



Nottingham City Council Strategic Council Plan 2023-27



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Working Together for Nottingham



Welcome to the Strategic Council Plan for Nottingham City Council for 2023-27. This document clearly sets out what we aim to deliver for our residents, visitors and partners over the next four years.

Foreword

We have reviewed the Council Plan (2019-23) in light of the new context in which the City Council is operating, with an Improvement and Assurance Board with statutory powers, the continuing impact of the Covid pandemic, the cost-of-living crisis and significant real-terms funding reductions from central government.

We continue to be ambitious for our city, setting out a plan that speaks to all who live, work, study, invest and visit here. We are a diverse city committed to the values of equality, fairness and inclusivity. We celebrate that. Our ambition for Nottingham and local people is undimmed. We will continue to place people at the centre of what we do.

However, the context in which we are operating continues to be challenging.

Emerging from a pandemic, we are now entering a period of higher inflation and lower living standards. National and international problems are playing out across Nottingham. We will confront these problems locally as well, ensuring that equality and inclusivity is at the heart of our approach. Our response, as a Council, and as a city, will be bold but sustainable.

Our focus is built around three key themes of our **People**, our **Neighbourhoods** and our **City**. We are dedicated to continuous improvement of our services in a way that our residents will notice and value. We are committed to reviewing the plan regularly and reporting on our progress.

The plan focuses on core areas where we need to make the biggest difference: better health; more opportunities for young people, adults and older people; and protecting vulnerable residents of all ages. Becoming a carbon neutral city that protects and enhances the environment is important to our three themes of people, neighbourhoods and city. With our volunteering initiative 'Community Champions' we can build an even stronger engagement in the next four years.

We are on a journey of transformation and continuous improvement. The ways in which we work have changed significantly since the adoption of our new constitution in 2021. We have strengthened and revised the way we ensure fiscal sustainability to better manage the Council's money and this is supported by a new Budget Review and Oversight Group made up of senior councillors, our Chief Financial Officer and Corporate Directors reviewing issues and pressures each month

This four-year plan is set out and is deliverable within the context of our four-year budget plan, our statutory duties and grant funding that covers particular programmes and projects within the period of 2023 to 2027. This plan sets out how we will use our resources and it will need to be reviewed following the local elections in May 2023 to reflect the new administration's policy commitments. This is all considered while taking full account of the advice and guidance from our Improvement and Assurance Board.



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

We want Nottingham to be a city where people are proud of its history, vigorously pursue and celebrate our diversity, and be ambitious for the future of its people, neighbourhoods and city.

Our vision is that Nottingham will be known as a healthy, aspirational, thriving city, where people feel safe to live and work whatever their age, an exciting, clean and welcoming place to play, study and visit. A city that is green and environmentally-sustainable, with strong commitment to fairness, equality and inclusivity.

An ambitious city where people and businesses have a reputation for regeneration and building a growing economy with a skilled workforce. A city that is creative and culturally vibrant, where local people are proud of their city, their place, neighbourhood and their local community.

We will continue to improve the way the council works, and this is best done by listening to our residents. Our aim will be to identify and prevent issues before they occur. Decisions will be based on experience and expertise and guided by what's important to the people who live here. We will recruit and retain the right people to deliver this vision.

We are committed to continuing to deliver our statutory duties for children and adults. This means strong families and supporting schools to close the attainment gap and maximise potential. Children and young people growing up with good physical and mental health and wellbeing. Every young person being equipped for adulthood with life-skills and ready for work. Nottingham will be a city that makes it easier for all residents to lead healthy lives. A city where everyone is able to reach their full potential and our children feel safe and can thrive.

We seek to maximise independence for people with care and support needs.

We will support the health and social care system to respond to increasing demand so that people get the right support at the right time. We will help people of all ages, providing choice, control and community

connections so that people may continue to live independently, safe and well.

We want our neighbourhoods to be safe, clean, green communities with good and safe housing where people want to live. A neighbourhood and environment that promotes healthy and inclusive communities where we are closing the healthy life expectancy gap, vulnerable people of all ages are protected and people look out for each other. We will continue our work for clean, green neighbourhoods and spaces in our role as local leaders.

We want a thriving economy that supports local businesses to start-up, scale up and thrive. This includes vibrant high streets showcasing creative culture and an outstanding tourism and leisure offer. We will work to help to create good quality jobs in partnership to support local people into work and better jobs. We will build on our excellent public transport network and infrastructure to encourage investment into the city and promote our carbon neutral ambitions. In the city centre we will lead once-in-a-generation regeneration and development opportunities that will deliver both a better environment and economic growth for the city for years to come.

Working Together for Nottingham



We will be more focused on neighbourhoods than ever before, supporting people and places across the city, committed to making our neighbourhoods even better. We will work with, and listen to, individuals, communities in new and improved ways, radically overhauling how we engage and collaborate. We will work in partnership with business, Nottingham's key institutions and our other stakeholders as a facilitator, convener and catalyst for change. We will explore new ideas and technologies to serve the city better.

What won't change is our belief in the city, our desire to serve local people and businesses well and our ambition for Nottingham. We are committed to being an ambitious council serving a major Core City.

We have a track record of being ambitious for Nottingham – delivering both pre-pandemic and during Covid. We are a leading city for the sustainability and carbon neutral agenda and our sustainable transport network. Nottingham became a UNESCO City of Literature in 2015. We have signed a devolution deal that, subject to agreement by government and four of the East Midlands' local councils, plus consultation with local people and the passage of fresh laws, may bring significant and strategic new investment to the city.

Our ambition for Nottingham will continue in this plan – we are promoting the city, supporting the economy, protecting those who need our help, and fighting against inequality and for our residents during a cost-of-living crisis.

We will continue to be ambitious for Nottingham in the future – transforming what we do, and how we do it, to deliver a greener, fairer and more equal city where people from all walks of life are offered the opportunity to realise their potential.

We believe passionately in public service and the ability of the council to be a force for good in the neighbourhoods we serve.

