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**Nottingham
City Council**

Nottingham City Council Corporate Scrutiny Committee

Date: Wednesday, 13 March 2024

Time: 10.00 am

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham,
NG2 3NG

Councillors are requested to attend the above meeting to transact the following business

Director for Legal and Governance

Scrutiny & Audit Support Officer: Damon Stanton

Direct Dial: 0115 87 64345

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes** 3 - 10
To confirm the Minutes of the meeting held on 14 February 2024
- 4 Scrutiny Chairs Catch-Up**
Discussion and verbal updates from the Chairs of the Council's
Overview and Scrutiny Committees on work that has taken place within
their individual remits
- 5 Strategic Council Plan** 11 - 54
Report of the Statutory Scrutiny Officer
- 6 Recommendation Tracker** 55 - 62
To note the responses received to the Committee's previous
recommendations
- 7 Work Programme** 63 - 70
Report of the Statutory Scrutiny Officer

For the Corporate Scrutiny Committee Work Programme 2023/24 to be
signed off as complete

If you need any advice on declaring an interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting

Citizens attending meetings are asked to arrive at least 15 minutes before the start of the meeting to be issued with visitor badges

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at www.nottinghamcity.gov.uk. Individuals intending to record the meeting are asked to notify the Governance Officer shown above in advance.

Nottingham City Council

Corporate Scrutiny Committee

Minutes of the meeting held in the Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 14 February 2024 from 9.32 am to 12.21 pm

Membership

Present

Councillor Leslie Ayoola (Chair)
Councillor Sam Harris
Councillor Patience Uloma Ifediora
Councillor Georgia Power
Councillor Andrew Rule
Councillor Naim Salim

Absent

Councillor Imran Jalil
Councillor Devontay Okure

Colleagues, partners and others in attendance:

Mel Barrett	- Chief Executive
Ross Brown	- Corporate Director for Finance and Resources
Shabana Kausar	- Director of Finance
Adrian Mann	- Scrutiny and Audit Support Officer
Colin Parr	- Corporate Director for Communities, Environment and Resident Services
James Rhodes	- Acting Assistant Chief Executive
Sajeeda Rose	- Corporate Director for Growth and City Development
Damon Stanton	- Scrutiny and Audit Support Officer
Malcolm Townroe	- Director of Legal and Governance
Catherine Underwood	- Corporate Director for People
Laura Wilson	- Senior Governance Officer
Councillor Audra Wynter	- Deputy Leader of the Council and Portfolio Holder for Finance and Human Resources

31 Apologies for Absence

Councillor Imran Jalil	-	work commitments
Councillor Devontay Okure	-	personal reasons

32 Declarations of Interests

None

33 Minutes

The Committee confirmed the minutes of the meeting held on 17 January 2024 as a correct record and they were signed by the Chair.

34 Scrutiny Chairs Catch-Up

Councillor Sam Harris, Chair of the Housing and City Development Scrutiny Committee, and Councillor Georgia Power, Chair of the Health and Adult Social Care Scrutiny Committee, provided an update on the current and future work taking place within their Committee's remits. The following points were discussed:

- a) The Housing and City Development and the Health and Adult Social Care Scrutiny Committees met during January to consider the impacts of the 2024/25 budget proposals on the Growth and City Development directorate and on the Adult Social Care service, respectively. Both Committees considered the proposals within the remits in detail and returned comments and recommendations to the associated Portfolio Holders and Corporate Directors.

The Committee noted the update.

