

CHILDREN'S PARTNERSHIP BOARD - 29 APRIL 2009

Title of paper:	Nottingham Vision and Sustainable Community Strategy	
Director(s)/ Corporate Director(s):	Penny Wakefield Director – Strategic Partnerships	Wards affected: All
Portfolio Holder(s):	Councillor Jon Collins Leader, Nottingham City Council	Date of consultation with Portfolio Holder(s): 2 nd April 2009
Contact Officer(s) and contact details:	Penny Wakefield Director – Strategic Partnerships Tel: 0115 9154505 Email: penny.wakefield@nottinghamcity.gov.uk	
Other officers who have provided input:	Corporate Directors and lead officers for the building block strategy papers (eg: Colin Monckton, Head of Improvement and Policy - Children and Young People's Building Block Strategy paper)	
Key Decision: Yes		
Reasons for Key Decision:		
Expenditure of £500,000 or more in a single year		
Revenue income of £500,000 or more in a single year		
Savings of £500,000 or more in a single year		
Capital expenditure of £1,000,000 or more		
Capital income of £1,000,000 or more		
Significant effects on communities living or working in an area comprising two or more wards in the City		
Relevant Council Plan theme(s):		
Choose Nottingham		
Respect for Nottingham		
Transforming Nottingham's Neighbourhoods		
Supporting Nottingham People		
Serving Nottingham Better		
Summary of issues (including benefits to customers/service users):		
<p>This report presents Nottingham's Vision and Sustainable Community Strategy (SCS) for Children's Partnership Board comments prior to submitting the final Strategy for approval by the Council. The Strategy sets the overall direction and long-term vision for the economic, social and environmental well-being of the City of Nottingham. It provides the framework for the partnership Plans such as the Children and Young People's Plan, Council and partners' Plans and medium-term financial plan and the Council's and One Nottingham's Strategic commissioning and procurement. It should, therefore, lead to better use of resources and innovations to drive service improvements and better value for children and young people, carers and families.</p>		
Recommendation(s):		
1	Children's Partnership Board comment on the final draft SCS in the attached appendix.	
2	A report detailing the implementation plan for the SCS be submitted to a future meeting.	

1 BACKGROUND

- 1.1 An extensive public engagement programme (I'maginiNG 2030) was undertaken between September and December 2007. Around 1250 people took part in events and there were 634 responses to a postal and on-line questionnaire. The exercise was designed to engage people in considering the sort of place that they thought Nottingham should be in 2030, and built on earlier 'think-tank' work with elected Members and with other key Nottingham figures to develop the themes for a long-term vision and Sustainable Community Strategy. The detailed analyses of the outcomes of the engagement programme are available from Strategic Partnerships.
- 1.2 In parallel to the public engagement, the City Council with its partners worked together to establish the evidence base for the 10-year Sustainable Community Strategy. Over 15 organisations and 50 people provided substantial input into the evidence base. The detailed evidence base is summarised in the State of Nottingham report, available on NOMAD.
- 1.3 The findings from the public engagement together with the key challenges and opportunities that emerged from the evidence base were considered at a joint away day of the One Nottingham Board and One Nottingham Executive Group on 18th April 2008. Councillor Graham Chapman attended in place of the Leader and Councillor Jane Urquhart attended representing the Strategic Partnership for Children, Young People and Families.
- 1.4 Following discussion at the away day and further refinement, an outline vision and Sustainable Community Strategy priorities were considered by Executive Board, Overview and Scrutiny Committee, One Nottingham Board, Theme Partnerships, Community Equality Forum, Conurbation Partnerships and boards and/or management teams of partners organisations. Further refinement has taken place to the vision and priorities following this wider engagement.
- 1.5 The vision and priorities were debated at full Council in October 2008. Immediately prior to the debate, five workshops were held involving representatives who took part in the I'maginiNG events, Members and other invited participants. The workshops discussed the vision in more depth and a summary of the main issues were presented by workshop participants to Members in full Council immediately prior to the debate. Children and young people from Nottingham schools observed the debate.
- 1.6 The Sustainable Community Strategy process has been steered by One Nottingham's SCS Steering Group, chaired by One Nottingham's Vice Chair/Nottingham City Council Leader. A wider range of partners have been involved, through workstreams, in producing strategy building block papers, drawing upon the evidence from the State of Nottingham report and I'maginiNG Engagement Programme. This work was subject to challenge from the One Nottingham Board at the SCS Challenge Workshop in November 2008. Further work has taken place since then to refine the papers and develop the final SCS.
- 1.7 The final draft Sustainable Community Strategy is attached. It comprises the revised vision and priorities and sets out how these will be achieved over the next ten years.
- 1.8 The governance arrangements referred to are tentative at this stage. They are being considered as part of the overall One Nottingham governance review.

- 1.9 All headline targets are being reviewed, including technical review, and the final targets will need to be endorsed by the relevant lead agencies, as well as One Nottingham Board and the City Council.
- 1.10 A handful of sub-sections of the SCS are yet to be completed e.g.
- Box 1.3 'My Nottingham' quotes.
 - Foreword, Executive Summary and Summary of Indicators to be completed post One Nottingham Board discussion.
 - The 1pp summary diagram will be redesigned.
- 1.11 Some comments received from SCS Steering Group members on earlier draft versions of the SCS have not been fully reflected in the final draft as this would have implied some themes have a greater priority than the Steering Group overall indicated. Some comments were of a more detailed nature than is perhaps appropriate in the SCS, but will be appropriate for Theme Partnership plans.
- 1.12 The final draft Sustainable Community Strategy has been considered by Overview and Scrutiny Committee. The final draft Strategy is also being taken to One Nottingham Executive Group, Theme Partnerships, Conurbation partnerships, One Nottingham partners Community Equality Forum and Community Network to secure their buy-in. It is also being taken to Nottinghamshire Local Strategic Partnership and Nottinghamshire County Council and District Councils to ensure alignment with the developing Nottinghamshire Sustainable Community Strategy and conurbation strategies.
- 1.13 The Council is aligning the Local Development Framework Core Strategy and our Council Plan to the Sustainable Community Strategy. The Local Area Agreement will be refreshed to become the three year delivery plan for the Strategy. Other Plans, such as the Crime and Drugs Plan, Children and Young People's Plan, Health and Well-being Plan and Housing Strategy will be aligned to the Strategy to deliver the Strategy's priorities.
- 1.14 A report detailing how the SCS will be implemented to ensure its successful delivery will be presented to a future meeting of the Board. This will include the role of Theme Partnerships and partner organisations.

2 REASONS FOR RECOMMENDATIONS (INCLUDING OUTCOMES OF CONSULTATION)

- 2.1 The Local Government Acts 2000 and 2007 place a duty upon the City Council to prepare a Sustainable Community Strategy. The Acts and 'Creating Strong, Safe and Prosperous Communities Statutory Guidance, 2008', require the City Council to seek the participation of partner organisations, local businesses, third sector organisations and local people in the preparation of the Strategy, in the light of the principles enshrined in the duty to involve.
- 2.2 Once prepared, the Sustainable Community Strategy will be agreed at full Council in June 2009 in accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000/2853.
- 2.3 The outcomes of the I'maginiNG Engagement programme are available in three reports listed in background papers.

3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

None.

4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY)

- 4.1 Once the strategy is agreed, there will be a cost to delivery which will need to be met by all partners within Nottingham. The aim will be to fund the delivery through mainstream budgets, wherever possible. Consideration will need to be given to resource models that allow for earlier intervention and support more effective joint working.

5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS, CRIME AND DISORDER ACT IMPLICATIONS AND EQUALITY AND DIVERSITY IMPLICATIONS)

- 5.1 The overarching risk to the delivery of the Sustainable Community Strategy is the failure to align partners' strategic commissioning and resources to the delivery needs of the Sustainable Community Strategy. This risk is included in the Council's Strategic Risk Management action plan (SRR 16-1) and Strategic Partnerships' Strategic Service Plan.
- 5.2 A full risk assessment and mitigating actions has been developed and will be monitored and reviewed as part of the Strategy delivery arrangements.
- 5.3 The Strategy includes a priority specifically relating to crime and disorder. All other priorities will have direct and wider benefits in terms of tackling crime and disorder, for example, neighbourhood transformation and neighbourhood management, improving children and young people's attainment and raising their aspirations, providing positive opportunities through employment, training, sport and culture to divert people away from crime and anti-social behaviour, tackling drug and alcohol misuse and generally improving vulnerable people's health and well-being, including victims and perpetrators of crime.
- 5.4 Equality, diversity and community cohesion considerations are embedded in the Strategy, and there are specific proposals relating to equality targets and the establishment of a Fairness Commission.

6 LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION

Feedback from Stakeholder Engagement (July 2008 to current)
Minutes of the Sustainable Community Strategy Steering Group meetings (September 2008-February 2009)
I'maginiNG Nottingham in 2030: Residents' Vision for Nottingham (SQW, March 2008)
I'maginiNG Nottingham in 2030: Vision Analysis (SQW, March 2008)
I'maginiNG Nottingham in 2030: Vision Analysis Supplementary Report (SQW, May 2008)
Nottingham – City Vision 'Think Tank' Report May 2008
Nottingham – City Vision 'Think Tank' Report, September 2008
One Nottingham Strategy Foundations Day, 18 April 2008
Record of Discussions One Nottingham SCS Mid Point Workshop, 3 November 2009 meeting notes
SCS Building Block Strategy Papers, December 2008

7 PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

Sustainable Community Strategy Evidence Base including State of Nottingham Report and Joint Strategic Needs Assessment (available on NOMAD+ website)

Local Government and Public Involvement in Health Act 2007

Sustainable Communities Act 2007

Local Government Act 2000

Creating Strong, Safe and Prosperous Communities Statutory Guidance: Consultation (CLG November 2007).

**City of Nottingham
Sustainable Community Strategy 2020**

***City, Neighbourhood, Family:
Raising Aspirations***

One Nottingham

**** DRAFT FINAL VERSION ****

20th March 2009

**Prepared by SQW Consulting,
collaborating with One Nottingham**

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Involvement

One Nottingham is the city's local strategic partnership, bringing together the public, private, voluntary, community and faith sectors to work for change in the city.

This **Sustainable Community Strategy** sets the overall strategic direction and long-term vision for the economic, social and environmental wellbeing of the City of Nottingham. The strategy is informed by both evidence reviews and local aspirations. It provides the overarching vision and aims for all the city's other public strategies and plans, including the Local Area Agreement. It is a statutory requirement.

A summary of this Strategy is also available from xxxxx.

Executive Summary

tbc

Foreword

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Leader, Nottingham City Council
Chair, One Nottingham

Nottingham Today

Nottingham Today

Nottingham is a strong and determined city.

Nottingham is a world-class city

With over one thousand years of history behind it, Nottingham today is one of the UK's largest and most important cities. Over 630,000 people live across the conurbation, with nearly half - over 280,000 - living in the City of Nottingham itself. And the city continues to grow.

Nottingham is a city of business and enterprise. It is one of England's strongest cities in terms of wealth creation per person, reflecting its role as an international centre for business and also as the East Midlands' capital city. Even in these difficult economic times, the city continues to outperform many UK cities.

Nottingham is a city of learning and science, with two leading Universities drawing students from around the world who contribute to the city's youthfulness, creativity and diversity.

Nottingham is a city of sport, hosting international sporting events and home to well established sports clubs and aspiring athletes of the future drawn to Nottingham's facilities to help realise their dreams.

Box 1.1: World-class Nottingham

Business

- BioCity is the UK's largest incubation centre for bio-science enterprises.
- Major international businesses based in Nottingham include Boots, Experian, EON UK, Capital One and Paul Smith, as well as government agencies HM Revenue and Customs and the Driving Standards Agency.
- Nottingham has world-wide place recognition through its association with the legend of Robin Hood, providing a strong brand to support tourism and leisure enterprises.