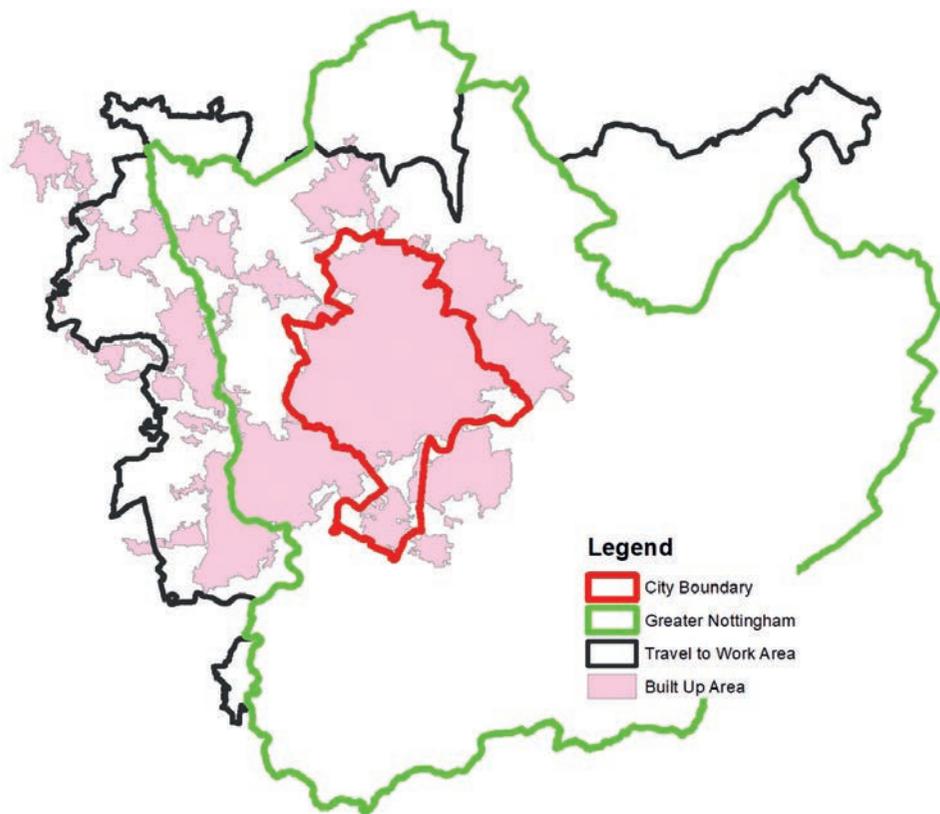


Mel Barrett
Chief Executive

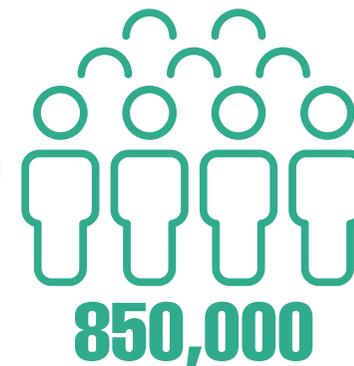


Cllr David Mellen
Leader of the Council





Nottingham City Council covers the urban core of a larger conurbation of more than **850,000 people** who live, work, study, shop and socialise in the City. Less than 40% of this wider population lives in the City Council area.



Nottingham businesses support more than **200,000 jobs**, with a further **307,000 jobs** in Nottinghamshire businesses.

47,900 jobs in Nottingham City (23.9%) are in the public sector as are **54,600 jobs** in Nottinghamshire (17.8%)



Nottingham City is home to more than **9,600 business**, including more than **9,500 SMEs**, of which **8,300** are micro business employing 10 or fewer employees.

There are a further **27,900 businesses** in Nottinghamshire, including **27,800 SMEs** and **25,000 micro businesses**.



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

70.9%
of working age adults
have entry level
skills (equivalent to 5
good GCSE passes)
compared to England
average of **76.5%**



Average earnings in the city are
lower than the England average
£28,400 vs **£38,900**

Nottingham

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



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

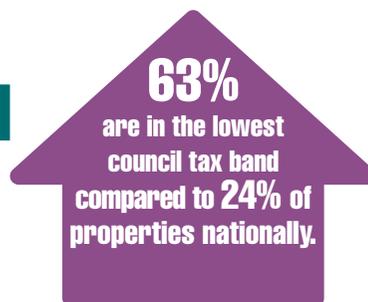
55.9% of pupils
leaving primary school
met the expected levels
in reading, writing
and maths, compared
to **56.5%** in the Core
Cities and **58.9%**
nationally



60.6% of
GCSE students gained
good passes in Maths
and English compared
to **65.6%** in the Core
Cities and **68.8%**
nationally

16.1% of GCSE students gained good passes in the English
Bacc compared to **25.8%** in the Core Cities and **26.8%**
nationally

64% of adults in the City are
physically active, compared to
66% of adults nationally.



We support **573 Children in Need**
and **629 Children on a Child Protection Plan**,
as well as their families

721 Children in Care, of which

463
are with
foster carers



109 are in
a children's
home

62 are semi-
independent
living placements



87 are in other
placement types



Healthy Life Expectancy in the city is
57.4 years for men and
57.1 years for women
This is **6 years** less for men and **7**
years less for women compared to the
England average



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

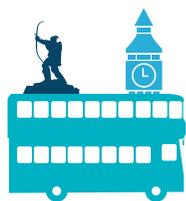
Our City



Two global universities:
over

62,000

full-time
university
students



Highest
level of
bus use
per head outside
London

A vibrant and
diverse city of

323,600
people



Cut CO₂ emissions in Nottingham

by
58%
per capita
based on 2005 levels



42.7% BAME
vs core cities
average of 37.7%
(2021 Census)
and 26.5%
nationally



48% under
age of
30 vs core cities
average of
43.1%

We have



Green Flag parks –
the largest number for
any council area

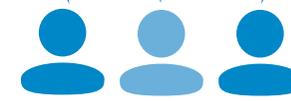


93% of
people agree
that people
from different
backgrounds get
on well together



Languages
spoken in the City

English 85.7%	Urdu 1.4%	Polish 2.5%
Punjabi 0.6%	Arabic 1%	Romanian 0.9%



14.3%
of city residents
do not speak English
as the main language at home.
Only 0.4% cannot speak
English at all

Helped **2,385** people
into work, education or training



We are a
representative
Council made up of
55 councillors



Nottingham has
32 miles
of on-road cycle lanes
and **42 miles**
of next-to or off-road
cycle lanes



22 BAME 29 Female

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

- 25% in residential or nursing homes
- 27% supported in their own home
- 19% through Direct Payments allowing them to shape their own support
- 29% supported in other community settings



The population is projected to increase by
over **15,000 people** over the
next 10 years with significant increases
amongst over 65s



households in the city, of which:
45.6% Owned 54.4% Rented

- 28.9% privately rented
- 18.3% Council housing
- 7.2% Other Registered Social Landlord



Our Ambition for Nottingham



The city we want to see

What matters to local people and local businesses matters to us.

Our work is focused on ten high-level outcomes for Nottingham based on our key principles of tackling inequality, listening to residents, providing help where it is needed most, and working in partnership so that all people have dignity, respect and opportunity to prosper and be ambitious. A thriving sustainable city socially, economically and environmentally.

These ten 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 on the things that we are committed to delivering in 2023 and beyond, within the funding and resources available to us.

Our high-level outcomes for Nottingham are:

People

- **Child-Friendly Nottingham**
- **Living Well in Our Communities**

Neighbourhoods

- **Green, Clean and Connected Communities**
- **Better Housing**
- **Safer Nottingham**

City

- **Carbon Neutral by 2028**
- **Keeping Nottingham Working**
- **Keeping Nottingham Moving**
- **Improve the City Centre**
- **Serving People Well**

Underneath each of these sits a number of priority activities and interventions to help deliver these outcomes within the four-year span of the Strategic Council Plan.

The following pages set out for each high-level outcome and what the city would look like as these ambitions are being met. As no single organisation has all the answers to achieving these stretching ambitions, we will monitor our progress to help us all understand if we, as a city, are on track.

Moving from the city to the council, we then highlight both the key activities and the transformative programmes we are delivering that contribute to each priority ambition. Our specific contribution as a council is kept under regular review through our performance monitoring, reported to city councillors.

N.B. Nottingham City Council will hold elections in May 2023. This Plan will be revised within the context of the MTFP and in line with the requirements of the Majority Group's election commitments after that date.



We are proud to work for Nottingham and committed to providing high quality services. It is crucial that in delivering these services, we meet our Best Value and Social Value obligations, and our statutory duties to residents and the city. Local authorities are required to uphold a wide range of statutory duties which our services are built around, including:

Social care services:

- Child protection and welfare services, including foster care and other forms of care.
- Early help, family and parenting support services.
- Adults services, including care and support and safeguarding for people with disabilities and older people' working with the NHS to prevent hospital admission and to ensure effective hospital discharge.
- Act as corporate parents for children in our care.

