



**NOTTINGHAM CITY COUNCIL**  
**EXECUTIVE BOARD**

**Date:** Tuesday 20 May 2014

**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**

**Deputy Chief Executive, Corporate Director and Chief Finance Officer**

**Constitutional Services Officer:** Laura Wilson **Direct Dial:** 0115 8764301

**AGENDA**

**Pages**

- |          |  |         |
|----------|--|---------|
| <b>1</b> | <b>APOLOGIES FOR ABSENCE</b>   |         |
| <b>2</b> | <b>DECLARATIONS OF INTERESTS</b>   |         |
| <b>3</b> | <b>MINUTES</b><br>Last meeting held on 22 April 2014 for confirmation  | 3 - 8   |
| <b>4</b> | <b>NOTTINGHAM PLAN REFRESH 2013-14</b><br>Report of Portfolio Holder for Children's Services   | 9 - 20  |
| <b>5</b> | <b>NOTTINGHAM CITY COUNCIL PRINTING FRAMEWORK CONTRACT<br/>- KEY DECISION</b><br>Report of Deputy Leader/Portfolio Holder for Resources and<br>Neighbourhood Regeneration      | 21 - 24 |
| <b>6</b> | <b>RISK MANAGEMENT: STRATEGIC RISK REGISTER (SRR)<br/>QUARTER 4 2013/14 UPDATE</b><br>Report of Deputy Leader/Portfolio Holder for Resources and<br>Neighbourhood Regeneration | 25 - 34 |
| <b>7</b> | <b>DATES OF FUTURE MEETINGS</b><br>To consider meeting at 2.00 pm on the following Tuesdays:   |         |

2014  
17 June

22 July  
16 September  
21 October  
18 November  
16 December

2015

20 January  
24 February  
17 March  
21 April

**8 EXCLUSION OF THE PUBLIC**

To consider excluding the public from the meeting during consideration of the remaining item(s) in accordance with section 100a(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

**9 EXTENSION OF FOOD AND EQUIPMENT CONTRACTS FOR SCHOOL MEALS - KEY DECISION**

35 - 40

Joint report of Portfolio Holder for Community Services and Deputy Leader/Portfolio Holder for Resources and Neighbourhood Regeneration

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

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

PORTFOLIO HOLDERS ARE REMINDED THAT THERE WILL BE A PRE-MEETING AT 1.30 PM IN THE LEADER'S OFFICE

**NOTTINGHAM CITY COUNCIL**

**EXECUTIVE BOARD**

**MINUTES of the meeting held at Loxley House on 22 April 2014 from 2.00 pm to 2.12 pm**

	<b>Portfolio</b>
Councillor Jon Collins (Chair)	Leader/Strategic Regeneration and Community Safety
Councillor Graham Chapman (Vice Chair)	Deputy Leader/Resources and Neighbourhood Regeneration
✓ Councillor Alan Clark	Energy and Sustainability
✓ Councillor Nicola Heaton	Community Services
✓ Councillor Dave Liversidge	Commissioning and Voluntary Sector
✓ Councillor Nick McDonald	Jobs and Growth
✓ Councillor David Mellen	Children's Services
✓ Councillor Alex Norris	Adults and Health
Councillor David Trimble	Leisure and Culture
✓ Councillor Jane Urquhart	Planning and Transportation

✓ indicates present at meeting

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

- |                |  |
|----------------|--|
| David Bishop   | - Corporate Director for Development                                   |
| Sue Flack      | - Director of Planning and Transport                                   |
| Tracy Laxton   | - Business Administration Manager                                      |
| Carole Mills   | - Deputy Chief Executive, Corporate Director and Chief Finance Officer |
| Tim O'Neill    | - Director of Family Community Teams                                   |
| Adam Pickering | - Political Assistant to the Conservative Group                        |
| Keri Usherwood | - Marketing and Communications Manager                                 |
| Andy Vaughan   | - Strategic Director for Commercial and Neighbourhood Services         |
| Laura Wilson   | - Constitutional Services Officer                                      |
| Rebecca Wilson | - Political Assistant to the Labour Group                              |

**Call-in**

Unless stated otherwise, all decisions are subject to call-in and cannot be implemented until Tuesday 6 May.

**133 CHAIR**

The Board agreed to appoint Councillor David Mellen as Chair for this meeting because Councillor Jon Collins (Chair) and Councillor Graham Chapman (Vice-Chair) were absent.

**134 APOLOGIES FOR ABSENCE**

- |                           |                          |
|---------------------------|--------------------------|
| Councillor Graham Chapman | (leave)                  |
| Councillor Jon Collins    | (other Council business) |
| Councillor Dave Trimble   | (leave)                  |

Ian Curryer (other Council business)  
John Kelly (leave)  
Alison Michalska (leave)

### **135 DECLARATIONS OF INTERESTS**

Councillor Nicola Heaton declared an interest in agenda item 6 – Capital Maintenance Grant Allocations for 2014/15 – Key Decision (minute 139) as a Council appointed Governor of a school included in the report, which did not prevent her from speaking or voting.

### **136 MINUTES**

The Board confirmed the minutes of the meeting held on 18 March 2014 as a correct record and they were signed by the Chair.

### **137 REDEVELOPMENT OF CRANWELL ROAD, AND MEADOWS SITES - KEY DECISION**

The Board considered the Portfolio Holder for Commissioning and Voluntary Sector's report detailing proposals for new housing developments in Strelley and the Meadows to support the Council's policy to build high quality council houses and to bring all social housing up to the Decent Homes Standard.

The report was amended at the meeting to refer to 48 new build homes on the Cranwell Road, Strelley, site rather than the 46 new build homes detailed in the report.

#### **RESOLVED to**

- (1) approve the procurement of a contract for the design and build of the Cranwell Road site to deliver 48 new build homes, subject to tenders being returned within the funding envelope of £4.385 million, and to delegate authority to the Portfolio Holder for Commissioning and Voluntary Sector, in consultation with the Corporate Director for Development and Growth and the Director of Legal and Democratic Services, to agree the master plan and to sign the contract following the tender process;**
- (2) approve the procurement of a contract for the design and build of the Meadows site to deliver 55 new build homes, subject to tenders being returned within the funding envelope of £5.915 million, and to delegate authority to the Portfolio Holder for Commissioning and Voluntary Sector, in consultation with the Corporate Director for Development and Growth and the Director of Legal and Democratic Services, to agree the master plan and to sign the contract following the tender process.**

#### **Reasons for decisions**

To realise the Council's ambition to provide high quality housing and actively regenerate the neighbourhoods.

Delegating authority will allow both the contractor and designer to be appointed and the preferred options to be worked up in order to be submitted for planning.

Other options considered

Not redeveloping the sites was rejected because of the Council's ambition to provide high quality housing and actively regenerate neighbourhoods.

Selling the sites for market housing development was rejected as the provision of council homes in these locations will support the Council's aims of regenerating communities.

Disposing of the sites to a Registered Provider (RP) partner for a reduced receipt in order for them to provide new affordable housing was rejected as, whilst the Council will provide some sites for RP's within this programme, it was not considered the best solution for delivering the required outcomes on the specific sites.

**138 CITY CENTRE TIME AND PLACE PLAN - KEY DECISION**

The Board considered the Portfolio Holder for Planning and Transportation and Portfolio Holder for Jobs and Growth's report detailing the City Centre Time and Place Plan (T&PP) which brings together an update of policies in the City Centre to provide a framework for creating a successful shopping, employment, leisure and residential area.

**RESOLVED to**

- (1) approve the final draft of the City Centre T&PP for publication;**
- (2) note the consultation responses and actions taken in regard to them, detailed in Appendix 1 of the report;**
- (3) note that detailed proposals on the key items raised in consultation (traffic, including buses, and premises licensing) will be discussed further with interested parties, including the Business Improvement District (BID), Chamber of Commerce and bus operators.**

Reasons for decisions

To have a framework for considering proposals and projects in the City Centre that can be linked and taken account of in relevant statutory and non-statutory plans and policies.

