



**Nottingham City Council
Executive Board**

Date: Tuesday, 20 October 2020

Time: 2.00 pm

Place: Remote - To be held remotely via Zoom -
<https://www.youtube.com/user/NottCityCouncil>

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

Director for Legal and Governance

Governance Officer: Kate Morris, Constitutional Services, Tel: 0115 8764353 **Direct
Dial:** 0115 8764353

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2 Declarations of interests	
3 Minutes Last meeting held on 22 September 2020 (for confirmation)	3 - 10
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|-----------|--|-----------|
| 9 | Report in the Public Interest - Action Plan Update
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Report of the Portfolio Holder for Energy, Environment and Democratic Services | 157 - 160 |
| 11 | 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 in the public interest in disclosing the information | |
| 12 | Broadmarsh - Next Steps - Key Decision - Exempt Appendix
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All items listed 'under exclusion of the public' will be heard in private for the reasons listed in the agenda papers. They have been included on the agenda as no representations against hearing the items in private were received

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

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the council's policy on recording and reporting on public meetings, which is available at www.nottinghamcity.gov.uk. Individuals intending to record the meeting are asked to notify the governance officer shown above in advance.

Nottingham City Council

Executive Board

**Minutes of the meeting held at held remotely via Zoom -
<https://www.youtube.com/user/NottCityCouncil> on 22 September 2020 from
2.03 pm - 2.50 pm**

Membership

Present

Councillor David Mellen (Chair)
Councillor Sally Longford (Vice Chair)
Councillor Cheryl Barnard
Councillor Eunice Campbell-Clark
Councillor Neghat Khan
Councillor Dave Trimble
Councillor Adele Williams
Councillor Sam Webster

Absent

Councillor Rebecca Langton
Councillor Linda Woodings

Colleagues, partners and others in attendance:

Councillor Kevin Clarke

Councillor Andrew Rule

Mel Barrett

Helen Blackman

Clive Chambers

Chris Henning

Laura Pattman

Malcolm Townroe

Catherine Underwood

Hugh White

Kate Morris

Chief Executive

Director of Children's Integrated Services

Head of Safeguarding and Quality Assurance

Corporate Director for Development and Growth

Strategic Director of Finance

Director of Legal and Governance

Corporate Director for People

Corporate Director for COVID Response and

Recovery

Governance Officer

Call-in

Unless stated otherwise, all decisions are subject to call-in. The last date for call-in is 1st October 2020. Decisions cannot be implemented until the working day after this date.

36 Apologies for absence

Councillor Rebecca Langton - Personal

Councillor Linda Woodings - Council Business

37 Declarations of interests

Councillors Neghat Khan and Cheryl Barnard declared a non pecuniary Interest in agenda item 7a Interim Budget 2020/21, Medium Term Financial Outlook and Draft Strategy 2021/22 to 2023/204 (minute reference number 42) because they are members of the Board of Robin Hood Energy. They did not participate in the discussion on this item.

38 Minutes

The minutes of the meeting held on 21 July 2020 were confirmed as a true record and were signed by the Chair.

39 Ofsted Focussed Visit and Children's Services Improvement Programme

This item does not contain any decisions that are subject to the call in

The Board considered the report of the Portfolio Holder for Children and Young People providing an update on the outcome of the Ofsted Focussed visit in February 2020 and activity on the Improvement programme undertaken to date. The following points were highlighted:

- (a) There Children at the Heart improvement Board is now well established and is attended by Partners and councillors offering a forum for support and challenge;
- (b) A major training programme has been rolled out across Microsoft Teams to engage frontline practitioners. There is a new pay and progression scheme in place for practitioners and work continues to create a stable workforce;
- (c) The Covid -19 pandemic has impacted progress of the improvement programme. Visits to children and young people have still taken place through lockdown, on doorsteps, through windows, into homes where necessary and this work has had to take priority;
- (d) Ofsted will be announcing their new visiting regime soon, and although a visit to Nottingham City would not be to provide a rating it would assess the progress of improvement on the two Priority Actions issued in February 2020, it would also determine how at what point a full inspection will take place;
- (e) The Authority is committed to its Corporate Parenting responsibilities and has been working hard to analyse service demand to allow continuous development and culture change;
- (f) A piece of work is being done with Small Steps Big Changes partners to become a Child friendly City as recognised by Unicef. This will create opportunities for children to flourish and achieve good outcomes in their childhood.

Resolved to:

- (1) Note the outcome of the Ofsted focussed visit;**
- (2) Note and support the actions being taken to address the two Priority actions; and**
- (3) Note Corporate Parenting responsibilities.**

Reasons for decision

Following a Focussed visit in February 2020 Ofsted issued two Priority Actions, previously reported to this Board. Nottingham City Council has a statutory requirement to provide services for Children and young people in Nottingham and to ensure that those services meet requirements

Other options considered.

This report is for noting the progress on addressing the Priority Actions. There are no alternative options to consider.

40 Independent Inquiry into Child Sexual Abuse Report Recommendations Update

This item does not contain any decisions that are subject to the call in

The Board considered the report of the Portfolio Holder for Children and Young people updating the Board on action taken since the publication of the report by the Independent Inquiry into Child Sexual Abuse in July 2019 the following information was highlighted:

- (a) There has been significant progress on the action plan. Nottingham City Council has worked hard to ensure that victims and survivors have support in place both through internal and external services. There is now a dedicated Information Officer who helps survivors access and understand their record, and the Council now offers a written apology on settlement of claims along with the offer of a face to face meeting for a face to face apology if that is what the survivor wants. The Adult Sexual Violence Hub is due to go live in January 2021;
- (b) Not only has Nottingham City Council acted on the 2 recommendations made by IICSA it has taken the opportunity to reflect. Survivor services are being recommissioned in a sustainable and strengthened way. The Council continues to ask searching questions and is committed to listening to the voice of children and raise awareness of the risk of abuse. Additional training is in place for all practitioners and the Council continues to encourage professional curiosity and challenge of assumptions;

Resolved to note the progress undertaken since the publication of the report.

Reasons for decision

Following the publication of its findings, two recommendations were made for Nottingham City Council by IICSA and work has been ongoing to address them

Other options considered

This report is for noting the progress of work on the recommendations made by IICSA. There are no alternative options to consider.

41 Stonewall Campaign: Coming Out for Trans Equality

This item does not contain any decisions that are subject to the call in

The Board considered the report of the Portfolio Holder for Health Equalities and HR, seeking support and endorsement to sign public and private letters to the government

to voice Nottingham City Council's concerns around the reform of the Gender Recognition Act and show support for trans equality.

The Board agreed that this was an important campaign to endorse, and that Nottingham City Council was pleased and proud to visibly support trans rights.

Resolved to endorse the following statement proposed at the Equality Board on 7 September 2020:

“Nottingham City Council values trans people as our employees, colleagues customers and supports trans rights as human rights”

And to submit it to Stonewall along with the Nottingham City Council logo.

Reasons for decision

Nottingham city Council is a forward thinking authority that puts citizens and employees first. The authority is committed to improving the lives of people living and working in Nottingham and is working hard to ensure that everyone has fair and equitable access to both opportunities and services.

Other options considered

The other option considered was to not participate in the campaign. This was rejected as, as an organisation striving to become inclusive of the LGBT community, it is important for Nottingham City Council to act in a responsive way to campaign activities coordinated by Stonewall.

42 Interim Budget 2020/21, Medium Term Financial Outlook and Draft Strategy 2021/22 to 2022/24

The Chair of the Board agreed that this item, although not on the agenda, could be considered as a matter of urgency in accordance with Section 100B(4)(b) of the Local Government Act 1972, because the business cannot be deferred as it requires approval by Full Council on 5 October 2020. The Interim Budget includes a number of new in year savings that have required a period of statutory consultation as detailed within the July Exec Board report titled Council Financial Position – 2020/21 Budget Update.

The Board considered the urgent report of the Portfolio Holder for Finance, Growth and City Centre providing an update on the 2020/21 budget and the financial impact of the Covid-19 pandemic. The report sets out the latest budget monitoring, release of reserves, funding assumptions and in year savings of £12.505million.

The Portfolio Holder thanked staff and other Portfolio Holders for the hard and difficult work done at pace to ensure a balanced budget could be presented for recommendation to Council.

The following points were highlighted in discussion:

- (a) The gross impact of the Covid-19 pandemic is £78.408 million, confirmed government funding is £23.545 million and the estimated funding from the income compensation scheme is £16.277 million leaving a shortfall in funding of £38.585 million;

- (b) £38.718 million of reserves will be permanently released and not replenished to close the budget gap. This will have an impact on the Council's ability to deliver services and mitigate future risk;
- (c) The annexes published alongside the report detail the budget consultation and a judgement of robustness of the overall budget;

Resolved to:

(1) 2020/21 Forecast Outturn

a. Note:

- i. Period 4 forecast outturn for the 2020/21 General Fund as set out in Tables 1 & 2 and Appendix 1
- ii. Qtr1 forecast monitoring for HRA revenue budget and capital programmes as set out in Sections 5 and 6

b. To approve budget virements as set out in Appendix 3

(2) Interim Budget

a. To note, endorse and recommend to City Council:

- i. New savings totalling £12.505m for 2020/21 as set out in the July Council Financial Position - 2020/21 Budget Update Executive Board report
- ii. Use of £94.440m of reserves within 2020/21, includes £70.022m to mitigate in year issues, £10.678m tranche 1 Covid-19 grant, £4.482m IT commitments, £3.930m to support in year savings
- iii. Amendments to 2020/21 original savings which are now assessed to be unachievable
- iv. Allocation of Covid-19 related grants to service budgets
- v. One off changes to Portfolio Budgets, including the redistribution of budgets for services with underspends
- vi. The continuation of existing monitoring arrangements, spending controls and vacancy freeze
- vii. Any underspends resulting from spending controls and vacancy freeze are to be used to replenish reserves
- viii. Delegation of approval to the S151 Officer to reset 2020/21 budget in accordance with principles set out in paragraph 4.24 and Appendix 7

(3) 2020/21 budget proposals

- a. To note the outcomes of the budget consultation as detailed in Annex 1 for the new 2020/21 proposals previously reported in the July Executive Board report

(4) Robustness of the Interim Budget

- a. To note, endorse and recommend to City Council the recommendations of the Strategic Director of Finance (S151 Officer) in respect of the estimates within the interim budget and the adequacy of reserves as detailed in Annex 2

(5) Draft Medium Term Financial Strategy (MTFS) (incorporating the Medium Term Financial Outlook (MTFO))

- a. To note the draft MTFS including the updated MTFO
- b. To note that a detailed revised MTFS will be brought back for consideration at December Executive Board.

c. To note a detailed review of the Capital Programme and Capital Investment Strategy will be undertaken and the outcomes will be reflected in the MTFS.

Reasons for decision

The Council has had to make cumulative savings of £271.4million since 2010/11 to 2019/20. The budget presented to Council in March 2020 included new savings of £15.623million and pressures of £17.911million. Since the start of the Covid-19 pandemic the increased expenditure, lost income and impact on existing budget savings has meant that a new balanced budget needed to be produced.

Other options considered

Throughout the review period a number of individual cost reductions, income and investment opportunities are considered. These in turn impact on the level of reserves. These decisions represent the final package of detailed proposals having considered all of the options available

43 Customer Experience and Local Government Ombudsman Annual Assurance Report 2020

This item does not contain any decisions that are subject to the call in

The Board considered the report of the Portfolio Holder for Energy, Environment and Democratic services reflecting on the annual Local Government Ombudsman review 2019/20 and complaints made to the City Council.

The City council received a total of 5,163 complaints. 5,064 were dealt with by the first stage of the complaints process. Of the 99 that progressed to the second stage 86 then went onto be reviewed by the Ombudsman with 12 being upheld.

Resolved to note the contents of the report

Reasons for decision

Nottingham City Council will always be vigilant in dealing with complaints. The report is positive and shows that the Council responds efficiently, and appropriately to complaints.

Other options considered

This report is for noting the outcome of the Local Government Annual Review. There are no alternative options to consider.

44 Exclusion of the public

The Board decided to exclude the public from the meeting to discuss the exempt minutes of the last meeting held on 21 July 2020 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 outweighed the public interest in disclosing the information, as defined in Paragraph(s) 3 and 5 of Part 1 of Schedule 12A to the Act.

45 Exempt minutes

The Board confirmed the exempt minutes of the meeting held on 21 July 2020 as a true record and they were signed by the Chair.

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Subject:	Nottingham City Council's Plan 2019-2023 Annual Report – Year 1
Corporate Director(s)/Director(s):	Hugh White – Corporate Director for Covid Response and Recovery Colin Monckton – Director of Strategy and Policy
Portfolio Holder(s):	All
Report author and contact details:	Elaine Fox – Corporate Policy and Performance Officer elaine.fox@nottinghamcity.gov.uk ; 0115 8764540
Other colleagues who have provided input:	James Schrodell, Corporate Policy and Performance Manager
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Criteria for Key Decision:	
(a)	<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
and/or	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No
Type of expenditure:	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Total value of the decision:	None
Wards affected:	All
Date of consultation with Portfolio Holder(s):	Various and ongoing
Relevant Council Plan Key Theme:	
Nottingham People	<input checked="" type="checkbox"/>
Living in Nottingham	<input checked="" type="checkbox"/>
Growing Nottingham	<input checked="" type="checkbox"/>
Respect for Nottingham	<input checked="" type="checkbox"/>
Serving Nottingham Better	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	<p>Nottingham City Council's Plan for 2019-2023 (the Council Plan) sets out the key priorities to be delivered by the Council over the four years of the current administration elected in May 2019.</p> <p>This report updates on performance against the priorities in the current Council Plan for Year 1, which ran up to 31st March 2020.</p> <p>The overall performance is positive, with 118 out of 184 commitments assessed as 'green' – key milestones for year one met and on track to be achieved. 47 commitments classed as 'amber', with progress made towards achieving them, and 19 classed as 'red', with issues affecting them being fully achieved by the end of the Council Plan period.</p> <p>As the scoring and commentary for the commitments relate to the year ending 31st March 2020, the impact of the Covid-19 pandemic had not yet been fully realised. Consequently, some of the commitments in the Plan may be adversely affected by Covid-19 related issues outside of the Council's control. The report for the first half of Year 2 of the Council Plan, which runs from April 2020 – September 2020, will include a fuller understanding of the impact of Covid-19.</p>
Exempt information:	None.
Recommendation(s):	
1	To note progress made against priorities in the Council Plan during year one.

2 To note that the ratings and commentary for Year 1 relate to the year ending 31st March 2020 and, as such, the full impact of the Covid-19 pandemic and lockdown had not yet been felt. The report for the first half of Year 2 of the Council Plan, which runs from April 2020 – September 2020, will include a more comprehensive assessment of the impact of Covid-19.

1 Reasons for recommendations

- 1.1 To ensure Executive Board are kept informed of the progress made towards achieving the priorities contained within Nottingham City Council's Plan for 2019-2023.
- 1.2 To ensure Executive Board are aware that several of the ratings for Year 2 of the Council Plan will be impacted by Covid-19; such an impact had not fully been felt at the end of Year 1.

2 Background (including outcomes of consultation)

- 2.1 The Council Plan 2019-2023 was formally adopted by the City Council at their Full Council meeting on 20th May 2019.
- 2.2 The Council Plan was based on the Nottingham Labour Party's Manifesto for the May 2019 Local Election. The pledges within the Manifesto formed the basis of the Council's policies and priorities.
- 2.3 Based on the commitments, 184 performance indicators and actions were established, with clear measures of progress and milestones for each year of the plan. This report covers performance for all 184 performance indicators and actions for year one.
- 2.4 Each quarter, officers provide commentary to their relevant Portfolio Holder on the actions undertaken and future work planned for each of the Council Plan commitments to keep them regularly updated on performance against the targets.
- 2.5 Appendix 1 includes a list of all of the Council Plan commitments, with a 'RAG rating' (red, amber, green) for how performance against these targets is progressing. The RAG ratings are based on the following definitions:
 - Red - There are significant barriers to achieving this priority.
 - Amber - There are risks to delivery, or only partial delivery may be likely.
 - Green - Priority is on-track to be achieved by March 2023.
- 2.6 Also included in the document in Appendix 1 is brief commentary for each of the Top 5 commitments, which are the Council's most important strategic priorities, plus the 'next 20', which are the Council's other key ambitions.
- 2.7 During the lifetime of this Council Plan, there have been and will continue to be several factors which affect the Council's ability to meet all of its aims. This includes the widely felt impact of Covid-19 and its effect on people's health and wellbeing, employment rates and the local and national economy.
- 2.8 The recovery from Covid-19 will impact the Council's priorities for the foreseeable future, as will other factors including Government policies, funding for local authorities and the potential impact of Britain's exit from the European Union.

3 Other options considered in making recommendations

- 3.1 No other options were considered as this report is intended to update the City Council's Executive Board on performance against the Council's priorities and key aims during Year 1 of the 2019 – 2023 Council Plan.

4 Finance colleague comments (including implications and value for money/VAT)

- 4.1 Delivery of the Council Plan will need to be considered in the context of the Medium Term Financial Plan.

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

- 5.1 The annual review of Year 1 of the Council Plan for 2019-2023 covers the period up to 31st March 2020 and summarises the Council's progress towards achieving the priorities set out in the Plan. The review was undertaken at the start of COVID-19 and, thus, achievement of key objectives may be adversely impacted in subsequent reviews when the impact of COVID-19 is clearer.

6 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

- 6.1 The Council Plan shapes the organisation's Corporate Asset Management planning approach and decisions for both its property and land assets. The report highlights recent challenges and uncertainties created by Covid-19 and other external factors.
- 6.2 The Corporate Asset Management approach must be agile to support the Council including responding to changing priorities and market conditions in order to ensure that its assets are optimised to benefit service delivery and income generation. This includes ensuring that property and land decisions are professionally and commercially scrutinised to maximise benefit to the Council.

7 Social value considerations

- 7.1 This report looks at performance against the priorities and objectives in the Council Plan 2019 – 2023. The Council Plan was based on the Manifesto of the winning party in the local election in 2019, which a majority of voters had supported. Included within the Council Plan are commitments to improve neighbourhoods, health, education, the local economy and other important aspects of citizens' lives.

8 Regard to the NHS Constitution

- 8.1 Not applicable.

9 Equality Impact Assessment (EIA)

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

No



An EIA is not required because no changes to Nottingham City Council functions, policies or services are proposed in this report.

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

10.1 None.

11 Published documents referred to in this report

11.1 Nottingham City Council's Plan for 2019-2023.

Annual Review 2019-20 (Year 1)

Welcome to our annual review of the City Council's 2019-2023 Plan

Last year we set out Nottingham City Council's purpose and priorities for 2019-2023 with the aim of improving our great city while keeping citizens at the heart of everything we do.

Over 2019-20, we have worked hard to create a better future for your city and for all who live, work, study, invest and visit here. Our aim is to create a city that is fair for everyone and where we all have an equal and positive chance to succeed.

Nottingham deserves to be an internationally successful city that is prosperous. A city that offers everyone the opportunity to realise their potential. A sustainable city that cares for the environment and our people, especially the most vulnerable amongst us who should be supported to lead their fullest lives.

Our ambitions remain unchanged, despite ongoing and significant cuts to our budgets and the difficult decisions that shrinking budgets cause.

Nottingham deserves an ambitious Council that looks to the future in the best interests of our citizens who we keep at the heart of everything we do.

COVID-19

This review covers the financial year 2019-20 which ended in March 2020 when the full impacts of COVID-19 were still unclear.

In October 2020 we will set out the ongoing impacts of the pandemic on Nottingham, our citizens and our businesses. We will describe the new work we have undertaken at speed to support our most vulnerable people and to help keep businesses running. We will explain the comprehensive plans we have developed in response to the COVID-19 international emergency and how our new work will help you.

This annual review sets out the progress we have made over 2019-20 in meeting our ambitious 2023 targets.

Overall we are on track to deliver 118 of the 184 priorities we set ourselves in 2019. This review summarises our progress so far on our key commitments.



David Mellen
Leader of Nottingham City Council

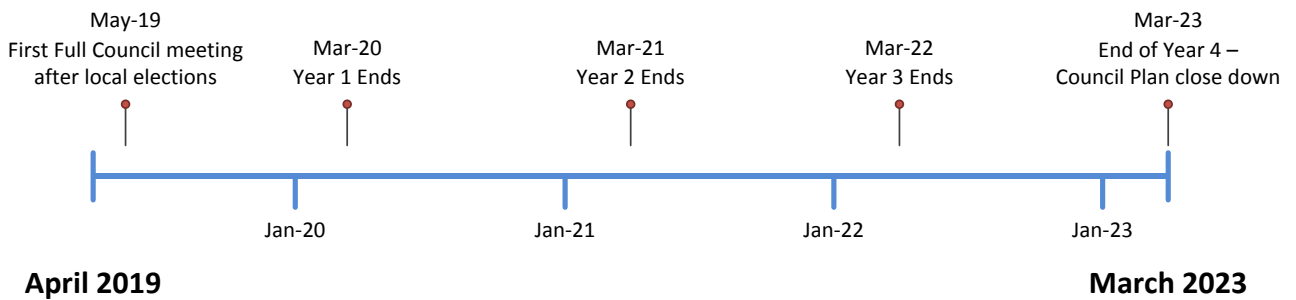


Mel Barrett
Chief Executive



Here we set out our performance against the priorities described in our 2019-2023 Council Plan, which can be found [here](#).

This report covers performance up until the end of financial year 2019-20, which ended in March 2020. This was the end of year 1 of the 2019-2023 Council Plan:



The priorities below are organised by Portfolio and subsequently by whether each priority is one of our 'Top 5', 'Next 20' or one of the Council Plan's other priorities. We provide a commentary for each of the Top 5 and Next 20 priorities. These are amongst the most ambitious and stretching Council Plan priorities for Nottingham.

By 2023:

- Priority is on-track to be achieved **G**
- There are risks to delivery, or only partial delivery may be likely **A**
- There are significant barriers to achieving this priority **R**

01 Regeneration, Schools and Communications - Cllr David Mellen		
Top 5:	Comments:	
Build a new Central Library, making it the best children's library in the UK.	<i>Due to COVID-19, technical design work required to manufacture and construct the project was delayed in Quarter 4 pending an internal review of the Council's Capital Programme. This has now been given the approval to progress.</i>	
Top 20:		
Complete the transformation of the south side of the city centre, including the college, library and Broadmarsh car park, bus station and shopping centre.	<i>Work is progressing well on the Broadmarsh Car Park, Library, Unity Square and the student development on Station Street. Plans for Crocus Place are progressing, and the Section 106 agreement (an agreement between a developer and a local authority to address a development's impact on the local community and infrastructure) for the</i>	

	<i>Network Rail application has concluded. Planning permission for the development opposite the station was approved in April 2020 and the Broadmarsh West plans were out for consultation. The impact of COVID-19 is not yet fully understood.</i>	
Reduce permanent exclusions by 50% and campaign against permanent exclusions and 'off-rolling' to make sure every Nottingham child is in school.	<i>A revised inclusion model seeking to limit permanent exclusions has been rolled out. 13 of the city's secondary schools have signed this. Further work is being undertaken with Multi Academy Trusts to secure their sign-up. Whilst there has been a positive response, universal sign-up is not anticipated and is a continued risk. The use of the Fair Access process, and the work of the Education Welfare and Education Other Than at School (EOTAS) Services actively support this commitment, through oversight of Alternative Provision settings and Elective Home Education processes. The impact of COVID-19 on current working priorities has limited the progress towards this target.</i>	
Ensure that all Nottingham Children attend a school judged Good or Outstanding by OFSTED.	<i>As of the end of February 2020 (for inspections up to the end of January), 86% of Nottingham children were attending a school judged Good or Outstanding, an increase of 3% since April 2019. The England average in January 2020 was 85%. Inspections have been suspended due to COVID-19 so there has been little or no change since February. Schools are waiting for confirmation of when inspections will resume.</i>	
Others:		
Continue to develop Nottingham and Derby's Metro Strategy, building on already strong partnership working with Gedling and Derby and including other neighbourhood authorities.		
Fight to ensure that UK government funding replaces current EU funding for economic development activity in Nottingham.		
Start the redevelopment of Broadmarsh West, including the land to the west of Carrington Street, the Castle College site and the land around the Trip to Jerusalem with a new square, public open space and appropriate development to ensure the castle is visible and showcased as an important asset of the city.		

Work to secure government funding for a high quality conference centre in Nottingham.	Red
Complete Nottingham Science Park, Unity Square, Players Site, Energy Park and People's Hall and progress the Island Site and Boots to provide employment opportunities for Nottingham people.	Green
Ensure the development of at least 500,000 square feet of Grade A office space to encourage inward investment in the city.	Yellow
Ensure that every primary school in Nottingham has an affordable breakfast club.	Green
Work with schools to promote an understanding of good mental health wellbeing amongst staff and children.	Green
Guarantee a choice of places at a local primary and secondary school for every Nottingham child.	Yellow
Protect from cuts: The Education Welfare Service and Education Improvement Board.	Yellow
Protect from cuts: School uniform grants.	Green
Tackle holiday hunger by supporting school holiday lunch clubs in our most deprived neighbourhoods and campaign to extend free school meals to all primary school children by 2025.	Red
Support mainstream schools to ensure that children with additional needs can progress well.	Yellow
Close the gap of GCSE attainment to within 5% of the national average.	Green
Increase attendance in Nottingham schools to above the national average.	Green

02 Energy, Environment & Democratic Services - Cllr Sally Longford	
Top 5: None	
Top 20:	
Deliver an annual kerbside collection of unwanted items for every resident.	<i>Due to the prioritisation of waste services as a result of the COVID-19 pandemic, some trials of kerbside collections had to be cancelled. Waste Management teams will consider how to introduce kerbside collections as soon as practical.</i>
Become the first carbon neutral city in the country, reaching this target by 2028.	<i>Actions include:</i> <ul style="list-style-type: none"> <i>Publication of citywide Carbon Neutral Charter with Green Partnership setting out a sustainable approach for a carbon neutral Nottingham.</i> <i>Declaration of Climate and Ecological Emergency and the launch of a draft Carbon Neutral Action Plan for Nottingham at Full</i>

	<p><i>Council in January 2020.</i></p> <ul style="list-style-type: none"> <i>8-week consultation asking residents, workers, visitors and businesses their views on Nottingham's carbon neutral ambition and the actions set out within the draft Action Plan (600 survey responses were received and over 200 people consulted at events across the city).</i> <i>Continued work on the Council's Carbon Management Plan and delivery across a range of carbon and energy actions.</i> 	
<p>Improve air quality in Nottingham by cutting Nitrogen Dioxide and particulate pollution by 20%.</p>	<p><i>It is difficult to predict what will happen to global and local air quality following COVID-19. Changes in working and commuting habits might have an impact. It is possible more people will choose to walk or cycle, however there may be an increase in the use of private motor vehicles as people decide not to use public transport or share their cars with colleagues.</i></p>	
<p>Others:</p>		
<p>Make sure students have a voice in elections by increasing the number of students registered to vote by a quarter.</p>		
<p>Reduce the number of older people experiencing fuel poverty by 10%.</p>		
<p>Work with the Environment Agency to protect 1000 more homes from the risk of flooding.</p>		
<p>Ensure that all Nottingham Hackney carriage fleet is ultra-low emissions, reduce the maximum age of taxis from 15 to 12 years and exclude dirty diesel taxis from the city centre.</p>		
<p>Protect from cuts: Free bulky waste collections for Nottingham residents.</p>		
<p>Replace every litter bin in the city centre and roll out a programme of replacements in neighbourhoods.</p>		
<p>Extend the garden waste collection service to include November.</p>		
<p>Double the number of Nottingham residents using Robin Hood Energy and continue to provide discounts for those who live in the city.</p>		
<p>Ensure that all planning and development decisions take account of environmental and sustainability considerations and ensure Nottingham is a "bee-friendly" city with suitable habitats in every neighbourhood.</p>		
<p>Reduce plastic use by providing water bottle refill stations in the city centre and make the Council single-use plastic free.</p>		
<p>Support local businesses by providing 364 day a year commercial waste collection service.</p>		

Protect from cuts: Access to council services online, in person or over the phone.	
Hold 'fix-it' days in areas across the city, helping local people re-use and recycle household items.	
Make it easier to contact the Council, helping you report problems online whenever possible and aiming to solve your problem the first time you contact us.	

