

CITY COUNCIL - 13 JULY 2009

REPORT OF THE LEADER

NOTTINGHAM'S SUSTAINABLE COMMUNITY STRATEGY

1 SUMMARY

- 1.1 This report recommends that Nottingham City Council approve Nottingham's Sustainable Community Strategy.

2 RECOMMENDATIONS

It is recommended:-

- 2.1 that the Nottingham Sustainable Community Strategy be approved, as detailed in the appendix which is circulated separately.
- 2.2 that the Chief Executive, in consultation with the Leader of the Council and One Nottingham Board, be given delegated authority to make minor in-year amendments to the Sustainable Community Strategy as and when necessary.
- 2.3 that the Sustainable Community Strategy be reviewed within five years to ensure that it remains relevant and up to date.

3 REASONS FOR RECOMMENDATIONS (INCLUDING OUTCOMES OF CONSULTATION)

- 3.1 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 accordance with the principles enshrined in the duty to involve.

- 3.2 Once prepared, the Sustainable Community Strategy must be agreed at a meeting of the full Council in accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000/2853.
- 3.3 The Strategy has been developed through widespread consultation and participation of partner organisations. Details are provided in Section 5.

4 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

None

5 BACKGROUND

- 5.1 An extensive public engagement programme (I'maginiNG 2030) was undertaken between September and December 2007. Around 1250 people took place 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.
- 5.2 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 to take the city half way to achieving the Vision. 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.

- 5.3 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.
- 5.4 Following discussion at the away day, an outline vision and Sustainable Community Strategy priorities were considered by Executive Board, Overview and Scrutiny Committee, One Nottingham Board, Theme Partnerships and Boards and/or management teams of partners organisations between June and September 2008. Further refinement has taken place to the vision and priorities following this wider engagement.
- 5.5 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.
- 5.6 Between September 2008 and June 2009, the Sustainable Community Strategy was developed. The final version is circulated separately as an appendix to this report. It comprises the revised vision and priorities and sets out how these will be achieved over the next ten years.
- 5.7 The Sustainable Community Strategy process has been steered by a One Nottingham Steering Group, chaired by 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.

- 5.8 The Sustainable Community Strategy is the overarching plan for promoting and improving the well-being of Nottingham and our citizens. 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 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.
- 5.9 The draft Sustainable Community Strategy has been 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.

6 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY)

- 6.1 There will be a cost to developing and delivering plans to promote and use the vision. These proposals will be subject to agreed budgets and further decision-making processes.
- 6.2 Once the Sustainable Community 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.

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

- 7.1 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 Strategy. This risk is included in the Council's Strategic Risk Management action plan (SRR 16-1) and Strategic Partnerships' Strategic Service Plan.

- 7.2 A full risk assessment and mitigating actions is being developed as part of the implementation planning and will be monitored and reviewed as part of the Strategy delivery arrangements.
- 7.3 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.
- 7.4 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.

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

- 8.1 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 Sustainable Community Strategy (SCS) Mid Point Workshop, 3 November 2009 meeting notes
 SCS Building Block Strategy Papers, December 2008

9 PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

9.1 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: ((HM Government, July 2008)

**COUNCILLOR JON COLLINS
LEADER
NOTTINGHAM CITY COUNCIL**

**City of Nottingham
Sustainable Community Strategy 2020**

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

One Nottingham

**** FULL COUNCIL VERSION ****

July 2009

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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 One Nottingham: www.onenottingham.org.uk or telephone 0115 915 0302

Executive Summary

Nottingham Today

Nottingham's strengths

Nottingham is a world class city. It is one of the UK's most important cities – a city of business and enterprise, a city of learning and science, a city of sport and culture. The city is home to major international businesses, including Boots, Capital One and Paul Smith. Our two universities have over 60,000 students enrolled between them, from around the world. Nottingham has a range of national and international sports venues.

Nottingham is home. The city has one of the UK's largest and most successful retail centres, excellent public transport, parks and green spaces and unrivalled leisure and cultural opportunities.

Nottingham is its people. The city has a long and proud history and has changed much over the last couple of centuries. But one thing has remained constant – Nottingham has always relied on the character and talents of its people. Now, in the 21st Century, the constant 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

There is much to celebrate about Nottingham, but there are also things we need to change, and opportunities that we must grasp. We need to maintain the city's economic competitiveness, learn to rely less on fossil fuels and connect more local people into the benefits of our economy.

In particular, despite the underlying strength of Nottingham's economy, 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 the city's optimism.

That is what this strategy is about – it is an agenda for change over the next decade. It is a strategy for jobs and prosperity, for better neighbourhoods and for strong and aspiring families. In developing this strategy we have carefully researched the city's challenges and also sought the views of Nottingham's residents, employers, businesses, community, voluntary and faith groups through one of our largest ever consultations.

Progress so far

We have made good progress in the last few years in delivering change in the city. Achievements include:

- Rapidly improving education services
- Significantly reduced crime
- Improving health amongst the city's residents
- A popular tram service
- Nottingham City Homes has improved significantly

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, proud**

Nottingham in 2030 will be a city which has tackled deprivation and inequality by...

