

# Public Document Pack



**Nottingham  
City Council**

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

**Date:** Wednesday, 27 November 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><br>To confirm the Minutes of the meeting held on 09 October 2024                         | 3 - 10  |
| <b>4</b> | <b>Performance Management Framework</b><br>Report of the Statutory Scrutiny Officer                     | 11 - 20 |
| <b>5</b> | <b>2025/26 Budget and 2025-2029 MTFP Consultation Plans</b><br>Report of the Statutory Scrutiny Officer | 21 - 36 |
| <b>6</b> | <b>Work Programme</b><br>Report of the Statutory Scrutiny Officer                                       | 37 - 50 |

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 at Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 9 October 2024 from 2.02 pm - 3.31 pm**

#### Membership

##### Present

Councillor Samuel Gardiner (Chair)  
Councillor Kevin Clarke (as substitute)  
Councillor Michael Edwards (as substitute)  
Councillor Imran Jalil  
Councillor Angela Kandola (Vice Chair)  
Councillor Sarita-Marie Rehman-Wall

##### Absent

Councillor Patience Uloma Ifediora  
Councillor Georgia Power  
Councillor Andrew Rule  
Councillor Naim Salim

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

Councillor Neghat Khan - Leader of the Council and Executive Member for Strategic Regeneration, Transport and Communications  
Councillor Ethan Radford - Deputy Leader of the Council and Executive Member for Skills, Growth and Economic Development  
Councillor Linda Woodings - Executive Member for Finance and Resources  
Ross Brown - Corporate Director for Finance & Resources  
Shabana Kausar - Director of Finance  
Lucy Lee - Director of Customer Services  
Lee Mann - Strategic Director for HR and Finance  
James Schrodell - Policy & Performance Team Manager  
Damon Stanton - Scrutiny and Audit Support Officer  
Kate Morris - Scrutiny and Audit Support Officer

#### 16 Apologies for Absence

Councillor Patience Ifediora – Unwell  
Councillor Georgia Power – Work (Councillor Michael Edwards as substitute)  
Councillor Andrew Rule – Work (Councillor Kevin Clarke as substitute)

#### 17 Declarations of Interest

None

#### 18 Minutes

The Minutes of the meeting held on 24 July 2024 were confirmed as a true record and were signed by the Chair.

#### 19 Budget Monitoring

Councillor Linda Woodings, Executive Member for Finance and Resources attended the meeting and introduced the report informing the Committee on the in year

position for the Finance and Resources, and the Chief Executive directorates as reported to Executive Board in September 2024, based on activity to the end of Period 4. Ross Brown, Corporate Director for Finance and Resources, Shabana Kausar, Director of Finance, Lucy Lee, Director of Customer Services, and Lee Mann, Strategic Director for HR and EDI were also in attendance to provide additional specialist details. They highlighted the following points:

- a) When the P2 figures were presented to the Committee there was a projected overspend of £17m. Following the introduction of a Financial Intervention Strategy, the P4 figures project an overspend of £12.5m and represent an improving situation. This £12.5m overspend has been reduced to a projected overspend of just £2.8m through mitigations, although around 80% of these are one off funding and the underlying issues with the budget will need to be addressed through budget strategy work.
- b) The majority of budget pressures lie within the Adult Social Care department, with additional pressure from Children's Services and Finance and Resources. Further additional pressure has been added to the budget by the need to use Exceptional Financial Support (EFS).
- c) On setting the budget, a one off £4m contingency was created that has not yet been used and is available to use as a last resort to balance the budget.
- d) There is a programme of savings worth £88m being monitored across the Council with around £49m sitting in the 24/25 budget. 78% of these savings have already been made or are on track to be made. 23% are at risk, held mostly in the Adults department, and the Finance and Resources department. The Savings programme is monitored by the Transformation and Change Oversight Board (TCOB).
- e) Repayment of the EFS is split over the 24/25 and the 25/26 budgets, with a larger portion due to be paid off in 24/25. There is a shortfall of £7m in capital receipts for 24/25 but the total programme is projected to exceed the projected income by £4m over the whole programme. This will lead to additional borrowing at the end of 24/25.
- f) The pressure within the Finance and Resources department sits mainly within Procurement and the non-delivery of savings carried over from last year. These are being offset by savings in other areas. The majority of savings in this department, however, are on track to be made.
- g) The Chief Executives department is due to deliver an underspend mainly as a result of internal recharges and vacancy management.

During discussion the following questions were asked and additional information given:

- h) Committee Members asked how the identified under spends were dealt with. Any underspend identified was absorbed back into the budget and used to mitigate the overall budget position. The underspend identified within the Chief

Executive department was as a result of one-off grant funding mitigations so would not be carried forward.

- i) Committee Members queried what lessons had been learnt from monitoring the budget in previous years. It was explained that different in year monitoring processes have been developed to ensure more constructive challenge takes place within services and that risk awareness is embedded. Although demand remains difficult to predict, there is a better base understanding of pressures. This better understanding is leading to a better base position from which to deliver savings. This, alongside regular reviews of assumptions and rebasing budgets where appropriate ensures a more mature understanding of delivery of savings, which has also improved in year monitoring.
- j) Committee Members asked where service budget risk was documented and managed. Departments have individual risk registers which is where budget saving risks are held and managed. These are regularly reported to Departmental Leadership Team meetings which then feed into the regular Corporate Leadership Team meetings. If necessary departmental risks can be escalated to the Corporate Risk Register which is reported regularly to the Audit Committee.
- k) Committee Members queried what the Chief Executive department had done to achieve the £1.4m underspend. £0.4m of the underspend is related to treasury management activity and lower borrowing costs than predicted. There have already been significant savings within the Treasury Management function allowing the creation of a £4m contingency which has been built into the budget. The remaining £1m is related to pensions and HR functions. It is not yet clear whether this is a one-off saving and will be fed into next year's budget to establish if it is recurrent.
- l) Committee Members asked how the £15m unallocated growth budget was being tracked. This growth budget has been allocated to cover pay award costs when the award is confirmed. The Authority has budgeted for a 6.8% pay award and the £15m has been allocated to cover up to that amount. Should the award come in lower the remaining allocation will be fed into the budget and used to mitigate pressures elsewhere. This will be tracked through the budget and monitored as any other variance will be. There are no "unallocated" funds currently within the budget under discussion.
- m) Committee Members commented on the variances shown within the companies budget, asking why there were no variances within that budget. The budget for Companies is relatively small, and at P4 no liabilities have been realised, so there was no positive or detrimental impact on the position.
- n) Committee Members queried whether there had been any update from the Government regarding additional funding for Adult Social Care. There have been no announcements on additional funding for either Adult Social Care or Children's Care and it does not appear that the reforms around Adult Social Care will be pushed through imminently. A statement is expected in the upcoming Autumn Budget. The three biggest pressures on the Council are demand for Adult Social Care, Children's Care services and Homelessness.