03 Children and Young People - Cllr Cheryl Barnard

Top 5: None

Top 20:

Provide a free book every month from birth to 5 years for 10,000 Nottingham children.	<i>As of the end of March 2020, a total of 7,342 children had received books through the scheme since it was introduced. 5,521 children were actively on the scheme, and 1,821 had graduated. Fundraising efforts continue and it is the chosen charity for Doughnotts and the Sherwood Methodist Church this year.</i>	
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Others:

Consult young people on important decisions and involve them in the Council's decision making processes.	
Protect from cuts: Frontline social workers to keep Nottingham's young people safe and adults protected.	
Protect from cuts: Assessment and consultation for children with poor mental health.	
Keep our Children's Centres, providing positive activities for children and their families across the city.	
Support parents to look after their children at home through funding early intervention and prevention programmes that keep families together.	
Better support parents of young children by bringing together help and parenting advice close to home.	
Support new mums to breastfeed for longer, increasing the number of mums breastfeeding at 6 weeks by 10% and encourage businesses to go the extra mile to welcome breastfeeding mums.	
Increase the number of Nottingham foster carers by 20% to provide a more settled home for children in care.	
Ensure at least 75% of eligible 2 year olds access free nursery provision.	

4 Communities, Highways and Strategic Transport - Cllr Rebecca Langton

Top 5: *Comments:*

Ensure Nottingham is the cleanest big *This year we have delivered:*

<p>city in England and keep neighbourhoods as clean as the city centre.</p>	<ul style="list-style-type: none"> • <i>A major spring clean campaign with over 50 community events and over 1,000 people taking part</i> • <i>Recruited and continue to support over 500 Clean Champions</i> • <i>Started to replace all the city centre litter bins</i> • <i>Delivered the annual leaf clearance programme</i> • <i>Produced a new Street Weed Spraying Programme</i> • <i>Continued to carry out regular deep cleans within the city centre and all our neighbourhood shopping areas</i> • <i>Continued to remove hundreds of tonnes of fly tipped material and trialled doorstep 'bring out' days</i> • <i>Graffiti removed within 48 hours, or 24 hours if it is offensive</i> • <i>Had an independent cleansing assessment carried out by Keep Britain Tidy for highway / arterial road network. We scored B/B+, placing Nottingham in top quartile</i> • <i>Introduced the Association for Public Service Excellence (APSE)'s Land Audit Management System (LAMS) to help monitor cleansing standards in the city centre and neighbourhoods. This also enables us to benchmark ourselves against other local authorities. Cleansing score is 97.2% and A Grade, which puts us in the top quartile</i> • <i>Citizen survey found city centre satisfaction was 90.9% and neighbourhood satisfaction was 78.8%. Both scores are above national averages</i> • <i>Restructured the entire Parks and Streetscene service to create one combined public realm service. This included the creation of new citywide and neighbourhood operating models.</i> 	
<p>Top 20:</p>		
<p>Fill 50,000 potholes, replace 250 pavements and resurface 100 roads citywide.</p>	<p><i>The overall target for the number of roads resurfaced and highway/pothole repairs has been exceeded. As at the</i></p>	

	<p><i>end of March, 44 roads had been resurfaced including Queens Drive, exceeding the year one target of 24. 13,329 potholes/highway repairs had been completed.</i></p> <p><i>25 foot paths had been resurfaced, less than the annual target, and the Council is looking at ways to increase funding for footpath works in future years.</i></p>	
Others:		
Manage public spaces, pavements and gullies to minimise weeds and keep Nottingham tidy.		
Support the retail offer on Nottingham's arterial routes and in neighbourhoods, reducing empty shops by 15%.		
Protect from cuts: Support to ensure our neighbourhood centres thrive.		
Protect from cuts: Teams that clean up graffiti and dog fouling within 48 hours of reporting.		
Reduce fly tipping by 10% as well as investigating and fining more fly tippers.		
Regularly bring local people and local groups together to improve their neighbourhoods.		
Increase the number of people who feel there is a strong sense of community where they live by 10%.		
Host an extensive programme of community events and activities to bring people together in every neighbourhood, reflecting and celebrating our diversity.		
In partnership with the voluntary sector, ensure that vulnerable people have access to legal advice.		
Support new initiatives that celebrate and champion volunteers, community activity and faith groups.		
Ensure voluntary and community organisations are central to the way we consult citizens.		
Provide a network of community centres where local people can come together.		
Work with partners to be a city that welcomes those in need of refuge or shelter.		
Continue to support the 'Nottingham Together' programme, bringing communities together and creating good neighbours.		
Protect from cuts: Funding for community based benefit and debt advice.		
Protect from cuts: Annual residents surveys, making sure council decisions are evidence based.		
Protect from cuts: A network of area committees; and area based grant funding and local decision making on how money is spent in your neighbourhood.		

Ensure that meaningful consultation with a diverse range of groups forms the basis of decisions made by the council.	
Help people on low incomes to budget and manage their finances better; and promote Nottingham's Credit Union as an ethical alternative bank.	
Host an annual "open doors" event where visitors are invited into public buildings across the city.	
Work in partnership to create and support a network for women in Nottingham.	
Develop a "you said, we did" programme for neighbourhood working through area committees.	
Work with the voluntary sector to ensure that welfare rights advice is available in all areas of the city.	
Work with businesses, the public and the voluntary sector to write and implement a vision for Nottingham to 2050, built on the dreams and aspirations of local people.	
Allow neighbourhoods to invest in and run their own local community hubs and assets through Community Asset Trusts.	
Train staff and councillors in domestic abuse awareness so that they can more easily spot the signs and signpost to advice and support.	
Bring 20 vacant sites back into use for employment opportunities for local people.	
Encourage and facilitate the development of low cost supermarkets where they are wanted, such as on the Beechdale Baths site.	
Protect from cuts: Support for a diverse range of free and low cost community and cultural events.	
Work with businesses to pool corporate social responsibility money to invest strategically in Nottingham's communities alongside the voluntary sector.	
Continue to be a social eating city and promote community organisations bringing people together and providing a free or low cost meal.	
Continue to campaign for the electrification of the Midland Mainline.	
Support plans to double passenger and freight traffic at East Midlands Airport and campaign for a dual carriageway and passenger rail link to the Airport, Donington Park and associated employment sites.	
Campaign strongly for HS2 to be built, a station at Toton and the redevelopment of land around the station to create jobs and promote growth.	
Use the 'Robin Hood' card as the basis for developing an integrated Derby/ Nottingham Metro public transport service.	

5 Employment and Community Protection - Cllr Neghat Khan	
Top 5:	Comments:
Cut crime, and reduce anti-social behaviour by a quarter.	<i>By Quarter 4, overall crime levels were starting to reduce, with performance continuing to improve in February such</i>

	<p><i>that crime was 6% below the 2018/19 baseline (2,235 fewer crimes) in that month. During March, the impacts of COVID-19 became more apparent and this led to further reductions in the amount of crime. Anti-Social Behaviour (ASB) performance was flat through to February, with a modest reduction of 23 incidents. The increase in ASB from late March has only partially been due to lockdown breaches being recorded as ASB. The most significant factor has been a 125% increase in noise complaints. Over the lockdown period, 42% of recorded incidents have related to noise. In the same period in 2019 the equivalent figure was 30%.</i></p>	
Top 20:		
<p>Increase the number of Nottingham residents with level 2 qualifications to within 3% of national average.</p>	<p><i>For 2019/20, 69.9% of Nottingham residents had a level 2 qualification; narrowly missing the target of 70.4%. A European funded Skills Access bid was submitted last year to secure funding for training to be delivered through employers; as of the end of March a decision was still pending.</i></p>	
<p>Support 1,000 more Nottingham young people into university and work with businesses to create 500 new apprenticeships.</p>	<p><i>A breakdown of university admissions data was not available at the end of March due to a data lag. A total of 171 apprenticeship places were supported/created in 2019/20. Internally there were 102 apprentices recruited during the year; 37 entry level (level 2) and 65 higher level (level 3 and above). From April 2019 – March 2020 there were 11 Apprenticeship Levy transfers supporting 11 SMEs (small and medium-sized enterprises) / local residents into Higher Level Apprenticeships utilising City Council Apprenticeship Levy funds.</i></p>	
<p>Create a dedicated noise nuisance hotline and respond to complaints of noisy neighbours within 48 hours.</p>	<p><i>Software is being developed to enable the hotline to be established, which was delayed due to COVID-19. To assist with this, 150 mobile phones will be given to Community Protection Officers to enable the software to be used on the frontline. A dedicated Anti-Social Behaviour</i></p>	

	<p><i>(ASB) task group has been established and is working with the Police to manage current ASB demands and increases caused by the COVID-19 pandemic.</i></p>	
<p>Work with at least 500 young people each year at risk of becoming involved in gangs and knife crime or at risk of exploitation.</p>	<p><i>Activity includes:</i></p> <ul style="list-style-type: none"> • <i>The Exploitation and Violence Reduction Hub booked visits to 29 City schools to deliver preventative work with an estimated 1,500 – 2,000 young people.</i> • <i>The Child Criminal Exploitation Panel is now firmly embedded across Children’s Integrated Services, working with relevant partners to identify, assess and recommend appropriate approaches and support for those young people deemed to be at significant risk. 26 young people were discussed at the panel in Quarter 4 and signposted to appropriate services and support.</i> • <i>A targeted approach to reducing risk is delivered through youth justice interventions for young people on statutory court orders. This is estimated to be at least 200 young people throughout the coming year. A further 150 will be referred into the Exploitation and Violence Reduction (EVR) Hub.</i> • <i>The realignment of the Play and Youth service to support the City’s targeted approach to risk management saw 108 young people received targeted interventions up to December 2019.</i> 	
<p>Others:</p>		
<p>Deliver a new college campus in the city centre offering a range of appropriate and inclusive courses.</p>		
<p>Ensure every Nottingham young person has the opportunity to take part in work experience and create an accessible City Council work experience scheme.</p>		
<p>Offer work placement opportunities to at least 100 Nottingham students across a range of Council departments and work with universities to create links with businesses across the city to provide placement opportunities, particularly</p>		

creative industries.	
Increase the proportion of students who choose to stay in Nottingham after they graduate by a further 15%.	
Host a welcome event for international students and create further opportunities to exchange and promote different cultures.	
Protect from cuts: Funding for the Nottingham Jobs Hub.	
Protect from cuts: Jobs Fairs across the City.	
Protect from cuts: The Nottingham Jobs Fund.	
Provide a one-stop jobs and training centre at Loxley House alongside other council services.	
Help 500 people who are over 50 into work or training.	
Continue to guarantee a job, training or further education place for all 18-24 year olds.	
Work with mass job sectors such as retail and construction to connect local people to job opportunities and encourage them to pay at least the real living wage.	
Protect from cuts: 100 apprenticeships at the City Council.	
Protect from cuts: 100 Community Protection Officers, working in every ward in the city.	
Protect from cuts: Teams dealing with anti-social behaviour and noise-nuisance.	
Protect from cuts: A network of domestic and sexual violence services.	
Protect from cuts: Our 24 hour staffed CCTV control room.	
Campaign to increase the number of Police Officers and PCSOs on Nottingham's streets.	
Create Rapid Response teams who can be easily contacted to deal with Anti-Social Behaviour and community issues.	
Work in partnership with the British Transport Police to ensure safety of the public transport network and to tackle related crime.	
Create an annual 'Respect Plan' for each area of the city, detailing what the council and its partners will do in your area to improve cleanliness, crime and tackle antisocial behaviour.	
Use Public Space Protection Orders to tackle anti-social behaviour in neighbourhoods that need it.	
Create a Violence Against Women and Girls Strategy, working with partners including the Police, transport providers and venues to address the safety of women and girls in their homes and their communities.	
Develop a strategy with partners to address hate crime and reduce repeat hate crime by 10%.	
Work with the Police to deliver and expand "Operation Graduate", helping students keep their homes and property safe.	

Implement the City Centre PSPO to create a safer, cleaner and more enjoyable environment to visit.	
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6 Finance, Growth and the City Centre – Cllr Sam Webster

Top 5:	Comments:
Create 15,000 new jobs for Nottingham people.	<p><i>Nottingham was on track to deliver 15,000 new jobs, with Foreign Direct Investment, building projects and new office developments.</i></p> <p><i>Many of these remain in place, but the net effect of COVID-19 on the Nottingham economy could be 1,000s more unemployed.</i></p> <p><i>The whole Development and Regeneration Plan will need to be re-visited to help support the expected increase in unemployment, the need for more skills training (e.g. digital skills) and support for businesses as they reopen following Coronavirus lockdown.</i></p> <p><i>Many businesses in different sectors expect to see a significant short and medium-term jobs impact, and COVID-19 is likely to adversely affect some of the projects that were due to be delivered in support of this target.</i></p>
Top 20:	
Deliver an integrated benefit, housing aid, Futures and DWP service under one roof at Nottingham City Council's head office.	<p><i>Loxley House's Customer Hub opened on 20th January 2020, accommodating the existing Job Centre Plus (DWP) and Nottingham Jobs (Futures) services, with Nottingham Revenue and Benefits and Housing Aid.</i></p> <p><i>The official opening took place in February 2020.</i></p>
Create a wholly owned, not-for-profit company to provide debt recovery and bailiff services to the Council.	<p><i>This commitment is being scoped out and recommendations will be brought forward for further consideration.</i></p>
Reduce the number of empty shops from 15% to below 10% and return Nottingham to the top 6 retail rankings outside of London.	<p><i>The COVID-19 pandemic will severely impact the ability to deliver this target. During lockdown, 90% of shops in the city centre had closed and it was expected that 20 – 30% will not re-open. 20 national chains had already indicated that they would close.</i></p> <p><i>The national and local re-opening and</i></p>

	<i>unlock strategies will inform the scale of the impact in the city centre.</i>	
Others:		
Protect from cuts: Support to help businesses grow and prosper.		
Help create a positive environment for social enterprises and support the development of 10 new cooperative businesses.		
Secure a 'Local Industrial Strategy Deal' with government to support our key sectors and grow businesses.		
Create a city 'Growth and Innovation Partnership' with D2N2 Growth Hub, Universities and the private sector to support businesses to grow and employ Nottingham residents.		
Develop Nottingham's Creative Quarter and creative industries into a regionally significant economic sector.		
Create a new vision for the City Centre, including increasing the leisure and visitor offer.		
Secure more inward investment than any other city in the East Midlands.		
Ensure all small to medium sized businesses have access to support through the Nottingham Growth Hub to help businesses grow the value of jobs on offer and work directly with 500 SMEs run by under-represented groups.		
Continue to promote science, technology and creative industries as Nottingham's key industrial growth sectors.		
Use the Council's purchasing power to support local jobs, apprenticeships and businesses.		
Deliver Council security services in-house and explore ways to provide in-house security to events, buildings and community premises.		
Create an independent trust to vest, manage and run community buildings.		
Become the country's most commercial council, bringing in at least £4m more from commercial activities to support services local people rely on.		
Generate £3m more income by rationalising and consolidating the Council's land holdings and reinvesting to bring in additional income.		
Work with the Nottingham BID to maintain Nottingham's Purple Flag status, benchmarking Nottingham as a safe and vibrant place to enjoy a night out.		

7 Housing, Planning and Heritage - Cllr Linda Woodings		
Top 5:	Comments:	
Build or buy 1000 Council or social homes for rent.	<i>These will be delivered by the Council and Registered Providers/Housing Associations, either through new build or buying off the market. The majority of expected development is in 2022/2023, so results will be seen towards the end of the four years. There is confidence that this target will be met, however the full impact of the</i>	

COVID-19 pandemic is not yet known, and could impact on available funds for delivery, on build costs and on housing values.



Top 20:



15

Ensure the development of 4000 new homes, including our commitment to 1000 social homes, together with aspirational eco-homes and low cost homes to rent or buy.	<i>There were 1,806 housing completions (of all types, net of demolitions) in the financial year 2019/20; and annual monitoring of the five-year housing land supply indicates that the target of 1,000 homes a year should be achieved. However, the full impact of the COVID-19 pandemic is not yet known, and could impact on housing completions in future years.</i>	
Others:		
Improve the standards of rented accommodation for students; ensure every licensed student home is inspected and make sure students know how to raise concerns about their property.		
Encourage purpose built student accommodation in places where it reduces pressure on family housing.		
Bring at least 100 long term empty homes back into use.		
Encourage the creation of lifetime homes wherever possible, ensuring that new homes have due regard for accessibility and space standards.		
Continue transforming the land alongside the River Trent into a neighbourhood of choice, working with Blueprint to build sustainable new homes.		
Use our landlord licensing schemes and all other powers to improve the overall standards of private rented accommodation in Nottingham and tackle rogue landlords.		
Improve the conditions of Nottingham's heritage buildings through the creation of an arms-length management company.		
Make sure that any new housing developments, such as the one proposed in Clifton, are fully served with jobs, shops and services for local people.		

8 Leisure, Culture & IT – Cllr Dave Trimble		
Top 5: None		
Top 20:		
Complete the development of and reopen Nottingham Castle as a major national heritage attraction.	<i>The project is progressing despite the current restriction and the team remains hopeful of achieving the February 2021 reopening date by overlapping works where possible and utilising the remaining float that was in the programme. Due to COVID-19, costs have increased and these are being managed as well as possible including 'value engineering' to remain within budget without diminishing the</i>	

	<i>project's overall outcome. Proposals for the Nottingham Castle opening celebration are complete and fundraising is now beginning for this.</i>	
Others:		
Deliver a programme of free and cheap summer holiday activities for families and children in every neighbourhood.		
Provide a network of community based libraries to complement Central Library provision and reflect the communities they serve, including new community libraries in Sherwood and Clifton.		
Complete the World War 1 Centenary Nottingham Roll of Honour and bid for funding to restore and improve Victoria Embankment Memorial Gardens.		
Protect from cuts: Our leisure centres and concessionary offers.		
Protect from cuts: A network of community libraries.		
Host international events for Nottingham residents and visitors that showcase Nottingham's assets.		
Maintain and improve 100 play areas across the city.		
Work with local people and community organisations to expand and protect Nottingham's Green Flag winning parks and play areas.		
Support independent local businesses with start-up initiatives on neighbourhood markets, working with 100 new stall holders and introducing specialist food and flower markets.		
Provide digital access points and support to use them in Nottingham's libraries and council offices.		
Plant at least 10,000 trees across the city.		

09 Adult Care and Local Transport - Cllr Adele Williams		
Top 5: None		
Top 20:		
Set up a Council owned company to deliver care services in Nottingham, with a well-trained and well paid workforce, to improve the quality of care.	<i>Options for the focus of the care company have been developed based on analysis of issues in the market. As a result of the COVID-19 pandemic, completion of the first phase has been delayed. Further, there is a need to review the social care and homecare markets in light of the impact of COVID-19, and to develop a fully costed business case. Proposals have been developed for a new model of homecare delivery through the 'Local People for Local People' pilot.</i>	
Others:		
Campaign for the same transport discounts for 16-21s as those provided to		

students.	
Introduce a cheap peak travel offer for people who have concessionary bus passes.	
Further develop the Council's commitment to being a 'Dementia Friendly City' and support people with dementia and their carers.	
Protect from cuts: A comprehensive public transport network.	
Introduce contactless payments for bus and tram fares and city centre parking.	
Reduce the number of people who feel lonely or isolated by 10%.	
Keep Nottingham moving with a comprehensive road and pavement gritting programme.	
Help Nottingham people access jobs by promoting and building tram extensions south of Clifton and from Chilwell park-and-ride to the proposed new HS2 Station at Toton and explore the feasibility of further major tram extensions through Netherfield to Gedling Colliery and Gamston and west of the city to Kimberley.	
Further develop Nottingham's cycle network by upgrading existing cycle routes to encourage more leisure and commuter cycling.	
Increase the frequency of NCT weekend night bus services from hourly to half hourly at peak times.	

10 Health, HR and Equalities - Cllr Eunice Campbell-Clark	
Top 5: None	
Top 20:	
Work with 5,000 people to help them become physically active and improve their health.	<i>The impact of COVID-19 on physical activity in the short and longer term is not yet fully understood. Evidence from the Active Lives Survey (being conducted weekly by Sports England) suggests that while some groups are walking and cycling more, other groups are doing significantly less physical activity. This includes; older people living alone, disabled people, women, those shielding/self-isolating at home due to increased risk and those in lower socio-economic groups. This suggests that COVID-19 is exacerbating health inequality in relation to physical activity. Partners in the Getting Active Together priority areas are seeking to address this with a range of creative initiatives, for example holding a socially distant street Zumba session. It will be essential to continue to promote the importance of physical</i>

	<i>activity as lockdown eases and into the recovery phase, including maximising on opportunities arising for the promotion of active travel as an alternative to public transport.</i>	
Others:		
Train frontline staff to recognise alcohol dependency and offer advice to citizens.		
Create more smoke free zones in areas regularly accessed by children.		
Continue to be a Stonewall top 100 employer.		
Reduce the number of women smoking during pregnancy by a further 20%.		
Reduce teenage pregnancy by a further 10%.		
Protect from cuts: Sexual health screening services across the city.		
Improve the dental health of Nottingham's children by campaigning to introduce fluoride into Nottingham's water supply.		
End period poverty in Nottingham by ensuring free sanitary products are provided to young women who need them.		
Ensure that everyone over 40 is invited to a free health check.		
Support and promote good mental health by recruiting Community Champions and employers to the Time to Change hub and campaign to make sure that appropriate services are there when our citizens need them.		
Reduce childhood obesity by 10%.		
Shortlist a proportionate amount of BAME candidates for every City Council vacancy, relative to the number of applications received.		
Take steps to eradicate the gender pay gap and BAME pay gap and work with Council owned companies to close theirs.		
Take positive action to ensure that the make-up of the Council's workforce at all levels better reflects Nottingham's diverse communities.		
Ensure that council decisions, our services and developments take account of disability and that public spaces and buildings are easy to access.		
Ensure Nottingham City Council jobs pay at least the real living wage and wherever possible commission services from organisations that do that same.		

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REPORT PROPOSED FOR WITHDRAWAL

Executive Board – 20 October 2020

Subject:	Local Government Reorganisation in Nottingham and Nottinghamshire
Corporate Director(s)/Director(s):	Chris Henning, Corporate Director of Development and Growth Colin Monckton, Director of Strategy and Policy
Portfolio Holder(s):	Councillor David Mellen, Leader/Portfolio Holder for Regeneration, Schools and Communications Portfolio
Report author and contact details:	James Schrodell, Policy & Performance Manager
Other colleagues who have provided input:	
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Criteria for Key Decision:	
(a)	<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
and/or	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No
Type of expenditure:	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Total value of the decision:	Nil
Wards affected:	Nil
Date of consultation with Portfolio Holder(s):	Various / 21 September 2020
Relevant Council Plan Key Theme:	
Nottingham People	<input checked="" type="checkbox"/>
Living in Nottingham	<input checked="" type="checkbox"/>
Growing Nottingham	<input checked="" type="checkbox"/>
Respect for Nottingham	<input checked="" type="checkbox"/>
Serving Nottingham Better	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	
<p>Nottingham City Council is clear that Local Government Reorganisation (LGR) should not be a priority in a time of national crisis and global pandemic. The COVID-19 pandemic creates clear priorities for Local Government in Nottingham and Nottinghamshire that should lead resource and drive delivery. However, an LGR process driven by Nottinghamshire County Council following recent letters to Government, is likely to have such significant and long term impacts on Nottingham, the wider conurbation and Nottinghamshire, that the City Council must begin work in collaboration with partners now, so that it can formally respond – should a formal response become necessary.</p> <p>On 16 September 2020 Nottinghamshire County Council formally took the decision to write to the Secretary of State for Housing, Communities and Local Government. Their letter requested an invite for the County Council to come forward with proposals for unitary local government for the County Council's administrative area.</p> <p>Formulated in this way, the County Council's LGR request would explicitly exclude the City Council in any such process despite the very real economic, social, retail and cultural role that Nottingham plays in the lives of so many County residents.</p> <p>The County Council's plans have been brought forward in advance of the anticipated White Paper and without effective consultation with neighbouring local authorities such as Nottingham.</p>	

REPORT PROPOSED FOR WITHDRAWAL

If the County Council were to achieve its aim of unitarisation across the entire administrative County of Nottinghamshire, then Nottingham City would be left as an under-bounded island within a much larger unitary for generations to come. This would mean that the real conurbation of Greater Nottingham would be increasingly split between two separate unitary Councils leading to worse outcomes for residents, businesses and decision making in general.

The Government had committed to the launch of a 'Devolution and Local Recovery' white paper in the autumn. It was believed that this would explicitly link LGR with further devolution in England. It is now reported in the press that this white paper is delayed. However, the current legislation is sufficient for the County to progress its plans – subject to the decisions of the Secretary of State.

If LGR must go ahead locally, it should be on the basis of strategic proposals developed collaboratively, and not to arbitrary deadlines during a global pandemic.

Approval is sought to engage with other local authorities and to work up plans as a contingency. This would allow Nottingham City Council to respond to the risk that such plans may be needed urgently in order for the City Council to make its case to the Secretary of State.

Exempt information:

None.

Recommendation(s):

- 1** To note the urgent progress made to date in responding to the County Council's LGR agenda and the Government's proposed white paper. In particular noting that we have lodged a request for invitation with the Secretary of State both with and alongside districts in order for Nottingham's voice to be heard.
- 2** Nottingham City Council is authorised to respond further by:
 - Prioritising partnership working with the districts and where possible the County Council where we share similar aims.
 - Opposing proposals to create a single unitary Nottinghamshire over the administrative area of Nottinghamshire County Council.
 - Working to ensure that any proposals that do come forward should do so in full consultation with all Nottinghamshire councils, and should only be supported if in the best interests of Nottingham people.

1 Reasons for recommendations

1.1 A new unitary Nottinghamshire County Council - one that continued to cover the suburbs of the wider conurbation of Greater Nottingham – would stretch from Harworth on the border of Yorkshire to East Leake at Leicestershire's border – over an hour's drive via the M1. It would be responsible for over 800,000 residents in rural and suburban settings plus significant market towns. Such a body would inevitably lack the focus on the wider conurbation of Greater Nottingham that Nottingham's surrounding districts - Rushcliffe, Broxtowe, Ashfield and Gedling - have to date ably provided.

1.2 Officers to take forward relevant discussions with the Nottinghamshire districts while there remains a risk that the County Council's decision to pursue LGR while excluding the city could result in a new single unitary surrounding Nottingham.

REPORT PROPOSED FOR WITHDRAWAL

- 1.3 Nottingham City Council believes that the interests of the residents and businesses are best served by a collaborative and inclusive approach, hence the reason for the recommendations.

2 Background (including outcomes of consultation)

- 2.1 On 16 September Nottinghamshire County Council formally took the decision to write to the Secretary of State for Housing, Communities and Local Government. Their letter requested an invite for the County Council to come forward with proposals for unitary local government for the County Council's administrative area. Formulated in this way, the County Council's Local Government Reorganisation (LGR) request would explicitly exclude the City Council in any such process despite the very real economic, social, retail and cultural role that Nottingham plays in the lives of so many County residents.
- 2.2 The County also agreed to develop draft proposals for unitary government (in anticipation of an invite) and received approval for funding of £100,000 to be spent on the development of LGR proposals and for public and stakeholder research.
- 2.3 In the knowledge that the County's decision was imminent, the seven Nottinghamshire districts asked the City Council to join in writing to Ministers on 8 September and again on 18 September. These district and city letters set out the shared position that:
- We are opposed to a single unitary being the only option on the table.
 - The County Council disregarding the existence of Nottingham City would be a mistake.
 - Arbitrary deadlines are unnecessary and should be avoided.
 - We need meaningful engagement as part of a collaborative and strategic approach to LGR in Nottingham and Nottinghamshire.
 - We sought Government's support to invite us to develop alternative proposals to a single County wide unitary, making clear that this should be developed over the forthcoming year and that any rushed, and adversarial approach would waste public money.
 - Nottingham and Nottinghamshire should not be a part of any first wave review of local government structures as responding to COVID-19 must remain our priority.
 - We want to consider LGR and wider public service reform in light of the white paper - after it arrives.
 - The County Council's plan to undertake its own public engagement exercise adds unnecessary cost and duplication.
- 2.4 The Government had committed to the launch of a 'Devolution and Local Recovery' white paper in the autumn. It was believed that this would explicitly link LGR with further devolution in England. It is now reported in the press that this white paper is delayed. However, the current legislation is sufficient for the County to progress its plans – subject to the decisions of the Secretary of State.
- 2.5 Nottingham remains keen to maintain a position of collaboration with our partners in the districts and the County Council and are seeking to communicate this point where we can. We do not believe that this work should be progressed during the pandemic, but instead recognise that Nottingham may be forced to respond to the actions of others.