Public health:

- Improving the health and wellbeing of the local population.
- Ensuring the provision of public health services including, open access sexual health services, universal health visitor checks, NHS health checks for 40+.
- Protecting the health of the local population.
- Provision of public health advice.
- Developing the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy, alongside Health and Wellbeing Board partners.

Housing, Development and Planning:

- Local Planning Authority - developing a Local Plan to guide future development.
- The provision and maintenance of safe social housing.

- Provision of housing benefit.
- Management of building control and planning applications.

Environmental Health and Public Protection:

- Prevention of crime, anti-social behaviour and tackling modern slavery.
- Enforcement of health & safety and environmental protection regulations, including water sampling.
- Public and consumer protection including weights and measures.
- Air quality monitoring.
- Enforcement of licensing regulations, such as those relating to taxis, and the sale of alcohol or tobacco products and environmental health inspection and enforcement duties.
- Enforcing the legislation relating to private rental housing, such as landlord licensing.

Neighbourhood and Environmental services:

- Waste management and recycling – enforcement of regulations.
- Street cleansing.
- Provision of libraries.
- Flood risk management as Lead Local Flood Authority.

Traffic Management and Road Safety:

- Moving Traffic Enforcement.
- Management and operation of speed cameras and red-light cameras.
- Investigating fatal Road Traffic Accidents.
- Coordinating street works.



Highways Maintenance:

- Safe management and investment in highways infrastructure – roads, footpaths and structures.
- Management of highway safety inspections, safety repairs and emergency response services.

Local Government:

- Ensuring that the everyday workings of the council are compliant with the statutory responsibilities placed on local authorities.
- Organisation of local and national elections.
- Management of allotments.
- When commissioning and procuring services from external organisations, weighing how these services improve the economic, social and environmental wellbeing of Nottingham.

In addition to the statutory duties undertaken by the council, Nottingham City Council is committed to delivering a number of discretionary services, including but not limited to:

- Encouraging business investment and growth and championing the economic development potential in the city through funded programmes of investment.
- Investing in the transport network to enhance accessibility for all.
- Promoting Nottingham's cultural sector and organising local events.
- Provision of leisure facilities cultural venues and museums.
- Maintenance of public parks and open spaces.
- Delivering work and apprenticeship opportunities for residents through the Nottingham Jobs Hub.
- Management of car parks.





Outcome – Child-Friendly Nottingham

Every child in Nottingham will have the opportunity for 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 – in the knowledge that the very earliest years can make all the difference to life-long health and wellbeing.

We will prioritise our statutory duties which protect the most vulnerable children in our city by acting as corporate parent to children in care and care leavers, and by helping families to overcome difficulties and benefit from early and effective support - in a city in which they can all thrive.

To do this, we will work with children, parents, neighbourhoods, schools and nurseries to ensure Nottingham is a 'child-friendly' city, where the views and needs of children and their parents or carers are actively listened to and embedded across all of our activities. We will transform our services to ensure resources are focussed where they need to be.

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

- Provided a free book every month from birth to 5 years for more than 10,000 Nottingham children.
- Supported new mums to breastfeed for longer, increasing the number of mums breastfeeding at six weeks and encouraged businesses to go the extra mile to welcome breastfeeding mums.
- Worked with more than 500 young people each year at risk of becoming involved in gangs and knife crime or at risk of exploitation.

- Supported 1,000 Nottingham young people into learning and work; and worked with businesses to create 500 new apprenticeships.
- Created a new skate park on Sussex Street at the former Broad Marsh site.

What we will do

- Improve Children's services so that they are rated 'good' or better.
- Work with multi-academy trusts in the Priority Education Investment area partnership to close the overall education attainment gap at key stage 2 and at GCSE.
- Narrow the gap in attainment for all vulnerable and children with Special Educational Needs and Disability (SEND), including those that do not attend a mainstream setting.
- Close the gap in school attendance and provide pathways for excluded Children.
- Continue to ensure libraries including the new Central Library, support children and young people.
- Guarantee a choice of places at a local primary and secondary school for every Nottingham child.
- Maintain sufficient social workforce capacity to keep Nottingham's children and young people safe.
- Work with our partners to ensure that children and young people's mental health and emotional wellbeing are understood and supported.
- Protect and safeguard vulnerable children and young people - delivering our statutory duties.
- Transform our services to children, young people and their families by learning from regulatory inspections and implementing best practice, to support children to remain with their families wherever possible and



ensure early help is provided at the right time, by professionals with the right skills.

- Work with our partners to develop and deliver effective strategies and programmes to meet children’s educational needs and our statutory obligations, and improve educational attainment in the city.
- Improve access to education for children with additional needs, such as Special Educational Needs and Disability (SEND) and children in care.
- Work with UNICEF to become a child-friendly city, identify our priorities, promote children’s rights and involve children in decision-making so that their voices are heard.
- Develop a ‘Start for Life’ strategy that will bring together all key organisations to improve the life chances of all.
- Building on our success we will become a breastfeeding friendly city.
- Introduce a pupil’s health survey so that we can understand and better respond to the health needs of Nottingham’s school pupils.
- Protect and enhance a network of children’s outdoor play areas.
- Provide more new public realm around Broad Marsh – designed for and by children and young people.
- Minimise where possible children’s exposure to advertising of unhealthy products and services.
- Offer advice and guidance for schools to ensure a school environment and curriculum that supports good health and wellbeing.
- Continue to offer opportunities for young people by supporting training and apprenticeship schemes.

How we will know we are on track

- Percentage of pupils achieving expected standard in Reading, Writing and Maths at the end of Key Stage 2 (KS2).
- GCSE attainment levels.
- Number of childcare places for eligible two-year-olds / free nursery education.
- Inequalities between neighbourhoods - including levels of child poverty, educational attainment and other key indicators of inequality.
- Educational attainment of children in care.
- School exclusions.
- Babies whose first feed is breast milk, and breastfeeding prevalence at 6-8 weeks after birth.
- Proportion of school-aged children living with being overweight or with obesity.





Outcome – Living Well in our Communities

Nottingham will be a healthy, diverse and inclusive place, where people have the best possible chance of living long, independent and healthy lives.

On average, people in Nottingham become unwell earlier in life when compared to other areas. A baby girl born in Nottingham today can expect to live around one third (30%) of their life in ill or poor health. We will support people of all ages to live independently, safe and well, enabling people to take positive control of their lives, and helping when we are needed most.

Our health is impacted by almost every aspect of our lives – our homes, our education, our employment, our local environment and more. This means that many, if not all, of the outcomes within this plan contribute to a healthier city. We will actively seek to have a positive impact on health in all that we do as a council.

To live a good life, we all need support at some point. We want everyone to have a good life in Nottingham. This means people being able to access care and support when it is needed, whether formal or informal, provided by the council or by other organisations.

The pandemic has highlighted long-standing health inequalities in Nottingham and across the UK, with marked differences in health between different groups of people, depending on a range of factors such as their income or ethnicity.

These health inequalities are compounded by recent increases in the cost of living, particularly in energy costs and food prices. The council has been

proactive in identifying support for these challenges and will continue to do so. Reducing inequalities will require doing more, or different things for some groups of people, in order to achieve the same outcomes.