- **Being one of Europe's top ten cities for science and innovation, sport and culture**
- **Making every neighbourhood a great place to live**
- **Giving the best start in life to all of our children and young people**
- **Making poverty history**

We will do this by being radical, bold and daring 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 in everything we do.

Right at the heart of this vision – and this strategy – is a determination that over the next two decades we will fashion a new direction for Nottingham where accelerated 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 2030, 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.

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 and cross cutting aims 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 cross-cutting aims are:

- **Green** ...Being environmentally sustainable
- **Aspiring** ...Raising aspirations
- **Fair** ...Achieving fairness and equality of opportunity

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 achieve**
4. **Tackle poverty and deprivation by getting more local people into good jobs**
5. **Reduce crime, the fear of crime, substance misuse and anti-social behaviour**
6. **Improve health and wellbeing**

Getting to Tomorrow

Our 2020 Strategy

We need a clear strategy to achieve our strategic priorities.

Each of our six 2020 Strategic Priorities will be ‘owned’ by one of One Nottingham’s thematic partnerships, some of them newly established. Each partnership will have two roles – a *champion/commissioning* role to define the strategy and identify what changes are needed, and a *delivery* role, delivering a core *action programme*, focused on achieving its own priority, but also contributing to other priorities as necessary. Our thematic partnerships and their core programmes are as follows:

Priority	Action Programme	Thematic Partnership
1	World Class Nottingham	World Class Nottingham Partnership
2	Neighbourhood Nottingham	Neighbourhood Partnership
3	Family Nottingham	Children’s Partnership Board
4	Working Nottingham	Working Nottingham Partnership
5	Safer Nottingham	Crime and Drugs Partnership
6	Healthy Nottingham	Health and Wellbeing Partnership

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:

- At a core city level, working closely with others across the conurbation, our **World Class 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.

- Our **Neighbourhood Nottingham** 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. It will also work to improve public services in every neighbourhood and empower communities to take more control.
- 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 **Family Nottingham** 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 organisation 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. This work will be led by the Children's Partnership Board.

- **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. This work will be led by a new Environmental Sustainability Partnership.
- **Fair** – we want Nottingham to have a renewed reputation for treating its citizens fairly – achieving equality of opportunity and valuing diversity. This work will be led by a new Fairness Commission.

Governance and Delivery

The delivery of this strategy is the responsibility of the whole of One Nottingham, led by its new Board. The City will also work closely with partner authorities at the Greater Nottingham core city area, across Nottinghamshire, with Leicester and Derby and at a regional level where broader partnerships make sense.

We have reorganised One Nottingham's theme partnerships to focus more clearly on delivering the city's priorities as set out in this strategy. This will ensure a clear focus on agreed priorities, clear lines of accountability and more effective joined up working.

We are also seeking to improve how we empower communities and citizens to have more control over their lives, services and neighbourhoods. This includes meaningful engagement with One Nottingham.

The level of public resources available in the coming years will clearly be an important factor in shaping how our action programmes are delivered. However, if we can secure strong co-operation from all sectors – private, voluntary, community, individuals – we will be able to mobilise significantly more resources than if we rely on public resources alone. More fundamentally, we recognise the limitations of government – the public sector cannot deliver change alone, it needs responsible citizens and businesses, strong families, involved and networked communities. We will encourage responsibility, voluntary initiative and enterprise.

Tracking Progress to 2020

The strategy sets out a full set of 2020 headline indicators and targets to allow us to measure our progress in delivering this strategy. We will report on progress annually.

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 – l'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 was also extensively consulted upon across One Nottingham's members during the spring of 2009.

Foreword

“

In the last few years the City Council and its partners in One Nottingham have made good progress in getting this city going in the right direction. But we cannot be complacent because there is still a lot more to do.

Our ten year strategy sets out a vision of what Nottingham should look like in the future and how we can make it happen. It is a route-map for organisations in the city and reflects the views of many people across the city who have helped to shape it.

Our biggest priority for the coming decade is to break the cycle of poverty in this city. We want our children to grow up with higher ambitions and aspirations for the future. We want more of the city's wealth creation to benefit local people.

But this is not an idle wish. We can deliver this strategy because it is built on a strong agreement across the city about these very issues – what really matters in Nottingham and how we will make a difference by acting together.

But we won't achieve this by ourselves. We all need to work together with local people, our diverse communities, voluntary groups and businesses, as well as the public services, politicians and neighbouring councils.

We want to become a 'go ahead' city - a city which is safe, clean, ambitious, proud.

Join us. It's your city. What will you do to help?

”

Councillor Jon Collins
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

A selection of quotes from Nottingham residents, asked what sort of city they wanted to live in:

*For more people to have the chance to do the job of their dreams
Bring world events to this city
Communities should work together instead of fighting each other
Every child should go to university
Stop knife crime
Give young people more aspirations at school*

Source: I'maginiNG Consultation process

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. Reduce smoking rates.
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 and equality** – maintain the City’s cohesiveness for our future generations and promote equalities.
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 one third reduction in crime from 2003/4 to 2008/9.
- The city's health has been steadily improving for the last decade, with a 17% improvement in the city's overall mortality rate.
- Nottingham's popular tram now serves 10 million passengers a year. With the recent Government approval for Phase Two, new lines will extend to Clifton and Chilwell, helping to create jobs, reduce car journeys and improve the quality of life for Nottingham's residents.
- 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 Royal Institute of British Architects and the Commission for Architecture and the Built Environment (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, proud**

Nottingham in 2030 will be a city which has tackled deprivation and inequality by...

