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Nottingham City Council
Communities and Environment Scrutiny Committee

Date: Wednesday, 24 July 2024

Time: 2.00 pm

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

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

Director for Legal and Governance

Governance Officer: Kate Morris   **Direct Dial:** 0115 876 4214

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.

Nottingham City Council

Communities and Environment Scrutiny Committee

Minutes of the meeting held in the Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 5 June 2024 from 2:04pm to 4:10pm

Membership

Present	Absent
Councillor Imran Jalil (Chair)	Councillor Faith Gakanje-Ajala
Councillor Samuel Gardiner (Vice Chair)	Councillor Patience Uloma Ifediora
Councillor David Mellen	Councillor AJ Matsiko
Councillor Shuguftah Quddoos	
Councillor Andrew Rule	

Colleagues, partners and others in attendance:

Eddie Curry	-	Head of Green Spaces and Natural Environment
Beth Hanna	-	Migration Operations Manager
Councillor Corall Jenkins	-	Executive Member for Communities, Waste and Equalities
Mary Lester	-	Strategic Director of Operational and Resident Services
Councillor Sam Lux	-	Executive Member for Carbon Reduction, Leisure and Culture
Adrian Mann	-	Scrutiny and Audit Support Officer
Kate Morris	-	Scrutiny and Audit Support Officer
Claire Smith-Harris	-	Future Parks Accelerator Programme Project Manager
Colin Wilderspin	-	Interim Director of Communities

1   Apologies for Absence

Councillor Faith Gakanje-Ajala	-	personal reasons
Councillor Patience Uloma Ifediora	-	unwell
Councillor AJ Matsiko	-	unwell

2   Declarations of Interests

None

3   Appointment of the Vice Chair

Resolved to appoint Councillor Samuel Gardiner as the Vice Chair of the Committee for the 2024/25 municipal year.

4   Minutes

The Committee confirmed the minutes of the meetings held on 3 April 2024 as a correct record and they were signed by the Chair.

5   Refugee Resettlement and Homes for Ukraine

Councillor Coral Jenkins, Executive Member for Communities, Waste and Equalities; Colin Wilderspin, Interim Director of Communities; and Beth Hanna, Migration Operations Manager, presented a report on work being done by the Council for the resettlement of refugees and the delivery of the Homes for Ukraine programme. The following points were raised:

a) The Council provides support to refugees seeking sanctuary from war and human rights violations through the Homes for Ukraine programme, and Afghan and worldwide refugee resettlement programme, and the Home Office-led Asylum Dispersal Scheme. The team leading this work is relatively small, but the service has had an important impact for residents as part of growing social cohesion to make Nottingham a welcoming city where everyone can make a life for themselves.

b) The Homes for Ukraine programme began in March 2022. The Council matches Ukrainian guests with potential hosts and then works to ensure that they have access to healthcare, English language learning, schools, welfare and exceptional needs funding. The Council continues to engage with both the guest and the host and, if problems arise that cannot be resolved, an alternative placement will be sought. Activity is underway to potentially commission specialist services to support Ukrainians in finding employment and so develop independence in their own accommodation. There has been a strong focus on the health and wellbeing of Ukrainian guests, and the Ukrainian Cultural Centre has been fundamental in helping to deliver the support offer.

c) Refugee resettlement has been coordinated by the Council as part of a wider partnership approach with many of the Nottinghamshire Local Authorities and other agencies since 2015. Following the closure of all Home Office bridging accommodation from the end of August 2023, a great deal of work has been needed to ensure that refugees do not become homeless – particularly as they are not eligible for social housing. Individual integration and support packages are in place, particularly for people living through significant trauma. Work is also underway to commission provision for developing English language and employment skills. The partnership carries out a great deal of activity to bring together stakeholders and carry out education in response to any hate speech towards asylum seekers and refugees.

d) The Council has also been part of the Home Office asylum dispersal process for over 20 years. This provides accommodation and support via a Home Office-contracted provider while individual asylum claims are assessed.

e) The Council receives ring-fenced funding to deliver these schemes from the Department for Levelling Up, Housing and Communities and the Home Office. To ensure that services provided are as effective and efficient as possible, a joint Migration team has been brought together under one manager to provide cross-team learning and support. A great deal of work is being done to improve coordinated access to data so that support can be delivered in a targeted way, including through the seeking of additional small grants.

The Committee raised the following points in discussion:

f)   The Committee asked how the Homes for Ukraine and refugee resettlement and dispersal schemes differed, and what work was being done to ensure that the people affected would be able to live independent lives. It was reported that each of the schemes had their own timelines and funding streams, but that the Council sought to manage them in a coordinated way. Funding is primarily from the Government to support individual communities and groups on the basis of very strict criteria and monitoring requirements. Currently, the new need for the Homes for Ukraine scheme is decreasing each year. Hosts receive a single payment that is not affected by the number of people that they support.

g)   It was explained that Ukrainians are being supported into work where possible, but this does not impact on their individual welcome payment (which are now all being made on time now that initial challenges in relation to the Council's current emergency Spend Control processes have been overcome). A great deal of activity is underway to help Ukrainian guests transition into sustainable, independent living in their own accommodation. Similar processes are also in place to support the refugees and asylum seekers coming through the other schemes.

h)   The Committee queried whether there was any clash between the need for Homes for Ukraine hosts and for foster homes for children in the Council's care. It was explained that any potential conflicting demand between Homes for Ukraine and foster care needs was likely to be limited, given that most of the Ukrainians requiring support were adults, and initiatives were underway to help them become independent.

i)   The Committee asked how well the service was performing in the context of the current needs and available resources, and how performance and outcomes were measured. It was set out that the current service offer is strong, and that everything possible is being done to further improve the support available. A full quarterly reporting mechanism is in place and a new, high-level data dashboard is being produced. Performance is assessed on the basis of individual case outcomes, access to education and work, and transition to an independent life. A clear system of risk analysis is in operation so that potential issues can be identified at an early stage and mitigating action taken appropriately. A regular monitoring process is underway, and exit interviews are carried out to ensure that direct learning can be taken from people's experiences to continue to improve the service. Two previously separate teams are now working together to ensure a coordinated process to securing available funding and delivering an efficient and effective service.

j)   The Committee asked what work could be done to ensure that people served instructions to quit Home Office accommodation on short notice would not become homeless. It was reported that a great deal of partnership activity takes place to guard against refugees and asylum seekers being made street homeless, and that a database has been established to help forecast and plan for peaks in people leaving Home Office accommodation.

k) The Committee recorded it thanks to host families, the voluntary sector and Council officers for their continued hard work and dedication in giving support to Nottingham's refugee communities, and noted that a formal 'thank you' event was being planned for later in the summer.

The Chair thanked the Executive Member for Communities, Waste and Equalities, the Interim Director of Communities, and the Migration Operations Manager for attending the meeting to present the report and answer the Committee's questions.

Resolved:

1) **To request that the 'myth buster' information leaflet is circulated to the Committee.**

2) **To request that the datasets demonstrating service delivery performance are shared with the Committee.**

3) **To recommend that consideration is given to the way in which communications with the public deliver a balanced view and include positive outcome stories.**

6   Nottingham Greenspace Strategy

Councillor Sam Lux, Executive Member for Carbon Reduction, Leisure and Culture; Mary Lester, Strategic Director of Operational and Resident Services; Eddie Curry, Head of Green Spaces and Natural Environment; and Claire Smith-Harris, Future Parks Accelerator Programme Project Manager, presented a report on the development of the Nottingham Greenspace Strategy. The following points were raised:

a) The Greenspace Strategy has been developed to align with the Strategic Council Plan's vision for Nottingham as a Healthy, Safe, Clean, Green, Proud and Ambitious city, and the intention is for it to be formally adopted during September. Building on the work of the previous 'Breathing Spaces' initiative over the last ten years, the Strategy aims to improve and sustain the city's green and blue infrastructure, protect and enhance local habitats and biodiversity, engage citizens to encourage participation and volunteering, and provide a more financially sustainable delivery model for Nottingham's green space and natural environment. The Strategy will also complement the wider regional environmental initiatives being developed by the East Midlands Combined County Authority. The Strategy will require a whole-Council approach to be delivered effectively, and it supports other significant initiatives such as developing health and wellbeing, delivering carbon neutral objectives and ensuring a child-friendly city.

b) A key element of the new Strategy is to achieve sustainable investment going forward, so a great deal of engagement is underway with stakeholders and community groups on developing an effective partnership approach to deliver best value. More widely, a Nature Recovery Strategy is in place for the whole of Nottinghamshire as part of achieving national requirements for biodiversity net gain, so close work is taking place with the Council's Planning team to ensure that

the Greenspace Strategy is properly embedded in how the city's built environment is developed.

c) National funding is available through the Future Parks Accelerator Programme to support the Council in exploring new ways to manage green space sustainably. A long-running consultation process began during the Coronavirus pandemic, with in-depth conversations taking place over the last two years. There are a large number of green assets in the city, which has 128 parks, 12 local nature reserves and a wide range of outdoor play areas and sports facilities. When surveyed, resident satisfaction rates in relation to the city's open spaces have been high, and the input received has been used to inform ongoing service improvement and develop the new Greenspace Strategy.

d) A 'natural capital' account has been produced so that the city's green assets are given an actual value in terms of the benefits that they provide, particularly in the context of health, wellbeing and carbon offsetting. A national set of measures have been developed so that performance indicators can be benchmarked against other equivalent areas to demonstrate the outcomes of the Strategy in a clear way.

e) The Strategy aims to create a 'Greener, Healthier and Happier' Nottingham. To ensure the effective targeting of resources to achieve the greatest impact, work is being carried out to establish what areas of the city have the lowest levels of access to green space, so that key initiatives can be implemented to improve this. The city's green space as a whole requires a great deal of maintenance, so a careful balance needs to be struck between sustaining what exists effectively whilst also investing to reduce inequality of access.

f) Activity is taking place to create a resilient, climate-positive city environment, with open spaces that support effective climate change mitigation. An important focus is to ensure that the people experiencing the greatest levels of health inequality can access nature and open space easily, and that the green space within their communities is enhanced. As part of this, a significant volunteer programme is in place to ensure that the ownership of green space is shared across the city. A great deal of work has been undertaken to expand volunteer capacity in a way that is fully reflective of the city's wide range of communities and groups, supported by a Green Guardians scheme.

