1 Purpose**

- 1.1 To scrutinise the draft version of the Action Plans attached to the draft version of the Council's Equality, Diversity and Inclusion (EDI) Strategy.

#### **2 Action required**

- 2.1 The Committee is asked:
  - 1) To make any comments or recommendations on the draft set of Action Plans put together in order to deliver the Council's EDI Strategy.
  - 2) To note the actions taken to date in relation to actions and recommendations following the previous discussion at the Corporate Scrutiny Committee on 29 May 2024.

#### **3 Background information**

- 3.1 The Council has produced an EDI Strategy to demonstrate its continued commitment to tackling inequality and promoting diversity. The Strategy outlines a vision for an inclusive Council.
- 3.2 As part of its 'policy development' role the Committee considered draft versions of the Council's EDI Strategy at its meetings on 22 November 2023 and 29 May 2024. During this period the Strategy was also aligned with the Strategic Council Plan (SCP) which was approved by City Council on 04 March 2024. A number of recommendations and actions arose from those scrutiny meetings and these were put forward to the Executive Member/s for a response. The Committee also resolved to re-issue a number of recommendations, alongside additional recommendations, at its previous meeting on 29 May 2024. Those recommendations and actions have been attached as an appendix to this report.
- 3.3 A new section has also been added (page 5) to align and link the Council's culture change work with the EDI Strategy.
- 3.4 Four Action Plans have been developed which include 'focused' actions to be taken in order to implement the ambitions and desired outcomes in the Strategy, with associated 'targets and measures' to track and monitor progress and to determine when an action has been completed.

3.5 The Action Plans are formed around four areas:

- 1) Inclusive and Representative Workforce
- 2) Inclusive and Accessible Services for Citizens
- 3) A Progressive and Equitable City
- 4) Create Economic Growth for All.

3.6 Following final comments and recommendations from the Corporate Scrutiny Committee, the Strategy and Actions Plans will then be taken to Trade Unions and other stakeholders before Executive approval, publication, and implementation.

#### **4 List of attached information**

4.1 EDI Strategy 2024-28

4.2 EDI Strategy Action Plans

4.2 Recommendations and Actions Issued by the Committee at its meeting on 29 May 2024

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

5.1 None

#### **6 Published documents referred to in compiling this report**

6.1 None

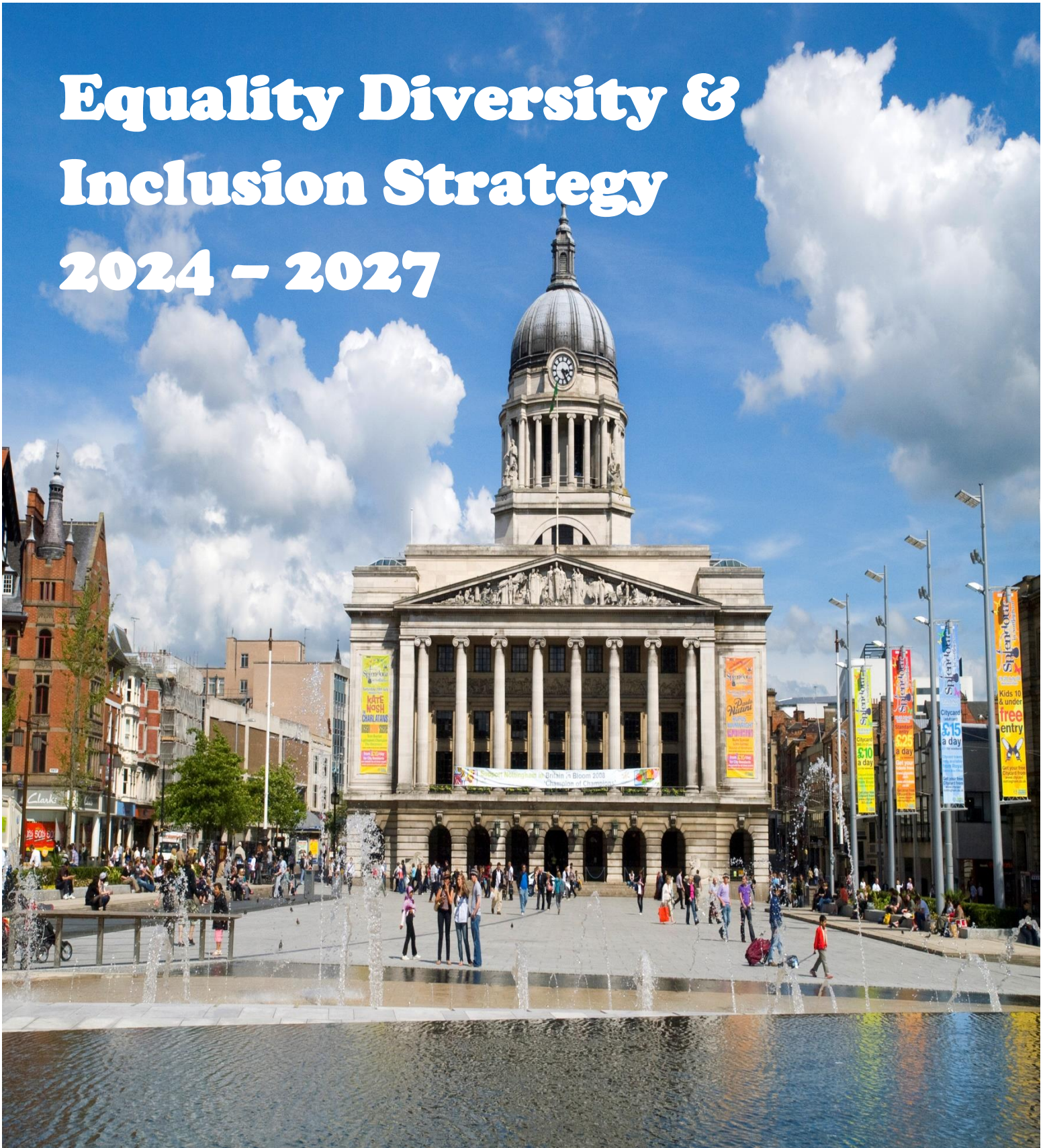
#### **7 Wards affected**

7.1 All

#### **8 Contact information**

8.1 Damon Stanton, Scrutiny and Audit Support Officer  
E: [damon.stanton@nottinghamcity.gov.uk](mailto:damon.stanton@nottinghamcity.gov.uk)  
T: 0115 87 64345

# Equality Diversity & Inclusion Strategy 2024 – 2027



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## Foreword

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

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

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

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

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

Nottingham City Council faces a very serious financial challenge over the coming years, and unprecedented changes to the context in which we operate. Nonetheless, we remain ambitious and will continue to strive to deliver for the city and people of Nottingham. We will continue to seek every opportunity for increased funding and improve our partnerships with key organisations, including the East Midlands Combined County Authority which we have created with our partner councils. We will do more to facilitate conversations, broker agreements and convene partners and stakeholders in the wider interests of the city. We celebrate our diversity. Our commitment to Nottingham and local people is undimmed.

Leader of the Council

Chief Executive

Portfolio holder

## Our Equality, Diversity and Inclusion (EDI) commitments

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In February 2024, the Government announced that the Secretary of State would appoint Commissioners to Nottingham City Council for two years. Statutory Intervention through Commissioners is a very significant step and will require a revised Nottingham City Council Improvement Plan that sets out a range of key deliverables that will demonstrate how the Council will improve over the next two years.

We will continue to place people at the centre of what we do, but it is clear to us that the way in which we do it must change. We will reshape the organisation and redesign how we deliver our services, ensuring that our statutory duties are met while finding a more efficient way to deliver for our People, our Neighbourhoods and our City. Our current financial situation means that we have to prioritise the statutory services that keep people safe while we seek to bridge our funding gap.

During the course of these changes, we will consider the needs of vulnerable groups and those who are most likely to be disproportionately impacted. We will carry out robust equality impact assessments and continue to ensure that we do all we can to reduce and mitigate the negative impacts on protected groups where possible.

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

## Developing this strategy

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This strategy has been developed in line with our refreshed Strategic Council Plan (2024) and organisation values. It also considers the challenges we face during the current context of our financial and organisational improvement plan and the impacts this may have on equality, diversity and inclusion. We have consulted widely and invited a wide range of partners, staff and stakeholders to comment on our strategy. The findings of this consultation along with an external EDI audit have shaped this strategy.

### Developing an inclusive culture

Along with alignment to the Strategic Council Plan, this strategy complements and aligns to a range of other council strategies and plans and forms part of the council's ongoing work to develop a positive workforce culture – one which is fully inclusive.