Learning and science

- The University of Nottingham and Nottingham Trent University between them host some of the world's leading scientific research teams and train the UK's most innovative designers.
- The city's two universities have over 60,000 students enrolled between them, drawn from around the world.

Sport and culture

- The city is home to a range of national and international sports venues – Trent Bridge Cricket Ground, the National Ice Centre, National Watersports Centre, International Tennis Centre, Nottingham Forest and Notts County football stadiums.
- Nottingham's wide range of cultural attractions regularly attract the best exhibits and performers from around the world, recently including the Warhol exhibition, the Bolshoi Ballet and Lakeside's International Children's Theatre and Dance Festival.
- The new Art Exchange is a centre of excellence for black and minority art and will soon be complemented by Nottingham Contemporary, which will be one of the UK's largest contemporary art galleries when it opens in late 2009.

Nottingham is home

Nottingham is also home. It is a compact city with one of the UK's largest and most successful retail centres at its heart linked to a varied network of neighbourhoods by an excellent public transport system.

Public services include the East Midlands' largest hospital in the Nottingham University Hospitals Trust, providing high quality services to people across the region.

Our parks and green spaces provide important and attractive havens of peace within the city, including some 'Britain in Bloom' Gold Medal winning places.

The city's bars, restaurants and cultural attractions provide an unrivalled array of leisure opportunities for residents and visitors alike, with the city's management of the 'night-time economy' recognised by central government in its award of 'Beacon Council' status.

The city also provides a full range of cultural opportunities from theatres to art galleries to music venues, all attracting audiences from across the region. Cultural events enjoyed by residents and visitors recently in Nottingham include 'Light Night', Mela, the Nottingham Big Wheel, Caribbean Carnival, the City Pulse music festival and the Children's Festival.

Nottingham is its people

Above all, Nottingham is its people. The city of Nottingham has changed beyond all recognition over the last couple of centuries. From a medieval market town to one of the leading industrial cities of the 19th Century to a 21st Century 'Science City', Nottingham has moved with the times.

But one thing has remained constant – Nottingham has relied on the hard work and innovation of its people to succeed in each generation. Nottingham is above all a working city and its prosperity is down to its people.

As the modern city of Nottingham was forged in the 19th Century, Nottingham's people earned a reputation around the world for their craftsmanship in lace and world-leading design and manufacturing through brand names like Raleigh, Players and Boots. Through the radical political movements of the Chartists, Nottingham's people also earned a reputation for determination and a deep commitment to fairness and justice.

In the 20th Century, the city strengthened its civic tradition for looking after its people through massive house building programmes by the city council, opening new schools and expanding public services. The city became more diverse, attracting people from across the world to live and work alongside each other. The city also built a reputation across the world for its sporting events and local sporting heroes.

Now in the 21st Century, these same values of hard work, innovation and fairness are what will see the city through the next decade and secure prosperity for a new generation.

Our challenges and agenda for change

Nottingham, more than most cities, continues to change. Industries come and go. Fashions come and go. The city must continue to evolve if it is to succeed.

There are many valuable opportunities facing Nottingham today – business opportunities as new industries grow, reforms to improve services, new regeneration initiatives. We need to grasp these.

We also need to maintain the city’s economic competitiveness and strength, especially in this testing time of recession, and we must do so in new ways that are less reliant on fossil fuels.

But we must also connect more people into the benefits of Nottingham’s economy. Despite the underlying strength of Nottingham’s economy and its future prospects, too many people in the City remain disconnected from the jobs, wealth and opportunities. Poverty persists in many communities, side by side with prosperity. And for some, aspirations are low; too many people do not share in the city’s optimism. This leads to wasted talent and is holding the city and its people back.

There is much to celebrate about Nottingham. But there are also things we need to change. That is what this strategy is about – it is an agenda for change over the next decade. We must protect and strengthen what makes the city prosperous, and we must ensure that more of our people benefit from these opportunities.

It is a strategy for jobs and prosperity, for better neighbourhoods and for strong and aspiring families.

In preparing this strategy One Nottingham has reviewed the challenges facing the city, drawing on the best available evidence, and has identified a broad agenda for change, as summarised in Box 1.2. One Nottingham also sought the views of Nottingham’s residents young and old, employers, businesses, community, voluntary and faith groups through one of our largest ever public consultation exercises. We asked what sort of city you wanted to live and work in. Some examples of what was said are recorded in Box 1.3. All of this evidence, the challenges identified and the views from our consultation provide the foundations for this strategy.

Box 1.3: My Nottingham

> insert quotes from named Nottingham residents about their aspirations for themselves and the city

Source: Imagining?

BOX 1.2: Strategic challenges facing Nottingham

The State of Nottingham report (2008) identified the most important challenges facing the city in the next ten years:

1. **Work** - Get significantly more people into work, as the best route out of poverty for most households.
2. **Economic competitiveness** – maintain and enhance the resilience and competitiveness of the City’s strong economy, making better use of the City’s strengths.
3. **Aspiration** - Build a culture of higher aspirations amongst individuals and organisations in the city.
4. **Healthy families** - Reduce the number of children and young people who live in challenging circumstances – living in families blighted by poverty, worklessness, substance abuse – to help break the cycle of deprivation.
5. **Skills** – Further improve the educational attainment of our children and young people and the skill levels of adults as the best way to improve their life chances and future prosperity.
6. **Neighbourhoods** - Improve the quality and mix of housing and neighbourhoods to provide a greater choice, a better quality of life and to allow more people to increase and meet their aspirations within their own communities.
7. **Crime** - Tackle the culture of criminality which is the norm in small sections of the community and which has a disproportionate effect on the city’s crime rate.
8. **Health and wellbeing** - Support residents to achieve healthier lifestyles and greater wellbeing, including healthier diets and more physical activity.
9. **Social trends** – Ensure that public services are ready to meet the challenge of an ageing population, greater citizen choice and greater complexity of need.
10. **Environmental limits** - Manage the environmental, social and infrastructure demands of continuing economic growth.
11. **Climate change** – Respond to the challenge of climate change through adapting and mitigating our actions, effectively and urgently.
12. **Community cohesion** – maintain the City’s cohesiveness for our future generations.
13. **City governance** – Improve the effectiveness of the City’s governance arrangements to meet the twin aims of delivering excellent and responsive services and long term transformational change, together with greater citizen engagement.

From *The State of Nottingham Report, 2008, One Nottingham*

Progress so far

We are not starting from scratch. One Nottingham is already working hard to deliver change in the city. Since our last strategy was developed (One Nottingham One Plan, 2006), we have made good progress. Some of our achievements in the last couple of years include:

- Rapidly improving education services...
 - Improvement in the number of young children achieving 'good' performance at foundation stage from 32.2% in 2006 to 51% in 2008, now above the national average
 - Improvement in the attainment of 5 GCSEs including English and Maths, from 28.1% in 2006 to 34.3% in 2008, improving twice as fast as the national average, narrowing the gap
- Pioneering work to embed the principle of 'early intervention' in our work with children and young people across the city, finding more effective ways to tackle complex intergenerational problems.
- Significantly reduced crime, with the British Crime Survey showing a 28% reduction in crime from 2003/4 to 2007/8
- Nottingham City Homes has improved significantly, recently achieving Two Stars in an independent inspection and noted for its 'excellent prospects' for further improvement
- Our Market Square redesign and refurbishment won the first national RIBA CABE Public Space Award
- First UK city outside London to establish a new Speakers' Corner, continuing the city's tradition for free thinking

We intend to do more. The rest of this document sets out a clear long term vision and a realistic strategy for change. We are renewing our collective commitment to make Nottingham the best it can be. We invite you to join us.

Nottingham Tomorrow

Nottingham's Long Term Vision

This is a 10 year strategy to 2020, but it is being guided by One Nottingham's longer term 20 year vision for the city of Nottingham for 2030, which is this:

**Go ahead Nottingham:
Safe, clean, ambitious and proud**

Nottingham in 2030 will be a city where...

We are one of Europe's top ten cities for science and innovation, sport and culture
Every neighbourhood is a great place to live
We give the best start in life to all of our children and young people
Poverty is history

**We will be radical and bold in how we do this.
We will dare to be different.**

We are proud of our city and confident in its future. We want the city to forge ahead over the next twenty years, squarely facing its challenges and showing ambition and aspiration in everything we do.

Our twenty year vision is that by 2030:

Nottingham will be firmly established as one of Europe's leading cities for science and innovation, with a reputation for world-class research and a thriving knowledge-based economy that provides high quality jobs for local people as well as attracting the brightest talent from across Europe.

We want Nottingham to be a city where every neighbourhood is an attractive, sustainable and safe place to live and grow up, with each neighbourhood having its own unique character.

Nottingham will be recognised nationally as an aspiring and family-friendly city where all of our children and young people grow up to be ambitious and equipped to succeed.

We will break the inter-generational cycle of poverty that exists in too many communities by tackling causes not just symptoms through early intervention, and achieve a new level of social mobility so that every child in the city can aspire to the same heights.

These are big aspirations. We will not achieve them by 'muddling through' or by sticking to conventions. We will need to be radical in our analysis of what we must do, bold in our willingness to act and not afraid to be different.

Nottingham 2020 Strategic Priorities

To deliver our long-term twenty year 2030 Vision, we have agreed a set of 2020 Strategic Priorities for the city that will take us forwards to the 'half-way point'. These are Nottingham's headline goals for the next decade. If these are to become reality, all partners – as well as the city's residents, communities and businesses - will need to contribute.

Our 2020 Strategic Priorities are to:

1. **Develop Nottingham's international standing for science and innovation, sports and culture**
2. **Transform Nottingham's neighbourhoods**
3. **Ensure that all children and young people thrive and grow up to achieve in education, training and employment**
4. **Tackle poverty and deprivation by getting more people into good jobs**
5. **Reduce crime, the fear of crime and anti-social behaviour**
6. **Improve health and wellbeing**

Our cross-cutting aims:

- **Aspiring ...Raising aspirations**
- **Green ...Achieving environmental sustainability**
- **Fair ...Promoting fairness and equality of opportunity**

Right at the heart of these priorities – and this strategy – is a determination that over the next decade we will fashion a new direction for Nottingham where continued wealth creation goes hand in hand with a decisive **breaking of the cycle** of inter-generational poverty through early intervention, so that more of our children grow up to benefit from the city's wealth and with **higher aspirations**. In 2020, Nottingham must not only be wealthier, but fairer. The true test of whether we have succeeded will be how many of our children grow up to achieve more than their parents.

This strategy does not attempt to describe the full range of public services or activities in Nottingham. It focuses on those priorities and key actions that One Nottingham believes are of strategic significance for the partnership, which will require joint working and which are likely to make the greatest difference over the next decade.

The next section sets out what these priorities mean in practice and how we propose to deliver them.

Getting to Tomorrow

Our 2020 Strategy

Our long term 2030 Vision and our more immediate 2020 Strategic Priorities define where we want to be in the future. They are ambitious. We will need a clear strategy to achieve this. Transformational change cannot happen overnight, or easily, but it can be delivered through consistent actions year after year pursuing clear and constant objectives.

Each of our six 2020 Strategic Priorities will be 'owned' by one of One Nottingham's thematic partnerships. Each partnership will have two roles – a champion/commissioning role and a delivery role. In its **champion/commissioning role**, each partnership will lead in defining the aims, strategy and planning required to drive forward its priority – identifying what actions are required, co-ordinating their planning and tracking progress. Each partnership will also be responsible for delivering a core **action programme**, focused on achieving its own priority, but also contributing to other priorities as necessary, as each Strategic Priority will require action from a number of programmes of action. This approach is simple, robust and transparent and will enable One Nottingham to clearly focus on its priority outcomes and work in a more joined up way to deliver them. (See summary diagram overleaf.)