The Committee raised the following points in discussion:

g) The Committee asked how Nottingham compared to other cities in relation to the level of tree canopy cover. It was reported that the city has an average level of tree cover when compared to other cities – though some otherwise urban Local Authorities can also have areas of forest or similar within their boundaries. Work is underway to establish where the areas of lowest tree cover are in the city, so that initiatives can be implemented to develop it further. The Council has three dedicated Trees Officers, with two Park Rangers and a strong base of community support, including a volunteer tree-planting programme.

h) The Committee asked what the intended duration of the Greenspace Strategy would be, and how it would be ensured that partners and stakeholders across the

city were actively invested in its delivery. It was explained that the Strategy is intended to cover a 25-year period, but it will need to be reviewed and re-framed as it progresses. There is a strong focus on developing active buy-in to the Strategy by key stakeholders to achieve a direct commitment to and ownership of green space across the city. To date, close engagement has been carried out with the Nottingham Green Partnership on the development of the current Strategy.

i) The Committee queried how the urgent need to deliver change to ensure environmental sustainability would be balanced against the requirement to ensure financial sustainability in the currently challenging context. It was set out that the new Strategy must be fully financially sustainable in what it sets out to deliver. In order to preserve and develop the current green assets, a strong level of partnership working across the whole city is required to achieve the needed investment for the delivery of real environmental change. Property developers will need to contribute to delivering environmental sustainability, and consideration is being given to the creation of a habitat land bank within the city that can be used for this purpose.

j) The Committee queried whether the recruitment of voluntary Green Guardians was being used to replace work carried out previously by directly employed Council staff. It was explained that significant work is being done in the recruitment of volunteers and Green Guardians to ensure that they come from all of Nottingham's communities, as the Council needs as many people as possible to engage actively in achieving a biodiversity net gain. As a result, the work carried out by volunteers and Green Guardians goes beyond the level of service that would be provided by the Council, so is not replacing activity that should be carried out by paid staff.

k) The Committee sought assurance that the Strategy was deliverable, and that it was being driven by the clear need to achieve environmental sustainability. It was reported that the objectives of the Strategy have been developed to be both realistic and deliverable. However, they are nevertheless ambitious, and stretch goals are in place. There is a strong focus on growing new ways of funding, including through requirements on developers to achieve a net gain in biodiversity, and on enhancing citizen participation. Although the city's green spaces can and will be used for public events that will generate revenue, work is always done to ensure that the environmental impacts of these events are mitigated and offset where required. Careful consideration has been given to how the Strategy can deliver sustainable environmental change though a financially viable model. It is an important aspect of the Strategy that everyone should be able to access a green space within 15 minutes' walk.

l) The Committee asked how learning from others had been used to inform the development of the Strategy. It was explained that discussion had been carried out with a range of other Local Authorities on the development of sustainable cities, and particular learning had been taken from Councils that had introduced a 'land bank' initiative already. Projects for community food growing have also been investigated, as there are opportunities for this to take place on various disused sites or areas earmarked for development, but where the work start date is still some time away.

m) The Committee asked what the level of response to the green space satisfaction surveys had been, and how people had been made aware of the surveys. It was reported that the survey was carried out online, so a range of data is available and can be shared. Communications activity was carried out around the city's green spaces to raise awareness, including through face-to-face engagement.

n) The Committee asked how residents accessed the city's open-air tennis facilities, and how children and young people were engaged with on the development of outdoor activity spaces. It was set out that the hard-surface tennis courts needed to be accessed by signing up for an annual membership. Everything possible is done to keep membership fees as low as possible, with opportunities for free coaching and summer schools. Consultation is carried out with young people specifically on the development of relevant projects like pools and skate parks, with a particular focus on engaging in schools.

o) The Committee asked what balance should be struck between the need to preserve and develop green space and the requirement for new house building in the city. It was explained that residential house building needed to be focused on the redevelopment of brownfield sites, with new open space to be created as part of projects. Work is being carried out on street greening initiatives, particularly within residential housing estates.

p) The Committee asked what the primary risks were to the effective delivery of the Strategy. It was reported that the primary challenges would be in the meeting of the national requirements for biodiversity net gain, while going further to establish a suitable habit land bank in the city. Engagement is beginning on how this could be achieved, including with Natural England, but there is risk regarding whether a viable business case can be developed that the Council would be able to implement.

q) The Committee queried how it would be communicated effectively that some areas of green space were being left to grow wild, rather than it appearing that they were being abandoned and neglected. It was explained that a great deal of communication, education and engagement work was required to explain what intentional wilding is intended to achieve and why it is important. This is a particularly important role for volunteers in engaging with their particular communities.

The Chair thanked the Executive Member for Carbon Reduction, Leisure and Culture, the Strategic Director of Operational and Resident Services, the Head of Green Spaces and Natural Environment, and the Future Parks Accelerator Programme Project Manager for attending the meeting to present the report and answer the Committee's questions.

Resolved:

1) **To request that details of the free tennis access for young people are circulated to the Committee.**

2) **To request that the number and a breakdown of responses to the satisfaction survey carried out are circulated to the Committee.**

3) **To recommend that consideration is given to the balance within the Nottingham Greenspace Strategy between the need to ensure best value financially and the need to achieve environmental gains.**

4) **To recommend that consideration is given to the options for a programme suitable for Nottingham that would be similar to the 'Incredible Edible' project and, if appropriate, to consider the use decommissioned garage sites in particular as spaces available to be used.**

5) **To recommend that consideration is given to the development of a habitat land-banking scheme designed to increase and promote biodiversity across the city.**

6) **To recommend that SWOT and PASTEL analyses are carried out to support the development of the Strategy.**

7) **To recommend that consideration is given on how best to educate citizens around the benefits of wild flowers and long grass areas within the city.**

7   Work Programme

The Chair presented the Committee's proposed Work Programme for the 2024/25 municipal year. The following points were discussed:

a) 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 will be brought to the next meeting, to set out 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.

b) The Committee requested that the Community Centre Review item was brought forward on the Work Programme from the September meeting to the July meeting, to be swapped with the Streets for People item.

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

8   Dates of Future Meetings

The Chair explained that, due to the calling of the General Election on 4 July 2024, it was proposed to defer the meeting scheduled originally for 3 July 2024 to 24 July 2024.

Resolved to meet on the following Wednesdays at 2:00pm:
- **24 July 2024**
- **4 September 2024**
- **6 November 2024**
- **8 January 2025**
- **5 March 2025**

Communities and Environment Scrutiny Committee
24 July 2024

Committee Terms of Reference

Report of the Statutory Scrutiny Officer

1   Purpose

1.1   To ensure that the Committee has clarity regarding its purpose, objectives and rules of operation so that it can operate efficiently and effectively, contributing to the good governance of the Council.

2   Action required

2.1   The Committee is asked:

1) to note its Terms of Reference, as set out in Article 9 of the Council's Constitution (Non-Executive Functions and Committees);

2) to note the rules within which it must operate, as set out in Article 11 of the Council's Constitution (Overview and Scrutiny); and

3) to note that its operation, and the approach of Scrutiny Committee members, should be in line with the agreed Overview and Scrutiny Protocol.

3   Background information

3.1   The Communities and Environment Scrutiny Committee was established by Council as one of the Council's overview and scrutiny committees, specifically to carry out the statutory overview and scrutiny functions in relation to matters affecting local communities and the environment including community protection, environmental health, community safety, sport, culture, tourism, waste and cleansing, energy and the environment.

3.2   Article 11 (Overview and Scrutiny) of the Council's Constitution sets out the rules within which all of the Overview and Scrutiny Committees must operate, including that:
a) The core purpose of Overview and Scrutiny is to contribute to policy development and ensure that the Council's Executive is publicly held to account for its decisions and actions.
b) Each Scrutiny Committee is responsible for developing its own work programme to fulfil its Terms of Reference, and this work programme should be focused on issues of importance to the Council, relevant partners or the city as a whole.
c) Scrutiny Committees cannot make decisions or overturn the decisions of others, but aim to support improvement by making evidence-based reports or recommendations to the Executive and individual Executive members on

any of the functions of the Executive and on any matters which affect the city or citizens. The Scrutiny Committees can also make recommendations to partner organisations.

d) In order to collect evidence to support their reports and recommendations, Scrutiny Committees can require any member of the Executive Board, the Chief Executive and/or any Corporate Director or Director to attend a meeting to discuss any decision they have taken, the extent to which the actions taken implement adopted Council policy, or performance within their remit.

e) Within two months of receiving a report or recommendation(s) from a Scrutiny Committee, the Executive is required to consider the report or recommendations, respond to the Scrutiny Committee on what action (if any) is to be taken in response to the report or recommendations and, if the report is published, to publish the response.

f) Scrutiny committees can also invite other individuals and organisations to attend meetings to discuss issues of local concern and/or answer questions, and make reports and recommendations to other individuals and organisations. However, these organisations and individuals are under no obligation to attend or respond to recommendations.

g) The call-in process enables Scrutiny Committees to examine and make recommendations on a decision made by the Executive that has not yet been implemented.

3.3 Article 11 (Overview and Scrutiny) also sets out the following key principles for how Overview and Scrutiny should be carried out:

- All Scrutiny Committee activity should, as far as possible, be politically neutral.
- All Scrutiny Committee recommendations should be based upon evidence that Councillors should consider with an open mind.
- All Scrutiny Committee activity should be constructive and focussed on improvement.
- Scrutiny Committee activity should be conducted in public, wherever possible.
- All reviews should be conducted fairly with all members of the Scrutiny Committee given the opportunity to ask questions and to contribute and speak.
- Those assisting the Scrutiny Committee by giving evidence should be treated with respect and courtesy.
- Reviews should adhere to the agreed scope, purpose and intended time limit.
- Scrutiny Committees should endeavour to reach consensus, whenever possible.
- The relationship between the Executive and Scrutiny Committees should be based upon mutual respect for the others' role. Any disputes will be escalated to the Chair of the Corporate Scrutiny Committee and the Leader of the Council for resolution, with support from the Monitoring Officer if necessary.