The Government's Renters Reform bill will outlaw no fault evictions which will work to ease pressure on housing services across the country, and with changes to the Right to Buy scheme and reprofiling debt it should be possible to build more homes, further alleviating some of the pressure on the homelessness teams.

- o) Committee Members asked whether there was further news on multi-year settlements for Local Authorities. The Government have made a statement highlighting their intention to introduce multi-year settlements. It was hoped that this settlement will be for at least three years allowing for much better future planning, budget setting and management of the Medium Term Financial Plan. Further details are yet to be announced by the Government.
- p) Committee Members asked if, given the £2.2m predicted overspend and the £4m contingency, whether a balanced budget would be possible for 24/25. There was optimism that it was possible, however caution should be exercised at present as the winter approaches which has historically put additional pressures on budgets. There is also the continued early release of prisoners that is likely to increase pressures on homelessness budgets. Another pressure to consider is the NHS review of joint care packages which will impact from February 2025 and will be factored into the budget for 25/26.

The Chair thanked the Executive Member, the Corporate Director, Director of Finance, Director of Customer Services, and the Strategic Director of HR and EDI for attending the meeting and answering the questions put to them. The Committee noted the improvement in monitoring and passed thanks to the team for their continued hard work.

The meeting was adjourned at 14:45 for a comfort break and reconvened at 14:55.

## **20 Nottingham City Council Improvement Plan**

Councillor Neghat Khan, Leader of the Council and Executive Member for Strategic Regeneration, Transport and Communications and Councillor Ethan Radford, Deputy Leader of the Council and Executive Member for Skills, Growth and Economic Development attended the meeting to present a report on the Nottingham City Council Improvement Plan. James Schrodell, Policy & Performance Team Manager was also in attendance to provide additional information. They highlighted the following points:

- a) The Nottingham City Council Improvement Plan (the Plan) was developed as part of the requirements from the Secretary of State which included the appointment of Commissioners to oversee the improvement journey at the Council. The Plan was developed following extensive internal liaison across all departments, with Executive Members, and with Commissioners. It was agreed at Executive Board in July 2024 and was later approved at City Council in August 2024.
- b) There are three main aims within the Plan; to achieve a Council that delivers for Nottingham with clear direction and purpose; a Council that is financially stable, and a Council that is well-run with effective people, processes and

systems. These aims are then broken down into 9 programmes that provide more detail on how the main aims will be achieved, when they will be achieved by and the accountable officer. The Plan can be found on the Nottingham City Website: [Council Improvement Plan - Nottingham City Council](#)

- c) The Transformation and Change Oversight Board (TCOB) will be responsible for monitoring the progress of the plans against the timelines, which will be reported to the Board bi-monthly. Departmental officers will be responsible for day-to-day delivery of the individual plan elements, and will report to the accountable officers, including progress, mitigations, risks and achievability.

During discussion the following questions were asked, and responses given.

- d) Committee Members asked how progress on the Plan was monitored and how often it was reviewed. The TCOB will monitor and review the progress of the Plan and will receive reports every two months. The TCOB will also be responsible for reviewing and updating the Strategic Plan to align with the Improvement Plan and to ensure both feed into and support the Medium Term Financial Plan.
- e) Committee Members asked about the progress of the Plan since its approval at Council in August. The first progress report is due to go to the TCOB meeting in mid-October. The Plan was put together rapidly to respond to the directions from Government. Oversight by the Committee will help to ensure it evolves and responds to change and progresses at the pace required. Although exact data was not at hand at this meeting, the report to TCOB is expected to highlight that progress is on track and that all milestones set for completion at this point have been achieved. Nothing has been flagged as having slipped from the timeline set out in the programme plans.
- f) Committee Members asked about progress on Programme 1 - Future Council: Vision, purpose and approach, and how engagement with stakeholders had been developed. The first step outlined in the Plan at 1.4 has been rolled out internally, and there has been no indication that there have been delays on the remaining points. The first report is due to go to TCOB in mid-October where there will be a full update.
- g) The Committee queried whether there was sufficient resource within the Council to progress Programme 6 – Corporate Landlord and Asset Sales. There have been a number of rounds of recruitment to appoint to vacancies within the teams responsible for pushing through the Asset Sales. Unfortunately, these have not resulted in successful appointments and as a result the teams rely on interim staff to ensure that the work still progresses. Further recruitment rounds are taking place, and work is underway with the aim of appointing permanent colleagues rather than rely on interim staff.
- h) The Committee asked about the use of interim/agency staff and what was being done to improve recruitment and retention. Risk around the reliance on interim and/or agency staff has been identified and is included on departmental risk registers. Interim and agency staff are only used where their role is essential to continue to push programmes forward, and the additional

cost is carefully balanced against need to progress programmes like the Asset Sales programme. Work continues to ensure successful recruitment takes place where possible, and to improve the offer of the Local Authority to increase appeal.

- i) The Committee discussed the timeline for completion of the Plan. The programmes developed have been sequenced so that the last milestones are deliverable by March 2026. Improvement will be measured throughout the life of the Plan requiring credible demonstration against all points. The timescales are achievable and realistic, however it is not possible for the Council to control external factors such as property sales which relies on the market and suitable buyers coming forward. Programme 9.7: Develop Strategic Workforce Planning will be a key element to improving recruitment and retention issues seen in a number of different areas of the Council, however it is important that the work to develop team structures is complete so that the right posts are recruited to.
- j) The Committee asked how the Plan differed from previous programmes of change, and, whether the right policies and procedures were in place to manage the accountability structures. Within the Plan there is stronger and more structured accountability at a senior officer level. Programme 9.7: Develop Strategic Workforce Planning is looking at what needs to be in place to ensure that the effective policies and people are in place. Although the TCOB oversees the work there are departmental work streams that report into that process and senior officers regularly liaise with Executive Members.

The Chair thanked the Leader of the Council and Executive Member for Strategic Regeneration, Transport and Communications, the Deputy Leader of the Council and Executive Member for Skills, Growth and Economic Development, and the Policy & Performance Team Manager for attending and for answering the questions put to them.

**Resolved:**

- 1) To recommend that consideration be given on how training and development can be used to develop the Council's existing staff and assist it with recruitment and retention issues;**
- 2) To recommend that consideration be given as to how Scrutiny can be kept informed and be assured that activity within the Improvement Plan was being completed; and**
- 3) To request that future reports on the Improvement Plan contain statistics outlining progress made against the Plan.**

**21 Recommendation Tracker**

The Chair presented the Recommendation Tracker with updated responses to recent recommendations. The Chair noted an outstanding recommendation and highlighted that he would send a reminder detailing constitutional requirements for response.