The T&PP has taken into account significant consultation responses but further detailed work needs to be done on the traffic and licensing issues highlighted by several consultees.

Not implementing the T&PP was rejected as it would prevent the establishment on the proposed framework for considering the City Centre and the associated policies and proposals being made public.

**139 CAPITAL MAINTENANCE GRANT ALLOCATIONS FOR 2014/15 - KEY DECISION**

The Board considered the Portfolio Holder for Children's Services' report seeking approval to allocate the £1.959 million Capital Maintenance grant allocation from the Department for Education to address health and safety and condition issues in schools.

**RESOLVED to**

- (1) approve the allocation of the Capital Maintenance Grant funding, totalling £1.959 million, to the schemes set out in Appendix 1 of the report, noting that £0.194 million is set aside as a contingency fund;**
- (2) amend the Capital Programme to include the additional £1.959 million received as part of the grant;**
- (3) approve the procurement routes set out in section 6 of the report for the allocations, and delegate authority to the Director of Legal and Democratic Services to sign contracts following procurement exercises to allow the schemes to be delivered;**
- (4) delegate authority to the Portfolio Holder for Children's Services to allocate contingency funding to projects as health and safety or condition issues arise during 2014/15.**

Reasons for decisions

The prioritisation of the funding is based on advice from the Safety and Compliance Team and external specialist contractors on where health and safety issues are likely to impact on children or staff or condition issues are likely to impact on the operation of the school.

The funding required for the schemes has been identified as part of the prioritisation process and the balance of £0.194 million will be held as a contingency to deal with urgent health and safety or condition issues that arise during the 2014/15 financial year.

Delegating authority to the Portfolio Holder for Children's Services to allocate the contingency will enable a swift response to urgent issues as they arise.

**140 VEHICLE REPLACEMENT PROGRAMME - KEY DECISION**

The Board considered the Portfolio Holder for Planning and Transportation's report seeking delegated authority to enable the Strategic Director for Commercial and Neighbourhood Services to purchase vehicles in accordance with the budget for the

Vehicle Replacement Programme from 2013/14 to 2015/16 which was agreed at Executive Board on 18 September 2012.

**RESOLVED to**

- (1) note and approve the application of the Vehicle Replacement Programme for 2014/15;**
- (2) delegate authority to the Strategic Director for Commercial and Neighbourhood Services to purchase vehicles under the ongoing Vehicle Replacement Programme for 2014/15 and 2015/16 subject to the purchases being:**
  - within the budgets agreed by Executive Board on 18 September 2012;**
  - in accordance with the Council's Financial Regulations and Contract Procedure Rules in respect of any procurement exercises;**
  - in consultation with the Portfolio Holder for Planning and Transportation.**

Reasons for decisions

To ensure the ongoing, cost effective procurement of vehicles to support the Council's front-line services.

Other options considered

Not changing the way approval for vehicle replacement is provided was rejected as it would result in ongoing inefficiency and delays on providing vehicles risking service disruption and potential increase in maintenance or hire costs.

**141 EXCLUSION OF THE PUBLIC**

The Board decided to exclude the public from the meeting during consideration of the remaining agenda item in accordance with Section 100A(4) of the Local Government Act 1972 on that basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**142 NOTTINGHAM ENERGY SUPPLY COMPANY**

The Board considered the Portfolio Holder for Energy and Sustainability's exempt report.

**RESOLVED to approve the recommendations in the report.**

Reasons for decisions

As detailed in the report.

Executive Board - 22.04.14  
Other options considered

As detailed in the report.

### **143 HOUSING ENFORCEMENT ACTION**

The Board considered the Leader/Portfolio Holder for Strategic Regeneration and Community Safety and Portfolio Holder for Commissioning and Voluntary Sector's exempt report.

**RESOLVED to approve the recommendations in the report.**

Reasons for decisions

As detailed in the report.

Other options considered

As detailed in the report.



**EXECUTIVE BOARD – 20 MAY 2014**

<b>Subject:</b>	<b>Nottingham Plan Refresh 2013-14</b>		
<b>Corporate Director(s)/ Director(s):</b>	Nigel Cooke, Director of One Nottingham		
<b>Portfolio Holder(s):</b>	Councillor David Mellen, Portfolio Holder for Children’s Services		
<b>Report author and contact details:</b>	Liz Jones, Interim Head of Corporate Policy 0115 8763367 <a href="mailto:liz.jones@nottinghamcity.gov.uk">liz.jones@nottinghamcity.gov.uk</a> Laura Catchpole, Corporate Policy Team 0115 87 64964 <a href="mailto:laura.catchpole@nottinghamcity.gov.uk">laura.catchpole@nottinghamcity.gov.uk</a>		
<b>Key Decision</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<b>Subject to call-in</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Reasons:</b> <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital		
Significant impact on communities living or working in two or more wards in the City	<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Total value of the decision:</b> Nil			
<b>Wards affected:</b> All	<b>Date of consultation with Portfolio Holder(s):</b> February 2014		
<b>Relevant Council Plan Strategic Priority:</b>			
Cutting unemployment by a quarter	<input type="checkbox"/>		
Cut crime and anti-social behaviour	<input type="checkbox"/>		
Ensure more school leavers get a job, training or further education than any other City	<input type="checkbox"/>		
Your neighbourhood as clean as the City Centre	<input type="checkbox"/>		
Help keep your energy bills down	<input type="checkbox"/>		
Good access to public transport	<input type="checkbox"/>		
Nottingham has a good mix of housing	<input type="checkbox"/>		
Nottingham is a good place to do business, invest and create jobs	<input type="checkbox"/>		
Nottingham offers a wide range of leisure activities, parks and sporting events	<input type="checkbox"/>		
Support early intervention activities	<input type="checkbox"/>		
Deliver effective, value for money services to our citizens	<input checked="" type="checkbox"/>		
<b>Summary of issues (including benefits to citizens/service users):</b>			
<p>This report presents the recommended proposals to refresh the Nottingham Plan to 2020. The recommendations include the retention of 20 targets as they are and changes to 17 targets.</p> <p>Given the significant political and economic changes since the plan’s launch, the One Nottingham Board and the leadership of Nottingham City Council asked for a refresh of the Nottingham Plan, to ensure the right areas of work are prioritised, that partnership resources targeted efficiently and the best measures are used to ensure it is delivering effectively for Nottingham citizens.</p> <p>Overall consensus is that the current focus of the targets continues to articulate the right outcomes for Nottingham citizens and its partners, but the details and measures needed some refinement.</p> <p>This refresh is not a full revision of the Plan.</p>			
<b>Exempt information:</b>			
None			
<b>Recommendation(s):</b>			
1 To approve the recommended changes to 17 targets and 20 targets that remain unchanged, as listed in Appendix 1.			

## **1 REASONS FOR RECOMMENDATIONS**

- 1.1 The refresh ensures the targets are appropriate, credible, robust and measurable, whilst maintaining ambition and possible areas which would benefit from dedicated partnership focus.
- 1.2 The revisions have been developed by Nottingham Plan lead officers in discussion with the One Nottingham Board, One Nottingham Partnerships and the Leadership of Nottingham City Council, including Portfolio Holders.

## **2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 The Nottingham Plan to 2020 is the city's Sustainable Community Strategy, setting out a 10 year plan to bring the city half way to achieving the 2030 vision for Nottingham.
- 2.2 The Plan was developed from the extensive l'maginiNG consultation and engagement programme, which involved residents from across the city, community groups, businesses, voluntary and faith groups and public agencies across Nottingham. The Plan had a robust evidence base (the State of Nottingham) and all One Nottingham partners and partnerships were involved, including Nottingham City Council.
- 2.3 All One Nottingham partners remain committed to delivering the targets and ambitions in the Plan and the One Nottingham Board has overall responsibility for delivering the Plan, although responsibility for detailed delivery is delegated to the relevant board or partnership.
- 2.4 The One Nottingham Board and the City Council consider performance on the Nottingham Plan on an annual basis, through the development of an annual report. Targets which are not at expected position are considered by a joint One Nottingham and Scrutiny Performance Panel.
- 2.5 The context in which the Nottingham Plan is delivered has changed significantly since its development. Since 2009 there has been:
  - a coalition Government with a rapidly evolving policy landscape;
  - significant budget pressures and reduced capacity across partnerships;
  - significant reductions in the national and regional capacity of the civil service.