Strategic Priorities

The underpinning logic for our strategy is also clear. Four of our action programmes represent the **key drivers** that will deliver change in Nottingham over the next decade:

- **City** - At a city level, working closely with others across the conurbation, our **Big City Nottingham** programme will protect, strengthen and take forward our economy, providing jobs and creating wealth. The city has assets of national and international significance and we can make more of them.
- **Neighbourhood** - Our **Transforming Neighbourhood** programme will underpin our strategy by improving the quality and choice of housing and neighbourhoods in which to live, attracting new people to the city and allowing those who want to stay, to do so.
- **Family** - But we also need to ensure that more of Nottingham's people benefit from the economy and play a full part in city life – too many feel disconnected. We know that work is the best route out of poverty for most. We know that better skills are the best route into work, and for those already in work, higher incomes. We know that children and young people learn best when they benefit from good schools and strong families. We know that problems are best tackled early. So, our **Strong Aspiring Family** and **Working Nottingham** programmes will work closely together to strengthen family life, raise aspirations, educational attainment and skills and help get more adults into work, taking more families out of poverty. We will build on our pioneering early intervention work to help to break the cycle of inter-generational deprivation in Nottingham.

These four programmes will be strongly supported by two further **action programmes**:

- Our **Healthy Nottingham** programme will work closely with the other programmes to contribute to getting people back into work, promoting healthy lifestyles for young and old, making services more accessible and looking after vulnerable and older people.
- Our **Safer Nottingham** programme will also play an integral role in making our neighbourhoods and homes safer and more attractive places to live, and working to tackle the causes of crime.

In each action programme we have identified a limited number of **strategic levers** to be delivered by partners – these are the actions which we believe are the most significant and most likely to bring about the changes we need.

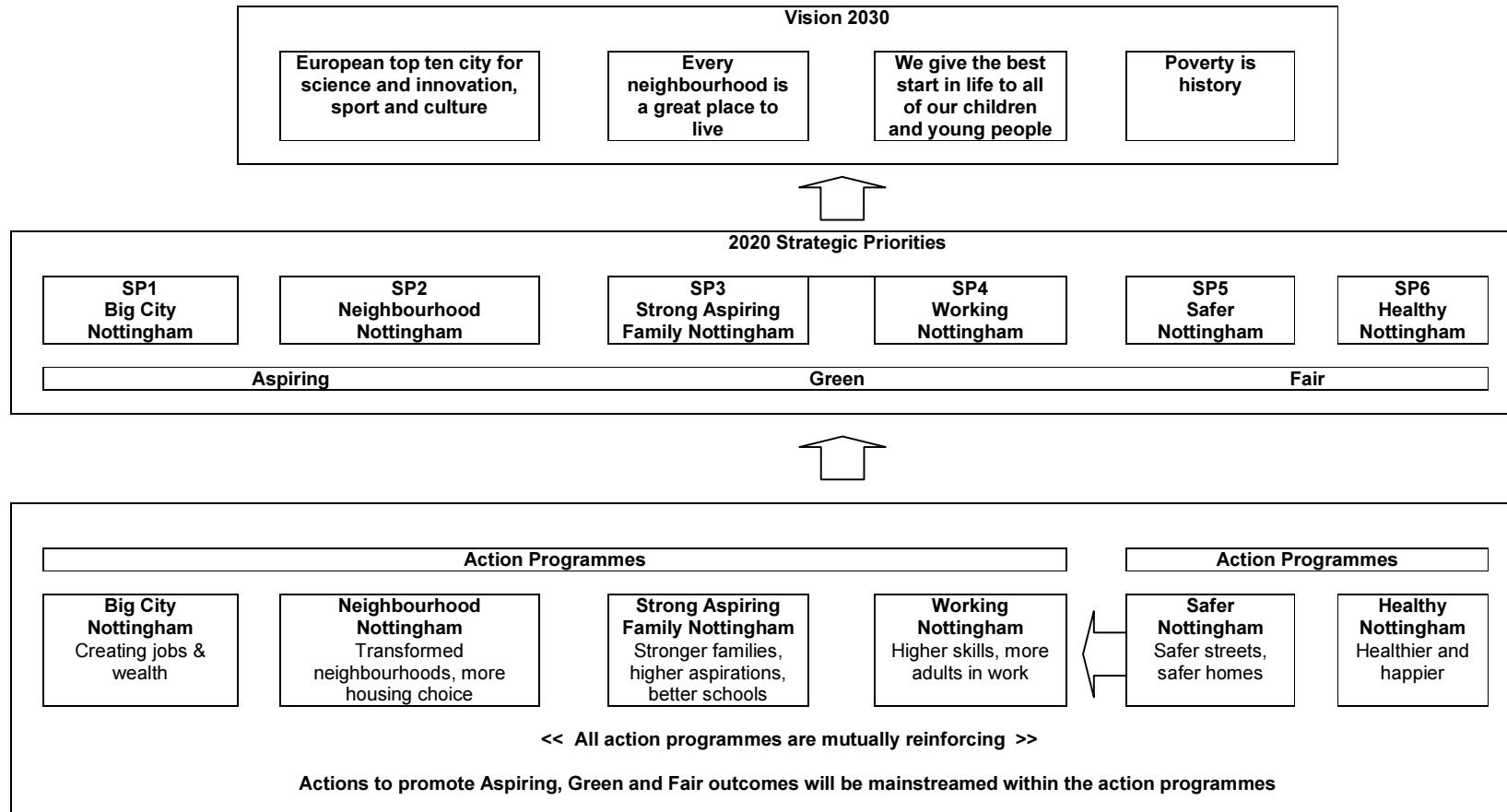
Cross-cutting Aims

We also have three important **cross-cutting aims**, each of which will be led by a ‘champion’ partnership or group and which will be mainstreamed and delivered through our six action programmes:

- **Aspiring** – we want to raise the aspirations of all across the city, particularly those who have felt excluded for too long. This is at the heart of our ambition to ‘break the cycle’ of intergenerational poverty in Nottingham. We are putting in place a strategy to do this. Nottingham will only fulfil its potential as a city when all of its people feel able to take responsibility for their own lives. This strategy aims to empower people, not just make them reliant on public services – it must be a partnership between people and public services if it is to work.
- **Green** - we need to move Nottingham into a lower carbon future, and live within our environmental limits. This has implications for how we deliver every action programme, with a need to reduce carbon emissions over time and respond to climate change.
- **Fair** – we want Nottingham to have a renewed reputation for treating its citizens fairly – achieving equality of opportunity and valuing diversity.

Further information on how we propose to organise the delivery of this strategy is explained in ‘Governance and Delivery’ at the end of this section. Full information on our key indicators, baseline and target data can be found in the final section ‘Tracking Progress to 2020’.

Our 2020 Strategy - Summary Diagram [to be redesigned]



Strategic Priority 1: Big City Nottingham - Develop Nottingham's international standing for science and innovation, sports and culture

2020 Objectives

By 2020, Nottingham will be:

- An international city of science, knowledge and creativity – driving enterprise and wealth creation for all
- A distinctive European destination which offers residents and visitors alike an attractive city with a friendly face and vibrant culture and leisure opportunities.
- A world-class city of sport hosting a programme of international sporting events, underpinning a thriving local sports scene.

2020 Headline Targets

- Maintain Nottingham City GVA per capita at least 35% above the England average [Baseline 2006: City: £25,600, England £19,400]
- 20,000 new jobs created in science and technology sector [Baseline 2006: xxxxx jobs in science and technology]
- 50% increase in total annual spending from overnight stays for leisure and business [Baseline: xxxx]
- Host at least 12 internationally significant cultural and sporting events per year [Baseline: xxxx]
- Reduce the city's carbon emissions by 30% of 1990 levels by 2020. [Baseline: xx]

The Story: From Today to Tomorrow

The City of Nottingham is at the heart of Greater Nottingham's economy and its attraction as a city of learning, leisure, culture and sport. Greater Nottingham is home to 630,000 people, including over 400,000 of working age. The city's travel to work and retail catchments extend well beyond Greater Nottingham's boundaries. Nottingham's economy is strong and has been growing faster than the national and regional averages for the last few years, with relatively high productivity. Today there are over 300,000 jobs across the conurbation, with particular strengths in the service sector, including a high proportion of public sector jobs. There is also growing strength in the science and technology sector particularly in biomedical and pharmaceutical industries, as well as in the creative industries, drawing on the city's rich arts and cultural scene. However, the city's business start-up rate lags behind the national average, and the skills base in the city is not broad or deep enough.

The 2020 'Big City' challenge for Nottingham is to invest in its assets of national and world-class significance, building on existing strengths, to provide a clear role for the city in the 21st Century, strengthening the foundations of a knowledge economy able to compete on a European stage, and providing more jobs for local people. Nottingham will be a city of science, a city of sport, a city of culture and creativity; a great European city. We will also underpin this by investing in the skills of local people and the city's physical

infrastructure. And we will need to be innovative in our approach as we move towards a lower carbon economy, beginning now by setting annual carbon budgets across the city.

Clearly, the present recession represents a significant challenge. It will inevitably slow our progress over the next few years. But it will not stop progress, and Nottingham will emerge from this recession. A range of immediate measures are being put in place now to protect and stimulate the city's economy and its workers today (see Box 2.1). But long term planning and investment must continue.

BOX 2.1 Responding to Recession: Short-Term Economic Resilience Plan

The UK is now in recession. It is a difficult time for industry, business and also public services, with unemployment rising and confidence at a low ebb in some places. However, we believe that Nottingham, along with many other UK cities, is well placed to bounce back from the recession and that its economy will begin to recover again in 2010.

Our Economic Resilience Task and Finish Group has put together a plan for **immediate actions** that we will take now – in 2009 – to help us manage the impact of the recession within Nottingham. These include:

Financial inclusion and debt advice

- More advice in the community is being provided to help people manage their money and get the benefits they are entitled to. It is estimated that over £32m worth of benefits are currently unclaimed by working age city residents alone.
- We are helping people to reduce their fuel bills and stay warm, with grants, Decent Homes improvements and energy efficiency improvements. 1000 people are expected to receive Warm Zone help.
- Allowing Council Tax payers to spread their payments.

Getting back to work

- Increasing job opportunities for local people through public spending – with an apprenticeship for every £1m of the recently-announced £243m Decent Homes money, training people for 'handyperson' jobs in their neighbourhoods, volunteer training opportunities and skills development.
- Introducing a new procurement strategy which seeks to increase the proportion of the £330million the Council spends each year on goods and services that is spent with local businesses and the voluntary sector.
- Rapid response multi-agency support for local workers facing redundancies, including help with cv writing, accessing vacancies and broader welfare advice.

Supporting business

- Any business reported to be in difficulty is being pro-actively approached to ensure they are aware of the services and support available.

We have also reviewed our medium and long-term economic strategy to ensure that we are investing in the right skills, infrastructure and business opportunities to accelerate Nottingham's recovery when the recession ends. These are described below.

Lead Partnership

The lead partnership for **driving and co-ordinating** this Strategic Priority will be the **[Big City Nottingham Partnership]**. However, **delivery** will also be required from other partnerships and agencies across the conurbation, with key contributions from EMDA, Nottingham Science City, Sport4Nottingham, Nottinghamshire and Nottingham Culture Partnership, Invest in Nottingham, Greater Nottingham Employment and Skills Board, Greater Nottingham Transport Partnership and others.