## **22 Work Programme**

The Chair introduced the Work Programme highlighting the next meeting date of 27 November 2024. Reports updating the Committee on progress against the Nottingham City Council Improvement Plan will be scheduled into the work programme.

The Committee noted the Work Programme.

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**Corporate Scrutiny Committee  
27 November 2024**

**Corporate Performance Management**

**Report of the Statutory Scrutiny Officer**

**1 Purpose**

- 1.1 To update the committee on the progress and recent developments concerning the performance management framework, with a focus on key challenges, achievements to date, and future priorities. This update aligns with the council's commitment to delivering improved services and a more accountable culture within the organisation.

**2 Action required**

- 2.1 The Committee is asked:
- 1) To make any comments or recommendations on the revised approach to corporate performance management which is in line with the deliverables noted within the Improvement Plan.
  - 2) To consider whether any further scrutiny of the issue is required.

**3 Background information**

- 3.1 The committee previously learnt of the ambition to develop a more mature performance management framework. This focused on addressing several critical challenges. These included optimising systems and applications, enhancing the culture around performance management, upskilling colleagues, and establishing a basket of more meaningful performance metrics. Together, these elements formed the foundation for a more robust and effective approach to managing performance across the Council.
- 3.2 A revised Performance Management Framework has now been adopted by CLT. This aims to clarify roles and responsibilities, set explicit goals, and provide consistent reporting that tracks progress. Crucially, it includes a set of robust metrics that help ensure Nottingham's commitment to continuous improvement. The offer provides senior leaders with an oversight of organisational health and critical service delivery. There are a series of sub themes that comprise the approach:
- **Organisational Health:** Allow decision makers to monitor organisational health (i.e. HR, Finance, IT, etc.). For example, metrics include 'Average days lost to sickness', 'Complaint volume' and 'Satisfaction with IT Services'.
  - **Critical Service Delivery:** Attention is focused on performance against critical and high-profile service activities from across the organisation. For example, metrics include 'Percentage of household waste sent for recycling', 'The number of missed bins' and 'The number of households supported to avoid homelessness'.

- Compliance/Risk exposure: This allows decision makers to remain apprised of compliance and risk, such as the findings of internal audits, Ombudsmen reports, Information Governance and Health and Safety risks.
  - Citizen Intelligence: Effective public engagement and communication are essential for building trust and transparency and it is important that decision makers are attuned to the voice of the citizen.
- 3.3 The enhanced PMF offers a heightened level of oversight which allows more decisive strategic decisions to be taken. Furthermore, a more regular focus on these KPIs will help foster a culture of accountability.
- 3.4 This information will be presented to CLT every month and the themes explored will be determined by performance exceptions and risks. For example, where a KPI is significantly off-target or where there is a sustained negative direction of travel.
- 3.5 Importantly all metrics will be available via a self-serve dashboard 24/7, but CLT will also take a deep dive into specific issues with the express aim of addressing poor performance.
- 3.6 A key objective is that conversations at CLT can effectively filter down to divisions, ensuring alignment and clarity on priorities. At the same time, significant risks and issues identified at the divisional level should filter up, to better inform CLT, ensuring challenges are addressed strategically and receive an appropriate level of attention.
- 3.7 The next phase of the development will concentrate on an alignment with the priorities noted within the SCP. Given that commitments focus on longer term outcomes, there is a requirement for an annual report that reflects the progress made against each strategic goal. These metrics will demonstrate the recent performance picture and Nottingham's direction of travel. In addition, it should be possible for the majority of these metrics be benchmarked against peers. Running tandem to the data, there will be a strong focus on context and concise statements that detail the level of progress made over the course of the year.

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

- 4.1 PowerPoint slides.

#### **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 NCC Improvement Plan.

#### **7 Wards affected**

- 7.1 All

## **8 Contact information**

- 8.1 Damon Stanton, Scrutiny & Audit Support Officer  
[damon.stanton@nottinghamcity.gov.uk](mailto:damon.stanton@nottinghamcity.gov.uk)  
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# Strategic Performance Management and Reporting Framework

Overview and Scrutiny Committee  
27<sup>th</sup> November 2024

Head of Analysis and Insight

# Background: Developing a Performance Management Framework

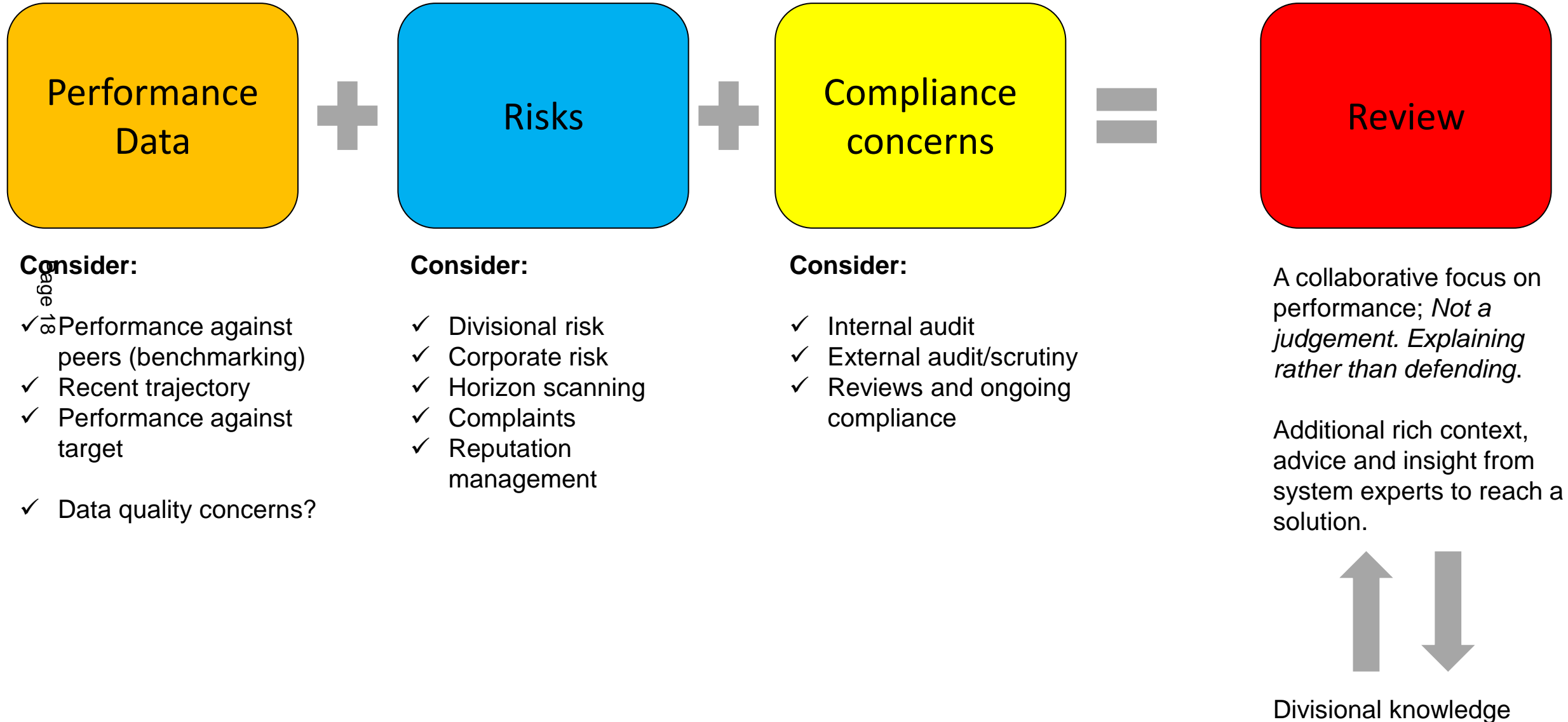
- There was a need to strengthen decision-making and enhance performance monitoring mechanisms. The Improvement Plan makes it clear that work is required to:
  - ▶ Align metrics to council priorities
  - ▶ Develop a clear and concise reporting cycle and set of products
  - ▶ Adopt a more standardised approach to performance reporting
- CLT required greater visibility around performance matters and consider these as part of strategic leadership discussions.
- To strengthen this approach, a CLT product has been under development. The CLT suite contains information pertaining to Organisational Health, Critical Service Delivery and incorporates aspects of the Improvement Plan.
- Development has been informed by historic practice in Nottingham, best practice from across the sector and has been co-produced alongside BPMs and through CLT.



