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**Nottingham
City Council**

Nottingham City Council Overview and Scrutiny Committee

Date: Wednesday, 7 July 2021

Time: 2.00 pm

Place: Dining Room - The Council House, Old Market Square, Nottingham, NG1 2DT

Please see information at the bottom of this agenda front sheet about requirements for ensuring Covid-safety.

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

Director for Legal and Governance

Governance Officer: Laura Wilson

Direct Dial: 0115 876 64321

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|----------|--|---------|
| 1 | Apologies for absence | |
| 2 | Declarations of interests | |
| 3 | Minutes | 3 - 10 |
| | To confirm the minutes of the meeting held on 9 June 2021. | |
| 4 | Council Strategic Plan 2021-2023 | 11 - 56 |
| 5 | Council Recovery and Improvement | 57 - 72 |
| 6 | Work Programme | 73 - 80 |

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

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Nottingham City Council

Overview and Scrutiny Committee

Minutes of the meeting held at The Ballroom - The Council House, Old Market Square, Nottingham, NG1 2DT on 9 June 2021 from 2.00 pm - 4.10 pm

Membership

Present

Councillor Anne Peach (Chair)
Councillor Patience Uloma Ifediora
Councillor Gul Nawaz Khan
Councillor Jane Lakey
Councillor Ethan Radford
Councillor Angharad Roberts
Councillor Andrew Rule
Councillor Audra Wynter

Absent

Councillor Georgia Power
Councillor Carole McCulloch
Councillor Toby Neal

Colleagues, partners and others in attendance:

Beth Brown - Head of Legal and Governance
Eddie Curry - Head of Public Realm Services
Chidi Engeti - Streetscene and Grounds Maintenance Service Manager

Kim Pocock - Scrutiny Officer

8 Committee Membership

The Committee noted the resignation of Councillor Pavlos Kotsonis and the appointment of Councillor Sajid Mohammed as his replacement.

9 Apologies for absence

None.

10 Declarations of interests

None.

11 Minutes

The Committee confirmed the minutes of the meeting held on 5 May 2021 as an accurate record and they were signed by the Chair.

12 Streetscene

Eddie Curry, Head of Public Realm Services and Chidi Engeti, Streetscene and Grounds Maintenance Service Manager, attended the meeting to provide the Committee with an update on Streetscene and the impact on the service during the pandemic. Colleagues presented the following information:

- (a) The Public Realm Service is wide ranging, including street cleansing, grounds maintenance (including commercial contracts), graffiti removal, dog fouling removal and fly tipping removal.
- (b) Objectives for the service include being the cleanest big city, both in the city centre and local neighbourhoods.
- (c) External income forms a significant proportion of the service's total income (63%) from various activities such as events support and landscape projects, used to support the costs of the service.
- (d) The last five years have seen some significant challenges, including £1.5m budget reduction and 30.7% reduction in full time equivalent (FTE) members of staff from 2015 - 2020.
- (e) A range of actions have been taken to achieve efficiency savings, including merging services, increased income generation and insourcing previously outsourced works.
- (f) The pandemic has impacted on Streetscene and Grounds Maintenance over the last 15 months. Several services had to be stood down as members of staff and vehicles were redeployed to support other Council services, eg waste services where additional vehicles and staff were required to meet Covid safety requirements. In addition, the service experienced a high level of staff absence due to shielding.
- (g) While services are now beginning to return to pre Covid levels, the impact of the pandemic continues as the backlog is tackled. Corporate targets have been impacted, largely because they have not been achieved within time frames and because staff satisfaction surveys have not been carried out as they would usually have been.
- (h) Streetscene's support to waste services has saved the Council well over £1m, which compares well to other authorities which have drafted in additional resources during the pandemic.
- (i) In spite of the pressure on resources and the need to stand down some services there have still been achievements in 2020/21:
 - (i) most litter and fly tipping dealt with;
 - (ii) leaf clearance programme delivered faster than in previous years;
 - (iii) biodiversity / grass reduction priorities accelerated;
 - (iv) all NCH garden assistance scheme gardens recovered well in time for the start of the 2021/22 growing season;
 - (v) Public Realm Service delivered a balanced budget
 - (vi) the service was a finalist for the APSE (Association for Public Service Excellence) Best Public Realm Service;
 - (vii) the service won the APSE Best Parks and Grounds Maintenance Service of the year for the fifth time (at a time when visitor numbers were the highest ever);

- (viii) the service also retained and expanded its Green Flag Award Programme with a total of 74 Green Flag awards in the City.
- (j) Fly tipping was seen to increase significantly during the pandemic, which has added pressure to the service. An effort has been made to tackle fly tipping early in the mornings which has had a positive impact. Colleagues were particularly impressed by the number of local volunteers who came out to help with this, without having been asked to do so.
- (k) Public Realm Service staffing is now structured into north, south and central divisions. A full time Human Resources Advisor is now attached to the service to support the 269 FTE workforce. Teams are both area and site based (where appropriate). As a service, there is cover from 4am – midnight each day.
- (l) Improvements to the service include regular street sweeping (every 10 days) for every street in the city and now timed to follow recycling collections, a new citywide bin replacement programme and work with Community Protection colleagues to get bins off the streets in areas where this is a problem, eg the Arboretum.
- (m) The first weed spraying programme of the year has now been completed by doubling the number of quad bikes used, and the second programme starts on 2 July.
- (n) The Council has a contract with Nottingham City Homes (NCH) for the garden assistance scheme whereby 2,600 NCH tenants who meet specific criteria receive lawn mowing 12 times per year, hedge cutting twice a year and one winter clean up. It has taken time to get this up and running again after a pause during Covid.
- (o) Partnership working has been a key focus for the service, particularly with Community Protection on enforcement in relation to fly tipping and with Clean Champions. The Clean Champion scheme was started in 2017 and has been very successful with a total of 4047 champions currently registered. A recent BBC piece led to further public interest. A new volunteer co-ordinator post has been established and work is ongoing to encourage take up of the volunteering opportunity in areas where fewer people have come forward. Even though all Clean Champions are not yet reporting on line, colleagues have calculated that those who do report (approximately 20%) are contributing over 5,780 hours per year on filling over 280 rubbish bags. If this is scaled up to cover all Clean Champions, it equates to approximately 15 FTE staff and 500 tonnes of waste.
- (p) Along with other services the Public Realm Service is looking at how best to contribute to the Council's recovery and improvement. Key will be using the Future Parks Accelerator programme (FPA) funding to explore new operating models to identify further efficiencies and opportunities to develop a greater mixed economy delivery model.
- (q) Challenges ahead include continuing Covid support for the waste service, placing continuing pressure on Streetscene frontline capacity; that fly-tipping may continue at high rates and parks may see further repeats of flash mob gatherings,

which leave a great deal of litter and damage to be addressed by staff. Risks include continued staff shortages which may affect services and/ or contract delivery and income loss from events and services still affected by Covid restrictions.

In response to questions from the Committee and in the subsequent discussion the following points were made:

- (r) There is a difference in the number of Streetscene staff deployed in different areas due to the nature of the areas. For example, where there are larger green areas, such as in Clifton, machine mowing can be used, requiring fewer members of staff than in areas where this is not possible; and some areas have a much higher number of residents in receipt of garden assistance, so more resources will be required in these. In addition, although staff may be located in an area this does not necessarily reflect where they are working – for example Bulwell manages tractors for citywide use.
- (s) Colleagues welcome the involvement of local councillors in Streetscene priorities for their wards and welcome site visits.
- (t) There is no national measure for what would be the cleanest big city in England. APSE does its own benchmarking framework, against which Nottingham City performs at either good or excellent. Benchmarking can be commissioned from 'Keep it Tidy', but this would incur a fee. The service collects as much survey data as it can to assess satisfaction with the standard of services and the achievement of Green and Blue Flags, the Clean Champion scheme and entry to for APSE awards are all indicators of success.
- (u) Colleagues would have liked to see furloughed Council staff having an opportunity to support Streetscene. Discussions were held with the Trade Unions and with Human Resources. However, the training required for use of specialist equipment and the hours of work meant that this was not possible. As a result, some services were stood down while Streetscene staff were deployed to waste services. Social distancing rules have meant that waste vehicles could not operate with their usual staffing of a driver plus two loaders. For the service to operate two vehicles had to be used where one was used previously, so Streetscene drivers and vehicles were used for this purpose.
- (v) As the training for Streetscene operatives is the same as that for waste operatives, there is an expectation of flexing of services. Streetscene made the best use of the resources available without the deployed staff and vehicles, but the reduction in resources has had a very significant impact on Streetscene services during Covid, as described in the presentation.
- (w) Colleagues did ask if furloughed staff could be used to support litter picking but this was not possible. The use of furloughed staff in other roles is complex due to issues of consent, training and health and safety and the majority of furloughed staff who could be redeployed were used to support care and welfare work.
- (x) The bulky waste service is now operational again and it is hoped that this will result in reduced fly tipping.

- (y) The contract value for the work carried out by Grounds Maintenance for NCH has been in place for many years, with no increase to reflect increasing costs. Members of the Committee were concerned that this should be reviewed to ensure that the Council is not subsidising NCH.
- (z) All plans during the pandemic and for the future are discussed at weekly meetings with Neighbourhood Operational Managers to ensure that they have an opportunity to contribute their views and are kept clearly informed.
- (aa) The bin replacement programme uses a new bin design which has a high volume and the bins are emptied using a compactor. The supplier guarantees the locks for 24 months.
- (bb) Councillors have noticed that there is often litter left after mowing of parks and open spaces. Colleagues agreed that it is helpful if litter picking and mowing cycles are planned so that litter picking takes place before mowing and noted that operatives should not leave behind litter after mowing.
- (cc) The increasing volume of litter collected by Clean Champions does increase the volume of litter for collection but the cost of this is outweighed by the voluntary collection value. Work is ongoing with Neighbourhood Operational Managers to build the relationship with Clean Champions. The success of the scheme has led to consideration of the future use of volunteers in the service. There are currently two university student interns working with Streetscene on establishing university Clean Champions and discussions are ongoing with schools as well.
- (dd) Street sweeping should be taking place for all streets. If cars are parked on a street when it is due to be cleaned, then the area under the car will not be cleaned until the next time cleaning is due. If ward councillors notice litter/ rubbish building up and are concerned that it is not being collected they can contact Streetscene and the matter will be dealt with. There is capacity to target areas where there are particular issues.
- (ee) Bins on streets can be a particular problem in student areas and some commercial areas. Streetscene is working with local residents (eg in the Arboretum and Hyson Green areas) and Community Protection to address this. Closer working with colleagues on street design and housing policy would help to ensure appropriate and adequate bin storage to address some of the issues with bins on streets and rubbish overflow.
- (ff) There are no immediate plans for introducing further automation in the service, but weekly meetings with the Trade Unions are ongoing to ensure that procedures are Covid safe, eg fixed teams, masks, vehicle cleansing etc.
- (gg) There have been issues with the physical infrastructure to support the service. For example, in the city centre, while Fletchergate has not been available, shifts have had to start and finish from Eastcroft and sometimes staff have had to return to Eastcroft for breaks. The service is looking at alternatives, but has not had success so far. In local areas it is very varied; in the past local depots were

scaled down to three operational bases across the city. However, this has impacted on staff travel and response times, so some Neighbourhood Operational Managers have found suitable local locations for storage and bases for shifts to start and finish. The service is keen to find such arrangements to reduce unproductive hours.

- (hh) There can be issues with access to IT resources for frontline colleagues. A bank of computers is available in Eastcroft but is not well used. Where other colleagues in the Council may access training electronically, the service ensures that such training is delivered face to face and regular training and development programmes are offered to operational staff.
- (ii) The Committee agreed that it would be useful to discuss many of the issues raised at this meeting with the Portfolio Holder at a strategic level, particularly in relation to diminishing resources and the need to maintain cleanliness in the light of increased fly tipping, high maintenance small green spaces, the NCH contract etc.
- (jj) The Committee expressed its appreciation of the work being done by both volunteers and paid staff to keep the city and its neighbourhoods clean.

RESOLVED, given the concerns raised during the discussion and recorded in the minutes, to recommend that

1) the Portfolio Holder for Highways, Transport and Cleansing Services:

- (a) provides the Committee with a briefing note on the relationship between Nottingham City Homes and its relationship with Public Realm Services, particularly Streetscene and Grounds Maintenance, and detailing what the contract for garden assistance services includes; and**
- (b) reviews the garden assistance contract with Nottingham City Homes (NCH) to ensure that it is cost effective and that the charge for the scheme represents the true cost to the Council; and renegotiates the contract should this not be the case, to ensure that the Council is not subsidising the scheme;**

2) the Portfolio Holder for Highways, Transport and Cleansing Services attends a future meeting of the Committee to discuss the following:

- (a) how resources will be prioritised, invested and directed to achieve the culture shift required to reach the ambitious objective to be the cleanest big city in England and to keep neighbourhoods as clean as the city centre;**
- (b) what lessons have been learnt in relation to Streetscene as a result of the way resources were deployed during the pandemic; and**
- (c) how work is being carried out with other departments delivering community, housing and protection services to ensure that enforcement**

is appropriately and robustly applied where necessary to maintain cleanliness in the city centre and neighbourhoods;

- 3) the Head of Public Realm Services ensures that when planning litter picking and mowing cycles litter picking is scheduled before mowing wherever possible and that it is impressed upon operational staff that litter should be cleared and not left behind after mowing.**

13 Scrutiny of the Council's Improvement and Recovery

The Chair reported back on the meeting held with the Leader and Deputy Leader of the Council to discuss scrutiny of recovery and improvement, as requested by Committee members at the Committee's 5 May 2021 meeting.

- a) The outcomes of the meeting are summarised as follows:
- (i) The Leader and/ or the Deputy Leader will attend the Committee's 7 July 2020 meeting to present a report on the improvement and recovery themes and to present progress on the refresh of the Corporate Plan.
 - (ii) Using the information presented in July, the Improvement and Assurance Board quarterly reports to Robert Jenrick (and his responses) and any other relevant sources of information, the Committee will decide on its focus for scrutiny of improvement and recovery, eg a particular theme, strategy or services.
 - (iii) The Leader would be willing to attend each Overview and Scrutiny Committee meeting for approximately 15 minutes to provide a very brief update on key issues in relation to improvement and recovery, to aid work programme planning, if this is wanted by the Committee and if his diary allows.