Action Programme: The Strategic Levers

One Nottingham's partners have identified the strategic levers which we believe will make the greatest difference in delivering our 'Big City' strategic priority over the next decade. Many of these will require partnership working to secure the greatest impact.

1) Science City – Nottingham was designated one of the UK's six Science Cities in 2005. The Science City Board will continue work to consolidate Nottingham's role in leading international research, improve links between our universities and business, accelerate spin-outs and new business start-ups, attract new investment to the city and provide new premises, as well as build local educational and skills capacity so that local people can benefit from the new jobs that will be created.

2) Priority Economic Sectors – In addition to Science, the following sectors have been identified as priorities for further investment and support to stimulate employment growth, with a strategy now in place to promote each one:

- Finance and Business services
- Retail, Leisure and Tourism, including a coherent vision for the City Centre
- Creative Industries
- Public Sector

3) Inward investment – Invest in Nottingham will work closely with EMDA to secure new investment in the city from UK and overseas investors, using a more targeted strategy to support the city's Priority Sectors and to ensure that there is a pipeline of land and property available for investment which is highly accessible, including by public transport.

4) City regeneration projects – we will continue to promote the three major city regeneration projects in Eastside, Southside and Waterside, creating new high quality employment opportunities, public spaces, housing and transport infrastructure.

5) Culture city – the Nottingham and Nottinghamshire Culture Partnership will spearhead the development of a city-wide strategy to promote our museums and heritage, the visual arts, theatre and performing arts, film and the media and creative industries. This will lead to a 5 year programme of events and festivals of national significance, a major new visitor destination and broaden participation in cultural activities through working with neighbourhoods and communities around the city.

6) A decade for sport – a ten year programme of major sports events will be put together by Sport4Nottingham, to maximise Nottingham's national and international role in sport, starting with the *ICC Twenty20 Cricket World Cup* in 2009 and including the 2012 Olympics. A major new sports venue of national significance will also be developed. These investments will also contribute to expanding wider community participation in sport across the city. Nottingham has a long history of investing in sport and these new actions will build on previous work.

7) Destination Nottingham – Nottingham's capacity to host visitors in style will be significantly improved, including at least three new hotels rated five stars or above, improved conference facilities and a co-ordinated move to ensure that all accommodation in the city is of a quality to be nationally accredited.

8) A city of design – We will bid for Nottingham to become World Design Capital 2012 as part of a wider programme of work to promote the quality of design and architecture in the city.

9) Inter-city transport – We will seek significantly improved national rail links, including the electrification of the Midland Mainline speeding up our connections to London and Europe, a significantly improved transport interchange at Nottingham Station and first class connectivity to an improved M1 motorway through a tram link to Park and Ride and the dualling of the A453.

Contribution to Other Priorities

The core work being driven by 'Big City' Nottingham will also need to contribute to other Strategic Priorities, with key joins including:

- We must ensure that the expansion of key sectors creates jobs that local people can benefit from - good jobs that pay a living wage or better (preferably requiring Level 2 skills or above). This will require relevant education and skills training being made available, and underpin efforts to raise aspirations across the city and get people into work.
- The expansion of sport within the city provides an opportunity to increase the number of people building more physical exercise (and fun!) into their lifestyles, promoting the health and wellbeing of the city. Investments in facilities and developments will seek to optimise the provision of new sports and leisure opportunities for local people.

Strategic Priority 2: Neighbourhood Nottingham - Transform Nottingham's neighbourhoods

2020 Objectives

By 2020, across Nottingham:

- Every neighbourhood will have a distinctive identity and provide a great place to live, with:
 - An appropriate mix of housing, meeting the needs of young people, families and older people of all incomes
 - Good access to employment, public services, shops and leisure within the neighbourhood, the city centre and further afield
 - Attractive, clean and safe environments, including high quality, well designed and sustainable buildings, public realm and green spaces.
 - Residents who are proud of their city, take responsibility for their communities and who respect and value their neighbours and where they live.
- Greater balance will be achieved in the city's housing market with an increased choice of quality housing meeting the needs of a diverse population and enabling the city to retain more of its aspiring residents.
- Public service delivery will be better integrated and appropriately devolved, ensuring more accessible and responsive services for all.

2020 Headline Targets

- 13,000 new homes by 2020 (20,000 by 2026)
- Increase family housing to at least xx% of all housing stock [Baseline 2001 Census: City: 29% of houses have 6 or more rooms, England: 50%]
- Raise resident satisfaction with their neighbourhood overall to xx% and in every neighbourhood to at least xx% [Baseline 2007: City average: 70%, Lowest score: xx%]
- Increase household waste recycling to xx% [Baseline: xx]
- 20% of energy will be produced locally from renewable sources [Baseline: xx%]
- Increase the use of public transport by 2 million trips per year [Baseline 2008?: City: 56 million trips]
- Eradicate fuel poverty by 2016 [defined as xx]

The Story: From Today to Tomorrow

The City of Nottingham is home to 286,000 people, 44% of Greater Nottingham, and has been growing again in recent years. The city has a relatively high proportion of young adults (aged 15-29) reflecting the presence of two universities, and a relatively low proportion of adults aged 40-64, largely reflecting the lack of family housing in the city. The city is becoming increasingly diverse, with 23% from black and minority ethnic backgrounds, and with good cohesion. Nottingham is a compact city, with good public transport links into the city centre. The city's housing infrastructure, however, presents a series of challenges. There is a relatively high proportion of social rented and private rented housing in Nottingham (44% of all housing) and much of the city's housing is low value with some in poor repair, including some large social housing estates that are deteriorating. Despite this, affordability is still a problem for many as many are on low incomes, reflecting Nottingham's position as England's 13th most deprived local authority area. Although some neighbourhoods are popular, satisfaction on the whole is low, and some neighbourhoods have many needs.

Our 2020 challenge is to work with Nottingham's communities to transform those neighbourhoods that need change and to ensure that the city can provide good quality homes for all incomes through a network of neighbourhoods that are attractive, safe and retain their own character. A full range of quality services and amenities must also be available from every neighbourhood. Our intention is to improve the city's housing offer to meet present needs and also to support the economic development of the city, helping to attract and retain wealth within Nottingham. The City's housing stock should help people meet their aspirations by providing high quality homes from which households can take advantage of what the city has to offer, in terms of economic, educational, social and cultural opportunities. Such homes will be at the heart of neighbourhoods where people will thrive.

We will provide more good quality housing so that we can retain more of our graduates and attract new workers to the city. Within this, we also need more quality family housing so that aspiring families can stay in the city. We will also invest in the refurbishment and improvement of tired housing and ensure that every neighbourhood has an appropriate mix of housing and good connections to jobs, services and leisure opportunities. We want to raise design standards too, not least to lower our carbon footprint and increase the generation of renewable energy locally. All of this will require effective strategies and public investment to lever in further private investment. Clearly, the present difficulties in the housing market will slow our progress for the next few years, but public investment will continue, creating jobs and homes, and rebuilding confidence for investors.

Lead Partnership

The lead partnership for driving and co-ordinating this Strategic Priority will be the **[Neighbourhood Nottingham Partnership]**. However, delivery will also be required from other partnerships, agencies and developers, with key contributions from HCA, Nottingham City Homes, RSLs, housing developers, Greater Nottingham Transport Partnership, the Crime and Drugs Partnership as well as neighbouring authorities in Greater Nottingham.

Action Programme: The Strategic Levers

One Nottingham has identified the strategic levers which we believe will make the greatest difference in transforming our neighbourhoods. Many of these will require partnership working to secure the greatest impact.

1) Strategic Regeneration Frameworks – We are preparing three Strategic Regeneration Frameworks covering the whole city, which will provide a clear framework to guide planning and investments over the next two decades to transform our neighbourhoods. The City's Local Development Framework will be aligned to support these Frameworks. Successful neighbourhoods need more than just the right housing – they need safe and attractive public spaces including parks and green spaces, local shops and leisure amenities, access to jobs and improved local transport connections. In some areas, detailed Neighbourhood Plans will be prepared, to ensure that the needs and aspirations of present and future residents are met. Local communities will be fully involved in shaping where they live, and in shaping all Plans and Frameworks.

2) Investing in housing and infrastructure – We will work with neighbouring authorities to devise a planning and housing strategy that makes sense for the whole conurbation and which provides the basis for new investment in Nottingham from the Homes and Communities Agency. Working within this city-level strategy and the Strategic Regeneration Frameworks, we will deliver an improvement in the overall mix of housing types and tenures across the city, and the mix within neighbourhoods, through a range of actions:

- As part of the Growth Point, with Leicester and Derby, Nottingham is committed to growth. We will support the development of 20,000 new homes in the city by 2026 (13,000 by 2020) and will build new homes to **buy and rent in the market**, including more **good quality family homes**, affordable starter homes for the young and specialist housing for older people.
- We will invest in our existing **social rented housing** by improving or replacing homes, raising the quality, improving the mix of housing in the large estates and moving back to more traditional forms of neighbourhood. There will be no net increase in social housing.
- We will continue to support our universities who are providing more dedicated **accommodation for students** and improve our management of those neighbourhoods with many students for the benefit of all.
- We will invest in, and improve the management of, **existing private housing stock** by bringing derelict and empty properties back into use, promoting better management of HMOs.
- We are committed to improving the **design** of our housing and neighbourhoods in line with recognised national standards (CABE), including greater environmental performance on both old and new housing and increasing the generation of renewable energy within the city.

The key tools that we will use to deliver these actions include:

- Nottingham City Homes will continue to improve its stock through the Decent Homes programme, completing by 2012. This programme will contribute to carbon reduction, renewable energy generation and fuel poverty elimination. A new Local Housing Company (New Homes Nottingham) will deliver 5,000 new homes by 2015 on brownfield sites, particularly in our key regeneration areas of Eastside, Southside and Waterside. Further investment will be sought from HCA.
- The City Council will deliver its Derelict and Empty Property Strategy, HMO Action Zones and a renewed programme of landlord accreditation, to improve the management of existing homes.
- The city's significant regeneration projects will be completed - New Meadows, Stonebridge Park and Building Schools for the Future, delivering £89m of investment to 15 schools. New PFI projects will be considered.
- The city will implement local measures to complement government schemes to eliminate fuel poverty by 2016, in line with existing government commitments.

3) Building communities, improving services – Transformed neighbourhoods require more than housing and physical development. Our area management arrangements will oversee the greater devolution of services to neighbourhood level and their better integration, improving the responsiveness of services to every customer. We will endeavour, through improved services and interventions to ensure that no neighbourhood gets left behind. We will work with communities and the voluntary sector to strengthen social capital and cohesion, and rebuild civic pride in every neighbourhood. We will work to improve the range and quality of amenities, public spaces and community facilities available in each neighbourhood.

4) Community sport - A significant expansion of participation in community sports activities will be promoted, to secure more involvement from young and old, build social capital and contribute to the city's health, including improvement of the city's network of sports and leisure facilities.

5) City connectivity – The city's network of footpaths, cycle lanes, green spaces and public transport links will be improved to make the city more accessible within every neighbourhood and across the city. This will be crucial to achieving less reliance on the car, reducing carbon emissions and promoting more active lifestyles. Key investments will include expansion of the NET system and further development of the Quality Bus network.

Contribution to Other Priorities

The core work being driven by transforming neighbourhoods will also contribute to other Strategic Priorities, with key joins including:

- The creation of local jobs through construction and environmental improvements, working with skills providers will help local people learn new skills and get into work.
- Improved housing and neighbourhoods will support wider efforts to raise aspirations, address deprivation and 'design out' crime.
- Refurbished homes will provide greater thermal insulation to lower fuel bills and healthier living environments, together with adapted homes for those with more complex needs.
- Greater connectivity through public transport, walking and cycling, together with more renewable energy generation through new developments and better designed and energy efficient buildings will make an important contribution to lowering the city's carbon emissions.
- More accessible health and employment services will support greater take up by those most in need.