### **Summary of key proposals:**

#### **2.6 World Class Nottingham**

- Target 1 (Gross Value Added (GVA)) and 2 (science and technology jobs) are proposed to change from absolute targets to comparative targets with the Core Cities. The change in the economic climate has made the original targets less meaningful and the change provides direction and ambition within the realistic comparative field of the Core Cities. On each proposed target Nottingham is currently benchmarked either mid-table or lower. The new targets seek to move us to move to the top of the Core Cities table.

- The proposal for changing target 2 moves the focus from 'Science and Technology' jobs, which no longer reflects the ambition within the Growth Plan. Instead we recommend a focus on 'Knowledge Economy' jobs, which captures science and technology jobs but also a wider range of higher skilled technology jobs (e.g. high tech manufacturing and ICT). This will then be comparable to Core Cities.

## 2.7 Neighbourhood Nottingham

- Target 6 (people influencing decisions) has been revised to be more challenging from 40% to 55%.
- Target 8 (fuel poverty) has been revised to be more realistic and achievable by 2020 by using a Core City comparison.

## 2.8 Family Nottingham

- Target 1 (early years and development) need to be simplified and a proposal is being developed to focus on the proportion of 2 year olds accessing nursery provision.
- Target 4 (GCSEs) also needed to be simplified to raise GCSE attainment from the current rate of 50.3%, to the current Core City average of 55.4%.

## 2.9 Working Nottingham

Target 1 (employment rate) and target 2 (adult skills) are also proposed to have a revised and more realistic target:

- Target 1 (employment rate) has been revised from 75% to 70%. Nottingham's current rate is 58%. 26,000 net new jobs will be required to reach the revised target. 70% is the current highest level of employment in a Core City (Bristol) and the Core Cities average is currently 63%.
- Target 2 (adult skills) has been revised from 90% to 80%. Nottingham's current rate is 72%, with Bristol highest on 75% and Core Cities average of 69%. The best performing local authority district in 2012 was Richmond-upon-Thames – 88.1% of adults with Level 2 qualifications. Therefore revising to 80% remains challenging but more realistic.
- Target 5 (child poverty) is recommended not to change in this refresh. Work is underway to deliver joint accountability and delivery across Economic Development, Children and Families and Public Health.

## 2.10 Safer Nottingham

Refreshed targets are been developed which would cover the period 2015/16 to 2019/2020. The Lead Officer has been in discussion with the Portfolio Holder, Police & Crime Commissioner and Chief Constable to devise proposals that reflect the Partnership's priorities on reducing victim based crime, repeat anti-social behaviour and recovery from alcohol and drug addiction. The proposed targets are presented as draft at present with baselines and methodology to be confirmed.

## 2.11 Healthy Nottingham

There was consensus about a need to maintain alignment with the Health and Wellbeing Strategy and consider the Public Health Outcomes Framework (PHOF), as advised by the Lead Officer. The PHOF is a national framework enabling

comparison between authorities and therefore it is inevitable that Nottingham will be assessed and compared on these outcomes.

- Target 3 (physical activity) has been amended to align with the PHOF measure and has been made more challenging, moving from 3 x 30 minutes moderate physical activity per week' to '150 minutes of physical activity per week'.
- Target 6 (mental health) has been amended to align with both the Health and Wellbeing strategy and the PHOF.

## 2.12 Green Nottingham

Several options were considered for the Green Nottingham 2 (recycling) target. This target is unlikely to be realised from public sector financing and is dependent upon further commercial waste infrastructure becoming available. The current performance level (32%) will be sustained in the short to medium term and effort will continue to win 'hearts and minds' through community engagement and effective communication. By 2020, and subject to commercial sector waste infrastructure developments and the associated financial business case, it is recommended that the 50% recycling target be retained. It should be noted that there are no public-sector proposals to substantially increase this recycling performance.

## **3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

- 3.1 Other options were considered from a full scale revision of the plan to a minimal refresh of poorly performing targets. The refresh that has been undertaken was a halfway point between these extremes, ensuring a review of all targets and a focus on key priorities, without the need for new consultation and research that a full revision would require or a light touch which may not have adequately focussed on priorities.

## **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

- 4.1 There are no financial implications arising from the refresh targets. The recommended proposals can continue to be delivered within existing service plans.

## **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

- 5.1 Risk is managed through the departmental risk register and Partnership Governance Framework.

## **6 SOCIAL VALUE CONSIDERATIONS**

- 6.1 The Nottingham Plan to 2020 seeks to improve the lives of our citizens through stimulating economic growth and enabling our communities to benefit from that growth.

## **7 REGARD TO THE NHS CONSTITUTION**

- 7.1 Local authorities have a statutory duty to have regard to the NHS Constitution when exercising their public health functions under the NHS Act 2006. In making this decision relating to public health functions, we have properly considered the NHS Constitution where applicable and have taken into account how it can be

applied in order to commission services to improve the health of the local community.

## 8 EQUALITY IMPACT ASSESSMENT (EIA)

Has the equality impact been assessed?

(a) not needed (report does not contain proposals for new or changing policies, services or functions, financial decisions or decisions about implementation of policies development outside the Council)

(b) No

(c) Yes – Equality Impact Assessment attached

## 9 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)

9.1 None

## 10 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT

10.1 Nottingham Plan to 2020

## 11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT

<b>Name</b>	<b>Email</b>	<b>Telephone</b>
<b>Sponsoring Director:</b> Nigel Cooke, Director of One Nottingham	<a href="mailto:Nigel.cooke@onenottingham.org.uk">Nigel.cooke@onenottingham.org.uk</a>	0115 8764997
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James Rhodes, Policy, Performance and Insight Manager (CDP)	<a href="mailto:James.rhodes@nottinghamcity.gov.uk">James.rhodes@nottinghamcity.gov.uk</a>	0115 8765726
John Wilcox, Public Health Manager	<a href="mailto:John.wilcox@nottinghamcity.gov.uk">John.wilcox@nottinghamcity.gov.uk</a>	0115 8765110

## Appendix 1

Current Target	Proposed	ON Board/ NCC Leadership feedback	Approved by Portfolio Holder/ and Partnership
<b>World Class Nottingham</b>			
<b>WCN1</b> To recover and continue growth in Nottingham GVA (per capita) of 3.8% per year	<b>Achieve and maintain Nottingham City GVA per capita to at least 30% above the England average.</b>	Content with this proposal	Proposals discussed with Portfolio Holder (confirmed 22.1.14)
<b>WCN2:</b> 20,000 new jobs created in the science and technology sectors (to 75,100 jobs)	<b>By 2020 Nottingham will have a greater proportion of its population working in the Knowledge Economy than any other Core City.</b>	Content with this proposal	
<b>WCN3: 5% growth in the visitor economy year on year</b>	No change. Retain target.	Content with this proposal	
<b>WCN4:</b> Host at least 12 internationally significant cultural and sporting events per year	<b>Host a minimum 4 internationally significant and 4 regional/city events per year</b>	Content with this proposal	Proposals discussed with Portfolio Holder and Cultural Strategic Partnership & Nottm Major Sports Event Group (confirmed 6.1.14)
<b>WCN5:</b> Continue the increase in new business starts by 10% per year	<b>Increase the rate of new business VAT registration to match that of the East Midlands.</b>	Content with this proposal	Proposals discussed with Cllr MacDonald (confirmed by PDB 22.1.14)
<b>Neighbourhood Nottingham</b>			
<b>NN1: Raise resident satisfaction with their neighbourhood (across the city) to 80%</b>	No change. Retain target.	Content with this proposal	<i>Proposals to be discussed with Portfolio Holder</i>
<b>NN2:</b> Raise resident satisfaction with their neighbourhood to no less than 5% below the city average in every neighbourhood	<b>Raise the residential satisfaction within each of the locality areas to no less than 5% below the city average.</b>	Content with this proposal	