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3 Other options considered in making recommendations

- 3.1 The option of not responding to the County Council's LGR plans was rejected as would risk Nottingham City Council being under-bounded for generations with significant and unavoidable implications for strategic decision making across the Greater Nottingham conurbation. There would be two spatial, economic, transport and cultural policies for a single conurbation. Increasingly, as the conurbation expands, more and more of the population of Greater Nottingham would live outside of the City administrative area in a unitary County Council that would also be responsible for large rural areas, significant market towns and new strategic projects such as HS2 in Broxtowe and other major regeneration schemes.
- 3.2 Proactively pushing for LGR in Greater Nottingham and Nottinghamshire. This is rejected because whilst there are potential benefits from LGR, we believe the current pandemic is too great a priority to pursue LGR at the same time, and strategic decisions around reorganisation should not be rushed through on arbitrary timescales

4 Finance colleague comments (including implications and value for money/VAT)

- 4.1 There are no financial implication from the recommendations in this report. Potential financial implications will need to be considered following the outcomes of any review which will be the subject of further reports.

Theresa Channell, Head of Strategic Finance, 5 October 2020

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

- 5.1 The procedure for the creation of a unitary authority can be found in sections 1-7 of the Local Government and Public Involvement in Health Act 2007. The Secretary of State can 'invite' a proposal from a local authority to make a proposal for a county or district or group of districts, to become unitary. The Local Government Boundary Commission for England (LGBCE) can be, but need not be, asked for advice on any matter related to the proposal. Regulations may be made covering how local authorities should go about preparing their proposal. The Secretary of State may then make an order implementing the proposal, or s/he may reject the proposal. The Regulations must be approved by both Houses of Parliament.

Connie Green, Solicitor, 5 October 2020

- 5.2 As there is no intention to buy anything no comments from procurement are required.

6 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

- 6.1 No specific observations.

7 Social value considerations

- 7.1 None.

8 Regard to the NHS Constitution

8.1 Not applicable.

9 Equality Impact Assessment (EIA)

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

No



An EIA is not required because:

(Please explain why an EIA is not necessary)

An EIA is not required because no changes to Nottingham City Council functions, policies or services are proposed in this report.

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

10.1 None.

11 Published documents referred to in this report

11.1 Nottinghamshire County Council's report to Policy Committee of 16 September 2020 "Devolution and Local Government in Nottinghamshire".

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Subject:	Broadmarsh – Next Steps
Corporate Director(s)/Director(s):	Chris Henning, Corporate Director Development and Growth
Portfolio Holder(s):	Councillor David Mellen, Leader and Portfolio Holder for Regeneration, Schools and Communications
Report author and contact details:	Chris Deas, Director for Major Projects and Transport
Other colleagues who have provided input:	Rex Littlewood
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Criteria for Key Decision:	
(a) <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	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital	
Total value of the decision: £3.85m	
Wards affected: City Wide	
Date of consultation with Portfolio Holder(s): 2 nd October 2020	
Relevant Council Plan Key Theme:	
Nottingham People	<input checked="" type="checkbox"/>
Living in Nottingham	<input checked="" type="checkbox"/>
Growing Nottingham	<input checked="" type="checkbox"/>
Respect for Nottingham	<input checked="" type="checkbox"/>
Serving Nottingham Better	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	
The former intu Broadmarsh shopping centre site offers a unique development opportunity to regenerate an important part of the City centre. This report sets out proposals to ensure the site is securely maintained and identifies next steps in bringing forward this crucially important site for development.	
Exempt information:	
An appendix to the report is exempt from publication under paragraph 3 of Schedule 12A to the Local Government Act 1972 because it contains information that if released in the public domain, could prejudice contract negotiations that could potentially lead to value for money issues in the future and, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. It is not in the public interest to disclose this information because of the commercially sensitive nature of the information contained within the exempt appendix.	
Recommendation(s):	
1 To confirm that the former intu Broadmarsh development proposals are no longer capable of being progressed by the Council following the administration of Intu, and specifically its Broadmarsh related companies going into compulsory liquidation on 3 rd July.	
2 To note that the Broadmarsh Big Conversation will commence shortly to help inform the future development and regeneration opportunities of the city centre site.	

3	To grant dispensation in accordance with Financial Regulation 3.29 for operational reasons from Contract Procedure Rule 4.1.2 in order to award a contract to Sir Robert McAlpine in respect of decommissioning and mothballing works.
4	To grant authority to procure contractors, professional consultants and advisors in relation to the works to be undertaken at the site, and ongoing site maintenance and operation during and up to the award of the phase one demolition works.
5	To delegate authority to the Corporate Director Development and Growth to award and enter into contracts referred to in the recommendations.
6	To delegate authority to the Corporate Director Development and Growth to accept any LEP funding, subject to the LEP's awaited approval of the Full Business Case, and for the Corporate Director to approve any further business case development required to secure funding to enable an early first phase of demolition of the Broadmarsh shopping centre and to progress site master planning.
7	To grant authority to commence the procurement for the phase one demolition contract with the decision to award the contract to be delegated to the Corporate Director Development and Growth, subject to the acceptance of the LEP funding under Recommendation 6 and the recording of the Officer decision.
8	To approve the continued site management and security
9	To approve the establishment of an advisory panel as referred to in paragraph 2.12 below
10	Review of the Capital Programme be urgently undertaken to identify existing Capital Schemes that can be removed or paused to the full value of the collective Broadmarsh approvals i.e. £4.529m.

1 Reasons for recommendations

- 1.1 These recommendations are required to ensure that as a first step the Broadmarsh site is safely and securely maintained and to subsequently enable it to be brought forward for further development in a manner that will bring lasting benefit to Nottingham's citizens.

2 Background (including outcomes of consultation)

- 2.1 On 3rd July a number of companies forming part of the Intu group went into compulsory liquidation. These companies were active participants in the redevelopment of the Broadmarsh Shopping Centre and also held the head lease for the site. The result of the insolvency proceedings was the disclaiming of the head lease back to the Council who then became fully responsible for the partially demolished site. This created a number of significant obligations for the Council to manage. In particular these included site operation, safety, security and the urgent need to re-establish the public Right of Way (ROW) between Lister Gate and Collin Street/Carrington Street.
- 2.2 A robust site management regime has been established with operation and security staff in place, all tenants from the redundant part of the centre have now vacated and some immediate safety related remedial work has been completed, including the opening of the ROW.

- 2.3 The Broadmarsh development was intended to form part of the wider Broadmarsh transformation programme, which includes the new Nottingham College, the transformation of Nottingham Castle and the new car park and bus station, all of which are expected to be complete and open in 2021 with the new library due to follow in winter 2021/22. The programme includes new public realm and changes to the road network in that area.
- 2.4 The redevelopment of the Broadmarsh site was based on investment by intu which is no longer available and a pre-Covid retail market. These significant changes set the context and opportunity for a wholesale reimaging of the site of the Broadmarsh Shopping Centre, located within the heart of Nottingham Southside and acting as a catalyst for rethinking how a new approach can contribute to a successful vibrant city centre in changed times.
- 2.5 The legal framework surrounding the disclaiming of the lease has resulted in a period of time where the Council has been unable to fully engage with the public about the future development of the site. The Council is keen to receive further ideas and proposals for the future of the site and add to the numerous suggestions that have been received to date. To ensure maximum engagement the Broadmarsh Big Conversation will commence on soon and will run for a period of up to ten weeks.
- 2.6 It is now necessary to consider how the site is managed further into the future and how the site development is progressed within the Broadmarsh transformation programme.
- 2.7 Works undertaken since 3rd July at the site have been to predominantly manage the safety of the site in its partly demolished state and the re-opening of the ROW. Further works are now required to maintain the safety and integrity of the structure and to commence the more extensive decommissioning works in order to mothball the site until the future development requirements are known and agreed. It is therefore proposed that the current contractors on site, Sir Robert McAlpine (SRM) are awarded a contract to undertake these works. The award of the contract to SRM is considered to deliver the best value for money as the presence on site means that savings can be made on any prelim costs for a contractor to set up on site. In addition the extensive knowledge and understanding that SRM have of the site due to their previous engagement in the redevelopment works under their contract with the intu developer means that the Council will not incur costs of a new contractor establishing knowledge of the site, including survey costs etc. The value of the works will be below the EU threshold for a works contract but a dispensation from the Council's constitutional requirements is sought under this report. Further details can be found in Appendix 1.
- 2.8 To support the work to be undertaken under paragraphs 2.7 and 2.10 and the asset management issues which may arise as a result of those works (including the management of existing tenants) the Council will require the services of professional consultants and advisors. These contracts will be procured through compliant processes. It is expected that a professional team, including Project Manager and Quantity Surveyor will primarily be procured through the SCAPE framework and its Perfect Circle provider.
- 2.9 Ongoing, the Council has the responsibility to safely maintain the site and operate the part of the site accessible to the public where a number of tenants continue to trade or require access. Robust site management arrangements have been established and will be required to continue for the foreseeable future. Further details are set out in Appendix 1.

- 2.10 Further to the above and subject to the D2N2 LEP granting Full Business Case approval, funding has been secured from the Government's Getting Building fund , to enable site master planning to commence and for an early first phase of demolition of part of the site. Both these key activities are considered of significant benefit to bringing the site forward for development. Indeed, establishing a clear and compelling vision and place making strategy and associated masterplan will strengthen development values and deliverability, and translate the ambitions of the Council, citizens and partners. In order to progress the above it will be necessary to procure a contractor to undertake the demolition works and utilise the services of professional consultants procured under 2.7 for the development of the scope of works and management of the project. Any contractor will be procured in accordance with the Council's constitutional requirements. Additional details can be found in Appendix 1.
- 2.11 In order for the Council to openly and robustly pursue the Broadmarsh development strong Governance and Programme Management arrangements are in place and the Broadmarsh Programme will continue to be monitored closely under the Council's assurance and scrutiny procedures.
- 2.12 To further support site master planning and build on the Broadmarsh Big Conversation it is also proposed to establish a panel of advisers to assist the Council in considering planning and development options. The panel will include nationally renowned experts in major city development as well as local champions. It is expected that the panel will be initially set up on a 'pro bono' basis but which may in time require some elements to be established on a commercial footing. The terms of reference for the panel will now be developed including the appointment of experts.

3 Other options considered in making recommendations

- 3.1 To do nothing and fail to effectively maintain and operate the Broadmarsh site would breach the Council's statutory and landowner responsibilities. Not bringing forward the Broadmarsh site for development would have a significant detrimental impact on the City Centre.
- 3.2 To sell the site or seek alternative sources of investment, in its present state. This is rejected as the site requires significant work before it becomes developable. In its current state it is likely to be viewed by any investor as a liability. Developing a masterplan and part-demolition will enable the site to be brought forward as a developable asset. At this point decisions will need to be taken about the City Council's strategy for further development of the site.

4 Finance colleague comments (including implications and value for money/VAT)

- 4.1 The Council currently has the opportunity to review the redevelopment of the Broadmarsh area subject to securing the required funding.
- 4.2 No budget exists for the works contained within this decision but a number of funding sources have been identified including the LEP Grant which is pending final business case. The funding identified is insufficient to cover the value of this decision and leaves the Council with a risk that £0.968m which will need to be funded by the removal of existing capital programme schemes.

- 4.3 Given the challenging financial environment, the lack of flexibility and the reduced ability to mitigate financial risks, it would be prudent to identify existing capital programme schemes that can be either removed or paused to the full value of £4.529m until there is further certainty of funding and prior to the commencement of this work.

The requirement to review the capital programme (as per recommendation 10) was raised within the original Delegated Decision 3944 (July 2020). This was also set out in the recent Interim Budget report (September 22 Executive Board).

- 4.4 The Section 151 Officer has agreed to the dispensation from Contract Procedure Rule 4.1.2 (requirement to obtain tenders) under Financial Regulation 3.29, due to a supplier's specialist knowledge of the site.
- 4.5 Please refer to the exempt finance appendix for further details.

Advice provided by: Theresa Channell – Head of Strategic Finance & Deputy Section 151 Officer) & Tom Straw – Senior Accountant (Capital Programmes), 7 October 2020

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

- 5.1 The Council holds the freehold ownership of the site on which the Broadmarsh shopping centre site is situated. Up until 3rd July the site was leased to one of the Broadmarsh specific companies within the intu group. Following the winding up proceedings of a number of Broadmarsh specific intu companies (including those that held the head lease) the head lease was disclaimed which resulted in all the obligations and property liabilities that had been the responsibility of the head tenant falling to the Council. This has involved the Council having immediate responsibilities in respect of health and safety and security at the site and the management of those tenants that had their business premises within the centre.
- 5.2 This report focuses on how the Council is now in a position to move from being solely reactive to its situation to proactive actions and future planning for the site.
- 5.3 A number of contracts are being proposed within the report. The contract to be awarded to Sir Robert McAlpine follows a consideration of ensuring that the Council can discharge its best value obligations when making a direct award without further competition. The value of the contract will be below the thresholds set for the application of the Public Contract Regulations 2015 (as amended) and therefore consideration primarily needs to be given to the Council's own constitutional requirements for awarding contracts. Under the Contract Procedure Rules any contract with a value over £100,000 will require to be tendered (CPR 4.1.2). It is possible to grant a dispensation for operational reasons under Financial Regulation 3.29. The reasons for the dispensation and consideration of securing best value for the Council are set out in this report and appendix one. Those reasons can be supported by Legal Services.
- 5.4 A range of consultants, advisors and other appointments are envisaged to be necessary for these next stages of work undertaken at the site and the

intention is that these will be procured in accordance with the Council's Contract Procedure Rules. It is proposed that the Scape frameworks will be utilised for some of the professional services and this can, in principle, be supported by Legal Services as a compliant means of procurement but advice and support should continue to be sought from the Council's procurement and legal teams for all proposed contracts.

- 5.5 A contractor will be procured for the first phase of the demolition works at part of the site. Procurement routes are to be discussed and finalised before any formal process commences. As the award of tender is dependent on the acceptance of the LEP funding this must be clearly communicated to the market as part of the procurement process.
- 5.6 The LEP funding may be subject to specific conditions and funding terms. These must be fully understood and adhered to by the Council in order to avoid any risk of clawback. Again any specific obligations that may affect a contractor will need to be communicated to the market to ensure transparency in the tendering process.
- 5.7 The asset management of the site, including the management of existing tenancies and any legal implications of those tenancies will need to be considered in respect of the timetabling of any works. It is therefore imperative to ensure full engagement with property and legal officers throughout the planning of the next stages of work to be undertaken.

Advice provided by Naomi Vass, Senior Solicitor 2 October 2020

- 5.8 Procurement will support the client to procure works and services in line with the Councils CPRs and Public Contract Regulations to ensure value for money for the Council.
- 5.9 Procurement supports the recommendation for a dispensation to Finance Regulation 3.29 to grant works directly to Sir Robert McAlpine without any further competition. The client must ensure that these works remain below the EU thresholds.
- 5.9 With regards to using Scape, they have a number of frameworks that are due to be/ or are in the process of being retendered and therefore care needs to be taken that all call-offs from the framework are in line with terms and conditions set out in the framework agreements and that Contracts are executed prior to the Framework expiry dates.

Advice provided by Sue Oliver, Procurement Category Manager for Places 2 October 2020.

6 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

- 6.1 It is recognised that the former intu Broadmarsh development proposals are not viable to progress, this is largely due to the turbulent retail market which has declined further due to Covid 19.

intu left the Broadmarsh Centre in a part demolished state with a small number of tenants in situ. Despite being largely vacant, the centre requires day to day management, 24 hour security and a number of statutory

inspections have had to be undertaken to make the building compliant in health and safety terms. The ongoing safety and security of the Broadmarsh site in advance of finalising the business case to secure the funding for the early stage demolition is also required and the measures detailed in this report are supported Property.

The public engagement process and planning policy will inform the master planning of this important site. This report sets out the proposals to do this and the recommendations are supported by Property.

7 Social value considerations

- 7.1 The location and scale of the Broadmarsh site means it is important to the population of the City and wider region. The market on its own is unlikely to deliver an optimal solution, given the uncertainty and complexity around the site and its potential value. Public sector intervention, at this stage, has the ability to overcome this market failure and create value for residents of and visitors to the City Centre.

8 Regard to the NHS Constitution

- 8.1 N/A

9 Equality Impact Assessment (EIA)

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

No

An EIA is not required because:
(Please explain why an EIA is not necessary)

Yes

Attached as Appendix 3, and due regard will be given to any implications identified in it.

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

- 10.1 None

11 Published documents referred to in this report

- 11.1 None

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BROADMARSH CENTRE

EXECUTIVE BOARD REPORT 20TH OCTOBER 2020

APPENDIX 1

1.0 DEMOBILISATION & MOTHBALLING

At the point that the lease of the Centre was disclaimed to the Council the contractor appointed by Intu, Sir Robert McAlpine (SRM) were in the process of demobilising from the site. The Council have contracted with SRM to undertake urgent health and safety works and re-opening of the right of way through Lister Gate. The Council now need to consider how they hold the site whilst future plans for the site are developed.

The building is benefiting from extensive hoarding, propping, scaffolding and mechanical and electrical services within the building to provide necessary health & safety provisions for safety and security, including protection to the public in the Lister Gate right of way. These works were installed by SRM under the Intu contract.

The Council needs to retain this infrastructure to hold the building in a safe and secure way for the foreseeable future. Further works including fire safety measures, civil & structural works and mechanical and electrical works are also required to make the site safe and minimise the risk of further deterioration of the building. This also includes works to screen the remaining building to provide better presentation of the part demolished building and to prevent dust transmission from the site to the adjacent area, including the newly completed Broadmarsh Car Park building and public realm.

It is proposed to commission SRM to undertake these works under an NEC 4 contract, the details of this contract are currently being finalised.

These works are expected to take approximately 4-5 months to procure and complete and so the target demobilisation date for SRM would be the end of March 2021.

The cost of the above works are estimated to cost **£1,689,543**.

2.0 DEMOLITION

The Council have been successful in securing a £7.99m grant from the D2N2 LEP subject to final business case approval, for the early stage of demolition of the Centre to facilitate future development of the site.

The early stage of demolition is planned to commence in April 2021 and complete in March 2022, in line with the LEP grant timescale requirements.

The most appropriate route to select a contractor for the early stage demolition is currently being developed.

3.0 MANAGEMENT RESOURCES

In order to procure the demobilisation, mothballing and early stage demolition works a team of consultants will be required to undertake surveys, design and procure the works and manage the delivery process. These consultants will be procured through the Scape Perfect Circle

Framework which is a procurement regulation compliant framework, with Pick Everard as the Lead Consultant.

It is also proposed to appoint additional consultant(s) to support the Council in the development of an overall development appraisal, marketing and promotion, agency advice and development of a business case for the Broadmarsh site. The process for this consultant procurement will most likely necessitate a pre-qualification process to ensure we have the 'best in class' advice for a scheme of this size and complexity. They will ultimately be procured via a procurement regulation compliant framework.

In order to co-ordinate and manage this complex project including management of the public consultation process Project Management resources will be required from the Major Projects Directorate and legal input from the Councils Legal Services.

The estimated cost of the resources required to finalise the business case for the early stage demolition, including early contractor advice, (up to end March 2021) is **£1,307,994**.

4.0 ASSET MANAGEMENT

Following Nottingham City Council taking control of the Centre the property has been managed by the Council's Major Projects and Strategic Assets & Property Directorates. There are several areas which require management and an overview of each section is provided below:

Existing Tenants & Vacant Possession

The centre has 5 remaining tenants. All tenants have been transferred to our property management system, Uniform, and those tenants who are due to pay rent are being invoiced.

Maintenance & Statutory Testing

The Council's Building Services Team have been engaged to ensure that all statutory and health and safety maintenance and testing has been undertaken and that all future testing and inspections are planned.

Security

The Council's security team are now on site and security is provided on a 24 hour a day basis. The security team are also providing basic cleaning to the public right of way.

Letting Strategy for Vacant Units

The Strategic Assets and Property Directorate are looking at the temporary letting of the vacant units on Lister Gate, the ground floor coffee shop in Severns House and eventually the 2nd floor of Severns House.

The letting of the Lister Gate units and the ground floor of Severns House will increase footfall along Lister Gate and it will also limit the Council's liabilities in terms of void holding costs such as business rates and service charge for example. All lettings will be on flexible terms which will enable the Council to seek vacant possession as and when needed.

Legal Issues

Legal issues are being dealt with by the Council's Legal Services .

In conclusion, in order to hold the Broadmarsh site in a safe, secure and statutory compliant manner the Council will have ongoing asset management costs for security management, compliance testing, statutory authority services, empty rates liabilities and repairs and maintenance. The services required to deliver this will be predominantly delivered by internal Council resources.

The estimated asset management costs up to the end of March 2021 to deal with the above issues are **£858,000**.

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Equality Impact Assessment Form

[screentip-sectionA](#)

1. Document Control

1. Control Details

Title:	Broadmarsh Centre Redevelopment
Author (assigned to Pentana):	Sarah Lake
Director:	Chris Henning
Department:	Growth and Development
Service Area:	Major Projects
Contact details:	0115 8763409
Strategic Budget EIA: Y/N	N
Exempt from publication Y/N	N

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2. Document Amendment Record

Version	Author	Date	Approved
0.1	Sarah.lake	28.09.2020	Yes

3. Contributors/Reviewers

Name	Position	Date
Chris Deas	Director of Major Projects	28.09.20
Rex Littlewood	Programme Manager - Broadmarsh	28.09.20
Nasreen Miah	Equality & Employability Consultant	20.09.2020

4. Glossary of Terms

Term	Description

[screentip-sectionB](#)

2. Assessment

1. Brief description of proposal / policy / service being assessed

Following the demise of intu and the disclaim of the headlease, control of the Broadmarsh Centre now sits with the Council as the freehold owner of the site.

There are significant obligations for the Council to manage and the site requires further work to establish a safe and secure site for the foreseeable future.

In addition and subject to a full business case, funding has been secured from the Government's Getting Building fund which will allow site masterplanning to commence and for a first phase demolition of part of the site.

Public engagement events will provide opportunity to hear as many views and ideas as possible from citizens as to what they would like to see for this part of the city centre. The first phase of public engagement, The Broadmarsh Big Conversation, will commence soon for a period of up to ten weeks.

[screentip-sectionC](#)

2. Information used to analyse the effects on equality:

--

3. Impacts and Actions:

<u>screentip-sectionD</u>	Could particularly benefit X	May adversely impact X
People from different ethnic groups.	<input type="checkbox"/>	<input type="checkbox"/>
Men	<input type="checkbox"/>	<input type="checkbox"/>
Women	<input type="checkbox"/>	<input type="checkbox"/>
Trans	<input type="checkbox"/>	<input type="checkbox"/>
Disabled people or carers.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy/ Maternity	<input type="checkbox"/>	<input type="checkbox"/>
People of different faiths/ beliefs and those with none.	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, gay or bisexual people.	<input type="checkbox"/>	<input type="checkbox"/>
Older	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Younger	<input type="checkbox"/>	<input type="checkbox"/>
Other (e.g. marriage/ civil partnership, looked after children, cohesion/ good relations, vulnerable children/ adults). <i>Please underline the group(s) /issue more adversely affected or which benefits.</i>	<input type="checkbox"/>	<input type="checkbox"/>

<p>How different groups could be affected (Summary of impacts)</p> <p style="text-align: right;"><u>screentip-sectionE</u></p>	<p>Details of actions to reduce negative or increase positive impact (or why action isn't possible)</p> <p style="text-align: right;"><u>screentip-sectionF</u></p>
---	--

- Disabled groups
- All groups but may particularly impact older people

1 Actions will need to be uploaded on Pentana.

- During both the demobilisation and proposed demolition work, diversion routes for traffic and pedestrians will be clearly signed with temporary changes communicated in advance through face to face engagement, publicity, signage, press release and social media.
- The presumption is that the Lister Gate right of way should remain open and accessible to all users during the works. This will benefit all users but in particular the elderly and disabled groups who would otherwise use a longer alternative route to get to the Lister Gate area.
- Lighting will also be improved to the southern aspect of the Lister Gate entrance and internal flooring replaced.
- Redevelopment of the Broadmarsh Centre and treatment of the neighbouring highway network is an opportunity to provide more clearly defined and accessible routes to and through the area which would assist all users.
- The award of the contract is for works to an enclosed site which the public does not have access to. During construction works, the project management team will ensure that any accessibility issues are addressed as soon as possible.
- Engagement process which will be open to the public to hear their views will feed into the wider masterplanning. This will be through a variety of mediums such as an online platform, libraries, contact with businesses and

	stakeholder groups, and an engagement base open for the public to drop in to.
--	---

4. Outcome(s) of equality impact assessment:

<input checked="" type="checkbox"/>	No major change needed	<input type="checkbox"/>	Adjust the policy/proposal
<input type="checkbox"/>	Adverse impact but continue	<input type="checkbox"/>	Stop and remove the policy/proposal

5. Arrangements for future monitoring of equality impact of this proposal / policy / service:

Page 57	<ul style="list-style-type: none"> During construction works, the project management team will ensure that any accessibility issues are addressed as soon as possible.
---------	---

6. Approved by (manager signature) and Date sent to equality team for publishing:

<p>Approving Manager: The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel & email to allow citizen/stakeholder feedback on proposals.</p>	<p>Date sent for scrutiny: 28.09.2020 Send document or Link to: equalities@nottinghamcity.gov.uk</p>
<p>SRO Approval: Chris Deas Chris.deas@nottinghamcity.gov.uk 0115 8764205</p>	<p>Date of final approval: 28.09.2020</p>

Before you send your EIA to the Equality and Community Relations Team for scrutiny, have you:

1. Read the guidance and good practice EIA's
<http://intranet.nottinghamcity.gov.uk/media/1924/simple-guide-to-eia.doc>
2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.
4. Written in clear user-friendly language, free from all jargon (spelling out acronyms).
5. Included appropriate data.
6. Consulted the relevant groups or citizens or stated clearly, when this is going to happen.
7. Clearly cross-referenced your impacts with SMART actions.

Executive Board – 20 October 2020

Subject:	Voluntary Redundancy Programme
Corporate Director(s)/Director(s):	Hugh White Corporate Director for Covid Response and Recovery
Portfolio Holder(s):	Councillor Eunice Campbell-Clark, Portfolio Holder for
Report author and contact details:	Richard Henderson, Director, HR and Customer Tel: 0115 87 3443, Email: richard.henderson@nottinghamcity.gov.uk
Other colleagues who have provided input:	Daljit Singh Nijran, Organisational HR Manager Tel: 0115 87 62833, Email: daljit.nijran@nottinghamcity.gov.uk Paul Slater, HR Business Lead Tel: 0115 87 63829, Email: paul.slater@nottinghamcity.gov.uk Jo Worster, Finance Team Leader Tel: 0115 87 63448 Email: joanne.worster@nottinghamcity.gov.uk Aman Patel, Solicitor (Commercial, Employment and Education Team) Tel: 0115 87 65072 Email: aman.patel@nottinghamcity.gov.uk
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Criteria for Key Decision:	
(a)	<input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input checked="" type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
and/or	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No
Type of expenditure:	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital
Total value of the decision:	£2.3million
Wards affected:	All
Date of consultation with Portfolio Holder(s):	Throughout June to October
Relevant Council Plan Key Theme:	
Nottingham People	<input checked="" type="checkbox"/>
Living in Nottingham	<input checked="" type="checkbox"/>
Growing Nottingham	<input checked="" type="checkbox"/>
Respect for Nottingham	<input checked="" type="checkbox"/>
Serving Nottingham Better	<input checked="" type="checkbox"/>

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

Following on from the 'Interim Budget 2020/21, Medium Term Financial Outlook and Draft Strategy 2021/22 to 2023/24' report that was considered at Executive Board on the 22 September 2020, this report provides an update on the Council's Voluntary Redundancy ('VR') programme, including the further associated budget proposals as was indicated in that report

This report sets out a number of budget proposals that will support the Council's plans to work to present a balanced budget for 2021/22, which will be facilitated by accepting 113 VR applications submitted by employees of the Council.