By continuing to develop a culture of inclusion and by focusing on individual needs, the council will become an attractive place to work – an employer of choice. A council which retains its staff, and which provides the best and most accessible services to our citizens.

The council has been taking action to positively shift and influence its culture for a number of years. While it is important to understand that the culture of an organization constantly evolves and shifts, action can be taken to influence change. The following actions have been taken to influence our culture and create the conditions of an inclusive workplace:

- A new Leadership framework which creates clarity on the roles and responsibilities of all colleagues, and which encourages our people to display leadership qualities in all that they do.
- A revised Code of Conduct and set of Behavioural Expectations which puts Equality, Diversity, and Inclusion at the heart of how we behaviour.
- Policy updates such as The Disciplinary Procedure and Resolution and Grievance Policy have been reviewed to ensure a zero-tolerance approach to harassment, discrimination victimisation and bullying is clear.
- A new approach to Individual Performance Reviews which places the emphasis on good quality, regular performance, and development conversations, centred around the individual.
- Leadership development, including 'Creating an Inclusive Workplace' and 'Being an Inclusive Leader.' Reciprocal Mentoring and 'Leading Change.'
- Colleague development, including how to challenge discriminatory attitudes and behaviours. Micro – behaviours and aggressions have been added to the Unconscious Bias training and Allyship training has been design and rolled-out.

- Specific development programmes for colleagues from under-represented groups, building confidence, removing barriers, and creating progression pathways.
- Improving our approach to workforce planning and our recruitment practices to identify areas of under-representation and take action for change.
- Reinvigorated the employee networks providing the opportunity for individuals to seek support and raise issues for escalation in a safe environment.

Our work on organisational culture continues and features in our improvement plans, ensuring we embed good practice and create the conditions for all our staff to thrive.

Employee voice and feedback is an important aspect of understanding and influencing our culture, the following are used to ensure all voices are heard and responded to:

Mechanism	Previous	Next
Staff Opinion Survey	2018 & 2022	Autumn 2024
Culture Mapping	2021	Summer 2024

## Context and Legislation

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

## Protected Characteristics

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

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

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

## Public Sector Equality duty

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

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

### **Gender Pay Gap**

Legislation came into effect in 2017 requiring employers to publish figures on their gender pay gap. We use our data on a yearly basis to continually review all areas of the organisation to identify the barriers (and the drivers) for appointing women, particularly at senior levels. Our current gender pay gap analysis shows a mean pay gap of 1% and a median gap of minus 1.7% (2022-23).

### **Ethnicity, Disability and Sexuality Pay Gap**

Following the 2017 McGregor-Smith<sup>2</sup> review, the government has not yet made it mandatory to report on the ethnicity pay gap (publishing pay differentials between people from different ethnic backgrounds). We are committed to improving the ethnic diversity of our workforce and as such we continue to mirror the gender pay gap formula to put measures in place for addressing any pay inequality in terms of ethnicity. We continue to do the same analysis on disability and sexual orientation.

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

### **Modern Slavery Act 2015**

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

## Frameworks and charters

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

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

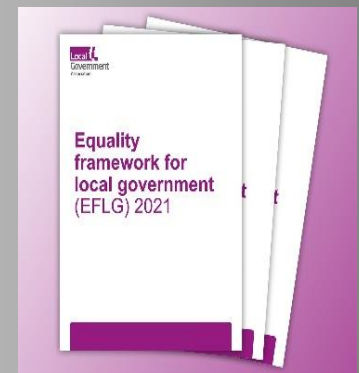
### Equality Framework for Local Government (EFLG)

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

The EFLG has four improvement modules:

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

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



## Key Facts about the Citizens of Nottingham

- ❖ The latest estimate of the City's resident population is **323,700 (Census 2021)**
- ❖ The City continues to see a large amount of population 'churn', with 32,300 people arriving from elsewhere within the UK and 34,500 leaving in the year 2019 - 2020.
- ❖ International migration (recently from Eastern Europe) and an increase in student numbers are the main reasons for the population growth since 2001, together with the excess of births over deaths.
- ❖ Just under 30% of the population are aged 18 to 29. **20.7 % (69,100)** of the population are aged 0-17 years old.
- ❖ Full-time university students comprise about 1 in 7 of the population.
- ❖ In the short to medium term, the City is unlikely to follow the national trend of seeing large increases in the number of people over retirement age, although the number aged 85+ is projected to increase.
- ❖ The number of births has risen in recent years until 2011 but the numbers have slowly declined since then.
- ❖ The 2021 Census shows 42.7% of the population as being from black and ethnic minority groups; an increase from 35% in 2011. 43.3% are working age 16-64)
- ❖ Despite its young age-structure, Nottingham has a higher than average rate of people with a limiting long-term illness or disability.
- ❖ 2018-20 Life expectancy in Nottingham is significantly lower than the England average, with approximately 3 years less for men and 2 years less for women (Nottingham: 76.6 men; 81.0 women. England: 79.4 men; 83.1 women).
- ❖ 45.1% (56,315) of households owned the accommodation they lived in, lower than the England average of 61.3%. 25.5% (31,796) were in social rented housing and 28.6% (35,688) private rented – both higher than England (17.1% and 20.5%)
- ❖ There are many languages spoken including English (68.7%) Urdu (5.7%) Polish (4.2%) Punjabi (2.6%) Arabic (2.4%) Romanian (1.3%). 7.8% of households have no members who speak English as a main language.
- ❖ **69.6%** (231,600) are working age, 16-65 years old, and **11.6%** (38,800) are over 65 years old. (Mid-Year Estimates 2019)
- ❖ There were 164,628 women (50.9% of the population) and 159,004 men (49.1%) in Nottingham. The split is almost identical to the national average and is the same for working age (16-64).
- ❖ There are **43,300** university students within Nottingham.
- ❖ Nottingham's employment rate is **75.0%** (Apr 2020 - March 2021 - NOMIS). This is the number of people that are employed as a percentage of all those that are working age, i.e. 16-64 years old.
- ❖ 225,477 people (85.3%) identified as straight or heterosexual (93% are working age 16-64)
- ❖ 12,929 people (4.9%) identified with an LGB+ orientation “Gay or Lesbian”, “Bisexual” or “Other sexual orientation” (6.2% are working age 16-64)
- ❖ 18.6% of the population are disabled under the Equality Act with 17.7% being of working age 16-64

Source: ONS 2021 Census,

## Nottingham City Council workforce data March 31st 2024

- ❖ 21.5 % of our workforce are from Black, Asian or other ethnic minority background
- ❖ 57.8% of our workforce are women.
- ❖ % of our workforce are LGBT+
- ❖ 6.2% of our workforce are disabled

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

The Council encourages a culture of trust and open communication between employees and between employees and their managers, to ensure that concerns arising during the course of their employment can be resolved quickly, fairly and amicably.

The Council will not tolerate any form of harassment, discrimination, victimisation, and bullying and will take decisive action against those found to be responsible for such behaviour. Similarly, the Council does not expect any employee or worker engaged in activities for the Council to harass, discriminate, victimise or bully anyone else, whether a colleague, visitor or member of the public. The Council will take action to address this, which could result in disciplinary action and potentially dismissal and/or legal action, where the behaviour is unlawful.

The Resolution and Grievance Procedure is the Council's process for managing employee concerns, conflict or grievances at work. The stages of the procedure have been designed to help managers and employees resolve concerns in line with *the [ACAS Code of Practice 1: Disciplinary and Grievance procedures](#)*.

The Council wants to ensure that all employees have fair and equal access to all policies and procedures relating to their work. It is important that employees ask for assistance at the point at which they raise their concerns, if they have any specific needs that would help them to participate fully. This could include, for example, access and mobility issues in relation to the location of meetings, format of correspondence, etc. They can discuss their needs confidentially with their manager, who will assist them.



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

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### Cost of Living Crisis & Poverty

We continue to feel the impact of the COVID-19 pandemic, cost of living crisis, and significant funding reductions from central Government. At the same time, the need for our demand-led services including adult social care and children's services has never been higher, while our financial resilience has been reduced through correcting the mistakes we have made in the past.

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

These experiences are likely to intersect. People's multiple and overlapping identities and circumstances might come together to contribute to an overall (and compounded) experience of poverty and disadvantage. **It is important that the Council acknowledges and understands the potential impacts so that effective solutions can be established. Such measures may include, targeted support to address specific needs; prioritisation of resources for our most vulnerable groups; the development of holistic approaches in order to create further strategies which will consider the interconnectedness of various social determinants of poverty; and the direct tackling of discrimination and biases that contribute to poverty.**

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

***(Deprivation and poverty - Nottingham Insight)***

### Council Budget Reductions

Significant savings will be delivered in 2024/25 and these savings, based on delivering statutory minimum service standards, are reflected in this plan and will alter what we can deliver. We face some very difficult decisions which we must make to get our finances onto a stable and sustainable footing.