We will continue to work with our key partners to implement the Joint Health and Wellbeing Strategy for Nottingham (2023-2025), which identifies four health priorities for the city and our residents; eating and moving for good health, smoking and tobacco control, severe and multiple disadvantage and financial wellbeing. These priorities have been identified as the things most likely to have a real impact on improving health and wellbeing and reducing health inequalities.

What we have done

- Increased opportunities for people in the city to become more physically active.
- During the Covid pandemic, we worked hard to support residents and business in the city. This included:
 - Establishing the ‘golden number’, a single point of contact for help during the pandemic and offer support to those shielding.
 - Contacting all of the 18,069 vulnerable residents in the city to conduct a welfare check.
 - Proactively re-contacted almost 2,000 shielding residents.
 - Dealt with requests for over 2,600 free emergency food parcels between March and July 2020.
 - Coordinated groups of volunteers to support vulnerable residents and continued service delivery.
 - Managed stocks of personal protective equipment (PPE) for care providers and provided support for care homes and their residents.



- Distributed more than £50m of Covid support grants to Nottingham businesses.
- Developed a programme of Community Champions to support conversations about health.
- Safeguard adults at risk and provide or arrange adult social care where appropriate, focussing on choice and maintaining independence while delivering our statutory duties under the Care Act.
- Provide early intervention to ‘prevent, reduce or delay’ the need for adult care and support while focussing on what matters to the individual, supporting people to define what they want to achieve and have choice and control.
- Deliver a social care workforce development plan and recruitment strategy to strengthen the workforce and develop a strengths-based practice model to provide better quality and improved outcomes; getting it right first time.
- Transform the services we provide to vulnerable adults – focusing on prevention and early intervention, providing better outcomes and supporting people to live independently for as long as possible.
- Improve access to occupational therapy, equipment and adaptations enhancing preventative opportunities and promoting independence to allow people to continue to live in their own homes.
- Ensure there is good information and advice available to enable people to make decisions about support for their needs.
- Work with providers of care and support in the city to ensure there are diverse and good quality services available for those who need them.
- Increase physical activity by reviewing sport and leisure provision, working with key partners including Public Health, Sport England and Active Notts to deliver a new sport and physical activity strategy.
- Provide a range of resettlement and asylum schemes to meet the needs of individuals who are seeking refuge in the city, including work with partners to deliver support to enable integration, employment and health programmes.
- Support delivery of the 2018-25 Fuel Poverty Strategy and associated action plan to help residents with increased fuel costs.
- Support residents through the cost-of-living crisis through signposting and financial support to the most vulnerable via the Household Support Fund.
- Provide support to our partners in the voluntary and community sectors to build resilience and empower residents in their local area.
- We will work with our partners in the voluntary and community sectors to ensure advice and support is available to residents in their local area.
- Produce a revised Joint Strategic Needs Assessment that enables us to fully understand and respond to the health and wellbeing needs of Nottingham’s residents.
- We will work with our health partners to get people out of hospital and back into their community, maintaining independence as soon and as much as possible.
- Commission high quality public health services that meet the needs of local residents and achieve outcomes for all including;
 - Alcohol and drug use services
 - Sexual health services
 - Children’s public health services
 - Integrated wellbeing service(s) including smoking cessation and weight management support



- Develop our community public health function to enhance our understanding of the specific needs of and barriers faced by different groups within Nottingham, and work with communities to address these in the most appropriate way.
- Take a leadership role in achieving partnership ambitions including:
 - Creating a smoke-free generation by preventing children born in 2022 from ever taking up smoking.
- Use green social prescribing, active travel and physical activity to support people's health and increase the number of residents volunteering as Green Guardians to protect the local environment and green spaces.
- Encourage more outdoor exercise and improved health and wellbeing opportunities through the delivery of the new 25-year Green Space Strategy.
- Implement the Streets for People Programme citywide - supporting walking and cycling in neighbourhoods.



How we will know we are on track

- Healthy life expectancy, and gap between Nottingham and the England average, plus variation between different geographies and communities.
- Smoking prevalence amongst all adults in Nottingham, including during pregnancy.
- Adults in Nottingham that are physically inactive (i.e. engaging in less than 30 minutes of physical activity per week) –gap between the areas of Nottingham with the highest and lowest levels of deprivation.
- Take up of free school meals and healthy start vouchers amongst those who are eligible.
- % of the eligible population aged 40-74 who receive an NHS Health check.
- STI testing rates across at-risk communities as well as in the general population.
- Suicide rate for Nottingham.
- Children's vaccination coverage.
- Inequalities in screening uptake including low uptake communities.





Outcome – Green, Clean and Connected Communities

Nottingham is a city with strong, vibrant and diverse neighbourhoods, where people have a sense of belonging and get on well together our communities.

In Nottingham we are proud of where we live and people play an active role in local communities. People in Nottingham are well connected both physically, through clean and green shared spaces and places to enjoy; and digitally, to opportunities, training, local services, and support.

What we have done

- Brought communities together and created good neighbours through an extensive programme of community events and activities in every neighbourhood, reflecting and celebrating Nottingham's diversity.
- Worked with partners to be a city that welcomes those in need of refuge or shelter, holding an awards evening celebrating the achievements of those who have arrived, and running a dedicated jobs fair.
- Completed the First World War Centenary Nottingham Roll of Honour and successfully bid for funding to restore and improve Victoria Embankment Memorial Gardens.
- Maintained and improved 100 play areas across the city.
- Prepared a new Student Living Strategy with both Nottingham's universities that protect family housing in neighbourhoods, by encouraging purpose-built student accommodation that is great to live, learn and grow in.

What we will do

- We will keep the city centre and our neighbourhoods clean.
- Engage with communities through volunteer programmes such as promoting the Clean Champions programme of litter picking activities.
- Increase recycling as part of a new waste strategy including consulting with communities on the introduction of food waste and recycling collection.
- Keep areas and neighbourhoods clean and attractive by removing graffiti in public areas.
- Facilitate a network of sustainable community facilities and activities, alongside supporting communities to better enable engagement - allowing people to connect in their own neighbourhoods.
- Implement our new library strategy, including the opening of the new Central and Sherwood Libraries.
- Deliver positive outcomes across leisure, library & other community assets including exploring the possibility of shared spaces and use of technology.
- Continue to raise the profile of the city and contribute to its economy by attracting and supporting national and international events such as International Cricket, Tennis and use of the National Ice Centre.
- Help build strong and cohesive communities through delivering and promoting cultural, sporting and faith events.
- Continue to maintain and improve the city's museums and heritage sites, including Nottingham Castle, Wollaton Hall, Newstead Abbey and Greens Windmill – seeking funding for these heritage sites and ensuring Nottingham remains a popular visitor destination.
- We will seek to reopen Nottingham Castle.



- Maintain the Green Flag status of Nottingham's parks.
- Use Shared Prosperity Fund to support and develop with communities the key neighbourhood retail centres, including Alferton Road, Hyson Green, Bulwell, Clifton and others.

How we will know we are on track

- % of residents satisfied with their neighbourhood as a place to live.
- % of residents satisfied with the cleanliness of their neighbourhood.
- % of inspections meeting Grade A standard - Street Cleansing City Centre and Neighbourhoods.
- Number of activities and events in neighbourhoods to promote social integration and create opportunities for engagement.
- Number of Green Flags
- Number of residents volunteering as Clean Champions.





Outcome – 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 neighbourhoods where everyone has a chance to thrive.

Our strategy is city wide and we will support all tenures and types of housing to meet the needs of residents based on the principle that all citizens should have a safe, affordable and secure home that meets their needs now, and into the future.

