

**Executive Board
21 December 2021**

Subject:	Refresh of the Nottingham City Council Recovery and Improvement Plan
Corporate Director(s)/Director(s):	Mel Barrett, Chief Executive
Portfolio Holder(s):	Councillor David Mellen, Leader of the Council and Portfolio Holder for Strategic Regeneration and Communications
Report author and contact details:	Richard Beckett, Head of Major Projects richard.beckett@nottinghamcity.gov.uk
Other colleagues who have provided input:	Catherine Underwood, Corporate Director for People Clive Heaphy, Interim Corporate Director for Finance and Resources Frank Jordan, Corporate Director for Residents Services Sajeeda Rose, Corporate Director for Growth and City Development Malcolm Townroe, Director of Legal and Governance Ita O'Donovan, Director of Strategy and Policy Richard Henderson, Director of HR and EDI Titu Hayre-Bennett, Head of HR and Organisational Development James Rhodes, Head of Analysis and Insight
Subject to call-in: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Key Decision: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Criteria for Key Decision:	
(a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more taking account of the overall impact of the decision	
and/or	
(b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of expenditure: <input type="checkbox"/> Revenue <input type="checkbox"/> Capital	
Total value of the decision: Nil	
Wards affected: All	
Date of consultation with Portfolio Holder(s): 25 November 2021	

Relevant Council Plan Key Outcome:

Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Healthy and Inclusive	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Financial Stability	<input type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

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

The report requests that the Executive Board endorses the refresh of the Recovery and Improvement Plan for approval at Full Council on 10 January 2022. The original Plan was developed in response to the findings of a Non-Statutory Review at the Council, completed in November 2020, and was first approved in January 2021.

The first anniversary of the Recovery and Improvement Plan, to be known going forward as the Together for Nottingham Plan, represents an appropriate point to reflect on progress to date, to broaden the Plan's scope where it is appropriate to do so, and to provide further clarity on the next steps of delivery.

Does this report contain any information that is exempt from publication?

No

Recommendation:

- 1** To endorse the Together for Nottingham Plan (Appendix 1 – formerly the Recovery and Improvement Plan) for submission to Full Council, and to recommend it to Full Council for approval.
- 2** To endorse the Together for Nottingham Plan to Full Council for inclusion as part of the Council's formal Policy Framework structure.

1. Reasons for recommendations

- 1.1** The original Plan was written in a short period of time in response to a Non-Statutory Review carried out at the Council in November 2020 and covers a three-year period. Over the past year, a significant amount of progress towards the delivery of the Plan has been made. It is appropriate that this is captured in the refresh to give confidence to the Council's stakeholders that the issues outlined in the Non-Statutory Review are being addressed.

- 1.2 There is, however, much more to do and, after having done further work in the first year, the Council now has more information available to it on which to base future decisions. It is also apparent that, in some areas, broadening the scope of the original Plan would be beneficial.
- 1.3 This update provides the opportunity to capture these changes and also to articulate more clearly the activity that will be undertaken in years two and three of the Plan.
- 1.4 Endorsing the inclusion of the Together for Nottingham Plan in the Council's Policy Framework is in line with the requirements of the Council's new Constitution and will ensure that the Plan has the prominence that it requires.

2. Background (including outcomes of consultation)

- 2.1 The Recovery and Improvement Plan was created in response to a Non-Statutory Review carried out at the Council in November 2020. The Review's recommendations were wide-ranging and led to the formulation of a Recovery and Improvement Plan that covers a three-year period.
- 2.2 The original Plan was approved at Full Council on 25 January 2021. The Plan set out a number of actions that the Council committed to undertake in response to those recommendations, across eight themes. These themes covered areas such as the Strategic Council Plan, the Council's Constitution and its Medium-Term Financial Strategy.
- 2.3 In order to provide assurance on the Council's performance against the Plan, the Secretary of State for the Department for Levelling Up, Housing and Communities (at the time the Ministry for Housing, Communities and Local Government) appointed an Improvement and Assurance Board (IAB). The IAB meets regularly with the Council's officers and members to assure themselves as to whether sufficient progress is being made against the Plan. This is formalised in a quarterly report by the IAB to the Secretary of State.
- 2.4 Over the course of the last year, the Council has undertaken a significant amount of work to deliver against the first set of milestones as set out in the Plan. As the first anniversary of the Recovery and Improvement Plan's approval approaches, it is appropriate that the Plan is reviewed and updated. This provides an opportunity to both reflect on what has been achieved to date and to make sure that the remainder of the Recovery and Improvement Plan continues to highlight the work that still needs to be completed over its term.
- 2.5 It also provides the opportunity to rebrand the Recovery and Improvement Plan as Together for Nottingham. This change in name does not represent a change in focus, but rather better helps to articulate some of what the Council is trying to achieve through its Transformation Programme, which has become an integral part of the Plan.
- 2.6 The approach taken to the refresh has been relatively light-touch, as it is important that the original reasons behind the Plan's creation are not lost and that the key areas of focus originally identified through the Non-Statutory Review continue to be

maintained. The refresh (Appendix 1) provides an update on the activity carried out over the last year, which includes the approval and implementation of a refreshed Strategic Council Plan, the adoption and implementation of a new Constitution and the creation of an Integrated Transformation Programme, amongst other activity.