We must change how we work; reshaping or reducing the services we provide so that the Council is financially sustainable in the long-term. Over the next few years, these decisions will create a very different Council. In due course this plan will be subject to further review and change to reflect the significant anticipated budget gap over the period of the plan which will require additional savings to be found so that our priority actions remain aligned with the resources that we have available.

## Our Vision

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Our Equality, Diversity & Inclusion (EDI) strategy is key to achieving our ambition of being an inclusive Council.

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

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

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



## Outcome 1

### An Inclusive and representative workforce

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

## Future Focus

- ✓ We will continue to address the Council's gender, race and disability pay gaps
- ✓ Identify ways of supporting career progression to diversify our leadership including how effectively we make reasonable adjustments for disabled colleagues and accommodate colleagues to combine work and family or caring responsibilities
- ✓ Ensure that Inclusive Leadership behavior is embedded through IPRs at training, with specific emphasis on the employee life cycle, aiming to create inclusive practices in recruitment, talent development, performance management and retention.
- ✓ Create a workforce plan for every service area whilst ensuring service reviews don't disproportionately affect under-represented groups
- ✓ Develop information at both application and induction stage about the Council inclusion commitments and available support
- ✓ Provide tailored mental health and wellbeing support services to all colleagues
- ✓ Review how recruitment processes operate in practice to better understand why some groups, are proportionately less likely to succeed in getting jobs than other groups
- ✓ Continue to work on our Culture Change project with a focus on cultural intelligence and psychological safety
- ✓ We will continue to explore reasons behind grievances and disciplinary actions and take appropriate action to deal with any equality issues identified
- ✓ We will ensure compliance with a zero-based tolerance of discriminatory practice in NCC
- ✓ Provide development opportunities to underrepresented groups within NCC, designed to attract, develop and retain diverse talent. Review and refresh of existing programmes to achieve best value in delivery.
- ✓ Continue the work of our staff networks improvement plan with a focus on lived experience and engaging frontline colleagues

## Outcome 2

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

### Future Focus

- ✓ Develop our community public health function to enhance our understanding of specific needs and barriers faced by different groups
- ✓ Review of accessibility for all Council buildings to include child friendly spaces
- ✓ Review cultural training for all staff, particularly those in customer-facing roles, to identify gaps in current training and how it can be improved.
- ✓ Ensure that Care Experience is treated as a protected characteristic
- ✓ Improve access to occupational therapy, equipment, and adaptations for Council homes
- ✓ Ensure consideration of the findings from public consultations, including annual budget proposals, surveys of residents and community engagement exercises, and evidence how these have been used in decision making.
- ✓ Continue to strengthen EDI principles in Decision Making with our Equality Impact Assessment (EIA) improvement project
- ✓ Monitor protected characteristics of citizens e.g. race, sexuality, age, gender, religion, disability, using Council services to identify gaps in provision or barriers to accessing services
- ✓ Transform the services we provide to vulnerable adults – focusing on prevention and early intervention, providing better outcomes and supporting people to live independently for as long as possible.
- ✓ Develop our community public health function to enhance our understanding of the specific needs of and barriers faced by different groups within Nottingham, and work with communities to address these in the most appropriate way

## Outcome 3

### An Equitable City

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

## Future Focus

- ✓ Provide a range of resettlement and asylum schemes to meet the needs of individuals who are seeking refuge in the city, including work with partners to deliver support to enable integration, employment, and health programmes
- ✓ Connect residents into opportunities within their neighborhood and the city such as learning, education employment and wellbeing activities
- ✓ Work collaboratively with the Integrated Care System (ICS) and other local authorities to address health inequalities across the City in line with the Joint Health & Wellbeing Strategy for Nottingham 2022- 2025
- ✓ Work with the Police to implement our Hate Crime Strategy, increasing reporting and reducing repeat incidences of hate crime
- ✓ Build relationships with community reference groups for protected characteristics to better understand lived experiences, intersectionality and deprivation
- ✓ We will Continue to support a range of activities that Nottingham's older people and those with disabilities can access in their communities
- ✓ Continue to promote and celebrate Nottingham's diversity and cultural heritage by supporting community-led initiatives, e.g. Black History Month, Disability History Month, Nottinghamshire Pride, South Asian Heritage Month, International Women's Day
- ✓ Ensure that data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected and other characteristics such as intersectionality, deprivation etc.
- ✓ Support and empower community groups and collaborate with partners to widen and deepen work to tackle discrimination, **reduce poverty** and promote equality, diversity and inclusion in the city

## Outcome 4

### Economic Growth for All

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

## Future Focus

- ✓ Continue to support the BAME-led business sector and support local SMEs to enhance their ability to tender and potentially win business.
- ✓ Use procurement opportunities to actively support businesses from communities within each protected characteristic, and scrutinising equalities, diversity, and inclusion policies of potential suppliers to further promote shared values relating to equalities, diversity, and inclusion
- ✓ Use the UK Shared Prosperity Funding (SPF), to protect key Employment Support interventions for priority groups until March 2025. Ensuring that the UK SPF will improve the lives of people through jobs and skills support, including priority groups.
- ✓ Promote decent, paid employment opportunities for people with disabilities and mental ill health
- ✓ Seek to reduce the over representation of certain groups within the unemployment figures in the city, such as BAME populations, over 50s and those with disabilities.
- ✓ We will ensure all of our communities benefit from the job opportunities created through economic growth, by supporting those who face most disadvantage in the labor market into work (including Apprenticeships)
- ✓ Work with DWP to secure funding and deliver support under an extended IPS PC programme providing employment support for unemployed/employed people with disabilities.
- ✓ Our devolution deal will help us to create a strong and sustainable economy through; holding the Adult Education Budget for 2025/26, owning the ability to set allocations and outcomes to skills providers, and supporting and shaping the Local Skills Improvement Plan for the area

## Governance

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The Council's constitutional arrangements will be reviewed to establish where the responsibilities of the Equalities Board would sit.

This will be done as part of the wider review of Committee arrangements. The Committee will be updated when this review has been completed and this section will be updated to reflect those arrangements.

### **For more information:**

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

Tel: 0115 87 62747

Email: [edi@nottinghamcity.gov.uk](mailto:edi@nottinghamcity.gov.uk)

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# Equality, Diversity & Inclusion Action Plan

## Objective 1: Inclusive and representative workforce

**Lead Councillor:**

**Lead Director: Lee Mann**

Our equality objectives help us to focus on reducing inequality and advancing equality, diversity, and inclusion through the decisions that we make and through our policies and practices. To help us achieve this it is identified as a core part of the Council Plan that our workforce reflects the communities that we serve so that we can adequately understand what it is we need to deliver and how.

[Link to Workforce Strategy](#)

	Action	Key targets and measures	Lead
<b>1</b>	<b>Attract and recruit a diverse workforce</b>		
A.	Develop a recruitment operating model that directly addresses under-representation in the workforce.	1A1. Work with Directorates to identify critical roles and design recruitment plans which look to increase applications from under-represented groups. A plan for each Directorate by 31/03/25.	<b>Kelly Cracknell</b>

Page 58		<p>1A2. Increase utilisation of the Apprenticeship Levy across different grades to develop under-represented staff through accredited learning programmes. Percentage increase year on year.</p> <p>1A3. Identify and utilise a range of advertising opportunities to increase applications/appointments and representation, especially at senior levels. Percentage increase year on year.</p>	
B.	<p>Utilise data extracted from the Council's recruitment system (Oracle Recruitment Cloud) to monitor and improve representation.</p>	<p>1B1. A revised workforce data pack was launched to DLTs in May 2024 to inform action – to share with DLTs on a quarterly basis.</p> <p>1B2. Explore Oracle Recruitment Cloud (ORC) reporting functionality, to develop and enhance a suite of recruitment analytics to monitor and inform workforce planning. By 31/03/25.</p>	<p><b>Kelly Cracknell</b></p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 59</p>	<p>C. Review the Recruitment Policy and supporting guidance to promote an inclusive and representative workforce.</p>	<p>1C1. Revised Recruitment Policy implemented by 31/10/24.          1C2. Revision to recruitment guidance and intranet pages, including launch of revised manager recruitment e-learning by 31/10/24.          1C3. Drive accountability within Directorates to ensure representative panels are in place for all council interviews. Ongoing.</p>	<p><b>Kelly Cracknell</b></p>
	<p>D. Review and refresh the Council's Induction process to ensure it supports inclusivity.</p>	<p>1D1. Gain insight from new starters through evaluation of current induction to inform improvements by 31/12/24.          1D2. Review and update the induction manual/process to ensure sufficient information is provided around reasonable adjustments and employee networks by 31/12/24.</p>	<p><b>Claire Lindsay</b></p>