We have a large student population and we encourage the development of purpose-built student accommodation that is great to live, learn and grow in. This frees up family homes and helps to maintain balanced communities as a part of our emerging Student Living Strategy.

We are reintegrating our housing management function into the City Council, meaning we will once again manage our social housing directly. This will give us more control over how council housing services are delivered in the city, ensuring good governance and improvements for tenants, leaseholders and the wider community. In November 2022 we created a new Housing Division. This will help us to tackle homelessness and increase the number of homes available. From April 2023 the division will include the direct management of the 27,000 council tenancies and leaseholders formerly managed by Nottingham City Homes.

Nottingham has high levels of rented accommodation and low levels of home ownership. House prices in the area are rising and average earnings in Nottingham are lower than other areas in England, impacting housing affordability. The East Midlands' potential devolution deal with government would give us new funding and levers to further address these issues.

Homelessness is a challenge for the city, and too many people have been

living in sub-standard housing, impacting their health and wellbeing.

Through the management and maintenance of council housing we will improve the quality of housing and the local environment, ensuring that tenants are provided with safe, secure, high-quality homes and treated fairly and with respect. Improving housing requires full engagement with tenants about what is important to them and ensuring that we involve them at every opportunity, listening to their feedback to improve their housing outcomes.

What we have done

- Ensured the development of more than 4,000 new homes.
- Increased the number of social, affordable homes and homes for the homeless by 1,000.
- Encouraged purpose-built student accommodation in places where it reduces pressure on family housing.
- Used our landlord licensing schemes and all other powers to improve the overall standards of private rented accommodation in Nottingham and tackled rogue landlords.
- Focussed on supporting rough sleepers into secure settled accommodation.
- Housed over 1,600 households experiencing homelessness in the last three years.
- Reduced the number of evictions from social housing through assertive homelessness prevention activity.
- Delivered ongoing capital programmes and investment in council stock to improve energy efficiency and maintain decent homes standards.
- Set up a dedicated building safety team to ensure that council housing meets its legal obligations on safety.



- Installed Carbon Monoxide (CO) Detectors across the council's housing stock to better ensure fire safety.
- Delivered new energy efficient council homes across the city to high quality build standards and reducing emissions.
- Delivered an extra care scheme at Winwood Heights.
- Invested more than £6m to improve the safety of our high-rise blocks, including the installation of sprinkler systems, and new alarm and intercom systems.
- Delivered a 'Decent Neighbourhoods' programme, making environmental improvements to a number of estates.
- Supported the delivery of whole house retrofitting of energy saving measures to some of our poorest performing homes.
- Ensured all of our homes meet the required decent homes standard.

What we will do

- Develop and deliver a revised Housing Strategy to maximise the positive impact housing can have on the city.
 - Bring Nottingham City Council's housing management function back in-house to improve housing management and support the delivery of additional affordable housing, such as through the Housing Revenue Account new-build and acquisitions programme.
 - Review how we listen to tenants to ensure we hear and act upon the tenants' voice.
 - Provide a positive planning framework for housing both for the city and in partnership with the districts, for the Greater Nottingham area, which ensures our Housing Delivery Targets can be met.
 - Meet our statutory responsibilities to manage addresses and provide effective controls for planning, buildings and safety regulations.
- Work with the Building Safety Regulator to ensure the fire safety of tall residential buildings.
 - Reduce demand under the Homelessness Reduction Act by supporting people before they are made homeless.
 - Reduce the number of rough sleepers and families in temporary accommodation including by refreshing the Homelessness and Rough Sleeping Strategy.
 - Make our homes and estates safer and better maintained, improving the rate of repair and ensuring damp and mould cases are tackled quickly and effectively.
 - Continue to encourage purpose-built student accommodation in places where it reduces pressure on family housing.
 - Renew the council's selective and additional licensing schemes subject to consultation to respond to a range of issues across the city.
 - Improve the energy performance of social rented homes and keep people's bills to a minimum through delivery projects such as the Social Housing Decarbonisation Fund.
 - Following consultation, adopt the Student Living Strategy in partnership with Nottingham's universities.
 - Continue to improve our green spaces so that neighbourhoods as well as homes are where people want to live.
 - Review the need for our independent living schemes to ensure they meet the needs of current and future tenants.
 - Redouble our focus on empty homes to ensure a quick turnaround to bring these back in to use.
 - Triage complaints to ensure that those with a building or tenant safety aspect are prioritised and dealt with accordingly.



How we will know we are on track

- Waiting lists for housing.
- Housing Delivery Target for new homes built.
- Number of affordable homes, and homes for homeless people.
- Tenant satisfaction with the overall quality of their council home.
- Number of private-rented properties improved and licensed.
- Number of homelessness preventions.
- Number of people supported to transition out of homelessness.
- Reduced waiting lists for housing.
- Time spent in temporary living arrangements including temporary accommodation.
- Referrals under the Duty to Refer for households in the prevention stage.
- Decency of all council homes including failures due to damp and condensation mould.
- Number of homes compliant with legislative requirements including fire safety.
- Number of affordable, council housing delivered for the residents of Nottingham.
- Length of time our empty homes are unoccupied.
- Satisfaction with our repairs service and the time it takes to complete repairs.
- Satisfaction around tenant engagement and respect.
- Satisfaction with the positive contribution we make to neighbourhoods.



Outcome - 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 with our partners in reducing levels of crime and ASB in the city, through commissioning high quality alcohol and drug use services, partnership projects to tackle burglary and working with victims and perpetrators to reduce domestic violence.

We face a number of long-term challenges, some exacerbated by the pandemic, and we will continue to address problems locally and tackle the root causes of crime and ASB in our city. We will continue to prioritise our statutory duties that keep vulnerable children, young people and adults safe.

What we have done

- Maintained 24-hour staffed CCTV monitoring.
- Used Public Space Protection Orders (PSPOs) to ASB in neighbourhoods that need it.
- Continued to enforce the city centre Public Space Protection Order to create a safer, cleaner and more enjoyable environment to visit.
- Established a Joint Inspection Team to reduce the risk of fires in tall residential buildings.
- Continued to work with our partners both statutory and community organisations to reduce community safety concerns.

What we will do

- Produce with our partners an annual strategic assessment of crime and community safety issues to inform our commissioning and safeguarding plans.
- Work with partners to support the implementation of the violence reduction duty in the public sector.
- Support our community safety partners to deliver the Safer Nottingham City Strategy ensuring protection of the most vulnerable people in our communities.
- Support the implementation of the Government's revised CONTEST Strategy and ensure our communities are safe.
- Implement the Community Safety Improvement plan, working with partners to create a plan which reflects the needs of communities and organisations in the city to keep them safe.
- Provide expert public health advice to key partners to enable crime prevention, violence reduction, and effective prevention and early intervention services.
- We will continue our work to improve standards of safety and repair in rented accommodation, including housing in the private rented sector and Houses in Multiple Occupation.
- Bring regulatory services together so they are closer to residents in their neighbourhoods to reduce levels of anti-social behaviour, tackle all forms of environmental crime, protect housing standards and to ensure citizen safety across a range of environmental health activities.
- Work to reduce hate crime in the city by delivering our hate crime strategy and monitor how safe communities feel through our Respect and Citizen survey.



How we will know we are on track

- ASB reporting.
- Recorded crime.
- Hate crime reporting.
- Domestic violence reporting.
- Harm caused by alcohol and/or drugs.