Strategic Priority 3: Strong Aspiring Family Nottingham - Ensure that all children and young people thrive and grow up to achieve in education, training and employment

2020 Objectives

By 2020, in Nottingham:

- Children, young people and families will benefit from early and effective support and protection to empower them to overcome difficulties
- More families will be strong and healthy, providing an enjoyable and safe place for children to grow up
- Children and young people will be healthier, fitter, more emotionally resilient and better able to make mature decisions
- All children and young people will leave school with the best skills and qualifications they can achieve and will be ready for work or further learning
- Child poverty will be significantly reduced

2020 Headline Targets

- Raise the % of children developing well across all areas of the early years foundation stage to xx% [Baseline:]
- Raise the % of pupils achieving 5 or more A*-C GCSEs including English and Maths to xx% [Baseline 2007: 33%]
- Reduce the % of pupils leaving school with no GCSEs A*-C to xx% [Baseline 2007:]
- Child obesity will be reduced to xx% [Baseline:]
- Teenage pregnancy will be reduced to xx% [Baseline:]
- First-time entrants aged 10-17 to the criminal justice system will be reduced to xx% [Baseline:]

The Story: From Today to Tomorrow

60,000 children and young people live in Nottingham today, one in three from black and minority ethnic groups, with diversity increasing. Although some children excel, and standards are rising in the city, educational attainment for too many is too low, at all ages. In 2007, 33% of Nottingham pupils achieved 5 or more A*-C grade GCSEs (including English and Maths), compared to 46% nationally. Too few enter higher education. This reflects high levels of poverty within the city; two thirds of our children live in households reliant on state benefits, well above the national average. The health of our children is also relatively poor, including too many who are overweight or obese. In addition to this, some children and young people also live in families that have significant difficulties – where parents engage in substance misuse, or where there is domestic violence. Young carers, refugees and asylum seekers are also often in need of more support. For some, a challenging childhood leads to more than just lower grades at school, but also poor school attendance, criminal behaviour, teenage pregnancy, drug abuse or dropping out of school, training and work altogether. And patterns of behaviour and underachievement often repeat themselves through each generation.

Giving Nottingham's children the best start in life, with the earliest and best support that we can offer, must be the city's top priority. It is the only way that we will break the cycle of inter-generational poverty in Nottingham, raise aspirations for the next generation and set a renewed direction for the city. It is a mission for the whole city.

The objectives for this Strategic Priority have been taken from the existing Nottingham Children and Young People's Plan, itself reflecting the Governments' ten year strategy 'the Children's Plan' (2007). We intend to pursue these objectives consistently over the next decade. Our work will centre upon strengthening parenting and family life and continuing to strengthen our schools as the bedrock of successful neighbourhoods and hubs of a wider network of services for the community. Both strong families and strong schools are essential if our children are to achieve in life.

Our approach is also changing. We intend to integrate our services more closely, deliver them more locally and intervene earlier, so that we become more effective at safeguarding and supporting the positive development of all children, even those growing up in the most challenging circumstances. Our three key principles for how we will deliver this Strategic Priority are:

- **Early intervention** – We intend to break the intergenerational nature of underachievement and deprivation in Nottingham by identifying at the earliest possible opportunity those children, young people and families who are likely to experience difficulties and to intervene and empower people to transform their lives and their future children's lives. We will draw on the best available evidence to develop new approaches, evaluate them and embed those that work best in our mainstream services.
- **Safeguarding children and young people** – safeguarding and promoting the welfare of every child and young person and protecting them from harm will continue to be a central principle for us. We will ensure that all organisations working with children and young people work together effectively.
- **Integrating services** – we will strive to improve and integrate our services so that they provide the best quality and most responsive support possible to children, young people and their families. In particular, we will promote 'Think Family' across all public services in Nottingham and seek to join up services at a neighbourhood level.

Lead Partnership

The lead partnership for driving and co-ordinating this Strategic Priority will be the **Children's Partnership Board**, which acts as the Children's Trust for Nottingham. Comprising statutory partners including NHS Nottingham, the City Council, the Police, Schools and the voluntary sector, the Children's Partnership Board has the responsibility to lead change and improvement for our children, young people and families. However, delivery will also be required from other partnerships and agencies, as well as families themselves. A key partner will be the [**Working Nottingham Partnership**] supporting families by helping people into work, tackling poverty.

Action Programme: The Strategic Levers

One Nottingham has identified the strategic levers which we believe will make the greatest difference in giving our children and young people the best start in life, each relating to one of the above objectives. The child poverty objective is primarily being

addressed by the [Working Nottingham Partnership]. The other objectives will also require partnership working to secure the greatest impact.

1) Early effective protection – a range of measures are being put in place to ensure earlier and more effective protection to children guided by our developing work on **early intervention**. We will embed the Common Assessment Framework and related practices to ensure a more integrated approach across all public services to keeping children safe. Through our city-wide Early Intervention Programme we will ***'break the intergenerational nature of underachievement and deprivation in Nottingham by identifying at the earliest possible opportunity those children, young people, families and adults who are likely to experience difficulties and intervene and empower people to transform their lives and their future children's lives'***. We intend, over time, to change the way we deliver public services so that we are more effective at:

- Strengthening parenting, family aspiration and economic well-being for our children from early years. New services include working with the whole family of adult offenders to reduce the criminal influence on children, whole family welfare work where a child has poor attendance at school, activity programmes for families in areas with high child obesity rates, and support for whole families surviving domestic abuse.
- Building social and emotional skills, resilience and academic aspiration in our young people. This will include strengthening 11-16 life skills in all secondary schools, mentoring young people, activities to promote more positive life choices, and a DrugAware Award for schools and the community to set a robust standard of excellence in drugs education.
- Working with first time pregnant teenagers, with nurses to help them to build parenting skills and health practices and a vision for their own future.
- Thinking through a 'family lens' and ensuring that any first point of contact with a service leads to personalised, coherent support which empowers our children, young people and families for a positive and safe future.

This will require many changes in how we design, manage and deliver services. To achieve this, we will make three kinds of changes to our approach:

- Learning, evaluation, knowledge management – We will build an evidence-base of what does and does not work by linking research and practice more closely, building upon our best practice and trying new activities where there has previously been low impact. This will allow us to pay greater attention to a smaller number of critical activities that will give children a better chance in life. We will manage our knowledge better, allowing us to be better informed about the complex causes of intergenerational problems and work in a more effective way with the whole family.
- Strategic shift of resources – We will, over time, shift more resource into early intervention and preventative services by reducing or re-engineering the things that do not work and building upon the things that do work. We will shift resources towards the early prevention of problems and away from treating symptoms.

- Capacity building – We will enable our workforces across the city with the skills and information to intervene early.
- 2) Family support** – we will complete the network of Children’s Centres across the city, providing holistic support for every family with young children and helping us to promote stronger parenting and caring skills. We will continue to support the expansion of affordable childcare in every neighbourhood. We will support parents and carers in improving child health, including tackling obesity.
- 3) Emotional resilience** – we will continue to improve our services to empower children and young people to take mature and positive decisions about their own lives. A new approach to youth services will provide a better and more accessible range of opportunities to support positive behaviour. The Teenage Pregnancy Strategy will be delivered. The SEAL (Social and Emotional Aspects of Learning) programme in primary and secondary schools will help children develop stronger life skills. All schools will achieve the Drug and Alcohol Healthy Schools standard, with expanded specialist services to treat misuse. Mental health services for young people will be improved.
- 4) Learning and skills** – we will continue to raise educational attainment and skills in all of our schools, improving attendance and closing the performance gap between groups of children within Nottingham and between Nottingham and the rest of the country. The Building Schools for the Future programme will be central to achieving this outcome, allowing us to reconfigure how children learn and how schools are led and organised. By 2020, we want all of our schools to be judged good or better by external regulators. Through our Extended Schools programme, every school will also become a hub of services and opportunities for children, their families and the wider community. More support for gifted and talented children, improved 14-19 opportunities and ongoing work with those at risk of dropping out will improve progression routes into further and higher education, training and employment. We will work closely with local Higher Education and Further Education institutions in the city to develop more effective approaches to support learners.

Contribution to Other Priorities

The core work being driven by this partnership will also contribute to other Strategic Priorities, with key joins including:

- Investment in schools will underpin neighbourhood transformation and community development, and create jobs.
- Improved access to services through Extended Schools in every neighbourhood will help to increase the take up of health services, lifelong learning for adults and promote sport, and physical exercise.
- Stronger links between schools, employers and universities, together with improved teaching of science, engineering and maths will promote Nottingham’s development as a ‘Science City’ and ensure that more children enter these careers.
- Schools, through the 14-19 curriculum in particular, have a key role in working with local employers to help to fill some of the city’s skills gaps.

- Schools, colleges and universities also have a key role to play in building the necessary range of skills to help the city develop its environmental sector. All young people leaving school will also have an understanding of the environmental challenges facing the city and of the role that they can play in carbon reduction and responding to climate change. The Building Schools for the Future programme will underpin this with more environmentally sustainable schools, a significant reduction in carbon emissions from school activities and new learning environments that showcase important environmental lessons.
- More effective working between schools, the police and other services will help to deter more young people entering into criminal behaviour.

Strategic Priority 4: Working Nottingham - Tackle poverty and deprivation by getting more people into good jobs

2020 Objectives

By 2020, Nottingham:

- Will have more people in employment and less workless households
- Will have more adults with the appropriate skills and qualifications able to progress in work and earn more
- Will have significantly reduced poverty and deprivation

2020 Headline Targets

- Increase the city's employment rate to 75% [Baseline 12m to June 2008: City: 63.7%, England: 74.5%]
- Raise the proportion of adults with at least Level 2 qualifications to xx% [Baseline 2007: City: 57.7%, England: 64.1%]
- The % of children living in households dependent on state benefits will be significantly reduced [Baseline 2006-7: City: 66.2% of all 0-18 year olds, England: 39.7%]
- Move the city of Nottingham up out of the 10% most deprived authorities in England i.e. out of the bottom 35 [Baseline 2007: 13th most deprived]

The Story: From Today to Tomorrow

The city of Nottingham is presently the 13th most deprived local authority area in England as assessed by a range of deprivation indicators (Index of Multiple Deprivation, 2007). Estimates suggest that one in four children and adults in Nottingham live in relative poverty. Today, 37,600 working age adults (19%) live on benefits, including nearly half - 17,600 - on Incapacity Benefit, 6,600 on Income Support for Lone Parents and 9,600 on Job Seeker's Allowance. This includes over 20,500 families in Nottingham who are on low incomes and receive benefits, affecting 38,400 children - nearly two out of three in the city. Of these, 10,500 families have no one working, affecting 20,200 children. As the recession bites, these figures will worsen.

Poverty is a complex issue and some people move in and out of poverty over time. However, in Nottingham, due to the strongly intergenerational nature of poverty, the majority of those currently in poverty have been born into it. It is closely associated with lower educational attainment and skill levels and hence lower employment rates (the city is well below the national average), as well as worse health – physical and mental. For some it is also closely interwoven with substance misuse, criminality and behavioural problems, which in turn can accelerate family breakdown, often accentuating the problem.

Breaking the cycle of poverty and raising the aspirations of those who expect little of themselves is the core challenge of this strategy, requiring a multi-faceted approach. The aim of this Strategic Priority is to help more adults into work to lift them out of poverty and low income, and then to help them progress in work. By doing so, we also lift children out of poverty and help to build a stronger culture of work and responsibility in a new generation.