RESOLVED to

- 1) note the attendance of the Leader and/ or Deputy Leader at the 7 July;**
- 2) use the information provided at the 7 July meeting, the Improvement and Assurance Board quarterly reports to Robert Jenrick (and his responses) and any other relevant sources of information, to agree on the focus for scrutiny of improvement and recovery at future meetings;**
- 3) invite the Leader to attend each Overview and Scrutiny Committee meeting for approximately 15 minutes to provide a very brief update on key issues in relation to improvement and recovery, to aid work programme planning; and**
- 4) write to the Chair of the Improvement and Assurance Board to invite him (or another relevant external Board representative) to attend a future Committee meeting to discuss progress of recovery and improvement from an external perspective.**

14 Work Programme

(a) The Committee discussed its work programme for 2021/22 and added two items to its list of items to be scheduled/ reserve items for scrutiny as follows:

(i) Scooter Pilot

To consider the success of the wind scooter trial, including the illegal use of scooters and enforcement, measures of success, evaluation and plans for the future.

(ii) Tree Services

To consider the approach to management of tree planting and maintenance, to include the management of canopies in densely occupied areas, the impact of root damage to pavements and on accessibility and how future planning takes account of tree growth.

(b) The following items are scheduled for the next meeting of the Committee, to be held on 7 July 2020:

(i) Council Plan Refresh

To consider and comment on the robustness of the refresh and how it will contribute to recovery and improvement.

(ii) Recovery and Improvement

To receive information from the Leader on progress in each of the themes for recovery to aid identification of items to scrutinise for the remainder of the municipal year.

OVERVIEW AND SCRUTINY COMMITTEE
7 JULY 2021
STRATEGIC COUNCIL PLAN 2021-23
REPORT OF HEAD OF LEGAL AND GOVERNANCE

1 Purpose

- 1.1 To consider the process, methodology and plans for content for the Council's draft Strategic Plan 2021-23.

2 Action required

- 2.1 The Committee is asked to
- a) comment on the process, methodology and plans for content for the Council's draft Strategic Plan 2021-23; and
 - b) comment on plans for taking this work forward to ensure that the Plan is fit for purpose.

3 Background information

- 3.1 The Council is refreshing its Strategic Plan within the context of its focus on recovery and improvement, budget constraints and the impact of the pandemic.
- 3.2 In developing the new Plan, the intention is to move away from previous Corporate Plans and their focus on activity, taking a more strategic approach, identifying priorities and high level outcomes, and underpinned by a robust performance management framework.
- 3.3 The draft Plan has now been published for public consultation here: <https://wh1.snapsurveys.com/s.asp?k=162444200453>, and a staff engagement session is scheduled on 5 July 2021.
- 3.4 The Plan continues to be underpinned by the Council's four priority principles: Proud, Safe, Clean and Ambitious.
- 3.5 The Deputy Leader and colleagues will attend the meeting to present information and discuss the refresh with the Committee and to provide an opportunity for the Committee to consider whether, in its new form, the Plan achieves its aim to be more strategic and will generate the momentum required to achieve recovery and improvement.

4 List of attached information

- 4.1 Appendix 1 – Progress Update - Strategic Council Plan
 Appendix 2 – Strategic Council Plan – Draft for Consultation

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

5.1 None.

6 Published documents referred to in compiling this report

6.1 Strategic Council Plan 2021–2023 – Draft for Consultation

7 Wards affected

7.1 All.

8 Contact information

8.1 Laura Wilson, Senior Governance Officer
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Overview and Scrutiny Committee	
Committee Date:	7 July 2021
Agenda item name:	Progress update – Strategic Council Plan
Portfolio Holder:	Cllr Sally Longford, Deputy Leader of the Council, Ita O'Donovan and James Rhodes
Report Author:	Dean Goodburn, Policy & Performance, James Rhodes, Analysis & Insight
Presented by:	Cllr Sally Longford, Ita O'Donovan, James Rhodes

Summary of Issues:

In response to the findings of the Ministry of Housing, Communities and Local Government (MHCLG) commissioned Non-Statutory Review (NSR), Nottingham City Council has adopted a comprehensive Recovery and Improvement Plan to address the issues highlighted by the Review.

The Recovery and Improvement Plan identifies a number of priority areas for the authority to deliver the necessary improvements in the way we operate, including **developing a new “Policy Framework” for the City Council, clearly setting out what our priorities are, and refreshing the existing Council Plan covering 2019-23 in light of the new context we are operating in.**

This report sets out more detail of the process to date leading to the current draft “Strategic Council Plan 2021-23”, and proposed next steps, ahead of formal adoption of a final version of the refreshed Plan at Full Council in September 2021 (as required by the NSR and Improvement and Assurance Board timescales).

Recommendations

That Overview & Scrutiny members:

- 1. Note the covering report and provide feedback on the process and methodology used to date for producing a draft “Strategic Council Plan 2021-23”**
- 2. Note and comment on the proposed next steps to take this work forward.**

Background

- 1.1 A refreshed Council Plan must deliver a revised policy framework for the City Council that a) articulates our priorities and b) sets out a clear vision

for the city which is both affordable, and deliverable within the context we find ourselves in (for example: a reduced funding envelope, recovering from the Covid-19 Pandemic, increasing demand for key statutory services).

- 1.2 The Improvement and Assurance Board has given a clear direction to the Council that a refreshed council plan must be more strategic in nature, setting out a series of high level outcomes for the city (and city council), and including more on the statutory services we are required to provide such as Children's services and Adult Social Care.
- 1.3 It also needs to include detail on how we will manage our finances to ensure we are sustainable over the medium to long term, and how the council will deliver on the outcomes and priorities in the Plan.
- 1.4 Accordingly, the new "Strategic Council Plan" (SCP) covering the period 2021-2023 moves the Council away from previous Corporate Plans which have listed much of our activity, and instead sets out a more strategic overview of the work of the Council in Nottingham that will be more readily understood by citizens and partners.
- 1.5 Delivery of the Plan will be supported by a culture change programme for the organisation, and a more rigorous performance management and reporting process to hold people to account for delivery of the contents.

Review of Best Practice

- 1.6 To support the refresh of the current Council Plan 2019-23, a desk-top review of best practice across the Core City local authorities (and other selected local authorities), was undertaken, examining their approaches to Council/Corporate/Strategic Plans.
- 1.7 The Core Cities are: Belfast, Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield.
- 1.8 This then fed into the refresh process, alongside the views of the Executive, and the requirements of Improvement and Assurance Board as set out in the Recovery and Improvement Plan.

Process and Governance

- 1.9 Whilst the best practice review was underway, the Executive reviewed the existing 2019-23 Council Plan commitments and identified those that would be either:
 - Retained in full;
 - Amended/re-scoped (either in terms of scope or timing);
 - Removed because they have already been achieved; or,
 - Removed because they are no longer deliverable in the current climate.

There are around 140 commitments that have been retained or amended. 21 have been removed due to affordability, and 27 listed as complete.

- 1.10 Executive Panel subsequently discussed and agreed the changes to these commitments on **18 March 2020**.
- 1.11 Following this, officers drafted various iterations of a potential refreshed Council Plan, following a clear and agreed governance route to report on this workstream to the Corporate Leadership Team, Leadership Group and Executive Panel at key milestone/decision points.
- 1.12 In between those decision making meetings, officers regularly briefed the programme sponsor (Mel Barrett) and Lead Portfolio Holder (Cllr Longford) for the workstream, ensuring they were consulted ahead of any key activity and decisions, and kept informed of progress appropriately throughout.
- 1.13 Regular workstream updates were also submitted to the (now fortnightly), Recovery Plan Officer Working Group and as appropriate to the Improvement and Assurance Board.

2. Draft Strategic Council Plan and Performance Management Framework

Draft Strategic Council Plan

- 2.1 The draft plan is structured around 11 priority outcomes set by the Executive following discussions with them:

Our Priority Outcomes:

- Clean and Connected Communities.
 - Keeping Nottingham Working.
 - Carbon Neutral by 2028.
 - Safer Nottingham.
 - Child-Friendly Nottingham.
 - Healthy and Inclusive.
 - Keeping Nottingham Moving.
 - Improve the City Centre.
 - Better Housing.
 - Financial Stability.
 - Serving People Well.
- 2.2 Each outcome is a separate section in the document, following a consistent format:
- Overview of the outcome and why it is a priority
 - What we have done
 - What we will do
 - How we will measure improvement
 - Key activities to support the outcome - this is where existing Council Plan 2019-23 commitments are set out.
- 2.3 A representative sample of key statutory duties has been mapped to the outcomes to provide a summary of the full breadth of delivery for which the Council is responsible. This is provided in summary in order to keep

the document strategic in nature, as it would be impractical to list all statutory duties and indicators.

Performance Management Framework

- 2.4 Underpinning delivery of our outcomes is a comprehensive Performance Management Framework (PMF), which incorporates the commitments from the draft SCP, as well as a representative selection of statutory duties and strategic indicators. This collection of performance metrics will be reported on through the Council's online performance system, Pentana, and will be discussed monthly at Directorate Leadership Team (DLT) meetings.
- 2.5 A smaller number of the indicators, deemed 'key performance indicators' (KPIs) of the performance of each directorate, will be reported each quarter to the Corporate Leadership Team (CLT), Portfolio Holders and Exec Panel by exception. Narrative will also be provided to give context to the data, to provide better understanding of the reason for the RAG ratings.
- 2.6 Automated reporting, using the information officers have entered into Pentana, will be developed giving easy access to performance intelligence, supporting service areas to meet their targets and milestones.
- 2.7 Early identification of any indicators and actions where performance is not progressing as planned will be made possible through consistent and regular performance monitoring and discussion across the directorates. This in turn will enable more timely interventions and remedial action to be taken to help get performance back on track.

Organisation and Culture

- 2.7 Another key component underpinning the delivery of the SCP is behaviour and culture change (Theme 6) which will provide and embed the link between employees individual contributions and the high level outcomes in the plan.

3. Ensuring Deliverability/Affordability of the Strategic Council Plan

- 3.1 Deliverability of the refreshed plan will be assured through an integrated approach to service planning and development of the Medium-Term Financial Strategy and Plan (2022/23 – 2025/26) (MTFS/P). The purpose of the MTFP is to provide the strategic financial framework and a forward looking approach to achieving long term sustainability. Central to ensuring the delivery of the Council's outcomes is that we take this longer term perspective on our performance management, budgeting and forecasting and have plans in place to close funding gaps.
- 3.2 Service planning will be crucial in assessing if activity and commitments in the plan can be delivered. The MTFP needs to confirm the anticipated

funding gap for 2022/23 and beyond and the proposals to bridge that gap through service redesign and renewal. A consistent approach to in-year (2021/22) service planning will take place before the end of June to test deliverability of the SCP against existing 2021/22 budgets. This exercise will ensure a deliverable SCP within the already allocated resources for 2021/22. It is upon this basis that the SCP will be signed off at full council in September 2021.

- 3.3 Subsequently - between June and September – a new, fuller, service renewal and redesign process will be undertaken as part of the development of the MTFS/P, which will inform service plans for 2022/23.

Next Steps

- 3.4 In ensuring that the Plan is approved, deliverable and costed its development is being integrated with development of Service Plans (SPs), the implementation of the Performance Management Framework (PMF) and four-year Medium Term Financial Strategy and Plan (MTFS/MTFP). A three step process is in place in relation to all aspects (SCP through to MTFP):

1. Service Planning and Gap Analysis:

- Agree a detailed process, milestones and guidance (deliverable 1a, May 2021) for service planning and costing proposals within an agreed affordable envelope (with in-year service planning based on existing 2021/22 budgets)
- Agree a draft Strategic Council Plan and updated gap analysis (deliverable 1b, June 2021) – A draft (uncosted) Strategic Council Plan will be produced with public consultation on the vision and outcomes. The consultation will launch week commencing 21st June and run until 30th July¹. An updated analysis of the financial gap based on a review of core income and known and expected pressures and risks will also be produced. This work will result in a verification or restatement of the likely range of financial gaps in each year 2022/23 to 2025/26
- Develop robust in-year service plans (deliverable 1c, late June 2021) – In year service planning will be undertaken to test the deliverability of 2021/22 activity.
- Finalise Strategic Council Plan for sign off at full Council in September 2021 (deliverable 1d) – this is informed by the development of robust in-year service plans to be completed by end of June in deliverable 1c above.

¹ The consultation survey can be found here:
<https://wh1.snapsurveys.com/s.asp?k=162314576023>

2. Development of MTFSP and Consultation:

- Undertake service renewal and redesign work to inform future service plans (deliverable 2a, June to September 2021). A series of member/officer workshops will be held to identify and develop specific proposals for a renewal (transformation) programme aimed at delivering financially sustainable services – providing improved outcomes for citizens and lower cost. The renewal (transformation) processes will be fully put in place.
- Draft MTFP for consultation (deliverable 2b, October 2021) – A draft MTFP (2022/23- 2025/26) will be produced for public consultation (12 weeks – October to December 2021), with the prime objective of gaining feedback from the public, businesses, partners, trades unions and Overview & Scrutiny Committee on the detailed proposals for delivering the high level outcomes. The plan will be aligned to, and consistent with, future service plans to confirm affordability. Draft Equality Impact Assessments and Implementation Plans will be published coterminously with consultation.

3. Review and Finalisation of MTFP:

- Review consultation responses and finalise Service Plans and MTFP (deliverable 3a, January 2022). The responses from consultation will be analysed and proposals re-shaped as appropriate. This may entail refinements to service plans to maintain alignment with the MTFP.
- Agree MTFP (deliverable 3b, February to March 2022). A final MTFP (2022/23- 2025/26) will be recommended and agreed which demonstrates that the council has robust plans to address any funding gaps over the period 2022/23 – 2025/26 whilst meeting the aspirations of the Strategic Council Plan and the details set out in Service Plans.

3.5 Recommendation 2: It is recommended that Overview and Scrutiny members note and comment on the proposed next steps

Contact Colleague: James Rhodes, Head of Analysis and Insight
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Welcome to the renewed Council Plan for Nottingham City Council for 2021-23. This document clearly sets out what we aim to deliver for our residents over the next two years.

We have reviewed the Council Plan (2019-23) in light of the new context the City Council is operating in, including two critical external reports, the impact of the Covid pandemic and significant real terms funding reductions from central government.

The previous Plan set out a vision for improving our great city while keeping citizens at the heart of everything we do.

It was about the future of our city for all who live, work, study, invest and visit here, and was rooted in our values of equality, fairness, and inclusivity.

Our commitment to those values is as strong as ever, and our overall ambition for the city and local people is unchanged.