The budget proposals presented total savings of £2.3m.

Exempt information:

None

Recommendation(s):

To approve the budget proposals outlined at Appendix A

1 Reasons for recommendations

- 1.1 On 21 July 2020 Executive Board approved the Council Financial Position – 2020/21 Budget Update report. The report considered the following:
 - An 'in-year' budget gap at the time of **£62.272m** based on period 1 forecasting
 - New in year savings proposals of **£12.505m**
 - Update on funding from Government
 - Use of reserves
 - Continuation of spending controls including vacancy freeze and ceasing of all non-essential spend
- 1.2 A follow up report to Executive Board, titled 'Interim Budget 2020/21, Medium Term Financial Outlook and Draft Strategy 2021/22 to 2023/24', was presented on 22 September and confirmed the outcome of consultation on the above proposals and that the **£12.505m** savings had been achieved. The report identified a remaining budget deficit of **£1.202m**, which was to be met from general reserves.
- 1.3 Whilst the in-year budget position for 2020/21 was concluded within the 22 September report, significant savings will still need to be made from the Council's budget for 2021/22.
- 1.4 Running in parallel to the above budget process, the Council made available a Voluntary Redundancy programme for employees to submit their interest against. The first set of VR applications that were accepted have been used as part of balancing the budget for 2020/21 and it is recommended that the remaining surplus applications for Voluntary Redundancy that were received be used to help support the savings target for 2021/22.

2 Background (including outcomes of consultation)

- 2.1 As detailed in section 1, the Council was facing a significant in-year budget gap, based on period 1 forecasting, as a direct result of the impact of the Covid pandemic. A number of strategies were implemented to address this issue, which included a decision to invite expressions of interest in a Voluntary Redundancy programme.
- 2.2 On 19th June 2020, a report titled 'Revisions to the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 – Policy Statement' was submitted to ACOS to implement changes to the Council's Discretionary Compensation Regulations policy. The proposals within the ACOS report included an enhanced redundancy package, based on the following terms;
- Double the current statutory redundancy payment for those employees on grades A to K and under the age of 55 years
 - Use of actual weekly wage for calculations for those employees on SLMG terms and conditions under the age of 55
 - Statutory redundancy payments (with cap of £538 maximum weekly wage applied) for those employees aged 55 years and over, plus release of pension entitlement without reductions.
- 2.3. On 29 June, employees of the Council were invited to 'express interest' in the Voluntary Redundancy programme. Approximately 1,200 expressions of interest were received.
- 2.4 Following the expressions of interest process, 578 employees submitted formal applications to leave under the terms outlined in section 2.2. 88 of those applications have been approved in support of the 21 July Executive Board report proposals. This left a further 490 Voluntary Redundancy applications for the Council to consider as part of supporting balancing the budget work for 2021/22.
- 2.5 The remaining 490 applications have been considered by Officers and recommendations and proposals put forward to Executive Members. These proposals contain changes to service delivery, which would deliver a financial saving for the Council and see a further 113 Voluntary Redundancy applications supported. The proposals are outlined at **Appendix A**.

3 Other options considered in making recommendations

- 3.1 Throughout the period of review, a number of individual cost reduction, income and investment options are considered. These in turn impact on the level of reserves. If the proposals are not supported, employees affected would need to be advised that their Voluntary Redundancy applications are not supported.

4 Finance colleague comments (including implications and value for money/VAT)

- 4.1 The Council has been operating in a challenging financial environment for a number of years and from 2010/11 to 2019/20 has had to make cumulative budget savings of **£271.4m** and the 2020/21 budget included new savings of **£15.623m**. The 2020/21 budget and Medium Term Financial Plan was approved by Full Council in March 2020 prior to the start of the pandemic. The pandemic has resulted in the Council incurring significantly increased costs and reduced income and the funding from Government isn't sufficient to cover the impact of Covid-19. This changing financial environment has resulted in three financial reports being presented and approved by Executive Board, each report highlighting the financial impact of Covid-19. The third report was the Interim Budget for 2020/21, Medium Term Financial Outlook and Draft Strategy 2021/22 to 2023/24 and was approved by September 2020 Executive Board and October 2020 Full Council.
- 4.2 The Interim 2020/21 budget presents a balanced in year position. The strategy for achieving a balanced position required the use of **£70.022m** of reserves and represents a **49.3%** reduction on earmarked reserves from the previous year. Of the **£70.022m** usage of reserves **£38.718m** are to be permanently released and not replenished and **£31.304m** are to be replenished and therefore will add to the budget gap for future years. This usage of reserves to support the 2020/21 position has significantly reduced future budget flexibility.
- 4.3 The latest Medium Term Financial Outlook for 2021/22 without further Government funding shows a budget gap in the range of **£39m** to **£54m** rising to **£53m** to **£64m** in 2023/24. The budget gap for 2021/22 has increased from **£25m** as reported to Executive Board in February 2020 to **£39m** to **£54m**, this is predominately due to pressures resulting from the pandemic of continued increased expenditure and reduced income.
- 4.4 The Medium Term Financial Plan has an annual provision of **£1.500m** for redundancy and associated exit costs. The redundancy and associated pension strain costs from the Interim Budget savings are estimated to be **£2.963m**. Exit costs from the latest proposals within this report are estimated to be **£2.919m**, year to date costs of redundancies as at the end of September 2020 are **£0.034m**. Therefore the total cost of redundancy and associated costs is **£5.916m**, the 2020/21 budget is **£1.500m**, resulting in an adverse variance of **£4.416m**. This **£4.416m** will be funded from the 2021/22 **£1.500m** budget for redundancies with the remaining **£2.916m** balance to be funded from reserves via the reserves prioritisation process and S151 approval.
- 4.5 These exit costs will exhaust the 2020/21 and 2021/22 revenue budgets for redundancies and also the redundancies reserve, consequently any future costs of redundancy in 2021/22 will result in a budget pressure and increase the budget gap for 2021/22.

- 4.6 The savings put forward in the latest proposals have been aligned to the latest budgets, are net of PILON payments and do not impact any external income or grants currently budgeted for.

Ceri Walter, Head of Commercial Finance, 12 October 2020

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

- 5.1 The Voluntary Redundancy Programme is linked to the definition of redundancy which is contained in section 139 of the Employment Rights Act 1996 (“ERA”). Amongst other things, section 139 of the ERA states:-

- *(1) For the purposes of this Act an employee who is dismissed shall be taken to be dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to—*
- *(a) the fact that his employer has ceased or intends to cease—*
 - *(i) to carry on the business for the purposes of which the employee was employed by him, or*
 - *(ii) to carry on that business in the place where the employee was so employed, or*
- *(b) the fact that the requirements of that business—*
 - *(i) for employees to carry out work of a particular kind, or*
 - *(ii) for employees to carry out work of a particular kind in the place where the employee was employed by the employer, have ceased or diminished or are expected to cease or diminish.*

Nottingham City Council (“NCC”) has not ceased or intend to cease carrying on business as outlined in section 139(1)(a) of the ERA. Therefore, we are really looking at section 139(1)(b) of the ERA. If the roles of employees who have applied for voluntary redundancy are to be reallocated or redistributed then the employee is ‘at risk’ of redundancy i.e. an internal reorganisation to make more efficient use of roles and duties would satisfy the requirements of section 139(1)(a) ERA. Such a determination would allow for the conditions of NCC’s Voluntary Redundancy programme to be met i.e. a voluntary redundancy programme that is linked to corporate budget proposals and budgetary savings.

Aman Patel

Solicitor (Commercial, Employment and Education Team)

Email: aman.patel@nottinghamcity.gov.uk

Tel: 0115 8765072

6 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

- 6.1 Not applicable

7 Social value considerations

7.1 None

8 Regard to the NHS Constitution

8.1 None

9 Equality Impact Assessment (EIA)

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

Yes



Attached as **Appendix B**, and due regard will be given to any implications identified in it.

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

10.1 None

11 Published documents referred to in this report

11.1 None

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
1	Children & Young People	Children's Integrated Services	Early Help Safeguarding Specialist review	To reduce the number of Early Help Specialists by 1 full time post	-£33,604	-£44,805	-£44,805	-1.00	-1.00	-1.00	1.0
2	Children & Young People	Children's Integrated Services	Early Help family support teams review	To reduce the number of Family Support Worker posts by 2.5 full time posts	-£49,203	-£65,604	-£65,604	-2.5	-2.5	-2.5	2.5
3	Adult Care & Local Transport	Adults	Open Door - Adults Services	Service redesign within Open Door service	£0	£0	£0	-1.80	-1.80	-1.80	1.8
4	Regeneration, Safety & Communications	Education	Deletion of 2 x EIP manager posts	Deletion of EIP manager posts due to insecurity of funding beyond the end of the financial year	-£42,609	-£56,812	-£56,812	-1.00	-1.00	-1.00	0.98
5	Regeneration, Safety & Communications	Education	Deletion of Education Improvement Manager post	Reshaping of management function for education services	-£37,635	-£50,181	-£50,181	-0.98	-0.98	-0.98	0.68
6	Energy, Environment & Democratic Services	Enviroenergy	Revised Staffing of Enviroenergy	Revised staffing arrangements within service to achieve an efficiency saving	£0	£0	£0	-1.00	-1.00	-1.00	1

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
7	Adult Care & Local Transport	Parking , Fleet & Passenger Transport	Redesign of Passenger Transport Management	Redesigned staffing arrangement - reducing management capacity within service to achieve an efficiency saving	-£48,907	-£65,209	-£65,209	-1.00	-1.00	-1.00	1
8	Adult Care & Local Transport	Parking , Fleet & Passenger Transport	Redesign of Meals at Home Service	A move to online assessments creating a reduction in 'back office' demand - service redesign of Meals at Home.	-£19,675	-£26,233	-£26,233	-1.10	-1.10	-1.10	1.1
9	Adult Care & Local Transport	Parking , Fleet & Passenger Transport	Redesign of Passenger Transport Service	Redesign and reduction of service contracts in line with reduced customer demand.	-£104,873	-£139,831	-£139,831	-6.50	-6.50	-6.50	6.5
10	Energy, Environment & Democratic Services	Facilities & Building Services	Reduction in Mailroom	Reduction of 1 full time post in the Council's Mailroom	-£17,402	-£23,203	-£23,203	-1.00	-1.00	-1.00	1

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
11	Leisure, Culture & IT	TRCH	Reduction in Ticket Officer Management	Reduction in Ticket Officer Management team at the Theatre Royal and Concert Hall	-£26,405	-£35,207	-£35,207	-1.00			1
12	Leisure, Culture & IT	Sports & Leisure	Sports Development	Sports development, changes to how we deliver the outcomes of community sport - this will become a more enabling service supported by Active Notts and delivery based on grant funded positions only	-£37,770	-£50,360	-£50,360	-1.00	-1.00	-1.00	1
13	Leisure, Culture & IT	Sports & Leisure	Fitness & Swimming	Service redesign and full time post deletions in relation to the management of swimming and fitness.	-£53,279	-£71,038	-£71,038	-3.20	-3.20	-3.20	3.2
14	Leisure, Culture & IT	Sports & Leisure	Contact Centre	To reduce the number of posts in the contact centre, as more customers move online, resulting in the deletion of 2 x part time posts.	-£18,507	-£24,676	-£24,676	-1.20	-1.20	-1.20	1.2
15	Leisure, Culture & IT	Sports & Leisure	Review of Notts Tots	To develop a new service in place of Notts Tots	-£5,431	-£7,241	-£7,241	-0.80	-0.80	-0.80	0.8

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
16	Leisure, Culture & IT	Sports & Leisure	Swimming - Removal of Assistant Teacher	Changing operation of swimming, resulting in the removal of a part time post	-£975	-£1,300	-£1,300	-0.10	-0.10	-0.10	0.1
17	Leisure, Culture & IT	Events	Events - Restructure proposal	To restructure the Nottingham Events team, leading to an efficiency saving and 1 x post deletion	-£28,770	-£38,360	-£38,360	-1.00	-1.00	-1.00	1
18	Employment & Community Protection	Economic Development	Management restructure within Economic Development	To redesign the management structure of the service, utilising VR applications and the vacant roles to create a new role.	-£18,750	-£25,000	£0	-0.81	-0.81	-0.81	0.81
19	Employment & Community Protection	Economic Development	Redesign of the supported employment & placement programme	To restructure the Supported Employment & Placement role, merging the function to retain funding and the focus of the role	£0	£0	£0	-1.00	-1.00	-1.00	1
20	Adult Care & Local Transport	Transport Strategy	Redesign of Transport Strategy team	Revised staffing arrangements within service to achieve an efficiency saving	-£18,533	-£24,710	-£24,710	-1.81	-1.81	-1.81	1.81

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
21	Adult Care & Local Transport	Transport Operations	Redesign of Transport Operations team	To realign duties within the Transport Operations team, creating a budget saving	-£156,671	-£208,895	-£208,895	-4.80	-4.80	-4.80	4.8
22	Regeneration, Safety & Communications	Major Projects	Redesign of PMO	To redesign the programme management office function	-£23,820	-£31,760	-£31,760	-1.00	-1.00	-1.00	1
23	Housing, Planning, Heritage	Planning	Redesign of Planning business support	To redesign the Planning business support function, reducing by 0.5 fte in capacity.	-£8,283	-£11,044	-£11,044	-0.50	-0.50	-0.50	0.5

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
24	Communities, Highways and Strategic Transport	Traffic	Traffic, Network Management review	To redesign the Council's Network Management support team, leading to a reduction of 1 fte post	-£28,770	-£38,360	-£38,360	-1.00	-1.00	-1.00	1
25	Regeneration, Safety & Communications	Property	Redesign of property services	To redesign the Council's property portfolio management function, leading to a budget saving.	-£120,889	-£161,185	-£161,185	-6.20	-6.20	-6.20	6.2
26	Leisure, Culture & IT	Property	Review of GIS	To reduce address management and design functions within the GIS service by 2 full time posts	-£34,500	-£46,000	-£46,000	-2.00	-2.00	-2.00	2
27	Energy, Environment & Democratic Services	Customer Services	Customer Services review	To redesign the Customer Services team at Exchange Buildings, reducing by 1 full time post	-£17,381	-£23,175	-£23,175	-1.00	-1.00	-1.00	1

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
28	Energy, Environment & Democratic Services	Customer Services	Civic Lead review	To redesign the Civic function at Exchange Buildings, reducing by 1 full time post	-£26,165	-£34,887	-£34,887	-0.80	-0.80	-0.80	0.8
29	Health, HR, Equalities	HR	Redesign of Council's Development team	To reorganise the duties of the development and change team, leading on the Council's workforce learning and development, leading to a reduction of 1 full time post	-£25,353	-£33,804	-£33,804	-1.00	-1.00	-1.00	1
30	Regeneration, Safety & Communications	Marketing & Communications	Marketing review	Service re-design to reflect changes in advertising market place - down by c. 80%.	-£24,759	-£33,012	-£33,012	-1.00	-1.00	-1.00	1.0

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
31	Regeneration, Safety & Communications	Marketing & Communications	Communications and marketing - review of management posts	Review of marketing and communications management structure, deletion of 1 x I grade post	-£37,973	-£50,630	-£50,630	-1.00	-1.00	-1.00	1
32	Finance, Growth & the City Centre	Commissioning & Procurement	Service re-design	To reduce the commissioning team by two posts related to reduced workload having utilised longer contracts and some commissioning work reaching a natural conclusion. Contracting and Procurement - Restructure contracting and procurement. The roles have changed and efficiencies in process will allow a reduction in Contracting.	-£267,033	-£267,033	-£267,033	-3.95	-3.95	-3.95	3.95
33	Children & Young People	Insight & Analysis	Deletion of Data Training and Consultancy Manager.	The work of the traded service (DAISI) has been impacted this year by decreased demand due to pressure on school budgets and data availability issues affecting some products - proposal to delete 1 full time post	-£33,000	-£44,000	-£44,000	-1.00	-1.00	-1.00	1
34	Adult Care & Local Transport	Adults	Short Break Workers review	Staffing review of Short Break Workers role to deliver efficiencies	-£12,248	-£16,331	-£16,331	-0.5	-0.5	-0.5	0.5

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
35	Adult Care & Local Transport	Adults	Business Implementation review	Staffing review of Business Implementation Officer role to deliver efficiencies	-£16,032	-£21,522	-£21,522	-0.5	0.5	0.5	0.5
36	Leisure, Culture & IT	Sport & Culture	Library Service	Restructure of the Library Service, taking into account the closure of Nottingham Central Library and Sherwood Library, ahead of a new replacement facilities being developed and opened in late 2021 or early 2022.	£0	£0	£0	-33.04			9.9
37	Leisure, Culture & IT	Museums	Museums	Restructure of operations and collection Teams, to reflect secondments required to support the Nottingham Castle Development and provide business efficiencies through more integrated site management model.	-£121,150	-£161,533	-£161,533	-9	-9	-9	9

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
38	Leisure, Culture & IT	Museums	Museums	Review of Grounds & Property Team operations across Heritage sites, to better reflect business needs and site support for visitor needs.	-£5,925	-£7,900	-£7,900	-1.9	-1.9	-1.9	1.9
39	Leisure, Culture & IT	IT	IT Support	To make a business efficiency saving of 2 full time posts, within IT Support	-£26,250	-£35,000	-£35,000	-2.00	-2.00	-2.00	2
40	Communities, Highways and Strategic Transport	Highway Services	Redesign of Highway Services	To undertake a redesign of the Highways Service, leading to a budget saving and a reduction of full time posts	-£325,000	-£325,000	-£325,000	-11.2	-11.2	-11.2	11.2

Appendix A: Nottingham City Council Budget proposals. 20 October 2020.

Ref. Number	LEAD PORTFOLIO	SERVICE AREA	TITLE	NARRATIVE	Budget saving achieved			Reduction in full time equivalent (FTE) posts, including vacancies			Voluntary Redundancy applications to be accepted (full time equivalent 'FTE')
					2021/22 £	2022/23 £	2023/24 £	2021/22 fte	2022/23 fte	2023/24 fte	
Total					- £1,873,529*	-£2,300,840	-£2,275,840	-113	-78	-78	89.73

(*25% reduction assumed, to account for a paid notice period)

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Equality Impact Assessment Form

1. Document Control

1. Control Details

Title:	VR Budget proposals
Author (assigned to Pentana):	Paul Slater
Director:	Richard Henderson
Department:	HR & Customer
Service Area:	HR
Contact details:	0115 87 63829
Strategic Budget EIA: Y/N	Y
Exempt from publication Y/N	N

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2. Document Amendment Record

Version	Author	Date	Approved
V1.0	Paul Slater	09 October 2020	

3. Contributors/Reviewers

Name	Position	Date

4. Glossary of Terms

Term	Description
VR	Voluntary Redundancy
DCR	Discretionary Compensation Regulations

2. Assessment

1. Brief description of proposal / policy / service being assessed

Nottingham City Council has faced some of its most significant challenges in recent months, both in terms of the operational response and the financial impact of the COVID-19 pandemic. While central government is providing some funds for local authorities, it is nowhere near enough and this is only compounding Nottingham's already finely balanced financial position and existing budget challenges.

In response to COVID-19 and the existing budget challenges, the Council regrettably needs to put forward a number of proposals across its 4 Departments to reduce costs.

A voluntary redundancy programme was made available to colleagues and applications have been submitted during July and August. The applications submitted have been used in preparing the above proposals, so that any redundancies made are on a voluntary basis.

Detail of affected posts

The budget proposals submitted to Executive Board as part of the 20 October report contain a range of savings proposals to address the above budget challenges. These proposals will form the basis of the consultation process with Trade Unions and colleagues over the coming weeks and more detailed documentation will be issued for each of those individual proposals. The proposals submitted to Executive Board contain the deletion of 90 full time equivalent posts from the Council's establishment.

2. Information used to analyse the effects on equality:

The Council proposes to utilise a voluntary redundancy process to achieve the proposals with staffing implications. Data from the VR scheme, including those interested and those making applications, will be utilised to assess the effects on equality and there will be an on going assessment of the data, throughout the consultation process.

3. Impacts and Actions:

	Could particularly benefit X	May adversely impact X
People from different ethnic groups.	<input type="checkbox"/>	x
Men	<input type="checkbox"/>	x
Women	<input type="checkbox"/>	x
Trans	<input type="checkbox"/>	x
Disabled people or carers.	<input type="checkbox"/>	x
Pregnancy/ Maternity	<input type="checkbox"/>	x
People of different faiths/ beliefs and those with none.	<input type="checkbox"/>	x
Lesbian, gay or bisexual people.	<input type="checkbox"/>	x
Older	<input type="checkbox"/>	x
Younger	<input type="checkbox"/>	x
Other (e.g. marriage/ civil partnership, looked after children, cohesion/ good relations, vulnerable children/ adults).	<input type="checkbox"/>	<input type="checkbox"/>
<i>Please underline the group(s) /issue more adversely affected or which benefits.</i>		

<p>How different groups could be affected (Summary of impacts)</p>	<p>Details of actions to reduce negative or increase positive impact (or why action isn't possible)</p>
<p>Colleagues across a range of service areas will be affected by the budget proposals, as 90 FTE posts are proposed to be deleted.</p> <p>Colleagues have been provided with the opportunity to express interest in voluntary redundancy, as part of the Council's updated DCR Policy. (http://intranet.nottinghamcity.gov.uk/news/discretionary-compensation-regulations-policy-statement). The Council is seeking to avoid compulsory redundancies as part of the budget proposals and VR will be utilised to meet the savings put forward.</p> <p>The council has a legal obligation to consult with both the affected colleagues and recognised trade union representatives regarding these proposals.</p> <p>The budget proposals have the potential to impact colleagues across all protected characteristics and this is indicated on page 3 of this EIA.</p> <p>Analysis of the workforce data indicates that the impact on colleagues from different ethnic backgrounds, their gender and colleagues with a disability is proportionate or lower than the workforce representation in those groups.</p> <p>However, a disproportionate impact is noted in older colleagues and those colleagues identifying as LGBT. It should be noted that we do</p>	<ol style="list-style-type: none"> 1. Colleagues will be provided with relevant consultation documents, including the published budget proposals, so that they are fully informed of the proposals and their potential impact. This will take place w/c 19 October 2020. 2. Consultation meetings have already been put in the diary with trade union colleagues. Further meetings are being arranged w/c 26 October and there will be on-going meetings at Central Panel. In addition to this, managers will receive consultation documents from the HR team and will be asked to facilitate individual consultation meetings with affected employees. 3. A range of support mechanisms are already in place for colleagues who have expressed interest in VR, with details on our dedicated web page. http://intranet.nottinghamcity.gov.uk/corporate-items/budget/voluntary-redundancy-what-you-need-to-know This page contains specific support and information for colleagues in the affected group of ages 55+, including advice and support around Pensions, planning for retirement and financial planning.

<p>not hold data for 61% of applicants regarding their sexuality, however. In relation to the age impact, whilst this is an anticipated impact (owing to the benefit of release of pension payments), support has been put in place for these colleagues. Please see actions in the next column.</p>	
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Information and analysis of VR and potential workforce impact

		NCC workforce profile	VR expressions of interest at start of consultation	VR requests supported as part of 20 October proposals
BAME colleagues		25%	16%	9.4%
Gender		61% F 39% M	53% F 47% M	59% F 41 % M
Colleagues with a declared disability		6%	8%	7.7%
Sexual Orientation (LGBT)		4.55%	Not captured	12.7%
Age	16 – 24	5.06%	0.38%	2.46%
	25 – 34	18.15%	5.38%	9.02%
	35 – 44	21.24%	8.13%	4.10%
	45 - 54	27.72%	21.63%	19.67%
	55 +	27.81%	64.50%	64.75%

Outcome(s) of equality impact assessment:

<input type="checkbox"/>	No major change needed	<input type="checkbox"/>	Adjust the policy/proposal
<input checked="" type="checkbox"/>	Adverse impact but continue	<input type="checkbox"/>	Stop and remove the policy/proposal

4. Arrangements for future monitoring of equality impact of this proposal / policy / service:

The equality impact assessment will need to be reviewed at the end of consultation, when proposals are finalised. This will be conducted in early December.

Approved by (manager signature) and Date sent to equality team for publishing:

Approving Manager: The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel & email to allow citizen/stakeholder feedback on proposals.	Date sent for scrutiny: Send document or Link to: equalityanddiversityteam@nottinghamcity.gov.uk
SRO Approval:	Date of final approval:

Before you send your EIA to the Equality and Community Relations Team for scrutiny, have you:

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1. Read the guidance and good practice EIA's
<http://intranet.nottinghamcity.gov.uk/media/1924/simple-guide-to-eia.doc>
2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.
4. Written in clear user-friendly language, free from all jargon (spelling out acronyms).
5. Included appropriate data.
6. Consulted the relevant groups or citizens or stated clearly, when this is going to happen.
7. Clearly cross-referenced your impacts with SMART actions.

Subject:	Nottingham City Council Armed Forces Covenant Action Plan
Corporate Director(s)/Director(s):	Catherine Underwood, Corporate Director People
Portfolio Holder(s):	Councillor Rebecca Langton, Portfolio Holder for Communities, Highways and Strategic Transport
Report author and contact details:	Catherine Underwood, Corporate Director of People
Other colleagues who have provided input:	Nigel Cooke, Head of One Nottingham Lorel Manders, Partnership Manager
Subject to call-in:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Key Decision:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Criteria for Key Decision:	
(a) <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	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No	
Type of expenditure:	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Total value of the decision:	No additional cost
Wards affected:	All
Date of consultation with Portfolio Holder(s):	24th September
Relevant Council Plan Key Theme:	
Nottingham People	<input checked="" type="checkbox"/>
Living in Nottingham	<input checked="" type="checkbox"/>
Growing Nottingham	<input checked="" type="checkbox"/>
Respect for Nottingham	<input checked="" type="checkbox"/>
Serving Nottingham Better	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	
The Armed Forces Covenant and Action Plan will enable the city council to prove an equal service for members of the Armed Forces Community who live in Nottingham. It evidences the support that Nottingham City Council and the people of Nottingham have for the UK Armed forces and the contribution that they have made and continue to make to freedom and security of Britain.	
Exempt information:	
None	
Recommendation(s):	
1. To reconfirm Nottingham City Council's support for the Armed Forces Community Covenant.	
2 To agree the action plan and its implementation,	
3 To note that the government has committed to introduce legislation, during the current parliament, in respect of the further incorporation of the Armed Forces Covenant into law.	

1 Reasons for recommendations

1.1 The recommendations will enable the Council to fulfil the commitments it has made in entering in to the Armed Forces Community Covenant.

2 Background (including outcomes of consultation)

2.1 Nottingham City Council adopted the Armed Forces Covenant in 2013. In that same year Nottingham hosted the National Armed Forces Day, in a day of

spectacular parades, fly pasts and exhibitions from all military services. Behind the spectacle there was, and remains, a serious and mainstream purpose to local authorities' adoption of the Armed Forces Community Covenant.

- 2.2 In recent years we have commemorated major events and anniversaries, including the conclusion of the two World wars in Europe and in Asia and the anniversary of the Bosnian conflict. We have recognised the ongoing role that the UK armed forces continue to play in ongoing conflicts and in peace keeping missions across the globe. The council also recognises the contribution that the military have made in non-combat situations, for instance in supporting the management of the Coronavirus pandemic.
- 2.3 Nottingham City Council has previously made a commitment to the Armed Forces Community Covenant for Nottinghamshire. This is an opportunity to reconfirm that commitment and to produce and share an action plan which makes the commitment real and makes transparent the valuable role that the council plays.
- 2.4 The definition of the Armed Forces Community includes current serving personnel and their families, former personnel and their families (veterans) and reservists (who are frequently employed by councils).
- 2.5 Once the Executive boards has agreed the plan it will be shared with members of the Nottingham and Nottinghamshire Civil and Military Partnership Board and made publicly available on My Nottingham.
- 2.6 It is of note that the government is introducing legislative changes for local authorities' relationship with the armed forces community. The purpose of new legislation is to continue to remove disadvantage faced by Armed Forces Personnel and Veterans. Current policy proposals refer to the possible introduction of law to ensure that due regard is written into all policy and strategy documents in the areas of Housing/Homelessness, Education and Health. This would apply to Local Authorities, Health Bodies and other Education and Housing organisations. Nottingham City Council complies with the current proposal through this action plan but will nevertheless keep the position under review.