Current Target	Proposed	ON Board/ Leadership Group feedback	Approved by Portfolio Holder/ and Partnership
<b>NN3:</b> 11,500 net new homes from 2008-2020	<b>9,900 net new homes from 2008-2020</b>	Initial concern about the reduction & implied lack of ambition – now content with this proposal	Narrative improved to clearly present the case for revised target and how it realigns with the core strategy  Proposal presented & agreed at Housing Strategic Partnership – Portfolio Holder present 4.2.14
<b>NN4:</b> Increase family housing stock outside of the city centre (as defined in the Nottingham Local Plan) to at least 33% of all housing stock	No change. Retain target.	Content with this proposal	<i>Proposals to be discussed with Portfolio Holder</i>
<b>NN5:</b> Increase the percentage of people who believe that people from different backgrounds get on well together in their local area to 80%	No change. Retain target.	Content with this proposal	
<b>NN6:</b> Increase the percentage of people who feel they can influence decisions in their locality to 40%	<b>Increase the percentage of people who feel they can influence decisions in their locality to 55%</b>	Content with this proposal	
<b>NN7:</b> Increase the use of public transport by 2 million trips to 58 million trips per year by 2020	No change. Retain target.	Content with this proposal	Proposal discussed with Portfolio Holder on 10.3.14
<b>NN8:</b> Eradicate fuel poverty by 2016	<b>By 2020 Nottingham will have reduced fuel poverty below that of any other Core City</b>	Content with this proposal	Proposals discussed with Portfolio Holder (confirmed 14.2.14)  Proposal presented & agreed at Housing Strategic Partnership – Portfolio Holder present 4.2.14



Current Target	Proposed	ON Board/ Leadership Group feedback	Approved by Portfolio Holder/ and Partnership
<b>Family Nottingham</b>			
<b>FN1:</b> Raise the percentage of children developing well across all areas of the early years foundation stage so that Nottingham is in the top 25% of local authorities	<b>Each year, all of our eligible 2 year olds (as specified by the Department for Education), access free nursery provision (15hrs per week)</b>	A previous proposal considered having a basket of measures, however this was rejected and a simple target was preferred.	Original proposals forwarded to Cllr Mellen (CM 3.2.14) – further discussions as FN1 developed  Proposals shared with Nottingham Children's Partnership 19.3.14
<b>FN2: Child obesity will be reduced to 18%</b>	No change. Retain target	Content with this proposal	
<b>FN3: The number of first-time entrants each year into the criminal justice system aged 10-17 will be halved</b>	No change. Retain target	Content with this proposal	
<b>FN4: The teenage pregnancy rate will be halved</b>	No change. Retain target	Content with this proposal	
<b>FN5:</b> Raise the percentage of pupils achieving 5 or more A*-C GCSEs including English and Maths so that Nottingham is in the top 20% of the most improved local authorities	<b>The percentage of pupils achieving 5 or more A*-C GCSEs including English and Maths is above the average of all Core cities</b>	Content with this proposal	
<b>FN6: Reduce the percentage of pupils leaving school with no qualifications to 0%</b>	No change. Retain target	Content with this proposal	
<b>Working Nottingham</b>			
<b>WN1:</b> Increase the city's employment rate to 75%	<b>Increase the city's employment rate to 70%</b>	Content with this proposal	Proposals discussed with Portfolio Holder (confirmed 22.1.14)
<b>WN2:</b> Raise the proportion of adults with at least Level 2 qualifications to 90%	<b>Raise the proportion of adults with at least Level 2 qualifications to 80%</b>	Content with this proposal	
<b>WN3: Move the city of Nottingham up out of the 10% most deprived authorities in England, i.e. out of the bottom 35</b>	No change. Retain target	Content with this proposal	

Current Target	Proposed	ON Board/ Leadership Group feedback	Approved by Portfolio Holder/ and Partnership
<b>WN4: Ensure that no neighbourhood is in the most deprived 5% nationally</b>	No change. Retain target	Content with this proposal	Proposals discussed with Portfolio Holder (confirmed 22.1.14)
<b>WN5: The proportion of children living in poverty will be halved</b>	No change. Retain target, but address accountability.	Content with this proposal	
<b>Safer Nottingham</b>			
<b>SN1:</b> Reduce 'all crime' to the average for Nottingham's family of similar Community Safety Partnerships and the Core Cities	<b>Continue to cut 'victim based' crime, with 20% fewer victims by 2020</b>	The CDP have been working to develop these draft targets from 2016 to 2020 – baselines and methodology to be confirmed.	Proposals discussed with Portfolio Holder (confirmed 17.2.14)  Raised at Crime & Drugs Partnership 26.2.14  Discussions held with Portfolio Holder, the Police & Crime Commissioner and Chief Constable – March & April
<b>SN2:</b> Reduce core ASB calls to the Police by 39% (over a 2006/07 baseline) by March 2014	<b>Continue to cut anti-social behaviour, with 20% fewer people affected more than once by 2020</b>		
<b>SN3:</b> Increase the number of people successfully completing treatment from 14.28% (2010/11 baseline) to 20.5% by March 2014	<b>Help XX % more people recover from alcohol and drug addiction by 2020</b>		
<b>SN4: Reduce the total proven reoffending rate for all adult and juvenile offenders to the 2009 national average (26.6%) by March 2014</b>	No change. Retain target.	Content with this proposal	
<b>Healthy Nottingham</b>			
<b>HN1: Reduce smoking prevalence to 20%, which is below the national average</b>			
<b>HN2:</b> Reduce the proportion of overweight and obese adults to the 2000 average levels for England (60%)	Retain target, but use Public Health Outcomes Framework (PHOF) measure – national comparator. Baseline and targets to be reset to 58%.  <b>Reduce the proportion of overweight and obese adults to 58%</b>	Content with this proposal	Proposals discussed at the Health & Wellbeing Board, Portfolio Holder present 26.2.14

Current Target	Proposed	ON Board/ Leadership Group feedback	Approved by Portfolio Holder/ and Partnership
<b>HN3:</b> Increase levels of physical activity to 32% of adults participating in 3 x 30 minutes moderate physical activity per week	Use PHOF measure – national comparator. Baseline and targets to be reset: <b>Increase the proportion of adults achieving 150 minutes of physical activity per week to 56%</b>	No appropriate local targets could be identified after further investigation.  Content with this proposal	Proposals discussed at the Health & Wellbeing Board, Portfolio Holder present 26.2.14
<b>HN4:</b> Reduce the health inequality gap between Nottingham city and England by 70% by 2020. Defined as mortality rate from all circulatory diseases at ages under 75	No change. Retain target.	Content with this proposal	
<b>HN5:</b> Reduce alcohol related hospital admissions to 1,400 per 100,000 population	Retain target, but use new PHOF measure (due for release in late March). Baseline and targets to be reset.	Content with this proposal	
<b>HN6:</b> Improve mental health and wellbeing across the city (defined by reducing the proportion of people with poor mental health by 10%)	<b>Reduce the proportion of people with poor mental health by 10% and maintain the city wellbeing level in line with England as a whole</b>	Revised wording aligns with Health and Wellbeing strategy and incorporates PHOF measure –  Content with this proposal	
<b>Green Nottingham</b>			
<b>GN1:</b> Reduce the city's carbon emissions by 26% of 2005 levels	No change. Retain target.	Content with this proposal	Proposals discussed with Portfolio Holder (confirmed 14.2.14)  Proposals raised at Green Theme Partnership 26.2.14
<b>GN2:</b> Increase the reuse, recycling and composting of household waste to 50%	No change. Retain target.	Considered for deletion, but ON Board & Leadership preference for it to be retained.	