However the context in which we are operating has changed dramatically since that plan was formally adopted in 2019, and if we are to achieve our aims and live up to our aspirations for Nottingham in future, we must rethink what we do and how we do it.

In 2020 a report in the public interest from our external auditor was published which resulted in the Ministry of Housing and Local Government commissioning a non-statutory review of the council that highlighted some issues with decision making, the management of risk, particularly in relation to income generation, and the scale of our ambitions in light of our financial position. In response we have produced a three year Recovery and Improvement Plan to address these issues and achieve financial stability. One of the key areas set out in the improvement plan was to refresh the Council Plan in light of its available resources.

This document sets out our vision and strategic outcomes for the City and City Council for the next two years.

It sets out “what we will do, how we will do it, and why”, as part of a robust policy framework for the organisation to help us deliver against those outcomes within our available resources.

It also details how the organisation will renew itself through an improvement and transformation programme, to ensure our decision-making, governance and finances are clear, effective and sustainable.

This will ensure that the council services local people rely on can continue to be well planned and effectively delivered.

We are on a rapid journey of improvement. The organisation has already made good progress on this journey, but we do not underestimate the size and scale of the challenge that is still ahead of us.

We are committed to continuing to effectively deliver quality statutory services to ensure that vulnerable children are protected, and all children have the conditions for the best start in life.

We will also continue to ensure that our elderly or vulnerable adults can have a good quality of life and grow old with dignity. We are also committed to ensuring our day-to-day local services that help keep the city safe and clean continue to be delivered well, and that we work in partnership with the communities we serve to build a prosperous city that offers people the opportunity to realise their potential.



Mel Barrett
Chief Executive



Cllr David Mellen
Leader of the Council



Vision Statement: Nottingham is Safe, Clean, Ambitious and Proud

We want **Nottingham** to be a city where people feel **safe** to live and work, that is an exciting and welcoming place to play, study and visit, a city that it is **clean** and environmentally sustainable, where we are **ambitious** for Nottingham people and businesses, and where local people are **proud** of their city, their neighbourhood and their local community.

Our vision for Nottingham is based on these core principles:

- A safer city for people to live, work, study and visit.
- A cleaner city that we all take pride in.
- A diverse, vibrant and multicultural city.
- A city where there is lots to do for people of all ages.
- A healthy city, where people look after themselves and make healthy choices.
- A city which is committed to improving the environment and being carbon neutral by 2028.
- A city that takes care of its residents.
- A place where there is dignity in getting older and care for those who need it.
- A city where there are opportunities for everyone and we're encouraged to prosper and be ambitious.
- A city where people from all walks of life get on well and respect each other.

- A city where everyone is able to reach their full potential, our children feel safe and can thrive.
- An inclusive city where everyone is treated fairly, with dignity and respect.
- A thriving sustainable city, socially, economically and environmentally.





What we want to achieve

Based on our vision and aims for Nottingham, we want to work with our diverse communities, partners and others to deliver **eleven key outcomes** for Nottingham.

These high-level outcomes are based on the interventions we think will have the most significant impact on the long-term challenges the city faces, on the things that you tell us matter most to local people, and that we are committed to delivering to 2023 and beyond, within the funding and resources available to us.

Our high-level outcomes for Nottingham are:

- **Clean and Connected Communities.**
- **Keeping Nottingham Working.**
- **Carbon Neutral by 2028.**
- **Safer Nottingham.**
- **Child-Friendly Nottingham.**
- **Healthy and Inclusive.**
- **Keeping Nottingham Moving.**
- **Improve the City Centre.**
- **Better Housing.**
- **Financial Stability.**
- **Serving People Well.**

Underneath each of these sit a number of priority activities and interventions to help deliver these outcomes long term.

The activities and interventions are not a full list of everything that the City Council does or is responsible for, but are what we believe to be

the most important contributors to achieving each outcome and our overall ambitions for Nottingham.

How we will do it

How we do something is as important as what we do. We will:

- Focus on delivering good quality services when and where they are needed.
- Ensure our finances are sustainable over the medium to long term, so we can continue to deliver the modern, effective and value for money public services that local people expect us to.
- Work collaboratively with local communities, partners and others, and be clear about what we can and cannot do.
- Act locally, listening to local people, and building on the strengths of our communities to help them become more resilient and support them to do more for themselves.
- Champion the City, locally, regionally, nationally and internationally.
- Work as “one council” to deliver services and support in a joined up and efficient way.
- Allocate resources against our outcomes to ensure they are used where they are needed most and will have the most impact.
- Focus on early intervention and prevention to improve outcomes, including improving the health and wellbeing of local people – as prevention is better than cure.
- Use evidence to drive our decision making, ensuring the decisions we take are well-informed by a diverse range of views, with clear accountability for decisions, and made transparently and openly for the benefit of the public we serve.



An integrated approach to delivering our outcomes, controlling our finances and managing our performance

The vision and high level outcomes will inform what we do, how we do it, and why we do it.

We will plan our finances and services over the medium term, so that the services we deliver are affordable, well planned and delivered to the quality local people expect.

We recognise that this means a change of approach, moving towards impact on the ground that allocates resources based on delivering our outcomes, so that resources are clearly focused on our priorities, and taking a medium and long term perspective to our activities, budgeting and performance management. In simple terms, this means:

- A budget process that more clearly links to our high-level outcomes for the city, rather than being based on the Council's internal structure.
- Is clearer and more meaningful to local people as a result – you can see where money is going and towards what outcome.
- Capturing the totality of what the City Council does, including the vital statutory services we are legally required to provide.
- Working with new ideas and ways of working from the ground up, rather than drawing on past ideas and ways of doing things.

This will allow us to:

- Have greater control of our budget expenditure.
- Improve the allocation and efficient use of funds – getting the best value and return for Nottingham for every £1 we spend.
- Respond to the reduced funding available for local government and the impact of Covid-19.
- Improve the Council's sustainability and performance over the medium and long term.
- Increase the accountability of the Council and elected representatives to the public, partners and others.
- Consider our contribution to building a better Nottingham within the totality of public spending in Nottingham, and work collaboratively with our communities and partners to deliver shared objectives as efficiently and effectively as possible.

This will be governed by a new Performance Management Framework (PMF) that will provide clear accountability for the delivery of the outcomes in the Strategic Council Plan, and an effective and efficient mechanism for enabling and managing performance across the organisation.

The refreshed Plan, new policy framework, and associated performance management framework are substantial contributors to the ability of Nottingham City Council to deliver good governance and accountability throughout all levels of our organisation.



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Your City

Nottingham is a great place to live, work, study and play.

It is a young, growing and diverse city, our communities are strong, and as the collective city response to Covid-19 has shown, when the going gets tough, we stand together and help one another.

We are a dynamic and vibrant city, but we face long-term challenges to our prosperity and wellbeing, both as a city and as an organisation, with significant and increasing demand for the vital statutory services we provide, such as adult social care and child protection.

Covid-19 has exacerbated long-standing inequalities in income, health and opportunity in Nottingham, with the worst impacts being felt by our most deprived and diverse communities.

This is not unique to Nottingham, and a similar picture can be seen across the UK. In light of Covid-19 we must redouble our efforts to tackle inequality in Nottingham, and support our city and people as we recover from the pandemic.

We will work with local people and our partners to deliver the outcomes in this plan that will make Nottingham a world-class city that is **Safe, Clean, Ambitious and Proud**, but we must ensure that we do this within our means, based upon a sustainable financial position. This will mean transforming the way we deliver some services and doing some things differently with the help of our communities and partners.

Our journey towards becoming a Safe, Clean, Ambitious and Proud city is one that we will take together.

Challenges and Opportunities



Nottingham

ranked **11th** most deprived area in the country and **30%** of our neighbourhoods are in the **10%** most deprived in England overall.



Most people **(51%)** who work in the City do not live in it

MIND THE GAP

On average men and women in some of our poorest areas die **12 years earlier** than those in the most affluent areas

Average earnings in the city are lower than the England average **£30,400** vs **£39,500**

Males in **Bulwell Ward** on average live **12.1 years less** than in **Castle Ward**



Employment rate **7.8%** unemployed compared to England average of **6.4%**

Females in **Bulwell Ward** on average live **12.6 years less** than in **Castle Ward**



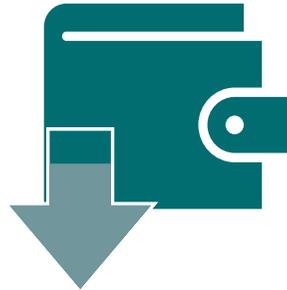
Castle Ward has the highest life expectancy for males and females in the city



Healthy Life Expectancy in the city is **58 years** for men and **54 years** for women. This is 5 years less for men and 10 years less for women compared to the **England average**

1 in 3 adults are physically inactive

69.8% working age adults have entry level skills (equivalent to 5 good GCSE passes) compared to England average of **75.6%**



We support **737 Children in Need** and **604 Children on a Child Protection Plan**, as well as their families



688 Children in Care, of which

485 are with **foster carers**



92 are in a **children's home**



53 are **semi-independent living placements**



58 are in **other placement types**



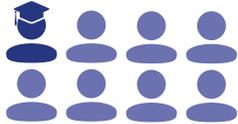
Challenges and Opportunities



Two global universities: over

40,000

full-time university students - 1 in 8 of the population



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Highest level of bus use per head outside London

A vibrant and diverse city of

332,900 people



35% BAME vs core cities average of 29.3% (2011 Census) and 14% nationally



51% under age of 30 vs core cities average of **45.4%** (2019 MYE)

We have



73 Green Flag parks – the largest number for any council area



93% of people agree that people from different backgrounds get on well together



Languages spoken in the City
English 73.7% Urdu 5.8% Polish 4.6%
Punjabi 3.9% Arabic 2% Romanian 0.9%



7.8% of households have no members who speak English as a main language



Cut CO2 emissions in Nottingham by

42%

based on 2005 levels

The population is projected to increase by over **13,000 people** over the next 10 years with significant increases amongst over 65s



properties in the city, of which:

- 46% Owned
- 54% Rented
- 24% privately rented
- 21% Nottingham City Homes
- 9% Other Registered Social Landlord

65% are in the lowest council tax band compared to **25%** of properties nationally.



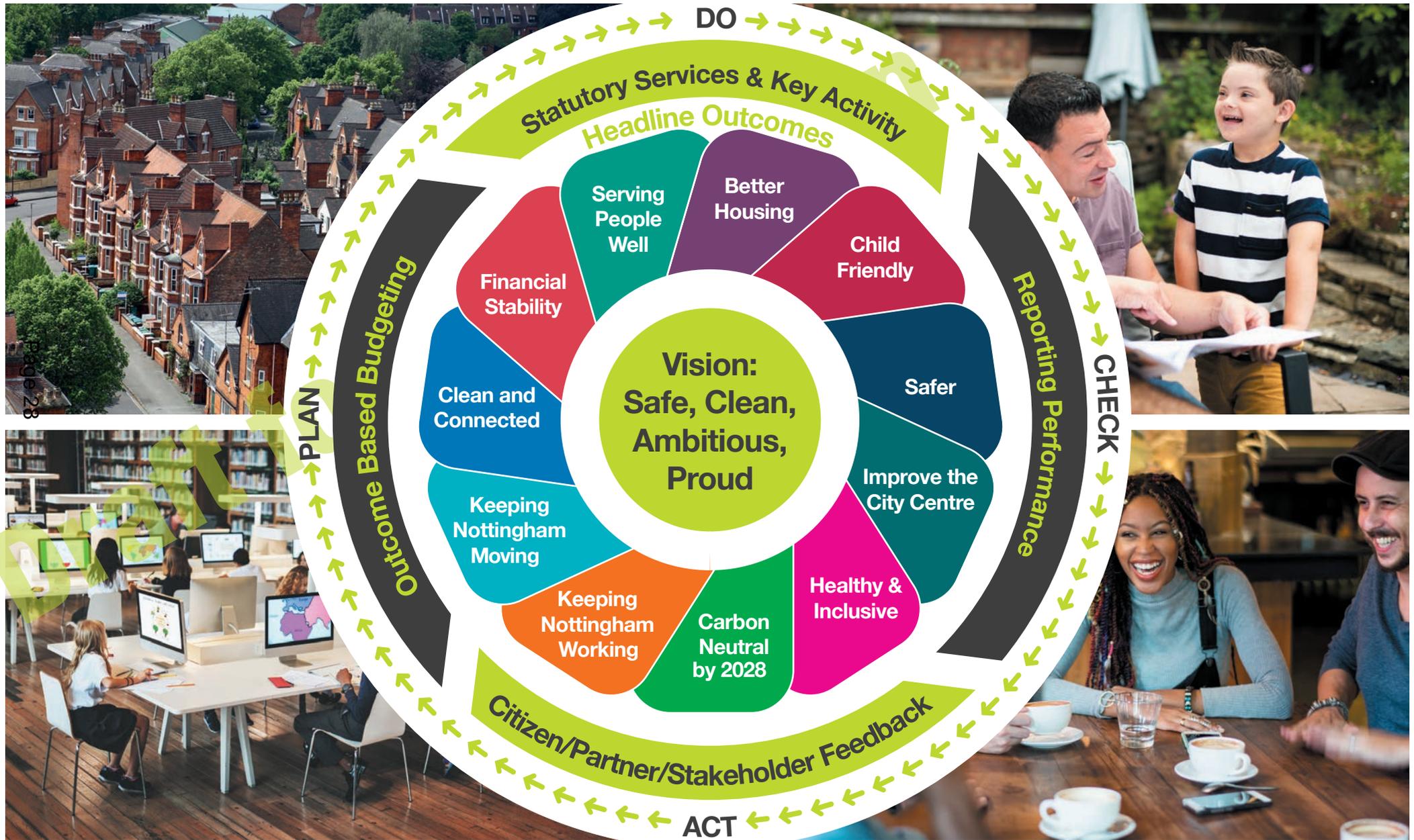
We are a representative Council made up of **55 councillors**



22 BAME 29 Female

Adult Social Care supports around **5,000 people**, including:

- 28% in residential or nursing homes
- 24% supported in their own home
- 21% through Direct Payments allowing them to shape their own support
- 27% supported in other community settings



Outcome One: Clean and Connected Communities



Nottingham is a city with strong, vibrant and diverse communities, where people have a sense of belonging in the place they live, and get on well together.

People are proud of where they live and play an active role in their local community. They are connected physically, through clean and green shared spaces and places to enjoy, and digitally, to opportunities, training and local services and support when they need them.