		<p>1D3. Ensure that the NCC Behavioural Expectations are adequately covered in all induction and probation processes. Ongoing.</p> <p>1D4. Develop a 'Role Models' booklet and videos to promote inclusion and showcase our diverse range of talent throughout the organisation, by 31/03/25.</p>	
E Page 60	Working groups to be established with local partners to create a framework for inclusive recruitment.	<p>1E1. Continued participation in the inclusive recruitment workstreams of the Universities for Nottingham EDI Taskforce. Ongoing.</p>	<b>Kelly Cracknell</b>
F.	Review and refresh the Council's EDI training and relevant policies and strategies to ensure that Care Experience is acknowledged as a protected characteristic.	<p>1F1. Ensure that the training is regularly reviewed and updated as required – ongoing.</p> <p>1F2. Housing Services policies and training is to be reviewed and updated upon</p>	<b>Claire Lindsay Rebecca Dennis</b>

		<p>merging of the Learning Zone and any other EDI training, by 31/12/24.</p> <p>1F3. Oracle Fusion to be updated so care experience can be added as a protected characteristic, by 31/12/24.</p>	
G.	<p>Use of targeted recruitment campaigns and Positive Action initiatives to increase diverse representation within the workforce.</p>	<p>1G1. The refreshed recruitment guidance to include guidance on targeted recruitment and positive action. In place by 31/10/24.</p> <p>1G2. Ensure career site design and content encourages applications from diverse applicants; explore career site functionality in respect of automatic posting of NCC roles to targeted jobs board including, for example, Armed Forces Veteran sites, by 31/12/24.</p>	<b>Kelly Cracknell</b>
<b>2</b>	<b>Retain and develop colleagues who are underrepresented in our workforce</b>		

Page 62	<p>A. Work with Trade Unions and Employee Networks to develop and review effective HR policies that support inclusive working and provide equal opportunities for employment and development.</p>	<p>2A1. Work in consultation with the Trade Unions, as partners to collective bargaining, and through the Central and Equalities Panels, ensuring staff networks and other stakeholder input on all relevant policy changes. Ongoing.</p> <p>2A2. Improve the access to policies and guidance through the Intranet, using data and stakeholder feedback to prioritise format and key policies for implementation, by 31/03/25.</p> <p>2A3. Support a review to consider the introduction of a Disability Leave Policy, putting forward recommendations by 31/03/25.</p> <p>2A4. Support the review, redrafting and consultation of all recruitment and resourcing related policies, by 31/03/25.</p> <p>2A5. Conduct a review of the Menopause Policy, with a view to introducing an</p>	<p><b>Daljit Nijran</b></p>
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		independent sickness absence code, by 31/03/25.	
Page 63	B. Utilise the Apprenticeship Levy to widen the talent pool and remove employment barriers in hard to recruit roles.	<p>2B1. Identify hard to fill roles through Workforce Plans and engagement with services – exploring how apprenticeships can form part of the solution. Ongoing.</p> <p>2B2. Aim to increase the number of entry level apprentices into the council from diverse backgrounds and under-represented groups. Percentage increase in places.</p> <p>2B3. Aim to retain and progress talented colleagues within the organisation from diverse backgrounds and under-represented groups through higher level apprenticeships. Percentage increase in places.</p> <p>2B4. Track and monitor the progress of colleagues completing apprenticeships to</p>	<p><b>Rebecca Dennis</b>  <b>Claire Lindsay</b>  <b>Gareth Sayers</b></p>

		evaluate their effectiveness in retaining and progressing staff within the organisation, on a quarterly basis.	
Page 64	C. Provide development opportunities to underrepresented groups within NCC, designed to attract, develop, and retain diverse talent.	<p>2C1. Work with leader/managers to source stretch and development opportunities for participants of the council’s Accelerated Development Programme (ADP). Ongoing.</p> <p>2C2. Continue to raise the profile of participants through communications and sharing of successes via case studies for example. Ongoing.</p> <p>2C3. Review and refresh of existing ADP programme with a view to launching a further cohort in Q1/Q2 of 2025.</p> <p>2C4. Evaluation of Reciprocal Mentoring programme cohorts 1 and 2, in order to inform possible future cohort design and delivery, by 31/10/24.</p>	<p><b>Claire Lindsay</b> <b>Gareth Sayers</b></p>



		<p>2C5. Collaborate with partners to review and evaluate the Nottingham Leadership Transformation Programme (NLTP) with a view to offering further cohorts, by 31/10/24.</p>	
<p>D.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 65</p>	<p>Promotion of Health and wellbeing support services.</p>	<p>2D1. New contract for ‘PAM Assist’ Employee Assistance Provider in place by 20/09/24.</p> <p>2D2. Revised/refreshed offer promoted to the organisation from Q3 (Autumn) 2024, including:</p> <ul style="list-style-type: none"> <li>○ Neurodiversity diagnostic assessments and lived experience webinars and talking groups</li> <li>○ Menopause Connect group</li> <li>○ Promotion of external support services i.e. Access to Work and Maximus.</li> </ul>	<p><b>Jacqueline Armand</b> <b>Kirsty Spencer</b></p>

E.	Reasonable adjustments policy and guidance to be reviewed and promotion of wellbeing passports to be improved.	2E1. Policy and guidance revised, and passport released in 2023. Further improvements implemented by 31/12/24.	<b>Kirsty Spencer</b> <b>Rebecca Dennis</b>
F.	Utilise staff feedback survey to capture the views, perceptions, and experiences of all staff, ensuring that responses are analysed by protected characteristics to identify disparities and areas for improvement.	<p>2F1. Deliver the next Staff Survey in Q3 (Autumn) 2024 and ensure as high a response rate as possible (52% responded in 2022).</p> <p>2F2. Ask specific questions of the workforce relating to EDI, looking for percentage point changes in trend data from 2018 and 2022.</p> <p>2F3. Analyse other key questions by protected characteristic to identify disparities – positives to harness and areas to improve. Full results available by 31/01/25.</p> <p>2F4. Work with services to build an understanding of the results/feedback and ensure that action plans are developed to</p>	<b>Gareth Sayers</b>

		<p>drive any required improvements, by 31/03/25.</p> <p>2F5. Benchmark results and findings with other Local Authorities, including Core Cities to assess where NCC is in relation to its inclusion ambitions compared to others. Q1/Q2 of 2025.</p>	
<p>G. Page 67</p>	<p>Prepare and publish annual collective pay gap report for gender, ethnicity, disability, and sexual orientation.</p>	<p>2G1. Ensure that Pay Gap data is produced and reported on an annual basis, snapshot date 31/03/25.</p> <p>2G2. Ensure that an action plan and narrative is produced annually with a detailed account of actions and initiatives to reduce pay gaps. Ongoing.</p> <p>2G2. Encourage employees to share information on relevant characteristics to ensure that declaration rates are increasing to improve data capture. Percentage increase in declared characteristics.</p>	<p><b>Rebecca Dennis</b></p>

<b>3</b>	<b>Develop and support a culture that values a representative workforce</b>		
A.	Continuation of Culture Change programme with a focus on psychological safety and cultural competence	<p>3A1. Continue to use levers to try and positively influence the organisations ‘culture’ (mindsets, behaviours, and actions) through the implementation and delivery of the latest council Improvement Plan. By 31/06/26.</p> <p>3A2. Drive mindset and behaviour change in relation to EDI through the culture change work, including;</p> <ul style="list-style-type: none"> <li>○ Embedding of the EDI behaviours in all that we do – monitored/measured through the IPR process.</li> <li>○ Continued learning and development activity to increase inclusion.</li> <li>○ Positively responding to and issues/concerns raised in the</li> </ul>	<b>Gareth Sayers</b>

		<p>culture mapping exercise (30/09/24).</p> <p>3A3. Continue to drive a culture where it is safe to speak up, challenge and debate and where all voices are heard. Ongoing.</p>	
<p>B.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 69</p>	<p>Ensure that staff networks are a respected and recognised employee voice and that they provide a safe and inclusive space for all network members.</p>	<p>3B1. Continue to develop proactive and engaging approaches towards staff networks to enable effective engagement on employee related policies and practices. Ongoing.</p> <p>3B2. Promote staff networks as part of the induction process to ensure that new starters are aware of networks and have accessibility to them. Ongoing.</p> <p>3B3. Support staff networks to lead on activities and events in relation to their objectives and purpose to benefit the organisation. Ongoing.</p>	<p><b>Rebecca Dennis</b></p>