3 Other options considered in making recommendations

The other option considered, and rejected was to not reconfirm support for the Armed Forces Community Covenant. This was rejected because the Council has previously agreed to support the Covenant, in line with all other local authorities in England. Reconfirming the support in this way simply formalises the Covenant Action Plan.

4 Finance colleague comments (including implications and value for money/VAT)

The action plan and specific items have not been quantified in terms of the financial impact, as details will not be known until the time of implementation of the specific actions. However, all costs will need to be maintained within the MTFP base budget provision that already exists across departments for this area of work. Budget holder approval will need to be sought by the relevant action lead ahead of any costs being incurred, to ensure expenditure is maintained within these budgets and that no financial pressure occurs as a result of anything contained within this paper.

Phil Gretton, Strategic Finance Business Partner (Strategy & Resources)
21 September 2020.

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

The recommendations set out in this report raise no significant legal issues and are supported.

Malcolm R. Townroe, Director of Legal and Governance – 2 October 2020

6 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

6.1 There are no implications in this area.

7 Social value considerations

7.1 None.

8 Regard to the NHS Constitution

8.1 the Integrated Care Partnership, the Clinical Commissioning Group and Nottingham City Cares Partnership are partners of the council in this area.

9 Equality Impact Assessment (EIA)

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

No



An EIA is not required because the Armed Forces Covenant and the Action Plan will be delivered by named service areas within the council, each of which will be responsible for services which have due regard to the enquiries and activities relating to the Armed Forces Community. Some of those areas will conduct their own EIAs. Included within the attached action plan are specific pieces of work which will review the armed forces community elements of the council commitment to equality of access in service and employment.

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

None

11 Published documents referred to in this report

Armed Forces Community Covenant for Nottinghamshire.

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An Armed Forces Covenant

Between

**Local Authorities
in Nottinghamshire**

and

The Armed Forces Community

(Serving personnel, both regular and reservist, veterans and military families)

**We, the undersigned, agree to work and act together to honour the
Armed Forces Covenant.**

6 November 2018

The Armed Forces Covenant

An Enduring Covenant Between

The People of the United Kingdom

Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of the Crown and their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces.

In return, the whole nation has a moral obligation to the members of the Royal Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most, such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

SECTION 1: PARTICIPANTS

- 1.1 This Armed Forces Covenant commitment for Nottinghamshire is made between:
Nottinghamshire County Council; Nottingham City Council; Ashfield District Council;
Bassetlaw District Council; Broxtowe Borough Council; Gedling Borough Council; Mansfield
District Council; Newark and Sherwood District Council; Rushcliffe Borough Council;
and
The Armed Forces Community in Nottinghamshire (Serving personnel, Regulars &
Reserves, veterans and their families)

SECTION 2: PRINCIPLES OF THE ARMED FORCES COVENANT

- 2.1 Life in the Armed Forces is different to the rest of society; Armed Forces personnel make sacrifices on behalf of the nation. They go where they are sent, when they are sent. So families will have to move, sometimes with little notice, to unfamiliar areas; or they may have to live apart for extended periods of time and they will face the stresses and challenges that arise when a loved one is deployed on operational duties.
- 2.2 This means that they can find themselves at a disadvantage in comparison with their civilian neighbours in accessing the goods and services that as citizens we should all expect. The Armed Forces Covenant aims to ensure that those who serve or have served, and their families are treated fairly and are not disadvantaged because of their Service.
- 2.3 The Armed Forces Covenant is based upon two key principles:
- no member of the Armed Forces community should face disadvantage in the provision of public and commercial services compared to any other citizen.
 - in some circumstances, special treatment may be appropriate for the injured or bereaved.
- 2.4 These principles should be taken into account when writing and implementing policies that impact upon the local populations and should be integrated into all the services, support, engagement and work within the Local Authorities of Nottinghamshire.
- 2.5 For the purposes of this Covenant, the Armed Forces community includes Armed Forces personnel and members of the military sponsored cadet organisations. Armed Forces personnel include serving personnel (regulars and reserves), veterans and their families. Children of Armed Forces personnel, no matter the marital status of their parents, should be considered part of this community while still dependent.
- 2.6 The Covenant presents an opportunity for Local Authorities to bring knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces community.
- 2.7 For the Armed Forces community, the Covenant encourages the integration of Service personnel, Veterans and their families into civilian life and to engage with their local community.

SECTION 3: OBJECTIVES AND GENERAL INTENTIONS

- 3.1 This Armed Forces Covenant defines the enduring, general principles that should govern the relationship between the Nation, the Government and the Armed Forces community
- 3.2 The signatories to this Covenant will offer support and guidance to the local Armed Forces community and make it easier for serving personnel (regular and reserve), veterans and their families to access help and support from statutory providers.
- 3.3 The Covenant is intended to be a two-way arrangement; members of the Armed Forces community are encouraged to do as much as they can to support all aspects of their local community and promote activity which integrates serving personnel, veterans and their families into local community life.

SECTION 4: CORE INFRASTRUCTURE FOR COVENANT DELIVERY

- 4.1 The MOD publication *Armed Forces Covenant A Guide for Local Authorities* provides guidance on the core infrastructure for Covenant delivery, including the following recommendations.
 - a. **Armed Forces Champions & Lead Officers.** Each Local Authority will appoint an Armed Forces Champion and a Lead Officer, empowered to effect change across the LA.
 - b. **Action Plans.** Each Local Authority will produce and publish an Action Plan to underpin the Covenant commitment; this will help to set out the overall direction and to ensure that the authority keeps on track.
- 4.2 **NHS Trusts.** The signatories to this Covenant recognise the work of the NHS Trusts in the county. The NHS has an online guide *How to support the Armed Forces in the NHS* that provides resources and information on the Armed Forces agenda within the NHS, including how to advocate and demonstrate support to the Armed Forces community.
 - a. **Armed Forces Network.** The NHS Employers' Armed Forces Network is an opportunity for NHS staff leading on the Armed Forces agenda to share and learn from each other.
 - b. **Step into Health.** The Step into Health programme connects employers in the NHS to people from the Armed Forces community, by offering an access route into employment and career development opportunities.
- 4.3 **Regular Stakeholder Engagement.** Representatives from each Local Authority will meet regularly through the **Nottinghamshire Armed Forces Covenant Civil Military Partnership Board**. These meetings will act as a forum where emerging challenges can be discussed and action taken to resolve them; also providing ideal opportunities to share good practice and to network.
- 4.4 **Communications.** The commitments made in this Covenant will be publicised so that local communities are aware of what is being done to deliver them. This will be achieved through dedicated web-pages or newsletters. Local Authority staff who deal with members of the public will be trained so that they are aware of how specific commitments impact upon local services and delivery.

SECTION 5: ACTIONS AND OUTCOMES

5.1 **Nottinghamshire Armed Forces Covenant Civil Military Partnership Board.** Each Local Authority will be represented on the Nottinghamshire Armed Forces Covenant Civil Military Partnership Board.

5.2 **Armed Forces Covenant Fund.** The best possible use will be made of the Covenant Fund, an enduring government grant awarded to projects that will benefit the Armed Forces community

5.4 Healthcare

- a) Strive for equity of access to primary and secondary health care services for Service personnel and their dependents; Service family members should maintain their relative position on any NHS waiting list, if moved around the UK due to the Service person being posted.
- b) Veterans should receive priority treatment (subject to the clinical needs of others) in respect of NHS hospital treatment relating to a condition resulting from their service in the Armed Forces.
- c) Veterans should be able to access mental health professionals who have an understanding of Armed Forces culture.
- d) Ensure the Clinical Commissioning Groups (CCGs) are aware of the potential difficulties faced by members of the Armed Forces community and identify ways in which the CCGs can be involved in Covenant delivery.
- e) Provide appropriate information to local GPs to ensure that they are aware of the provisions offered to ex-Service personnel under the Covenant.

5.5 Education

- a) Work with the Department of Children and Young People (DCYP) and the Local Authorities to determine the numbers and location of the children of serving personnel (regular and reservist), as well as dependent young people, to include Early Years and Children's Centres.
- b) Ensure that schools are aware of the Service Pupil Premium and are claiming all that they are entitled to. Determine ways in which Pupil Premium is spent and identify and share areas of good practice.
- c) Work with schools and local providers to identify where Service personnel's children might require additional support to help them deal with a parent being away from home for long periods of time, often in conflict situations. Children in some Service families may be considered more vulnerable than the general population because of the pressures they face, including PTSD.
- d) Ensure that policies enable a smooth transition for children from Forces families, alleviating any issues that may be experienced finding a school place mid-term, when a serving parent has been transferred to a new area of the UK; assist when issues arise at any other time relating to finding a school place for a dependent child.

5.6 Mobility and Deployment

- a) Identify and share best practice regarding house purchase/rental, enabling service personnel to settle in local communities, working alongside mortgage providers etc. particularly those who have signed the Armed Forces Covenant for businesses.
- b) Ensure the Armed Forces community works closely with council and private housing teams in support of their role of providing advice and support to households leaving the Armed Forces or being re-located within the UK.

5.7 Housing

- a) Maintain strong relationships between Local Authorities and the Armed Forces community to ensure timely and accurate information is given and received regarding movement of Service personnel and their housing needs and aspirations.
- b) Ensure that Local Authority staff are mindful and remain aware of the particular issues faced by Service personnel and their families. This includes identifying best practice in solving the most challenging of circumstances where a service family or household is settling in our region from another part of the UK or where the housing need is the result of separation or divorce within a Service family.
- c) Raise awareness of housing issues and develop solutions and support systems required to solve or prevent such issues; such as homelessness by Veterans.

5.8 Social Isolation and sense of community

- a) Promote best practice engagement in communities across Nottinghamshire, including support to those experiencing with social isolation.
- b) Develop projects as identified by local communities, making use of the Covenant Fund as appropriate

5.9 Transition

- a) Raise awareness of the issues experienced by the Armed Forces community, including the challenge of career change, and offer support and information on issues arising during transition into civilian life.
- b) Raise awareness, during transition, and offer support to get involved in volunteering and community action as a pathway to health and wellbeing, developing personal interests, helping others and increasing employability
- c) Ensure that injured Service people transitioning to civilian life are able to access supported housing or support to enable their existing home to be modified to meet their needs and that they are quickly and compassionately assessed on their level of care requirements.

5.10 Employment and Employers

- a) Promote mutually beneficial relationships between employers and Defence, by advocating the transferable skills and attributes that Armed Forces personnel take to the civilian workplace as an economic asset.
- b) Promote the Armed Forces Covenant for business, encouraging employers to sign the Covenant in order to pledge commitments to support Defence personnel by:
 - *promoting the fact that they are an Armed Forces-friendly organisation;*
 - **Veterans:** *seeking to support the employment of veterans and working with the Career Transition Partnership (CTP), in order to establish a tailored employment pathway for Service leavers;*
 - **Service Spouses & Partners:** *striving to support the employment of Service spouses and partners; including flexibility in granting leave before, during and after a partner's deployment;*
 - **Reserves:** *seeking to support employees who are members of the Reserve Forces, including granting special paid leave for training and supporting deployment;*
 - **Cadet Organisations:** *seeking to support employees who are volunteer leaders in military cadet organisations; supporting local cadet units.*
 - **Armed Forces Day:** *aiming to participate actively in Armed Forces Day and Reserves Day.*

5.11 **Remembrance and Recognition.** Promote participation in and support for events and functions to celebrate and remember the sacrifices of our Armed Forces personnel, both past and present. This will include: Remembrance Sunday; Armistice Day; Armed Forces Day; Reserves Day.

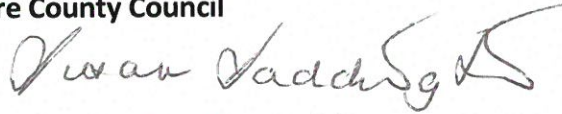
5.12 Information sharing

- a) Raise awareness of the Armed Forces Covenant throughout Nottinghamshire and particularly to the public sector through development of resources and discussion.
- b) Identify good practice within communities which promote greater visibility of the Armed Forces, their contribution and needs.
- c) Promote the Armed Forces Covenant Fund to community groups and Forces personnel.

Section 6: Signatories

Nottinghamshire County Council

Signed:



Name:

Councillor Susan Saddington

Position:

Chairman



Nottingham City Council

Signed:



Councillor Liaqat Ali

Name:

Lord Mayor

Position:



Nottingham
City Council

Ashfield District Council

Signed:



Name:

Councillor Tony Brewer

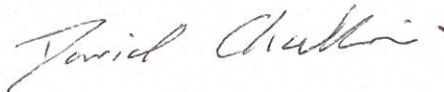
Position:

Chairman



Bassetlaw District Council

Signed:



Name:

Councillor David Challinor

Position:

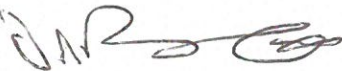
Chairman



Bassetlaw
DISTRICT COUNCIL
North Nottinghamshire

Broxtowe Borough Council

Signed:



Name:

Councillor Derek Burnett BEM

Position:

Mayor



Broxtowe
Borough
COUNCIL

Gedling Borough Council

Signed:



Name:

Councillor Barbara Miller

Position:

Mayor



Mansfield District Council

Signed:



Name:

PP

Councillor Kate Allsop

Position:

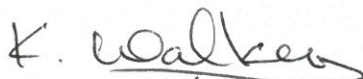
Executive Mayor



Mansfield
District Council

Newark and Sherwood District Council

Signed:



Name:

Councillor Keith Walker

Position:

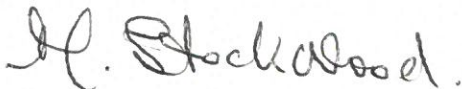
Chairman



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

Rushcliffe Borough Council

Signed:



Name:

Councillor Maureen Stockwood

Position:

Mayor



Rushcliffe
Borough Council

The Ministry of Defence

Signed:



Name:

Brigadier Tom Bewick OBE

Position:

Commander 7th Infantry Brigade & HQ East



**Ministry
of Defence**

The Armed Forces Covenant

An Enduring Covenant Between

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Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of the Crown and their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces.

In return, the whole nation has a moral obligation to the members of the Royal Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

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This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.



Nottingham's Commitment to our Armed Forces Community:
Nottingham City Council Armed Forces Covenant Action Plan (Summary)

Foreword

The Armed Forces Community Covenant (AFCC) was enshrined in law in the Armed Forces Act (2011), and has at its core, the principles that service personnel, veterans, and their families are not disadvantaged by their service and that special provision is made for those in the Armed Forces Community. The Armed Forces Community (AF Community) includes all people who are, or have been regulars, reservists or cadets, and cadet force adult volunteers and their partners and immediate families.

Nottingham City Council is a proud signatory to the AFCC. The AFCC for Nottinghamshire was developed to establish clearer, consistent principles and aims across the county, ensuring that those within the AF Community experience a consistent approach with that of other citizens.

Through signing the AFCC, Nottingham City Council has pledged to work with partners (from other public sector organisations, businesses and voluntary organisations), to support the AF Community. Our commitment is to treat all members of the AF Community fairly and to prevent any from being discriminated against, because of their service and experience in the armed forces.

In order to meet our commitment, the council has adopted an Armed Forces Covenant Action Plan. This plan builds on the work that has already taken place and sets clear actions for the collaborative delivery of services, to support the AF Community and fulfil our commitment to the AFCC.

In addition, the council has also signed up for the Ministry of Defence Employer Recognition Scheme, which encourages employers to support the Armed Forces Community and inspire others to do the same. The scheme encompasses Bronze, Silver and Gold awards for employers that pledge, demonstrate, or advocate support for the Armed Forces Community, and align their values and support with the AFCC.

Nottingham City Council was awarded Bronze in 2019. Each award lasts for 3 years and it is the intention during this time to apply for a Silver award.

Crosscutting Factors:

- Governance
- Information Sharing, Mapping and Understanding Need
- Collaboration between Organisations
- Communications

Themes:

- Health
- Employment, Education and Skills
- Veterans and Families Support
- Housing
- Community and Social
- Commemorations, Events and Memorials

Theme	Action	Lead Officer	Outcome
Crosscutting Actions:			This column will be completed as progress is made.
Governance	<p>Appointed an Executive Councillor as the Council's Armed Forces Champion and agreed lead officer and support arrangements.</p> <p>Respond to changes in legislation regarding the implementation of the Armed Forces Covenant.</p> <p>The council will play an active role in the Nottingham and Nottinghamshire Civil Military Partnership Board.</p> <p>Monitor the implementation of the AFCC and Action Plan on a 6 monthly basis.</p> <p>Develop and implement appropriate support and a pathway for AFCC and Casework.</p>	<p>Corporate Director People & Head Of Customer Services</p> <p>Armed forces Champion & Corporate Director People</p> <p>Armed forces Champion & Corporate Director People</p> <p>Strategy and Policy</p> <p>Corporate Director People & Head Of Customer Services</p>	<p>Cllr Rebecca Langton appointed. Corporate Director People & Head Of Customer Services.</p> <p>The Council has played an active part in the partnerships around the board, with the military, the community, the County Council and the Lord Lieutenant.</p>
Information sharing, mapping and understanding need	<p>Established baseline information and will review on a 6 monthly basis.</p> <p>Publish the covenant, action plan and baseline data on Nottingham Insight.</p>	Strategy and Policy	2020 Baseline complete, review due, however limitations of the Census data will limit the value of the demographic information.
Collaboration between organisations	Identify and share best practice and maintain good relationships between local authorities, other organisations and Armed Forces Community.	Corporate Director People & Head Of Customer Services	
Communication	Raise awareness of the Armed Forces Covenant and Action Plan and promote Armed Forces events.	NCC Communications and Marketing/ Events team	

Themes:			
Health	Collaborate with the ICP and NCP to Continue to develop the services available including through the Nottingham Health and Care Point, and improved monitoring, liaison and signposting.	Lorna Thomson	
Employment, education and skills	<p>Create employment and upskilling opportunities through the council's employment and economic initiatives.</p> <p>Encourage local employers to sign up to the AFC's through Nottingham jobs.</p> <p>Support children and families to gain access to education and appropriate family services.</p> <p>Develop the school's admissions application process and training to enable an accurate picture of service personnel.</p> <p>Ensure that schools are aware of and utilise the Service Pupil Premium</p> <p>Adopt and promote employment practices through the People Strategy, which make Nottingham City Council a good employer of the Armed Forces Community and to work towards achieving the Silver MOD Employer Recognition Scheme award.</p>	<p>Director of Economic Development</p> <p>Director of Education</p> <p>Director HR & Customer</p>	Bronze MOD Employer Recognition Scheme achieved.
Veterans and Families Support	Identify and provide support packages, to those children whose caring responsibilities are a consequence of trauma, or injury through serving in the Armed Forces . Identify and seek to resource a Trauma Informed Approach, including working with families where individuals have been traumatised, including	Head Of Extensive & Specialist Services	

	<p>veterans returning home.</p> <p>Ensure holistic assessments of children and families, through the whole family approach. Raise awareness on the impact that serving in the Armed Forces, or being a veteran may have on children and families.</p>		
Housing	<p>Adopted a housing policy, which recognises the needs of veterans, including prevention of homelessness and is fully compliant with the AFCC and legislation. Identify and share best practice to provide good quality advice.</p> <p>Identify those serving in the Armed Forces community who approach Housing Aid, to enable specific and tailored advice and plans to be provided. To raise awareness and knowledge of the specific needs of veterans and services for Housing Aid.</p> <p>Support injured service personnel transitioning to civilian life are able to access supported housing or support, to enable their homes to be modified.</p>	<p>Corporate Director of Development and Growth.</p> <p>Head Of Extensive & Specialist Services</p> <p>Corporate Director of Development and Growth</p>	<p>The Housing Policy meets the requirements of the AFCC.</p>
Community and Social	<p>Promote the Armed Forces Covenant Fund to community groups, NCC, other partners and forces personnel as appropriate, depending upon the funding focus and identify and promote good practice within communities.</p> <p>Provide information, resources and signposting to national and local services and support through Ask Lion.</p> <p>Address social isolation through engagement with the AF Community and deliver appropriate community cohesion activities to promote the principles of the AFCC.</p>	<p>Communities/Marketing and communications.</p> <p>Corporate Director People & Head Of Customer Services</p> <p>Director of Communities and Corporate Director People.</p>	

Commemorations and Events	Develop, finance and deliver an annual events programme including special events and commemorations.	Director of Sports And Culture.	Despite the pandemic a series of events have taken place in 2020 to commemorate the VE Day, VJ Day and Battle of Britain Day and plans are in place to commemorate the Armistice in 2020.
Memorials	Work with the AF Community and other partners to effectively maintain and develop appropriate memorials.	Director of Sports And Culture	The WW1 War memorial and role of honour is complete and opened. A similar memorial for WW2 is now under development.

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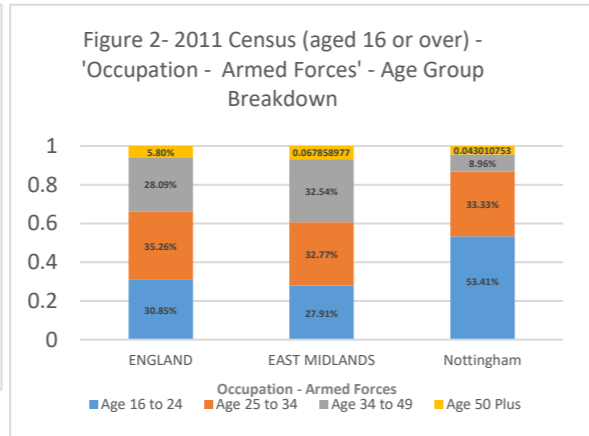
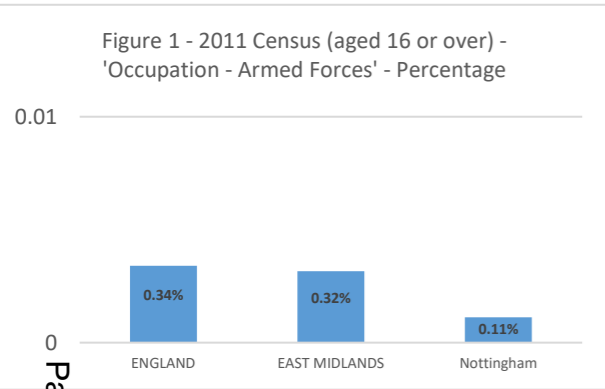
Nottingham City - Armed Forces Baseline - January 2020

Serving Members

The 2011 National Census recorded 279 members of the Armed Forces living within Nottingham City. This represents 0.11% of the 'Over 16' population. In comparison, the census recorded 0.32% of the same population of the East Midlands and 0.34% of the England population with an Armed Forces occupation. In Nottingham:

- 94% of this group lived within a household rather than a communal establishment.
- The majority (53%), were aged between 16 and 24 years (a higher proportion than the East Midlands or England); 33% were aged between 25 and 34 years; 9% were aged between 35 and 49 years (a lower proportion than the East Midlands or England); 4% were aged over 50 years.
- 87% of this group were male, 13% were female
- 111 respondents were both members of the Armed Forces and Household Reference Persons (HRPs)*. A total of 133 associated persons (likely to be family members) were reported in the same households as this group. This included 45 children between the ages of 0 and 15.
- 206 respondents currently in the Armed Forces (not necessarily resident in Nottingham) reported a workplace address within the city. 89% of this group were male and 11% female.
- The 2011 Census did not include questions about previous military service. The 2021 Census is likely to include a question to capture this information.

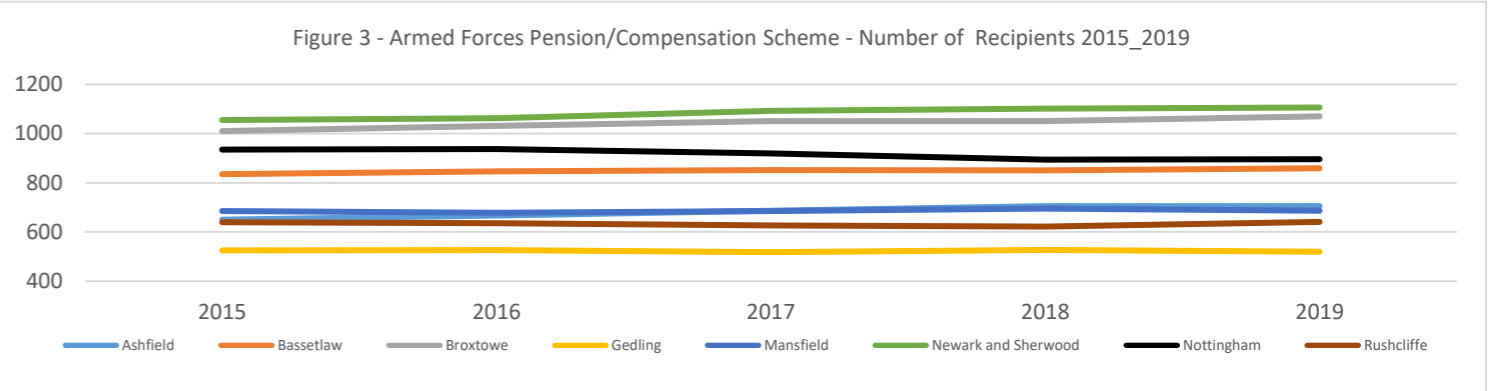
*The Household Reference Person (HRP) is either the only member of the household; or when multiple adults are resident, the HRP is defined by economic activity\employment\age. The HRP is used in census analysis as a reference point to characterise the household and produce further derived statistics.



Source: Figure 1 - National Census 2011. AF001/PP01.

Ex-Serving Members

Currently no comprehensive source of data for ex-serving members. More information should become available after the 2021 national census. The government publishes data on recipients of Armed Forces Pensions or Compensation (AFPoC), but this will not include all ex-service members.



Currently there are 896 Nottingham residents in receipt of AFPoC; a decrease of 4.17% since 2015. The number of recipients in Nottinghamshire or the East Midlands overall increased by almost 2% in this period and remained steady for England as a whole. In 2019, Newark and Sherwood and Broxtowe districts each had over a thousand residents in receipt of payments. Nottingham City had the third highest total in the county at 896 residents. In 2018, residents in receipt of AFPoC made up 0.34% of the adult (18+) population in Nottingham, compared to the adult populations of Nottinghamshire (1.29%), East Midlands, (0.93%) and England (0.76%). The proportion for Nottingham is likely to be diluted by the significant student population in the city. After adjusting for approximately 43,000 students attending the two universities in the city, the percentage of the remaining adult population in receipt of AFPoC is still relatively low at 0.41%

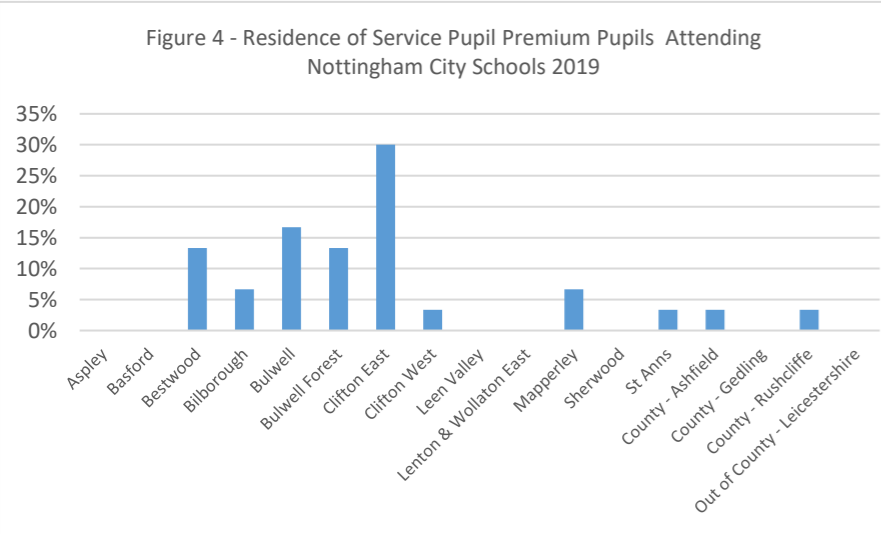
Source: Figure 3 - AFPS_WPS Recipients 2015_2019 www.data.gov.uk

Wider Armed Forces Community

Serving Members Wider Community

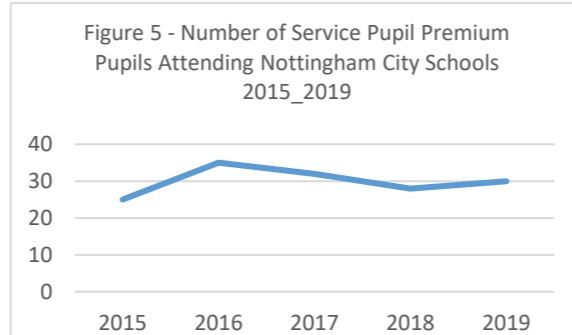
In the 2011 Census, 45 people aged under 15 were recorded as associated with a Nottingham household with a Household Reference Person with an Armed Forces Occupation. (Table 1). 'Associated Persons' in older age groups may be older children; or partners. 77% of associated persons aged 16 or over were economically active.