What we have done

- Worked with local people and community organisations to expand and protect Nottingham's 73 Green Flag award-winning parks for people to enjoy.
- Managed well-kept public spaces and kept Nottingham tidy, including removing xxx tonnes of waste, cleaning up 2,313 incidents of graffiti and over 22,000 incidents of fly-tipping.
- Maintained efficient and responsive fortnightly waste and bulky waste collections.
- Supported citizen volunteer Community Champions who undertake regular litter picking to keep their open and green spaces tidy, supporting the work of the council's parks and streetscene team.
- Supported the Nottingham Together programme to bring local communities together, and create good neighbours and neighbourhoods.
- Worked with partners to support a network for women in Nottingham.

- Carried out audits of our green spaces and produced a "Natural Capital Account for Nottingham" through the Future Parks Accelerator Project, to help protect our green spaces and ensure they are accessible for everyone.

What we will do

- Work with local residents, community groups and the voluntary sector on the issues that are most important in your area, and provide more opportunities for people to volunteer and get involved in social action where they live.
- Ensure your neighbourhood is clean, with well-managed spaces and problems such as graffiti and littering addressed.
- Work with communities across the city to support cohesion and ensure Nottingham remains a strong, vibrant and diverse city in future.

How we will measure improvement

- Number of people who feel there is a strong sense of community.
- Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement.
- % of inspections meeting Grade A standard - Street Cleansing City Centre & Neighbourhoods.
- Number of citizens volunteering as Community Champions.



Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Aiming to be the cleanest big city in England and keep neighbourhoods as clean as the city centre.
- Supporting local businesses by providing 364 day a year commercial waste collection service.
- Managing public spaces, pavements and gullies to minimise weeds and keep Nottingham tidy.
- Continuing to support the 'Nottingham Together' programme, by bringing communities together and creating good neighbours through an extensive programme of community events and activities in every neighbourhood, reflecting and celebrating Nottingham's diversity.
- Ensuring voluntary and community organisations are central to the way we consult citizens.
- Increasing the number of people who feel there is a strong sense of community where they live by 10%.
- Providing a network of community centres where local people can come together to provide activities and social support in neighbourhoods.
- Bringing local people and local groups together to improve their neighbourhoods.
- Working with businesses to pool corporate social responsibility money to invest strategically in Nottingham's communities alongside the voluntary sector.
- Working with partners to be a city that welcomes those in need of refuge or shelter.
- Working with the voluntary sector to ensure that welfare rights advice is available in all areas of the city.
- Contributing to 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.
- Considering how to reduce inequalities within local decisions by strengthening our Equalities Impact Assessments.
- Developing a 'you said, we did' programme for neighbourhood working through area partnerships with residents.
- Reducing fly tipping by investigating and fining more fly tippers.
- Protecting from cuts: A network of community libraries to complement Central Library provision and reflect the communities they serve, including new community libraries in Sherwood and Clifton.
- Protecting from cuts: Teams that clean up graffiti and dog fouling within 48 hours of reporting.
- Protecting from cuts: Funding for community-based benefit and debt advice.
- We will consult broadly and co-operate alongside local communities in making use of existing assets. We will ensure that new services and developments are culturally appropriate and address existing and new inequalities.

Outcome One: Clean and Connected Communities



■ We will keep listening to members of our communities on the inequalities highlighted by the pandemic. We will engage with our communities on how best we can protect Nottingham people from the unequal impacts of Covid-19 on BAME people, older people and the vulnerable.

■ We will map council and community assets that can extend action to reduce BAME inequalities and strengthen community resilience.



Outcome Two: Keeping Nottingham Working



Nottingham is a great place to work, study and do business in. It is a vibrant and attractive city where families want to live, businesses want to invest, and people want to visit for a good day out or long weekend.

The Covid pandemic has thrown up fresh challenges for places across the country and Nottingham is no exception. Unemployment in the city currently stands at 8%, with 4,000 jobs in the retail and hospitality sectors lost.

Local businesses and people have shown their resilience throughout the pandemic, but in spite of this business closures still peaked at 1,200 businesses closing their doors in October 2020 alone.

In response, we have set out a clear plan for the city's economic recovery and renewal, building on our strengths in low carbon, digital technology, life sciences and the creative industries, whilst continuing to support our hospitality and retail sectors.

At the centre of our plan is the aim to build back fairer as a City, offering opportunities for everyone, with programmes of skills and employment support for communities that have been hit hardest by Covid-19.

What we have done

- Helped xxx people into a job or training.
- Supported xxx local apprentices.
- Distributed over £95m of business support grants and £40m of business rates relief to help local businesses through the pandemic.

- Established the Nottingham Jobs Hub with the DWP and partners – a one stop shop for job support, advice and welfare advice in Nottingham.

What we will do

- Help local people into good quality employment through:
 - Ensuring a range of training is available for people to acquire basic skills, new skills and higher level skills so that they can access new job opportunities.
 - Providing targeted programmes of support for people most affected by Covid – young people, BAME, women, people over 50, people with disabilities and/or long-term health conditions – to enable them to access good quality jobs.
- Work with our key institutions, businesses and communities to improve the employment prospects and progression routes for local people, to help raise local incomes, skill levels and wellbeing,
- Support existing businesses and invest in future growth sectors to create job opportunities for local people.
- Address the long-standing inequalities that impact our diverse communities, which have been worsened by Covid-19.
- Grow Nottingham's economy through attracting inward investment into the city to create jobs, bringing back into use vacant sites, and ensuring new development provide the spaces and places that people and businesses want as we recover from the impact of Covid-19.

Outcome Two: Keeping Nottingham Working



How we will measure improvement

- Number of local jobs created.
- Numbers in Education, Employment or Training/Not in Education, Employment or Training.

- Jobs Growth.
- Number of new businesses.
- Office space levels and occupancy.

Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Ensuring the development of at least 500,000 square feet of Grade A office space to encourage inward investment in the city.
- Fighting to ensure that UK government funding replaces current EU funding for economic development activity in Nottingham.
- Bringing 20 vacant sites back into use for employment opportunities for local people.
- Continuing to guarantee a job, training or further education place for all 18-24 year olds.
- Securing a 'Local Industrial Strategy Deal' with government to support our key sectors and grow businesses.
- Helping 500 people who are over 50 into work or training.
- Continuing to promote science, technology and creative industries as Nottingham's key industrial growth sectors.
- Developing Nottingham's Creative Quarter and creative industries into a regionally significant economic sector.
- Ensuring all SME 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.
- Helping create a positive environment for social enterprises and support the development of 10 new cooperative businesses.
- Securing more inward investment than any other city in the East Midlands.
- Using the Council's purchasing power to support local jobs, apprenticeships and businesses.
- Continuing to be a Stonewall top 100 employer.
- Ensuring Nottingham City Council jobs pay at least the living wage and wherever possible commission services from organisations that do that same.
- Shortlisting a proportionate amount of BAME candidates for every City Council vacancy, relative to the number of applications received.
- Protecting from cuts: Funding for the Nottingham Jobs Hub.
- Protecting from cuts: Support to help businesses grow and prosper.

Outcome Three: Carbon Neutral by 2028



People live in a green and sustainable city, where clean air, green growth and a good environment improve health and wellbeing, whilst also protecting the city from the adverse effects of climate change and nature.

We have a long history of being a leader on climate action, from setting the most ambitious carbon neutral target of any Core City in the UK, to launching the Nottingham Climate Change Declaration in 2011 – the first local authority in England to formally recognise the challenge climate change poses and calling on other authorities to do the same.

Our ambition for the city to be carbon neutral by 2028 is based on four key objectives:

- Significantly reducing carbon dioxide (CO₂) emissions across a variety of themes such as transport.
- Offsetting city emissions through a range of actions such as tree planting.
- Making the city resilient and adapted to the adverse impacts of climate change such as flooding risk.
- Improving the city's natural environment.

We will work with all willing partners, communities and citizens to help Nottingham find new ways of doing things to reduce, manage and mitigate the impact of climate change.

This agenda offers an opportunity to tackle some of the key challenges facing the city, whilst also addressing the long standing inequalities in Nottingham, and ensuring the benefits of a greener and more sustainable city are shared by all citizens.

What we have done

- Cut CO₂ emissions in the city by 42% based on 2005 levels.
- Planted over 10,000 trees across the city.
- 25% of the city's energy comes from renewable sources within the city boundary.
- Published an ambitious 2028 carbon neutral charter and action plan with partners and our communities.

What we will do

- Work with local people, partners and businesses to become the first carbon neutral city in the country, aiming to reach this target by 2028.
- As we aim to be carbon neutral, support a “just transition” for Nottingham, that provides new green jobs for local people, helps our communities and businesses to decarbonise, and provides a liveable and sustainable city we can all be proud of.
- Improve air quality in Nottingham by cutting Nitrogen Dioxide and particulate pollution.
- Reduce plastic use by providing water bottle refill stations in the city centre, encouraging households to manage their waste better, and making the City Council single-use plastic free.
- We will continue to reduce fuel poverty in Nottingham, by helping households to save on their energy bills, through improving energy efficiency and energy generation.
- Produce a new Green Space strategy for the enhancement and management of City's vital green spaces over the next 25 years.

Outcome Three: Carbon Neutral by 2028



How we will measure improvement

- CO₂ emissions.
- NO₂ and PM 2.5/10 levels.
- Percentage of household waste recycled.
- Improved energy and thermal efficiency in homes.
- Number of households in fuel poverty.



Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Becoming the first carbon neutral city in the country.
- Improving air quality in Nottingham by cutting Nitrogen Dioxide and particulate pollution by 20%.
- Ensuring 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.
- Reducing the number of people experiencing fuel poverty by 10%.
- Ensuring 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.
- Working with local groups to publicise 'fix-it' days in areas across the city, helping local people re-use and recycle household items.

- Reducing plastic use by providing water bottle refill stations in the city centre and make the Council single-use plastic free.
- Working with the Environment Agency to protect 750 more homes from the risk of flooding.



Bee Friendly
Nottingham



Outcome Four: Safer Nottingham



Nottingham will be a safer city with low levels of crime and anti-social behaviour (ASB). People will feel safe and secure in the city centre, their neighbourhood, and their home.

We have achieved some significant successes in reducing levels of crime and ASB in the city, through commissioning high quality substance misuse services, partnership working on tackling burglary, and working with victims and perpetrators to reduce domestic violence.

However, we face many new challenges as a result of the pandemic, and the long-term improvements for citizens we've made will only be maintained if we continue to address problems locally and tackle the root causes of crime and ASB in our city.

What we have done

- Supported the 'Nottingham Together' programme, bringing local communities in Nottingham together which has (example of what it has delivered).
- Implemented the City Centre Public Space Protection Order (PSPO), and used PSPOs to tackle anti-social behaviour in neighbourhoods that needed it.
- Campaigned to increase the number of Police Officers and PCSOs on Nottingham's streets.
- Worked with partners to develop and launch a Hate Crime Strategy for Nottingham.



What we will do

- We are committed to reducing crime locally, and through the Nottingham Crime and Drugs Partnership we will work to make Nottingham a safer city.
- We are focused on prevention, and will maintain our multi-agency approach to tackle key risks facing the city; whether that is our frontline social workers continuing to keep Nottingham's young people safe, or working with partners to help people get treatment for drug and alcohol misuse.
- We will collaborate more effectively with our two leading universities to improve students' experience of Nottingham, and local people's experience of living in a city with a large student population.
- We know Anti-Social Behaviour (ASB) is a key concern for local people, and we will continue to support measures to reduce it.
- We will work closely with the Police, partners and voluntary groups to support survivors of domestic abuse and keep them safe.
- We will work with our communities, Police and others to tackle hate crime in Nottingham, and maintain strong and cohesive communities in Nottingham.

How we will measure improvement

- ASB reporting.
- Recorded crime.
- Hate Crime reporting.
- Domestic Violence reporting.
- Substance misuse treatment success.



Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Cutting crime, and reducing anti-social behaviour.
- Continuing to enforce the City Centre PSPO to create a safer, cleaner and more enjoyable environment to visit.
- Working with the Nottingham BID to maintain Nottingham's Purple Flag status.
- Responding to complaints of noise nuisance within 48 hours.

- Working with our communities, Police and others to tackle hate crime, including reducing repeat hate crimes by 10%, and maintaining strong and cohesive communities in Nottingham
- Creating 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.
- Working in partnership with all key Nottingham transport providers and wider partners to ensure safety of the public transport network.
- Create an additional REACT team who can be easily contacted to deal with Anti-Social Behaviour and community issues.
- Working with our two universities to deliver Operation Corridor, taking into account the enforcement and welfare of students living off campus.
- Protecting from cuts: Frontline social workers to keep Nottingham's young people safe and adults protected.
- Protecting from cuts: 24-hour operating CCTV control room.
- Protecting from cuts: Teams who deal with noise nuisance.

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Outcome Five: Child-Friendly Nottingham



Every child in Nottingham will get the best start in life, regardless of their circumstances. We will support local children to thrive academically, emotionally and physically, ensuring equality of opportunity for all.

We will also work hard to protect the most vulnerable children in our city, helping our children and families to overcome difficulties, benefit from early and effective support, and provide a city in which they can all thrive.

To do this, we will work with children, parents, communities, schools and nurseries to ensure Nottingham is a 'child-friendly' city, where the views and needs of children and their parents/carers are actively listened to and embedded across all of our activities.

We will also encourage our partners to do the same, to help jointly deliver a step change in the opportunities and life chances for children in Nottingham.

What we have done

- 84% of our local schools are rated “good or outstanding” by Ofsted. This rises to 97% rated “good or outstanding” for local authority-maintained schools.
- Ensured that every primary school in Nottingham has an affordable breakfast club.
- Supported xxx vulnerable young people and xxx Children in Care.
- Tackled holiday hunger by providing free school meals.

- Diverted at risk children and young people away from violence and into positive activities as lockdown restrictions lift through delivering two-hour outreach session on Wednesday, Thursday and Friday evenings.
- Delivered our U-Turn Custody Intervention programme which aims to reduce youth reoffending through support from trained youth workers.

What we will do

- Continue to provide the vital statutory services that support and protect vulnerable children, including safeguarding, children in care, those with Special Educational Needs and Disabilities (SEND) and other vulnerable groups.
- Work hard to improve our Children’s Services, to ensure we provide the quality of service local children and families deserve.
- We will help our local families to give their babies and children the best start in life, continuing to support Early Years development, promoting the health and wellbeing of babies and children, as well as their families and carers, including maternal health.
- Encourage take up of funded childcare and nursery places to support early years development
- We will help our children to achieve their potential through ensuring our children are ready for school when they start, that they are engaged, nurtured and supported to achieve their best throughout their education, and children from disadvantaged backgrounds have the same opportunities and chances as their peers.