		3B4. Support staff networks to champion inclusion and work with allies and key stakeholders to positively contribute towards relevant EDI Strategy objectives. Ongoing.	
C. Page 70	Review and refresh EDI training to ensure up to date with legislation and best practice	3C1. Annual review of EDI training package. Ongoing. 3C2. Engage with Employee networks and other subject matter experts to inform design and content. Ongoing. 3C3. Aim to increase uptake of non-mandatory EDI training, benchmarking against other similar organisations. Percentage increase in attendance.	<b>Claire Lindsay</b> <b>Rebecca Dennis</b>
D.	Continuation of EIA improvement project to strengthen equality in decision making across the business	3D1. Ensure that monthly EIA training workshops are delivered across the business and are accessible to all relevant employees/managers. Ongoing.	<b>Rebecca Dennis</b>

		<p>3D2. Ensure that weekly drop-in surgeries and are available during the budget round period to support EIA completions.</p> <p>3D3. Ensure that all EIAs are quality checked and signed off by the EDI team before publishing. Ongoing.</p> <p>3D4. Ensure that dedicated intranet page for EIA guidance/process, exemption guidance and template is regularly reviewed and updated in line with user feedback and legislative changes. Ongoing.</p> <p>3D5. Produce reporting for EIA e-learning and workshop sessions to ensure that relevant persons are undertaking EIA training. Quarterly.</p>	
F.	Continuation of EDI charters and frameworks to support us in developing and maintaining an	3F1. Disability Confident Leader accreditation to be reviewed and renewed for 2025.	<b>Rebecca Dennis</b>

Page 72	inclusive and representative workforce	<p>3F2. Continue to uphold and review the seven key commitments of the Race at Work Charter. Ongoing.</p> <p>3F3. Stonewall Equality Index accreditation to be reviewed and renewed with a view to becoming an award winner. Annually.</p> <p>3F4. British Sign Language Charter to be reviewed and renewed. Annually.</p> <p>3F5. Implementation of the Equality Framework for Local Government (EFLG) to assess progress against EDI Strategy, by 31/03/25.</p>	
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# Equality, Diversity & Inclusion Action Plan

## Objective 2: Inclusive and accessible services for citizens, provide services which actively addresses inequality and exclusion

**Lead Councillor:**

**Lead Director: Roz Howie**

We recognise and celebrate the intersectionality of citizens across all different equality strands. It is in seeing the citizen as a whole person, in the driving seat, that will allow us to shape solutions around their lived experiences to build an inclusive city.

Link action plan to the Better Lives Better Outcomes Strategy

	<b>Action</b>	<b>Key targets and measures</b>	<b>Lead</b>
1.	Narrow the gap in attainment for all vulnerable and children with Special Educational Needs and Disability (SEND), including those that do not attend a	1.1 Alongside the Sufficiency Strategy, develop a “local inclusion plan”, clearly communicating to providers and parents/carers about the provision that is available in the local	<b>Neil Brettell</b>

mainstream setting. Strategic Council Plan Pledge.

area, including units within mainstream, specialist, and AP.

- 1.2 Ensure that SEND and AP Self-assessment form is published on our local offer and is a live document with regular updates.
- 1.3 Increase percentage of key stage 4 pupils achieving grades 5 and above for English and Maths (currently below East Midlands and national average).
- 1.4 SEND strategy is currently being reviewed – consultation due in Jan 2025 with view to launch new strategy in April 2025.

		<i>*To note. In the process of preparing for the next Ofsted inspection – due any time after September 2024</i>	
2.	Ensure that all city council buildings are breastfeeding-friendly and encourage other employers and venues to do the same. Strategic Council Plan Pledge.	Information requested	Theresa Flower
3.	Improve access to occupational therapy, equipment, and adaptations for Council homes. Strategic Council Plan Pledge.	<p>3.1 Ensure that a full stock condition survey (SCS) takes place in all of our properties over the next 12 months for existing adaptations. Followed by a 5-year SCS programme.</p> <p>3.2 Ensure that the Housing System (NEC) is reviewed and updated to include information on all</p>	Toni Holman Clay

adaptations which have been installed and removed. Ongoing

3.3 Ensure that our Asset Management Surveyors who visit our properties report back through the 'Eyes Wide Open' process if they suspect a tenant may require occupational therapy support. Ongoing

3.4 Ensure that external contractors report back via email to the Asset Enquiries Team if they suspect that support is required by occupational therapy. Ongoing

*\*Additional Information requested for review/improvement of customer access.*

4.	Strengthen Equality, Diversity and Inclusion (EDI) principles in decision making for services and policy design/reviews.	<p>4.1 Ensure that monthly EIA training workshops are delivered across the business and are accessible to all relevant employees/managers with weekly drop-in surgeries available during the budget round. Ongoing</p> <p>4.2 Ensure that dedicated intranet page for EIA guidance/process, exemption guidance and template is regularly reviewed and updated in line with user feedback and legislative changes. Ongoing</p> <p>4.3 Produce reporting for EIA e-learning and workshop sessions to ensure that relevant persons are undertaking EIA training. Ongoing</p>	Rebecca Dennis
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		<p>4.4 Ensure that all policy design and reviews have an EIA completed by the relevant lead/manager and that quality checking and feedback has taken place by the EDI Team before publishing. Ongoing</p>	
<p>5 Page 78</p>	<p>Explore the opportunity of monitoring protected characteristics for citizens using Council services to identify gaps in provision and barriers to accessing services.</p>	<p>5.1 Work with Customer Services to identify barriers to data collection methods</p> <p>5.2 Work with the data compliance team to ensure that data capture is done in line with GDPR</p> <p>5.3 Research and benchmark what other Councils are doing for data collection in line with equality framework for local government (EFLG)</p>	<p>Lucy Lee Dominic Omelia James Steele</p>

		<p>5.4 Ensure that agreements are in place to enable data collection to monitor characteristics where this is possible</p> <p><i>Additional Information requested for review/improvement of customer access.</i></p>	
<p>6 Page 79</p>	<p>Transform the services we provide to vulnerable adults – focusing on prevention and early intervention, providing better outcomes, and supporting people to live independently for as long as possible. Strategic Council Plan Pledge. <i>Potential reword of this objective needed</i></p>	<p>6.1 Ensure collaborative working with activity coordinators and independent living coordinators to increase attendance for health &amp; wellbeing related activity sessions for residents in independent living schemes. Ongoing</p> <p>6.2 Continue to review NOC alarms and assistive technology kits to ensure updates improvements and take place. Ongoing</p>	<p>Sam Williams (Independent Living)</p>

		<p>6.3 Ensure that Independent Living coordinators support residents with implementation of assistive technology. Ongoing</p> <p>6.4 Housing and wellbeing assessments to be done for all new tenants within first 7 days and then reviewed annually and ad hoc if needed. Ongoing</p> <p>6.5 Resident meetings to take place quarterly with feedback response – ‘you said we did.’ Ongoing</p>	
7	Ensure that EDI training is up to date, relevant and available to all colleagues, particularly those in customer-facing roles as	7.1 Annual review of EDI training package to be undertaken.	Claire Lindsay Carol Aaron



Page 81	part of the regular update and review of the EDI offer.	<p>7.2 Engage with Employee networks and other subject matter experts to inform review and regular updates. Ongoing.</p> <p>7.3 Aim to increase uptake of non-mandatory EDI training, benchmarking against other similar organisations. Percentage increase annually.</p>	
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# Equality, Diversity & Inclusion Action Plan 2024

## Objective 3: Progressive and equitable city

**Lead Councillor:**

**Lead Director: Andrew Errington / Colin Wilderspin?**

Nottingham's diverse communities are a huge asset and valued as one of the City's key strengths. The people who live, work, study in or visit Nottingham, have diverse backgrounds and circumstances and play a vital role in the City's economy and civic society. We recognise that many people and communities face inequality so in our leadership role for the City we are also striving to tackle discrimination in all its forms.