Outcome – Carbon Neutral City by 2028

The impact of the global climate crisis is accelerating. We are seeing more extreme weather events such as flooding and heatwaves around the world and closer to home. We all need to act now.

Becoming the first city in the UK to be carbon neutral brings significant benefits to all aspects of living, working and visiting our city. A carbon neutral city results in a cleaner, healthier environment for us all and creates opportunities to live and work in a more sustainable and healthy way.

The green agenda can help households and businesses to save money and many environmental projects can create jobs and opportunities for city residents helping the city to grow and prosper.

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

- Significant reductions in carbon dioxide (CO₂) and wider greenhouse gas emissions arising from key areas such as transport, our built environment and energy generation.
- Offsetting any residual CO₂ emissions through a range of actions including tree planting.
- Making the city more resilient and better adapted to the adverse impacts of the climate crisis such as flooding.
- Improving the city's natural environment.
- Adopting a 'carbon neutral by design' ethos in all we do as a council.

The council cannot do this alone. We are working closely with partners, organisations, communities, and residents across the city to help Nottingham to do even more.

What we have done

- 57.7% reduction in overall city emissions per capita since 2005, the highest for any core city.
- Nottingham recognised as one of the top 122 world cities for climate action.
- More than 35% of council vehicle fleet is now Ultra Low Emission Vehicles (ULEV).
- Nottingham has the highest number of Electric Vehicle (EV) charge points per head of population for any UK core city and well above the national average, with 81 recently installed at the new Broad Marsh Car Park, the most for a single site in the UK so far.
- In the past 15 years, more than 7,000 social and private hard-to-reat homes have been insulated with more than 4,000 social housing properties have solar panels.
- City Council's energy saving/efficiency schemes have so far saved over 25,000 tCO₂e for our operational estate.
- More than 24,000 new trees planted since 2019/20.
- The council is now a Bronze level accredited Carbon Literate organisation which means we are aware of the carbon impact of our activity and we actively reducing our emissions.
- The planning framework (Local Plan) focuses on sustainability and we have adopted a Carbon Neutral checklist and review panel for new developments.



What we will do

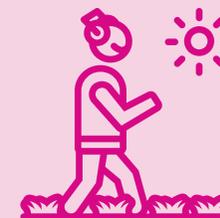
- Oversee the delivery of the city's Carbon Neutral Nottingham 2028 action plan working closely with city partners, organisations, businesses and residents.
- Deliver the council's own carbon management plan aimed at becoming carbon neutral itself by 2028.
- Develop and improve the city's transport infrastructure programme to reduce CO₂ emissions including improvements to encourage cycling and walking.
- Deliver a Carbon Neutral Supplementary Planning Document to influence more sustainability in the design and technology to be used in newbuilds.
- Subject to a successful devolution deal being agreed, work with the new combined authority to invest in low carbon and renewable energy generation.
- Implement a Local Area Energy Plan for the city.
- Progress the Joint Waste Local Plan with Nottinghamshire County Council including developing kerbside food collection in line with the national strategy.
- Make carbon reduction part of all council planning and decision processes and improve the sustainability of all city events.
- Recruit, develop and support a group of Carbon Reduction Champions from within and outside the council.
- Reduce the risk of flood damage to people and property through improved surface water management and drainage.
- Improve energy efficiency and reduce energy use in all council buildings in the knowledge this will also support our response to energy price rises.
- Develop a new 25-year Green Space Strategy and protect more natural

habitats through the designations of Local Nature Reserves.

- Develop new planning policies relating to Biodiversity Net Gain and offsetting.
- Engage more residents volunteering as Green Guardians.
- Deliver a new Tree and Woodland strategy.
- Reduce carbon impact in the design, delivery of highway schemes.
- Promote biodiversity through all highways and transport works programmes.

How we will know we are on track

- Overall city CO₂ emissions across all sectors, especially transport and housing.
- Number of petrol/diesel fuelled vehicles on our roads and use of public transport, walking and cycling.
- Energy efficiency of all buildings including insulation of existing buildings and design of new buildings.
- City's reliance on fossil fuel (gas or electric) for heating and power needs.
- Volume of all waste produced, and reuse and recycling of waste.
- Amount of goods and services bought with high 'embodied carbon'.
- Size of the City's Green Space Network, and tree planting and diverse habitats.





Outcome – Keeping Nottingham Working

Nottingham is a great place to work, study and do business in. It is diverse, culturally vibrant and an 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 city has faced significant economic challenges in recent years, including the impact of Covid on the hospitality industry and, more recently, economic recession and unprecedented rises in the cost of living and doing business.

Nottingham has a mixed economy, with a young population. As the East Midlands' only Core City, Nottingham has key strengths in life sciences and the wider service sectors. Unemployment and economic inactivity are above the national average. In autumn 2022 the council resolved to declare a cost-of-living emergency in the city.

In response, we have set out a clear plan to support the city's economy, including retail and hospitality, and to build on our strengths in low carbon, digital technology, life sciences and the creative industries. The East Midlands' potential devolution deal with government would provide the area with a step-change in the amount of investment funding available.

We want everyone to have economic opportunities in Nottingham. This means people being able to improve their economic life chances through our programmes to increase skill levels, create jobs in high value, productive sectors and help people into employment.

The economic priorities are covered in the Nottingham Economic Recovery and Renewal Plan – which has been developed by the city council, in collaboration with businesses, skills providers, business support agencies and third sector representatives.

What we have done

- Continued to support residents into work through the Nottingham Jobs Hub - between April 2019 and June 2022, the City Council supported a total of 7,635 city residents into work.
- Ensured all Small and Medium sized Enterprises (SMEs) have access to support through the Nottingham Growth Hub to help businesses grow the value of jobs on offer and worked directly with 500 SMEs run by people from under-represented groups.
- Reduced the number of people Not in Employment, Education or Training (NEET) rate from 6.6% to the England average of 4.7%.
- Witnessed more than 5,000 new businesses established in Nottingham – many supported by council initiatives.
- Increased jobs due to inward investment by more than 4,000.
- Supported 10,000 businesses in the city during Covid with more than £100m of Covid grants and rates support from government.

What we will do

- Use around £10m of UK Shared Prosperity funding to support delivery of inward investment and provide employment and skill support, including basic skills, to those furthest away from the labour market.
- Ensure the review of our planning framework (Local Plan) supports existing and new businesses in all sectors and enables growth.
- Continue to support and enhance the public transport network.



- Support the ongoing work with Nottinghamshire, Derby and Derbyshire in the development of a devolution deal to ensure Nottingham is effectively positioned and prepared to maximise the opportunities it could create if the deal is successful.
- Use the UK Shared Prosperity Fund to help businesses to access support and continue to grow jobs in the city.
- Continue to deliver business support activity to enable businesses to start, develop and grow.

How we will know we are on track

- Numbers supported to seek employment, education or training.
- NEET rate (not in employment education or training).
- Employment/unemployment/economic inactivity rates.
- Business start-up and survival rates.
- Number of people receiving adult basic skills training.
- Average disposable income and impact of inflation.
- Businesses supported by the council to move to Nottingham or grow.
- Number of jobs taken by local people via the Nottingham Jobs Fund.





Outcome – 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.

Nottingham has one of the most extensive, integrated, and sustainable public transport networks outside of London – including the tram and award-winning City Council-owned bus company. 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 CO₂ emissions from transport are key priorities. The city remains at the forefront of electric transport initiatives and encouraging healthier active travel through improvements to our walking and cycling infrastructure.