3.4 In support of these principles, an Overview and Scrutiny Protocol has been developed with input from both the Overview and Scrutiny function and the

Executive. This Protocol sets out that ensuring good scrutiny is a whole-Council responsibility and that Scrutiny Committee members, the Executive and senior officers all have a role to play in working together to create the right culture and conditions for success.

4   List of attached information

4.1   Communities and Environment Scrutiny Committee Terms of Reference

4.2   Overview and Scrutiny Protocol

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](#) (Article 9 and Article 11)

7   Wards affected

7.1   All

8   Contact information

8.1   Kate Morris , Scrutiny and Audit Support Officer
        kate.morris@nottinghamcity.gov.uk

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Communities and Environment Scrutiny Committee

Terms of Reference

Description

The Communities and Environment Scrutiny Committee (the Committee) is a politically balanced Non-Executive Committee of Council. It is established to discharge functions conferred by the Localism Act 2011 and other relevant legislation in relation to matters affecting local communities and the environment including community protection, environmental health, community safety, sport, culture, tourism, waste and cleansing, energy and the environment. The Committee is accountable to Council and will report annually to Council on its activities during the previous year.

The Committee will offer constructive review, feedback and challenge to the Council's Executive and other relevant local decision makers on their decisions, actions, policy, strategy and performance.

Purpose

The purpose of the Communities and Environment Scrutiny Committee is to carry out the following roles for matters relating to communities and the environment:
(a) hold local decision-makers, including the Council's Executive and relevant Boards of the Council's group of companies, to account for their decisions, actions, performance and management of risk
(b) review existing policies and strategies of the Council and other local decision-makers where they impact on Nottingham citizens
(c) contribute to the development of new policies and strategies of the Council and other local decision-makers where they impact on Nottingham citizens
(d) explore any matters affecting Nottingham and/ or its citizens
(e) make reports and recommendations to relevant local agencies with respect to the delivery of their functions, including the Council and its Executive
(f) review decisions made but not yet implemented by the Council's Executive in accordance with the Call-in Procedure.

Objectives

The Communities and Environment Scrutiny Committee will:
(a) develop and manage a work programme to ensure all statutory and other roles and responsibilities are fulfilled for matters relating to communities and the environment to the required standard and which covers review and development of key strategic issues, policies and strategies relevant to Nottingham and its residents, and which adds value through the examination of issues of local importance and concern, in accordance with the scope and approach set out in Article 11 – Overview and Scrutiny.
(b) to work with the other scrutiny committees to support effective delivery of a co-ordinated overview and scrutiny work programme
(c) monitor the effectiveness of its work programme and the impact of outcomes from overview and scrutiny activity
(d) regularly review the decisions, actions and performance of the Council's Executive and other relevant local decision makers, including the Council's

group of companies, in order to fulfil its role in holding those decision makers to account. Where relevant this role will be co-ordinated with those of the Audit Committee and the Companies Governance Executive Committee.

(e)   receive petitions in accordance with the Council's Petitions Scheme

(f)   consider any relevant matter referred to it by any of its members and consider any relevant local government matter referred to it by any Nottingham City Councillor.

The Communities and Environment Scrutiny Committee has no decision making powers but has the power to:

(a)   require members of the Council's Executive, and certain other local decision makers, to: provide information to the Committee, to attend meetings, and answer questions posed by the Committee in relation to their Executive role

(b)   invite other persons to attend meetings of the Committee to provide information and/ or answer questions

(c)   make recommendations and provide reports to relevant decision makers, and in particular the Council's Executive, on matters within their remits. The Council's Executive and other relevant decision makers have a duty to respond in writing to such recommendations within two months of receipt.

The Committee is required to consider Crime and Disorder matters at least once every Municipal Year.

Further detail on the rules and procedures relating to Overview and Scrutiny, including the Call-in Procedure, can be found in Article 11 – Overview and Scrutiny.

Membership and Chairing
The Communities and Environment Scrutiny Committee has 8 members.

Members of the Executive are excluded from membership of the Committee.

Executive Assistants responsible for assisting on a matter within the remit of this Committee are excluded from membership of the Committee.

The Chair of the Committee will be appointed by Full Council at its Annual General Meeting. The Chair cannot be a Chair of the Board of a company in the Council's Group of companies that relates to matters within the Committee's remit.

The Communities and Environment Scrutiny Committee may choose to appoint co-opted members to the Committee. Voting arrangements for co-optees will be in accordance with the scheme of voting rights for co-opted members of overview and scrutiny committees set out in Article 11 – Overview and Scrutiny.

Substitutes
Substitute members are permitted for this committee.

Quorum
The standard quorum for Council committees applies to this committee.

Frequency of Meetings

The Communities and Environment Scrutiny Committee will usually meet six times per year.

Duration
There is no limit on the lifespan of the Communities and Environment Scrutiny Committee.

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Overview and Scrutiny Protocol

Vision for Overview & Scrutiny in Nottingham

Overview and Scrutiny in Nottingham will ensure effective democratic accountability and support effective scrutiny. This will support and add real value to decision making. This will be achieved by a Councillor-led Overview and Scrutiny function which is held in high regard by its partners and stakeholders and which will add value for the citizens of Nottingham.

This vision recognises that Overview and Scrutiny is a core component of the governance structure of the Council, and that Scrutiny Councillors, the Executive and senior officers will all work to create the right culture and lead the way in making the vision a reality. Ensuring good Scrutiny in Nottingham is a whole council responsibility.

To achieve this Scrutiny will follow the nationally agreed 'Four Principles of Good Scrutiny';

a. Provides constructive "critical friend" challenge;

b. Amplify public voice and concerns;

c. Be led by 'independent minded people' who take responsibility for their role

d. Drives improvement in public services;

https://www.cfgs.org.uk/revisiting-the-four-principles-of-good-scrutiny/

Conditions for Success

To succeed, the Council recognises that the following conditions need to be present:

1. Parity of Esteem between the Executive and Scrutiny

Scrutiny is a whole Council responsibility. The Council recognises that Overview and Scrutiny Committees have an important role to play in supporting high quality decision-making and policy development. There is collective responsibility to enable Overview and Scrutiny to function effectively.

Parity of Esteem means that the value and benefit of Overview and Scrutiny is recognised and held in high regard. This means creating a strong organisational culture that recognises the critical role of independent Scrutiny in the governance process is essential to adding value and creating efficient and effective services. Without recognition of this, Councillors and officers involved in Scrutiny are not empowered to exercise their duties as they should, resulting in poor accountability.

The Council will strive to encourage and support a mix of more experienced and new Councillors as members of the Overview and Scrutiny committees.

2. Clear Purpose and Focus

Scrutiny activities should be well planned and timely. The focus of items coming before the Overview and Scrutiny Committees should be sufficiently focused so that the Committee are clear what they are looking at and there is an understanding about what they are hoping s to achieve. There must be clarity on what Scrutiny wants to do and confidence in it being a good use of the Committees' valuable time, that it can add value, that it can influence outcomes and make an impact.

The Council recognise that good topics for Overview and Scrutiny to consider are those that;

- are critical to the effectiveness of the Council
- are a big priority or concern to their communities
- pose a significant risk or threat to the Council and the community
- present a significant opportunity for Overview and Scrutiny to make a meaningful contribution

The Chair of Overview and Scrutiny, the Statutory Scrutiny Officer and a Senior Governance Officer will meet with the Leader, Deputy Leader and Chief Executive on a monthly basis to identify new and emerging areas where Scrutiny can support Executive decision making in relation to emerging priorities and policy. Where appropriate meetings with Portfolio holders and other relevant stakeholders will be convened to support and inform the development of matters that have come to the attention of the Committee or are on the work programme. This will ensure that the Overview and Scrutiny Committees are focussing their attention on matters where they can add most value and provide valuable support to policy development and executive decision making.

The Statutory Scrutiny Officer will attend CLT on a monthly basis to update Senior Leadership team on the work being undertaken by the Committees and to receive suggestions on future areas that the Overview and Scrutiny committees may wish to factor in to their work programme.

When considering and setting the work programme, including making changes the Committee will have regard to the flow chart attached at appendix 1 to ensure that the Committee's work is prioritised effectively.

Overview and Scrutiny Committees are in charge of its own work programme and there will occasionally be times when Scrutiny and the Executive do not agree on which items the Overview and Scrutiny Committees should consider but with meaningful engagement such occasions will be rare.

Scrutiny Committees must review work programmes to identify a clear order of priority for all topics being considered. It is acknowledged that it is not possible for Scrutiny to look at all items of interest, and it is important that committees do not overreach.

The Chair is responsible for ensuring that that the Committee remains focussed on the items in the work programme and that prioritisation is appropriately apportioned.

Once the work programme is established it must be published and shared with internal and external organisations, so they are clear on upcoming topics and have plenty of time to prepare.

3. Evidence Based Questioning, Conclusions and Formulating Recommendations that Add Value

The Scrutiny process should be impartial and driven by the evidence. Scrutiny should focus on the big issues facing the Council and the Communities they serve. Items before the Overview and Scrutiny Committees should not be politically motivated, parochial, repetitious or used as an opportunity to showcase. At the conclusion of an item the Chair should summarise the representations made and draw together the conclusions of the committee based on the evidence available to it and, where appropriate, set out the recommendations of the committee based on those conclusions and evidence that are clear, feasible, deliverable and provide value for money by securing benefits that outweigh the costs of implementation.

It should be noted that the Scrutiny process is not meant to be an "expert" review. If expert input is required that should be sought by the Committee as part of their evidence gathering process.