# Performance Management Framework: Progress/Update

- The agreed metrics have been incorporated into an online reporting product. Access to the tool is currently open to specific NCC colleagues. The report is available via the intranet and will be refreshed each month, although some metrics are quarterly.
- The vast majority of data is pulled from Ideagen/Pentana, our corporate performance tool. Colleagues from across the organisation input KPI data on a regular basis.
- Page 17 The report is a dashboard containing historic and current performance, but charts are prefiltered to the most recent timeframe. The visualisations include:
  - ✓ Current performance against target
  - ✓ Performance against peers (where available)
  - ✓ Direction of travel
- Elements of the report are still under development as not all data required has been made available.
- Data is supplied by the data owner and is expected to be accurate. However, there is the potential that a greater level of scrutiny will reveal data quality issues. In this instance, this will be addressed.
- This is the first iteration of the reporting product and PMF. It will be further refined in the coming months.

# Performance Management Framework: Exploring underperformance and driving change (CLT)



# Performance Management Framework: Expected benefits

This revised approach to corporate performance management is expected to yield a number of benefits going forward. For example:

- It will facilitate improved decision making and deliver data-driven insights: Leaders and managers will rely on accurate, real-time data to make well-informed decisions.
- Page 19 It will aid proactive problem solving: Timely identification of performance exceptions and risks will enable swift corrective actions, reducing the likelihood of significant issues escalating.
- It will allow greater organisational accountability with clear lines of responsibility: Roles and responsibilities will be well-defined, fostering a culture of ownership at all levels of the organisation.
- Benchmarking will be more routine: Benchmarking against peers will demonstrate the council's relative performance and highlight areas of success.
- Ultimately, we're aiming for an improvement to service delivery, where we will meet or exceed targets: Critical service areas will demonstrate sustained improvements, such as higher recycling rates, fewer missed bin collections, and more effective homelessness prevention measures.

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**Corporate Scrutiny Committee  
27 November 2024**

**2025-26 Budget and 2025-29 MTFP Budget Consultation Plans**

**Report of the Statutory Scrutiny Officer**

**1 Purpose**

- 1.1 To update the Committee on the public and staff consultation for the 2025-26 budget and 2025-29 MTFP proposals. Consultation on the Council's budget proposals helps the Council meet its statutory duty to consult and can enable public contribution to the formation of the final budget.

**2 Action required**

- 2.1 The Committee is asked:

- 1) To make any comments or recommendations in response to the information presented at the meeting.
- 2) To consider whether any further scrutiny of the issue is required.

**3 Background information**

- 3.1 Public consultation on the proposed budget for 2025-26 and wider 2025-29 MTFP will take place over a four-week period from Tuesday 17th December to Monday 13th January.
- 3.2 Consultation on the Council's budget proposals takes place annually as part of the planning and preparation for budget setting and sign-off. Consultation enables the Council to fulfil its statutory obligations to consult, both Best Value and common law requirements (legitimate expectation). Section 65 of the 1992 Local Government Act prescribes a legal obligation for local authorities to consult with business ratepayers on the draft budget and draft capital programme. Beyond that, the doctrine of legitimate expectation and the circumstances giving rise to a duty to consult is summarised below:

The legitimate expectation applies:

- When there has been a clear promise of consultation
- Where official guidance or policies imply a promise to act in a particular way
- Where there is a withdrawal of a benefit with significant impacts to be considered
- Where the nature of the relationship would create unfairness if there were to be inadequate consultation.

- 3.3 Essentially, where people have come to legitimately expect a process of consultation, for example, with local authority budget cuts or healthcare changes, there are grounds for a judicial review should a public consultation not take place. The Gunning Principles are used in Judicial Review proceedings to determine whether consultation has been planned and carried out in a fair, transparent and accessible manner.
- 3.4 This year's budget consultation will be set within the context of the Medium-Term Financial Plan 2025-29, which aims to deliver a balanced and sustainable budget based on a four-year planning horizon. The MTFP sets out our anticipated funding gap and will contain several proposed elements to achieve financial sustainability including:
- 2025-26 budget proposals
  - Assumptions around the contribution of the ongoing Transformation Programme to deliver significant savings over the medium-term
  - Assumptions around the assumed level of funding from the Local Government Settlement and any proposed changes in basic council tax from April 2025
- 3.5 The report sets out in further detail the general consultation approach to be undertaken following agreement at Executive Board (17 December) of the proposed budget.

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

- 4.1 Report of the Research, Engagement and Performance Manager.

#### **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 & Audit Support Office  
[damon.stanton@nottinghamcity.gov.uk](mailto:damon.stanton@nottinghamcity.gov.uk)  
0115 87 64345

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Item Name: 2025-29 MTFP Budget Consultation Plan  
 Corporate Director and Lead Officer: Stuart Fair, Jon Rea  
 Lead Portfolio Holder: Cllr Woodings

**1. Purpose:**

1.1 This report updates the plan for public and staff consultation on the 2025-26 budget and 2025-29 MTFP proposals. Consultation on the Council’s budget proposals helps us meet our statutory duty to consult and can enable public contribution to the formation of the final budget.