We are already doing much to deliver this. But we will work together to improve, join together and reshape our programmes to find more effective ways to help people into work, recognising that many need ongoing personalised support. We will put in place more appropriate training opportunities to build adult skills. We will reshape how we do procurement in this city – public and private sector employers – to benefit local people. And we will put in place a new financial inclusion strategy to ensure that those on low incomes are supported to maximise their income and better manage debts. All of this will be supported by the [Big City Nottingham Partnership]'s strategy, as described earlier, to promote economic development and create new jobs for the city, even now.

Lead Partnership

The lead partnership for driving and co-ordinating this Strategic Priority will be the [Working Nottingham Partnership]. However, delivery will also be required from other partnerships and agencies, with key contributions in particular from the [Big City Nottingham Partnership], the [Health and Wellbeing Partnership] and the Children's Partnership Board.

Action Programme: The Strategic Levers

One Nottingham has identified the strategic levers which we believe will make the greatest difference in delivering this Strategic Priority. These will require partnership working to secure the greatest impact, and needs to be understood within the context of the rest of this strategy's proposals for raising aspirations, transforming neighbourhoods, strengthening families, raising educational attainment at school and creating jobs. Our current work to address the present recession and is described earlier under Strategic Priority 1.

1) Connecting people to work – We will find more effective ways to provide pre-employment support to those who are not 'job ready', to support people to find relevant work, to help them through the recruitment process and to ensure that they have the skills to secure and keep the job. We need to ensure that all relevant national, regional and local programmes in Nottingham work coherently together and that we evaluate and focus on those that work best. Our services will require a strong personal focus on individuals and their specific needs and sustained support to 'place, train and maintain' each person who needs ongoing help. The national welfare reforms led by DWP will support this work.

We recognise that some people have been out of work for many years or may have particular health or other difficulties. We are committed to finding new ways to support these people – to raise their aspirations, to build their confidence and to remove obstacles to work. We will work closely with health services, the voluntary sector and social housing landlords to 'move up a gear' in how we identify people who need support and provide pre-employment support. This will include more outreach, working alongside other public services such as schools, Children's Centres and GPs. We will work across all public services to ensure that the 'Think Family' principle becomes 'Think *Working* Family' to improve referrals. We will significantly expand mental health services. We will also provide specialist support for those groups in greatest need – ex-offenders, care leavers and those with learning difficulties.

2) Employer pledges – employers have a significant role to play in supporting moves to get Nottingham people back to work and progressing in their careers. We want employers in Nottingham to work with us in raising aspirations in the city and to be excellent employers. We will encourage all employers in the city to sign up to the Jobs Pledge (starting with all One Nottingham members) – offering guaranteed job interviews to those who have been on benefits but have undergone training – and the Skills Pledge – a commitment to train all employees to at least Level 2 skills, with government support. We will also explore with employers how they might engage their employees in promoting corporate social responsibility through volunteering and mentoring to support people trying to get into work.

3) Skills training to raise earnings – through the Skills Pledge (above) and continued provision of FE education and training, we will promote the upskilling of all adults in work to at least Level 2. We will review all FE training provision in Nottingham to ensure that it is co-ordinated, coherent and relevant for meeting the city's skills needs.

4) Financial inclusion strategy – the City Council will put together Nottingham's first Financial Inclusion Strategy, which will be developed and implemented with the voluntary sector and other key partners. This will provide a more co-ordinated approach to helping people manage their finances, reduce debt, access affordable credit and increase savings. We will work with public sector bodies, as key creditors, to provide a more supportive approach to those at risk of falling into debt. We will expand our welfare rights services to ensure that more of the city's £30m unclaimed benefits each year is claimed.

5) Green apprenticeships – the City Council, FE colleges and partners will establish a 'green jobs programme', creating 500 new jobs in the next 2 years for local young people to learn new skills and promote the greening of the city. Projects will include environmental improvements, green space management, home insulation, recycling and renewable energy. Every job will lead to a qualification.

Contribution to Other Priorities

The core work being driven by this partnership will also contribute to other Strategic Priorities, with key joins including:

- The partnership will work with Nottingham City Homes and other social housing landlords to help get their tenants into work.
- The partnership will work with employers to ensure that the new 14-19 curriculum being rolled out in schools both meets the needs of employers and is actively supported by them, to improve the prospects of young people leaving school and entering further training or work.
- Getting adults into work will support moves to strengthen families, lifting more children out of poverty and rebuilding a culture of work in communities where it has fallen away.

Strategic Priority 5: Safer Nottingham - Reduce crime, the fear of crime and anti-social behaviour

2020 Objectives

By 2020, Nottingham will:

- Be a significantly safer city with lower crime and lower fear of crime overall and in every neighbourhood
- Have significantly less anti-social behaviour overall and in every neighbourhood
- Be more effective at tackling the causes of crime, intervening earlier in the lives of those at risk, and reducing the number of first-time offenders entering the criminal justice system

2020 Headline Targets

- Reduce 'all crime' to the average for Nottingham's family of similar CDRPs and ensure that no neighbourhood is more than xx% above the city average. [Baseline: xx]
- Reduce anti-social behaviour to the average for Nottingham's family of similar CDRPs and ensure that no neighbourhood is more than xx% above below the city average. [Baseline: xx]
- To secure 100% involvement of problematic drug users (crack and heroin) in treatment [Baseline: xx]

The Story: From Today to Tomorrow

In the last five years overall crime has fallen by a quarter in Nottingham, and the fear of crime has also declined. Nonetheless, crime is still too high, Nottingham still has the highest crime rate of all the Core Cities and it is still seen as a key issue by many Nottingham residents.

Some 52% of offenders are under 25 years old. Too many of our young people are involved in crime or anti-social behaviour and some of the city's ethnic groups are disproportionately represented. There is also a strong link between crime and drugs activity. We estimate that there are 4,000 problem drug users in the city, half of them under 34 years old. There is also a strong link between crime and deprivation. Criminality is also deeply ingrained in some small sections of the community.

We are determined to continue our work to reduce crime further, even though the recession may make this difficult in the short term. We have put in place a five point framework, as set out below, to tackle crime in both the public and private spheres, responding to the evidence and what people are saying to us. We also recognise the importance of tackling the causes of crime and will work closely with other partners to achieve this long term aim.

Lead Partnership

The lead partnership for driving and co-ordinating this Strategic Priority will be the [Crime and Drugs Partnership]. However, delivery will also be required from other partnerships and agencies, with key contributions from schools, the health service as well as businesses and local communities.

Action Programme: The Strategic Levers

One Nottingham has identified the strategic levers which we believe will make the greatest difference in delivering this Strategic Priority. Each of these will require partnership working to secure the greatest impact.

1) Keeping people safe in the public realm – We intend to make Nottingham’s streets safe for all, and in every neighbourhood, using three key approaches:

- **Neighbourhood policing** - we will embed our neighbourhood policing teams further into local communities and local area management arrangements, ensuring that they are visible, accessible and well networked with other public services. We will consult regularly with communities and businesses about their concerns and seek to rebuild trust in policing.
- **Acceptable behaviour** - We will tackle anti-social behaviour and low level disorder to make it clear to all that criminal activity is not acceptable behaviour – we will adopt a ‘Broken Windows’ approach, which emphasis the importance of addressing low level disorder and environmental issues. We will improve our victim and witness protection to support these moves.
- **Design** - We will increase our capacity to provide advice on how to ‘design out crime’ in new developments.

2) Keeping people safe in the private sphere – We intend to make people’s homes safer too, supporting wider work to strengthen families:

- **Domestic abuse** – we will continue our recent work to improve how we address this important issue, particularly repeat victimisation. We will expand our capacity to prevent such abuse and better manage its consequences when it does happen, particularly for children.
- **Safer homes** – we will use target hardening and smartwatering of property to reduce burglary and will ensure that these measures are included in all social homes improved to the Decent Homes standard.

3) Tackling ingrained criminality – we will address those people who have a disproportionate impact upon the city’s crime rate:

- **Organised crime** – Some crime in Nottingham is well organised and led by ‘professional’ criminal groups. We will improve our targeting of these groups, including covert activities, and increase asset seizure and confiscation to fund further initiatives.
- **Reducing offending and re-offending behaviour** – we must improve our ability to direct young people in particular away from a life of crime through earlier and better multi-agency intervention. We will work with the Children’s Trust to find better ways to intervene early and prevent children and young people becoming involved in crime. Our early intervention for those under 18 will include:
 - Developing the ‘Drug Aware’ programme in all schools
 - Expanding mentoring to support 500 ‘at risk’ young people every year, with more support for those most at risk

- Working with primary schools to educate young people about citizenship
- Working with the most challenging families through the Family Intervention Project
- Providing additional support for children and families experiencing domestic abuse

Our prevention work to reduce offending and re-offending amongst adults, particularly those aged 18-24, will include:

- More effective prevention for those at risk of offending for the first time
 - Better management of offenders who fall outside probation supervision, including the better support for pathways out of offending
- **Alcohol misuse** – we will promote a culture of safe, sensible drinking in the city, including better advice, improved licensing practices in the city centre and tougher action against irresponsible businesses and re-offenders of alcohol related violence. We will work with the NHS to identify ways to identify hazardous and harmful drinkers earlier and provide more effective support.
 - **Drug misuse and treatment** – we will improve our drug education work with schools and other partners, intervene earlier to protect children and young people from involvement with drugs and expand and improve our treatment services. A zero tolerance approach will be adopted towards street dealing and drug use in public.
- 4) Supporting cohesive communities** – integrated and cohesive communities can make it harder for criminal activity and behaviour to take root. We will support efforts to address territorialism amongst young people as well as the wider integration of different faiths, ethnicities and cultures. We will improve our understanding of these groups' experience of life in Nottingham and learn from this.
- 5) Building institutional capacity** – Through training our workforce, recruiting local people and improving information sharing with other public agencies we will improve the effectiveness of policing in Nottingham.

Contribution to Other Priorities

The core work being driven by this partnership will also contribute to other Strategic Priorities, with key joins including:

- Contributing to early intervention projects that seek to tackle the causes of crime.
- Stabilising and supporting neighbourhoods where crime is a real problem for residents.

Strategic Priority 6: Healthy Nottingham - Improve health and wellbeing

2020 Objectives

By 2020, in Nottingham:

- People will be healthier, happier and live longer, and will feel able to achieve their potential and make a positive contribution to city life.
- Health inequalities between areas and social groups will be significantly reduced.

2020 Headline Targets

- Reduce smoking prevalence to 20%, which is below the national average [Baseline 2008: 34%]
- Increase levels of physical activity to xx% of adults participating in 3 x 30 mins moderate physical activity per week [Baseline: xx]
- Increase levels of physical activity for children participating in 5 hours per week (?) to xx% [Baseline: xx]
- Reduce adult obesity to 22% [Baseline: xx]
- Reduce alcohol related hospital admissions to 1400 per 100,000 population [Baseline: xx]
- Mental health target?
- Health inequalities indicator – above indicators by key social group

The Story: From Today to Tomorrow

Health and wellbeing in Nottingham is generally below average for most indicators, reflecting the close link between poor health and deprivation, but also reflecting our own personal choices as well as the influence of services and opportunities around us. Life expectancy for men and women in the city is 73 and 79, compared to national figures of 77 and 81 respectively. Nearly 80% of adults are not sufficiently physically active to achieve a healthy lifestyle. The city's smoking rate is 34%, 25 years behind the national average, and the single biggest factor contributing to health inequalities. Health inequalities in Nottingham are stark, with life expectancy varying by up to ten years between neighbourhoods, reflecting the different life experiences of our communities.

Over one in ten people in Nottingham have a common mental health problem, with severe mental health illness 35% above the national average. Teenage pregnancy rates are amongst the highest in the country.