Outcome Five: Child-Friendly Nottingham



- We understand Covid-19 has impacted the city's children. We will work with schools and our partners to support the emotional and physical wellbeing of the city's children. We will also assist where possible with students' recovery from the learning loss which is likely to have hit the most deprived children in our city the hardest.

How we will measure improvement

- Percentage of pupils achieving expected standard in Reading, Writing and Maths at end of KS2.
- GCSE attainment levels compared to the national average for England.
- Take up of Two Year childcare places / free nursery education.
- Inequalities between areas - including in levels child poverty, educational attainment and other key indicators of inequality.
- Attainment of Children in Care.
- School exclusions.





Key activities to support the outcome

- Building a new Central Library, making it the best children's library in the UK.
- Ensuring that all Nottingham children attend a school judged Good or Outstanding by Ofsted.
- Reducing permanent exclusions by 50% and campaign against permanent exclusions and 'off-rolling' to make sure every Nottingham child is in school.
- Providing a free book every month from birth to 5 years for 10,000 Nottingham children.
- Closing the gap of GCSE attainment to within 5% of the national average.
- Guaranteeing a choice of places at a local primary and secondary school for every Nottingham child.
- Increasing attendance in Nottingham schools to above the national average.
- Supporting mainstream schools to ensure that children with additional needs can progress well.
- Tackling holiday hunger by supporting school holiday lunch clubs in our most deprived neighbourhoods and campaigning to extend free school meals to all primary school children by 2025.
- Working with schools to promote an understanding of good mental health wellbeing amongst staff and children.
- Supporting parents of young children by bringing together help and parenting advice close to home.
- Consulting young people on important decisions and involve them in the Council's decision making processes.
- Ensuring at least 75% of eligible 2 year olds access free nursery provision.
- Increasing the number of Nottingham foster carers by 20% to provide a more settled home for children in care.
- Supporting 1,000 more Nottingham young people into university and work with businesses to create 500 new apprenticeships.
- Working with at least 500 young people each year at risk of becoming involved in gangs and knife crime or at risk of exploitation.
- Delivering a programme of free and cheap summer holiday activities for families and children in every neighbourhood.
- Creating more smoke free zones in areas regularly accessed by children.
- Supporting parents to look after their children at home through funding early intervention and prevention programmes that keep families together.
- Providing positive activities for children and their families across the city.
- Continuing to provide assessment and consultation for children with poor mental health
- Protecting from cuts: school uniform grants.
- Protecting from cuts: the Education Welfare Service and the Education Improvement Board.
- We understand that Covid-19 and the lockdown has impacted on the mental health of children and we will work with schools and our other partners to support the emotional wellbeing of the city's children.

Outcome Six: Healthy and Inclusive



Nottingham will be a healthy and inclusive city, where people take responsibility for their health and wellbeing, and are supported to enjoy good health, live well and keep active throughout their lives.

In response to the Covid-19 pandemic we have worked with our communities, the NHS, Police and others to ensure a joined-up approach to dealing with the virus that has impacted our city.

Our staff have been at the heart of that response, whether it has been on the frontline directly supporting vulnerable people, or working from home to ensure our services can continue to support the city and our citizens. The impact of the virus has highlighted long-standing health inequalities in Nottingham and across the UK, with marked differences in health outcomes between different groups of people, depending on their income and/or ethnicity.

People from areas with higher levels of socio-economic deprivation, or from Black, Asian and minority ethnic (BAME) communities have been disproportionately impacted by the pandemic, and we will proactively work with our communities and partners to help address these long-standing inequalities locally.

The virus will continue to be with us for some time, and as we collectively start to return to our everyday lives, the City Council will continue to play its part in supporting a safe, inclusive and equitable recovery for Nottingham.

What we have done

- Carried out over 5,000 welfare visits to vulnerable people and supported over 4,000 residents with food, prescriptions and advice in response to Covid-19.
- Set up a helpline for citizens to call for help, receiving over 170,000 calls so far seeking support as a result of Covid-19.
- Opened three asymptomatic testing centres in the city, and supported the local NHS to open nine vaccination centres.
- Increased physical activity rates in the city and helped xxx people to live more active, healthier lives.
- Made xxx referrals to preventative services.
- Maintained a network of good quality parks and open spaces to help people with their physical and mental wellbeing.
- [Examples of collaboration with health and communities e.g. vaccination bus].

What we will do

- With health and social care partners and our communities, we will develop a new citizen and neighbourhood centred model of health and social care, which delivers an inclusive and integrated community approach to meeting citizens' needs.
- We will work with the local NHS, our communities and key local leaders to improve the overall health and wellbeing of people in Nottingham and address the health inequalities that exist.

Outcome Six: Healthy and Inclusive



- With partners, we will actively work to address the mental and physical impact on local people of Covid-19, supporting them as they recover, including actively seeking to help those groups and individuals with existing health inequalities that have been worsened by Covid-19.
- We will support people to live active and healthy lives as they get older, and assist them to live in their homes and communities for longer, as well as addressing the factors that prevent this.
- We will continue to support vital preventative health services in the city, including sexual health screening and substance misuse services across the city.
- As we all learn to live with Covid-19, we will continue to proactively support national efforts to control the virus and ensure we can all stay safe and well.

How we will measure improvement

- Improvement in healthy life expectancy, closing the gap between Nottingham and the England average.
- Reduction in health inequalities between local areas in Nottingham.
- Physical activity - including disabled use of leisure centres.
- Covid-19 case numbers and vaccination rates for Nottingham City.



Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Working in partnership to develop a new citizen and neighbourhood centred integrated model of health and social care that improves the employment conditions of staff in social care, and delivers a more inclusive community approach to meeting our citizen's needs.
- Working with 5,000 people to help them become physically active and improve their health.
- Further developing the Council's commitment to being a 'Dementia-Friendly City' and supporting people with dementia and their carers.
- Reducing teenage pregnancy by a further 10%.
- Reducing the number of people who feel lonely or isolated by 10%.
- Reducing the number of women smoking during pregnancy by a further 20%.
- Supporting and promote good mental health by recruiting Community Champions and employers to the Time to Change hub and campaigning to make sure that appropriate services are there when our citizens need them.
- Training frontline staff to recognise alcohol dependency and offer advice to citizens.
- Protecting from cuts: sexual health screening services across the city.



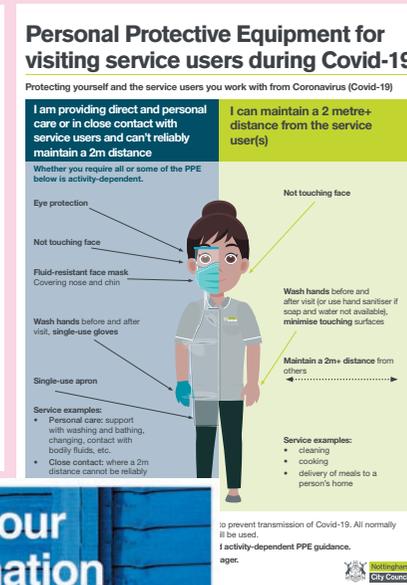
Covid-19 Response

We will remain vigilant to the impact of Covid-19 and other pandemics through a responsive and adaptive approach to public health:

- Encouraging all eligible citizens to receive vaccinations as available.
- Communicating and promoting the ongoing benefits of physical distancing, mask wearing and hand washing; what to do in the event of symptoms appearing and other ways of preventing infection.
- If facing further outbreaks, we will explain what response people can expect from us and the actions people and businesses will need to take. We will focus on building trust, participation, consent and co-operation.
- Proactively supporting the delivery of the NHS Test & Trace service through contacting positive cases they have failed to reach.
- Understanding patterns of infection in the city and take swift action to reduce the spread.
- Learning from our experiences and the experiences of others in tackling Covid-19 so that Nottingham is well protected.
- Aiding our colleagues and partners in using PPE appropriately and make sure they have the PPE they need to do their job.
- Having well-skilled colleagues available when and where they are needed to fight Covid-19 and support the most vulnerable.
- Continuing to work with care providers to reduce the risks facing citizens and carers including through procurement of PPE, the recruitment of additional staff and regular contact by phone, email and via AskLion.

- Helping our partners to support both those living with existing mental health issues and those most impacted by lockdown, anxiety, isolation and loss.
- Working with the voluntary sector to support older people and the disabled, plus key groups that represent BAME communities on Covid-19.

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Outcome Seven: Keeping Nottingham Moving



Nottingham is a well-connected city, with high quality affordable transport links both within the city and the region, and to the rest of the UK.

A comprehensive public transport network offers frequent, reliable, and environmentally-friendly travel, connecting local people to jobs, education, key services and leisure opportunities.

Improving air quality and reducing harmful carbon emissions from transport are key priorities. The city remains at the forefront of electric transport initiatives and encouraging active travel through improvements to our walking and cycling infrastructure.

What we have done

- Filled xxxxx potholes, improved xxx pavements and resurfaced xx roads citywide.
- Created 80 miles of traffic-free cycle lanes.
- Created an integrated, multi-operator public transport network that had among the highest usage outside London (pre-Covid).
- Installed more than 400 electric vehicle charge points in Nottinghamshire and Derbyshire

What we will do

- Keep Nottingham moving by maintaining our high-quality public transport and highway network, enhancing connections to employment, key services and leisure opportunities.
- Support a green recovery from Covid-19 and support our Carbon Neutral 2028 ambitions through encouraging and enabling sustainable transport use.

- Campaign for and connect to regional and national transport projects that support future development and the local economy.
- Make walking and cycling a more attractive option by providing a safer environment, facilities and support.
- Continue to be at the forefront of new and emerging technologies that offer green, convenient and affordable ways to travel.

How we will measure improvement

- Number of passenger journeys on public transport and satisfaction levels.
- Number of potholes repaired, pavements and roads resurfaced.
- Use of new infrastructure and facilities, and engagement with support programmes.
- Improvement in air quality and lower carbon emissions.





Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Building a new pedestrian and cycle bridge over the River Trent, improving connections between Waterside and Lady Bay.
- Improving cycling facilities, including provision of a new citywide cycle hire scheme and new or improved cycle lanes both into and across the city centre, connecting the gaps in the existing network
- Exploring opportunities for extensions of the tram network
- Making public transport even more convenient through the introduction of multi-operator contactless payment and continued improvements to the multi-operator Robin Hood Card.
- Including using it as the basis for developing an integrated Nottingham/Derby Metro public transport service.
- Introducing contactless payments for city centre parking.
- Supporting 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.
- Campaigning strongly for HS2 to be built in full, including a station at Toton and the redevelopment of land around the station to create jobs and promote growth.
- Continuing to campaign for the electrification of the Midland Main Line.

- Working with public transport operators to maintain a comprehensive network for all communities, connecting people to jobs, key services and leisure
- Campaigning for the same transport discounts for 16-21 year-olds as those provided to students
- Continuing to grow our fleet of electric vehicles, supporting local businesses to switch to greener vehicles, and trialling new and emerging technologies
- Keeping Nottingham moving through comprehensive road and pavement gritting and maintenance programmes
- Filling 50,000 potholes, improving pavements and resurfacing 100 roads citywide
- Protecting from cuts: A comprehensive public transport network.



Outcome Eight: Improve the City Centre



Nottingham is a city of ambition and culture, but the Covid-19 pandemic has had a severe impact on the city centre in particular, impacting local jobs and businesses. We have seen this most starkly in relation to the retail economy and the collapse of INTU and their proposals for the Broad Marsh Shopping Centre.

City centres have a key role to play in driving the local economy as we rebuild after Covid-19, but the look and feel of city centres is changing, with less focus on retail, and more on a mixed use of shops, offices, community facilities, places to live and leisure.

We want to ensure the city centre is a place for everyone to visit, spend time and enjoy.

The council has stepped in and assumed control of the Broad Marsh Shopping Centre in November 2020 and has engaged over 3000 citizens in a “Big Conversation” as part of the process for bringing forward a renewed and compelling vision for our city centre.

What we have done

- Delivered the £30 million redevelopment of Nottingham Castle on budget, re-opening in June 2021.
- Made significant progress on the regeneration of the south side of the city – with the new car park and bus station built, and ambitious plans being developed for Broad Marsh, now that we have control of the site.
- Completed build of the new Central Library.
- New HMRC HQ opening xxx.
- Approval given for redevelopment of the Island Quarter – the largest urban regeneration project in the UK. Development has already started on site.

What we will do

- Create a city centre that is an attractive, vibrant and safe place for everyone to live, work, and spend time.
- Promote the city and attract people to the city centre, to live, work, study and play.
- Support and deliver key regeneration projects that bring local jobs and growth to Nottingham, as well as raising Nottingham’s profile locally, regionally, nationally and internationally.
- Work with small and medium sized businesses, key institutions in the city (NHS, Universities, large employers), and others to improve the opportunities and employment prospects for local people.
- Bring forward ambitious plans for the redevelopment of Broad Marsh – to ensure a key area of the city is regenerated, in line with the wishes and needs of local people.
- Promote culture, leisure and tourism in the city, including maximising the re-opening of Nottingham Castle and supporting the city’s night-time economy.
- [Activity on future of retail here?]

How we will measure improvement

- Visitor numbers at city venues.
- Footfall.
- Purple Flag status.
- Jobs/growth created by key regeneration projects.
- Number of vacant shops in City Centre.

Outcome Eight Improve the City Centre



Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Creating a new vision for the city centre, including increasing the leisure and visitor offer.
- Completing the development of and reopen Nottingham Castle as a major national heritage attraction.
- Completing the transformation of the south side of city centre, including the college, library and Broad Marsh car park, bus station and start work on the previous shopping centre site.
- Hosting international events for Nottingham residents and visitors that showcase Nottingham's assets.

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Outcome Nine: Better Housing



Our aspiration for Nottingham is that local people will be able to live in safe, warm and affordable homes, built to a high standard, in vibrant local communities where everyone has a chance to thrive.

Nottingham has high levels of renting, but low levels of home ownership. House prices in the area are rising, but average earnings in Nottingham are lower than average, impacting housing affordability. Homelessness is a challenge for the city, and too many people have been living in sub-standard housing, impacting their health and wellbeing.