**2. Recommendations:**

2.1 Scrutiny is asked if it wishes to make any comments or recommendations on the information provided.

**3. Governance Interdependencies**

3.1 The budget consultation timetable needs to align with the wider MTFP timetable in order that findings and recommendations can meaningfully inform the decision-making process ahead of the budget being agreed at Full Council 3<sup>rd</sup> March 2025.

3.2 The support and involvement of councillors is critical to the success of the consultation, so endorsement will also be sought from Leadership and Exec Panel.

**4. MTFP/Budget Consultation Proposed Timeline & Methodology**

High Level Project Plan for Budget Consultation

Action	Activity	Who? Division/Lead Officer	Deadline
Planning	Methodology and timings proposed (for CLT, Leadership, Commissioners)	SF/JR/Cllr Woodings	19 <sup>th</sup> Nov
	Consultation timetable and events programme agreed	SF/JR/Cllr Woodings	26 <sup>th</sup> Nov
	Consultation plan published for Exec Board	Governance	9 <sup>th</sup> Dec
	Comms and survey questionnaire agreed and signed off	SF/JR/JOM/ Cllr Woodings	15 <sup>th</sup> Dec
Consultation/ Fieldwork	Consultation goes live	JR	17 <sup>th</sup> Dec
	Engagement events undertaken	JR	18 <sup>th</sup> Dec - 10 <sup>th</sup> Jan

	Consultation Closes	JR	13 <sup>th</sup> Jan
<b>Analysis and Reporting</b>	High level data analysis	JRh/JR	17 <sup>th</sup> Jan
	Final Report to CLT	JRh/JR	28 <sup>th</sup> Jan
	Final Report considered alongside 25/26 Budget and MTFP at Exec Panel	JRh/JR	11 <sup>th</sup> Feb (paper deadline: 3 <sup>rd</sup> Feb

Key dates:

- 17<sup>th</sup> Dec – Budget consultation launch following endorsement of budget proposals by Exec Board
- 13<sup>th</sup> Jan - close of consultation; analysis and interim CLT report following
- 23<sup>rd</sup> Jan - Deadline for CLT papers
- 28<sup>th</sup> Jan - CLT
- 3<sup>rd</sup> Feb - Deadline for Exec Board papers
- 11<sup>th</sup> Feb - Exec Board
- 3<sup>rd</sup> March - Full Council

### Background

4.1 Consultation on the Council’s budget proposals takes place annually as part of the planning and preparation for budget setting and sign-off. Consultation enables us to fulfil our statutory obligations to consult, both Best Value and common law requirements (legitimate expectation). See *Appendix A - Guide to Consultation for further details*. Section 65 of the 1992 Local Government Act prescribes a legal obligation for local authorities to consult with business ratepayers on the draft budget and draft capital programme. Beyond that, the doctrine of legitimate expectation and the circumstances giving rise to a duty to consult is summarised below:

The legitimate expectation applies:

- When there has been a clear promise of consultation
- Where official guidance or policies imply a promise to act in a particular way
- Where there is a withdrawal of a benefit with significant impacts to be considered
- Where the nature of the relationship would create unfairness if there were to be inadequate consultation.

4.2 Essentially, where people have come to legitimately expect a process of consultation, for example, with local authority budget cuts or healthcare changes, there are grounds for a judicial review should a public consultation not take place. The Gunning Principles are used in Judicial Review proceedings to determine whether consultation has been planned and carried out in a fair, transparent and accessible manner. The four principles are:

- I. Consultations should be conducted before an issue has been decided on and has therefore not been pre-determined;
- II. The public should be given sufficient information about the issue to enable them to come to an informed view;
- III. Participation in the consultation should be sufficiently well-resourced as to allow all people access to the process; and,
- IV. Input of the public's views and opinions should be evidenced as having had an impact on the decision-making process, and this evidence should be visible in the final decisions made.

4.3 This year's budget consultation will be set within the context of the Medium-Term Financial Plan 2025-29, which aims to deliver a balanced and sustainable budget based on a four-year planning horizon. The MTFP sets out our anticipated funding gap and will contain several proposed elements to achieve financial sustainability including:

- 2025-26 budget proposals
- Assumptions around the contribution of the ongoing Transformation Programme to deliver significant savings over the medium-term
- Assumptions around the assumed level of funding from the Local Government Settlement and any proposed changes in basic council tax from April 2025

4.4 The plan below sets out the general consultation approach to be undertaken following agreement at Exec Panel of the proposed budget (17<sup>th</sup> Dec). Additional targeted consultation on specific savings and/or reduction measures may be required for some proposals, especially where a proposal impacts on a defined group (e.g., where there are proposals to stop a service). Analysis of budget proposals will determine where direct and targeted consultation is required in addition to the general consultation approach outlined below.

### **Proposed Consultation - Overview**

4.5 Public consultation on the proposed budget for 2025-26 and wider 2025-29 MTFP will take place over a four-week period from Tuesday 17<sup>th</sup> December to Monday 13<sup>th</sup> January.

4.6 The budget process is complex, so to simplify and help public and staff understanding of the proposals the following methodology is proposed:

- In previous consultations, proposals requiring public consultation have been presented in terms of whether a proposal is to manage demand differently, increase charge, reduce a service, or cease a service. An alternative approach is to group proposals by population affected, e.g., Adults, Children, Communities, Citywide, or to group them by Directorate. However, our experience is that grouping by proposal type is more easily understood by the public, especially when changes are operational or transactional in nature.

- Where proposals are essentially strategic in nature the proposed change will be communicated as simply and clearly as possible, so that respondents can take a view on the impact this will have and what mitigations might apply.
- Proposals not requiring public consultation (i.e. those for internal staff consultation purposes) will be arranged by order of Directorate.
- All the proposals in the consultation process will have a public-facing narrative, so the full context can be understood. (This is of particular significance for staff consultation.) The narrative text will include the following information: Directorate, Service, Title, Narrative, Value, FTE.
- Where there is more than one proposal for a specific service area, the different options will be explained, and views sought on the preferences (if any) of respondents
- As with previous years, questions about any proposed changes to Council Tax will be included, if not previously covered elsewhere.
- The summary of proposals available to the public will be complemented by the more detailed figures in the Executive Board report. A link to this report will be provided on the Engage Nottingham Hub survey landing page as part of the toolkit of supporting documentation.

4.7 Supported by widespread communications activity, the budget consultation will achieve the objective of enabling the public to be effectively engaged in the process through a variety of means and provide them with sufficient opportunity to comment on the proposals.