35 Scrutiny of the Budget

Councillor Audra Wynter, Deputy Leader of the Council and Portfolio Holder for Finance and Human Resources; Mel Barrett, Chief Executive; Ross Brown, Corporate Director for Finance and Resources; Colin Parr, Corporate Director for Communities, Environment and Resident Services; Sajeeda Rose, Corporate Director for Growth and City Development; Catherine Underwood, Corporate Director for People; James Rhodes, Assistant Chief Executive; Shabana Kausar, Director of Finance; and Malcolm Townroe, Director of Legal and Governance, presented a report on the development of the overall 2024/25 budget proposals and the Medium-Term Financial Strategy and Plan. The following points were raised:

- a) Following the public consultation on the 2024/25 budget proposals, Scrutiny activity was carried out in relation to both the budget as a whole and the likely impacts on citizens due to the savings put forward within individual service areas. The consultation process ran for a four-week period from 19 December 2023 on 31 proposals, using an online survey and a range of targeted and general engagement events. Over 5,000 responses were returned and work has been carried out to analyse these in terms of both theme and sentiment. Going forward, the response to the consultation will be taken into account when carrying out future consultations to inform delivery planning for the proposals.
- b) Equality Impact Assessments (EIAs) have been carried out for all of the relevant budget proposals to establish an overview of the equality impacts arising. The development of the EIAs is an ongoing process and they will be updated in light of the responses to the public consultation to help inform the ultimate delivery process. The 2024/25 budget proposals do have a significant impact on Council staff, which will require specific consultation with both staff and their Trade Unions. Appropriate mitigation measures will be required to ensure that the proposals do not have a disproportionate impact on specific groups.
- c) The budget proposals were debated by the Executive Board on 13 February, ahead of being submitted to the upcoming Full Council meeting on 4 March. There is a legal requirement under the Local Government Finance Act 1992 for the Council to set a balanced budget for the year. The Council's Improvement and Assurance Board (IAB) has also given instructions that the Council must

maximise the level of savings options delivered to seek to minimise the projected budget gap as much as possible.

- a) The final Local Government Finance Settlement has now been confirmed. Additional funding of £615 million for Local Government has been announced nationally, resulting in an additional £3.2 million for Nottingham. An application for Exceptional Financial Support (EFS) has been submitted to the Government, which would enable the Council to capitalise revenue costs and fund them through asset sales or prudential borrowing, to seek to cover the unfunded 2024/25 budget gap of £41 million. However, this will not solve the budget gap on an ongoing basis, so the Council must develop a sustainable solution to achieving balanced budgets in the long term. There is significant and growing demand for statutory social care services, and inflation and service price increases have resulted in further financial pressures.
- b) Since 2016, Local Authorities have had to rely much more on Council Tax income and specific grants to support social care to deliver their statutory duties, while income from Business Rates has remained relatively static. The Government is considering a revised system for allocating the Local Government Finance Settlement going forward, as many Local Authorities are seeking greater flexibility in funding social care.
- c) The required Statutory Declarations on the robustness of the 2024/25 budget estimates and the adequacy of reserves have been made, and there is some flexibility for responding to unanticipated cost pressures. A full risk assessment process has been carried out on the deliverability of the budget proposals and the forecasts will be continually assessed to ensure that the budget remains robust.
- d) A Medium-Term Financial Plan (MTFP) has also been developed, in addition to appropriate Capital and Treasury Management Strategies. As part of this, it is planned to have fully reimbursed the Housing Revenue Account by around £20 million over an 8-year period.

The Committee raised the following points in discussion:

- e) The Committee asked what changes had been made to the budget proposals as a result of the public consultation. It was reported that a number of the proposals relating to public transport were being reviewed in the context of the establishment of the East Midlands Combined County Authority (CCA). The responses from vulnerable groups of public transport users are being considered very carefully and mitigations are being developed, including offsetting some of the proposed savings as part of the process of the CCA becoming established as the Local Transport Authority.
- f) The Committee queried whether the public consultation had been accessible and achieved a representative and effective response. It was set out that the consultation had taken place within a very restricted timescale, but had been well run and had achieved a significant level of feedback to inform upcoming decision-making and delivery planning. Although targeted engagement had been carried out, the response to the online survey was largely self-selecting. Respondents were able to reply to the 31 proposals individually, but learning has arisen in

terms of potential barriers to accessibility and this will be taken into account when conducting future consultations on the delivery of the proposals.