A high proportion of older people live with a limiting long-term illness or disability, and this is set to rise over the next decade in line with demographic changes. The complexity of needs is also increasing as people live longer. Older people also experience relatively high rates of avoidable injury, often due to falls.

We are committed to improving the health and wellbeing of all of Nottingham's people – physically, mentally and socially – and to reducing the health inequalities within the city.

We will continue to improve the quality and accessibility of our health services. We will also continue to reshape the way that we deliver services, providing greater choice for users. And we will increasingly shift our emphasis to work alongside partners to address the long-term causes of ill-health. We will support the development of greener, more attractive neighbourhoods and better housing, promote healthier lifestyles and healthier workplaces, and support people into work, where work is an option.

And for those who cannot work, we will seek to improve their quality of life through better and more systematic long term planning.

Lead Partnership

The lead partnership for driving and co-ordinating this Strategic Priority will be the [Health and Wellbeing Partnership]. However, delivery will also be required from other partnerships and agencies, with key contributions from:

Action Programme: The Strategic Levers

One Nottingham has identified the strategic levers which we believe will make the greatest difference in delivering this Strategic Priority. Each of these will require partnership working to secure the greatest impact. Work to tackle health inequalities will be addressed through each one of these actions, ensuring that resources are targeted at those most in need.

1) How we deliver services – we want users of health and social care services, particularly those with long-term conditions, to have more choice about how their care is managed and to be able to achieve more independence and dignity. We will extend the use of individual budgets.

2) Empowering people to make healthy lifestyle choices – the greatest improvement in life expectancy will be achieved through reducing cardiovascular disease and cancer. The main contributing factor to these is an unhealthy lifestyle. We will therefore use social marketing campaigns to improve awareness about this and promote the take up of relevant activities and services. In particular, we will work with partners to:

- Increase physical activity, so that more adults participate in physical activity of some kind 3 x 30 minutes per week, working alongside schools, community groups and sports clubs among others.
- Improve diets and reduce the proportion of people with an unhealthy weight.
- Reduce smoking.

3) Improve mental health – we will expand our services on mental health, to prevent illness, provide better access to treatment and to remove the stigma often associated with it.

4) Vulnerable adults and their carers - we want to make Nottingham a better place to grow old in and to improve the quality of life of those who are long-term ill or disabled and not able to work. Our Older People's Partnership will review and recommend how we deliver improved services across the city. We will continue to improve services for those with long term needs.

5) Substance misuse – we will work with the Police and others to improve how we prevent, treat and support people affected by alcohol and drug misuse.

6) Health at work – we will promote health and wellbeing through engaging with employers, encouraging initiatives to promote the health of their workforces and families, a healthy work-life balance and family-friendly working.

7) Sexual health – we will work with the Children's Partnership Board to reduce teenage pregnancy in particular, but also to address rapidly rising sexually transmitted infections. A new post based within the City Council and jointly funded by the PCT will lead work in the city promoting youth aspirations and health in particular.

8) Locally sourced food – we will encourage the sourcing of locally grown food for the city, drawn from Nottingham's agricultural hinterland as well as gardens and allotments in the city itself, including every school. This will reduce the carbon footprint of our food consumption and contribute to healthier eating.

Contribution to Other Priorities

The core work being driven by this partnership will also contribute to other Strategic Priorities, with key joins including:

- Improved and expanded mental health services to support the programmes getting people back to work.
- An expansion of physical activity and sport, improving physical and mental health, helping to raise aspirations and building confidence and skills to engage with education, training and work.

Aspiring Nottingham

2020 Objectives

By 2020, Nottingham will be:

- A city of aspiration where children and adults alike have high expectations of themselves and for their future, and have the motivation and abilities to follow their ambitions.

2020 Headline Targets

There are **no separate targets for this aim**, as the targets for each of the Strategic Priorities are ambitious in themselves and will demonstrate rising aspirations.

From Today to Tomorrow: The Story

There are many opportunities for people in Nottingham, young and old, to advance themselves and many do just that. However, there are some who appear to lack the willingness or ability to do so – who appear to lack the aspiration or motivation to engage with opportunities. We believe that the inter-generational experience of underachievement in some families in Nottingham – often associated with deprivation – has led to a lack of confidence about their personal, educational and employment prospects. In some more extreme cases, it has led to almost full disengagement with the city's wider community, economy and values. It means that thousands of people in our city are not fulfilling their potential. This is a loss for them, but also for the city. As we have seen, Nottingham has only achieved its position today through the hard work and innovation of its people. The whole city benefits when its people do well.

Our approaches to date have not successfully addressed this problem. We now wish to tackle it head on. We are committed to raising the aspirations of all individuals and families across the city, particularly those who are underachieving. Our intention is to improve their educational and employment outcomes in particular. Raising aspirations is a means to an end, a route to helping people fulfil their promise; no one should get left behind.

Our review of evidence suggests the following, which will inform our approach:

- There are no quick fixes or single initiatives that will address what is a complex challenge.
- The primary driver of better employment outcomes is better educational attainment and this in turn is primarily a function of a healthy family environment and good schooling. Good attainment requires a range of skills, including a range of positive behaviours such as motivation, self-esteem, perseverance, self-discipline – including aspiration. These skills are mainly developed in children through their families and by parents being engaged in, and interested in, their children's education.

- Interventions to support the development of positive behaviours in those at risk of underachieving yield more results the earlier they happen in a person's life. Early intervention is a key principle with the best returns from investments in the early years of a child's life.
- Wider factors that promote aspiration include environment and community influences, although these are more indirect.

Delivering Change

Our strategy aims to deliver three things for all children, young people and families in need of support:

- Build abilities - stronger positive behaviours/skills in each individual
- Raise awareness – clearer awareness of opportunities for advancement and the rewards
- Enable take up – practical support to make it easier to take up opportunities

There are four general levers that can help to make a difference: targeted or specialist support for a family, universal public services, employer support and social/community influences. A different mix of support will be necessary for different people. Overall, our approach will be as follows, to be led by the Children's Partnership Board, but with supporting actions from across all of One Nottingham:

1) Children (pre-school and primary)

- Think Family - All public services and employers will be encouraged to 'think family' to support the development of healthy family life.
- Intensive family support - Improved 'early warning' will be developed so that early intensive support can be given to those families experiencing, or at risk of, particular difficulties. This will require greater investment in early interventions to support struggling families.
- Parents' social capital – Some parents may need help in broadening their horizons about their children's prospects and in making more use of available opportunities in the city, as well as getting more involved in their children's education. We need to connect some parents better into school life and wider city life.

2) Young people (secondary school)

- Social and emotional skills – continued work may be required to support the development of young people's social and emotional skills, both in school and out of it through family support, mentoring, role models. Promoting parental support for education also remains important. We will explore the possibility of a significant expansion of city-wide volunteering to provide mentors and role models, to involve the wider community in supporting schools and families.

- Quality school leadership – we will continue to invest in the best leadership and teaching in our schools, to model excellence and ensure the best teaching in all of our schools.
- 14-19 curriculum – we will ensure the successful delivery of new more vocational routes to qualifications to improve the range and diversity of high quality learning options, to help retain the engagement and motivation of all young people.

3) Adults

- Out of work – through the reshaped employability programmes we will provide more pre-employment support to build basic skills and confidence, we will provide better information about possible opportunities and we will provide personalised support to help people take steps back to work.
- Progressing in work – employer-led training is the best way to help people to progress at work. We will promote this, ensure that more employees and employers are aware of the opportunities and continue to fund relevant training.
- Personalised services – we also believe that delivering key services in more personalised and tailored ways - particularly health and social care - will give those people more choice, empowering them and promoting their health and wellbeing more effectively.

Green Nottingham

2020 Objectives

By 2020, Nottingham will be moving towards a more sustainable economy and way of life by:

- Significantly reducing carbon emissions through greater energy efficiency and shifting to renewable energy.
- Improving the efficiency with which we use natural resources, including water.
- Recycling the majority of its domestic and business waste.
- Improving our ability to mitigate or adapt to environmental challenges.
- Creating jobs for local people in an expanding and innovative environmental sector.
- Ensuring that everyone understands the environmental challenge and how we can play our part in responding to it

2020 Headline Targets

The targets for this aim are already included within the Headline Targets for Big City Nottingham and Neighbourhood Nottingham in relation to:

- Lowering carbon emissions
- Generating more energy from renewable sources
- Increasing recycling
- Tackling fuel poverty

From Today to Tomorrow: The Story

Along with other UK cities, Nottingham's current environmental impact is not sustainable and will need to change. Nottingham contributes 1.8million tonnes of carbon to the atmosphere each year, with half from industry/business, one third from domestic sources and one sixth from transport. Little of the city's energy presently comes from renewable sources. We are inefficient in our use of resources like water, we source little of our food locally and we produce too much waste.

Our world is changing and over the next decade significant moves will need to be made towards greater environmental sustainability, particularly in respect of reducing our reliance on carbon-based fossil fuels. Government has committed to cut carbon emissions by 80% of 1990 levels by 2050. Rising energy prices and the cost of change also have a disproportionate impact on those on low incomes, so the social cost of environmental change will need to be managed. We also need to improve our capacity to respond to changing weather patterns as severe weather events become more likely, leading to river flooding and droughts. Climate change is already a reality.

In 2000, Nottingham hosted a national summit, leading to the Nottingham Declaration on Climate Change, which acknowledges the important role that local government has in responding to the challenge of climate change. In signing it Nottingham City Council "acknowledges the increasing impact that climate change will have on our community in the 21st Century and commits to tackling the

causes and effects of a changing climate on our city.” Over 300 councils have now signed. Nottingham City Council and all partners in One Nottingham reaffirm that we are committed to playing a leading role in the city to address this challenge.

Delivering Change

We will need to deliver these aims through the way that we run mainstream public services, operate our businesses and live our lives. Under the leadership of a new environmental partnership, each of One Nottingham’s theme partnerships will need to play its part in contributing to change.

1) Governance and leadership – One Nottingham will establish a new environment partnership within its structures to lead the development of a new strategy and to provide a clearer voice on long-term issues of environmental sustainability. Early strategic actions will include development and agreement, in 2009, of:

- A climate change strategy for Nottingham, including the use of annual carbon budgets to drive improvements
- A ‘One Nottingham Carbon Challenge’ - a practical tool to enable all organisations in the city to measure and review their annual carbon usage, to be matched with publicity and information for individual householders on how to be ‘green citizens’. The City Council has already committed to becoming carbon neutral by 2016 as a contribution to this process.
- A new protocol on sustainable procurement for all public sector partners to adopt, to promote ‘green buying’

2) Mainstreaming environmental objectives – We will improve our understanding of each environmental challenge and devise practical, innovative and effective responses in partnership with local businesses, universities, public services and communities. Each theme partnership will need to improve its performance against each of these headings:

i) Energy – in the planning and construction of new developments we will improve standards of design and energy efficiency, increase renewable energy generation and reduce the need to travel by car, using the Local Development Framework to promote this. We will improve our management of existing buildings – social housing, private housing, businesses and public buildings – to promote energy efficiency and greater generation of renewable energy. We will continue to tackle fuel poverty, seeking to eliminate this by 2016. We will continue to improve public transport, walking and cycling as alternatives to car use.

ii) Natural Resources – we will improve the efficiency with which we use natural resources, reducing waste and increasing recycling rates. We will continue to protect air quality and reduce pollution.

iii) Adapt and Mitigate – we will review how best to respond to the likelihood of greater flooding and droughts in the future.

iv) Economic benefits – we will draw on local research and development expertise as a Science City and economic opportunities to create more jobs in the environmental sector and to train local people with relevant skills.

v) Education – we will ensure that our schools are educating children about sustainability and that our young people have the skills to drive the expansion of the environmental sector. We must also continue to inform and influence individuals across the city about the responsibility to play our part.