<b>GN3: 20% of energy used in the city will be produced within the Greater Nottingham area from renewable or low/zero carbon sources</b>	No change. Retain target.	Content with this proposal	
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**EXECUTIVE BOARD – 20 MAY 2014**

<b>Subject:</b>	Nottingham City Council Printing Framework		
<b>Corporate Director(s)/ Director(s):</b>	Alison Michalska, Corporate Director for Children and Adults		
<b>Portfolio Holder(s):</b>	Councillor Graham Chapman, Deputy Leader/Portfolio Holder for Resources and Neighbourhood Regeneration		
<b>Report author and contact details:</b>	Ruby Bhattal, Head of Communications and Marketing <a href="mailto:ruby.bhattal@nottinghamcity.gov.uk">ruby.bhattal@nottinghamcity.gov.uk</a> 0115 87 63340		
<b>Key Decision</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<b>Subject to call-in</b>
			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Reasons:</b>	<input checked="" type="checkbox"/> Expenditure	<input type="checkbox"/> Income	<input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
			<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Total value of the decision: £4,000,000</b>			
<b>Wards affected:</b> All	<b>Date of consultation with Portfolio Holder(s):</b> 28 April 2014		
<b>Relevant Council Plan Strategic Priority:</b>			
Cutting unemployment by a quarter			<input type="checkbox"/>
Cut crime and anti-social behaviour			<input type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City			<input type="checkbox"/>
Your neighbourhood as clean as the City Centre			<input type="checkbox"/>
Help keep your energy bills down			<input type="checkbox"/>
Good access to public transport			<input type="checkbox"/>
Nottingham has a good mix of housing			<input type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs			<input type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events			<input type="checkbox"/>
Support early intervention activities			<input type="checkbox"/>
Deliver effective, value for money services to our citizens			<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>			
<p>The current print arrangements are due to expire in July 2014. The current annual spend is above the EU threshold of £173,000 and requires a competitive tender exercise to ensure compliance.</p> <p>Print is an important element in communicating council business and service information to stakeholders, particularly citizens. Using print to communicate council business and service information is not exclusive to marketing and promotional activities.</p> <p>There is also an opportunity to further aggregate the council's (NCC) spend and collaborate with Nottingham City Homes (NCH) requirements to increase buying power and deliver savings to more than one organisation.</p>			
<b>Exempt information:</b>			
None			
<b>Recommendation(s):</b>			
<p><b>1</b> To approve that an EU compliant tendering process is undertaken for the procurement of a multi-supplier framework for print services, through the council's tendering system, noting that this framework is for four years and has an estimated value of £4,000,000.</p>			

- |  |
|--|
| <p><b>2</b> To grant dispensation from Contract Procedure Rule 5.1.2 in accordance with Financial Regulation 3.29 to extend the current arrangements until 31 October 2014, to allow an appropriate timescale for the above EU compliant procurement process to be undertaken.</p> |
| <p><b>3</b> To delegate authority to the Strategic Director Early Intervention to instruct Legal Services to enter into a framework contract with the successful bidders for a four year period.</p>   |

## **1 REASONS FOR RECOMMENDATIONS**

- 1.1 This council wide print framework will seek to include the requirements of NCH together with print requirements across the council which may not be currently captured through the current arrangement. A single corporate print framework will facilitate the overall embedding of the corporate standard for print across the Council and reduce print production where possible.
- 1.2 The procurement process has the potential to deliver 2% savings with an estimated value of £8,000 per annum and will maintain opportunities for local suppliers as far as the procurement rules allow. The framework is to be divided into a number of lots for differing printing requirements. This is a method of making the requirement more attractive to small and medium, enterprises (SMEs) and is an important focus in the new EU Procurement Directive as a preferred procurement route.

## **2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 The estimated council wide spend on print on average is £1m per annum.
- 2.2 An initial proposal (2008/09) to centralise the majority of print resulted in compliance with the corporate standards where print is procured through the Communications and Marketing service.
- 2.3 Efforts are ongoing to manage all print procurement through the Communications and Marketing service. Currently, management information systems show that approximately 50% of print spend is procured directly by services whilst the remainder is procured by Communications and Marketing on behalf of council services.
- 2.4 Despite average paper price increases of between 24% - 32% per annum, Nottingham City Council has maintained competitive pricing and is procuring print for less than three years ago with no compromise on quality or service due to an arrangement established in 2009 and renewed on an annual basis by the Communications and Marketing service. The print work is currently distributed between a group of 12 local printers on a select list basis where prices have been negotiated and a pricing matrix implemented and reviewed on an annual basis. The current arrangements expire mid July 2014.
- 2.5 These preferential rates have been extended to local partners and we know NCH have made financial savings as a direct result of using the Council's arrangement.
- 2.6 In the current economic climate it is necessary to continually look for ways to improve the efficiency of the service and value for money to the Council.

- 2.7 Marketing and Communications want to reduce promotional print in favour of digital platforms where applicable over the medium and longer term in support of the wider Customer Access programme.
- 2.8 A workshop has already been held where all current providers were invited along with other local print providers, to inform them of the tender opportunity and explain the tender process we will undertake, subject to Executive Board approval.
- 2.9 An internal communications exercise will be undertaken to make it clear to all council services that all print must be sourced through the new framework contract which will support quality assurance from a Communications and Marketing perspective.

### **3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

- 3.1 Doing nothing was rejected as the current arrangement will end in July 2014 and would leave the Council without provision.

### **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

- 4.1 The Council currently spends approximately £0.460m on print services, but, this demand is expected to fall slightly. The tender exercise to procure a multi-supplier framework for print services is expected to deliver 2% savings with an estimated value of £0.008m per annum.
- 4.2 Undertaking a tender exercise for a framework arrangement will also ensure that the Council receives value for money.

### **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

- 5.1 Subject to a process compliant with the Contract Procedure Regulations, the procurement exercise proposed in the report will enable the Council's printing requirements to be purchased in accordance with the Contract Procedure Regulations and other statutory requirements.
- 5.2 The proposals are in compliance with the Procurement Regulations the Corporate Procurement Unit is supporting this process. Under The Public Services (Social Value) Act 2012 the Council has considered the social, economic and environmental benefits to the area via this tender. This tender will give local suppliers an opportunity to win contracts with the Council which inevitably will bring community benefit to the local area. There are no significant procurement concerns with this proposal.
- 5.3 The proposal to request a dispensation from Contract Procedure Rule 5.1.2 in accordance with Financial Regulation 3.29 is supported from a procurement perspective as the extension to the current arrangements will allow sufficient time to undertake a robust procurement delivering best value for Nottingham City Council.

### **6 SOCIAL VALUE CONSIDERATIONS**

- 6.1 The framework agreement will be split into lots to encourage SME providers to bid for the specific parts of the requirements that they specialise in.

**7 REGARD TO THE NHS CONSTITUTION**

7.1 Not applicable

**8 EQUALITY IMPACT ASSESSMENT (EIA)**

Has the equality impact been assessed?