What we have done

- Through our arms-length council company, Nottingham City Homes, ensure that xxxx council homes are maintained to the Decent Homes standard.
- Through NCH assisted xxx tenants to sustain their tenancies.
- Built xx number of good quality homes in the city.
- Built or acquired 328 affordable homes and homes for homeless people.
- Used our landlord licensing schemes to ensure local people in rented accommodation have safe, good quality places to call home, including issuing more than 25,000 licenses and carry out compliance activity on these licences. We have also undertaken investigation and enforcement action in line with the Council's enforcement policy to better regulate unlicensed properties.

What we will do

- We will help deliver new affordable homes and well-balanced neighbourhoods with a mix of housing types that meet Nottingham's future needs.
- We will work to ensure that new developments are linked to the local amenities, green spaces and good public transport that local people want and need.
- We will tackle poor-quality housing in Nottingham, regardless of tenure and continue to drive up housing standards in city, ensuring sustainable communities and neighbourhoods for residents.
- We will reduce the number of rough sleepers in Nottingham, decrease the number of households at risk of becoming homeless, and minimise the use of temporary B&B accommodation for housing households in need of support.
- We have undertaken extensive works across the city to refit Council houses to make them more energy efficient with improvements such as loft insulation, cavity wall insulation, new boilers, new doors and windows, and over 4,000 solar panel arrays installed.

How we will measure improvement

- Number of affordable homes and homes for homeless people.
- Proportion of residents satisfied with their housing, community and local area.
- Proportion of Council tenants happy with their home.
- Number of private rented properties improved.
- Number of homelessness preventions.



Key activities to support the outcome

- Increasing the number of social, affordable homes and homes for the homeless by 1000.
- Ensuring the development of 4000 new homes including aspirational eco-homes and low-cost homes to rent or buy.
- Bringing at least 100 long-term empty homes back into use.
- Transforming the land alongside the River Trent into a neighbourhood of choice, working with Blueprint to build sustainable new homes.
- Encouraging the creation of lifetime homes wherever possible, ensuring that new homes have due regard for accessibility and space standards.
- Making sure that any new housing developments, such as the one proposed in Clifton, are fully served with jobs, shops and services for local people.
- Encouraging purpose-built student accommodation in places where it reduces pressure on family housing.
- Improving the conditions of Nottingham's heritage buildings through the creation of an arms-length management company.
- Using our landlord licensing schemes and all other powers to improve the overall standards of private rented accommodation in Nottingham and tackle rogue landlords.

- Providing homes for homeless people and ensuring that no one need sleep rough in Nottingham.
- Improving the standards of rented accommodation for students; working with landlords to ensure students know how to raise concerns about their property.



Outcome Ten: Financial Stability



Despite a backdrop of significant funding reductions over recent years we will manage our finances in a sustainable way, to help us reach a strong financial position in the medium term, and continue to deliver the well planned, modern, effective and value for money public services that local people expect us to.

We will do this through aligning our ambitions for the City and City Council (as set out in this Strategic Council Plan), with the resources available to us.

Given the wider economic uncertainty as we all recover from the Pandemic, we will ensure our finances are sustainable and stable over the long term, with a balanced budget and Medium Term Financial Strategy (MTFS) for the period 2021/22 to 2024/25.

We will also need to carefully manage our Capital and Investment Programme, reduce external borrowing, and generate more Capital Receipts through disposing of assets that are no longer needed.

We have also reviewed our council-owned companies, to ensure appropriate financial, governance, and management arrangements are in place.

What we have done

- Swiftly implemented remedial action following the External Auditors' Report on Robin Hood Energy.
- Commissioned an external review on Council Owned Companies to help determine whether to retain or dispose/divest of them in future.
- Submitted a Capitalisation request and obtain support through a Capitalisation Direction from the Secretary of State, to help stabilise our financial position in the short term, and meet the costs of transformation.

- Undertaken a financial assessment of the costs and deliverability of the refreshed Council Plan as part of our MTFS process, to ensure the activities within it are affordable within the resources available to us in the medium to long term.

What we will do

- Set out a sustainable financial plan which supports the achievement of the Council objectives in each year for the period 2022/23 to 2025/26.
- We will review our property assets portfolio and sell those that can be more productively used for the benefit of the city and generate income to invest in capital projects.
- This includes generating £xxm more capital by sale of land and property the Council no longer requires.
- Review our Capital Programme to ensure it is affordable in the long term, as the level of council borrowing is reduced.
- Review our current council-owned companies and wider commercial activity, to ensure our companies and any activity are aligned with overall priorities of the City Council, support the key functions the City Council needs to provide, are appropriately governed and managed, and generating a sustainable long-term return for the Council.
- In response to the outcome of the review, we may retain, bring in-house or dispose/divest of companies as appropriate to ensure the best outcome for the City Council and City overall.
- Review how we deliver key services within the resources available to us to ensure we can continue to provide the modern, effective and value for money services people expect.

Outcome Ten: Financial Stability



How we will measure improvement

- Asset sales.
- Reserves.
- Traded services – profit/loss.
- Budget variance.

A planned and sustainable Budget framework

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Outcome Eleven: Serving People Well



We want to continue to provide good public services that local people and businesses can rely on, to do this, we must ensure that how the council organises itself and how it uses its resources is effective, that we are living within our financial means, and making the best use of all the tools we have available to effect positive change for Nottingham.

However, we cannot realise our ambitions for the city or the City Council alone, and we are committed to working in partnership with local people, businesses, the city's Anchor Institutions including our two global universities and leading Hospital Trust, and all who share our ambitions for Nottingham to be a **Safe, Clean, Ambitious** and **Proud** city.

We want to provide accessible and efficient local services, that people and partners can have confidence in and rely on to get things right first time.

What we have done

- In response to the NSR, produced a clear Recovery and Improvement Plan for the organisation, covering the next three years, which has been approved by the relevant Secretary of State at national level.
- Made many of our services easily accessible digitally at your convenience, but retained other ways of contacting us for those not able to contact us online.
- Supported local people and the local economy throughout the pandemic, whether through loans and grants to businesses, job and training support, our public health teams, shielding support for vulnerable residents and other activity.

- Held a “Big Conversation” with the citizens of Nottingham regarding Broad Marsh, following the council gaining control of the site in November 2020, where over 3,000 citizens provided their views.

What we will do

- Monitor and report on a “Whole Council” view of our activities, including our finances, through a new Performance Management Framework that connects the high level outcomes with individual actions and objectives.
- Undertake a wide ranging culture and workforce development programme to help our officers and councillors build on their strengths whilst also developing the new skills and experience needed to support the city council, citizens and city over the long term.
- Deliver a new Constitution, with improved Audit and Overview & Scrutiny functions that will hold the City Council to account, and a focused work programme that monitors key council projects and activity.
- Review how we deliver key services, to help us to maximise our ability to achieve the headline outcomes, continue to provide quality services within the finances available, and rationalise and simplify how we work with people, partners and places to deliver our services.
- Covid: We will have well-skilled colleagues available when and where they are needed to fight Covid-19 and support the most vulnerable.

Outcome Eleven: Serving People Well



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- Involve you in our decision-making, to make sure a diverse range of groups, views and voices informs City Council policies and decision making.
- Provide an annual report of how we are performing against the high-level outcomes in this plan.
- Engage with local people, partners and interested stakeholders on how we are performing and listen to your feedback on where we are doing well, and what we can do better.
- Ensure the Strategic Plan is kept up to date and current on a regular basis, to ensure we are responding to the changing wider context in a timely way, and that our ambitions for Nottingham remain the right ones for the city.

How we will measure improvement

- Be a role model for good governance and best practice of council-owned companies within 18 months.
- Performance Management Framework is embedded across the organisation, helping to ensure that we deliver on our commitments, and regular reporting of performance is taking place.
- Employee satisfaction with the City Council as an employer.
- Resident satisfaction with the City Council and our services.
- Percentage of residents who feel they can influence local decision-making.

Outcome Eleven: Serving People Well



Key activities to support the outcome

We are undertaking a number of key activities to help the city achieve the headline outcome:

- Making 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.
- Ensuring that meaningful consultation with a diverse range of groups forms the basis of decisions made by the council.
- Hosting an annual open doors event where visitors are invited into public buildings across the city.
- Making sure students have a voice in elections by increasing the number of students registered to vote by a quarter.
- Supporting new initiatives that celebrate and champion volunteers and community activity.

- Ensuring that council decisions, our services and developments take account of disability and that public spaces and buildings are easy to access.
- Making sure that half of the council's executive and one of the Leader or Deputy Leader are women, and work to ensure that the Executive Board reflects the BAME diversity of the city as a whole.
- 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.
- Protecting from cuts: Access to council services online, in person or over the phone.
- Protecting from cuts: Annual residents surveys, making sure council decisions are evidence-based.
- Protecting from cuts: Support for a diverse range of free and low-cost community and cultural events.
- Protecting from cuts: Support to ensure our neighbourhood centres thrive.



Tracking our Progress and Contact Us



A new Council performance management framework will enable us to effectively manage and monitor the progress being made.

Progress against the eleven outcomes will be reported publically on an annual basis; on the Council's website and through the Nottingham Arrow.

We will regularly review our plans and progress against the outcomes to ensure they remain relevant, deliverable and take into account any changes that have taken place.

Contact Us:

If you would like to share your views on the Council Plan, or have any questions, please contact: councilplan@nottinghamcity.gov.uk

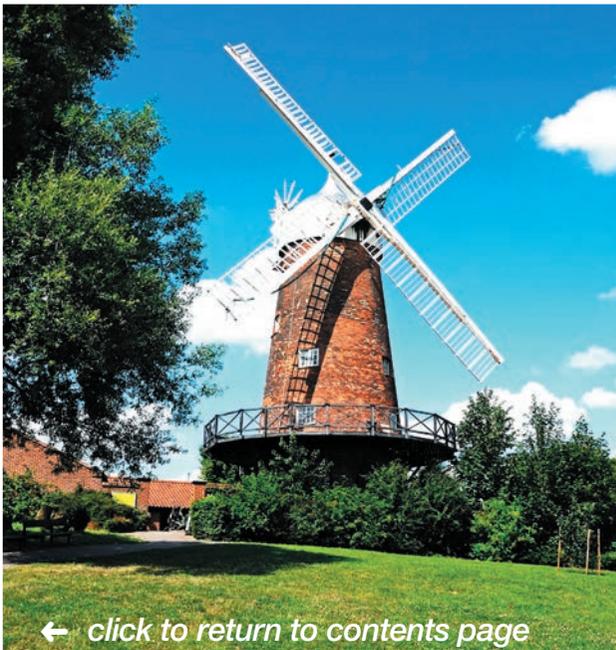
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Draft for Discussion





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OVERVIEW AND SCRUTINY COMMITTEE
7 JULY 2021
THE COUNCIL'S RECOVERY AND IMPROVEMENT
REPORT OF HEAD OF LEGAL AND GOVERNANCE

1 Purpose

1.1 To consider the Council's progress towards recovery and improvement.

2 Action required

2.1 The Committee is asked to

- a) consider the information provided and use it to inform questioning and discussion;
- b) make recommendations if appropriate; and
- c) agree how to carry out further scrutiny of recovery and improvement in future meetings, in addition to the items already identified.

3 Background information

3.1 The Committee has received a number of updates at previous meetings on progress to implement the recommendations of both the Report in the Public Interest concerning the Council's governance arrangements for Robin Hood Energy Ltd (PIR) and the Non-Statutory Review of Nottingham City Council(NSR), both of which took place in 2020.

3.2 In 2021/22, the Committee has agreed to focus its scrutiny in a more direct and focused way on elements of the improvement and recovery journey and the impact on policy and services, for example in the areas of strategic direction, financial stability and service changes.

3.3 The Committee would like to develop its role as a critical friend, with the ability to give proper consideration to, and potentially influence, essential plans and decisions being made in a timely way.

3.4 The Committee has already agreed a number of items for its work programme and scrutiny of these will be carried out from the perspective of recovery and improvement. The Committee is keen to consider all of its work through the lens of recovery and improvement, rather than continue to receive monitoring information on a regular basis.

3.5 At its previous meeting on 9 June 2021, the Committee agreed the following

- (a) use the information to be provided at the 7 July meeting, the Improvement and Assurance Board quarterly reports to Robert Jenrick (and his responses) and any other relevant sources of information, to agree on the focus for scrutiny of improvement and recovery at future meetings;

- (b) invite the Leader to attend each Overview and Scrutiny Committee meeting for approximately 15 minutes to provide a very brief update on key issues in relation to improvement and recovery, to aid work programme planning; and
 - (c) write to the Chair of the Improvement and Assurance Board to invite him (or another relevant external Board representative) to attend a future Committee meeting to discuss progress of recovery and improvement from an external perspective.
- 3.6 The Leader and the Chief Executive will present information on the Council's current progress in relation to recovery and improvement to support the Committee to identify appropriate items for scrutiny at future meetings, in addition to items already agreed. The second Improvement and Assurance Board report and Secretary of State's response (included at Appendix A of the report provided at Appendix 1 of this item) should also be used to help identify where scrutiny is best focused.
- 3.7 The Leader has agreed to attend as many Committee meetings as he can to provide a 10-15-minute update on key recovery and improvement priorities to aid this process.
- 3.8 Following questioning and discussion, the Committee should use the information acquired in its discussions under item 6 of the Agenda: Work Programme.

4 List of attached information

- 4.1 Appendix 1 – Recovery and Improvement

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

- 5.1 None.

6 Published documents referred to in compiling this report

- 6.1 Minutes of the Overview and Scrutiny Meeting, 5 May and 9 June 2021.
- 6.2 Nottingham City Council Improvement and Assurance Board: first report, 17 March 2021.

7 Wards affected

- 7.1 All.

8 Contact information

- 8.1 Laura Wilson, Senior Governance Officer
0115 8764301
laura.wilson@nottinghamcity.gov.uk

Committee: Overview and Scrutiny

Meeting Date: 7th July 2021

Title: Nottingham City Council Recovery and Improvement Plan

Report of: Leader of the Council

1. Purpose

1.1 To provide an update on the progress being made to implement Nottingham City Council's Recovery and Improvement Plan

2. Action Required

2.1 To consider the information provided on the delivery of the Recovery and Improvement Plan and use it to inform questioning and make recommendations where appropriate.

2.2 To decide on how the Committee will carry out further scrutiny of the Recovery and Improvement Plan on an ongoing basis.

3. Background Information

Background to the creation of the Recovery and Improvement Plan

3.1 On the 11th August 2020 the Council's external auditor published a Report in the Public Interest, which revealed significant failures in the Council's governance of its wholly owned subsidiary, Robin Hood Energy.