- **Being one of Europe's top ten cities for science and innovation, sport and culture**
- **Making every neighbourhood a great place to live**
- **Giving the best start in life to all of our children and young people**
- **Making poverty history**

We will do this by being radical, bold and daring 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 in everything we do.

Right at the heart of this vision – and this strategy – is a determination that over the next two decades we will fashion a new direction for Nottingham where accelerated 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 2030, 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.

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 and cross cutting aims 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 cross-cutting aims are:

- **Green** ...Being environmentally sustainable
- **Aspiring** ...Raising aspirations
- **Fair** ...Achieving fairness and equality of opportunity

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 achieve**
- 4. Tackle poverty and deprivation by getting more local people into good jobs**
- 5. Reduce crime, the fear of crime, substance misuse and anti-social behaviour**
- 6. Improve health and wellbeing**

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 core city level, working closely with others across the conurbation, our **World Class 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 **Neighbourhood Nottingham** 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 **Family Nottingham** 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.

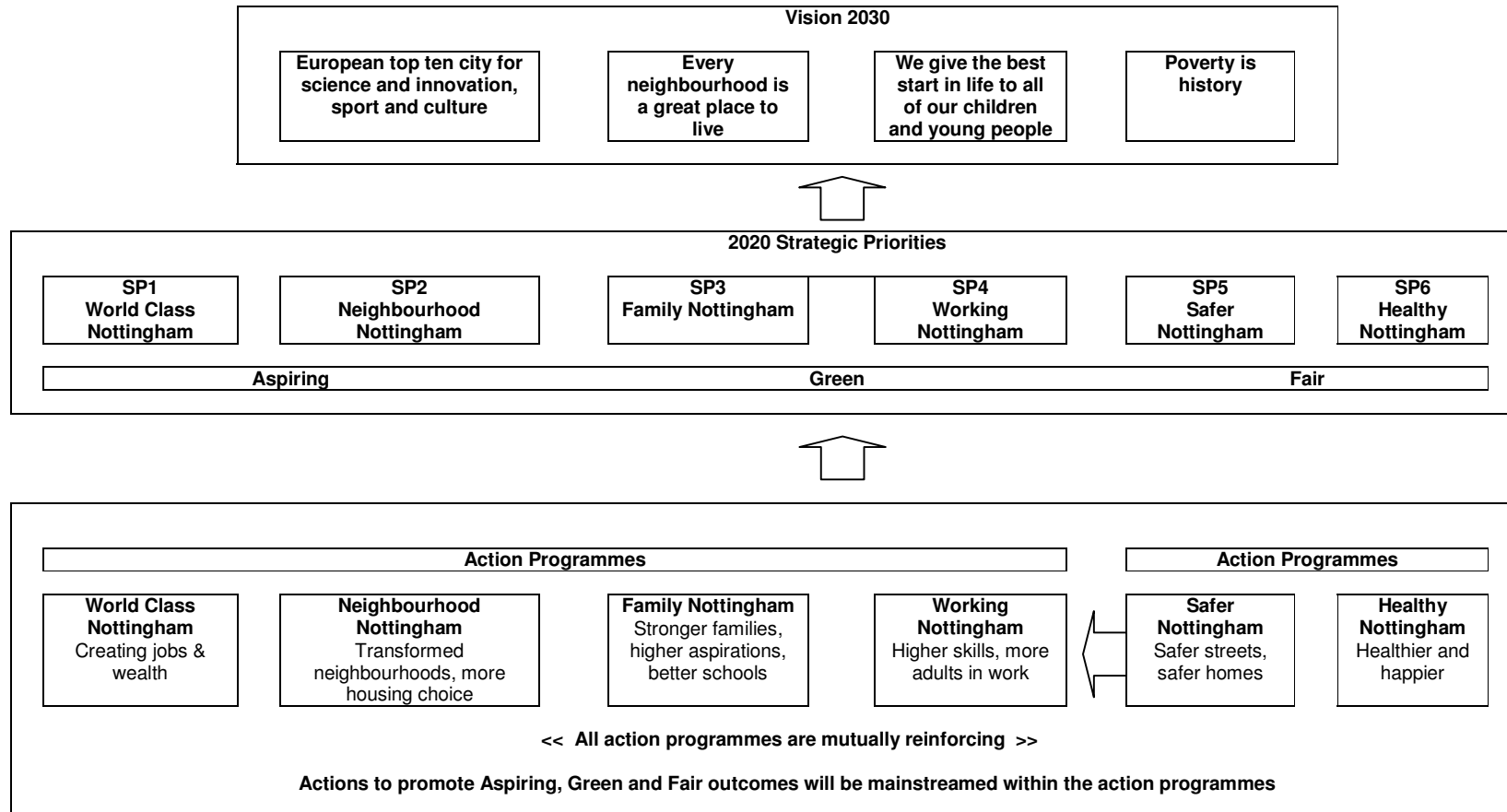
Cross-cutting Aims

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



Strategic Priority 1: World Class 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