	Action	Key targets and measures	Lead
1	<b>Collaborative working with our citizens and key stakeholders</b>		
	Connect residents to opportunities within their neighbourhood and the city for learning, education, employment, and wellbeing activities	1.1 Ensure that New Neighbourhood Engagement Officers (NEOs) signpost and assist residents to opportunities.	Tom Lynk

		<i>Awaiting list of specific initiatives and activities which have been identified.</i>	
Page 84	Work with partners across the Integrated Care system to improve equity and reduce health inequalities through an increased focus on prevention and support for our most vulnerable populations	<p>1.2 Continue to work towards the joint Health and Wellbeing Strategy for Nottingham 2022-2025 with a key focus on the four identified priorities:</p> <ul style="list-style-type: none"> <li>○ Smoking and tobacco control</li> <li>○ Eating and moving for good health</li> <li>○ Severe multiple disadvantage</li> <li>○ Financial wellbeing</li> </ul> <p>1.3 Review and establish new priorities to further address health inequalities - to be agreed as part of an updated Joint Health and Wellbeing Strategy for Nottingham in February 2025.</p> <p>1.4 Continue to provide regular progress reports to the Nottingham City</p>	Nancy Cordy

Place-Based Partnership Health and Wellbeing Board. Ongoing

1.5 Implement the newly commissioned integrated wellbeing service for Nottingham known as [Thriving Nottingham](#), incorporating weight loss, stop smoking and exercise programmes. Ongoing

1.6 Work with colleagues across the ICS to further develop a shared understanding of equity and how this principle can be embedded to address health inequalities within different communities to support the [Nottingham and Nottinghamshire Integrated Care Strategy 2023-27](#)  
Ongoing

Review citizen services with input from residents and community groups through new and improved communication methods

1.7 Ensure that NEOs have contact with community groups and provide support with focus groups. Review list of groups which we have contact with. Ongoing

Tom Lynk

1.8 Review and improve the representation and accessibility of Nottingham Disability Inclusion Group (DIG) Ensure admin support is provided by NCC. Ongoing

Rebecca  
Dennis

1.9 Develop a new Housing Assurance Board (HAB) consisting of Nottingham City Council Housing services tenants and leaseholders to facilitate better communication and decision-making between NCC tenants, leaseholders and management. Ongoing

Cherrelle  
Daniel

	Support and engage with groups from the voluntary and community sector	1.10 Ensure that NEOs continue to do this as a key part of their roles. <i>More info required for which groups this includes and the type of support given.</i>	Tom Lynk
<b>2</b>	<b>Tackling discrimination and fostering good community relations</b>		
Page 87	Work with community groups to promote and hold cultural events in our communities, including Black History Month, South Asian Heritage Month, Pride, Carnival, Mela, Disability Awareness Month, International Women’s Day and more SCP	2.1 Ensure that NEOs attend certain events subject to capacity and will continue to work jointly on events with key partners. <i>More Info required on which events will be attended.</i>	Tom Lynk
	Work with faith communities to help support the city’s priorities and promote multi-faith events SCP	2.2 Ensure that NEOs communicate and signpost citizens to activities and events.	Tom Lynk

		<i>New structure to be launched in September 2024 and then more clarity can be given</i>	
Page 88	Continue to support a range of activities that Nottingham's older people and those with disabilities can access in their communities SCP	2.3 Ensure that NEOs communicate and signpost citizens to activities and events. <i>Need more information in terms of available support and activities – new structure to be launched in September 2024 and then more clarity can be given</i>	Tom Lynk
	Provide a range of resettlement and asylum schemes to meet the needs of individuals who are seeking refuge in the city, including work with partners to deliver support to enable integration, employment and health programmes. SCP	2.4 Continue to deliver 3 Refugee Resettlement Schemes, externally funded by the Government, to welcome individuals and families seeking refuge in Nottingham City to rebuild their lives. This includes working with statutory and voluntary sector partners to enable integration	Mandy Pride Beth Hannah



and independence around accessing services, English language, education, employment and health. Ongoing

2.5 Continue to be an Asylum Dispersal area welcoming Asylum Seekers to the city - Provide outreach and drop in support for SERCO contingency hotels and accommodation to address issues and minimise escalation to other services especially Children and Families. Ongoing

2.6 Ensure that meetings and forums are established and coordinated to address all matters and concerns relating to migration:

- MAF (Multi-Agency Forum) - Quarterly

		<ul style="list-style-type: none"> <li>○ SERCO Temporary Site meetings - Monthly</li> <li>○ Safeguarding Reference Meeting – bi-weekly</li> <li>○ Countering Asylum Hate and Vulnerabilities</li> <li>○ RASLAG: (Refugee and Asylum Seeker Liaison and Advisory Group)</li> <li>○ East Midlands Regional Asylum Meeting/East Midlands Resettlement Engagement Meeting</li> <li>○ Drop-Ins and Support – for new arrivals</li> <li>○ Homelessness meeting – bi-weekly</li> </ul>	
	<p>Work with the Police to implement our Hate Crime Strategy, increasing reporting and reducing repeat incidences of hate crime.</p>	<p>2.7 Develop a more unified communications approach with key partners including the distribution of</p>	<p>Philp Broxholme</p>

SCP

information and resources at key events across the city.

2.8 Review and update digital communications and encourage these to be shared by partners across a range of digital platforms.

2.9 Hate Crime training to be delivered to a range of partners across the public sector *More info requested*

2.10 Ensure that the partnership support team continues to coordinate activity and support partners in the delivery of the [Nottingham Community Safety Partnership Strategy 2023/26](#)  
*More info requested*

		<p>2.11 Ensure that the annual strategic needs assessment for 2024 is completed by December 2024 and that this is used to inform the revised strategy, which will be agreed at the May 2025 meeting of the Nottingham Community Safety Partnership Board.</p> <p><i>Further updates to be given after the Community Safety Partnership Board meeting on 19<sup>th</sup> July</i></p>	
	<p>Work with the Police and community groups to make Nottingham's streets safer for women. SCP</p>	<p>2.12 Ensure that NCC Community Safety Team work to support the <a href="#">Notts VAWG Strategy 2023-2028</a> with a key focus on misogyny as a hate crime, on street harassment and stalking. Ongoing</p>	<p>Philp Broxholme</p>

2.13 Ensure that NCC continues to lead on Consent Coalition and works collaboratively with partner agencies working to end sexual violence and abuse to women and girls, the activities include developing resources, promoting positive messages such as the A-Z of consent on the trams and bus network, social media positive messages around consent, outreach in the community, including consent in the Rape and Serious Sexual Offences Police training and the promotion of Consent workshops for all NTU freshers. Ongoing

2.14 Ensure NCC continue to lead on Safe Place Pledge - Best Bar None ( SVA in the Night Time Economy) including training bar and door staff on how to

intervene, providing a safe place and sign posting to services. Support for NTU also included. Ongoing

2.15 Ensure that campaigns and programmes continue to run including:

- VAWG in Purple Flag
- Help a Friend Campaign (domestic violence and abuse / community safety)
- Healthy Relationships programmes for children and young people in Schools and other settings ( domestic and sexual violence and abuse)
- Safe Places for survivors of domestic violence and abuse ( domestic violence and abuse / community safety)

		<ul style="list-style-type: none"> <li>Promotions of DVA and SVA helplines and services for adults and children</li> </ul> <p><i>Further update be given after the Community Safety Partnership Board meeting on 19<sup>th</sup> July</i></p>	
Page 95	<p>Support our community safety partners to deliver the Nottingham Community Safety Partnership Strategy ensuring protection of the most vulnerable people in our communities. SCP</p>	<p>2.16 Ensure that the partnership support team continues to coordinate activity and support partners in the delivery of <a href="#">Nottingham Community Safety Partnership Strategy 2023/26</a></p> <p>2.17 Ensure that the annual strategic needs assessment for 2024 is completed in December and that this is used to inform the revised strategy,</p>	Philp Broxholme

		<p>which will be agreed at the May 2025 meeting of the NCSP Board.</p> <p><i>Further update be given after the Community Safety Partnership Board meeting on 19<sup>th</sup> July</i></p>	
<b>3</b>	<b>Information gathering and sharing to inform decision making</b>		
Page 96	<p>Ensure consideration of the findings from public consultations, including annual budget proposals, surveys of residents and community engagement exercises, and evidence how these have been used in decision making.</p>	<p>3.1 Process is under review as part of improvement plan actions to improve visibility and access to consultation findings internally and externally-completion by Q4</p> <p>3.2 Ensure that consultation responses are included in the Council processes for reporting in the public domain.</p>	Jon Rea



		<i>More info requested in relation to the collection of protected characteristics</i>	
Page 97	Build relationships with community reference groups for protected characteristics to better understand lived experiences, intersectionality and deprivation	<p>3.3 Ensure that NEOs continue to build relationships and share information through more face to face engagement going forward.</p> <p>3.4 Ensure that different areas of the city are broken down to identify key issues and work with focus groups</p>	Tom Lynk
	Continuation of Equality Impact Assessment (EIA) improvement project	<p>3.5 All policy design and reviews must have an EIA completed by the project lead/manager which will then be quality checked by an EDI consultant for the relevant service area. Ongoing</p> <p>3.6 Ensure that EIA training is available on the learning zone and monthly EIA</p>	Rebecca Dennis