When Scrutiny is making recommendations, it must consider the impact that they will have and the resource implications, obtaining advice from relevant Executive Councillors and officers where necessary.

Recommendations will be sent to the relevant decision maker and I

Recommendations made by the Overview and Scrutiny Committees will be recorded to enable it to be reviewed, tracked and assurance sought about what action has been taken as a result. In accordance with the spirit of the legislation when asked the individual or body who the recommendation has been directed to is responsible for responding with reasons for why they have/have not accepted recommendations and if the recommendations are accepted to provide evidence of how the recommendations have been implemented.

Scrutiny must add value and not duplicate the other forms of performance management, review or inspection. Equally, decision-makers must seek to ensure that Scrutiny is involved in a timely manner, at a point where the outcome can be influenced, to ensure and to ensure any involvement is meaningful. Decision makers should give meaningful consideration to recommendations made by Overview and Scrutiny Committees.

4. Councillor Leadership and Engagement

Councillors have a unique perspective to bring to the Overview and Scrutiny process, a different point of view which brings something distinct to both policy development and scrutiny of Executive decisions.

Committee Members set their own work programmes, work on a cross party basis and can look at things from angles that might not be apparent to Executive Councillors or senior officers.

To be successful, Councillors and officers must engage with Scrutiny in a positive way. In order to support this presentations and supporting information should be provided to the Committee at least 48 hours in advance so that committee members can come fully prepared and ready to ask questions/explore issues.

5. Reflecting the Concerns of Residents

When carrying out its work Scrutiny should take into account the concerns of residents, and where they can add value and make an impact. This may include, if appropriate and at the discretion of the Chair, speaking at a formal meeting of a Committee, or by way of an informal meeting, visit, submission of written information etc established for the Committee to gather evidence to inform their thinking and scrutiny.

The views and ideas of citizens, service providers and other agencies with an interest in the subject under review are all valuable in effective Scrutiny. Scrutiny should involve stakeholders and take account of views of service users and the public, with particular efforts to engage groups that are harder to reach. Constructive engagement and clear lines of communication should enable a two-way flow of information between Scrutiny and all those involved, including feedback of results.

Reflecting citizens' concerns will entail Scrutiny taking a wider view than Council policies and services. In particular, Scrutiny has a legitimate interest in scrutinising organisations and projects that receive public funding to deliver goods and services, including Council owned companies. This should be recognised by the Council and, where relevant, consider the need to provide assistance to Scrutiny Councillors to obtain information from organisations the Council has contracted to deliver services.

6. Mutual Respect and Good Faith

While Scrutiny should be constructive and challenging, it will only be successful if all partners work together considerately, within a climate of non-partisan working. To support non-partisan working political groups should respect the independence of Scrutiny and must not seek to influence its work.

Scrutiny must be forensic and challenging but Councillors must also collaborate to support decision-makers to do their work better. Councillors must listen and engage constructively, irrespective of political group, putting the values of Scrutiny into practice.

Decision-makers have to be open to scrutiny and create a culture which enables effective scrutiny to happen.

7. Clear Roles, Responsibilities and Relationships

To facilitate good Scrutiny, the roles of all participants in the scrutiny process must be clear and understood by all.

In summary:

Overview and Scrutiny Chairs are responsible for leading and co-ordinating the work of the Scrutiny Committee so that Scrutiny functions in a positive, constructive and

non-partisan manner which provides a good environment for the constructive challenge of decision-makers.

Overview & Scrutiny Councillors must contribute time and effort to the development of the Scrutiny work programme to ensure that the items selected adequately reflect of the needs of the Citizens of Nottingham, focus on the bigger picture, and are prioritised effectively.

Overview and Scrutiny Committee members are required to attend Committee meetings, come prepared and be ready and willing to contribute to committee meetings by asking meaningful questions; they must be independent minded and not pre-judge issues coming to Scrutiny nor use the meeting to promote narrow or parochial interests. Overview and Scrutiny Committee members are also expected to prioritise associated training, briefing and evidence gathering sessions.

The senior political leadership of the Council set the tone of how successfully Overview and Scrutiny will be able to work. Executive Councillors should act as a champion for the work of the Overview and Scrutiny Committees both within and outside the organisation. They will create a culture which enables effective Scrutiny to happen, and will ensure that any recommendations of an Overview and Scrutiny Committee are responded to and agreed recommendations implemented. In accordance with the legislation Executive members, and executive assistants on sufficient notice will provide requested information and prioritise and make themselves available to attend Overview and Scrutiny Committees and come prepared and willing to answer questions.

Officers should provide impartial and high quality advice and evidence to Scrutiny Committees and may be asked to provide information and/or attend Overview and Scrutiny Committees to explain policies or to answer questions on service delivery. Where officers are asked to appear at Overview and Scrutiny Committees they are there to answer questions and their evidence should, as far as possible, be about questions of fact and explanation relating to policies and decisions.

All Councillors are expected to act in accordance with the highest standards of probity in public life, and in accordance with the Councillor Code of Conduct at all times.

8. Transparency of the Scrutiny Process and Access to Information

Scrutiny should be a transparent process and encourage open and honest discussion. Processes and reports should be clear and accessible to the public. Formal meetings of Overview and Scrutiny Committees are subject to Access to Information Procedure Rules as set out in Article 13 of the Constitution.

All formal Committee agendas published on the Council's website. Work programmes are published on each O&S Committee's agenda.

An annual Scrutiny Report will be presented to Full Council outlining Scrutiny activity in accordance with the Overview and Scrutiny Committee terms of reference, as set out at Article 9 of the Constitution. The Chairs of Overview and Scrutiny Committees

may by exception request additional reports be taken to Council to highlight areas of specific concern or make recommendations about particular issues.

To be effective, a Scrutiny Committee must receive relevant information in a timely manner. This is supported by legislation which gives the Committee rights to access information that relates to Scrutiny work, even where information is exempt from publication.   The legislation is attached at Appendix 2 and reference in Article 13 of the Constitution.

9. Training and Development

All Councillors and Senior Officers will be required to attend training in relation to Overview and Scrutiny to ensure that the role of Overview and Scrutiny is understood and the role and value that Overview and Scrutiny plays in supporting good decision making and policy development.

If training for specific matters due to come before the Overview and Scrutiny Committees is required and sufficient notice is provided this will be arranged.

Communities and Environment Scrutiny Committee
24 July 2024

Museum and Galleries Service Review

Report of the Statutory Scrutiny Officer

1   Purpose

1.1   To scrutinise the outcomes of the Museums and Galleries Service Delivery Model Assessment (DMA) and make recommendations to the Executive Member, where appropriate, on the work underway to develop a new delivery model.

2   Action required

2.1   The Committee is asked:

1) to make any comments or recommendations in response to the report from the Executive Member for Carbon Reduction, Leisure and Culture on the work undertaken as part of the DMA and on any emerging work plans; and

2) to consider whether any further scrutiny of the issue is required (and, if so, to identify the focus and timescales)

3   Background information

3.1   At the February 2024 meeting, the committee received an item on the work undertaken around Nottingham Castle to re-open it and what was taking place to ensure it remained open to the public. The committee heard that a Delivery Model Assessment (DMA) was underway, covering the whole Museums and Galleries Services that had been undertaken following approval at Executive Board in March 2023 as part of the work brining the Castle back under Council control, but at the time of the committee was not yet complete.

3.2   At the same meeting the Committee received an item outlining the 2024/25 budget proposals for the Leisure and Culture portfolio that highlighted the need to reduce costs within the service, although no specific savings were identified as the DMA was still under way.

3.2   During the work planning period Committee members expressed an interest in further reviewing the work around the DMA once complete and requested the opportunity to review any wider recommendation arising from the DMA.

4   List of attached information

4.1   Outcomes from the completion of the Decision Model Appraisal (DMA)

Museum & Gallery Service Briefing

4.2 Outcomes from the completion of the Decision Model Appraisal (DMA) Museum & Gallery Service presentation 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 The Castle: Communities and Environment Scrutiny Committee - 7 February 2024. (agenda item 3, minute number 28)

6.2 Nottingham Castle Strategy: Executive Board – 21 March 2023. (agenda item 9, minute number 119)

6.3 Service Impact of Budget Proposals: Communities and Environment Scrutiny Committee – 7 February 2024 (agenda item, 4 minute number 27)

7   Wards affected

7.1 All

8   Contact information

8.1 Kate Morris, Scrutiny and Audit Support Officer
kate.morris@nottinghamcity.gov.uk

Outcomes from the completion of the Decision Model Appraisal (DMA)
Museum & Gallery Service

1.0 **Background**

1.1 The DMA exercise was formally approved in March 2023 as part of the Executive Board recommendations relating to the return of Nottingham Castle operations under Council control and initiating a review of the longer-term options for delivery of the wider Museum & Gallery service.

1.2 Relevant governance structures in the form of a Project Board and Transition Programme Board were put in place for monitoring and managing both the DMA process (through its defined steps) and the monthly performance of the service against the new Nottingham Castle business plan submitted and approved for the Nottingham Castle site re-open. This having been a subject to a separate Scrutiny Review which took place February 2024

The DMA process was undertaken and completed in full accordance with the relevant Crown Commercial, Government Commercial Function guidance and was conducted via the appointment of independent specialist consultants, Esito Limited, CounterCulture and Durnin Research Uk.

1.3 The financial evaluation of potential delivery options under the DMA considered the following main areas:

1.3.1 **Costs**: The likely impact on costs for operating and trading; the level of Council subsidy required; the need for transition/setup costs; and opportunities for cost recovery.

1.3.2 **Liabilities**: Potential repayment of grants through non-compliance of funding agreements; landlord obligations and liabilities; taxation liabilities; and any other or additional liabilities that might be associated with specific delivery options.

1.3.3 **Income**: Potential income opportunities through grant funding; fund raising; trading; donations; or disposals.

1.4 The financial evaluation arrived at the following key outcomes:

1.4.1 Retaining the service "as is" with increasing cost cutting pressure will likely impact the income potential across the service, in turn necessitating a greater proportion of Council subsidy (potentially offsetting any savings).