Children recorded as being in a service family (currently or in the last six years) are eligible to have Service Pupil Premium (SPP) added to their school budget. SPP is not recorded by all schools and where there is eligibility for another type of pupil premium (e.g. Free school meals), this overwrites the SPP indicator. Fluctuations in SPP may therefore be due to recording issues. In the last five years approximately 30 pupils per year have been recorded as eligible for the SPP. In 2019, the majority resided in Clifton East, Bulwell, Bulwell Forest and Bestwood wards.



Age Range	HRP	Persons
Age 0 to 15	0	45
Age 16 to 24	36	32
Age 25 to 34	43	30
Age 35 to 49	22	22
Age 50 Plus	10	4
Total	111	133

Source: Table 1 - National Census 2011. AF002 by Age



Ex-Serving Members Wider Community

There is currently little local data on the wider forces community of ex-serving members; although children eligible for SPP may be from families which have served within the last six years. In national terms, almost half of the ex-service community is aged 75+ (64% over the age of 65) and includes veterans of WWII and National Service. Due to the age profile of this group, the national ex-serving community is estimated to fall by 28% between 2020 and 2030.

National Need

Few local datasets routinely record armed forces service. Sources such as the British Legion UK Household Survey of the Ex-Service Community (2014) considers the likely needs and circumstances of the national ex-service community:

Retirement Age Members - issues may include mobility outside the home/self-care. Exhaustion/pain/loneliness, recently bereavement - especially in the 75+ age group. Pensioner veterans and dependants report less long-term illness than the general population of the same age.

All Working Age Members - are more likely to be unemployed/ economically inactive or experience a long-term illness than the general population of the same age. Problems with back, limbs, heart, depression or diabetes are approximately twice as likely as in the general population, while likelihood of hearing and sight difficulties are 3 to 5 times more likely. Approximately half of 25-44 year old veterans with a long term illness attribute it to their service. Almost 1 in 4 working age members have unpaid caring responsibilities; almost double the rate within the general population.

Younger Working Age Members (aged 16-34) form only 6% of the national ex-serving community, but many have six or more adverse experiences (such as school expulsion or parents with drug or alcohol problems), before entering the armed forces. Experience of bereavement and caring responsibilities; work which doesn't use their skills or experience and having financial problems or arrears are all higher than in the general population of the same age

Older Working Age Members (aged 16-44) - Approximately 1 in 6 of those discharged from the military in the last 5 years reports difficulty integrating into society and 1 in four reports employment related difficulties. The middle-aged ex serving community is more likely to be experiencing multiple financial and health difficulties, isolation and relationship problems, compared with the general population of the same age.

Local Service Use

Housing Allocation

In January 2020, 57 people on the Nottingham City Council housing register (waiting to be allocated a property), stated they had an armed forces background. This represents 0.64% of people on the register overall. Within that group, 33 people (23 family applications; 10 single or couple applications), said they were leaving armed forces accommodation.



Severe and Multiple Disadvantage

In Nottingham, between 4% and 5% of service users surveyed by Opportunity Nottingham and Street Outreach in 2019 stated that they had previous military service.

Source: Severe and Multiple Disadvantage JSNA chapter (2019), www.nottinghaminsight.org.co.uk

Pupil Admissions

The School Admissions Code (2014), allows for service families with a confirmed posting in an area (or returning to an area from overseas), to use a 'unit postal address' or 'quartering address' for school admissions purposes prior to arrival. As there are no such addresses within the city, no applications under that clause of the code have been received by the school admissions team. The School Admissions Code (2014) also states that some priority in oversubscription criteria may be given to those who receive Service Premium. To the knowledge of the Admissions Team, schools in Nottingham do not have 'Service Premium Priority' in their oversubscription criteria. Families applying for school places in Nottingham are not asked whether they have a service background as part of the current school admissions process.



Substance Misuse

Three adult substance services in the city (Nottingham Recovery Network, Clean Slate and Nottingham Shared Care) routinely collect data about previous military service as part of their assessment process. In 2018-2019 less than 1% of service users aged over 18 recorded an ex-service background.

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Subject:	Report in the Public Interest – Action Plan Update
Corporate Director(s)/Director(s):	Malcolm Townroe – Director of Legal & Governance
Portfolio Holder(s):	Councillor David Mellen, Leader of the Council, Councillor Longford, Deputy Leader of the Council and Councillor Webster, Portfolio Holder for Finance, Growth and City Centre
Report author and contact details:	Daniel Ayrton, Business Development Manager
Other colleagues who have provided input:	Beth Brown, Head of Legal and Governance
Subject to call-in:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Key Decision:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Criteria for Key Decision:	
(a) <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	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: nil	
Wards affected: All	
Date of consultation with Portfolio Holder(s): 9 October 2020	
Relevant Council Plan Key Theme:	
Nottingham People	<input type="checkbox"/>
Living in Nottingham	<input type="checkbox"/>
Growing Nottingham	<input type="checkbox"/>
Respect for Nottingham	<input type="checkbox"/>
Serving Nottingham Better	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	
<p>As agreed at the Extraordinary meeting of the Council on 27 August 2020 this report has been prepared to allow the Executive to consider the feedback from the Overview and Scrutiny Committee and the Audit Committee and to provide a summary update of progress towards implementation of the Action Plan.</p> <p>At an Extraordinary meeting of the Council on 27 August 2020, Nottingham City Council agreed an Action Plan in response to the external auditor’s Report in the Public Interest concerning the Council’s governance arrangements for Robin Hood Energy Ltd (“the Report”). The Action Plan set out a response to each of the 13 recommendations contained within the Report as well as an indicative timeline and accountabilities. The Council also agreed an additional three recommendations as part of the Action Plan.</p> <p>A review of the deadlines set out in the Action Plan has been undertaken to provide assurance of timely implementation. Work is also underway to scope and secure the assistance of suitable external bodies to support the Council in its implementation of specific recommendations.</p>	
Exempt information: None	
Recommendation(s):	

1	To note the work undertaken to date and progress made towards implementation of the Action Plan produced in response to the Report.
2	To consider the feedback of Overview & Scrutiny Committee and Audit Committee in response to the Report and the Action Plan.
3	To note the recommendation to establish a Governance Improvement Board which will be put before Council for consideration at its meeting on 9 November 2020.

1 Reasons for recommendations

- 1.1 Recommendation 1: The Action Plan approved by Council on 27 August 2020 detailed 62 separate actions and sub-actions that would be taken by the Council, in response to the Report. Of these, over half (37) are scheduled for completion by the end of November 2020. Given the seriousness of the auditor's findings it is important that Executive Board are provided with an assurance of progress and implementation of the Action Plan within the expected timeframe.
- 1.2 Recommendation 2: At the meeting of Council on 27 August 2020 it was agreed that Overview & Scrutiny Committee and Audit Committee would be requested to consider the Report and the Action Plan, from their differing constitutional perspectives, and to provide feedback and comment to Executive Board at this meeting. Both documents were reviewed by Overview & Scrutiny Committee on 9 September 2020 and by Audit Committee on 25 September 2020. The minutes of those meetings are attached to this report.

2 Background (including outcomes of consultation)

- 2.1 On Tuesday 11 August 2020, the Council received the Report. The Report required the Council to take the steps detailed in the Local Audit and Accountability Act 2014.
- 2.2 The Report addressed the governance arrangements surrounding Robin Hood Energy and the failure of that governance.
- 2.3 The Report notes that over the last year and with new Council leadership, governance improvements have been put in place. The report made 13 recommendations which the Council had to consider and respond to within one month. Those recommendations spoke to the governance arrangements for Robin Hood Energy in particular but also required the Council to think about its arrangements with all its companies and its governance as a council in general.
- 2.4 In preparing a response to the auditor's report and recommendations, the Council has produced an action plan detailing 62 specific actions it proposes to take. These actions were presented to Council in the form of an action plan a copy of which is appended to this report.
- 2.5 The Council voted to accept the findings of the auditor's report including recommendations R1 to R13. The Council agreed the Action Plan appended to this report, noting that the Action Plan includes a response to each of the external auditor's recommendations, as well as a number of additional recommendations. It also sets out both indicative timelines and accountabilities.
- 2.6 Since the Action Plan was approved by Council a Programme Delivery Board comprising solely of officers has been established to progress implementation of the actions within the agreed Action Plan.

- 2.7 At the November Council meeting proposals will be put forward to consider the establishment of a Governance Improvement Board. Work is progressing to produce terms of reference and membership proposals for consideration by Council. The broad purpose of the proposed Governance Improvement Board will be to provide clear and transparent oversight and accountability for the delivery of the Action Plan and the Council's broader vision for excellence in all aspects of governance and public sector stewardship. This will be a fully constituted, politically balanced, committee of Council and it likely to include external co-opted members
- 2.8 The Governance Improvement Board will also provide for robust and constructive challenge drawn from internal and external perspectives and expertise.
- 2.9 The Action Plan has been developed into a programme schedule split over five stages.
- 2.10 These are:

Stage	Dates
Stage 1: Response to Audit Report	10/08/2020 – 28/08/2020
Stage 2: Programme Planning & Resourcing	31/08/2020 – 18/09/2020
Stage 3: Research & Review	21/09/2020 – 31/12/2020
Stage 4: Proposals & Approvals	04/01/2021 – 02/07/2021
Stage 5: Adoption & Embedding	05/07/2021 – 04/10/2021

- 2.11 The individual actions have been broken down and allocated to eight work streams with lead officers appointed by the Programme Delivery Board. These cover; risk, legal, finance, constitutional, training and recruitment, councillor engagement, employee engagement and communications.
- 2.12 While the initial focus of the Programme Delivery Board has been to ensure effective programme management arrangements are in place, progress has also been made towards completion of the actions in the Action Plan.
- 2.13 Seven actions due for completion by the end of September have been completed. Specifically these are:

Action Ref	Rec Ref	Action	Deadline
AR02.3	AR2	External guidance on best practice in regard to Councillor appointments on local authority companies will be sought	30/09/2020
AR02.4	AR2	External guidance on defining the role and legal requirements for local authority company directors and guidance on skill sets required will be sought.	30/09/2020
AR03.6	AR3	The relevant NCC officials will continue to be available to offer advice to members on all aspects of their role on Council company boards.	With immediate effect

AR06.5	AR6	The access to formal advice from the Council's legal and democratic service for all councillors appointed to council company boards on conflicts of interest or any other matter will continue to be made available.	With immediate effect
AR08.4	AR8	A dedicated senior finance post provides additional capacity and capability to managing the financial reporting requirements on the Council's group of companies.	With immediate effect
AR08.7	AR8	The dedicated senior finance role will also be reviewed in the light of The Report in the Public Interest to ensure it is fulfilling the corporate function needed and that departments and Council companies understand their relationship and new ways of working on this matter.	With immediate effect
OR01.5	OR1	Any proposed additional council companies should be established using this new framework.	With immediate effect

2.14 A best practice library has been created pulling together 23 separate documents produced by a range of external bodies including;

- The Financial Reporting Council (FRC)
- Lawyers in Local Government (LLG)
- The National Audit Office (NAO)
- National Commission on the future of governance in the public sector
- Norse Group
- Bristol City Council
- York City Council
- South Holland District Council
- Grant Thornton

2.15 These documents cover a range of issues relating to Corporate Governance, Local Authority and Public Sector Governance and specific guidance relating to the governance of Local Authority controlled companies. This includes guidance on the role and requirements of executive and non-executive directors in general, the practice and key considerations of appointing Councillors as directors and best practice in managing potential conflicts of interest.

2.16 The Action Plan contains a further 11 actions relating to seeking external guidance, the next (AR04.2) being due at the end of October and relating to training of directors. The programme will continue to update the best practice library as new guidance is obtained.

2.17 There are no proposed changes, or alterations to the Action Plan with regard to scope or timetable for delivery.

2.18 The Programme Delivery Board, whilst recognising the ongoing challenge of keeping pace with what is an ambitious schedule, report no current slippage to the Action Plan approved by Council and presented to the external auditor.

3 Other options considered in making recommendations

3.1 None

4 Finance colleague comments (including implications and value for money/VAT)

4.1 This report provides an update on progress made towards implementation of the Action Plan. There are no financial implications associated with the recommendations in this report.

Theresa Channell, Head of Strategic Finance & Deputy Section 151 Officer, 8 October 2020

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

5.1 A Report in the Public Interest is issued under the provisions of the Local Audit and Accountability Act 2014 ("the Act"). The Council must comply with the requirements of the Act in responding to the Report.

5.2 Under the provisions of the Act, the Council must decide whether the Report requires the authority to take any action or whether the recommendations are accepted. It must decide what action to take in response to the Report and its recommendations. At the Extraordinary Council meeting on 24 August 2020 Council agreed the recommendations and approved the Action Plan prepared in response.

5.3 This report provides oversight to the Executive of the progress being made against the Action Plan as requested by Council at its meeting on 27 August 2020.

Beth Brown, Head of Legal and Governance - 8 October 2020.

6 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

6.1 Not applicable.

7 Social value considerations

7.1 None

8 Regard to the NHS Constitution

8.1 None

9 Equality Impact Assessment (EIA)

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

No



9.1 An EIA is not required because:

This report is for update only and no decisions are being requested at this time.

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

10.1 None

11 Published documents referred to in this report

11.1 As detailed in the body of the report

Appendix 1

Action Plan in response to the Report in the Public Interest

- All recommendations are accepted
- Recommendations R1 – R13 are recommendations from *The Report in the Public Interest*
- Recommendations NCC1 - NCC 3 are additional recommendations

The overall accountability for the action plan rests with the Leader of the Council and the Chief Executive designate

Recommendation 1

Using the current Strategic Review and other appropriate advice to assist with decision-making, the Council should urgently determine the future of Robin Hood Energy, with options properly evaluated and risks properly assessed. This assessment should also take into account the context of the Council's current financial position.

Portfolio Holder accountability: Councillor David Mellen – Leader

Action	Deadline	Accountability
<ul style="list-style-type: none"> • At the June 2020 Executive Board Nottingham City Council agreed its full support for the strategic review launched by the Robin Hood Energy Board. 	31/10/20	Corporate Director Development & Growth
<ul style="list-style-type: none"> • The Strategic Review will report to the Robin Hood Energy Board and will be concluded shortly. 	05/10/20	Corporate Director Development & Growth
<ul style="list-style-type: none"> • Any consequences of the review for the Council's 2020/21 budget and its medium term financial outlook and plan will be reported to full Council as part of the October 5th interim budget report. 	05/10/20	Strategic Director Finance

Recommendation 2

The Council should review its overall approach to using Councillors on the boards of its subsidiary companies and other similar organisations. This should be informed by a full understanding of the role of and legal requirements for company Board members.

Portfolio Holder accountability- Councillor Sally Longford – Energy, Environment & Democratic Services

Action	Deadline	Accountability
<ul style="list-style-type: none"> • An audit and review of NCC’s approach to councillor membership of each subsidiary company board and any other similar organisations NCC Councillors are appointed to, will be undertaken. This review will fully involve the chief executives/chief officers of the Council’s companies, as well as the Chairs and members of the Company Boards and other subsidiary organisations. • As part of this review, the membership balance of the boards will be considered in aggregate in regard to best practice for achieving diversity, skill set, sectoral knowledge and NCC representation. • External guidance on best practice in regard to Councillor appointments on local authority companies will be sought • External guidance on defining the role and legal requirements for local authority company directors and guidance on skill set required will be sought. 	31/10/20	Director of Legal & Governance
	31/10/20	Director of Legal & Governance
	30/09/20	Director of Legal & Governance
	30/09/20	Director of Legal & Governance

Recommendation 3

Where it continues to use Councillors in such roles, it should ensure that the non-executives (including Councillors) on the relevant board have, in aggregate, the required knowledge and experience to challenge management. This is of particular importance where the company is operating in a specialised sector which is outside the normal experience of Councillors.

Portfolio Holder accountability- Councillor Sally Longford – Energy, Environment & Democratic Services

Action	Deadline	Accountability
<ul style="list-style-type: none"> The review of NCC councillor directors of boards in R2 will also establish the sectoral knowledge required to effectively hold the management of the different companies to account and assess the knowledge and skill set of the existing membership of the boards in relation to that sector or business area. This review will fully involve the chief executives or chief officers of the Council’s companies, as well as the Chairs and members of Company Boards. 	31/10/20	Director of Legal & Governance
<p>Proposals for remedying any identified gaps in knowledge and/or experience will be brought forward which will include a consideration of training and if necessary using interim additional expertise to ensure effective governance.</p>	30/11/20	Director of Legal & Governance
<ul style="list-style-type: none"> Training will be devised to enable members to understand and practice effective director / board member interventions so as to appropriately challenge the management of the Council’s companies and improve the robustness of Company accountability to the Council. 	30/01/21	Director of Legal & Governance
<ul style="list-style-type: none"> Specialised mandatory training packages will be devised to ensure councillors appointed as chairs of council company boards are able to understand and effectively fulfil their roles 	30/01/21	Director of Legal & Governance
<ul style="list-style-type: none"> Essential training will be mandatory and retention of the director role for each councillor will rely on completion of the training on this recommendation. 		
<ul style="list-style-type: none"> The relevant NCC officials will continue to be available to offer advice to members on all aspects of their role on Council company boards. 	With immediate effect	Director of Legal & Governance
<ul style="list-style-type: none"> Advice will also be sought on the best way to assess the competence of Councillors 	30/01/21	Director of Legal & Governance

<p>fulfilling their roles as directors as part of effective company governance. The group whip for each political party or recognised group will have a role in this assessment process.</p> <ul style="list-style-type: none"> The Council's constitution will be reviewed to appropriately reflect this requirement and it will be proposed at the 2021 Annual General meeting. 	<p>May 2021</p>	<p>Director of Legal & Governance</p>
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Recommendation 4

Where Councillors are used in such roles, the Council should ensure that the Councillors are provided with sufficient and appropriate training, which is updated periodically.

Portfolio Holder accountability: Councillor Sally Longford – Energy, Environment & Democratic Services

Action	Deadline	Accountability
<p>Page 117</p> <ul style="list-style-type: none">• A review of the current training package offered to Councillors as directors on company boards and other similar organisations will be undertaken.• External best practice and advice will be sought from both the Local Government Association and bodies in the private sector who advise on company governance and training for directors. <p>This review will fully involve the chief executives/chief officers of the Council's companies, as well as the Chairs and governance of Council company Boards.</p> <ul style="list-style-type: none">• New training packages will be devised and delivered on a mandatory basis for:<ul style="list-style-type: none">> Initial training> Refresher training> Specialist training where required to understand a particular subject/field.• External sources will provide the specialist training and this training will be reviewed every two years to ensure it remains relevant and effective.• Funding for the new training courses will need to be identified• Only Councillors who have completed the requisite training will be able to remain as Council appointed directors.• The Council's constitution will be reviewed to appropriately reflect this requirement and it will be proposed at the 2021 Annual General meeting.	30/10/20	Director of Legal & Governance
	30/10/20	Director of Legal & Governance
	30/01/21	Director of Legal & Governance
	May 2021	Director of Legal & Governance

Recommendation 5

The Council should ensure that all elements of its governance structure, including the shareholder role, are properly defined and that those definitions are effectively communicated to the necessary individuals.

Portfolio Holder accountability: Councillor David Mellen – Leader

Action	Deadline	Accountability
<ul style="list-style-type: none">• The Council's Constitution and Scheme of Delegation will be reviewed to identify the roles that perform a specific function in ensuring effective governance of the Council's delivery of its duties and its powers and its expenditure.	30/11/20	Director of Legal & Governance
<ul style="list-style-type: none">• As part of that review, the specific corporate role, definition and resources for the shareholder representative function will be examined.	30/11/20	Director of Legal & Governance
<ul style="list-style-type: none">• External advice and best practice will be sought to define officer roles / functions that communicate and safeguard the interest of the Council in relation to the effective corporate governance of individual council companies.	30/01/21	Director of HR and Customer
<ul style="list-style-type: none">• This review will fully involve the chief executives/chief officers of the Council's companies, as well as the Chairs and governance of Council company Boards.		
<ul style="list-style-type: none">• Once the role and resources have been determined, costings to implement the new function and an appropriate role description (s) will be produced and submitted for decision.	31/10/20	Director of HR and Customer
<ul style="list-style-type: none">• Whilst this review is underway the current shareholder representatives will be reviewed, any existing gaps filled and interim new role definitions will be drawn up as well as appropriate training provided.	30/11/20	Director of Legal & Governance
<ul style="list-style-type: none">• In addition to individual roles being identified and re-defined from the review of the constitution, there are also Council bodies that perform a vital function for the Council's effective governance. The role of the Executive Board, Companies Governance Executive Sub-Committee, Overview and Scrutiny Committee and the Audit Committee's terms of reference will also be reviewed to ensure clarity on role and	20/12/20	Director of Legal & Governance

<p>accountability for Council companies' governance across the Council. The Chairs of Overview and Scrutiny and the Audit Committee will be fully involved in this review.</p> <ul style="list-style-type: none">• Training will be offered to all members and chief officers on the roles of these bodies.	30/01/21	Director of Legal & Governance
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Recommendation 6

When allocating roles on Council-owned organisations to individual Councillors, the Council should ensure that the scope for conflicts of interest is minimised, with a clear divide between those in such roles and those responsible for holding them to account or overseeing them.

Portfolio Holder accountability: Councillor Sally Longford – Energy, Environment & Democratic Services

Action	Deadline	Accountability
<ul style="list-style-type: none">The Council's constitution and the appointments process of Councillors onto Council company boards will be reviewed. A councillor may not be appointed as chair of a council company board whose main activity lies within any executive portfolio they hold.	30/11/20	Director of Legal & Governance
<ul style="list-style-type: none">The length of appointment tenure beyond a 12-month appointment period will be reviewed to enable consistency of membership of the board and to develop knowledge and experience	30/11/20	Director of Legal & Governance
<p>Page 120</p> <p>An amendment to the Constitution will be developed for formal consideration, so if a Councillor is appointed chair or vice-chair of a company board, they are unable to also be the chair or vice-chair of the Audit Committee, or Overview and Scrutiny Committee thus avoiding any conflict of interest in these essential roles.</p>	31/03/21	Director of Legal & Governance
<ul style="list-style-type: none">In addition, the Council will take steps to minimise any other possible conflicts of interest for directors on Council company boards by ensuring the improved training offer to be developed for members includes how to recognize and avoid any conflicts of interest for chairs and Councillor directors.	30/01/21	Director of Legal & Governance
<ul style="list-style-type: none">The access to formal advice from the Council's legal and democratic service for all councillors appointed to council company boards on conflicts of interest or any other matter will continue to be made available.	With immediate effect	Director of Legal & Governance

Recommendation 7

The Council should ensure that risks relating to its companies are considered for inclusion in its overall risk management processes, with appropriate escalation and reporting, rather than being seen in isolation.

Portfolio Holder accountability: Councillor Sam Webster Finance, Growth & the City Centre

Action	Deadline	Accountability
<ul style="list-style-type: none"> The Council's high level risk register was created in May 2020 and was reviewed by the July 2020 Audit Committee. A number of Council company risks were included in that new risk register. This will continue to be developed and refined. 	30/11/20	Strategic Director of Finance
<ul style="list-style-type: none"> The Council's risk management framework has been reviewed to ensure the full incorporation of council company risks across all risk registers within departments and also in the new financial risk register. Council companies' risks will be separately considered and reported in such a way that explicitly draws out the risks to the Council that may arise from the financial (and other) performance of the various companies. This review will fully involve the chief executives/ chief officers of the Council's companies, as well as the Chairs and members of the Company Boards. 	30/11/20	Strategic Director of Finance
<ul style="list-style-type: none"> The reporting of risks to Council company boards will also be implemented as part of this action. 	30/11/20	Strategic Director of Finance
<ul style="list-style-type: none"> The regularity of the reporting of the high level risk register to the Audit Committee and the Executive Board and Overview & Scrutiny Committee will be reviewed as part of this action. The Chairs and members of these bodies will be fully involved in this action. 	30/11/20	Strategic Director of Finance
<ul style="list-style-type: none"> The reporting of companies' related risks will form part of the suite of reporting information presented to the Companies Governance Executive Sub-committee 		

Recommendation 8

As the new arrangements for monitoring companies are rolled out alongside the Companies Governance Executive Sub-Committee (CGESC), the Council should ensure that financial information is provided in accordance with its requirements and is fully understood by the Sub-Committee and others involved in holding the companies to account, and that robust action, with the oversight of the s151 officer, is taken if suitable information is not provided.

Portfolio Holder accountability: Councillor Sam Webster Finance, Growth & the City Centre

Action	Deadline	Accountability
<ul style="list-style-type: none">The Companies Governance Executive Sub-Committee (CGESC) has been meeting since 2019 and has established reporting requirements for all Council companies.A dedicated senior finance post provides additional capacity and capability to managing the financial reporting requirements on the Council's group of companies.	30/11/20	Director of Legal & Governance
<p>The current role and remit of the CGESC will be reviewed as to how it can deliver the most effective governance in the light of The Report in the Public Interest.</p>	30/11/20	Director of Legal & Governance
<ul style="list-style-type: none">Officer support is to be provided to offer full advice and analysis for members on CGECS, Audit Committee and Overview & Scrutiny Committee in relation to risks; annual reviews of & updates on business cases and plans; scheme of delegation; financial matters and overall delivery.	30/11/20	Strategic Director of Finance
<ul style="list-style-type: none">The dedicated senior finance role will also be continually reviewed in the light of The Report in the Public Interest to ensure it is fulfilling the corporate function needed and that departments and Council companies understand their relationship and new ways of working on this matter.	With immediate effect	Strategic Director of Finance
<ul style="list-style-type: none">The s151 Officer will make recommendations to CGESC regarding action to be taken in the event that Companies do not comply with the required reporting requirements.	30/11/20	Strategic Director of Finance
<ul style="list-style-type: none">Council company financial information reporting will be reviewed to see how more explicitly it can be referenced in the regular Council budget monitoring reports provided to the Executive Board on a quarterly basis	30/11/20	Strategic Director of Finance
<ul style="list-style-type: none">This review will need to consider how to balance the transparency in the Council's		

budget reporting with the need to retain commercially sensitive information in the private part of any public meeting.		
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Recommendation 9

Within the new arrangements involving the Companies Governance Executive Sub-committee, the Council needs to ensure that responsibilities for scrutiny and risk management are given sufficient prominence, including giving the Audit Committee explicit responsibility for scrutiny of governance and risk management across the group.

Portfolio Holder accountability- Councillor Sally Longford – Energy, Environment & Democratic Services

Action	Deadline	Accountability
<ul style="list-style-type: none"> The Council will review the terms of reference for Companies Governance Executive Sub Committee (CGESC), Overview and Scrutiny Committee and the Audit Committee to ensure that roles and responsibilities are explicitly clear. The Chairs of all these bodies will be fully involved in this action. 	30/11/20	Director of Legal & Governance
Page 124 External advice will be sought on best practice in defining the roles between these bodies and on effective training for members to understand and work in these new defined roles and to achieve the prominence in practice.	30/11/20	Director of Legal & Governance
<ul style="list-style-type: none"> The training packages that will be offered will carry the same mandatory requirements for membership off these bodies to continue. 		
<ul style="list-style-type: none"> Specific training modules will be drawn up to explicitly support the chairs of these bodies in carrying out their new roles. 	30/01/21	Director of Legal & Governance

Recommendation 10

In addition to those referred to in recommendations above, the Council should apply the lessons from Robin Hood Energy in a further review of its company governance arrangements, in particular to ensure that risks are appropriately flagged and managed, as well as successfully implementing the more robust monitoring agreed by the Companies Governance Executive Sub-Committee.