Page 98		<p>training workshops are held via teams or in person. Ongoing</p> <p>3.7 Ensure that EIA guidance/process, template and training is regularly reviewed and updated. Sept 2024</p> <p>3.8 Ensure publication of relevant equality impact assessments on Nottingham Insight website</p>	
	<p>Gather and publish information and data on the profile of communities and workforce including the extent of inequality and disadvantage</p>	<p>3.9 Ensure that Information is gathered and utilised to understand deprivation and cultural make ups across the city</p> <p>3.10 Ensure that the Youth Outreach Division focuses bespoke resources on particular issues</p> <p><i>More info required</i></p>	<p>Tom Lynk</p>

Page 99	<p>Review and compare information and data against other City Councils and local authorities</p>	<p>3.11 Ensure that Pay gaps are compared with core city councils in relation to gender, disability, race and sexual orientation</p> <p>3.12 Ensure that Workforce data is compared against core city Councils</p> <p>3.13 Ensure regular input from NCC in to the new EDI task group which has been established for the core city councils to compare data, information and share best practice on EDI initiatives</p> <p><i>More info required</i></p>	<p>Rebecca Dennis</p>

Lead the city by example, adopting policies which support women’s health at work, addressing issues including menopause.  
SCP

3.14 NCC to lead on Annual international Women’s Day conference in collaboration with key partners

3.15 Continue to expand existing offerings and seek new initiatives to support women:

- Strengthen the Women’s employee network
- Review and refresh the Menopause Policy, awareness training and Menopause connect group
- Review and refresh the Workplace wellbeing passport
- Review and refresh training and support for neurodiversity for women

Jacqueline Armand

## Equality, Diversity & Inclusion Action Plan

### Objective 4: Create Economic Growth for all

**Lead Councillor:**

**Lead Director: Niki Jenkins**

We will support the local economy, citizens and businesses to access good quality learning, progress, upskill and retrain to access employment. We want a thriving economy that supports local businesses to start-up, scale up and thrive whilst ensuring we use our spending power to procure goods and services locally wherever possible

\*Link to the the Nottingham Economic Plan for Growth

## Employment & Skills

	Action	Key targets and measures	Lead
<b>1</b>	<b>Target our support to help people into work towards those most likely to experience barriers in accessing employment</b>		
Page 102	<p>Seek to reduce the over representation of certain groups within the unemployment figures in the city, such as BAME populations, over 50s and those with disabilities.</p> <p><b>SCP</b></p>	<p>1.1 Ensure that we increase representation in the Council through targeting different avenues for advertising, more exploration of the apprenticeship levy at multiple levels in the organisation and focusing on increasing employee referrals in underrepresented categories.</p>	<p>Kelly Cracknell</p>

Page 103	<p>Deliver work and apprenticeship opportunities for residents <b>SCP</b></p>	<p>1.2 Whilst the Nottingham Jobs Hub is no longer funded, NCC will continue to work with key stakeholders and partners to promote work and apprenticeship opportunities for residents and work with EMCCA on rolling out the new Government's Back to Work Plan.</p>	<p>Matthew Wheatley</p>
	<p>Promote decent, paid employment opportunities for people with disabilities and mental ill health. <b>SCP</b></p>	<p>1.3 Review and refresh the Recruitment Policy, Managers Guidance, recruitment training and staff induction ensuring that information is included for how to support people with disabilities and ill health</p>	<p>Kelly Cracknell Kirsty Spencer Rebecca Dennis</p>

Page 104		<p>Dec 2024</p> <p>1.4 Review and refresh NCC Reasonable Adjustment Policy and Wellbeing Passport</p> <p>1.5 Continuation of our commitment to the Disability Confident Leadership Scheme – refresh due March 2025</p> <p><i>More information required</i></p>	
	<p>Work with DWP to secure funding and deliver support under an extended IPS PC programme providing employment support for unemployed/employed people with disabilities</p>	<p>1.6 Continue to manage the delivery of Working Well East Midlands across Nottingham, Derby and Nottinghamshire and</p>	<p>Matthew Wheatley</p>



		manage the transition to Universal Support to be managed by the East Midlands County Combined Authority. Ongoing	
Page 105	Use the UK Shared Prosperity Funding (SPF), to protect key Employment Support interventions for priority groups until March 2025. Ensuring that the UK SPF will improve the lives of people through jobs and skills support, including priority groups.	1.7 £2.5m of UKSPF allocated to deliver Employment & Skills support projects up to Mar 2025. Including grants to 9 Community Organisations, contributions to NCC Housing Employment Team salaries and Digital Skills Capital grants	Matthew Wheatley

**Business Growth**

2	<b>To improve access to business support for BAME and other underrepresented groups</b>		
Page 106	<p>Continue to support the BAME-led business sector, and support local SMEs to enhance their ability to tender and potentially win business.</p> <p><b>SCP</b></p>	<p>2.1 Aim to award more than 65% of contacts to local businesses and ensure quarterly reporting</p> <p>2.2 Develop new Procurement Strategy and ensure that our commitments to the Race at work Charter in relation to procurement are embedded in the new strategy. By Jan 2025</p>	<p>Dawn Cafferty Claire Francis</p>

2.3 Ensure that relevant criteria for our EDI charters and frameworks are embedded into the procurement process specifically in relation to RAWC and EFLG and how this is evidenced within supplier assessment  
By Q2 2025.

2.4 Review and Improve diversity data collection for businesses who we award contracts to and adapt our contract register to record the required information.  
Ongoing

		2.5 Work with the Business Chambers of Commerce to support organisations to apply for public sector procurement Including opening up opportunities and reaching out to underrepresented groups. Ongoing	
Page 108	Identify Investment funding available and opportunities to grow key economic sectors for the city and wider region through the establishment of the East Midlands Combined County Authority	2.6 Ensure ongoing engagement with EMCCA, initially through their review of business support and innovation.	Matthew Wheatley
	Holding and utilising the Adult Education Budget (AEB) from academic year 2025/26, and additional funding under Free Courses For Jobs.	2.7 Ensure ongoing engagement with EMCCA on their role out of AEB (transitioning to the Adult Skills Fund)	Matthew Wheatley
	Use procurement opportunities to actively support businesses from communities within each protected characteristic, and	2.8 Ensure continued engagement with	Claire Francis

	scrutinising equalities, diversity, and inclusion policies of potential suppliers to further promote shared values relating to equalities, diversity, and inclusion	procurement colleagues, subject to capacity, to enable application of the Procurement Charter	Matthew Wheatley
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**Corporate Scrutiny Committee Recommendation/Actions – EDI Strategy – 29 May 2024**

<p>29 May 2024</p>	<p><u>EDI Strategy</u></p> <ol style="list-style-type: none"> <li>1. To share the draft EDI Strategy with staff networks and Trade Unions as soon as possible so that they can be involved in the development of the Strategy. (A)</li> <li>2. That the action plan as part of the Council’s response to the Inclusive Employers Report be shared with the Committee. (A)</li> <li>3. That the distinctions in the Strategy between what the Council is doing currently and what actions it plans to take in the future are refined. (R)</li> <li>4. That the metrics outlining the equalities data in the Strategy be expanded, including a breakdown of staff pay bands. (R)</li> <li>5. That the Committee views the action plans that underpin the Strategy at its July meeting. (A)</li> <li>6. That the references to poverty are cross referenced and expanded on within the Strategy. (R)</li> <li>7. That ‘culture development’ is included as part of the Strategy, and specific interventions are included. (R)</li> <li>8. That a specific officer has responsibility for developing good organisational culture in regards to equality, diversity and inclusion to ensure accountability. (R)</li> </ol>	
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Corporate Scrutiny Committee Recommendation/Actions – EDI Strategy – 29 May 2024

	<p>9. That inclusive employers conduct a follow up report 12 months after the Strategy has been implemented. (R)</p> <p><u>Recommendations re-issued from the November meeting:</u></p> <p>1. That the Council combine the EDI and HR portfolios under one strand/directorate to ensure consistency in approach and easier accountability. (R)</p> <p>2. That the equalities board is included in the Council's constitutional arrangements so that it has more formal footing in regards to governance and accountability. (R)</p> <p>3. That the committee views the Council's Whistleblowing Policy and figures on grievances be broken down by protected characteristics. (R)</p> <p>4. That the committee views the draft workforce strategy and HR improvement strategy. (A)</p>	
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## **Corporate Scrutiny Committee**

**24 July 2024**

### **Work Programme**

#### **Report of the Statutory Scrutiny Officer**

##### **1 Purpose**

- 1.1 To consider the Committee's Work Programme for 2024/25 based on areas of work identified by the Committee at previous Committee meetings, the informal meeting of the Committee to scope its work programme for the year ahead and any further suggestions raised at this meeting.

##### **2 Action required**

- 2.1 The Committee is asked to note the work that is currently planned for the municipal year 2024/25 and make amendments to this programme as appropriate.