1.4.2 Models which result in arm's length management and operation of the assets will likely increase the pressure and liabilities for Council as the landlord, but without any associated grant funding to contribute to capital maintenance requirements.

1.4.3 Increasing the potential to create income, access more external funding, and benefit from specific tax reliefs available to the cultural sector provides several opportunities to reduce the Council subsidy.

1.4.4 Any "cease and dispose" or "cease and mothball" options will likely reduce the potential value of assets (the "fire sale" effect) and will require continued operation of a reduced service, as well as securing the sites/collections during any winding down period (disposal could take a number of years due to the complexities associated with the buildings and legal arrangements related to the service).

1.5 The non-financial evaluation of potential delivery options under the DMA considered the following main areas with specific criteria defined for each:

1.5.1 **Strategic**: How the service delivery model aligns with the Council's medium- and long-term organisation and service strategy. (9 individual criteria were assessed under this category)

1.5.2 **Economic**: What contribution might be made (or protected) for the wider economic outcomes for the city. (6 individual criteria were assessed under this category)

1.5.3 **People & Assets**: Where capabilities and resources are best placed to deliver the service. (8 individual criteria were assessed under this category)

1.5.4 **Delivery**: Who is best placed to deliver the service and maintain continuity of service. (6 individual criteria were assessed under this category)

1.5.5 **Market & Suppliers**: Whether there is viable market for delivering the service (or if one can be created). (5 individual criteria were assessed under this category)

1.5.6 **Risk**: How can the Council best minimise overall risk associated with the service and delivery model. (8 individual criteria were assessed under this category)

1.6 The non-financial evaluation arrived at the following key outcomes:

1.6.1 Delivery models under which the Council retains higher levels of management, input, or control provide the most protection for cultural, economic, and strategic outcomes for the city, residents, visitors, and business. These models also allow stronger mitigation against risks associated with achieving these wider outcomes.

1.6.2 Delivery models which increasingly move away from Council control erode the ability to influence or manage these wider outcomes. They also introduce new or additional levels of risk to the Council.

1.6.3 Delivery models which relate to the ceasing of the service (either permanently or temporarily) obviously prevent the achievement of any of the wider outcomes and also present additional risks.

1.7 In parallel with the DMA, a market appraisal exercise was commissioned (Aug-23 to Oct-23) and undertaken (Nov-23 to Feb-24) to inform the evaluation of options under the DMA, with a specific focus on the wider national, regional, and local market for delivery of similar services and/or cultural and heritage assets.

1.8 The market appraisal included consultation and engagement with a range of stakeholders; 25 individuals across a range of 21 organisations, ranging from national fund agencies to regional and local partnerships. A roundtable session with thought leaders from the sector (from Local Authorities, Trusts, and advisory/research organisations) was also held as part of the consultation.

1.9 The market appraisal produced the following key findings:

1.9.1 Council-owned Museum and Galleries services are still the predominant models for the Core Cities in England. Bristol, Leeds, and Manchester are delivered in-house with an associated charitable development Trust (Birmingham being a full Trust under Council control). Nottingham is the only Core City in England operating wholly in-house but without the charitable Exhibitions and/or Development Trusts. There are also many other examples of currently retained in-house services with associated charities across other Local Authorities in England.

1.9.2 There are limited precedents for Core Cities in England being part of a combined service with neighbouring Authorities or being under a fully independent Trust. Newcastle is the sole example of being under a combined service (with Tyne & Wear Councils and also with an associated Development Trust). Sheffield is under a single independent Trust (there were originally separate Trusts for a number of sites, but these were merged together to remain sustainable).

1.9.3 Engagement with local and regional stakeholders identified no real appetite or viable options for leading on any merger with the NCC service (in fact stakeholders considered it more likely that the NCC service is better placed to absorb other regional cultural organisations).

1.9.4 Moving to an independent Trust model would be akin to the previous Nottingham Castle Trust arrangement but with all sites and the associated collections being under the control and management of an arm's length Trust (whilst responsibility and obligations relating to buildings and land would remain with NCC).

1.9.5 There are no precedents in the UK for a commercial outsource of an entire service of this nature (only for individual heritage sites which have presented the best financial and commercial viability, leaving Authorities with the least viable assets often leading to closure).

1.9.6 There are no existing not-for-profit organisations (e.g. National Trust, English Heritage) who would be interested in taking on the service as a whole, although this may be a valid option when considering partial disposals.

1.9.7 There are no existing commercial providers who would be interested in taking on the service as a whole, although again this may be a valid option when considering partial disposals.

1.9.8 In terms of options to cease or mothball the service, due to the loss of National Portfolio Organisation ("NPO") status - along with the associated national and other cultural project funding - there are very few precedents for cultural or historic sites being ceased on a wholesale, service-wide basis. As an example of the implications of NPO status, Northampton lost accreditation in 2014 after the sale of an Egyptian statue and took almost 10 years to regain accreditation and associated grant funding. All stakeholders consulted expressed concern for the significant impact on the city, communities, and economy under potential closure of any site and the loss of NPO status.

1.9.9 Some additional findings included the identification of the current service as one of the "highest performing" in terms of the quality of cultural and economic offer, with one of the lowest levels of Council subsidy. However, external organisations and stakeholders have concerns over the risk of engagement/commitment to long term initiatives whilst the service is wholly under Council control due to the current financial issues and potential commissioner interventions as a result of the S114 situation.

1.10 The aim of this preferred, recommended model as an outcome of the DMA exercise is to increase opportunities for income and external funding, in order to reduce the need for Council operating/revenue subsidies as well as seek contributions towards capital liabilities for maintenance of assets.

1.11 The establishment of the proposed charitable entities would enable exploration of the following opportunities (not currently available under the "as is", wholly in-house service provision) to reduce reliance on Council funding:

1.11.1 Ability to seek larger donations as a source of income, which will be eligible for Gift Aid at the 20 per cent basic rate.

1.11.2 The application of Gift Aid to existing income sources such as annual memberships and ticketing.

1.11.3 Exemption from corporation tax on profits from trading undertaken in the course of charitable provision.

1.11.4 80 per cent mandatory, and 20 per cent discretionary, relief from business rates (rate relief).

1.11.5 Exemption from VAT charges on certain goods and services.

1.11.6 Immediate eligibility for Museums & Galleries Exhibition Tax Relief, currently being held at an uplifted rate of 45 per cent under post-Covid measures (the normal level being 20 per cent).

1.11.7 Ability to seek additional funding through active fundraising, additional grants, sponsorships, fostering long-term sustainability and supporting various initiatives such as touring exhibitions, educational programs, and conservation efforts.

1.11.8 Protection of the current NPO accreditation and seeking to increase the NPO funding envelope through the inclusion of Nottingham Castle (not currently included due to previous operations being under the NCT).

1.11.9 An agreed and monitored revised business plan to proactively reduce the Council subsidy over the next 5 years, essentially scaling up the current monitoring and performance regime that is already in place for the Nottingham Castle operations.

The establishment of these charitable entities will enable a range of activities and functions to transferred and delivered on behalf of the Council. Whilst the full extent of - and timing for transferring - these activities will continue to be considered as part of the revised business plan.

2.0 Next Steps

Attached as Appendix 1 please see a presentation that outlines the detail of the work of the DMA further.

Currently detailed business planning work is now taking place to look at subsidy reduction journey taking into account the outcomes that emerged from the DMA and looking at the financial position and situation of the Council over the its next number of years.

This work will conclude in a new business plan being proposed and structural delivery changes for the service to further reduce costs aiming to bring a full report to a future Executive Board in the autumn.

End
Nigel Hawkins
Head of Culture & Libraries

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Museums & Galleries Service

Nottingham City Council

Delivery Model Assessment

Summary of evaluation & next steps

Agenda for today

- Quick DMA recap

- Overview of models assessed

- Evaluation of financial & non-financial considerations

- Market appraisal headlines & benchmarking

- Next steps

Nottingham City Council

1 Frame the Challenge

Clarify the programme objectives, timescales and drivers of change. Identify stakeholders and set up working teams and governance approach.

2 Define the Service, Delivery Model Options and Data Inputs

Identify the service components and the options for how they might be delivered, including how service components might be combined or disaggregated to best deliver the desired outcomes.

3 Establish strategic and operational evaluation criteria

There are many potential issues to consider in the selection of a delivery model. Evaluation criteria will be specific to each programme but the following areas give some examples of the potential key issues that might determine the most appropriate strategic approach for delivery and the relationships you will need to develop with the supply chain.

Strategy and Policy

Consider how well the delivery model aligns with departmental and government strategies and policies. How will it ensure delivery of strategic objectives, such as SME engagement, equalities or social value?

Transition and mobilisation

Consider how easy it will be to transfer existing services into the new model. If this is a new services, what challenges will you face setting up and mobilizing the service? Consider issues such as recruitment (or TUPE implications), timescales and systems developments.

Service delivery

Consider how the delivery model will guarantee ongoing service quality, innovation and continuous improvement. What management structures will be required, whether insourced or outsourced? How will you manage SLAs and KPIs?

People and assets

Consider the capabilities and skillsets needed and existing capacity (internal or in the external market). What flexibility will you need (e.g. if volumes change) and how well can the delivery option meet these needs? What will the training and recruitment impact be? What other investments may be required and who will own any assets (including intellectual property)?

Risk and impact profile

Identify the commercial and operational risks that may impact the delivery of services.

Who is best placed to manage these risks and how might they be mitigated by the delivery option?

4 Assess the whole life cost of the project

Use your strategic approach and service definition to identify the cost drivers for the transition and mobilisation phase and a period of running.
All projects should develop an appropriate Should Cost Model.

5 6 Conduct the evaluation and align the analysis

The cross-functional team should assess each of the evaluation criteria against the agreed weightings.

Learn from objective evidence, past projects and colleagues across the public and private sector (this may include engaging with the market) to test and sense-check your findings.
Consider a Red Team review to validate your findings.