- g) The Committee considered that the public consultation could have been made more accessible, including through being available in other languages, and that further steps could have been taken to achieve a more representative response. Members expressed concerns that the nature and impacts of the proposals set out in the consultation had not been explained fully and clearly, and that this should be improved in future engagement.
- h) The Committee queried whether the approach to engaging with the Scrutiny process as part of the development of the budget proposals had been timely and fully informed. It was explained that the formulation of a balanced budget for 2024/25 has been an extremely challenging process, and that the Council is in a highly unusual position – particularly in the context of the most recent instructions from the IAB. The timeline for the development of the balanced budget and medium-term financial plan is particularly restricted. The Council's corporate and political leadership has had to propose a scale of savings not seen before, in the current context of needing to deliver ongoing service transformation. Work had to be carried out to ensure that the right information went to the right places at the right time, including the submission of a viable level of detail to Scrutiny to support a fully informed discussion.
- i) The Committee sought assurance that a balanced budget for 2024/25 could be delivered in the context that the significant savings proposed would still leave a substantial budget gap. It was explained that the full 'Duties and Powers' approach taken had generated budget proposals that had been challenged robustly to ensure that they are credible, while also taking into account the cost of investment needs and delivery requirements. Corporate Directors will be directly responsible for ensuring that agreed savings are credible and deliverable within their directorates. The Council must ensure that it continues to deliver the required statutory services while developing real transformation, so a central unit has been established to support transformation across the Council and ensure that savings are achieved.
- j) The Committee expressed concern that the 2023/24 budget had developed a significant gap and queried whether there was confidence in the current 2024/25 budget forecasts. It was set out that budget forecasting is a challenging process and that a number of emerging significant material variations had been experienced within the 2023/24 budget. A great deal of work has been carried to manage cost growth and ensure that increasing and complex needs for statutory services are accounted for, and that there is appropriate investment in place for the delivery of a balanced budget in the following year. All possible planning will be done to ensure that the 2024/25 budget can respond effectively to unforeseen material variations.
- k) The Committee expressed concern in regards to deliverability as some of the specific proposals considered at the individual Scrutiny committee meetings were deemed high risk. The Committee asked how the areas that represented the greatest risk to the effective delivery of the budget proposals would be managed. It was set out that all of the proposals were considered to be deliverable,

however, there is a significant focus on the higher-risk savings proposals and, in some areas, additional mitigating savings have been established. A great deal of work is underway to ensure that the savings to be achieved through effective transformation are delivered within the required timescale. Due diligence processes will be carried out on a continual basis to identify any proposals at risk of not being deliverable and take appropriate mitigation measures.

- l) The Committee asked when a decision would be made on the agreement of EFS, and whether there was a risk of EFS not being granted. It was reported that a decision is expected during the week of 26 February, following the completion of a full assessment by the Department for Levelling Up, Housing and Communities (DLUHC). A great deal of work has been carried out with DLUHC to ensure that the best case has been put forward, but consideration has been given to every possible contingency. The Council's programme of asset sales and the timeliness of realising capital receipts will be vital to ensuring the effective delivery of EFS – with prudential borrowing to be used only as a last resort.
- m) The Committee queried whether any EFS agreed could require the raising of Council Tax above the normal maximum threshold. It was reported that this has been discussed with the DLUHC. Ultimately, if the Government agrees the establishment of EFS, it could stipulate that a proportion of the funding is raised through a greater than normal increase in Council Tax. As the setting of a balanced budget for 2024/25 will require the contribution from EFS, any EFS package offered must be considered as a whole and as an integral part of the overall budget proposals.
- n) The Committee asked what information had been provided to the DLUHC on how difficult it would be for many Nottingham households to pay additional Council Tax, and how the most vulnerable would be protected. It was set out that the Council's existing Council Tax support scheme to protect the most vulnerable will remain in place. The full context of the Council's financial pressures in delivering a balanced budget in the local circumstances has been set out to the DLUHC.
- o) The Committee queried to what extent the savings proposed in discretionary services would increase costs within statutory services, going forward. It was reported that the immediate requirement on the Council is to establish a balanced budget for 2024/25. However, potential future cost pressures are taken into account and full risk assessments have been carried out for each proposal. Where it is identified that a short-term saving would result in a long-term cost, proposals are reviewed and changed. Ultimately, the Council must consider how it can re-shape its delivery of discretionary services at the community level, while ensuring that statutory services are delivered effectively. The real impacts of the 2024/25 budget will be significant, so everything must be done to explore how the Council can re-shape and re-build to mitigate the negative effects on residents.
- p) The Committee expressed concern that savings made in 2024/25 could lead to a rapid increase in costs and queried how potentially escalating pressures in statutory services would be managed, going forward. It was explained that a MTFP has been developed to seek to manage likely service demand growth going forward. Ultimately, the Council must work to deliver a balanced budget in the immediate context and then plan a clear, self-directed transformation and