Portfolio Holder accountability: Councillor David Mellen – Leader

Action	Deadline	Accountability
<p>Page 125</p> <ul style="list-style-type: none"> • The Council will draw together all the varying reviews and activity as outlined above into an overall picture of its governance arrangements and from that produce a unified report on the lessons to be learnt from Robin Hood Energy Ltd. • This learning lessons report will draw upon the effective practice of some of the other Council company boards to share those positive lessons across the group of council companies as well. • External support and advice will be sought on how best to draw together all the learning from the reviews. • This review will fully involve the chief executives/chief officers of the Council's companies, as well as the Chairs and members of the Company Boards. 	20/12/20	Director of Legal & Governance

Recommendation 11

As part of this review, the Council should consider the appropriateness of the definition of the shareholder role adopted in the 2019 report and give it an emphasis on protection of the Council's financial interests alongside other elements.

Portfolio Holder accountability: Councillor David Mellen – Leader

Action – N.B. the actions below must be read alongside the actions for Recommendation 5	Deadline	Accountability
<p>Page 126</p> <ul style="list-style-type: none">• The Council's Constitution and Scheme of Delegation will be reviewed to identify the roles that perform a specific function in ensuring effective governance of the Council's delivery of its duties and its powers and its expenditure.• As part of that review, the specific corporate role and resources for the shareholder representative duty will be examined and in particular how it safeguards the Council's financial interests.• External advice and best practice will be sought to define officer roles / functions that communicate and safeguard the interest of the Council in relation to the effective corporate governance of individual council companies.• Once the role and resources for this function have been determined, costings to implement the new function and an appropriate role description will be produced and submitted for decision.• Whilst this review is underway the current shareholder representatives will be reviewed, any existing gaps filled and an interim new role definition be drawn up and training provided.	30/11/20	Director of Legal & Governance
	30/11/20	Director of Legal & Governance
	30/01/21	Director of HR and Customer
	30/11/20	Director of Legal & Governance
	31/10/20	Director of HR and Customer

Recommendation 12

The Council should use the experience of owning RHE to consider whether there are any lessons for its wider governance, particularly in relation to the 'checks and balances' which need to be in place, including the need for a stronger monitoring and scrutiny function and moving to a culture in which challenge of political priorities and how they are being implemented is seen as a positive.

Portfolio Holder accountability: Councillor Sally Longford – Energy, Environment & Democratic Services

Action	Deadlines	Accountability
<ul style="list-style-type: none">• An overarching review of the Council's wider governance arrangements will be commissioned following advice from the LGA and other relevant external bodies.• External advice and best practice models will be considered alongside an in-depth assessment of council practice to date	31/03/21	Director of Legal & Governance

Recommendation 13

The Council should ensure that it reflects the financial pressures arising from RHE alongside those from covid-19, demand-led services and other areas to produce balanced and achievable financial plans for the current year and for the medium-term, without disproportionate, unsustainable reliance on one-off measures.

Portfolio Holder accountability: Councillor Sam Webster Finance, Growth & the City Centre

Action	Deadlines	Accountability
<ul style="list-style-type: none">The construction of a refreshed Medium Term Financial Strategy (MTFS) is underway and due to be reported to Full Council in October 2020.This will set out at a high level how the Council will balance its budget over the medium term and incorporates the financial implications for Council own companies for the overall Council budget.	05/10/20	Strategic Director of Finance
More detailed plans will be brought to Full Council in December 2020.	December 2020	Strategic Director of Finance

To further support the work necessary to fully respond to the findings in *The Report in the Public Interest*, there are some further actions for full Council to consider.

NCC 1. Review of Council’s approach to the ownership of companies.

The Council has a range of companies totally in its ownership and some owned jointly with others. These companies have developed over time and further are planned to be created during this period of office as outlined in the Council Plan. In the light of the findings of this report the overall approach of the Council to its relationship with its companies could benefit from a review.

Portfolio Holder accountability: Councillor David Mellen – Leader

Action	Deadlines	Accountability
<ul style="list-style-type: none"> • Establish the basis of ownership of the Council’s companies and the differing frameworks and legislative basis upon which they were created. • Seek out external advice on the best practice model of council ownership of local authority controlled companies and managing the risks and benefits they present. • Following that advice and review, construct a council framework of NCC’s company ownership with particular regard to risk management and accountability to the Council. • Review all existing companies against that framework and where there is divergence establish whether a business need exists to maintain the difference or agree changes to comply with the framework. • Any proposed additional council companies should be established using this new framework. 	<p>31/03/21</p> <p>June 2021</p> <p>June 2021</p> <p>With immediate effect</p>	<p>Director of Legal and Governance</p> <p>Director of Legal and Governance</p> <p>Director of Legal and Governance</p>

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NCC 2. Review of effective governance practice in NCC companies

The Council has a number of companies which have had effective governance over a number of years and which have involved elected members on the boards. As part of this improvement work it is important to understand what has made those council companies and Boards effective and how any learning can be applied to other council companies and the other recommendations in this Action Plan.

Portfolio Holder accountability: Councillor Sally Longford – Energy, Environment & Democratic Services

Action	Deadlines	Accountability
<ul style="list-style-type: none"> Seek out external guidance on independently assessing effective company governance and use this to assess the governance practice of all Council owned companies. 	31/03/21	Director of Legal and Governance
<ul style="list-style-type: none"> Following that assessment, draw out any lessons or good practice that can be shared across all council companies. 	June 2021	Director of Legal and Governance
Page 130 Work with the chairs and chief executives / chief officers of Council companies to understand any self-assessment models they may use.	June 2021	Director of Legal and Governance
Companies Governance Executive Sub Committee, Executive Board and the Audit Committee to consider the findings of this review and its recommendations.	June 2021	Director of Legal and Governance

NCC 3. Review of membership of the Audit Committee

As a solution to the pressures from the reduction in public funding of services, the Council either owns or has a major interest in a considerable number of companies. It has also pursued a policy of in-house commercialisation of some services. As such the company and commercial trading risks it carries are more that would normally be expected for a local authority.

As such, the role that the Audit Committee plays in giving assurance to the Council on these commercial risks and trading outcomes is vital. In the light of the findings of the Report in the Public Interest, it is proposed that a review of the membership of the Audit Committee is undertaken to consider whether it is necessary to bring in additional expertise in a relevant capacity to further support the Committee.

Portfolio Holder accountability: Councillor David Mellen – Leader

Action	Deadlines	Accountability
<ul style="list-style-type: none">Review of the current membership of the Audit Committee.Seek out external advice of best practice models of Audit Committees in local government that could bring additional support to how the council is dealing with the risks it is facing	30/01/21	Strategic Director of Finance

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Nottingham City Council

Audit Committee

Minutes of the meeting held remotely via Zoom -
<https://www.youtube.com/user/NottCityCouncil> on 25 September 2020 from
10.02 am - 1.05 pm

Membership

Present

Councillor Audra Wynter (Chair)
Councillor Leslie Ayoola (Vice Chair)
Councillor Graham Chapman
Councillor Michael Edwards
Councillor Jay Hayes
Councillor Jane Lakey
Councillor Sajid Mohammed
Councillor Anne Peach
Councillor Andrew Rule

Absent

Colleagues, partners and others in attendance:

Councillor David Mellen - Leader of the Council (minute 38 only)
Mel Barrett - Chief Executive (minute 38 only)
Helen Lillington - Grant Thornton External Auditors
Lucy Littlefair - Head of EMSS (minute 42 only)
Dominic Omelia - Customer Experience Manager (minute 37 only)
Laura Pattman - Strategic Director of Finance
Sue Risdall - Team Leader, Technical Finance
Shail Shah - Head of Audit and Risk
John Slater - Group Auditor
Kate Morris - Governance Officer

26 Change in Membership

The Committee noted that Councillors Steve Battlemuch and Lauren O'Grady have been replaced by Councillors Jay Hayes and Sajid Mohammed as members of the Committee.

27 Appointment of Chair

Resolved to appoint Councillor Audra Wynter as Chair of this Committee for the remainder of this municipal year (to April 2021)

28 Appointment of Vice Chair

The Chair of the Committee agreed that this item, although not on the agenda, could be considered as a matter of urgency in accordance with Section 100B(4)(b) of the Local Government Act 1972, to ensure compliance with Nottingham City Council's constitution.

Resolved to appoint Councillor Lesley Ayoola as Vice-Chair of this Committee for the remainder of this municipal year (to April 2021)

29 Apologies

John Gregory – External Auditor, Grant Thornton.

30 Declaration Of Interests

Councillors declared the following Other Interests

Councillor Audra Wynter – Board member of Nottingham City Transport and Nottingham City Homes.

Councillor Andrew Rule – Trustee of the Bridges Trust

Councillor Graham Chapman – Board Member of Nottingham City Transport, and member of the Nottinghamshire Pensions Committee (Non-Voting rights)

Councillor Michael Edwards – Board Member of EnviroEnergy

Councillor Anne Peach – Board member of Nottingham Ice Arena and Nottingham Play House and member of the Nottinghamshire Pensions Committee (Non-Voting rights)

Councillor Jay Hayes – Member of Nottingham Education Trust Board

Councillor Sajid Mohammed – Chair of the Bridges Trust

31 Minutes

With the alteration of Nottingham Pensions Board to Nottinghamshire Pensions Committee in minute 13, Declarations of Interests, the minutes of the meeting held on 31 July 2020 were confirmed as true record and were signed by the Chair.

32 Draft Statement of Accounts 2019/20

Theresa Channell, Head of Strategic Finance and Deputy Section 151 Officer, gave a verbal update on the Draft Statement of Accounts 2019/20, published online <https://www.nottinghaminsight.org.uk/f/aAXD5ex>. The final Statement of Accounts 2019/20 will be brought to the November Audit Committee for approval and full training will be given to Committee members prior to that meeting. Theresa referred members of the Committee to further reports they may wish to review, the Draft Outturn Report 19/20 approved by Executive Board on 29 June 2020, the Interim Budget report discussed at Executive Board on 22 September 2020. During discussions the following points were highlighted:

- (a) Nottingham City Council has £1.1billion debt, which is backed by £2.9billion assets. The Council is governed by the prudential code and borrows in accordance with the Treasury Management Strategy and the Capital and Investment Strategy – both published with the Medium Term Financial Plan. Work is taking place to refresh these documents in light of the impacts of Covid;

- (b) Much of the Council's debt also comes with funding, such as council housing debt and Private Finance Initiatives (PFI). The Council receives Government funding for the debt from these schemes. The Council is not allowed to borrow for revenue debt and can only borrow against capital and assets;
- (c) Un-earmarked reserves stands at £10million. £1.2million of this will be used to support the in-year balance, this is detailed in the Interim Budget report. As part of the Medium Term Financial Plan this will be replenished;
- (d) Aspects of the 18/19 draft accounts are still awaiting full sign off from the external auditors. The financial accounts and audit of Robin Hood Energy for 18/19 have now been concluded and final checks are taking place. Sign off has been impacted but this should now take place with in next few weeks;
- (e) The deadline for the audit of 19/20 accounts has been extended to the end of November 2020. The 19/20 statements have been received from Robin Hood Energy and these are included in the draft statement of accounts. The audit of these accounts has not yet been concluded, but this is the case for all group accounts;
- (f) There is a national issue in terms of the value of the assets as a result of the Covid 19 pandemic. This will not affect the Housing Revenue account properties but investment property valuation may well be impacted. This will not be unique to Nottingham City Council;
- (g) The cost of servicing this debt is £54million.

The Committee noted the verbal update provided.

33 External Audit Reports

In a change to the order of the published agenda the Committee agreed to take item 8 External reports as the next item.

In the absence of John Gregory, Shail Shah, Head of Audit and Risk, and Helen Lillington, Grant Thornton, updated the Committee on the progress of the work of the External Auditors. The following information was highlighted:

- (a) The 18/19 audit and the Value for Money conclusion are still outstanding, however the final risk management checks are being progressed;
- (b) The 19/20 Audit is well underway with audit staff "onsite" virtually. A progress report on the 19/20 Audit and the conclusions for the 18/19 Audit will be presented to the November Audit Committee.

The Committee noted the verbal update provided.

34 Audit Committee Annual Report 2019/2020

In a change to the order of the published agenda the Committee agreed to take item 10, Audit Committee Annual Report 2019/2020 as the next item.

Councillor Audra Wynter introduced the Audit Committee Annual Report 2019/20. She signposted members of the Committee to page 159 of the published agenda pack, which summarises the work of the Committee and to Appendix A detailing the work programme. She detailed the desire to focus on a risk-focused approach to the work programme and a desire to raise the prominence of the work of the Committee within the Council. The following points were highlighted during discussion:

- (a) As part of a review into how the Audit Committee works, there is a question of independence as set out in the Redmond Report. Committee members suggested that the Corporate Governance assessment could be independent. This would need to be in line with guidance and the Council would still have to gather the evidence;
- (b) In order to manage the work programme and the length of meetings and ensure that proper time and consideration is given to reports before the Committee it would be beneficial to create working groups to look at specific areas;
- (c) An action log, capturing recommendations and ensuring they are being acted on will help to focus the work of the committee;
- (d) Councillors within the Committee will be receiving an annual training programme to ensure that they are able to consider the items before the Committee thoroughly;
- (e) Training is needed for all councillors so that recommendations made on risk and financial implications are understood by all Councillors, not just Audit Committee members. The issue of training is being picked up by the Overview and Scrutiny Committee as part of the work on the Report in the Public Interest;

Resolved to:

- (1) Note the work undertaken and approve the report published with the agenda at Appendix 1; and**
- (2) To revert to meeting at 10.30am going forward.**

35 Internal Audit Annual Report 2019/20

In a change to the order of the published agenda the Committee agreed to take item 11, Internal Audit Annual Report 2019/20 as the next item.

Shail Shah, Head of Internal Audit and Risk presented the report outlining the work of Internal Audit team to the Committee. The document presented had the Counter Fraud strategy and Whistleblowing Policy appended in addition to the Audit Charter. He informed the Committee that the Internal Audit team fully comply with the Public Sector Audit Standards, and met all performance indicators. During discussion, the following points were highlighted:

- (a) The Counter Fraud team have been very successful in recovering debt from fraud. There has been a small expenditure, but this has led to success in identification of income. Further work needs to be progressed to maximise debt recovery through this team;

- (b) Within the Whistleblowing Policy the Committee welcomed the options for individuals to go outside the system if the internal systems do not respond. They questioned whether there was any part of the policy that placed an obligation on staff to report issues if they came across them, there is no specific mention of an obligation to report. This will be followed up with the code of conduct for employees. All colleagues and Councillors have a duty to act in the best interests of the Council;

Resolved to

(1) Add the following items to the newly established action plan:

- **Set up a working group to look at increasing income by reducing fraud.**
- **To update the whistleblowing policy to install an obligation to report.**
- **Set up a working group to look at the Capital Programme;**

(2) Note the following as detailed in Appendix 1 of the published report:

- **The audit work completed during the year including the use of other sources of assurance and reliance upon those other sources**
- **The Head of Audit and Risk's annual opinion**
- **The proposed Audit Plan for 2020/21**

(3) Approve the internal Audit Charter in Appendix 2 of the published report;

**(4) Note the Counter Fraud Strategy in Appendix 3 of the published report;
and**

(5) Note the Whistleblowing Policy in Appendix 4 of the published report.

36 Work Programme

In a change to the order of the published agenda the Committee agreed to take item 13, Work Programme, as the next item.

Shail Shah, Head of Audit and Risk introduced the work programme to the Committee. The work programme will need to be updated, to include the work of newly established work groups. The following points were also highlighted during discussion:

- (a) There are training sessions planned for Committee members around a number of different subjects including Risk and the Statement of Accounts and Treasury Management;
- (b) The work programme as it currently stands is highly likely to change as a result of the recommendations made by the Annual Governance Statement and the Public interest report;
- (c) An update on Brexit will be coming to the Committee in the new year, the Emergency Planning team feel it is most appropriate for the February 2021 meeting;

- (d) There will also be an item on culture. This item will be linked with work on the public interest report and an update will be provided.

The Chair confirmed that she would meet with the Head of Audit and Risk to create a work programme to include time scales and tracking of actions from the AGS and the PIR. The Committee will need to look at how to manage that going forward.

37 Customer Experience/Complaints and Ombudsman Annual Assurance 2020

In a change to the order of the published agenda the Committee agreed to take item 12, Customer Experience / Complaints and Ombudsman Annual Assurance 2020 as the next item.

Dominic Omelia, Customer Experience Manager introduced the report on complaints received by the Authority. He informed the Committee that of the 5,116 complaints received over the last year the vast majority were dealt with by the Authority. Of those referred to the Local Government Ombudsman, 19 in total, 12 were upheld. This is 0.02% of the total number of complaints received. During discussion, the following points were highlighted:

- (a) Most complaints are based around waste, this does not include fly tipping. Single missed bin collections are not included in this number either, however repeated missed bin collections are. Work is ongoing to establish if there are problem streets (difficult to access due to parking issues) or issues around recycling contamination that will result in refusal to collect the bins. Where this is the case there is a focus on educating the public to ensure that waste is put into the correct bins;
- (b) Protected characteristic information, such as ethnicity or disability, is not routinely recorded by the complaints system for individual complainants. Where a complaint raises an issue or question around equality, an Equality Impact Assessment is completed.

Resolved to note the contents of the report

The meeting was adjourned at 11:03am to allow Councillor David Mellen to join the meeting to present the subsequent item, and reconvened at 11.12am.

38 Public Interest Report

In a change to the order of the published agenda the committee agreed to take item 9, Public Interest Report as the next item.

Councillor David Mellen, Leader of the Council presented the report detailing the findings of the External Auditor's report in the Public Interest and the Action Plan created by Nottingham City Council to address the recommendations made. He gave a presentation outlining the findings, recommendations and action plan:

- (a) The role of the Audit Committee in monitoring of the response of this report and the action plan that has been developed in response will be an important one;

- (b) The Report in the Public Interest focused on the governance of Robin Hood Energy and highlighted the following points:
- Governance arrangements were not strong enough and there were inadequacies in holding the company to account.
 - A lack of clarity on roles in governance.
 - An insufficient understanding of risk, and financial position of the company and expertise to recognise it on the Board.
 - An inappropriate balance between holding the company to account and allowing it freedom to operate commercially.
 - The Council needs to learn from this experience, not just in relation to Robin Hood Energy, but the overall governance of companies and the Council its self needs to be renewed.
 - Challenge and check should not be viewed as a negative, but should be welcomed as healthy and enabling a greater awareness and understanding of risk.
- (c) There are 13 recommendations made within the report, these are summarised below:
- Review the position of Councillors as Board members, and ensure a full understanding of the role of and legal requirements for Board members.
 - Urgently determine the future of RHE, taking into account the current financial position of the Council.
 - Ensure that the Board (both councillors and non Councillor members) have the experience and knowledge to challenge the management, particularly when operating in a specialised sector.
 - Ensure Councillors are provided with the sufficient and appropriate training that is updated regularly.
 - Ensure good definition of roles within the governance structure and ensure that people understand their roles.
 - Scope for conflict of interest is minimised and that there is a clear divide between people in roles of Board members and those who have the responsibility for holding them to account.
 - Risks from companies are included in the overall risk management process for the Council.
 - Consider the appropriateness of the definition of the shareholder role to ensure the Council's financial interests are protected.
 - The Companies Governance Sub Committee (CGSC) continues to meet with companies and that financial information is provided and understood by members and others involved with holding companies to account. If this information is not provided that robust action, with oversight of the s151 officer is taken.
 - Responsibilities for scrutiny and risk are given sufficient prominence, including giving Audit Committee explicit responsibility for scrutiny of governance and risk management.
 - Learn lessons from RHE and undertake a further review of company governance arrangements in particular, to ensure that risks are appropriately flagged and managed and implementation of the more robust monitoring agreed by CGSC.
- (d) The Report in the Public Interest was discussed at the Council meeting on 27th August 2020. An Action Plan was agreed at this meeting and the Council's response to the report was published;

- (e) The Leader of the Council has met with the Chairs and chief officers of all of the Council's companies. Part of the specialist training required for board members can only be done by those companies and so early engagement has been important to start to set this in motion;
- (f) The Leader has met with the Chairs of both Audit Committee and Overview and Scrutiny Committee to discuss the roles these Committees will have in the implementation of the action plan;
- (g) The action plan covers the thirteen recommendations made by the report and includes three additional actions added by the Council:
- Conclude the strategic Review of RHE and produce a report on the lessons learned.
 - Commit to learn from best practice from partners, and other successful council owned companies and national bodies.
 - Review of the use of Councillors on boards.
 - Ensure training is provided so that board members have sufficient knowledge and experience to challenge management.
 - Seek external advice on best practice models of Council ownership of companies. There will be an oversight Committee/Board that will oversee the Governance improvements with external members.
 - Ensure risks related to companies are considered within the Council's risk management process.
 - Review current training for board members ensure all board members, councillor or non-councillor, have refresher basic training, specialist training where necessary and regular refresher training as regulations change.
 - Review the scheme of delegation in place within the Council to ensure effective governance.
 - Review the roles of Executive Board, CGSC, Overview and Scrutiny and Audit Committees to ensure clarity and accountability, the Chairs will be fully involved in the review.
 - Review the appointment process of Councillors onto company boards
 - Refine the high level Risk Register to include company risks and review regularity of reporting to Audit Committee, Overview and Scrutiny Committee and Executive Board.
 - Review the wider governance arrangements within the Council taking advice from the LGA and other external bodies.
 - Refresh the Medium Term financial strategy.

Committee members asked a number of questions and the following additional information was highlighted during discussion:

- (h) Challenge needs to be seen as healthy, this will require a cultural change. There have been elements of how business is completed that can discourage that check and challenge.
- (i) It is necessary for Councillors to recognise the transition from political candidate to a Councillor serving the City. There is a balance to be struck between being a political person and being responsible for the council. More training on this point will be necessary;

- (j) The Leader of the Council has met with the leaders of the two opposition parties and has taken on suggestions around strengthening the action plan;
- (k) Within the report and action plan there is a lot of emphasis on Councillor culture, there needs to be equal emphasis on Officer culture too. Officer culture did at times appear to block action which is not highlighted within the report;
- (l) It is essential that Officers are able to perform their statutory roles. Both the s151 Officer and the Monitoring Officer fulfilled their statutory powers under very difficult circumstances. Moving forward work will need to focus on ensuring that all individuals, Councillor and Officers carry out their duties within these company arrangements;
- (m) If external members are appointed to a Board to provide specialist knowledge within a field, they need to be able to challenge the management without concerns about losing their position if they raise difficult issues. External members also need to be able to adjust to Local Government culture and finance, they will also require training. Both independent members and Councillor members of a board need to have a remit to challenge and actively participate in the business of the Board and the governance of the company;
- (n) Share holder meetings are essential, the CGSC needs to ensure that the meetings are held and are properly conducted with standard reporting and formal minutes. The issue of Share holder representatives need to be resolved to allow officers enough time to fulfil their duties as Shareholder Representative;
- (o) There is a lot of work to do and actions have been identified with deadlines, some of which are very short. Capacity has to be found to progress the actions. There is a need for pace to the response the Council provides to ensure that other companies are run appropriately and Councillors are supported in their roles;
- (p) Value for money is key, consideration will be given to the suggestion that a Value for Money statement should be required when contracts are awarded to Council owned companies without a tender process first taking place;
- (q) Chairs of companies do not need to have specific legal or accountancy qualifications. Chairs across the council owned companies have various strength, regardless of their formal qualifications. Technical and sectoral experience is also important as is the ability of the Chair to develop a positive culture of challenge within the Board;
- (r) The strategic review of Robin Hood Energy is not yet completed. The recommendation in the report to determine the future of the company has been completed. The customers will be sold to other companies and this process is underway. There is ongoing consultation with the staff group, and there are legal and other arrangements to be completed, which should be completed by the end of the year or soon after that. There are regular update reports to the Robin Hood Energy Steering group;

- (s) The use of Gateway and Phase reviews on Capital projects can be looked at and ensure that their use is in place and consider whether Audit Committee should receive a schedule of reviews. The programmes that are being taken forward are being regularly monitored. Again culture and integrity of the review structure is important to ensure that outcome is not dictated prior to the review happening;
- (t) Independent members of governing bodies and company boards need to add value, not just through their experience. There were periods of time when there were no experts on the RHE board and since the employment of an industry expert the Board has had more confidence to navigate the difficult phase in a better ways than without that expertise;
- (u) The culture within an organisation is driven by leadership. Leadership needs to drive the change in the culture going forward and councillors and officers need to consider how change can best be driven.

The Chair thanked Councillor Mellen for his attendance and the Committee noted the presentation and points made in the discussion that followed it.

39 Draft Annual Governance Statement 2019/20

In a change to the order of the published agenda the committee agreed to take item 7, Draft Annual Governance Statement 2019/20 as the next item.

Shail Shah, Head of Audit and Risk introduced the Draft Annual Governance Statement for 2019/20 to the Committee. He advised them that the draft version had been published alongside the Draft Statement of Accounts for 2019/20 towards the end of August 2020. The following information was highlighted:

- (a) The draft document will very likely require changes as more information is received and will come back to this Committee in its final form along with the final Statement of Accounts in due course. The draft Statement is still subject to External Audit as are the draft Accounts;
- (b) Some alterations to the report and the structure have been made taking into account comments previously made by this Committee, timeline columns have been added to the action plan, for example;
- (c) The report outlines the significant issues faced by the Council, these include the Report in the Public Interest, financial implications of the Covid 19 pandemic, RHE, the Capital programme, financial resilience, OFSTED inspection, protecting people from Covid, energy and waste infrastructure and the Broadmarsh project;
- (d) Comments or suggestions made by the Committee at this time can be incorporated into the final Annual Governance Statement. Officers have provided updated information that has fed into this Statement too;

Committee members asked a number of questions and the following information was highlighted as a result of discussion:

- (e) The action plan indicates end dates of March 2022 for the Report in the Public Interest. Progress reports may be beneficial on the individual elements of the action plan. This Committee will be tracking the progress of implementation of the Action plans. It will become a standing item at Audit Committee and the Programme Manager will report at each meeting in order to assure that Committee that the outcomes are not only progressing in line with the recommendations but that actions are leading to the right outcomes;
- (f) Clear acknowledgement of ambition to have phase reviews on the Capital Programme element is needed. Strong points were made in the previous item around the culture of the phase reviews and the action plan should be more specific. This can further be considered by one of the proposed working groups;
- (g) Some of the items on the action plan are referred to as “continuing to”, or with “ongoing” timelines, these are either actions that are taking place as normal business, or should be updated on the action plan with additional information. The timelines and actions within the plan are not only for this Committee to act on but also for other Council committees and Council structures. It is necessary for this Committee to receive the updates at appropriate times;
- (h) A statement is needed clarifying what is meant by the completion of the strategic review into Robin Hood Energy as opposed to the completion of the company business and whether the October 2020 end date is appropriate. Clarification will be sought and the final statement updated;
- (i) It is important to keep on top of all of the risks facing the City Council. One of these is the impact of the Covid 19 pandemic and how it will specifically impact Nottingham City Council’s budget. One area of concern is Public Transport, which has been kept open but used far less. There are financial implications to this and more information is needed in the final statement on this area. Nottingham City Council has been working with both the Tram and the Bus companies. The government has provided assistance throughout the crisis, however it is unclear when this support will come to an end and how the future “new normal” will look for these companies. The Nottingham Ice Centre and Royal Centre were also mentioned as being significantly affected. Work to mitigate and understand these risks is underway;
- (j) The Children’s Improvement programme and the financial implications of improving Children’s Services is also a risk. Extensive modelling work is being undertaken to understand the impact of external factors and of Covid. Although the children in care numbers have increased slightly, the unit cost of provision has increased substantially and a programme of work has commenced to mitigate that additional financial strain;
- (k) The Overview and Scrutiny Committee are looking at the impact of Covid 19 on BAME communities, and disabled colleagues and citizens and those with protected characteristic in light of the Local Outbreak Control Plan;
- (l) There were suggestions from the Committee on presentation of risk information that can be taken away and used to update the statement. All action points in the action plan should reference the outlined major risks;

The Chair and the Head of Audit and Risk will meet outside the Committee to ensure that there is an appropriate reporting pathway in place to pull together updates from the Governance Statement Action Plan, Work Programme and the Public Interest Report Action plan and that the information is fed back to the Committee.