4.8 Participation in the consultation will be through the following methods inviting general comments and the opportunity to comment on individual proposals from the published budget proposals deemed to be for public consultation:

- a) An online survey with universal access (with potential for hard copy where needed)
- b) One in-person meeting and one online meeting for the general public; and
- c) Virtual engagement events with a range of stakeholder groups including business, voluntary sector and equalities partners

### **Consultation Methodology**

#### i) Online survey

4.9 An online survey built in MS Forms and hosted on the council's Engage Nottingham Hub webpage will provide the public with the opportunity to feedback their views on the proposals and give any other suggestions they may have. In line with previous years, the survey will invite respondents to comment on proposals outlined in the published budget book. A simplified version of the budget book will be prepared for accessibility, summarising the proposals. In addition, a link to the full budget report will also be available.

4.10 Responses to the survey will primarily be in open text form. Responses will be coded during the collation and analysis phase for thematic reporting. It is expected that responses will cover a range of spending themes, with a focus on those services where proposed spending reductions will have the greatest impact on service users.

4.11 For accessibility purposes, hard copies of the survey will be available for completion and submission at local library branches. The online survey tool features a translation function which enables responses in the chosen language of the respondent.

ii) In-person events for the general public

4.11 In-person events provide information about the budget and promote the consultation survey. They also provide an alternative method for consultation with those who might feel excluded and/or who might benefit from a more targeted approach.

- One town hall-style public meeting at the Council House to launch the consultation.
- One in-person meeting with young people
- One in-person meeting with disability group representatives

iii) Online public meetings and stakeholder engagement events

Online events provide information about the budget and promote the consultation survey. Events will be held on Teams Live, which will enable presentation of information about the budget, and questions and answers with the audience.

- One online session for the public
- One online session for Partners & Businesses (in partnership with Nottingham Partners)
- One online session for Community & Voluntary Sector and Faith Groups (in partnership with One Nottingham)

**Additional Consultation**

i) Targeted consultation and engagement activity

4.12 Certain budget proposals may require additional focus in terms of both promoting engagement in the consultation and specific targeted consultation activity. Each proposal will be risk assessed for the likely level of public interest, based on the nature of the service or strategic area under consideration, previous level of engagement and other current public concerns and issues. Action to promote the

consultation survey and facilitate additional consultation where needed will be taken accordingly.

ii) Internal Staff Engagement

4.13 We will run a series of in-person and virtual budget roadshows for staff to hear more about the proposals from senior managers. Online events will be recorded, and the Q&A session at each event will be transcribed for wider circulation and access. This work will be co-ordinated by HR, Internal Comms and the REC Team, in liaison with the Leader and Chief Executive. Sessions may include online sessions on Teams Live and in-person sessions at site venues across the city.

iii) Union Consultation

4.14 It is an established part of the budget consultation process that provision is made for wider engagement around the full package of proposals, beyond the collective consultation with Trade Unions concerning proposals affecting individual people.

4.15 It is proposed that the non-staffing budget proposals are picked up monthly with the Trade Unions as part the fortnightly departmental collective consultation meetings, with lead on specific proposals by Corporate Directors and Councillors where appropriate. This work will be led by the HR team, in conjunction with the REC Team.

**Communications**

4.16 Communications support for the consultation process will accompany all stages of the four-week timetable. A Communications Plan detailing this work will be provided separately.

4.17 A dedicated website for the budget consultation will be hosted on the Engage Nottingham Hub site. This will contain the survey, links to the budget report, a simple summary, FAQs, links to Equalities Impact Assessments for the proposals (and the budget consultation EIA), a calendar of engagement events (including registration booking links for virtual events), where to find hard copies of the survey, and information about accessibility.

4.18 For both public and staff engagement events programmes, the Comms team will produce a slide deck presentation to accompany the budget consultation engagement events, which can also be used in other forums in which Councillors and senior officers are required to present (e.g. partner meetings).

4.19 Hard copy versions of the survey will be available across the Council's community library network. Survey respondents will leave with the library for collection and input by the REC Team. Information about this service will be available on the Engage Nottingham Hub budget consultation website

## **Review of Previous Budget Consultations**

- 4.20 The budget has largely followed the same methodology over the last four years, albeit that the 2020 and 2021 budget consultations were impacted by Covid, which affected the programme of engagement activities to promote it.
- 4.21 The timing of the 2023-24 budget consultation was delayed compared to previous years due to delays in the finalisation of the 2023-27 Medium Term Financial Plan, leading to a shortening of the consultation period to five weeks (down from the usual eight weeks).
- 4.22 The high level of response to the 2024-25 budget consultation reflected wide public interest in the scope and impact of the proposals and heightened levels of media activity around the budget setting process. Changes to the survey questionnaire enabling greater detail of responses resulted in better feedback and insight.

Response rates:

2021-22 - 687 survey respondents

2022-23 - 632 survey respondents

2023-24 - 371 survey respondents

2024-25 - 5,000+ respondents

## **Review of Budget Consultations Across the Core Cities**

- 4.23 Nottingham appears to provide residents with a high level of opportunity to comment on and influence the budget through consultation, compared to its Core Cities partners.
- Sheffield and Newcastle share a similar approach to Nottingham, with a wide ranging annual public consultation. In Newcastle this takes place over eight weeks, while Sheffield's is relatively short at just three weeks. Both are well promoted.
  - Birmingham City Council conducted a consultation on a long-term vision for their budget in 2020, but do not appear to consult extensively on the detail on an annual basis.
  - Liverpool City Council consult on the principals and priorities, while locally, Nottinghamshire County Council also consult extensively on the priorities for residents and have previously followed up this upstream consultation with a further short consultation period when a substantive draft budget proposal is put forward.

## **5. Financial Implications:**

- 5.1 A small facilitation budget of no more than £1,000 will be required to provide resources for consultation engagement activities and ensure inclusion of citizens.

## 6. **Legal Comments** (if applicable)

- 6.1 No direct comments from Legal, but Legal team colleagues are engaged and have provided a high-level review of the proposals to confirm if they require public consultation. Advice is ongoing.

## 7. **Risk Management Considerations:**

- 7.1 Safety of Councillors, officers and members of the public at in-person budget engagement events is paramount. Budget consultations can provoke emotional responses from audiences, so these will need to be planned and managed to minimise risk of disruption or incident. All in-person public engagement events will risk assessed in advance.

## 8. **HR and EDI Considerations:**

- 8.1 EIAs for budget proposals will be conducted before the consultation opens and updated throughout the process. The Equalities team will liaise with budget managers to ensure these are part of the supporting information for the consultation on the Engage Nottingham Hub website. The consultation survey will be built in MS Forms which has a translation function enabling the English text to be translated into most global languages. Responses in other languages will be translated into English using Google Translate. Requests for translations in hard copy format will be considered on a case-by-case basis.