recovery process for sustainable service delivery in the future on the basis of the resources available – working in close cooperation with communities, stakeholders and partners to ensure that the best outcomes possible are achieved for the most vulnerable people.

- t) The Committee asked whether the spending controls put in place due to the issue of the Section 114 notice had resulted in any savings in the 2023/24 budget, and raised concerns as to whether required spending within statutory services was being approved in a timely way. It was explained that the Section 114 notice has limited discretionary expenditure as part of seeking to ensure a balanced budget for the year. A system is in place to ensure that spending decisions are reviewed effectively at the directorate level and then referred to the Section 151 Officer for authorisation as soon as possible. The financial impacts of the Section 114 notice will be submitted to the Executive Board meeting in March as part of the regular financial reporting process.
- u) The Committee asked what the projected timescales were for the engagement with staff and their Trade Unions on the proposed reduction in jobs. It was reported that initial engagement has started with unions to establish a timeline by the end of February. In the meantime, a workforce EIA is being produced.
- v) The Committee requested that any slides for presentation should be circulated in their final form by at least the day before a given meeting. Members considered that presentations to Scrutiny meetings should provide an overview of the issue for discussion and the key points involved, with the detailed technical information included within the written reports circulated as part of the relevant agenda pack.

The Chair thanked the Portfolio Holder and officers for attending the meeting to present the report and answer the Committee's questions.

Resolved:

- 1) To request that further information is provided on the demographic breakdown of the response to the public consultation on the budget proposals, and that a 'lessons learned' document is produced that will be applied to the future consultations on the delivery of the proposals.**
- 2) To request that an item is added to the Committee's Work Programme ahead of the consultation process for the 2025/2026 budget.**
- 3) To request that further information is provided on the intended approach and timetable for engagement with staff and their Trade Unions regarding the budget proposals that will reduce staff roles.**
- 4) To request that all Equality Impact Assessments are shared, not just the EIA's published as part of the public consultation.**

36 Recommendation Tracker

The Chair presented the latest responses received to the Committee's recommendations from the relevant Portfolio Holders.

The Committee noted the Recommendation Tracker.

37 Work Programme

The Chair presented the Committee's current Work Programme. The following points were discussed:

- a) The Committee's next meeting on 13 March 2024 represents the final meeting of the current municipal year, where it is intended to consider the Council Plan.

The Committee noted the Work Programme.

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Corporate Scrutiny Committee

13 March 2024

Strategic Council Plan

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 To update the Corporate Scrutiny Committee on the refresh of the Strategic Council Plan (SCP), which was approved in March 2023. The refreshed Plan was approved at full Council on 04 March 2024.

2 Action required

- 2.1 To scrutinise the refreshed plan, ensuring that it is deliverable, outlines the Council's priorities, takes into account the Council's current financial challenges, and appropriately reflects the Council's ambitions and services that it is able to offer to citizens.
- 2.2 The Committee is asked to consider further scrutiny of the SCP including how it may be impacted by the appointment of Commissioners and to agree to receive an annual update on the performance of the initiatives contained within the SCP.