- Achieve and maintain Nottingham City GVA per capita at least 35% above the England average [Baseline 2006: 32%]
- 20,000 new jobs created in science and technology sector [Baseline 2006/07: 62,100 jobs]
- 50% increase in total annual spending from overnight stays for leisure and business [Baseline 2007: £331m]
- Host at least 12 internationally significant cultural and sporting events per year
- Reduce the city's carbon emissions by 26% of 2005 levels by 2020. [Baseline 2005: 6.5 tonnes of CO2 per capita]
- Increase the rate of new business VAT registration to match that of the East Midlands [Baseline 2007: 88%]
- Tackle congestion by achieving no more than a 10.5% increase in person journey times on the monitored transport network [Baseline 2007: 3.8 mins per mile]

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 'World Class' 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 currently 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 Forum and Task and Finish Group has put together an action plan for short, medium and long term responses to the recession that will deliver immediate benefits now and also help to position us for longer term growth. The Forum brings together high calibre local leaders including experts in business, economics and/or finance who can offer insight into the factors that make cities uniquely placed to drive the future economic prosperity of the UK. Actions include the following:

Short term resilience actions (2009) – to minimise the immediate impacts of the recession

- A series of financial inclusion events and more ways to access advice in the community are being developed to help people manage their money and get the benefits they are entitled to.
- Increased capacity in the citizens' advice sector to alleviate immediate backlogs and meet growing needs;
- Help for 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.
- Increasing job opportunities for local people – with an apprenticeship for every £1 million of the recently-announced £243 million Decent Homes investment; training people for 'handyperson' jobs in their neighbourhoods; volunteer training opportunities and skills development.
- Allowing Council Tax payers the option of paying by fortnightly and weekly instalments.
- Introducing a new procurement strategy which seeks to increase the proportion of the £330 million the Council spends each year on goods and services that is spent with local businesses and the voluntary sector.
- Multi-agency support for local workers facing redundancies, including help with CV writing, accessing vacancies and broader welfare advice.
- Any business reported to be in difficulty is being pro-actively approached to ensure they are aware of the services and support available.
- A package of free and cheap sports activities aimed at children and families has been developed for the summer holidays 2009.

Medium term realignment actions (2009-2011) - to ensure that the city is in a strong position to benefit from the recovery

- Development of a Council apprenticeship scheme and, under the aegis of One Nottingham, an enterprise allowance scheme and community programme.
- Developing the Council's Investment Strategy to include the opportunity to invest council balances in strategic land acquisitions, whilst land

values and returns on cash balances are low.

- Developing a new financial inclusion strategy including the role of credit unions;
- Reviews of the opportunities afforded in the environmental, university and professional sectors (building on existing work) and of the current Economic Development priority sectors including the current focus on finance;
- Work to explore the potential for an energy sufficient manufacturing or business park in Nottingham;
- A review of opportunities for independent retailers to breathe new life into the High Street;

Our longer term economic strategy is set out in the rest of this section, ensuring that we have the right skills, infrastructure and business opportunities to deliver long term economic growth in the city.

Lead Partnership

The lead partnership for **driving and co-ordinating** this Strategic Priority will be the **World Class Nottingham Partnership** operating across Nottingham's core city area. However, **delivery** will also be required from other partnerships and agencies across the city, with key contributions from the East Midlands Development Agency (emda), Nottingham Science City, Sport4Nottingham, Nottinghamshire and Nottingham Culture Partnership, Invest in Nottingham, the Working Nottingham Partnership, 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 'World Class Nottingham' 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. We will draw on the city's distinctive local talents and creativity as well as our long-standing heritage.

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. We will continue to promote tourism to the city, drawing on our strong city brand and the legend of Robin Hood.

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 World Class 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 and giving residents more control over what happens in their neighbourhoods.

2020 Headline Targets

- Raise resident satisfaction with their neighbourhood (across the city) to the highest of all Core Cities in England [Baseline 2008: 69%, target 80%]
- Raise resident satisfaction with their neighbourhood to no less than 5% below the City average in every neighbourhood [Baseline 2007: City average 70%, lowest score 54%]
- 11,500 net new homes from 2008 to 2020
- Increase family housing to at least 35% of all housing stock [Baseline 2001 Census: 29%]
- Increase the % of people who believe that people from different backgrounds get on well in their local area to the highest of all Core Cities in England [Baseline 2008: 73%, target 77%]
- Increase the % of people who feel that they can influence decisions in their locality to 40% [Baseline 2008: 32%]
- Increase the reuse, recycling and composting of household waste to 50% [Baseline 2008/09: 32%]
- 20% of energy used in the City will be produced within the Greater Nottingham area from renewable or low/zero carbon sources [Baseline 2008: less than 1%]
- Increase the use of public transport by 2m trips to 58m trips per year by 2020 [Baseline 2008: 56m trips per year]
- Eradicate fuel poverty by 2016 [Baseline 2009: 12% of low income households]

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. Every community should be stronger, more active and better able to influence what happens to it.

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.