## 9. **Carbon Reduction and Sustainability Considerations:**

- 9.1 Hard copy paper versions of the survey will be minimal. However, a few copies will be available in our community library network for those without digital access.

## 10. **Input from Other Internal Departments**

- 10.1 The IT team will support hosting of the Teams Live online engagement events. The consultation programme will be supported by team members from Communications and Marketing

## 11. **Next Steps**

- Confirmation of budget methodology and development of the survey questionnaire
- Finalisation of narratives for all proposals in the consultation, both public and non-public
- Sign-off of all consultation materials, ready for launch on 17<sup>th</sup> December



## **APPENDIX A - Statutory Provisions, Common Law and the Gunning Principles**

Delivery of the consultation survey and supporting engagement events programmes helps meet our legal duties to Best Value and Common Law (legitimate expectation) requirements. The Consultation Institute provides the following advice and guidance about two areas of legal duty:

- statutory provisions
- doctrine of legitimate expectation (common law)

Statutory provisions are legal requirements which state that a consultation must occur. They exist in several key areas.

The concept of 'due regard' was reinforced in 2012 during the review of the Public Sector Equality Duty which "requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities".

### **The Duty to Consult on Budget Proposals**

Some statutes set out the requirement to consult and are prescriptive about the manner and way in which the consultation must be carried out.

In other cases, there is a statutory requirement to consult but the Council has a broad discretion about how any Consultation exercise should be carried out.

In relation to the budget proposals the relevant legislation and requirement to consult arise from the following legislation;

- **Local Government Finance Act 1992** - the council has a statutory duty to consult ratepayer representatives on its annual spending proposals, ahead of setting its budget and before it makes its calculations. If the Council wish to increase its council tax above the annual threshold set by Government, then it would need to gain support for its proposals by holding a local referendum.
- **Local Government Act 1999 'Best Value Duty'** - the council has a statutory duty to consult representatives of a wide range of local persons. It also has a duty to consult ratepayer representatives to help ensure that service delivery is continuously improved in relation to economy, efficiency and effectiveness. The Revised Best Value Statutory Guidance 2015 sets out some reasonable expectations on the way councils should work with voluntary and community groups and small businesses when facing difficult funding decisions. The guidance states that authorities are required to 'consider overall value, including economic, environmental and social value, when reviewing service provision'. The council has a statutory requirement to consult when thinking about buying or stopping payment for services provided by voluntary and community groups or small businesses.

Neither of these statutes are prescriptive about the way we must consult on budget proposals, only setting out that in the Local Government Finance Act that it must be ahead of the Council setting its budget and before it does its calculations.

Therefore, in the absence of such direction it is incumbent on the Council to demonstrate that it has acted fairly and in accordance with the doctrine of legitimate expectation. This is a common law doctrine developed by the Courts in response to consultee's rights to expect a fair process. The legitimate expectation applies:

- when there has been a clear promise of consultation
- where official guidance or policies imply a promise to act in a particular way
- where there is a withdrawal of a benefit with significant impacts to be considered
- where the nature of the relationship would create unfairness if there were to be inadequate consultation.

Essentially, if people can legitimately expect a process of consultation, there are grounds for a judicial review should a public consultation not take place.

Broadly, the more serious the impact, or where there is likely to be a withdrawal of a benefit with significant impacts the more likely it is that demonstrating fairness will require the involvement of affected individuals in the decision-making process by some form of consultation.

Similarly, a consultation must be conducted properly should the choice be taken to embark on one (whether a legal requirement exists for it or not). This is part of ensuring that the consultation process remains a fair one.

**The Gunning Principles** are widely accepted as the guiding principles to ensure that consultation is fair;

- The consultation must be at a time when proposals are still at a formative stage - if consultation is to be meaningful, it needs to be undertaken at a point where the mind of the decision-maker is still open to change and can, therefore, be influenced by the responses to the consultation.
- The proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response. – if consultees are consulted too early and don't have enough idea of the decision-maker's rationale for the proposals put forward or the key factors that are likely to be important in the decision-making process, it may be difficult for any effective response to be made. To overcome this, consultees should be aware of the criteria that will be applied when considering proposals and which factors will be considered decisive or of substantial importance at the end of the process.
- Adequate time must be given for consideration and response.
- The product of consultation must be conscientiously taken into account.

Other relevant considerations when developing proposals (included for completeness)

**The Equality Act 2010** - addresses discrimination and inequalities and protects all individuals from unfair treatment. The council has a number of statutory duties arising from the Act to better advance equality into our service planning and decision-making processes. The duties require the council to consider how the decisions we make, and the

services we deliver, affect people from different equality groups who share a 'protected characteristic'.

**Localism Act 2011** - The public sector equality duty came into force in 2011. This contains the general duty (which replaces the previous race, gender, and disability duties) and requires local authorities (and other public sector bodies) to it to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between different groups
- foster good relations between different groups

Equality Impact Assessments can help to demonstrate that decision makers are fully aware of the impact that changes may have on stakeholders.

**Health and Social Care Act 2012** - Section 14Z2, which states that “the clinical commissioning group must make arrangements to secure that individuals to whom the services are being or may be provided are involved (whether by being consulted or provided with information or in other ways).”

**Corporate Scrutiny Committee  
27 November 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 The Strategic Council Plan 2024-27 and the Council Improvement Plan**

- 4.1 The vision set out in the Strategic Council Plan (SCP) is that Nottingham is a city where people are proud of its history, vigorously pursue and celebrate our diversity, and be ambitious for the future of its people, neighbourhoods and city. That Nottingham will be known as a healthy, aspirational and thriving city, where people feel safe to live and work whatever their age, and an exciting, clean and welcoming place to play, study and visit. Nottingham will be a city that is green and environmentally sustainable, with a strong commitment to fairness, equality and inclusivity. That Nottingham is an ambitious city where people and businesses have a reputation for regeneration and building a growing economy with a skilled workforce. A city that is creative and culturally vibrant, where local people are proud of their city, their place, neighbourhood and their local community. The SCP sets out ten high-level outcomes for Nottingham, and each outcomes has a number of priority activities and interventions to help deliver it within the four-year span of the SCP.
- 4.2 In addition, the Council Improvement Plan (CIP) establishes how the Council will respond to the significant governance and financial challenges that have led to the statutory intervention by Government Commissioners. The CIP represents the overarching framework that holds the Council's improvement activity together and is intended to address the challenges the Council faces while working towards achieving longer-term change to become an organisation that has a clear purpose and direction, is financially sustainable and is well run. Delivering the CIP is intended to provide assurance to citizens, councillors, officers, partners and the Commissioners that the Council is improving the way it operates to deliver, enable and influence better outcomes for Nottingham in the most effective, efficient and economical way. The CIP sets out three overall aims, with eleven Priority Programmes of Action.
- 4.3 As a result, when planning its work programme, the Committee should consider how an item relates to achieving both the Priority Programmes of Action within the CIP and the wider objectives of the SCP. In scrutinising topics at a meeting, the Committee should seek to investigate what Priority Programmes of Action the issue affects and how improvement is being delivered against these, as well as the progress made to date against the associated performance metrics and that there is a full understanding and effective management of risk.