7 Recommendations and approvals

Develop and document your recommendations and ensure approval via the project board

8 Piloting and implementation

Build your commercial strategy and identify any requirements to pilot the outcome of your assessment (see Guidance Note)

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

DMA Recap: Scope of the Service

Nottingham City Council

Museums
- Nottingham Castle
- Wollaton Hall & Deer Park
- Greens Windmill (& Science Centre)
- Newstead Abbey
- Nottingham Industrial Museum (on the Wollaton Estate)
- Museum of Nottingham Life (at the Brewhouse Yard)

Main collections & archives
- Fine and decorative arts
- Natural sciences
- Archaeology
- Social and industrial history
- Lace and lace making
- Textiles

Supporting facilities
- Waterworks Building
- Communities Courtyard (Wollaton Park)
- Whitemoor Court

Other specialisms
- Bio records
- Archaeologist services

Collections					Heritage Sites		
Principal curation	Exhibitions curation	Museum development	Audience engagement	Learning programmes	Site Operation management	Heritage estates & property	Estate rangers
Collections records management	Design & interpretation	Field ecology	City Archaeologist	Digital content	Experience & engagement	Visitor leads & assistants	Events
Asian arts	Fine & decorative arts	Human history	Lace, costume, & textiles	Volunteers		Commercial and concessions	Catering
Conservation	Byron Collections	Natural sciences	Health & Safety	Marketing and Promotion		Heritage Site hires / Weddings	Commerce & retail

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

DMA Recap: Financial evaluation

COSTS

COS-01	Operating costs
COS-02	Trading costs
COS-03	Level of Council subsidy
COS-04	Transition/setup costs
COS-05	Recovery of costs
COS-06	
COS-07	
COS-08	
COS-09	

LIABILITIES

LIA-01	Grant repayment liabilities
LIA-02	Landlord liabilities
LIA-03	Taxation liabilities
LIA-04	Other/additional liabilities
LIA-05	
LIA-06	
LIA-07	
LIA-08	
LIA-09	

INCOME

INC-01	Grant funding
INC-02	Fund raising
INC-03	Trading income
INC-04	Monetary donations
INC-05	Disposals
INC-06	
INC-07	
INC-08	
INC-09	

DMA Recap: Non-financial evaluation

STRATEGIC

ST-01	Strategic Council Plan
ST-02	Nottingham Heritage Strategy
ST-03	Cultural Statement & Framework
ST-04	Improvement & innovation
ST-05	Social Value requirements
ST-06	Wider government agenda
ST-07	External agency recognition
ST-08	External funding conditions
ST-09	NPO funding into the City

PEOPLE & ASSETS

PA-01	Level of asset transfer
PA-02	Personnel transfer & retention
PA-03	Impact on internal services
PA-04	Legal obligations for assets
PA-05	Opportunities for workforce
PA-06	Senior capability & experience
PA-07	Volunteer programme objectives
PA-08	Other social imperatives
PA-09	

MARKET & SUPPLIERS

MS-01	Viable market & competition
MS-02	Market interest & appetite
MS-03	Existing market precedents
MS-04	Fit to commercial strategy
MS-05	Scope of full service
MS-06	
MS-07	
MS-08	
MS-09	

ECONOMIC

EC-01	Economic renewal & recovery
EC-02	Impact on GVA
EC-03	Leverage other growth initiatives
EC-04	Impact on other City economy
EC-05	Enabling partnerships
EC-06	Developing services
EC-07	
EC-08	
EC-09	

DELIVERY

DE-01	Organisational experience
DE-02	Continuity during transition
DE-03	Interim solutions
DE-04	Proven track record
DE-05	Protecting accreditations
DE-06	Impact on customer experience
DE-07	
DE-08	
DE-09	

RISK

RI-01	Financial risk
RI-02	Reputational risk
RI-03	Commercial risk
RI-04	Operational risk
RI-05	Sustainability/resilience risk
RI-06	Governance risk
RI-07	Contractual risk
RI-08	Duties & responsibilities
RI-09	

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

Models assessed

Retain In-house ("As Is")	In-house "Plus" (create Charitable entity)	Move to Trust (Council Controlled)	Merge with other regional entity/entities	Move to Trust (fully Independent)	Transfer to existing Not-for-Profit provider	Commercial outsource	Cease (& dispose)	Cease (& mothball)
Under this option the Service would effectively remain "as is" with little or no change to the current delivery and operating model	Under this option the Service would continue to operate "as is" but with the creation of a charitable entity to allow for other potential sources of income and charitable benefits	Under this option the Council would continue to manage the Service, but it would be placed under a Trust arrangement with some "arm's length" governance and legal structures	Under this option the Council would seek some kind of merger (or "Shared Service") with neighbouring Authorities and/or public sector cultural organisations	Under this option the Service would move into a Trust which is fully independent from the Council in terms of day-to-day operations	Under this option the Council would seek to transfer the sites and collections under the management of a regional or national not-for-profit operator	Under this option the Council would seek a commercial operator to take on the management and operation of the sites and collections	Under this option all non-statutory elements of the Service would cease with a programme of disposal for relevant assets	Under this option all non-statutory elements of the Service would be suspended and put "on hold" until such time as Council finances allow a viable re-opening

Museums & Galleries Service   DELIVERY MODEL ASSESSMENT

DMA: Evaluation summary

Nottingham City Council

	Retain In-house ("as is")	In-house "Plus" (create new Charitable entity)	Move To Trust (Council controlled)	Merge with other regional entity/entities	Move To Trust (independent)	Transfer to existing Not-For-Profit provider	Commercial outsource	Cease (& dispose)	Cease (& mothball)
Financial evaluation: Potential to reduce reliance on Council funding/contribution									
	Medium	High	High	Medium	Medium	Low	Low	Low	Low
Landlord liabilities									
Grant repayment									
Operating subsidy									
Transition/Setup									
Trading income									
Grant funding									
Other income									
Non-financial evaluation scoring: Protection of cultural, economic, & strategic outcomes									
	High	High	High	Medium	Medium	Medium	Low	Low	Low
Strategic									
Economic									
People & Assets									
Delivery									
Market & Suppliers									
Risk									

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

DMA: Financial considerations

- Remaining "as is" with increasing cost cutting pressure will likely impact the income potential across the Service, in turn necessitating a greater proportion of Council subsidy (potentially offsetting any savings)

- Most delivery model options which provide greatest potential for reducing revenue funding pressures also require the Council to relinquish oversight and control of day-to-day operations of assets under the Service

- Models which result in arm's length management and operation of the assets will likely increase the pressure and liabilities for Council as the landlord, but without any associated grant funding to contribute to capital maintenance requirements

- Increasing the potential to create income, access more external funding, and benefit from specific tax reliefs available to the cultural sector provides opportunities to reduce the Council subsidy

- The cease & dispose option will likely reduce the potential value of assets (the "fire sale" effect) and requires continued operation of a reduced Service, as well as securing the sites/collections during any winding down period (building disposal could take up to 10 years based on other Council precedents)

DMA: Models versus outcomes

Retain In-house ("As Is")	In-house "Plus" (create Charitable entity)	Move to Trust (Council Controlled)	Merge with other regional entity/entities	Move to Trust (fully Independent)	Transfer to existing Not-for-Profit provider	Commercial outsource	Cease (& dispose)	Cease (& mothball)
Under this option the Service would effectively remain "as is" with little or no change to the current delivery and operating model	Under this option the Service would continue to operate "as is" but with the creation of a charitable entity to allow for other potential sources of income and charitable benefits	Under this option the Council would continue to manage the Service but it would be placed under a Trust arrangement with some "arm's length" governance and legal structures	Under this option the Council would seek some kind of merger (or "Shared Service" with neighbouring Authorities and/or public sector cultural organisations	Under this option the Service would move into a Trust which is fully independent from the Council in terms of day-to-day operations	Under this option the Council would seek to transfer the sites and collections under the management of a regional or national not-for-profit operator	Under this option the Council would seek a commercial operator to take on the management and operation of the sites and collections	Under this option all non-statutory elements of the Service would cease with a programme of disposal for relevant assets	Under this option all non-statutory elements of the Service would be suspended and put "on hold" until such time as Council finances allow a viable re-opening

Protecting cultural, economic, and strategic outcomes for the City, residents, visitors, & business

Reliance on Council funding/contribution (revenue)

Potential on-going liability for Council funding/contribution (capital)

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

Market appraisal headlines

Nottingham City Council

Retain In-house ("As Is")	In-house "Plus" (create Charitable entity)	Move to Trust (Council Controlled)	Merge with other regional entity/entities	Move to Trust (fully Independent)	Transfer to existing Not-for-Profit provider	Commercial outsource	Cease (& dispose)	Cease (& mothball)

• The dominant models for Core Cities in England:
 	
  • Bristol, Leeds, Manchester are in-house with a Development Trust
  • Birmingham is under a Trust with LA control
  • Nottingham are the only Council without a Development Trust
 	
• Many other national examples of retained in-house Service with associated Development Trust across non-Core City Authorities
			• Some precedents for Core Cities:
			  • Newcastle under combined service (Tyne & Wear) with a Development Trust
			  • Sheffield is an independent Trust
			• Engagement with local and regional stakeholders identified no viable options for any merger with NCC (in fact it is likely that the NCC M&G Service is better placed to absorb other regional cultural organisations)
			• Moving to an independent Trust model would be akin to the previous Nottingham Castle Trust arrangement but with all sites and the associated collections being under the control and management of that Trust (buildings and land remaining with NCC)
					• No precedents in the UK for a commercial outsource of an entire Service of this nature (only some individual sites which presented the best financial and commercial viability)
					
					• No existing not-for-profit organisations (e.g. National Trust, English Heritage) who would be interested in the integrated Service
					
					• No existing commercial providers (e.g. Merlin, Yorvik) who would be interested in the Integrated Service
							• Due to the loss of NPO status there are very few precedents for cultural or historic sites being ceased on a wholesale, Service-wide basis
							
							• Northampton lost accreditation in 2014 after the sale of an Egyptian statue and took almost 10 years to regain accreditation
							