We will also work alongside the people of Nottingham to build stronger communities – where more neighbours know and trust each other, where more people volunteer to make a difference locally and where local initiative, creativity and enterprise can flourish. We will also provide opportunities for communities to take more control over their neighbourhoods and the services that are delivered there, helping to rebuild civic pride and establish better forms of governance for the 21st century.

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 the Homes and

Communities Agency (HCA), Nottingham City Homes, Registered Social Landlords (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 and to fit within the strategic priorities of this strategy. 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 conurbation-level strategy, including co-ordinated Local Development Frameworks, 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 (11,500 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 Houses in Multiple Occupation (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 Private Finance Initiative (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) Strengthening 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.

We will also ensure that the most vulnerable members of our communities are properly supported to achieve and sustain independent living. Our Supporting People programme will be improved to provide a better range of housing-related support which will help people to manage their homes and their needs better, giving them more opportunities to make a positive contribution to their communities.

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.
- The greater involvement of people in decisions that affect their lives and neighbourhoods and growing involvement in their communities, will contribute to an improved sense of wellbeing.

Strategic Priority 3: Family Nottingham - Ensure that all children and young people thrive and achieve

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 so that Nottingham is in the top 25% of local authorities [Baseline 2007/08: 51% of children, Nottingham in the top 33%]
- Child obesity will be reduced to 18% [Baseline 2006/07: 20%]
- The number of first-time entrants each year to the criminal justice system aged 10-17 will be halved [Baseline 2007/08: 700 young people]
- Teenage pregnancy rate will be halved [Baseline 1998: 74.7 per 1000]
- Raise the % of pupils achieving 5 or more A*-C GCSEs including English and Maths so that Nottingham is in the top 20% of the most improved local authorities [Baseline 2007: 34.7% of pupils]
- Reduce the % of pupils leaving school with no qualifications to 0% [Baseline 2007/08: 4.8%]

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 City, 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 – 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 will embed the Common Assessment Framework and related practices to ensure a more integrated approach across all public services to keeping children safe.

We intend, over time, to change the way we design, manage and deliver public 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. 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.

We will strengthen 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.

We are working increasingly effectively with first time pregnant teenagers, for example by providing specialist nurses to help them to build parenting skills and health practices and a vision for their own future.

We will promote the “Think Family” approach to ensure 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.

3) Emotional resilience – we will be increasingly effective in building social and emotional skills, resilience and academic aspiration in our young people. 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 Social and Emotional Aspects of Learning (SEAL) programme in primary and secondary schools will help children develop stronger life skills. 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. 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 local 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 2007/08: City: 63.7%, England: 74.5%]
- Raise the proportion of adults with at least Level 2 qualifications to 90% [Baseline 2007: City: 57.7%, England: 64.1%]
- 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]
- Ensure that no neighbourhood is in the most deprived 5% nationally [Baseline 2007: 15% are in the most deprived 5%]
- The proportion of children living in poverty will be halved [Baseline 2006-7: 64% of under 18s live in poverty]

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. It will also boost the city's economy, as more people contribute.

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 World Class 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 World Class 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 the Department of Work and Pensions (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 General Practitioners (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 Further Education (FE) 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, substance misuse and anti-social behaviour

2020 Objectives

By 2020, Nottingham will:

- Be a significantly safer city with lower crime, fear of crime and perceptions of lower Anti-social Behaviour (ASB)
- Be more effective at tackling substance misuse and drug dealing in local communities
- Be more effective at tackling the causes of crime and intervening earlier in the lives of those at risk

2020 Headline Targets

- Reduce 'all crime' to the average for Nottingham's family of similar Crime and Drugs Reduction Partnerships (CDRPs) [Baseline: 2006/07: 59,949 crimes]
- Reduce the perceptions of anti-social behaviour to the average for Nottingham's family of similar CDRPs [Baseline 2008: 28.9%]
- To achieve a 90% penetration rate of problematic drug users for treatment [Baseline 2007/08: 80%]
- To reduce adult re-offending rates for those under the supervision of probation to the average amongst our family of similar CDRPs

The Story: From Today to Tomorrow

In the last five years overall crime has fallen by a third 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: 39%]
- Reduce the proportion of overweight and obese adults to the 2000 average levels for England, 60% [Baseline 2007: 69%]
- Increase levels of physical activity to 32% of adults participating in 3 x 30 mins moderate physical activity per week [Baseline 2007/08: 24%]
- Reduce the health inequality gap between Nottingham City and England by 70% by 2020
- Reduce alcohol related hospital admissions to 1400 per 100,000 population [Baseline 2007/08: 1778 per 100,000 pop]
- To improve mental health and wellbeing across the city [Baseline and target under development]

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 39%, 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 Working Nottingham, Neighbourhood Nottingham, the Crime and Drugs 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. 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) Older people and vulnerable adults and their carers - we want to make Nottingham a better place to grow old in and also 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. An Older Person's Strategy has been developed to improve the lives of older citizens, working for better health, safer streets, a better quality of life, more lifelong learning opportunities and improved accessibility across the city. We will also continue to improve services for vulnerable adults 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.
- Empowering people to take more control of their lives and lifestyles, supporting stronger families and communities.