- (a) not needed (report does not contain proposals for new or changing policies, services or functions, financial decisions or decisions about implementation of policies development outside the Council)
- (b) No
- (c) Yes – Equality Impact Assessment attached

**9 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)**

9.1 None.

**10 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT**

10.1 None.

**11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT**

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**EXECUTIVE BOARD – 20 May 2014**

<b>Subject:</b>	<b>RISK MANAGEMENT: Strategic Risk Register (SRR) Quarter 4 2013/14 Update</b>		
<b>Corporate Director(s)/ Director(s):</b>	<b>Carole Mills, Deputy Chief Executive, Corporate Director and Chief Finance Officer</b>		
<b>Portfolio Holder(s):</b>	Councillor Graham Chapman, Deputy Leader/Portfolio Holder for Resources and Neighbourhood Regeneration		
<b>Report author and contact details:</b>	Simon Burton, Corporate Risk Specialist Tel: 0115 8763432 <a href="mailto:simon.burton@nottinghamcity.gov.uk">simon.burton@nottinghamcity.gov.uk</a>		
<b>Key Decision</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<b>Subject to call-in</b>
			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Reasons:</b>	<input type="checkbox"/> Expenditure	<input type="checkbox"/> Income	<input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
			<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Total value of the decision:</b> Nil			
<b>Wards affected:</b> All	<b>Date of consultation with Portfolio Holder(s):</b> April 2014		
<b>Relevant Council Plan Strategic Priority:</b> All			
Cutting unemployment by a quarter			<input checked="" type="checkbox"/>
Cut crime and anti-social behaviour			<input checked="" type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City			<input checked="" type="checkbox"/>
Your neighbourhood as clean as the City Centre			<input checked="" type="checkbox"/>
Help keep your energy bills down			<input checked="" type="checkbox"/>
Good access to public transport			<input checked="" type="checkbox"/>
Nottingham has a good mix of housing			<input checked="" type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs			<input checked="" type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events			<input checked="" type="checkbox"/>
Support early intervention activities			<input checked="" type="checkbox"/>
Deliver effective, value for money services to our citizens			<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>			
This is the Quarter 4 2013/14 strategic risk management report, enabling Executive Councillors to exercise a strategic overview of the Council's SRR, Audit Committee having reviewed these issues at its meeting on 25 April 2014. The main focus is the progress made in reducing the threat levels for each strategic risk.			
<b>Exempt information:</b>			
None			
<b>Recommendation(s):</b>			
<b>1</b>	To note and comment on the risks contained in the strategic element of the SRR and the progress made in reducing their threat levels (Table 1 and Appendix 1) for Quarter 4 of 2013/14.		

**1. REASONS FOR RECOMMENDATIONS**

- 1.1 The Council's approach to risk management, set out in the Risk Management Framework, requires regular review by senior management and councillors of the strategic element (the SRR) of the Council Risk Register.

1.2 This report sets out the results of the latest refresh of the SRR, which was considered in detail by Audit Committee on 25 April. This facilitates Executive Board’s awareness of the strategic risks being managed by Corporate Leadership Team (CLT), their prevailing threat levels and the progress in mitigating the risks.

**2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

Threat level reduction progress

2.1 Progress in reducing the seriousness of our strategic risks is assessed by a combination of each risk’s overall threat level and direction of travel (DoT). This rounded assessment gives a clearer picture of progress in reducing the risk threat level. **Table 1** lists the **14** risks in the SRR and presents, for each, the most recent change to the DoT and the overall threat level.

2.2 Overall, progress is being made in reducing the threat levels of our strategic risks, with several SRR risks assessed as improving, stable or at target. **Five** risks are red rated reflecting the range of delivery pressures and challenges the Council is responding to. Of the **14** strategic risks within the SRR:

- **Three** have an improved threat assessment
- A total of **seven** are at target
- A further **two** show an improved DoT.

2.3 **Table 1** shows the 14 strategic risks at Quarter 4 of 2013/14 ranked in order of threat level and DoT (highest to lowest threat level):

<b>TABLE 1: Risk threat level &amp; DoT in rank order at Q4 2013/14</b>			
<b>SR No.</b>	<b>Strategic Risk Description</b>	<b>Threat Level</b>	<b>DoT (Q3–Q4)</b>
<b>Red rated strategic risks (5)</b>			
6	Failure to safeguard vulnerable children	15	↔
11a	Failure to accurately predict and respond to financial pressures supporting the development and delivery of the medium term financial plan ( <b>updated risk Q1 2013/14</b> )	12	↔
12a	Failure to provide the best educational outcome for children and opportunities for young people to access further education and skills training to contribute to the economic wellbeing of the City ( <b>under review</b> )	12	↔
8b	Failure to implement and embed effective information management structures, policies, procedures, processes and controls to support the council’s immediate and future regulatory, legal, and business requirements ( <b>updated Q1 2013/14</b> )	12	↓
26	Failure to support Nottingham citizens and communities in minimising the negative impact of welfare changes	12	↓

<b>TABLE 1: Risk threat level &amp; DoT in rank order at Q4 2013/14 (continued)</b>			
<b>SR No.</b>	<b>Strategic Risk Description</b>	<b>Threat Level</b>	<b>DoT (Q3–Q4)</b>
<b>Amber rated strategic risks (9) – all at target</b>			
3	Failure to mitigate the impact of the economic climate on Nottingham City and its citizens	9 At target	↔
25a	Failure to embed a corporate approach to commissioning, informed by citizen need, which drives delivery of improved services at significantly lower cost	9 At target	↓
28	Failure to ensure a financially sustainable Adult Social Care system to respond to significant increases in demand for care while protecting our most vulnerable citizens	12 to 9	↓
30	Failure to create an organisational environment that supports delivery of Council priorities	12 to 9	↓
7a/b	Failure to reduce levels of crime and anti-social behaviour (ASB)	12 to 8 At target	↓
2a	Of the reputation of the City	6 At target	↔
5a	Failure to safeguard vulnerable adults	6 At target	↓
10	Failure to maintain good standards of governance	6 At target	↔
24	Failure to ensure effective systems are in place to manage health and safety risks	6 At target	↔
<b>Green rated strategic risks - There are no green rated risks at Q4.</b>			

**DoT key:** ↓ Reducing Threat Level ↔ Stable Threat Level ↑ Increasing Threat Level

- 2.4 SR6 - Failure to safeguard vulnerable children: For Q3 SR6 became the Council's most serious risk. This quarter's update has been deferred pending the outcome of the current Ofsted inspection, which will be reflected in the update for Q1/Q2 2014/15.
- 2.5 SR7a/b - Failure to reduce levels of crime and anti-social behaviour (ASB) was reviewed in Q2 of 2012/13 and re-scoped around delivery of crime and ASB targets. Originally assessed at 12, the threat level has remained the same until this quarter. The threat assessment of 8 for Q4 is the product of mitigations and their incremental improvements across a number of risks over the last 6 quarters most notably:
- *That the appointment of the Nottinghamshire Police and Crime Commissioner (PCC) may result in the dilution of focus and resources for the City (12 to 8) –* With the PCC in place for some time, this risk has not materialised. The Crime Plan provides focus on the City and in particular where it has an impact on Community Protection;
  - *The ongoing combination of drug misuse and alcohol as a driver of crime (12 to 9) –* The development and implementation of a new drug treatment pathway has enabled treatment for those with related alcohol problems, with the pathway focusing on young people and prisoners.

For this quarter improvements are evident for the following constituent risks:

- *That the current "Thematic" approach to crime reduction is no longer enough in itself to achieve The Nottingham plan reduction in crime target (9 to 6) - Partners remain committed to a geographical approach with problems being addressed through the locality working model. This approach has evolved with NCC Directors becoming chairs of the locality boards and the introduction of a tighter crime focus. High volume crimes continue to be addressed using a thematic approach;*
- *Of not reducing crime levels to the average amongst Nottingham's Most Similar Family of Community Safety Partnerships (16 to 12) – Nottingham continues to close the gap on the average amongst Nottingham's Most Similar Family of Community Safety Partnerships, over the last 12 months, moving up two places from 15<sup>th</sup> to 13<sup>th</sup>. This will remain a challenge due to the tightly drawn boundary and a disproportionate number of young people compared to other cities/ CSP areas;*
- *That disparate database information does not provide effective performance and case management with focus on victims and perpetrators (9 to 6) - In response, a shared database has been procured. The ASB database is being used by a work group and live cases are being entered onto the system. Further roll out to all the relevant officers within Crime Partnership will take place in 2014.*

Of concern is the *impact of shop theft, and mobile phone theft becoming an increasing proportion of All Crime (12)*. A series of performance summits have been held targeting burglary, shop theft and mobile phone theft. Subsequently action plans and task and finish groups have been set up. Mobile phone theft is now reducing compared to last year and shop theft is also reducing.