							• All local stakeholders consulted expressed concern for the significant impact on the city, communities, and economy under potential closure of the service or any site(s)

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

Market appraisal headlines

- CounterCulture engagement covered:
  - Direct discussions with 25 individuals from 21 organisations, ranging from national funders to regional and local partnerships
  - A range of case studies of current arrangements:
    - 7 core cities in England
    - 11 other NPO Authorities
    - 4 non-NPO organisations
  - Roundtable session with thought leaders in the sector (from Authorities, Trusts, advisory and research organisations)

- Some additional findings which arose:
  - Current NCC service is amongst the "highest performing" in terms of the quality of cultural and economic offer, with one of the lowest LA subsidies
  - External organisations have concerns over the risk of engagement/ commitment to long term initiatives with the Council due to the current financial issues

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

NCC performance nationally

Metric	NCC Value	England	Core Cities	East Midlands
Level of LA subsidy	24%	5th lowest	Lowest	Lowest
Employee costs / total expenditure	32%	120th	Lowest	Lowest
Total income	£4.828m	2nd highest	Highest	Highest
Net expenditure per capita	£4.75	136th	3rd	14th
Income per capita	£15.11	Highest	Highest	Highest

Notes:

- Based on data submitted under the 2022/23 general fund revenue outturn RO5 (line 114 – Museums & Galleries)

- "England" = 193 Authorities, including London Boroughs, with an active M&G Service (RO5 income and expenditure figures suggesting a live, current operation)

- "Core Cities" = in England: Bristol, Leeds, Manchester, Newcastle upon Tyne, Sheffield (excludes Liverpool who are under National status and Birmingham who operate under a separate Council-controlled Trust)

- "East Midlands" = the 17 Authorities forming the East Midlands Council

- NCC 2022/23 submission **excludes Nottingham Castle** (pre-return to the Council), the performance of which is being monitored monthly against the agreed business plan

Museums & Galleries Service   DELIVERY MODEL ASSESSMENT

DMA: Preferred models

Nottingham City Council

	Retain In-house ("as is")	In-house "Plus" (create new Charitable entity)	Move To Trust (Council controlled)	Merge with other regional entity/entities	Move To Trust (independent)	Transfer to existing Not-For-Profit provider	Commercial outsource	Cease (& dispose)	Cease (& mothball)
Financial evaluation: Potential to reduce reliance on Council funding/contribution									
	Medium	High	High	N/A	Medium	N/A	N/A	Low	Low
Landlord liabilities									
Grant repayment									
Operating subsidy									
Transition/Setup									
Trading income									
Grant funding									
Other income									
Non-financial evaluation scoring: Protection of cultural, economic, & strategic outcomes									
	High	High	High	N/A	Medium	N/A	N/A	Low	Low
Strategic									
Economic									
People & Assets									
Delivery									
Market & Suppliers									
Risk									

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

Nottingham City Council

- The models which are most likely to provide the best opportunity to safeguard the cultural, economic, and strategic outcomes (for the City, its residents, visitors, and local businesses) whilst reducing reliance on funding and financial contributions (from the Council) are those which maintain a level of in-house provision and/or with the establishment of associated charitable entities

- The aim of these preferred models is to increase opportunities for income and external funding, in order to reduce (and perhaps entirely remove) the need for Council operating/revenue subsidies as well as seek to contribute towards capital liabilities for maintenance of assets.

- The establishment of charitable entities will, for example, enable the following:
  - Ability to seek larger donations as a source of income, which will be eligible for Gift Aid at the 20% basic rate
  - Application for Museums & Galleries Exhibition Tax Relief, currently at an uplifted rate of 45% under post-Covid measures (the normal level being 20%)
  - Ability to seek additional funding through active fundraising, additional grants, sponsorships, fostering long-term sustainability and supporting various initiatives such as exhibitions, educational programs, and conservation efforts
  - Protection of the current NPO accreditation and seeking to increase the NPO funding envelope through the inclusion of Nottingham Castle
  - An agreed and monitored, revised business plan to proactively reduce the Council subsidy over the next 3-5 years

Next steps: Revised business plan

Nottingham City Council

Baseline	A	B	C
CURRENT FINANCIALS	**SERVICE OPTIMISATION**	**CHARITABLE ENTITIES (DMA OUTCOME)**	**SAFETY NET/ CONTINGENCY**
MTFP 2024/25 Budget MTFP 2025/26 Projection	Cost reduction + Income growth + Invest to grow or save (Options discounted)	Basket of additional cultural/taxation benefits	Property asset valuations if more radical savings are required or business plan assumptions aren't met
2024/25	Implement from 2025/26	Mobilise during 2024/25 In place from 2025/26	2027/28 earliest

+ **+** **−**

Museums & Galleries Service

DELIVERY MODEL ASSESSMENT

Communities and Environment Scrutiny Committee
24 July 2024

Community Centres Review

Report of the Statutory Scrutiny Officer

1   Purpose

1.1   To consider the information presented within the report and at the meeting around the work being undertaken by the Council to review the Community Centre provision. To scrutinise the work and consider whether any recommendations to the Executive Member arise from discussion

2   Action required

2.1   The Committee is asked:

1) to make any comments or recommendations in response to the report from the Executive Member for Communities, Waste and Equalities; and

2) to consider whether any further scrutiny of the issue is required (and, if so, to identify the focus and timescales).

3   Background information

3.1   At the January 2024 meeting of this Committee, members received a report outlining the Service impacts of the 2024/25 budget proposals. Within the report the committee heard that a review of the operating model for Community Centre support would be undertaken with savings over two years of £674,000 proposed.

3.2   During the work planning for 2024/25 for this committee members requested that the review return to the committee and was originally timetabled for September 2024. At the June 2024 meeting of the committee members requested that it be bought forward to the July 2024 meeting to update the committee on the work that has taken place so far, as concerns were raised about the possible impact of the proposals on community groups.

4   List of attached information

4.1   Community Centre Review presentation

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   Service impacts of Budget Proposals – Communities and Environment
Scrutiny Committee 24 January 2024 (agenda item 4, minute number
23)

6.2   Work Programme – Communities and Environment Scrutiny Committee
5 June 2024 (agenda item 7, minute number 7)

7   Wards affected

7.1   All

8   Contact information

8.1   Kate Morris, Scrutiny and Audit Support Officer.
Kate.morris@nottinghamcity.gov.uk

Communities

Community Centre's

Subsidy removal

Shaun Miles (Head of Communities)

July 2024

Nottingham City Council

Introduction

Objective

➡️ Implement the council's decision as part of the 2024 MTFP savings to remove subsidies £600,000c for Community Centre's by April 2025.

Key Actions

➡️ Develop options paper for consideration

➡️ Map out Community assets - current provision vs future needs vs reduced budget (including wider community

➡️ assets)

➡️ Establish a Cllr working group to understand the impact and risk mitigation (of above).

➡️ Clarify engagement with associations on new lease proposals. *(full repair and insure with commercial terms)*

➡️ Conduct a service/ staffing review.

Community Service /03

Current Offer

Community Centres provide a wide range of activities and space for hire across the city that include support, mentoring, participation, advice, referral, social, educational and recreational.

The local Neighbourhood Centres that are managed by Community Associations offer volunteers the chance to be part of a democratic management and volunteering opportunities.

The sites are also often used for local council surgeries and polling stations and as emergency venues e.g. evacuation sites and more recently as Covid Testing and vaccination sites.

Current Offer

36 Buildings are managed by the team.

➡ **Directly Managed (NCC)**   ➡ **Historical / Held Over**
➡ **CA Lease**   ➡ **VCS Leased**
➡ **Transition**   ➡ **Void**

Aspley (ACTC)	Bells Lane	Bakersfield	Beechdale	Beaumont Street	Highbury Vale
Denton Green Training Centre	Birchpark	Bulwell Healthy Living	Bestwood Estates	Bestwood Park	The Farmhouse*
New Basford	Bluebell Hill	Greenway	Denton Green Nursery	Highbank	Mapperley
Snapewood (temporary arrangement)	Clifton	Leen Valley	Edwards Lane	Hyson Green	The Wells Land*
	Crabtree	Six Ways	Heathfield	Top Valley	
	Dunkirk & Old Lenton	Silverdale	Old Basford		
	Queens Walk	The Vale	Sheila Russell		
	Rise Park	Wollaton Park			
	Sherwood				

Progress so far….

➡ Achieved Waste & Water budget savings- 28k saving pa

➡ Achieved Grants savings -26k saving pa

➡ Initial officer consideration of the future for the 36 buildings, including social value impact.

Options Paper

➡ Enables alignment with Councillors' choices (working group). *Current work stream with Cabinet lead member to map out Community Assets including other community assets beyond the 36 buildings.*

➡ Centre's get adequate time to deliberate lease options.

➡ Reallocate buildings where lease offer declined and explore if other community groups are interested in taking it on.

➡ Declare surplus and dispose of buildings if lease proposals are not agreed to achieve capital receipt.

Risks

➡ Inability to shape the community offer for the city –legal status.

➡ Risk of buildings remaining empty –delay in disposal.

➡ Potential ASB in vacant buildings.

➡ Resistance due to impact on existing services.

➡ Budget removal and ongoing management costs.

Indicative Timescales

➡ Mapping out current & Future provision **Aug/Sept 2024**

➡ Options paper **Sept/Nov 2024**

➡ Engagement with members on the impact and risks **Oct 2024**

➡ Initiate Heads of terms lease consultations **Nov - Jan2024**

➡ Revise the EIA to understand additional consultation requirements –e.g. displaced groups **Oct - Dec 2024**

➡ Transfer assets to the Property Portfolio. **Jan - March 2024**

➡ Consult with staff on potential redeployment or redundancy options **Jan 2024**

➡ Aim to Cease subsidies by **April 2025**.

This project has been flagged as high risk and may result in slippage to the timelines highlighted above.