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 World Class Nottingham and Neighbourhood Nottingham in relation to, amongst others:

- Lowering carbon emissions
- Generating more energy from renewable sources
- Increasing the use of public transport
- 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/Commission, 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, drawing on the advice of the Environment Agency in particular.

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

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

The commitment to raise aspirations has been written into the core of this strategy, with the targets for each of the Strategic Priorities set at ambitious levels requiring rising aspirations. No separate targets have therefore been set for this cross-cutting aim.

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 is 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.

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 - age, disability, gender, race, religion and belief and sexual orientation – and for our most disadvantaged neighbourhoods.

2020 Headline Targets

We will monitor the 'equality gaps' for all six priority groups in relation to the headline indicators, where data allows, and will seek to improve our collation and reporting of equalities data as a priority.

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.

Social and economic outcomes also vary significantly across the city and between neighbourhoods. Employment levels, health and educational attainment all vary too much, with some neighbourhoods experiencing serious multiple disadvantage.

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

We will also monitor, review and report inequalities between neighbourhoods in Nottingham, as we seek to 'narrow the gap' in all senses within the city.

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. We will improve the extent and transparency of our reporting on all equalities issues in Nottingham.

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. This is particularly relevant to delivering our World Class Nottingham priority and our Green cross cutting theme.

One Nottingham's governance and delivery structures are focused on delivering the city's priorities as set out in this strategy. This ensures a clearer focus on our desired long-term outcomes and enables clear lines of accountability and more effective joined up working.

Our One Nottingham Board brings together the leaders of the Council and key partners in Nottingham. Its overriding purpose is to promote, hold and ensure the delivery of our 2030 Vision and Sustainable Community Strategy. Working to the Board, our One Nottingham Executive Group is responsible for driving and managing the delivery of this strategy and also our Local Area Agreement, as the shorter term action plan. It comprises the Council and key partners' Chief Executives.

Each Strategic Priority is owned by a Theme Partnership whose responsibilities are to energise, drive and co-ordinate the achievement of that priority's outcomes. The Theme Partnership will also be responsible for delivering many of the core actions to meet the priority's outcomes, but will need to work jointly with other agencies and partnerships on some actions. The Theme Partnerships are accountable to the One Nottingham Executive Group as are the partnerships or groups that own each of the cross cutting themes.

- SP1 – World Class Nottingham – a single partnership covering Nottingham core city area, which will 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, Strategic Planning and Transport) and be accountable to, and work together within, this Theme Partnership for the delivery of specific outcomes of this Strategic Priority.
- SP2 – Neighbourhood Nottingham – a single city-focused partnership brings together housing, neighbourhood and community concerns, with responsibility for the Strategic Regeneration Frameworks, housing development, social regeneration and community empowerment amongst other issues. Neighbourhood Nottingham will also link to World Class Nottingham for the

purposes of sub-regional housing market strategy (including Erewash) and the Homes and Communities Agency 'single conversation'.

- SP3 – Family Nottingham – this is driven by the Children's Partnership Board, our Children's Trust style arrangements.
- SP4 – Working Nottingham – this partnership has a clear focus on 'raising skills' and 'getting people into work' in the city but also owns and works within a broader aim of tackling poverty (including child poverty). In this way, the partnership will drive a more joined up agenda of skills, work and financial inclusion, co-ordinating closely with the work to strengthen healthy families. It is vital that this partnership works also closely with World Class Nottingham to ensure that our unemployed and low skilled citizens benefit from the employment and skills and access strategies developed at the county/conurbation level.
- SP5 – Safer Nottingham – this is led by our Crime and Drugs Partnership, which will continue strong links with their counterparts in the County and district authorities.
- SP6 – Healthy Nottingham – this is led by our Health and Wellbeing Partnership, which also has responsibility for improving the quality of life for older people.
- Aspiring – efforts to promote this outcome are led and co-ordinated by the Children's Partnership Board, but they do require cross-partnership working. Our challenge is to bring together work on early intervention, social mobility, education and families and to ensure that there is a strategic focus on developing policies to 'break the cycle'.
- Green – One Nottingham is committed to increasing our efforts to build up momentum in tackling climate change and this requires a clear institutional focus and voice. A strengthened Environmental Sustainability Partnership/Commission within One Nottingham will help us move towards a lower carbon future and adapt to climate change.
- Fair – a new standing 'Fairness Commission', chaired by a One Nottingham Board member, will research, promote and hold One Nottingham accountable on issues of equality and diversity.

Community involvement

As part of the work to transform neighbourhoods, we are seeking to empower communities and citizens to have more control over their lives, services and neighbourhoods. Community and citizen involvement in One Nottingham will also be strengthened, including

through engagement with Nottingham's various advisory groups. We are keen to seek innovative ways to ensure that this engagement is meaningful.

Nottingham City Council's Community Leadership Role

Involvement in One Nottingham is one of the Council's prime ways in which it demonstrates its commitment to community and democratic leadership of the city. The Council takes this role seriously. The Council's Leader and Executive Councillors take leadership roles as members of the One Nottingham Board and Theme Partnerships. The Council's Chief Executive has a leadership role in One Nottingham Executive Group. The Council's scrutiny function has a clear protocol with One Nottingham which is used to effectively scrutinise strategy development and performance management. In so doing, scrutiny adds an important dimension to both of these processes to improve outcomes for our citizens.

