



Ministry of Housing,
Communities &
Local Government

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**Ministry of Housing, Communities
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Sir Tony Redmond
By email

20 January 2021

Dear Sir Tony

I am writing to thank you for agreeing to lead the new Nottingham City Council Improvement and Assurance Board. This letter formally confirms your appointment by the Secretary of State as Chair of that Board and confirms the terms of reference that we have agreed for your work.

Following the publication of Max Caller's non-statutory review of Nottingham City Council on 17 December 2020, the Secretary of State for Communities and Local Government announced his intention to establish an Improvement and Assurance Board to provide the ongoing support the Council needs to deliver a recovery.

The purpose of this Board is:

- To provide external advice, challenge and expertise to Nottingham City Council in driving forward the development and delivery of their three-year Recovery Plan;
- To provide assurance to the Secretary of State on Nottingham City Council's progress in delivering this Plan.

The terms of reference we have agreed for your work are attached to this letter.

The Secretary of State will need regular assurance that the Council is working at pace to deliver the scale of change that is needed. We have agreed that you will submit your first report to the Secretary of State by the end of January 2021. This will include your assessment of whether the Recovery Plan is sufficient to help the Council to meet its Best Value Duty. Following this, you will provide quarterly reports to the Secretary of State until the end of March 2024 when we hope that the work of the Board can conclude.

If you have any questions, please do get in touch at any time. Max Soule, Deputy Director for Local Government Stewardship, will be the lead official in my team for your work.

I am copying this letter to the Leader and Chief Executive of Nottingham City Council. It will also be published on gov.uk.

Your sincerely,

CATHERINE FRANCES

Nottingham City Council Improvement and Assurance Board

Terms of Reference

Following the publication of Max Caller's non-statutory review of Nottingham City Council on 17 December 2020, the Secretary of State for Communities and Local Government announced his intention to establish an Improvement and Assurance Board to provide the ongoing support the Council needs to deliver a recovery.

Purpose

1. The purpose of the Board is:
 - To provide external advice, challenge and expertise to Nottingham City Council in driving forward the development and delivery of their Recovery Plan;
 - To provide assurance to the Secretary of State on Nottingham City Council's progress in delivering this Plan.

2. This will involve:
 - Providing regular advice, challenge and support to the Council on the full range of their improvement activities, and in particular on delivery of the recommendations in Max Caller's non-statutory review (published 17 December 2020) and of the three-year recovery plan to restore the financial viability of the Council's capital programme and revenue budget.
 - Providing written commentaries on the Council's progress to the Secretary of State each quarter, including recommending the use of Best Value powers (such as the appointment of Commissioners) if the Council fails to demonstrate progress. These commentaries will be published.

3. The Board will convene for the first time in January 2021 and is expected to conclude by March 2024. Board meetings will be held in private and any minutes produced will not be published. The Board's first commentary will accompany the Council's submission of their Improvement Plan to the Secretary of State at the end of January 2021.

Membership

4. The Improvement and Assurance Board will comprise:
 - Independent Chair – Sir Tony Redmond
 - Leader of the Council – Cllr David Mellen
 - Independent external member (finance lead) - Sean Nolan
 - Independent external member (governance lead) - Professor Donna Hall CBE
 - Independent external member (companies lead) – Robin Hughes

5. Additional independent external members may be appointed to the Board in future if required.

Wider local and political engagement

6. The Improvement and Assurance Board will work closely with other improvement boards/support mechanisms in place across the Council. For example, they will work collaboratively with the Children's Services Improvement Board to ensure that the necessary cost savings identified by Max Caller are managed carefully and do not adversely impact statutory services.

Costs

7. Any costs associated with the Improvement and Assurance Board will be met by Nottingham City Council.
8. Board members will be paid a fee for their work. The fee will be paid on a personal basis.
9. Board members will need to work flexibly as the demands of the role requires. However, Nottingham City Council may wish to agree in advance the number of days advice to be provided by each Board member over a 12-month period.