Councillor Michael Edwards proposed an additional recommendation around the need for a coversheet detailing observations made and whether the AGS had been updated as a result of that observation. This proposal was seconded by Councillor Andrew Rule and was carried by the committee.

Resolved to:

- (1) Require a coversheet for the next edition of the Annual Governance Statement presented to the Audit Committee that acknowledges every observation and suggestion made at the September Audit Committee and reports whether the Annual Governance Statement has been changed as a result of each observation; and**
- (2) Note the Draft Annual Governance Statement 2019/20 set out in Appendix 1 of the published report.**

40 Exclusion of the Public

The Committee decided to exclude the public from the meeting during consideration of the remaining agenda items 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 outweighed the public interest in disclosing the information, as defined in Paragraph(s) 3 of Part 1 of Schedule 12A to the Act.

41 Exempt Minutes

With the alteration referred to in minute 31 changing Nottingham Pensions Board to Nottinghamshire Pensions Committee exempt minutes of the meeting held on 31 July 2020 were confirmed as true record and were signed by the Chair

42 East Midlands Shared Services Annual Report 2019/20

The Committee discussed the content of the exempt report as detailed in the exempt minutes and noted its content.

Nottingham City Council

Overview and Scrutiny Committee

Minutes of the meeting held remotely via Zoom and livestreamed on the Council's YouTube channel on 9 September 2020 from 2.01 pm - 4.28 pm

Membership

Present

Councillor Anne Peach (Chair)
Councillor Carole McCulloch (Vice Chair)
Councillor Maria Joannou
Councillor Gul Nawaz Khan
Councillor Pavlos Kotsonis
Councillor Jane Lakey
Councillor AJ Matsiko
Councillor Ethan Radford
Councillor Angharad Roberts
Councillor Andrew Rule
Councillor Cate Woodward

Absent

Councillor Georgia Power (Vice Chair)

Colleagues, partners and others in attendance:

Mel Barrett	- Chief Executive
Beth Brown	- Head of Legal and Governance
Elaine Fox	- Policy and Performance Officer
Councillor Sally Longford	- Portfolio Holder for Energy, Environment and Democratic Services
Councillor David Mellen	- Leader of the Council
Laura Pattman	- Strategic Director of Finance
James Rhodes	- Head of Analysis and Insight
Richard Taylor	- Environmental Health and Safer Places Manager
Malcolm Townroe	- Director of Legal and Governance
Jonathan Ward	- Principal Energy Policy Officer
Hugh White	- Corporate Director for Covid Response and Recovery
Laura Wilson	- Senior Governance Officer

9 Apologies for absence

There were no apologies for absence, but Councillors Jane Lakey and Carole McCulloch informed the Committee that they would need to leave the meeting early due to other commitments.

10 Declarations of interests

Councillor Anne Peach declared an Other Interest in agenda item 6 (minute 12) – Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy, as a Council nominated Director on the Board of the National Ice Centre, in an unpaid capacity.

Councillor Pavlos Kotsonis declared an Other Interest in agenda item 6 (minute 12) – Action Plan in response to the Report in the Public Interest on Nottingham City Council’s governance arrangements for Robin Hood Energy, as a Council nominated Director on the Board of Robin Hood Energy, in an unpaid capacity.

Councillor Angharad Roberts declared an Other Interest in agenda item 6 (minute 12) – Action Plan in response to the Report in the Public Interest on Nottingham City Council’s governance arrangements for Robin Hood Energy, as a Council nominated Director on the Board of Nottingham City Transport, in an unpaid capacity.

Councillor Ethan Radford declared an Other Interest in agenda item 6 (minute 12) – Action Plan in response to the Report in the Public Interest on Nottingham City Council’s governance arrangements for Robin Hood Energy, as a Council nominated Director on the Board of Nottingham City Homes, in an unpaid capacity.

Councillor AJ Matsiko declared an Other Interest in agenda item 6 (minute 12) – Action Plan in response to the Report in the Public Interest on Nottingham City Council’s governance arrangements for Robin Hood Energy, as a Council nominated Director on the Board of EnviroEnergy, in an unpaid capacity.

Councillor Cate Woodward declared an Other Interest in agenda item 6 (minute 12) – Action Plan in response to the Report in the Public Interest on Nottingham City Council’s governance arrangements for Robin Hood Energy, as a Council nominated Director on the Board of EnviroEnergy, in an unpaid capacity.

11 Minutes

The minutes of the meeting held on 5 August 2020 were confirmed as a true record and signed by the Chair.

12 Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy

Councillor David Mellen, Leader of the Council, presented the Action Plan in response to the Report in the Public Interest on Nottingham City Council’s governance arrangements for Robin Hood Energy, and highlighted the following points:

- (a) the Report in the Public Interest says that:
- there are inadequacies in holding the company to account, and that governance arrangements are not strong enough;
 - there is a lack of clarity in important roles in governance;
 - there is insufficient understanding of risk, the financial position of the company and expertise on the Board;
 - there is inappropriate balance between holding the company to account and allowing it freedom to operate as a commercial company;
 - the Council needs to ensure that lessons are learned from this experience;
 - the Council needs to reflect on overall governance arrangements of companies and itself;

- the policy initiatives and their delivery need to be challenged as part of normal governance, and it would be seen as healthy to do this, and all Council risks need to be understood and managed;

(b) recommendations in the report include:

- the Council should review its overall position in using councillors on the boards. This should be informed by a full understanding of the role of and legal requirements for company Board members;
- the Council should urgently determine the future of Robin Hood Energy, taking into account the Council's current financial position, and in response to this, the Council has taken the decision to sell Robin Hood Energy's customers and close the business;
- where it continues to use councillors in such roles, it should ensure that non-executives (including councillors) on the relevant board have, in aggregate, the required knowledge and experience to challenge management. This is of particular importance where the company is operating in a specialised sector which is outside the normal experience of councillors;
- where councillors are used in such roles, the Council should ensure that the councillors are provided with sufficient and appropriate training which is updated periodically;
- the Council should ensure that all elements of its governance structure, including the shareholder role, are properly defined and that those definitions are effectively communicated to the necessary individuals;
- when allocating roles on Council owned organisations to individual councillors, the Council should ensure that the scope for conflict of interest is minimised, with a clear divide those in such roles and those responsible for holding them to account or overseeing them;
- the Council should ensure that risks relating to its companies are considered for inclusion in its overall risk management processes with appropriate escalation and reporting, rather than being seen in isolation;
- the Council should consider the appropriateness of the definition of the shareholder role adopted in the 2019 report, and give it an emphasis of protections of the Council's financial interests, alongside other elements;
- as the new arrangements for monitoring companies are rolled out alongside the Companies Governance Sub Committee (CGSC), the Council should ensure that financial information is provided in accordance with its requirements and is fully understood by the CGSC, and others involved in holding the companies to accounts, and that robust action, with oversight of the s151 Officer, is taken if information is not provided;
- the Council needs to ensure that responsibilities for scrutiny and risk management are given sufficient prominence, including giving Audit Committee explicit responsibility for scrutiny of governance and risk management;
- the Council should apply the lessons learned from Robin Hood Energy in a review of its company governance arrangements, in particular, to ensure risks are appropriately flagged and managed, as well as successfully implementing the more robust monitoring agreed by the CGSC;

(c) action taken so far includes:

- publishing the Report in the Public Interest on the date it was received – 11 August;
- on 19 August the Council's response/Action Plan and the External Auditor's report was published for the Extraordinary Council meeting taking place on 27 August;
- an Extraordinary Council meeting was held on 27 August, where the Action Plan and the response to the Report in the Public Interest were discussed and agreed;
- notified the External Auditor, the people of Nottingham and the Ministry of Housing, Communities and Local Government of the response;
- met with the Chairs and Chief Officers of Council companies;
- met with the Chairs of Overview and Scrutiny and Audit Committee to discuss the implementation of the Action Plan;

(d) the Action Plan includes:

- concluding the Strategic Review and produce a report on the lessons to be learnt from Robin Hood Energy;
- a commitment to learn from best practice from partners, from successful other companies, and from national bodies such as the Local Government Association;
- reviewing the overall approach to using councillors on boards;
- ensuring that non-executive (including councillors) on relevant boards have the required knowledge and experience to challenge managements;
- seeking out external advice on a best practice model of council ownership of companies;
- working with the Chairs and Chief Executive/Chief Officers of council companies to understand any self-assessment models that might be used;
- drawing out any lessons or good practice that can be shared across all companies;
- ensuring that the risks relating to companies are considered for inclusion in the Council's overall risk management process;
- reviewing current training for company directors, and only councillors who have completed the training will be able to remain as appointed directors;
- reviewing the Council's scheme of delegation to ensure effective governance;
- reviewing the roles of Executive Board, CGSC, Overview and Scrutiny and Audit Committee to ensure clarity on their roles and accountability across the Council;
- ensuring that the Chairs of Overview and Scrutiny and Audit Committee are fully involved in the review;
- reviewing how councillors are appointed on boards;
- refining a high level risk register including company risks, with a review of the regularity of reporting to Audit Committee, Overview and Scrutiny and Executive Board, with the Chairs being fully involved;
- commissioning an overarching review of the Council's wider governance arrangements, following advice from the Local Government Association and other relevant external bodies;
- continuing the work on a refreshed Medium Term Financial Strategy, which will be presented to full Council in October 2020.

During the discussion that followed the following points were raised:

- (e) the recommendations don't say that councillors shouldn't be on boards, but how the appointments are made will be reviewed and suitable training will be put in place;
- (f) there has been no feedback from the Auditor on the Action Plan, but this will begin once implementation commences;
- (g) the outcomes of reviews and any reports concerning them will be made available to Overview and Scrutiny and Audit Committee where appropriate;
- (h) there needs to be sensible and efficient distribution of work between Overview and Scrutiny and Audit Committee to ensure that every aspect is appropriately dealt with, and results are demonstrated.

Resolved to schedule regular reviews of the Action Plan and provide any feedback on it to Executive Board.

13 Work Programme

Councillor Anne Peach, Chair of Overview and Scrutiny, presented a report on the work programme detailing issues for scrutiny by the Committee for the remainder of 2020/21 Municipal Year.

Resolved to agree the work programme, noting that reviewing the Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy will be included at appropriate times throughout the year.

14 Covid-19 Pandemic - Nottingham City Council's Response

Hugh White, Corporate Director for Covid Response and Recovery, gave a presentation detailing how Nottingham City Council has responded to the Covid-19 pandemic and highlighted the following points:

- (a) national guidance and existing local influenza pandemic plans were followed, and on 17 March Council staff were instructed to work from home where possible;
- (b) the response was led by Public Health, alongside the Local Resilience Forum, and its sub-groups:
 - Tactical Co-ordinating Group (co-Chaired by the City Council);
 - Health and Social Care Economy Tactical Co-ordinating Group;
 - Communications Cell;
 - Excess Deaths Cell (Chaired by the City Council);
 - Humanitarian Assistance Group;
 - Care Homes and Home Care Cell;
 - Recovery Group (Chaired by the City Council);

- (c) there are five workstreams. Three requested by Government, and two determined by the City Council. The three requested by the Government are:
- Keeping Social Care Going:
 - supporting social care, including staffing front line services;
 - support for care homes;
 - assisting schools to open and support vulnerable pupils;
 - sourcing PPE;
 - Mobilising Civil Society:
 - supporting medically and socially vulnerable citizens;
 - Safe and Well checks and food parcels;
 - setting up the 'golden number';
 - Supporting and Protecting the Economy:
 - distributing grants to businesses;
 - reopening the City Centre;
 - supporting people seeking work into care roles.

The two determined by the City Council are:

- Financial Resilience:
 - focus on the budget due to extra expenses and loss of income;
- Welfare of the Workforce and Corporate Resilience:
 - referring staff for testing;
 - monitoring sickness absence to ensure key work areas had sufficient staffing;
 - conversations with BAME employees about extra support;
 - 'Coronavirus queries' email account set up and FAQs were posted on the intranet.

The Council has also:

- published Coronavirus pages on the Council website;
- provided support for roughsleepers including hotel provision, 'move-on' tenancies, and health and wellbeing support;

- (d) an outline of lessons learned for each workstream has been created. These include:

- ensuring all teams adopt the same programme management approach;
- confirming teams' contingency plans include the equipment required to enable urgent home-working;
- communicating key messages sooner, including service reinstatement requirements and processes;

- (e) the lessons learned document also includes successes:

- the launch of the 'golden number' providing support to citizens and the work of the Customer Hub;
- an increase in online services and use of them, advancing the digital agenda;
- recruitment of large numbers of social care staff;
- greater co-operation between teams and with partners;

- (f) a Local Outbreak Control Plan has been published which sets out how the city will prepare for future outbreaks of Covid-19. The plan sets out how the City Council will work with the NHS, with partners, with businesses, with community leaders, and with neighbouring councils to keep people safe and protected;

- (g) an Outbreak Cell has been established which:
- works across Nottingham and Nottinghamshire;
 - meets everyday at lunchtime to look at local cases and other relevant information;
 - includes Public Health, the Local Resilience Forum, Infection Prevention Control, Public Health England and others;
 - determines if an Incident Management Team needs to be set up. Incident Management Teams are not set up for every outbreak, some are discontinued when no longer needed and moved on to other priorities;
- (h) a detailed service reinstatement process has been established, and the following service reinstatements have been approved so far:
- May:
 - recycling centres;
 - outdoor tennis courts;
 - June:
 - public toilets;
 - Bulwell Hall Golf Club;
 - litter picking, grass cutting, and grounds maintenance;
 - libraries (began in June and was completed in July);
 - Registrars services;
 - children's playgrounds;
 - indoor markets;
 - July:
 - Short Breaks services;
 - respite services including Crocus Fields, Indian Day Centre, Albany House, and the Learning Disability Day Service;
 - leisure centres;
- (i) there has been lots of communication with citizens through the Council's website, the Arrow, and support information leaflets distributed throughout communities, provided in different languages and alternative formats, which included contact details and locations of foodbanks, etc;
- (j) Government policies and announcements include:
- March:
 - the 2020 budget, including £1.6bn for local authorities;
 - a request emergency accommodation for homeless people;
 - April:
 - financial relief for local authorities, including deferred Business Rates;
 - a discretionary fund for smaller businesses ran by Councils;
 - May – the care home support package through the Adult Social Care Infection Control Fund;
 - June:
 - funding to Councils to support vulnerable families over the summer;
 - a Covid-19 'catch up fund' for pupils;
 - July:
 - funding for Councils to respond to Covid-19 and recover lost income;
 - care home visiting guidance was published;
 - August – a Hospital Discharge Policy was published;

- (k) the next steps include:
- local authorities supporting the test and trace programme, aided by the Outbreak Control Plan, with a greater role in directing and delivering contact tracing. A ring-fenced test and trace service support grant is available to resource this and Nottingham City has been awarded £3.1m;
 - upper tier authorities have the powers to close premises, public outdoor places and prevent specific events;
 - planning is in place to fully reopen Council office buildings with reduced capacity and increased cleaning;
 - analysis of the staff survey regarding getting back into Council buildings safely;
 - carrying out a Health Inequalities Impact Assessment;
 - supporting schools, colleges and universities as they return;
 - engagement with citizens on the Covid-19 impact and what they think Council priorities should be post-Coronavirus;
 - capturing Covid-19 activity as a supplement for future Council priorities;
- (l) the ongoing impacts include:
- depression and loneliness numbers doubled during lockdown;
 - unemployment in the city (and UK) has risen and is expected to increase further over the next few months as the furlough scheme reduces and eventually ends. 29% of working age people in Nottingham City are either unemployed or furloughed, compared to 28.8% in Greater Nottingham, 33.3% in the East Midlands, and 34.7% in England;
 - the impact on educational attainment and wellbeing of children from school closures;
 - the Council's financial situation if Government funding does not meet Covid-19 costs and lost income;
 - the effect on local and national economies.

During the discussion which followed the following points were raised:

- (m) the impact of shared housing and the return of university students is a concern and work has been ongoing with the universities over the last few months through the Outbreak Control Engagement Board. They are increasing their resources and carrying out testing to mitigate the risk, and wardens are working with Community Protection Officers to react and be proactive to any issues;
- (n) timelines for service reinstatements vary depending on the complexities of the service but, in general, they take a few weeks due to carrying out risk assessments, involving stakeholders, learning from phased reinstatements, etc;
- (o) Public Health monitor postcode and individual date to understand where cases are. They carry out a track and trace type exercise to ascertain why there are cases, and if there are any clusters of cases then an Incident Management Team meeting is held to decide on action to be taken;
- (p) it is expected that staff will not be back at Loxley House until after the end of September, but this is kept under constant review to respond to the situation. Work is underway to achieve the revised capacity of 40%;

- (q) it isn't planned for any services to remain permanently closed, but it is unclear when some will be able to reopen;
- (r) welfare checks are regularly carried out for staff working from home, and all staff have been asked to carry out work station assessments to ensure the working environment is suitable. Equipment such as desks, chairs, etc are available for staff to use at home;
- (s) every BAME colleague has had a needs assessment to reduce the risk to them.

15 Scrutiny of the Portfolio Holder for Energy, Environment and Democratic Services

Councillor Sally Longford, Portfolio Holder for Energy, Environment and Democratic Services, gave a presentation on the current position of her portfolio and performance in relation to her Council Plan priorities, and highlighted the following points:

- (a) strategic priorities include:
 - to be Carbon Neutral by 2028;
 - improving Air Quality in the city;
 - tackling fuel poverty;
 - sustainable solutions to waste issues;
 - making it easier for citizens to contact the Council;
 - improving electoral registration in the city amongst students;
- (b) there are 19 Council Plan commitments for the portfolio, 1 has an expected outcome of Red (not achieved), 6 have an expected outcome of Amber (partly achieved), and 12 have an expected outcome of Green (achieved):
 - those with an expected outcome of Green are:
 - ensure that all Nottingham Hackney carriage fleet is ultra-low emissions, reduce the maximum age of taxis from 15 to 12 years, and exclude dirty diesel taxis from the city centre;
 - ensure that all planning and development decisions take account of environmental and sustainability considerations;
 - provide bee-friendly habitats in every neighbourhood;
 - extend the garden waste collection service to include November;
 - make it easier to contact the Council, helping you report problems online wherever possible and aiming to solve your problem the first time you contact us;
 - protect from cuts: access to Council services online, in person and over the phone;
 - protect from cuts: free bulky waste collections for Nottingham residents;
 - make the Council single-use plastic free;
 - support local businesses by providing 364 day a year commercial waste collection service;
 - exclude dirty diesels from the city centre;
 - hold fix-it days in areas across the city, helping local people re-use and recycle household items;

- reduce plastic by providing water bottle refill stations in the city centre and make the Council single-use plastic free;
 - those with an expected outcome of Amber are:
 - become the first carbon neutral city in the country, reaching this by 2028;
 - deliver an annual kerbside collection of unwanted items;
 - improve air quality in Nottingham by cutting NO₂ and particulates by 20%;
 - make sure students have a voice in elections by increasing the number of students registered to vote by a quarter;
 - reduce the number of older people experiencing fuel poverty by 10%;
 - work with the Environment Agency to protect 1,000 more homes from the risk of flooding;
 - the commitment with an expected outcome of Red is – double the number of Nottingham residents using Robin Hood Energy and continue to provide discounts for the who live in the city. As reported by the Leader earlier, the decision has been taken to sell the customers and close the company;
- (c) the challenges and opportunities going forward are:
- achieving the Carbon Neutral target by 2028 as support from Government is required on legislation and financing;
 - reducing air pollution;
 - increasing recycling to ensure there is a sustainable solution to waste issues.

During the discussion which followed the following points were raised:

- (d) lots of plans haven't been possible due to Covid-19, but the 28 for 28 challenge devised and led by partners would be continuing on the 28th day of every month;
- (e) recycling from apartment blocks has improved greatly, with the number of orange bags being used reducing dramatically;
- (f) Robin Hood Energy had never been the Council's only source of tackling fuel poverty. The Warm Homes Hub and Nottingham Energy Partnership are still in place. Work is taking place across the city to help those without a gas supply to access one to give them cheaper fuel. The Carbon Neutral programme includes better insulation, etc which will help to reduce fuel bills;
- (g) a garden waste collection has been moved from October to enable a November collection, which is the end of the growing season. This has been done so that a later collection can be provided on a cost neutral basis;
- (h) the work to achieve the Carbon Neutral status doesn't have budget implications for the Council as the Council is applying for grant funding from the Transforming Cities Fund;
- (i) Colin Street has been closed, which was a major air pollutant source. It is understood that some of pollution may be transferred to the southern relief route so monitoring is taking place;

- (j) the campaign for electrification of the Midland Mainline is continuing which will also help to improve air quality;
- (k) the Council's vehicle fleet is 30% electric, with the first fully electric bin lorry being delivered shortly;
- (l) there was an increase in fly-tipping while the recycling centres and bulky waste services were closed, but these reopened as soon as they could, and work is ongoing to clear the backlog of bulky waste collections.

16 Citizen Satisfaction Survey Written Update

Councillor Anne Peach, Chair of Overview and Scrutiny, presented a report on the written update from the Portfolio Holder for Communities, Highways and Strategic Transport detailing the work undertaken during the budget process following the Committee's recommendation to reduce the frequency of the Citizen Satisfaction Survey to every other year.

Resolved to note that the Committee's recommendation to reduce the frequency of the Citizen Satisfaction Survey to every other year has been implemented.

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Subject:	COVID -19 Excess Deaths - Cost share of Body Storage facilities
Corporate Director(s)/Director(s):	Hugh White, Corporate Director for COVID Response & Recovery
Portfolio Holder(s):	Councillor Sally Longford, Portfolio Holder for Energy, Environment and Democratic Services
Report author and contact details:	Paul Millward, Head of Resilience, Paul.millward@nottinghamcity.gov.uk x62980
Other colleagues who have provided input:	Dave Halstead – Director of Neighbourhood Services Sarah Southwell, Senior Emergency Planning Officer
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Criteria for Key Decision:	
(a) <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	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No	
Type of expenditure: <input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: £1,139,000	
Wards affected: All	
Date of consultation with Portfolio Holder(s):	
Relevant Council Plan Key Theme:	
Nottingham People	<input type="checkbox"/>
Living in Nottingham	<input type="checkbox"/>
Growing Nottingham	<input type="checkbox"/>
Respect for Nottingham	<input type="checkbox"/>
Serving Nottingham Better	<input type="checkbox"/>
Summary of issues	
This report outlines the agreed cost share with Nottinghamshire County Council for the provision of Body Storage facilities in Mansfield, and latterly, Nottingham arising from the Government’s request to Local Authorities to ensure sufficient Body Storage facilities to cope with potential excess deaths, in line with the Government’s Reasonable Worst Case Scenarios for the first and second wave of COVID-19	
Exempt information:	
None	
Recommendation(s):	
1 To approve the cost split between Nottinghamshire County Council and Nottingham City Council for the provision of Body Storage facilities in line with the Government’s Reasonable worst case scenarios for excess deaths, and	
2 To note the provision of the current Body Storage facility for the Local Resilience Forum (LRF) area is available until April 2021.	

1 Reasons for recommendations

- 1.1 This report updates Executive Board on the Council’s costs arising from the work of the Local Resilience Forum’s (LRF) Excess Death cell.

- 1.2 Councils were instructed by the Government to ensure the dignity of the death management process in the event of excess deaths. This work included the provision of additional Body Storage facilities to meet the expected demand.
- 1.3 The Local Resilience Forum's Excess Deaths cell's decisions were informed by the current Government data at the time.

2 Background

- 2.1 The Government urged LRFs and councils to prepare to provide sufficient body storage facilities to cover the expected 'reasonable worst case scenario' (RWCS) excess deaths as a result of COVID-19. The multi-agency LRF Excess Death Cell was formed, with Dave Halstead, Director of Neighbourhood Services, as its chair. That cell, taking into account the available data which showed that existing storage capacity was clearly insufficient, agreed to commission, with other partners, a body storage facility in Mansfield to meet the demand. The Government clearly urged Councils to prepare for excess deaths and gave the indication that they would fund this work. The Government subsequently allocated in year COVID-19 grants to Councils, Nottingham's allocation to date has been £23.545m. This funding was, in part, for Local Authorities to maintain the dignity of the death management process (which would include expenditure on body storage).
- 2.2 Following discussions at the LRF's Strategic Coordinating Group and the Tactical Coordinating Group it was decided that the site at Crown Farm Mansfield be decommissioned after the first wave of COVID-19 and a smaller site commissioned in Nottingham. The Nottingham facility will be available until April 2021, this being in line with the Government's revised Reasonable worst case scenario for 'wave 2' excess deaths. The council is monitoring capacity weekly, and if the body storage capacity is not under stress over winter we will move to decommission the Nottingham site. If data shows that the store is required after April, a new business case will be brought forward via the LRF.
- 2.3 The provision of Body Storage facilities, on the scale required, has not been undertaken before and, therefore, there was no existing agreement as to how this cost would be allocated between Nottingham City Council and Nottinghamshire County Council, both having responsibility for Public Health and Emergency Planning. The provision of the Mansfield Body Storage facility was undertaken at great pace and received praise as 'best practice' from the Government as to the efficiency of the operation. There was, inevitably, a national shortage of the specialised equipment necessary for such a facility and some LRFs sought mutual aid from those LRFs who had responded quicker in setting up these facilities.
- 2.4 Although the final cost of the two facilities won't be known until April 2021 it is estimated at £3.254m, the City Council has forecast its share of the costs as £1.139m (35%) and this figure has now been agreed with Nottinghamshire County Council, who have paid all expenses to date. This figure is in line with the grants received by both councils from the Government.
- 2.5 Fortunately, the facility at Mansfield was not used, as the Reasonable worst case scenario provided by the Government at the time of the commissioning of Crown Farm, proved to be more pessimistic than reality. Nevertheless, during March, work with the LRF Data and Information cell showed a clear danger of there being insufficient body storage across the county-wide area if the RWCS had even been partially met. The revised RWCS for wave 2 urges councils to plan for many more

excess deaths but it is currently expected that the facility in Nottingham should meet the needs suggested by the RWCS.

3 Other options considered in making recommendations

- 3.1 The Council must continue to comply with its statutory duties and guidance from Government during this pandemic in order to meet the vital needs of citizens. This expenditure resulted from a unique situation and a number of possible options as to the split of costs between the two councils were considered but, taking into account the Government grants to local authorities and other factors, the above option was agreed by both councils.

4 Finance colleague comments (including implications and value for money/VAT)

- 4.1 Government has made funding available to support Local Authorities with costs of responding to covid-19. This funding can be used to fund activity across specified local authority services including the immediate costs of increasing death management capacity within local areas.

Nottingham has currently received £23.545m as set out in the 'Interim Budget 2020/21, Medium Term Financial Outlook and Draft Strategy 2021/22 to 2023/24' report approved at Executive Board on 22 September 2020.

- 4.2 The costs associated with this requirement of £1.139m are included in the 2020/21 forecast which forms part of the report referred to in 4.1 above.

There are currently no costs assumed for 2021/22+ however, if any further financial commitment is required a formal arrangement of cost apportionment is required in advance and it has been assumed that Government would reimburse the cost.

- 4.3 The allocation of the total cost of £3.246m between Nottingham City and County Council is in alignment with the in year funding allocations from Government.

Ceri Walters, Head of Commercial Finance, 6 October 2020

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

- 5.1 There are no significant legal issues arising out of the proposals contained in the report.

Malcolm Townroe, Director of Legal and Governance, 06 October 2020

6 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

- 6.1 N/A

7 Social value considerations

- 7.1 N/A

8 Regard to the NHS Constitution

8.1 N/A

9 Equality Impact Assessment (EIA)

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

No



An EIA is not required because the report is for information

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

None

11 Published documents referred to in this report

All relevant Government regulations and guidance published up 04/10/2020
<https://www.gov.uk/coronavirus>

Document is Restricted

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