- 2.6 *SR8b - Failure to implement and embed effective information management structures, polices, procedures, processes and controls to support the council's immediate and future regulatory, legal, and business requirements:* The overall assessment of the risk remains unchanged at 12, but an improving DoT reflects significant progress and anticipated accreditation to N3 (Information Governance (IG) in social care – Children & Families) and PSN (IT infrastructure/security) standards for 2014/15. Although confident of accreditation, this has not yet been officially confirmed. These standards become increasingly demanding with time and accreditation will need to be renewed annually, and additional investment is likely to be needed to secure and maintain this.

The plan now is to extend sound information management practices and improvements more widely across the organisation and to ensure that improvement keeps pace with changing standards over time. CLT has approved a number of key IG proposals which address matters of compliance, but also business effectiveness aligned to key elements of transformational change (for example the Customer Access and Commercialism programmes) as well as the ongoing efficiency, effectiveness and reputation of the Council.

In June the Information Commissioner's Office (ICO) will review the Council's information governance arrangements. The outcome of this inspection will be reflected in the update of the RMAP for Q1/Q2 2014/15.

- 2.7 *SR26 - Failure to support Nottingham citizens and communities in minimising the negative impact of welfare changes:* While the overall threat assessment remains unchanged from Q3 at 12, the DoT has been revised to show improvement, based

on the sustained activity which has been designed and implemented through 2013/14. Extensive work has taken place to understand the risks and to establish effective mitigations – many of these have now become business as usual, for example the application of the eviction prevention protocol. For the current quarter there has been progress for two of the constituent risks:

- *Failure to develop, adopt and implement a Local Council Tax Support scheme by January 2014, as required by the Government's abolition of the national Council Tax Benefit and transfer of this responsibility to billing authorities (9 to 4)* – the Council Tax Support scheme (CTSS) was approved at Full Council in January;
- *Our Local Council Tax Support scheme fails to minimise unnecessary economic hardship to citizens and increased financial burden to the Council (16 to 12)* – our 2013/14 CTSS took advantage of additional one off Government funding and other mechanisms, including a £1m contribution from the Council, to minimise the adverse economic impact of the abolition of the national Council Tax benefit scheme.

The CTSS adopted for 2014/15 continues this approach, with a continued £1m contribution from the council to minimise adverse future economic impact for citizens, but the removal of the one off Government funding has reduced our ability to minimise the impact compared to 2013/14.

Reflecting the cross cutting nature of work to mitigate Welfare Reform risks, and the need to embed these mitigations within business as usual, the Employment and Welfare Support Programme Board has been established to oversee the implementation of key recommendations to help the city's communities be more resilient to welfare changes.

- 2.8 SR28 - Failure to ensure a financially sustainable adult social care system to respond to significant increases in demand for care while protecting our most vulnerable citizens: Monitoring and reporting of this risk has been moved to Covalent providing an automated assessment of the threat assessment of the strategic risk based on the average of the constituent risks. It is as a consequence of this rather than any other change that the overall threat level has "improved" from 12 to 9 for Q4.

While there are several challenges, three red risks stand out which cover resource requirements and capacity, the potential for care service costs to rise more quickly than predicted and the risk of not achieving financial targets - all of which are at 12. The assessment of these risks has not changed for Q4, but projections for achievement of financial targets for this current year show that the gap has narrowed in Q4. Despite this, the risk of meeting financial targets in future years remains significant.

- 2.9 SR30 - Failure to create an organisational environment that supports delivery of Council priorities entered the SRR in Q1 of 2013/14 focussed on creating a corporate "organisational environment" that supports frontline service delivery and delivery of the Council's priorities. Initially risk assessed as 12 at Q1 of 2013/14, the threat assessment has improved for Q4 to 9. Initial work with colleagues highlighted a number of risks and through subsequent workshops attention focussed on the five most serious risks and their mitigations:

- *Failure to ensure the long term vision for the city keeps pace with the changing financial environment* - Initially assessed at 12 work, has centred on engagement

of CLT and the senior Executive in discussing the budget position and priorities, the renewed focus through the operating model on early intervention, the contribution of commercialism to driving improvement/change and the clarity of purpose and drive for improvement provided by *Putting the Citizen At The Heart of Everything We Do* (PCATH) and *Good To Great* initiatives. In light of this work, the assessment has improved from 12 to 8;

- *Failure to ensure that governance / policies / systems and processes add maximum value to the delivery of services to citizens* – Mitigations have targeted increasing stakeholder engagement in the development of policies and processes, implementation of the People Management Strategy and creation of the Improving Performance and Reducing Bureaucracy project. The risk assessment has improved from 16 to 12;
- *Resistance from colleagues and managers to required changes arising from change fatigue/lack of support for 'difficult' decisions* – In addition to the above mitigations key mitigations include assessment of the impact of change on frontline service delivery, additional support for change focussed on PCATH, Commercialism, Early Intervention and a planned refreshed approach to leadership development and the focus on key leadership attributes. The risk assessment has improved from 12 to 9;
- *Managers lack the right skills to operate effectively in a more commercialised environment* – The refreshed approach to leadership development, coupled with Commercialism are seen as the main responses to the need to raise expectations, skills and performance. For Q4 the risk assessment has improved from 16 to 12;
- *The Council fails to equip leaders with the right skills and attitudes (e.g. commercial approach, appropriate risk appetite) to enable colleagues to perform effectively and release discretionary effort* – A combination of the above mitigations has resulted in a reassessment of the risk threat level from 12 to 9.

While two red assessed constituent risks remain, there has been significant improvement largely around shaping future direction and identifying required behaviour/culture change and the mitigations are assessed as adequate to bring the risks as currently identified to target. However, further consideration will need to be given in Q1 2014/15 to infrastructure risks, for example IT and telephony, and where these risks should be reflected in the SRR.

- 2.10 *xSR29 - Failure to establish an effective Public Health function impacting citizen wellbeing and a failure to deliver the authority's statutory responsibilities* focussed on the transfer of the public health function to the Council which occurred on 1<sup>st</sup> April 2013. CLT agreed that this risk should be closed and that oversight of ongoing Public Health business and integration risks should take place through the Transformation Portfolio. In addition, review of Public Health risks (integration and commissioning) forms part of the Joint City & County Health Scrutiny Committee work programme.

### **3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

- 3.1 No other options were considered as the Risk Management Framework requires regular review of the strategic element of the SRR by senior management and Councillors.

#### **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY)**

- 4.1 The actions to mitigate strategic risks have either been prioritised within existing plans or will be built into future plans and refreshes for 2013/14 and 2014/15. Any additional financial implications will be highlighted in these plans going forward.

#### **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

- 5.1 The SRR is a key part of the Council's overall approach to risk management.

#### **6 SOCIAL VALUE CONSIDERATIONS**

- 6.1 Not applicable.

#### **7 REGARD TO THE NHS CONSTITUTION**

- 7.1 Not applicable.

#### **8 EQUALITY IMPACT ASSESSMENT (EIA)**

- 8.1 Has the equality impact been assessed?

Not needed (report does not contain proposals or financial decisions)

No

Yes – Equality Impact Assessment attached

#### **9 LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION**

- 9.1 None.

#### **10 PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

- 10.1 SRR Quarter 4 Update reported to Audit Committee 25 April 2014.