Communities and Environment 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 and any issues 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 Communities and Environment Scrutiny Committee has been established to carry out the statutory overview and scrutiny functions in relation to matters affecting local communities and the environment including community protection, environmental health, community safety, sport, culture, tourism, waste and cleansing, energy and the environment. This includes:

a)   holding local decision-makers, including the Council's Executive and relevant Boards of the Council's group of companies, to account for their decisions, actions, performance and management of risk

b)   reviewing existing policies and strategies of the Council and other local decision-makers where they impact on Nottingham citizens

c)   contributing to the development of new policies and strategies of the Council and other local decision-makers where they impact on Nottingham citizens

d)   exploring any matters affecting Nottingham and/or its citizens

e)   make reports and recommendations to relevant local agencies with respect to the delivery of their functions, including the Council and its Executive

f)   reviewing decisions made but not yet implemented by the Council's Executive in accordance with the Call-in Procedure.

3.2 The Committee is responsible for setting and managing its own work programme to fulfil this role. This work programme must have a clear link to its roles and responsibilities and take into account the resources available to deliver it.

3.3 In setting a programme for scrutiny activity, the Committee should make sure that each item included on the programme has clear objectives and desired outcomes from its work that add value to the improvement of the Council. Once items have been identified, the scheduling of those items should be timely; sufficiently flexible so that issues which arise as the year progresses can be considered appropriately; and reflect the resources available to support the Committee's work. It is recommended that there is a maximum of two substantive items scheduled for each committee meeting.

3.4 The current work programme for the municipal year 2024/25 is attached. There is space for further items to be added to later meetings. This is because some potential issues require further scoping and consideration as to the appropriate timing – once this has been done they will be proposed for scheduling accordingly – and this also allows for flexibility to accommodate issues that arise as the year progresses.

3.5 At this meeting the Committee is asked to review its work programme and make amendments to this programme as appropriate.

4 List of attached information

4.1 Communities and Environment Work Programme 2024/25

4.2 Scrutiny Prioritisation Process

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
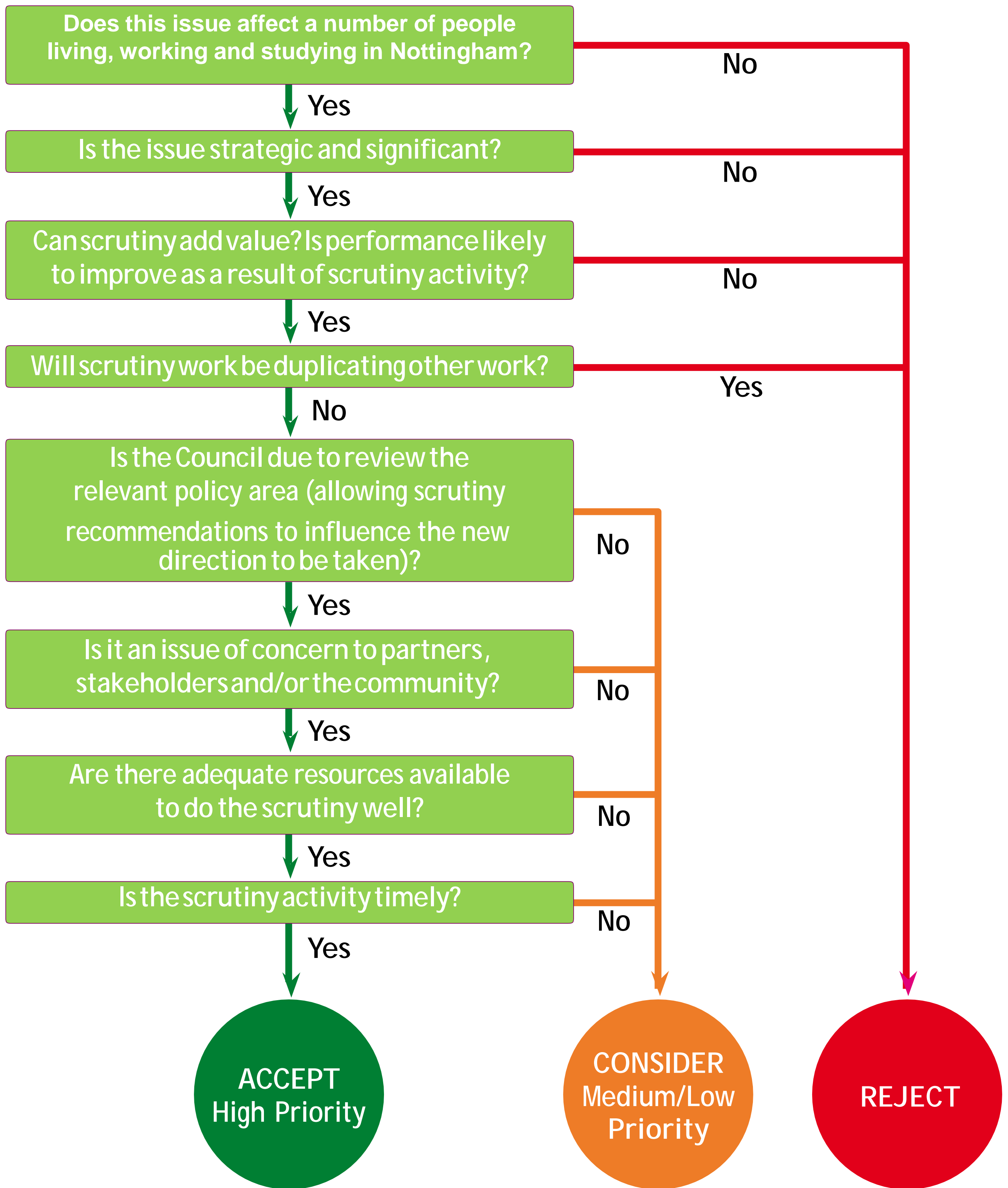
6.1 Nottingham City Council Constitution

7 Wards affected

7.1 All

8 Contact information

8.1 Kate Morris, Scrutiny and Audit Support Officer
Kate.morris@nottinghamcity.gov.uk

Nottingham City Council
Scrutiny Prioritisation Process

Does this issue affect a number of people living, working and studying in Nottingham? — No

↓ Yes

Is the issue strategic and significant? — No

↓ Yes

Can scrutiny add value? Is performance likely to improve as a result of scrutiny activity? — No

↓ Yes

Will scrutiny work be duplicating other work? — Yes

↓ No

Is the Council due to review the relevant policy area (allowing scrutiny recommendations to influence the new direction to be taken)? — No

↓ Yes

Is it an issue of concern to partners, stakeholders and/or the community? — No

↓ Yes

Are there adequate resources available to do the scrutiny well? — No

↓ Yes

Is the scrutiny activity timely? — No

↓ Yes

ACCEPT High Priority

CONSIDER Medium/Low Priority

REJECT

Nottingham City Council

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Communities and Environment Scrutiny Committee 2024/25 Work Programme

Date	Items
5 June 2024	• **Appointment of Vice Chair** • **Green Space Strategy** To consider the development of the Green Strategy, the consultation undertaken, and planed with interested and relevant groups and feed into the development of the Strategy • **Ukraine Resettlement Programme** To consider the work undertaken by the Council to resettle Ukrainian refugees into the city and how the next 12 months will progress. • **Future Meeting Dates** • **Work Programme 2024/25 and Recommendation Tracker**
3 July 2024	• **Terms of Reference** • **Museum Service Review** Following the completion of the Government Prescribed DMA process to receive an update on the review of museum services, scrutinise proposals following staff consultation and consider implications for citizens accessing the services. • **Community Centre Review** To consider and scrutinise the proposals for achieving savings set out in the 24/25 budget. • **Work Programme 2024/25 and Recommendation Tracker**
4 September 2024	• **Streets for People** To consider the work of the Streets for People Programme, assess lessons learned and look ahead to potential funding and projects for phase 2.

Date	Items
	• **Library Services** To consider proposals for the service drawn up following the 24/25 budget process and on completion of public consultation • **Work Programme 2024/25 and Recommendation Tracker**
6 November 2024	• **Waste Strategy Implementation** To consider the implementation of the waste strategy, to look at lessons learned since implementation, how impactful work around recycling contamination has been. Garden waste scheme review year 1. • **Centralised Enforcement Model** To consider the restructure of enforcement teams, following staff consultation, and scrutinise how these changes will impact citizens and services. • **Work Programme 2024/25 and Recommendation Tracker**
8 January 2025 (Single item only)	• **Impact of the Proposed 2025/26 Budget on Communities & Environment** To scrutinise the likely impact of the proposed budget on services within the Communities, Environment and Residents Directorate • **Work Programme 2024/25 and Recommendation Tracker**
5 March 2025	• **Community Safety Partnership** To review the performance of the Community Safety Partnership, fulfilling the Committee's statutory duty and consider the focus of the strategy refresh. A statutory report that must be received no less than once in every 12 month period • **Prevent Agenda** To review how changes to Home Office funding streams may impact the Prevent agenda at a local level • **Work Programme 2025/26 and Recommendation Tracker**

Additional Items to consider for scheduling

- **Health and Safety / Environmental health annual plan**
  To review the performance of our commercial and environmental regulation services including CPOs, Food Hygiene, Licensing and environmental health, the challenges the services are facing and the impact these services have on the Council's revenue budgets

- **Green Space Maintenance**
  To review the policy approach to green space maintenance and development of city-wide core offer

- **Protect Agenda**
  Consider how Nottingham City is preparing for/implementing new measures, the impact these will have on budgets looking to 26/27

- **CN28 – annual performance against targets**
  To review the Council's performance against the pledge to become carbon neutral by 2028 and to consider how these may have changed in response to the Best Value Review.

Reviews:

- **Heat Network Options**
  Review agreed at the March 2024 Committee meeting to consider options for the future of the heat network and make any recommendations identified to the Portfolio Holder prior to the formal decision making process.

Informal Briefings:

- **CN28 response to BVR report and update on targets – October 2024**
  At the April 2024 the Committee requested an informal briefing on the response to the BVR and on the progress towards the CN28 targets.

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