3 Background information

- 3.1 The Strategic Council Plan (SCP) was agreed at Full Council in March 2023 alongside the 2023/24 budget and Medium Term Financial Plan (MTFP). The content was based on the Divisional Business Plans for 2023-24, which detailed how each division would deliver on their statutory duties and 'business as usual' (BAU) services, and how they would be resourced. It was, however, noted at the time that the SCP would need refreshing post May 2023 in order to take account of the leading Political Party's policy commitments.
- 3.2 The refreshed SCP has been subject to a review of its contents to ensure the statutory and BAU work remains deliverable within the available financial envelope.
- 3.3 The refresh also includes pledges from the Labour Manifesto for 2023's Local Election, which have been assessed for their deliverability within the available finances.
- 3.4 This means that the Strategic Council Plan (SCP) remains fully integrated with the Council's Divisional Business Plans and the Medium Term Financial Plan (MTFP). All activities set out in the SCP have been confirmed as deliverable by the responsible officers, within the current

budgetary envelope. This is both good practice and is in line with statutory instructions from the Improvement and Assurance Board (IAB).

3.5 The refreshed SCP includes pledges from the local Labour Manifesto from the May 2023 local elections, at which Labour were confirmed as the majority party for Nottingham City.

3.6 Manifesto pledges were assessed by senior officers for their deliverability alongside the Divisional Business Plans and MTFP for 2024/25 and translated into policy commitments for delivery. This included reinterpretation of some to define deliverable activity, whilst retaining the original intention of the commitment, and ensuring the SCP can be delivered within the finances now available. Other pledges have been put onto a reserve list as they are not currently deliverable/resourced within the constraints of the MTFP, but opportunities to deliver them will continue to be sought and considered. This includes the following commitments:

- Create a community-led manifesto for high quality public art, invest in Nottingham's thriving artistic and cultural life, and support community arts
- Seek funding for further heritage restoration projects in the city centre, including the Council House
- Pay the Real Living Wage and become a Real Living Wage Council
- Make Nottingham a Real Living Wage city through the work of a Living Wage Officer, encouraging local employers to pay the Real Living Wage, so that people of all ages are paid a fair wage
- Help Nottingham people cope with the cost of living crisis, including protecting the benefits and welfare advice service
- Support the switch to electrified transport by creating electric vehicle car clubs and sustainable transport hubs in every neighbourhood
- Restore the fountains in the Old Market Square so that Nottingham people can enjoy them once again
- Tackle inequality by launching an anti-poverty strategy
- Make Nottingham pavements disability friendly, working towards 1.5m space on pavements, removing A boards and street clutter, as well as auditing our drop kerbs and protecting blue badge parking
- Bid for UK City of Culture by 2030
- Introduce a work experience scheme aimed at young people from Nottingham families where parents did not go to university
- Introduce a weekly food waste collection and increase Nottingham's recycling rate to 40% through improved communication, engagement and service redesign

3.7 The refresh takes account of changes which have occurred since March 2023, including the announcement that Commissioners were being appointed to Nottingham City Council.

- 3.8 The refreshed SCP may require further revisions before the end of the SCP period as the financial circumstances of the Council change.

Reporting

- 3.9 As shared at Corporate Scrutiny Committee in November, reporting on the Strategic Council Plan will recommence in Quarter 4 following approval of the refresh. Alongside the refresh, work is continuing to refresh the comprehensive Performance Management Framework (PMF).
- 3.10 Quarterly reporting on the existing Critical Indicators (the 'business as usual' metrics) has continued.
- 3.11 The focus going forward will be on the performance management of the PMF rather than conducting quarterly assessments of the SCP commitments. This shift in emphasis aims to ensure a more concentrated and effective approach to performance management. Thus, future performance reporting of the SCP commitments (i.e. derived from the deliverable elements of the manifesto) will be annual rather than quarterly.
- 3.12 Quarter 4 performance will be shared with senior officers and the Executive, and with Corporate Scrutiny Committee when required after April 2024. This will provide an immediate assessment of plans to deliver the commitments, alongside the comprehensive PMF.
- 3.13 Success criteria have already been considered for the SCP to ensure performance and progress can be monitored alongside other key deliverables in the Performance Management Framework. This will ensure that senior officers and the Executive are able to review deliverability alongside changes to the Council's finances, guaranteeing that the SCP remains aligned with the MTFP and Divisional Business Plans in future years.
- 3.14 Now Commissioners have been appointed, the SCP may need to take account of, or even be superseded by a revised Nottingham City Council Improvement Plan, required of the Council within the first three months of any Commissioner-led intervention.