We will continue to work with neighbouring local authorities to develop high-quality transport infrastructure that meets our needs and fits our ambitions. The East Midlands' potential devolution deal with government would allow for more influence on strategic transport decision-making and more money so that new investment could better connect both Nottingham's neighbourhoods and the wider regional area.

What we have done

- Filled 50,000 potholes, replaced 100 pavements and resurfaced 100 roads citywide.



- Kept Nottingham moving through comprehensive road and pavement gritting and maintenance programmes.
- Introduced a Workplace Parking Levy Scheme to manage congestion and generated more than £90m for investment into sustainable transport infrastructure and services since 2012.
- Introduced multi-operator contactless payments on public transport.
- As a part of phase one of the Transforming Cities Fund, we have further developed Nottingham's cycle network by upgrading existing cycle routes to encourage more leisure and commuter cycling.
- Improved traffic control around school streets.

What we will do

- Support local businesses to switch to greener vehicles and trialling new and emerging technologies.
- Fulfil our statutory responsibilities as the Local Highway Authority, including traffic management, parking regulation and compliance to ensure safety and easy travel.
- Use available government funding, such as Transforming Cities and Levelling Up, to further improve roads, increase sustainable travel (including the cycle network), and further expand access to Electrical Vehicle charging in the city to help reduce CO₂ emissions and improve air quality.
- Continue to support and enhance the bus service post-pandemic using funding from the Department for Transport's Bus Service Improvement Plan.
- Deliver the Streets for People Programme to improve the condition and quality of residential streets and pavements to encourage more walking and cycling as sustainable travel choices.

- Deliver a comprehensive citywide parking review to effectively manage the future demand for on and off-street parking as part of the wider Transport Strategy.
- Improving the management and operation of the highway, including, rights of way network to reduce congestion and keep Nottingham moving, which in turn will help to create a cleaner more sustainable city and support growth in the local economy.
- Improve engagement with residents to support the right highways priorities being delivered at a local level.
- Ensure that roads and footpaths are maintained effectively.
- Make walking and cycling a more attractive option by providing a new city-wide cycle hire scheme, better cycling facilities and new or improved routes into and across the city centre, including building a new pedestrian and cycle bridge over the River Trent, improving connections between Waterside and Lady Bay.
- We will continue to provide concessionary fares to vulnerable people, including older residents, those with disabilities and their carers.

How we will know we are on track

- Number of passenger journeys on public transport and satisfaction levels.
- Use of new infrastructure and facilities, and engagement with support programmes.
- Improvement in air quality and lower CO₂ emissions from the transport sector.
- Maintenance plan in place for highway infrastructure, roads pavements and highway structures.



Outcome – Improve the City Centre

Nottingham is a city of ambition and culture, but the combination of rising inflation, energy prices and the impact of the Covid-19 pandemic has had a severe impact on the city centre - affecting 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 their look and feel 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 has something for everyone to enjoy with vibrant, welcoming venues and events that cater for students, visitors and families of all ages. Nottingham will provide access to ancient and modern heritage plus a wide range of cultural experiences.

The council-led transformation of the Broad Marsh site will lead to a renewed and vibrant 'green heart' of the city, where people can live, work and play.

What we have done

- Hosted international events for Nottingham residents and visitors including supporting our sporting partners to deliver international events such as the Nature Valley Open and international Test Matches, and celebrating Nottingham Forest reaching the Premier League.

- Created a vision for the new Broad Marsh via a Big Conversation consultation exercise.
- Worked with the Nottingham Business Improvement District (BID) to maintain Nottingham's Purple Flag status which recognises the good management of the businesses open at night in the city centre.
- Supported 2,500 city centre retail and hospitality businesses with Covid business grants during lockdown, worth around £70m in cash support.

What we will do

- Create a new plan for the city, including increasing the leisure and visitor offer and encouraging new housing and employment opportunities to support the growth ambitions of the city.
- Continue the reimagining and regeneration of the city centre including the strategically important Broad Marsh Vision which features a new 'green heart' at the centre of the Broad Marsh site'.
- Continue the development of the wider south side of the city centre, including the transformation of the previous shopping centre site, as well as completing the new Central Library, and improving usage of the Broad Marsh car park, within improved wider public spaces.
- Continue to support development of the Island Quarter to the South East of the city centre.
- Use part of the UK Shared Prosperity Funding to support key improvements in the city centre, to drive footfall, reduce vacancies and improve the public realm via grants for retail business, street art and access improvements.
- Increase access to cultural experiences for residents and visitors through effective management and partnership working across the city's cultural venues and visitor attractions, such as National Ice



Centre, Theatre Royal and Concert Hall (TRCH) and city-based National Portfolio Organisations.

- Work with partners to plan for HS2 - harnessing the strategic growth potential of this major infrastructure.
- Support the creation of new cycle routes through Transforming Cities Fund.
- Maintaining public conveniences throughout the city at key locations.

How we will know we are on track

- Visitor numbers at city venues.
- Footfall.
- Purple Flag (excellence in night-time economy management) status.
- Local jobs/growth created by key regeneration projects.
- Number of vacant shops in the city centre.
- % of people satisfied with the cleanliness of the city centre.





Outcome – Serving People Well

We will continue to provide good public services to support local people and businesses. We will meet our Best Value obligations, which means securing continuous improvement in the way in we deliver services, having regard to a combination of economy, efficiency and effectiveness. When commissioning and procuring services from external organisations, we will also consider how they actively improve the economic, social and environmental wellbeing of Nottingham city.

We will ensure we use our resources well and make the best use of taxpayers' money. There will be considerable challenges to ensure the council can fund the services needed to support our residents and provide vital services. Despite a backdrop of significant funding reductions over the past few 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 value-for-money public services that local people expect.

We will do this through aligning our ambitions for Nottingham and the City Council (as set out in this Strategic Council Plan) with the resources available to us. We will carefully manage our investment programme, reduce external borrowing and generate more funding through disposing of assets that are no longer required.

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

The environment in which we operate has, perhaps, never been more challenging with reduced funding and rising demand for services, including social care. We cannot realise our ambitions for Nottingham or the City Council alone, and we are committed to working in partnership with local people, businesses, the city's key statutory partners, anchor institutions,

our two global universities and leading Hospital Trust. Together we can ensure and Nottingham is a safe, clean, ambitious and proud city.

What we have done

- Set out a sustainable financial plan which supports the achievement of the council's objectives in each year for the period 2022/23 to 2025/26.
- Generated £47m more capital by the sale of land and property the council no longer requires.
- Reviewed 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.
- Set in place a new commercial strategy.
- Encouraged and facilitated the development of low-cost supermarkets where they were wanted, such as:
 - the Beechdale Baths site
 - Hucknall Road
 - the conversion of Waitrose in Wollaton to a Lidl
 - the repurposing of the ex-Co-op store on Carlton Road.
- Helped people on low incomes to budget and manage their finances better and promoted Nottingham's Credit Union as an ethical alternative bank.
- Made sure students have a voice in elections by working to increase the number of students registered to vote.

What we will do

- Improve and streamline access to council information, services, and support by ensuring services are readily accessible - aiming to solve your problem the first time you contact us.