##### **3 Background information**

- 3.1 The Corporate Scrutiny Committee has been established to carry out the statutory overview and scrutiny functions in relation to corporate matters. This includes the Council's finances and resources such as IT, customer services, commercial strategy, procurement and financial management; and corporate and cross-cutting matters that affect each directorate such as development of and delivery of the Strategic Council Plan, budget, transformation and improvement.
- 3.2 The Committee is responsible for setting and managing its own work programme.
- 3.3 In setting a programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and a clear link to its roles and responsibilities. The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.
- 3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning. The Scrutiny Prioritisation Process has been attached to assist Members on those considerations with the Committee advised to focus on two items per meeting so that due consideration can be given.
- 3.5 The current Work Programme for the municipal year 2024/25 is attached.

**4 List of attached information**

4.1 Scrutiny Prioritisation Process

4.2 Corporate Scrutiny Committee Work Programme 2024/25

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

5.1 None

**6 Published documents referred to in compiling this report**

6.1 Nottingham City Council Constitution

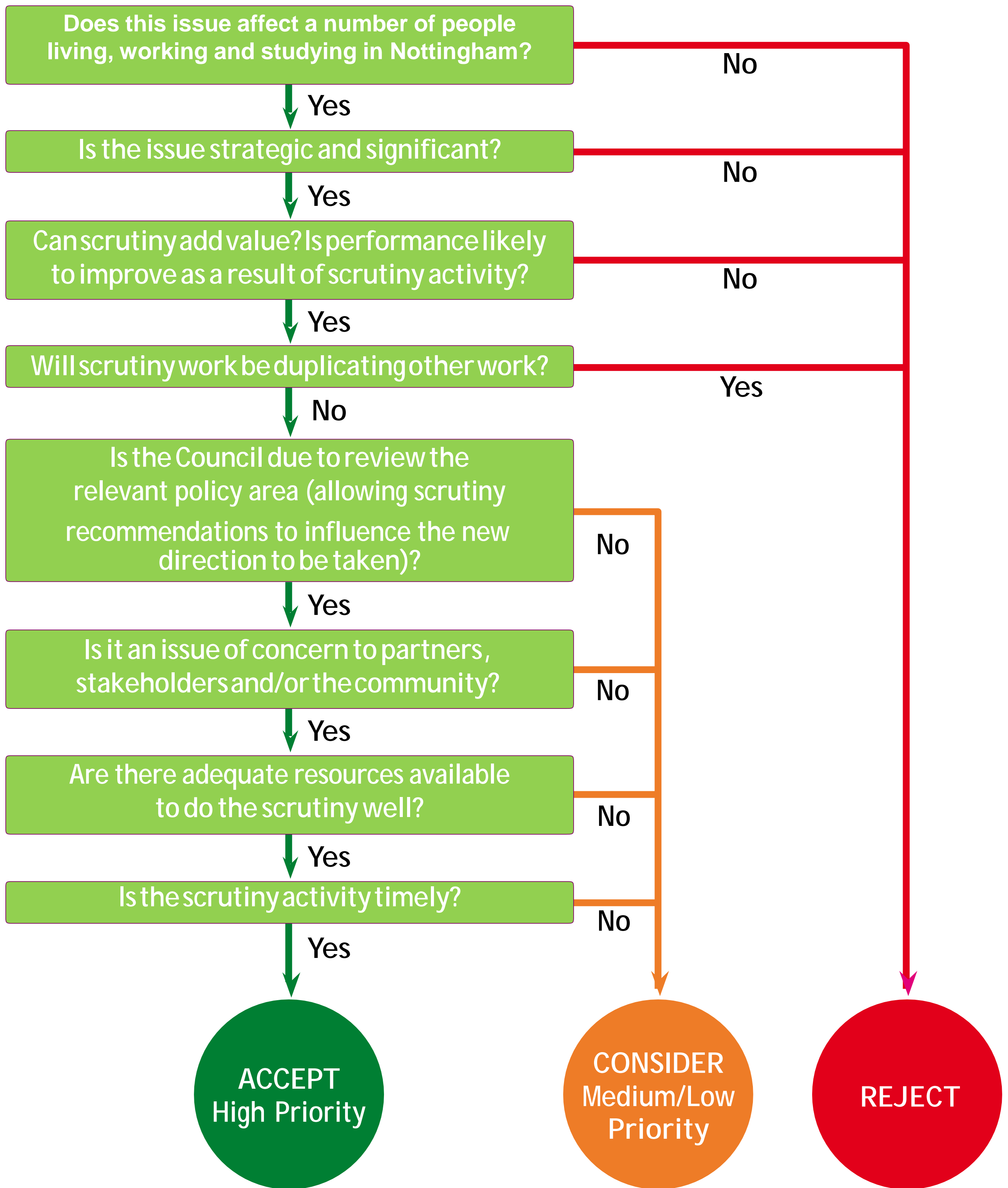
**7 Wards affected**

7.1 All

**8 Contact information**

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

# Nottingham City Council Scrutiny Prioritisation Process



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**Corporate Scrutiny Committee 2024/25 Work Programme**

**Chair: Councillor Sam Gardiner**

**Vice Chair: Councillor Angela Kandola**

**Wednesday at 9.30am**

Date	Items
29 May 2024	<ul style="list-style-type: none"><li data-bbox="483 549 898 580">• <b>Appointment of Vice-Chair</b></li><li data-bbox="483 619 965 651">• <b>Committee Terms of Reference</b></li><li data-bbox="483 689 1921 823">• <b>Report of Human Resources – Workforce Analytics</b> <b>Led by Lee Mann</b> To be updated on a range of employee related issues including workforce planning, sickness absence, EDI, caseloads, and benchmarking</li><li data-bbox="483 861 1693 963">• <b>Equality, Diversity and Inclusion (EDI) Strategy 2024-28</b> <b>Led by Cllr Coral Jenkins, Lee Mann</b> To assess the final draft version of the Council’s Equality, Diversity and Inclusion Strategy</li></ul>
24 July 2024	<ul style="list-style-type: none"><li data-bbox="483 1032 1787 1134">• <b>Budget Strategy</b> <b>Led by Cllr Linda Woodings, Shabana Kausar</b> To scrutinise the Council’s budget strategy and methodology, including composition and changes</li><li data-bbox="483 1173 1335 1275">• <b>EDI Strategy - Action Plans</b> <b>Led by Cllr Coral Jenkins, Cllr Linda Woodings, Lee Mann</b> To scrutinise the action plans that underpin the Strategy</li></ul>
25 September 2024	<ul style="list-style-type: none"><li data-bbox="483 1343 1592 1445">• <b>NCC Improvement Plan</b> <b>Led by Cllr Neghat Khan, Mel Barrett, Paul Clarke</b> To scrutinise the Improvement Plan approved by Commissioners and City Council</li></ul>

Date	Items
	<ul style="list-style-type: none"> <li>• <b>Budget Monitoring</b> <b>Led by Cllr Linda Woodings, Ross Brown, Shabana Kausar, Corporate Directors</b> To assess and review the 2024/25 budget mid-year</li> <li>• <b>Transformation Performance 24/25</b> <b>Led by Cllr Neghat Khan, Mel Barrett, Paul Clarke</b> To assess Corporate Transformation performance</li> </ul>
27 November 2024	<ul style="list-style-type: none"> <li>• <b>Performance Management</b> <b>Led by Cllr Neghat Khan, Paul Clarke, James Schrodel</b> To assess the performance of the Strategic Council Plan (SCP)</li> <li>• <b>Public Budget Consultation</b> <b>Led by Cllr Linda Woodings and Paul Clarke</b> To receive further information on how the public budget consultation for 2025/26 will be conducted, including methodology.</li> </ul>
29 January 2025 (Budget)	<ul style="list-style-type: none"> <li>• <b>Budget Consultation</b> <b>Led by Cllr Neghat Khan, Cllr Linda Woodings, Ross Brown, Shabana Kausar</b> The Committee to assess the proposed budget and respond as a consultee</li> </ul>
12 February 2025 (Budget)	<ul style="list-style-type: none"> <li>• <b>Budget</b> <b>Led by Cllr Neghat Khan, Cllr Linda Woodings, Ross Brown, Shabana Kausar</b> The Committee to assess the final budget being recommended to Council by the Executive following consultation</li> </ul>
26 March 2025	<ul style="list-style-type: none"> <li>• <b>TBC</b></li> </ul>

### **STANDING ITEMS**

- Workforce analytics – May
- Budget Strategy – July
- Budget Monitoring – September
- Budget Consultation and Final Budget – January/February (depending on budget timetable)

- Performance Management – July

**NOTES**

**WORK PROGRAMME 2024/25**

**COMPLETED ON .....**

**SIGNED (CHAIR OF THE COMMITTEE) .....**

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