4 List of attached information

- 4.1 Strategic Council Plan 2024 – 27 Refresh.

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None.

6 Published documents referred to in compiling this report

- 6.1 Full Council report 6th March 2023 - “Strategic Council Plan 2023 - 2027”
– item 75:
[https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=155
&MId=9571&Ver=4](https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=155&MId=9571&Ver=4).

7 Wards affected

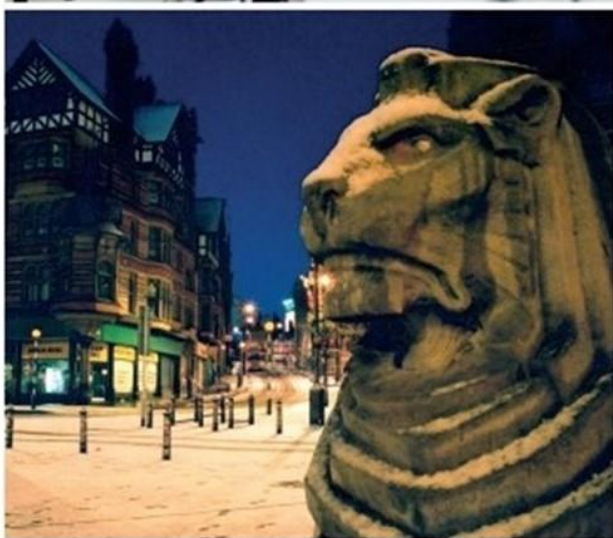
- 7.1 All

8 Contact information

- 8.1 Elaine Fox, Senior Policy and Performance Officer –
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Nottingham City Council Strategic Council Plan 2024-27 refresh



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Welcome to the refresh of the Strategic Council Plan for Nottingham City Council for 2024-27. This document clearly sets out what we aim to deliver for our residents, visitors and partners by 2027.

Foreword

Nottingham City Council serves a diverse city, and we believe in the values of equality, fairness and inclusivity. Nottingham City Council faces a very serious financial challenge over the coming years, and unprecedented changes to the context in which we operate. Nonetheless, we remain ambitious and will continue to strive to deliver for the city and people of Nottingham. We will continue to seek every opportunity for increased funding and improve our partnerships with key organisations, including the soon-to-be-established East Midlands Combined County Authority which we have created with our partner councils. We will do more to facilitate conversations, broker agreements and convene partners and stakeholders in the wider interests of the city. We celebrate our diversity. Our commitment to Nottingham and local people is undimmed.

We have not stopped focussing on the needs of residents and the City. The reopened Nottingham Castle represents our commitment to maintain Nottingham as a prime visitor destination and the opening of the brand-new Central Library as part of the Broad Marsh Car Park and Bus Station complex, puts children, young people and learning at the heart of its design. We continue to strive towards achieving as many of our carbon neutral ambitions as possible building on our work on zero emission buses, promoting public transport and active travel, such as cycle lanes, energy efficient homes and creating and maintaining green spaces around the city.

Elections will take place in May 2024 to the new post of Mayor for the East Midlands Combined County Authority. With Nottingham City a

constituent member, residents stand to benefit from the city's share of at least £38 million investment funding per year over 30 years, as well as a brand-new City Region Sustainable Transport Settlement of over £1.5 billion.

As a council we have also made some significant improvements in the last three years supported by our Improvement and Assurance Board. Nevertheless, as a result of exceptional financial challenges, we issued a Section 114 notice in November 2023, indicating that we could not deliver a balanced budget for the year 2023/4.

In response, significant savings have been incorporated for 2024/25 and these savings, based on delivering statutory minimum service standards, are reflected in this plan and will alter what we can deliver. We face some very difficult decisions which we must make to get our finances onto a stable and sustainable footing. We must change how we work; reshaping or reducing the services we provide so that the Council is financially sustainable in the long-term. Over the next few years, these decisions will create a very different Council. In due course this plan will be subject to further review and change to reflect the significant anticipated budget gap over the period of the plan which will require additional savings to be found so that our priority actions remain aligned with the resources that we have available.