#### **11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT**

- 11.1 Input has been provided by the following colleagues:

- Stephen Chartres, Performance & Improvement Manager

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0115 8763698

- Liz Jones, Head of Corporate Policy

[Liz.jones@nottinghamcity.gov.uk](mailto:Liz.jones@nottinghamcity.gov.uk)

0115 8763367

- Steve Harrison, Information Specialist

[steve.harrison@nottinghamcity.gov.uk](mailto:steve.harrison@nottinghamcity.gov.uk)

0115 8765512

- Richard Henderson, Head of Change & Improvement

[richard.henderson@nottinghamcity.gov.uk](mailto:richard.henderson@nottinghamcity.gov.uk)

0115 8763443

# Nottingham City Council Risk Register - Report Summary

Ref.	Risk description	SR criteria						Threat level (seriousness) & DoT				DoT	Target Threat Level	Managing Accountability			
		Highest Pri	Corp Mit	Legal	Reputation	H & S	Citizen well-being	Financial	Date threat level & DoT	2013/14				Corporate Director (Risk Owner)	Lead Director or Senior Colleague		
										Q1	Q2					Q3	Q4
SR6	Failure to safeguard vulnerable children		✓	✓	✓	✓	✓	Date	Jun-13	Oct-13	Jan-14	Jan-14	↔	Apr-14	A. Michalska CD - Children & Adults	H. Blackman Director Childrens Social Care	
								Threat Level	15 (3x5) R	15 (3x5)	15 (3x5)	15 (3x5)		10 (2x5)			
								DoT	Improving	Stable	Deteriorating	Stable					
SR11a	Failure to accurately predict and respond to financial pressures supporting the development and delivery of the medium term financial plan		✓		✓		✓	Date	Jun-13	Oct-13	Jan-14	Mar-14	↔	6 (3x2)	C. Mills Deputy Chief Exec. / Corp Serv Dir	G. Walker Strategic Finance Director Acting	
								Threat Level	12 (3x4) C	12 (3x4)	12 (3x4)	12 (3x4)					
								DoT	Stable	Stable	Stable	Stable					
SR12a	Failure to provide the best educational outcome for children and opportunities for young people to access further education and skills training to contribute to the economic wellbeing of the City ( <b>under review</b> )	✓	✓	✓			✓	Date	Mar-13	Oct-13	Jan-14	Jan-14	↔	Apr-15	A. Michalska CD - Children & Adults	N. Lee Head of School Access & Imp Acting A. Conquer Head of Ed	
								Threat Level	12 (3x4)	12 (3x4) C	12 (3x4) R	12 (3x4)		8 (2x4)			
								DoT	Stable	Stable	Stable	Stable					
Page 32 SR6b	Failure to implement and embed effective information management structures, policies, procedures, processes and controls to support the council's immediate and future regulatory, legal, and business requirements			✓			✓	Date	Jun-13	Oct-13	Jan-14	Mar-14	↓	Apr-14	C. Mills Deputy Chief Exec. / Corp Serv Dir	M. Dunn GIS Data & Info Manager	
								Threat Level	12 (3x4) C	12 (3x4)	12 (3x4)	12 (3x4)		9 (3x3)			
								DoT	N/A	Stable	Stable	Improving					
SR26	Failure to support Nottingham citizens and communities in minimising the negative impact of welfare changes	✓				✓	✓	Date	Jun-13	Oct-13	Jan-14	Jan-14	↓	Apr-14	C. Mills Deputy Chief Exec. / Corp Serv Dir	L. Jones Head of Corporate Policy	
								Threat Level	16 (4x4)	16 (4x4)	12 (3x4)	12 (3x4)		9 (3x3)			
								DoT	Stable	Stable	Improving	Improving					
SR3	Failure to mitigate the impact of the economic climate on Nottingham City and its citizens			✓		✓	✓	Date	Jun-13	Oct-13	Jan-14	Mar-14	↔	Apr-12	D. Bishop CD - Dev	N. Jenkins Head of Economic Development	
								Threat Level	9 (3x3)	9 (3x3)	9 (3x3)	9 (3x3)		9 (3x3)			
								DoT	Stable AT TARGET	Stable AT TARGET	Stable AT TARGET	Stable AT TARGET					
SR25a	Failure to embed a corporate approach to commissioning, informed by citizen need, which drives delivery of improved services at significantly lower cost			✓		✓	✓	Date	Jun-12	Oct-13	Jan-14	Mar-14	↓	Mar-14	A. Michalska CD - Children & Adults	C. Brudenell Strategic Director of Early Intervention	
								Threat Level	12 (3x4)	12 (3x4)	9 (3x3)	9 (3x3)		9 (3x3)			
								DoT	Improving	Stable	Improving AT TARGET	Improving AT TARGET					



Ref.	Risk description	SR criteria						Threat level (seriousness) & DoT				DoT	Target Threat Level	Managing Accountability			
		Highest Pri	Corp Mit	Legal	Reputation	H & S	Citizen well-being	Financial	Date threat level & DoT	2013/14				Corporate Director (Risk Owner)	Lead Director or Senior Colleague		
										Q1	Q2					Q3	Q4
SR28	Failure to ensure a financially sustainable adult social care system to respond to significant increases in demand for care while protecting our most vulnerable citizens				✓		✓	✓	Date	Jun-13	Oct-13	Dec-13	Mar-14	↓	Mar-14	A. Michalska CD - Children & Adults	H. Jones - Director of Adult Social Care
		Threat Level	12 (4x3)	12 (4x3)	12 (4x3)	9 (3x3)	6 (2x3)										
		DoT	Stable	Stable	Improving	Improving											
SR30	Failure to create an organisational environment that supports delivery of Council priorities		✓		✓			✓	Date	Jun-13	Oct-13	Jan-14	Mar-14	↓	Mar-14	I. Curryer Chief Exec.	R. Henderson Head of Service Change & Improvement
		Threat Level	12 (3x4) C	12 (3x4)	12 (3x4)	9 (3x3)	8 (2x4)										
		DoT	N/A	Stable	Stable	Improving											
SR7a/b	Failure to reduce levels of crime and anti-social behaviour (ASB)	✓	✓		✓				Date	Jun-13	Oct-13	Jan-14	Mar-14	↓	Apr-14	J. Kelly CD-Comm Services	E. Orrock Comm Safety Exec. Coordinator
		Threat Level	12 (3x4)	12 (3x4)	12 (3x4)	8 (2x4)	8 (2x4)										
		DoT	Improving	Stable	Stable	Improving AT TARGET											
SR2a	Of the reputation of the City		✓		✓			✓	Date	Jun-13	Oct-13	Jan-14	Mar-14	↔	Oct-12	I. Curryer Chief Exec.	R. Bhattal Head of Service Comms & Marketing
		Threat Level	6 (2x3)	6 (2x3)	6 (2x3)	6 (2x3)	6 (2x3)										
		DoT	Stable AT TARGET	Stable AT TARGET	Stable AT TARGET	Stable AT TARGET											
SR3a	Failure to safeguard vulnerable adults		✓	✓	✓			✓	Date	Jun-13	Oct-13	Jan-14	Mar-14	↔	Oct 2014	A. Michalska CD - Children & Adults	H. Jones - Director of Adult Social Care
		Threat Level	8 (2x4)	8 (2x4)	6 (2x3)	6 (2x3)	6 (2x3)										
		DoT	Improving	Improving	Improving AT TARGET	Stable AT TARGET											
SR10	Failure to maintain good standards of governance		✓		✓			✓	Date	Jun-13	Sep-13	Jan-14	Mar-14	↔	Mar-13	C. Mills Deputy Chief Exec. / Corp Serv Dir	G. O'Connell Director Legal & Democratic Services
		Threat Level	6 (2x3)	6 (2x3)	6 (2x3)	6 (2x3)	6 (2x3)										
		DoT	Improving AT TARGET	Stable AT TARGET	Stable AT TARGET	Stable AT TARGET											
SR24	Failure to ensure effective systems are in place to manage health and safety risks			✓	✓	✓		✓	Date	Jun-13	Oct-13	Jan-14	Mar-14	↔	Dec-13	C. Mills Deputy Chief Exec. / Corp Serv Dir	P. Millward Head of Service Emergency Planning
		Threat Level	6 (2x3)	6 (2x3)	6 (2x3)	6 (2x3)	6 (2x3)										
		DoT	Improving AT TARGET	Stable AT TARGET	Stable AT TARGET	Stable AT TARGET											

**DIRECTION OF TRAVEL (DoT):**

Improving (reducing) threat level



Stable threat level



Deteriorating (increasing) threat level



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