3.2 Subsequent to the publication of this report, it was agreed between the Council and the Ministry for Housing, Communities and Local Government (MHCLG) that a Non Statutory Review would be undertaken, focussing in particular on the Council's financial stability and governance.

3.3 This review was carried out in November 2020 and the resulting report made a number of recommendations. These included the creation and delivery of a Recovery and Improvement Plan and the appointment by MHCLG of an Improvement and Assurance Board (IAB) to monitor its implementation.

3.4 The Recovery and Improvement Plan was developed and subsequently approved by Full Council on 25th January 2021 and is due to run for a period of three years.

3.5 The IAB was appointed by the Secretary of State for Housing, Communities and Local Government around the same time. The IAB is chaired by Sir Tony Redmond, a former local authority Chief Executive and former Local Government

Ombudsman. There are two further external appointees to the IAB with specialisms in finance and company governance. The fourth member of the IAB is the Leader of Nottingham City Council.

3.6 In addition to providing support and challenge to the Council, the IAB is required to produce a report to the Secretary of State on the Council's progress against the Recovery and Improvement Plan on a quarterly basis.

Nottingham City Council Recovery and Improvement Plan

3.7 The Recovery and Improvement Plan was developed to meet the concerns raised in the Non Statutory Review carried out in November 2020. It has been developed around the following eight themes which encompass much of the activity of the Council.

1. Medium Term Financial Strategy
2. Asset Management
3. Companies
4. Capital Programme
5. Constitution (Governance)
6. Organisation and Culture
7. Delivery Options (Transformation)
8. Council Plan

3.8 The Plan brings together activity that the Council had already commenced prior to the Non Statutory Review alongside additional work identified by that Review.

3.9 The narrative for each theme within the Recovery and Improvement Plan sets out key objectives, activities, deliverables and risks. This is accompanied by a series of milestones to clearly set out what needs to be delivered by when in order to achieve the Plan's outcomes.

3.10 The delivery of the Recovery and Improvement Plan is underpinned by a programme management approach. This ensures that a clear governance and performance monitoring system has been put in place, that risks are identified and managed and that there is a clear process for managing any required changes to the Plan.

Performance to date

3.11 The Recovery and Improvement Plan is a significant undertaking for the Council. The approved Plan included approximately 200 milestones, several of which had to be achieved within a relatively short timeframe.

3.12 It is important to note however, that the Recovery and Improvement Plan is to a degree a live document. Some of the activities identified within the Plan are about completing initial work which will lead to further activities being required

over the three-year period. This is particularly the case for Delivery Options (Transformation) Theme where further initial scoping work is currently taking place.

3.13 The list below provides an illustration of the Council's progress in achieving a selection of the milestones set out within the Recovery and Improvement Plan:

- Adoption of a new Protocol for Councillor / Officer Relations
- Review and amendments to the Terms of Reference for the Overview and Scrutiny and Audit Committees
- Approval and implementation of revised Council structure
- Review, approval and implementation of Executive Portfolios
- 2021/22 budget approval
- Updated Capital Programme
- Updated Treasury Management Strategy
- Debt Policy and Borrowing Strategy
- Development and approval of a new Capital Strategy

3.14 Further work is being progressed internally across all of the eight themes. This incorporates reviews of good practice from other organisations in certain areas and support from bodies such as the Centre for Governance and Scrutiny and the Local Government Association, in addition to receiving valuable input from the members of the IAB.

3.15 As well as general progress across the Themes, the completion of two significant pieces of work on refreshing the Council Plan and approving a revised Constitution remain on track for delivery in the next quarter.

3.16 Officers, Executive Members and the IAB are updated monthly on the progress of the Plan against its milestones and the impact of key risks and issues. The monitoring shows that good progress is being made towards the overall achievement of the requirements of the Recovery and Improvement Plan and that confidence in the ultimate delivery of the Plan's objectives remains high.

3.17 The level of work required to realise these outcomes should, however, not be underestimated with significant work planned across several themes over the next quarter.

Reports from the IAB

3.18 The IAB have submitted two reports to the Secretary of State, one in February 2021 and one in May 2021. The Secretary of State has now responded to both reports. A third report is due to be submitted by the IAB in August 2021.

3.19 The first report was written shortly after the appointment of the IAB. It recognised that that Council was committed to delivering fundamental change in

the organisation and had taken steps to develop a Recovery and Improvement Plan.

- 3.20 It noted that work had commenced on implementation and highlighted areas where substantial activity and focus would be required over the Recovery and Improvement Plan's duration if it was to achieve the desired outcomes.
- 3.21 The Secretary of State has recently published the IAB's second report and his response, these are included as Appendix A to this report.
- 3.22 The second report concludes by saying that the Council has made good progress in a number of areas referred to in the first report. The report also notes that the Council has laid the foundations for a significant shift in the culture of the organisation, advanced its strategic thinking, finalised a new top management structure and made progress in approving the annual budget.
- 3.23 It then goes on to state that it now needs to move quickly to complete its work on the Strategic Plan, its medium term financial planning process, have a credible asset disposal programme and reflect the shift in culture and amended governance arrangements through changes to the Council's constitution.
- 3.24 The report acknowledges that these areas are set out in the Recovery and Improvement Plan, but emphasised the need to ensure that there was early attention paid to them.
- 3.25 The Secretary of State's response stated that he was encouraged by the commitment of the executive team and Council leadership to delivering the Recovery and Improvement Plan but agreed with the IAB that there needed to be an increase in pace and delivery over the next quarter.

Ongoing Interaction with IAB members

- 3.26 There has been ongoing engagement with the IAB members both individually and collectively and inside and outside the formal Board meeting structure.
- 3.27 These interactions are designed to make sure that the IAB has access to all the information that it requires in order to complete its assurance role. They also allow the Council to use their interactions with IAB members to gain the benefit of their insight and experience across a number of areas. This helps to test both proposals and progress against the Recovery and Improvement Plan which in turn allows delivery to be as robust as possible.

Future Engagement with Overview and Scrutiny Committee

- 3.28 With the reporting from the IAB to the Secretary of State scheduled to happen on a quarterly basis there would be merit in timing further discussions with

Overview and Scrutiny to coincide with these reports and the feedback from the Secretary of State.

3.29 This would allow the Committee to be able to triangulate the internal view on performance on Recovery and Improvement Plan delivery against the external formal reports to ensure that it had the most comprehensive picture available.

4. List of Attached Information

Appendix A - Improvement and Assurance Board 2nd Report (May 21) and response from the Secretary of State

5. Background documents, other than published works or those disclosing exempt or confidential information

None

6. Published documents referred to in compiling this report

Report of the external auditor, 'Report in the Public Interest concerning the Council's governance arrangements for Robin Hood Energy Ltd' 11th August 2020

Non-Statutory Review – Nottingham City Council, Max Caller CBE, November 2020

Nottingham City Council Recovery and Improvement Plan – City Council (Extraordinary) 25th January 2021

Amendments to the Constitution – City Council 11th January 2021

Amendments to the Constitution – City Council 8th March 2021

Executive Appointments, Responsibilities and Remits and First Meetings – City Council 26th April 2021

Budget 2021/22 – City Council 8th March 2021

Treasury Management Strategy 2021/22 and Capital Strategy 2021/22 – City Council 8th March 2021

Report of the Improvement and Assurance Board – Nottingham City Council's Improvement and Recovery Plan 2021-24 - (February 2021)

Nottingham City Council – Improvement and Assurance Board – Letter March 2021 – From the Secretary of State for Housing Communities and Local Government to the Chair of IAB

7. Wards Affected

7.1 All

8. Contact Information

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Appendix A – Improvement and Assurance Board 2nd Report (May 21) **and response from the Secretary of State**

Second Improvement and Assurance Board Report

Introduction

The first quarterly report of the Board in January 2021 provided an initial assessment of Nottingham City Council's response to the Caller report. In that analysis the Board was able to recognise that the Council had acknowledged its shortcomings as well as, illustrating, through its three-year Recovery Plan, how it sought to address these failings. However, the Board expressed a number of concerns about the practicability of many of these improvement measures, given that there remained uncertainty about the capacity to deliver such a fundamental change.

This second report seeks to demonstrate how the Council has responded to the sixteen points of concern set out in the January report. However, in addition, the Board report accommodates what now seem to be the continuing challenges facing the authority as it pursues transformational change, whilst delivering key essential services through a period of major transition. The Board is also very aware of the impact Covid 19 has had, and is having, on the Council's planning, resourcing and service delivery whilst seeking to effect fundamental change. Improvement must match the Best Value criteria, together with putting in place sustainable finance, sound governance and quality services delivered by a skilled and competent workforce. These principles are examined in this report through the following principal challenges to the Council that the Board has presented:

- Strategy
- Culture
- Governance
- Finance
- Commercial
- Service Delivery
- Communication

Strategy

The Strategic Council Plan is currently under serious consideration with the intention of it being completed by no later than September this year. This will be developed in conjunction with the draft MTFs Process for 2022/23 and beyond. Strategic direction is key to delivering the change programme contained in the Recovery Plan and there must be no slippage here. The concept of transformation has still to be articulated in practical terms and fully embedded in the organisation and this, too, requires urgent attention. There is a keen awareness of the need to construct the plan in such a way as to highlight the key decisions that must be made in prioritising services and the decisions that must be made to enable these to be delivered within current financial constraints. The Council is creating a plan which puts at its centre a vision for its residents which emphasises the importance of outcomes, demonstrating the intention to deliver a healthy, prosperous and stable environment, with a vibrant local economy, alongside satisfying the needs of a diverse population. We will monitor the completion and delivery of this strategic plan paying particular attention to the service planning and prioritisation yet to be articulated. The high level nature of the Strategic Council Plan must be

underpinned by a clear demonstration of the key service priorities identified and how they are to be financed.

Finance

The Council has approved a one year budget with the intention of finalising the MTFP for 2021/24 by September in accordance with the timetable for the Strategic Council Plan. The Board acknowledged the Council's difficulty, given the time available, in producing this plan alongside the annual budget by March 2021. The annual budget for 2021/2022, itself, is assisted by the capitalisation approved by the Secretary of State. The need to reduce, further, the underlying level of spend must be addressed when determining the MTFP. Whilst there is clear understanding by the Council Leadership and Senior Management of the need to make very difficult decisions to ensure the Council lives within its means, there is more to be done to instil this way of thinking across the whole organisation. In particular, by putting in place practical medium term business/service planning guidelines for all service managers, focusing on the efficiency and effectiveness of achieving desired outcomes, linked to a new strategic plan but also realistic resource assumptions – to enable sustainable service level and service design options to come forward.

The Board will closely monitor the development of this alongside the Council's work on its new Strategic Plan and the 'Service Delivery' theme of its Recovery Plan. With regard to the Council's Capital Investment Plan the programme is based largely on already committed schemes, but there remains an issue as to whether the asset disposals programme is realistic. The Council has been asked to look critically at the means by which these potential capital resources might be achieved in a proper risk assessed way with due regard to being paid to achieving best consideration based on an efficient and suitably skilled process. There is a Council undertaking that involves a continuous risk assessment of the timing of capital receipts, and a reaffirmation of confidence in the 'voluntary cap'. A draft action plan has been produced to examine how existing shortcomings in the management of the asset rationalisation programme can be rectified.

The Board recognises that the Council has set in train a number of initiatives to counter recent failings in financial administration and control. Realistic budget planning and robust financial control remain fundamental to the City achieving financial resilience in the medium to long-term. The reserves position and debt profile are also key indicators of financial health and the recent Capitalisation allowance has made a positive difference to the former. The Council is very much aware of these challenges and some progress has been made in achieving these goals. However, the financial plan for 2021-24 must now incorporate specific actions to reduce the level of revenue spending and future pressures which will effect permanent and sustainable reductions in service costs to match underlying resources going forward. These must be consistent with fulfilling the Authority's statutory responsibilities in line with permitted council tax levels.

Governance

In the first quarterly report the board identified the potential lack of clarity between officer and member roles as an issue. The Council has adopted a revised member/officer protocol and sought support from the Centre for Governance and Scrutiny as well as the LGA. There has also been a major review of member portfolio roles which seeks to emphasise clarity in roles and responsibilities. It is acknowledged that the revised protocol will require behavioural change. More work may need to be done to ensure that detailed operational matters fall within the scheme of delegation to officers. Clarity is key

here. The associated point is one of ensuring that the discharge of roles and responsibilities within the government scheme is fulfilled by those with the required knowledge, skills and experience. This point extends to ensuring that those who Chair Committees, Panels, Boards and Working Parties have received the necessary induction and training to enable them to deliver these functions effectively. The Council is conscious of these challenges and will seek to incorporate the necessary improvements in the revised constitution which is currently being considered.

The Council's Recovery Plan does include proposals to strengthen its overall approach to risk. It is also recognised that there is change of mindset in parts of the Council through learning lessons from the Robin Hood Energy failure. The non-statutory review identified a significant weakness in the Council's approach to risk. In response, the Council has strengthened risk management focus, in particular through attention given to the directive risk registers, with this issue also being highlighted and addressed by the corporate leadership team, leadership and executive panel and with greater coverage, also, at the audit committee. More, however, needs to be done to review the Council's risk policy, appetite and tolerance together with robust procedures for risk management and accountability. This is also very relevant to the commercial activities of the council. Responsibility and accountability for risk must also be embedded in management systems and procedures.

Commercial

The issues relating to the failure of Robin Hood Energy are well documented and Board Members have been seeking to establish what lessons the Council has learnt from this event which may be of relevance to other commercial activities. A new Interim Companies' Lead has been appointed by the Council with considerable experience in local authority trading companies. A plan is in place to improve companies' commercial guidelines and governance. In addition, companies are subject to review and the Council plans no new ventures. A commercial strategy needs to be developed together with procurement, commissioning and contract management; processes which are to be reviewed by the Director of Finance and Resources. The changes in approach currently being contemplated by the Council, particularly in terms of ownership and accountability are fundamental and the Board looks to see how their practical application will reinforce the need to put the Council's commercialisation programme in a proper context. A very substantial portfolio of companies owned, or part owned, by the council may expose the city and its residents to unnecessary risk. It is understood that the current review will seek to address this significant challenge.

Culture

The council has approved a new management structure which seeks to offer greater clarity and simplification for the most senior management. This encompasses a new Strategic Leadership Team supported by a service leadership group of heads of service and senior managers. Importantly, this is underpinned by a planned change in the culture of the organisation, paying particular attention to vision, strategy, change and innovation and collaboration whilst reinforcing equality, diversity and inclusion. However, the Council is aware that achieving a fundamental change in culture, with new behavioural expectations, is not straightforward and additional resources will therefore need to be dedicated to this task if the scale of change required is to be achieved. The Board recognises the progress made so far and will monitor the way in which cultural change is introduced and embedded across the organisation. Training and development of the workforce, where appropriate, must also follow.