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 across the conurbation, with the County Council and neighbouring local authorities, and with Leicester, Derby and the region's other principal authorities on East Midlands' regional and sub-regional issues. EMDA remains a key partner at the regional level.

Nottingham's Local Development Framework will also play a key role in enabling the delivery of this strategy – it provides a clear framework for physical and spatial development across the city. The City Council is currently consulting on the options for the Framework's core strategy, which already reflect the direction of this strategy.

One Nottingham and our partners acknowledge that the level of public funding currently available may not continue to be available throughout the period of the strategy, in real terms, and that required efficiency savings are made each year. We need to seize opportunities to use our resources more effectively through new ways of working and improved joint working.

This strategy will be reviewed by One Nottingham within 5 years, to ensure that it remains relevant and up to date.

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, Targets and Reporting

The following table summarises our chosen headline indicators to track our progress in delivering this strategy to 2020. We will report on progress towards these targets annually and ensure that all partners, including local communities, can see how we are doing. (All targets relate to the City of Nottingham, unless otherwise stated.)

Priorities	2020 Objectives	Indicators with 2020 Targets	Baseline	Data Source
SP1 World Class Nottingham	<p>By 2020, Nottingham will be:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Achieve and maintain Nottingham City GVA per capita at least 35% above the England average 20,000 new jobs created in science and technology sector (to 82,100 jobs) 50% increase in total annual spending from overnight stays for leisure and business (to £500m) Host at least 12 internationally significant cultural and sporting events per year Reduce the city's carbon emissions by 26% of 2005 levels by 2020 (to 4.81 tonnes CO2 per capita – this target is in line with Government target to reduce emissions by 34% of 1990 levels) Increase the rate of new business VAT registration to match that of the East Midlands Tackle congestion by achieving no more than a 10.5% increase in person journey times on the monitored transport network 	<p>2006: 32% (City: £25,600, England £19,400)</p> <p>2006/07: 62,100 jobs</p> <p>2007: £331m</p> <p>2008/09: not defined</p> <p>2005: 6.5 tonnes of CO2 pc</p> <p>2007: 88%</p> <p>2007: 3.8 mins per mile</p>	<p>ONS, annual</p> <p>ONS ABI, annual</p> <p>STEAM data, Experience Nottingham, annual</p> <p>n/a</p> <p>NI 186, annual</p> <p>NI 171, annual</p> <p>Nottingham City Council</p>
SP2 Neighbourhood Nottingham	<p>By 2020, across Nottingham:</p> <ul style="list-style-type: none"> Every neighbourhood will have a distinctive identity and provide a great place to live, with: <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Raise resident satisfaction with their neighbourhood (across the city) to the highest of all Core Cities in England (target is currently 80%) Raise resident satisfaction with their neighbourhood to no less than 5% below the City average in every neighbourhood 11,500 net new homes from 2008 to 2020 (from April 2008 to March 2020) 	<p>2008: 69%</p> <p>2008: City average 70%, lowest score 54%</p> <p>March 2008: 2437 built of 14,000 required from 2006 to 2020 by Regional Plan</p>	<p>NI 5, Place Survey, bi-ennial</p> <p>Local survey</p> <p>NI 154, half-yearly</p>

Priorities	2020 Objectives	Indicators with 2020 Targets	Baseline	Data Source
	<ul style="list-style-type: none"> ○ 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 and giving residents more control over what happens in their neighbourhoods. 	<ul style="list-style-type: none"> • Increase family housing (houses that have 6 or more rooms) to at least 35% of all housing stock <i>NOTE that interim measures will be used to monitor progress towards this target</i> • Increase the % of residents who believe that people from different backgrounds get on well in their local area to the highest of all Core Cities in England (target is currently 77%) • Increase the % of people who feel that they can influence decisions in their locality to 40% • Increase the reuse, recycling and composting of household waste to 50% • 20% of energy used in the City will be produced within the Greater Nottingham area from renewable or low carbon sources • Increase the use of public transport by 2m trips to 58m trips per year by 2020 (defined as bus passenger journeys originating in Nottingham City) • Eradicate fuel poverty by 2016 (defined as the % of income-based benefits recipients living in homes with energy efficiency ratings below 35) 	<p>2001 Census: 29%</p> <p>2008: 73%</p> <p>2008: 32%</p> <p>2008/09: 32%</p> <p>2008: <1% estimated</p> <p>2008: 56m trips per year</p> <p>Jan 2009: 12%</p>	<p>2011, 2021 Census</p> <p>NI 1, Place Survey, bi-ennial</p> <p>NI 4, Place Survey, bi-ennial</p> <p>NI 192, City Council, quarterly</p> <p>To be confirmed</p> <p>NI 177, annual</p> <p>NI 187i, annual</p>
SP3 Family Nottingham	<p>By 2020, in Nottingham:</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Raise the % of children developing well across all areas of the early years foundation stage so that Nottingham is in the top 25% of local authorities • Child obesity will be reduced to 18% • The number of first-time entrants each year to the criminal justice system aged 10-17 will be halved • Teenage pregnancy rate will be halved (defined as the under 18 conception rate) • Raise the % of pupils achieving 5 or more A*-C GCSEs including English and Maths so that Nottingham is in the top 20% of most improved local authorities • Reduce the % of pupils leaving school with no 	<p>2007/08: 51% of children (Nottingham in the top 33%)</p> <p>2006/07: 20%</p> <p>2007/08: 700 young people</p> <p>1998: 74.7 per 1000</p> <p>2007: 34.7%</p> <p>2007/08: 4.8%</p>	<p>NI 72, annual</p> <p>NI 56i, quarterly</p> <p>NI 111, quarterly</p> <p>NI 112, annual</p> <p>NI 75, annual</p> <p>KS4 AAT, annual</p>