Early **flagship projects** to stimulate change will include:

- Seeking to tighten planning policies in the Local Development Framework to promote higher standards of sustainability in new developments
- Ensuring that New Homes Nottingham builds all 5,000 new homes to a high environmental design standard
- Promoting the take up of opportunities by private home owners to improve home energy efficiency and incorporate renewable energy generation where possible
- Ensuring that the Building Schools for the Future programme delivers a significant reduction in carbon emissions from school activities

Fair Nottingham

2020 Objectives

By 2020, Nottingham will be:

- A fairer city where everyone has the same opportunities, no matter who they are or where they live. We will narrow the 'equality gaps' for our six priority groups.

2020 Headline Targets

We will monitor the 'equality gaps' for all six priority groups in relation to the following headline indicators, where possible:

- % of pupils achieving 5 or more A*-C GCSEs including English and Maths
- Employment rate
- Satisfaction with neighbourhood
- Likelihood of being a victim of crime
- Smoking prevalence and obesity
- % of first-time offenders aged 10-17

From Today to Tomorrow: The Story

Nottingham is a diverse city. Nearly one in four people are from black and minority ethnic backgrounds, with this much higher amongst young people. Immigration in recent years has also drawn in new communities. Beliefs vary, with a range of views and religions represented. Some of our people are also more vulnerable than most. Nearly 9,000 people have a severe physical disability, over 5,000 adults have a learning disability and over 30,000 have mental health problem of some kind. More than one quarter of Nottingham city school pupils have a special educational need. A relatively high proportion of the city's older people are on low incomes.

The life experiences of these diverse groups can vary enormously across the city. There are many reasons for this, but it shows itself particularly in varying educational attainment, differing outcomes in the job market, varying chances of being victims (or perpetrators) of crime and different experiences of public services.

We are committed to ensuring that everyone, no matter who they are, where they live, or what their background is should have a fair opportunity to live a safe and fulfilled life in Nottingham. We will promote equality of opportunity and challenge discrimination wherever we find it. Within this, we recognise six priorities for monitoring, review and action:

- Age
- Race
- Religion and belief
- Disability
- Gender
- Sexual orientation

Delivering Change

Clear legislation exists to promote equality of opportunity and prevent discrimination and many effective tools and systems are now in place across our public services to prevent problems arising. One Nottingham partners also regularly undertake research and monitor trends. However, we believe that in order to tackle the most deep-rooted issues and to ensure continued progress a more systematic and robust approach is required. We are therefore establishing a standing **[Fairness Commission]** to be chaired by a One Nottingham Board member, to draw together work across Nottingham and provide a clear focus, ensuring that issues of fairness are monitored, reviewed and acted upon consistently across the city, and that deep-seated issues are properly researched, understood and responded to. A wider Forum of community, voluntary and faith groups will act as a consultative mechanism.

The Fairness Commission will identify and publish annually a set of headline indicators showing how we are performing in securing a fairer city across all aspects of city life.

Governance and Delivery

One Nottingham Governance

The City Council has a statutory responsibility to prepare this strategy, but the delivery of the strategy is the responsibility of the whole of One Nottingham, led by its Board. The City will also work closely with partner authorities in Greater Nottingham, across Nottinghamshire, with Leicester and Derby and at a regional level where broader partnerships makes sense.

One Nottingham's governance and delivery structures will be simplified and clearly focused on delivering the city's priorities as set out in this strategy. This will ensure a clearer focus on our desired long-term outcomes and enable more effective joined up working where it is required.

Each Strategic Priority will be owned by a theme partnership which will be responsible for driving and co-ordinating the achievement of that outcome. The partnership will also be responsible for delivering many of the core actions to meet the outcome, but will need to work jointly with other agencies and partnerships on some actions. Each of the three cross-cutting themes will also be clearly owned by a partnership or group.

Some changes will be required. The new arrangements are set out below *[these are clearly for discussion! Wording below is making the case for changes, the final draft would only record what has been agreed]*:

- SP1 – Big City Nottingham – this requires a single Greater Nottingham partnership that can lead on and bring together a range of economic, investment and transport issues. A number of sub-partnerships will focus on particular issues in more depth (e.g. Culture, Sport, Science City) and be accountable to, and work together within, this theme partnership. [suggests need for a single Greater Nottingham 'economic, investment and transport' Partnership? Are there also aspects of the Skills agenda that sit better here than under SP4 – should it be split – high level skills here, skills for employability under SP4?]
- SP2 – Neighbourhood Nottingham – this requires a single city-focused partnership that brings together housing, neighbourhood and community concerns, although it needs to work within a wider Greater Nottingham partnership for the purposes of sub-regional housing market strategy (including Erewash) and the HCA 'single conversation'. [suggests the merging of the strategic housing and communities/neighbourhoods partnerships?]
- SP3 – Strong Aspiring Family Nottingham – this would be driven by the Children's Partnership Board.

- SP4 – Working Nottingham – this requires a partnership that has a clear focus on ‘raising skills’ and ‘getting people into work’ but which needs to own and work within a broader aim of tackling poverty (including child poverty), thus the partnership should drive a more joined up agenda of skills, work and financial inclusion, co-ordinating closely with work to strengthen healthy families. [Suggest GN Employment and Skills Board is the obvious choice and it is doing much of this already, but would need to take more explicit ownership of a broader ‘tackling poverty’ outcome, and there may be a conflict between GN and the City on the importance of this?]
- SP5 – Safer Nottingham – this would be led, as now, by the CDP.
- SP6 – Healthy Nottingham – this would be led by the Health and Wellbeing Partnership. [suggest no change, except perhaps broader title to include ‘wellbeing’ reflecting wider interest?]
- Aspiring – efforts to promote this outcome would be led and co-ordinated by the Children’s Partnership Board, but would require cross-partnership working. [The challenge here is to bring together work on early intervention, social mobility, education and families and to ensure that there is a strategic group focused on developing policies to ‘break the cycle’ – as an alternative, there could be a separate strategic sub-committee of the One Nottingham Board that brings together elements of the housing, CYPP and poverty/back to work partnerships to focus on ‘breaking the cycle’ and ensure co-ordination?]
- Green – efforts to build up and increase momentum on climate change in particular require a clear institutional focus and voice. A strengthened Environment Partnership should be established within One Nottingham to lead work to move towards a lower carbon future.
- Fair – a new standing ‘Fairness Commission’ would be established, chaired by a One Nottingham Board member, to research, promote and hold One Nottingham accountable on issues of equality and diversity. It would oversee the work of a broader Forum which could be used as a consultative mechanism.

Delivery and Public Resources

The way in which public services and investments are delivered will continue to change and improve. Although not all covered in detail here, current work to reshape services will include:

- Clearer, more visible and more accountable political leadership in the city
- Community empowerment and recognition of the importance of social capital

- Greater choice in public services for the citizen, including the greater personalisation of services where possible
- Further integration of public services to allow easier access and referral to specialist or targeted services from any service
- A strategic shift towards prevention and early intervention, as a key step towards long-term efficiency and effectiveness

One Nottingham will also continue to develop its work in the context of increasing co-operation with neighbouring local authorities across the conurbation, and, on sub-regional issues, with Derby and Leicester as part of the Three Cities and also with Nottinghamshire County Council. EMDA also remains a key partner at the regional level.

The strategy assumes that the level of public funding currently available will continue to be available through the period of the strategy, in real terms, and that required efficiency savings are made each year. The primary challenge is to use our resources more effectively.

Private Resources, Voluntary Initiative, Social Responsibility

It is inevitable that a strategy like this focuses on the leadership role of the public sector in many of the areas where we wish to secure change. However, as we hope is clear from this strategy, the degree of change that we seek in Nottingham will only be achieved with the full participation of the private sector, voluntary sector and local communities and individuals. If we can secure strong co-operation from all sectors behind the long-term aims of this strategy, we will be able to mobilise significantly more resources than if we rely upon public services alone.

More fundamentally than this, we recognise the limitations of government in achieving some of these aims. Building stronger healthier families and safer and happier communities can only be done if the people involved wish it to happen. We can help, we can encourage, but we cannot do it alone. We need responsible citizens, strong families, involved and networked communities.

As has often been said, 'rights and responsibilities go together'. We are undertaking to deliver the very best public services and investments that we can. But we need the city's residents and workers to play their part too. Parents have the primary responsibility to look after children, not schools or councils. Communities have a responsibility to respect law and order. Businesses have as much responsibility to lower carbon emissions as individuals and public bodies.

We firmly believe that if the people, voluntary and community groups and businesses of this city mobilise themselves to take responsibility for promoting change, we will be able to achieve far more together. We will encourage citizens, businesses and voluntary, community and faith groups to consider what role they can play in moving Nottingham towards its vision and shaping this city.

Tracking Progress to 2020

Indicators and Targets

The following table presents our chosen headline indicators to track progress in the delivery of this strategy. *[this will provide a summary of all headline targets once agreed, with definitions, etc]*

Priorities and Cross-cutting themes	2020 Objectives	Indicators (Definition, date)	Baseline	2020 Targets
SP1				
SP2				
SP3				
SP4		<i>tbc</i>		
SP5				
SP6				
Aspiring				
Green				
Fair				

Delivering for the People of Nottingham

This strategy aims to deliver a city that is more prosperous, fairer, healthier, safer and greener by 2020. It will require a partnership between the public, private and voluntary sectors, with families and communities playing their role too. We will only know when this strategy has delivered the change we want if local people can see the difference in their own lives.

What this strategy will mean for you over the next ten years...

- Young and currently unemployed - Ryan and Nicci, early 20s, young couple, unemployed, living in a private rented flat in Forest Fields
....more jobs, better training opportunities and help to find work, improved housing through the landlords accreditation scheme
- Young working family – Vijay and Arvind, early 30s with two children just starting primary school, both working, living in a small house in Mapperley
....local secondary school has been rebuilt and improved, bigger choice of family housing available on the market, crime in the area has fallen, bigger range of sports events to go to at the weekend
- Small business owner – Michael, 47, employing 15 people in an IT business based in Sneinton
....recruiting qualified local graduates is easier, there are more larger companies in the city needing specialist IT support, there is a bigger choice of business premises
- Single parent family – Michelle, 20 with a young baby, not working, living in a council flat on the Broxtowe estate
....more health and social support in adjusting to life as a parent, better and safer neighbourhood as regeneration continues, easier access to childcare allowing her to start a new training course at the local college
- Young science graduate – Rob, 22, working in his first job, living in a rented city centre flat
...bigger range of cultural and leisure opportunities in the evenings, more relevant jobs allowing him to stay in the city and develop his career here
- Older people - Margaret, 73, retired, living alone in a house in the Park
.... more personalised health services allowing her to stay in her home for longer and a bigger range of sheltered housing available if she wants to move, safer streets due to the local neighbourhood police team

Involvement

This strategy has been developed in full consultation with a wide range of residents, businesses, community, voluntary and faith groups and public agencies across Nottingham.

In 2007/8 One Nottingham ran a major public consultation and visioning exercise – I'maginiNG Nottingham – asking people what they wanted their city to look like in the future, and what they valued about it today. The consultation process involved discussions:

- In focus groups, open events and one-to-one conversations
- Across every area of the city
- With residents, voluntary, community and faith groups, businesses, agencies

The findings of this research were analysed and drawn upon in helping to shape this strategy's vision and priorities.

Partners in One Nottingham have also been closely involved in shaping the vision, priorities and the strategy itself through workshops and a series of collaborative work streams in the autumn of 2008.

This strategy will now be put out for further consultation and discussion, before its adoption by One Nottingham.