Service Provision and Delivery

Attention is given in the Recovery Plan to delivering quality, sustainable and cost-effective services to meet the Council's statutory responsibilities within the resources available. Whilst savings exercises to date have sought to protect priorities, the focus has been short term and there remains a concern regarding whether there has been a concerted attempt to improve the efficiency and effectiveness of service delivery in the context of "best value". Short termism will not suffice if the Council is to achieve financial sustainability in the medium to long term. As noted under 'Finance' above, effective service review and design is also key to achieving a sustainable MTFP and the need to put in place practical planning guidelines for all service managers applies here equally. The leadership is aware of this and is seeking to put in place that necessary planning framework alongside the completion of its new Strategic Plan.

An illustration of the Council's Strategic intent is the reduction of approximately 500 in the workforce of the Authority. The delivery of the Recovery Plan is underpinned by a performance management framework which seeks to track progress against a defined timeline. This focus on performance is important in that any early indications of failure to achieve deadlines set may be symptomatic of a wider problem. The metrics in place do identify key indicators of how output can be measured but the Board would wish to see a process where the performance management is more sensitive to variations which can then be acted upon immediately. There is already evidence that the Recovery Plan will need to be changed in the light of recent experience and, while such flexibility in approach may be necessary, the underlying thrust and purpose of the Plan must be preserved.

Communication

Cultural change will, of course, require a carefully designed internal communications plan to complement the training and support provided for the Council's workforce. Initially, information has been supplied to all staff about the outcome of the Caller Review, the role of the Improvement and Assurance Board and the Recovery Plan that is in place. Engagement with this messaging and resultant feedback has been low, in large part below 50%, although the impact of Covid in preventing 'face to face' contact must be recognised here. This is an area which clearly requires improvement and the Board will look to the Council to increase this level of engagement significantly.

With regard to external communications, the Board awaits the plan for engaging with citizens, stakeholders, partners and the media. It is understood that the Council would wish to conclude its thinking on what it seeks to achieve and how it is to be implemented before putting such information in the public domain. However, the Board is eager to see this engagement commence soon if the public is going to be in a position to be consulted and, therefore, able to comment on changes proposed in the plan.

Conclusion

The first report highlighted a number of key concerns about the delivery of the Recovery Plan. In the past three months Nottingham City Council has made good progress in a number of areas referred to in that previous report. The Board, however, sees a number of other areas which require early attention. This report accepts progress in approving the annual budget, finalising a new top management structure and laying the foundation for a significant shift in the culture of the organisation. It also acknowledges advances in strategic thinking, some progress on governance and first steps to addressing the commercial/company challenges. What is now needed is the completion of an appropriate Strategic Plan with coherent Council wide medium term business/service

planning guidelines covering sustainable service options. This should be complemented by a robust performance management process to track delivery effectively. The medium term financial planning process over the three/four year period must be completed expeditiously alongside a credible asset disposal programme. A continuing shift in culture and fully established governance arrangements must also be reflected in the Council's Constitution. The Council is seeking to address these issues within its Recovery Plan.



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Sir Tony Redmond
Chair
Nottingham City Council Improvement and
Assurance Board

NOTTINGHAM CITY COUNCIL – IMPROVEMENT AND ASSURANCE BOARD

I am writing in response to your second report, received on 8 May, updating me on the Improvement and Assurance Board's assessment of Nottingham City Council's progress since February. I would like to extend my thanks to you and your fellow Board members for producing a well-balanced and helpful report.

Your report recognises the progress the Council has made in implementing their Recovery Plan and addressing the issues previously identified. I am encouraged by the commitment of the executive team and the Council leadership to delivering the Plan. I fully agree with your assessment that we now need to see an increase in pace and delivery by the Council over the next quarter. This is especially so given the Council's stated intent to complete their Medium Term Financial Plan for 2022 and beyond by September. Progress against the Council's voluntary debt reduction programme, a credible and deliverable asset disposal programme, and continuing culture change, embedded in the Council's Constitution, will be essential to success. Progress in these areas will inform my decisions on our involvement with the Council and on its financial arrangements, and my final decision later in the year on any additional capitalisation support. In particular, given the clear recommendation in the non-statutory review on the need to limit the Council's borrowing, if there is any indication that the voluntary plan on debt is not delivering the required change I will need to strongly consider the need for statutory action to limit the Council's debt.

I am keen that the Board's ongoing work to monitor and scrutinise the Council's progress provides the challenge and assurance to help inform my decisions later in the year. I will be seeking reassurance in your next report that the Council has developed a credible strategy for long term transformation. Similarly, I will look for evidence that all Council staff are engaging with the improvement programme and the need for whole Council transformation. I would be grateful if the Board could continue to work with my officials to support these goals.

The Board's role in supporting and challenging the Council as it seeks to make progress continues to be of vital importance. I am pleased to read of the cooperation and support that you have received from the Council. Any faltering in this area would be of considerable concern and could lead to a reconsideration as to whether a more statutory approach might be appropriate to secure the improvements that are necessary.

I am most grateful to you for your continuing work with the Council and look forward to receiving your next report in August.

RT HON ROBERT JENRICK MP

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OVERVIEW AND SCRUTINY COMMITTEE
7 JULY 2021
WORK PROGRAMME 2021/22
REPORT OF HEAD OF LEGAL AND GOVERNANCE

1. Purpose

1.1 To consider the Committee’s work programme for 2021/22.

2. Action required

2.1 The Committee is asked to consider the work programme for the remainder of the municipal year and make any amendments as required.

3. Background information

3.1 The purpose of the Overview and Scrutiny Committee is to ensure all statutory and other roles and responsibilities are fulfilled to the required standard, covering review and development of key strategic issues, policies and strategies relevant to Nottingham and its residents, and adding value through the examination of issues of local importance and concern.

3.2 The Committee is responsible for setting and managing its own work programme to fulfil this role.

3.3 In setting a programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and a clear link to its roles and responsibilities. The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.

3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning. Changes and/or additions to the work programme will need to take account of the resources available to the Committee.

3.5 The Committee has agreed to focus much of its scrutiny in 2021/22 on the Council’s recovery and improvement, including implementation of the recommendations from the Report in the Public Interest concerning the Council’s governance arrangements for Robin Hood Energy Ltd (PIR) and the Non-Statutory Review of Nottingham City Council (NSR), both of which took place in 2020. In order to ensure that scrutiny is timely and relevant, the Committee will need to regularly consider its scheduling of recovery and improvement items for scrutiny at future meetings.

3.6 The Committee’s current work programme is included at Appendix 1.

4. List of attached information

4.1 Appendix 1 Overview and Scrutiny Committee Work Programme 2021/22.

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

5.1 None

6. Published documents referred to in compiling this report

6.1 Report to and Minutes of the Overview and Scrutiny Meeting, 9 June 2021.

7. Wards affected

7.1 All

8. Contact information

8.1 Laura Wilson, Senior Governance Officer
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Overview and Scrutiny Committee Work Programme 2021-22

Date	Items
<p>5 May 2021 Zoom</p>	<ul style="list-style-type: none"> • Terms of Reference To note the terms of reference for the Committee • Establishment of Call-in Panel • 2021-22 Work Programme
<p>9 June 2021 Ballroom</p>	<ul style="list-style-type: none"> • Streetscene To explore the split of responsibilities between residents and the Council and to examine the appropriate deployment of Council resources, as well as the impact of current financial constraints and how Street Scene fits into the Public Realm transformation programme. How are services are contributing towards delivery of the Council's Improvement Programme? • Improvement and Recovery To establish the role of the Committee in scrutinising progress towards improvement and recovery following the meeting between the Chair, Leader and Deputy Leader • 2021-22 Work Programme
<p>7 July 2021 Dining Room</p>	<ul style="list-style-type: none"> • Council Strategic Plan Refresh To consider and comment on the robustness of the refresh and how it will contribute to recovery and improvement • Recovery and Improvement To receive information from the Leader on progress in each of the themes for recovery to aid identification of items to scrutinise for the remainder of the municipal year. • 2021-22 Work Programme

Date	Items
<p>8 September 2021</p>	<ul style="list-style-type: none"> • Restructuring of Council's Regulatory Services (Community Protection, Neighbourhood working, Environmental Services and Trading Standards, Public Safety Officers etc) To consider the Council's Regulatory Services in the context of Council service provision, restructuring and savings as it works towards recovery and improvement • Scrutiny Review To consider the outcomes of the Review of Scrutiny carried out by the Centre for Governance and Scrutiny • 2021-22 Work Programme
<p>6 October 2021</p>	<ul style="list-style-type: none"> • Recovery and Improvement 10-15-minute update from the Leader on priorities in relation to Recovery and Improvement • Streetscene and Grounds Maintenance (including parks and open spaces) <ul style="list-style-type: none"> (a) how resources will be prioritised, invested and directed to achieve the culture shift required to reach the ambitious objective to be the cleanest big city in England and to keep neighbourhoods as clean as the city centre; (b) what lessons have been learnt in relation to Streetscene as a result of the way resources were deployed during the pandemic; (c) how work is being carried out with other departments delivering community, housing and protection services to ensure that enforcement is appropriately and robustly applied where necessary to maintain cleanliness in the city centre and neighbourhoods; and (d) Is the contract for the garden assistance scheme with NCH fit for purpose? Could also include Tree Services To consider the approach to management of tree planting and maintenance, to include the management of canopies in densely occupied areas, the impact of root damage to pavements and on accessibility and how future planning takes account of tree growth • The Council's Commercial Ventures To consider the effectiveness of the Council's commercial ventures in the light of changes required by the PIR and their contribution towards the Council, especially in the context of its recovery • 2021-22 Work Programme
<p>3 November 2021</p>	<ul style="list-style-type: none"> • Recovery and Improvement – Medium Term Financial Strategy/ Plan and Budget Focus for scrutiny to be agreed

Date	Items
	<ul style="list-style-type: none"> • Crime and Drugs Partnership To consider information on the current work of the Crime and Drugs Partnership (focus to be agreed; suggestion is ASB, including domestic violence and neighbourhood disputes and impact on community policing and protection) and performance against the Crime and Drugs Partnership Plan • 2021-22 Work Programme
8 December 2021	<ul style="list-style-type: none"> • Recovery and Improvement Focus to be agreed • Employment Services in the City To consider how the range of services to support employment work together, the resources available and their effectiveness, especially in the context of pandemic recovery and the Council's financial constraints. • 2021-22 Work Programme
5 January 2022	<ul style="list-style-type: none"> • Recovery and Improvement 10-15-minute update from the Leader on priorities in relation to Recovery and Improvement • Recovery and Improvement Focus to be agreed – possibly Medium Term Financial Strategy/ Plan and Budget (or February?) • Digital Access of Nottingham Households <u>Referral from CYSPC</u> To look at current digital access across the city; how this impacts on access to services particularly given the likelihood that there will be continued emphasis on virtual/ online provision for the foreseeable future; and what can be done to address these issues • 2021-22 Work Programme
9 February 2022	<ul style="list-style-type: none"> • Recovery and Improvement 10-15-minute update from the Leader on priorities in relation to Recovery and Improvement

Date	Items
	<ul style="list-style-type: none"> • Recovery and Improvement Focus to be agreed • Nottingham's Carbon Neutral Policy To explore the impact of the budget, delays because of COVID, schemes/ engagement with other bodies and partners on achievement of carbon neutral targets • 2021-22 Work Programme
9 March 2022	<ul style="list-style-type: none"> • Recovery and Improvement 10-15-minute update from the Leader on priorities in relation to Recovery and Improvement • Recovery and Improvement Focus to be agreed • 2021-22 Work Programme
6 April 2022	<ul style="list-style-type: none"> • Recovery and Improvement 10-15-minute update from the Leader on priorities in relation to Recovery and Improvement • Recovery and Improvement Focus to be agreed • 2021-22 Work Programme

Space has been left in the work programme to retain flexibility in order to accommodate timely scrutiny of issues in relation to recovery and improvement, ie items scheduled may need to be moved to later meeting dates to facilitate this. The items below may be scheduled if there are gaps in the work programme or if they become priorities.

Items still to be considered for work programme/ Reserve items

- **Workforce Reorganisation and Restructure**
To consider workforce reorganisation and restructure in the light of the need to achieve recovery and the impact on policy and essential services; and in the light of the impact of Covid and reinstatement of the workforce.

Items still to be considered for work programme/ Reserve items
<ul style="list-style-type: none"> • Governance To consider the impact of constitutional and other governance changes introduced in response to recommendations for improvement and recovery
<ul style="list-style-type: none"> • Planning Enforcement To consider the effectiveness of the Planning Enforcement process, including resourcing (finance and workforce arrangements), with particular reference to retrospective planning applications, especially in student areas.
<ul style="list-style-type: none"> • Citizenship/ immigration service provision and support Focus to be determined
<ul style="list-style-type: none"> • Houses of Multiple Occupation and selective licensing Focus to be determined
<ul style="list-style-type: none"> • Student Accommodation To consider whether the number of developments meet demand and free up family housing
<ul style="list-style-type: none"> • Scooter Pilot To consider the success of the wind scooter trial, including the illegal use of scooters and enforcement, measures of success, evaluation and plans for the future

Improvement and Recovery Themes and Portfolio Holder Leads for Reference

<u>Theme 1: Medium Term Financial Strategy</u> Cllr Sam Webster Lead Officer: Clive Heaphy	<u>Theme 5: Constitution</u> Cllr Sally Longford, supported by cross-party member working group Lead Officer: Malcolm Townroe
<u>Theme 2: Asset Management</u> Cllr David Mellen, advised by the Asset Rationalisation Board	<u>Theme 6: Organisation & Culture</u> Cllr Eunice Campbell-Clark and Cllr Cheryl Barnard Lead Officer: Richard Henderson
<u>Theme 3: Companies</u> Cllr Neghat Khan and Cllr Linda Woodings Lead Officer: Clive Heaphy	<u>Theme 7: Delivery options</u> Cllr Rebecca Langton and Cllr Adele Williams: Lead Officers: Clive Heaphy and Catherine Underwood
<u>Theme 4: Capital Programme</u> Cllr David Mellen, in conjunction with Cllr Sam Webster, advised by Capital Board	<u>Theme 8: Council Plan</u> Cllr Sally Longford, in partnership with whole Executive Lead Officer: James Rhodes