Priorities	2020 Objectives	Indicators with 2020 Targets	Baseline	Data Source
		qualifications to 0%		
SP4 Working Nottingham	<p>By 2020, Nottingham:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increase the city's employment rate to 75% Raise the proportion of adults with at least Level 2 qualifications to 90% Move the city of Nottingham up out of the 10% most deprived authorities in England i.e. out of the bottom 35 Ensure that no neighbourhood is in the most deprived 5% nationally The proportion of children living in poverty will be halved (defined as the % of children living in households dependent on out-of-work benefits) 	<p>2007/08: 63.7%</p> <p>2007: 57.7% (England 64.1%)</p> <p>2007: 13th most deprived</p> <p>2007: 15% of city LSOAs are in national 5% most deprived</p> <p>2006/07: 64% of under 18s</p>	<p>NI 151, quarterly</p> <p>NI 163, annual</p> <p>IMD 2007, updated 3 yearly</p> <p>IMD 2007, updated 3 yearly</p> <p>NI116, annual</p>
SP5 Safer Nottingham	<p>By 2020, Nottingham will:</p> <ul style="list-style-type: none"> Be a significantly safer city with lower crime, fear of crime and perceptions of lower Anti-social Behaviour (ASB) Be more effective at tackling substance misuse and drug dealing in local communities Be more effective at tackling the causes of crime and intervening earlier in the lives of those at risk 	<ul style="list-style-type: none"> Reduce 'all crime' to the average for Nottingham's family of similar CDRPs Reduce the perceptions of anti-social behaviour to the average for Nottingham's family of similar CDRPs To achieve a 90% penetration rate of problematic drug users for treatment To reduce adult re-offending rates for those under the supervision of probation to the average amongst our family of similar CDRPs 	<p>2006/07: 59,949 crimes</p> <p>2008: 28.9%</p> <p>2007/08: 80%</p> <p>Not available</p>	<p>iQuanta, quarterly</p> <p>NI 17, Place Survey, bi-ennial</p> <p>NDTMS & local data, annual</p> <p>NOMS, annual</p>
SP6 Healthy Nottingham	<p>By 2020, in Nottingham:</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Reduce smoking prevalence to 20%, which is below the national average Reduce the proportion of overweight and obese adults to the 2000 average levels for England (60%) Increase levels of physical activity to 32% of adults participating in 3 x 30 mins moderate physical activity per week Reduce the health inequality gap between Nottingham City and England by 70% by 2020 (defined as mortality rate from all circulatory diseases at ages under 75) 	<p>2008: 39%</p> <p>2007: 69%</p> <p>2007/08: 24%</p> <p>2006: City is 105 per 100,000 pop, England is 79 per 100,000 pop.</p>	<p>LAA08 Loc 1, annual</p> <p>Local survey</p> <p>NI 8, annual</p> <p>PCT, annual</p>

Priorities	2020 Objectives	Indicators with 2020 Targets	Baseline	Data Source
		<ul style="list-style-type: none"> Reduce alcohol related hospital admissions to 1400 per 100,000 population To improve mental health and wellbeing across the city [Baseline and target under development] 	<p>2007/08: 1778 per 100,000 pop</p> <p>To be confirmed</p>	<p>NI 39, annual</p> <p>Local survey</p>
Green	<p>By 2020, Nottingham will be moving towards a more sustainable economy and way of life by:</p> <ul style="list-style-type: none"> 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 	<p>The targets for this aim are already included within the Headline Targets for World Class Nottingham and Neighbourhood Nottingham in relation to, amongst others:</p> <ul style="list-style-type: none"> Lowering carbon emissions Generating more energy from renewable sources Increasing the use of public transport Increasing recycling Tackling fuel poverty 		
Aspiring	<p>By 2020, Nottingham will be:</p> <ul style="list-style-type: none"> 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. 	<p>The commitment to raise aspirations has been written into the core of this strategy, with the targets for each of the Strategic Priorities set at ambitious levels requiring rising aspirations. No separate targets have therefore been set for this cross-cutting aim.</p>		
Fair	<p>By 2020, Nottingham will be:</p> <ul style="list-style-type: none"> 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. 	<p>We will monitor the 'equality gaps' for all six priority groups in relation to the headline indicators, where data allows, and will seek to improve our collation and reporting of equalities data as a priority.</p>		

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.

The published document will include quotes from citizens and local businesses stating what the strategy will mean for them over the next ten years.

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 – l'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 was also extensively consulted upon across One Nottingham's members during the spring of 2009.