## **5 List of attached information**

- 5.1 Scrutiny Prioritisation Process
- 5.2 Corporate Scrutiny Committee Work Programme 2024/25

**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 [Nottingham City Council's Constitution](#) (Article 9 and Article 11)

7.2 [The Strategic Council Plan 2024-27](#)

7.3 [The Council Improvement Plan](#)

**8 Wards affected**

8.1 All

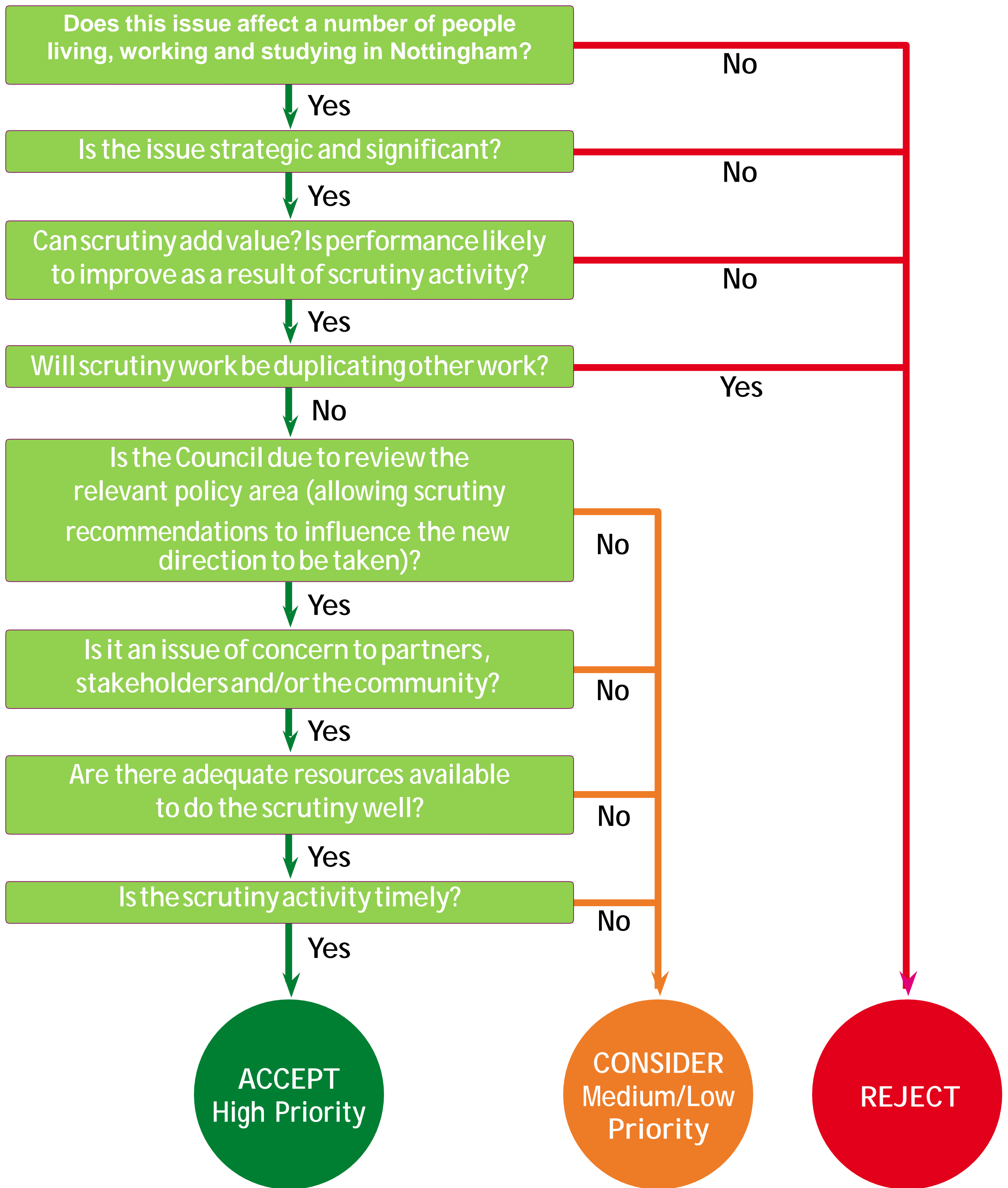
**9 Contact information**

9.1 Damon Stanton, Scrutiny & Audit Support Officer  
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T: 0115 87 64345

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# 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>• <b>Appointment of Vice-Chair</b></li><li>• <b>Committee Terms of Reference</b></li><li>• <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>• <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>• <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>• <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>
09 October 2024 (*PM)	<ul style="list-style-type: none"><li>• <b>Budget Monitoring</b> <b>Led by Cllr Linda Woodings, Ross Brown, Shabana Kausar,</b> To assess and review the 2024/25 budget mid-year</li></ul>

Date	Items
	<ul style="list-style-type: none"> <li>• <b>NCC Improvement Plan</b> <b>Led by Cllr Neghat Khan, Sajeeda Rose, Paul Clarke</b> To scrutinise the Improvement Plan approved by Commissioners and City Council</li> </ul>
27 November 2024	<ul style="list-style-type: none"> <li>• <b>Performance Management</b> <b>Led by Cllr Neghat Khan, Lucy Hubber, Lee Whitehead</b> To receive an update on progress and recent developments concerning the Performance Management Framework which is a deliverable within the Council's Improvement Plan</li> <li>• <b>Public Budget Consultation</b> <b>Led by Cllr Linda Woodings, Lucy Hubber, Jon Rhea</b> To receive further information on how the public budget consultation for 2025/26 will be conducted, including methodology</li> </ul>
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12 February 2025 (Budget)	<ul style="list-style-type: none"> <li>• <b>Budget</b> <b>Led by Cllr Neghat Khan, Cllr Linda Woodings, Stuart Fair, Corporate Directors</b> The Committee to assess the final budget being put forward to City Council by the Executive following consultation with staff and the public.</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**

Transformation Programme is due a refresh. Committee to review as part of the refresh.

**WORK PROGRAMME 2024/25**

**COMPLETED ON .....**

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

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

**Chair: Councillor Sam Gardiner**

**Vice Chair: Councillor Angela Kandola**

**Wednesday at 9.30am**

Page 47

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**WORK PROGRAMME 2024/25**

**COMPLETED ON .....**

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

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