- Provide more effective risk management and internal audit by restructuring Internal Audit, Insurance and Counter Fraud.
- Drive savings and improve management oversight of the council's companies by implementing a new commercial strategy and governance arrangements as well as developing a new procurement strategy.
- Ensure we achieve best value in the goods and services we buy as an organisation including supporting the creation of local jobs through buying from local providers where possible.
- Improve customer access and experience across a range of services by delivering a cross-cutting Customer Support Transformation programme.
- Eliminate discrimination, enhance equality of opportunity and improve relations both within the council and in our work with residents and partners.
- Work together to improve the culture of the council so that it better values performance, achievements and outcomes.
- Agree and implement new digital and IT strategies that support the rebuilding of capacity and transform our infrastructure.
- Manage council and commercial property in an effective way.
- Deliver both effective communications which keep residents and partners well informed, and campaigns in support of the council's objectives.
- Continue to embed the new council constitution and further strengthen the governance framework for the council and its companies to ensure effective governance.
- Your local councillors will take account of your views, deal with casework promptly, and listen to feedback to make better decisions.
- Ensure that staff, including staff in council-owned companies, are aware of their Best Value obligations and demonstrate exemplary governance practices.
- Enable the council to effectively review the decisions it makes by continuing to develop the Scrutiny.
- Develop and implement a Finance Improvement Programme that will strengthen all dimensions of the organisation's financial management arrangements and better build an integrated and balanced annual budget for the council that aligns with our Strategic Council Plan, and our business and performance management processes.
- Develop a corporate asset management plan and deliver an asset rationalisation programme to generate sufficient money to support our capital investment programme.
- Develop and implement an effective asset disposal strategy and company structure review with regard to our housing management.
- Manage and quality-assure all financial contracts and commissioned services - ensuring contracts are legally compliant, the services provided meet our standards and providers are paid correctly.
- Improve how children's and adults' statutory duties are commissioned and delivered to ensure Best Value.
- Review the council's Fleet Services operation, including vehicle and fuel purchasing to ensure efficiency and cost effectiveness.
- Ensure that we pay the living wage as an employer and encourage our partners and local employers to do the same.
- Continued delivery of an effective performance management framework.



How we will know we are on track

- Resident satisfaction with the City Council and our services.
- Percentage of residents who feel they can influence local decision-making.
- Percentage of residents who agree or disagree that 'Nottingham City Council provides value for money'.
- Level of asset sales and capital receipts.
- Level of financial reserves.
- Traded services – financial performance.
- Performance against our budgets.
- Employee satisfaction with the City Council as an employer.



In autumn 2022, a devolution deal was offered to Nottingham city, Nottinghamshire, Derby city and Derbyshire, which would create an East Midlands Mayoral County Combined Authority (EMMCCA).

Such a deal is subject to the passage of new legislation, a successful submission by the area to central government, and the approval of the four upper-tier local authorities in Nottingham, Nottinghamshire, Derby and Derbyshire following consultation.

We have developed strong relationships with these local authorities and will continue to do so to progress our wider goals and objectives. The East Midlands has historically seen significant underinvestment in comparison to the rest of England, and the East Midlands is the only English region without a Combined Authority. We will pursue every opportunity available to redress this balance and to bring more and better opportunities to our great city.

The devolution powers and funding on offer are grouped under four themes which the EMMCCA would look to lead upon:

1. Our homes – we will work with local authorities, landowners, developers and the full range of housing providers to create affordable, good-quality housing options and to retrofit existing homes to be more environmentally sustainable.

Our devolution deal will help us deliver this through:

- Up to £16.8 million of devolved capital funding in 2024/25 to support the building of new homes on brownfield land.
- Up to £9 million housing capital funding to support the delivery of housing priorities.

- New, broad powers to acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration.

2. Our skills - we will work collaboratively with employers, skill providers and local authorities to ensure our citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers. This will also help the creation of a strong and sustainable local economy.

Our devolution deal will help us deliver this through:

- Holding the Adult Education Budget (AEB) from academic year 2025/26.
- Owning the ability to set allocations and outcomes to skills providers.
- Supporting and shaping the Local Skills Improvement Plan (LSIP) for the area.

3. Our transport infrastructure - we will work with transport providers inside and outside the EMMCCA area to develop our collective infrastructure and create the best possible public transport system for our residents, reflecting the strengths already within Constituent Councils to set our aspirations.

Our devolution deal will help us deliver this through:

- A devolved integrated local transport budget for the CCA area including for bus and tram services.
- An additional £500,000 of revenue funding in both 2023/24 and 2024/25.



- The ability to accelerate the delivery of smart, integrated ticketing across all local modes of transport in the area.
- The opportunity to coordinate a Key Route Network (a collection of the most important local authority roads within the area).
- Mass transit opportunities, including integrating and potentially expanding the NET tram system, in support of the East Midlands High Speed Rail 2 (HS2) Growth Strategy.

4. Our net zero ambition – we will work across the area to lead the way in moving from fossil to fusion and play our part in achieving our national ambition to achieve net zero by 2050. Our ambition is that the EMMCCA area will be a leader in pioneering new forms of clean energy generation and will act as an exemplar for climate change adaption.

Our devolution deal will help us deliver this through:

- An investment in the CCA area of up to £9 million via a Net Zero capital funding pot.
- The opportunity to increase the area's electricity network capacity.
- The opportunity to explore the establishment of heat network zoning in England to decarbonise heating and hot water within the zone.
- The potential for increased investment from the UK Infrastructure Bank.



Our Key Partners

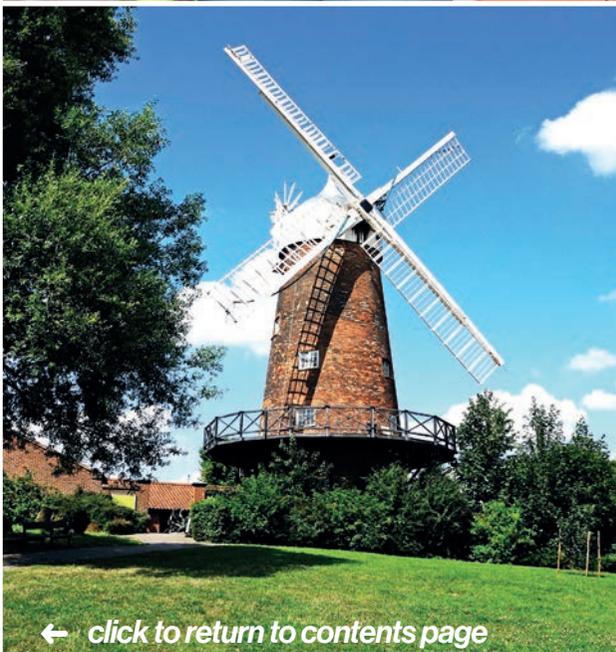


Nottingham City Council works in partnership with many organisations, including:

- Nottingham's residents and neighbourhoods
- Our local government colleagues, including Districts and Boroughs, and neighbouring upper-tier local authorities
- Central Government
- the health sector including the Integrated Care Board/Partnership and Place-based Partnership
- key statutory partners including the police and fire services
- our colleges and world-class universities
- business and business representation groups
- faith groups
- community and voluntary organisations
- Green Partnership
- Cultural Partnership
- trade unions
- strategic local and regional partnerships such as the Local Enterprise Partnership (LEP) and Midlands Engine.

We will also continue to engage with partners further afield, including the larger UK cities via the Core Cities UK network and our international contacts.

Success depends on working together and learning from each other. We will continue to deepen and build on these strong relationships and work together to achieve our shared ambitions for our great city.



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