2.7 In terms of updates to the Plan, these fall into three main categories:

- Broadening the scope of the Plan: there have been instances, particularly through dialogue with the IAB, where it has become clear that further items need to be added to the Plan. Examples of this would include additional work on the Council's Risk Management Policy and strengthening financial management training.
- Further availability of information: much of the early activity within the Plan was focussed on conducting in-depth reviews into some of our activities. The outcomes of these reviews have given us a rich picture of information from which the Council can better plan as to how to deal with some of the issues that it faces. In some areas, for example the theme on companies, this has led to significant changes in how the Council now intends to proceed in the onward delivery of the Plan.
- Next steps: whilst the Plan covered a three-year period, the detailed milestones in the original version were heavily focussed on the first six months of delivery. As the activities in each of the plan themes has developed further the refresh provides an opportunity to better articulate what the next steps will be for each theme over the remainder of the Plan's duration.

2.8 In developing the refresh of the Together for Nottingham Plan, feedback has been sought on the original Recovery and Improvement Plan and where it could be strengthened from both the IAB and the Council's Overview and Scrutiny Committee. A sub-group of the Council's Audit Committee have also reviewed the updated Plan and provided feedback. The feedback received from these groups has been reviewed and incorporated as appropriate. In particular, this has helped to strengthen the Plan around the areas of external engagement and demonstrating how the various plans that the Council operates link together.

2.9 The second recommendation is to endorse the Together for Nottingham Plan to Full Council to form part of its Policy Framework. The Council passed a new Constitution in September 2021 that covers its Policy Framework under Article Eight. The criteria for inclusion of plans or strategies into the Policy Framework includes those that "are significant in terms of its effects on the Council's priorities". Given the nature of the Together for Nottingham Plan then this criteria is met, and adopting it as part of the Policy Framework will give the document its appropriate prominence within the Council. It will also mean that any further amendments to the Plan will need to go through Full Council, which is seen as the most appropriate way of managing the Together for Nottingham Plan, given its importance and the current practice on managing updates to the document.

3. Other options considered in making recommendations

- 3.1 To not refresh and rebrand the Recovery and Improvement Plan: this would mean that the Council would not have made public the most up-to-date areas of improvement on which it is working. This option was discounted as it would have created a disjoint between the initial document and the version that forms the basis of the Council's ongoing discussions with the IAB.

4. Consideration of Risk

- 4.1 The Together for Nottingham Plan is being managed on a programme management basis. This includes the identification and management of risk as part of the delivery plans, which sit behind each theme and form the detail as to how the Plan is to be delivered.

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

- 5.1 The Plan consists of 8 themes, each of which has delivery resource allocated to it to cover both improvement and transformative activity. In total, £15 million of resources have been allocated to support the delivery of the Plan.
- 5.2 The investment in these themes will drive improved outcomes and longer-term financial stability and which, in aggregate, will exceed the investment.
- 5.3 Project investment and savings will be agreed on a case-by-case basis, with an overall target of £3 saved for every £1 invested.

Advice provided by Clive Heaphy, Interim Corporate Director for Finance and Resources, on 3 December 2021.

6. Legal colleague comments

- 6.1 The recommendations in this report raise no significant legal issues and are considered to be both logical and rational in terms of what is recommended.

Advice provided by Malcolm Townroe, Director of Legal and Governance, on 1 December 2021.

7. Crime and Disorder Implications

- 7.1 The Together for Nottingham Plan collates activity over a variety of themes. Actions from these themes will be brought forward separately for approval as required and any crime and disorder implications will be assessed at this level.

8. Social value considerations

- 8.1 The Together for Nottingham Plan collates activity that will be brought forward separately for approval as required. Social value considerations will form part of any subsequent decisions, were relevant.

9. Regard to the NHS Constitution

9.1 Approval will be sought as applicable for individual activities resulting from the implementation of the Plan. Consideration of any impact on the NHS Constitution will take place at this stage.

10. Equality Impact Assessment (EIA)

10.1 An EIA is not required because the report and attached Together for Nottingham Plan does not in itself contain any proposals for a new or changing policy, service or function. The further work that will be triggered by the Plan will require separate approvals in some instances and EIAs for these will be provided as necessary.

11. Data Protection Impact Assessment (DPIA)

11.1 A DPIA is not required because the Together for Nottingham Plan does not in itself require a Data Protection Impact Assessment. Instead, the work that it has led to and will continue to develop will be assessed individually as appropriate.

12. Carbon Impact Assessment (CIA)

12.1 A CIA is not required because the Together for Nottingham Plan does not in itself require a Carbon Impact Assessment. There will be certain activity within it, for example around the Capital Programme, where these assessments will be required and these will be provided as part of any specific report brought forward in these areas.

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

13.1 None.

14. Published documents referred to in this report

14.1 Nottingham City Council Recovery and Improvement Plan – report to Full Council (extraordinary meeting) on 25 January 2021

<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CIId=156&MIId=8931&Ver=4>

14.2 Nottingham City Council Constitution – 1 October 2021

<https://www.nottinghamcity.gov.uk/your-council/about-the-council/nottingham-city-councils-constitution/>