It is important to note some of the challenges Nottingham and the City Council have faced. We continue to feel the impact of the COVID-19 pandemic, cost of living crisis, and significant funding reductions from

central Government. At the same time, the need for our demand-led services including adult social care and children’s services has never been higher, while our financial resilience has been reduced through correcting the mistakes we have made in the past.

In February 2024, the Government announced that the Secretary of State would appoint Commissioners to Nottingham City Council for two years. Statutory Intervention through Commissioners is a very significant step to take and this Strategic Council Plan may need to take account of, or even be superseded by a revised Nottingham City Council Improvement Plan, required of the Council within the first three months of the intervention.

We will continue to place people at the centre of what we do, but it is clear to us that the way in which we do it must change. We will reshape the organisation and redesign how we deliver our services, ensuring that our statutory duties are met while finding a more efficient way to deliver for our **People**, our **Neighbourhoods** and our **City**. Our current financial situation means that we have to prioritise the statutory services that keep people safe while we seek exceptional financial support from the Government to bridge our funding gap.

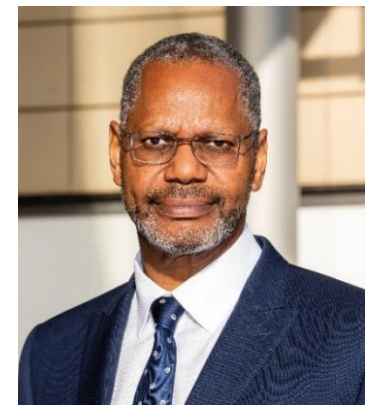
It is clear that we need to increase the pace of our transformation and improvement journey. We have learned much in recent years which we can apply to this new challenge. The ways in which we work have

changed since the adoption of our new constitution in 2021. We have strengthened and revised the way we ensure fiscal sustainability to better manage the Council’s money, and this is supported by a new Budget Review and Oversight Group made up of senior councillors, our Chief Financial Officer and Corporate Directors reviewing issues and pressures each month.

This four-year plan is both aligned with and deliverable within the context of our rolling four-year budget plan, our statutory duties, and grant funding that covers particular programmes and projects within the period of 2023 to 2027, noting that further review and change will be required to account for the budget gaps in 2025/26 and beyond. This plan sets out how we will use our resources and it has been revised following the May 2023 elections, the issuance of a Section 114 Notice by our Chief Financial Officer (Section 151 Officer) and the agreement of significant budget cuts as part of the 2024/25 Medium-Term Financial Plan. We are committed to reviewing this plan regularly and reporting on our progress.



Councillor David Mellen
Leader of the Council



Mel Barrett
Chief Executive

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

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

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

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

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

We are committed to continuing to deliver our statutory duties for children and adults. This means strong families and supporting schools to close the attainment gap and maximise potential. Children and young people growing up with good physical and mental health and wellbeing. Every young person being equipped for adulthood with life-skills and ready for work. Nottingham will be a city that makes it easier for all

residents to lead healthy lives. A city where everyone is able to reach their full potential and our children feel safe and can thrive.

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

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

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

We want a thriving economy that supports local businesses to start-up, scale up and thrive. This includes vibrant high streets showcasing creative culture and an outstanding tourism and leisure offer. We will work to help to create good quality jobs in partnership to support local people into work and better jobs. We will build on our excellent public transport network and infrastructure to encourage investment into the city and promote our carbon neutral ambitions. In the city centre we will lead once-in-a-generation regeneration and development opportunities that will deliver both a better environment and economic growth for the city for years to come. We will be more focused on neighbourhoods than ever before, supporting people and places across the city, committed to making our neighbourhoods even better. We will work with, and listen to, individuals and communities in new and improved ways, radically

overhauling how we engage and collaborate. We will work in partnership with business, Nottingham's key institutions and our other stakeholders as a facilitator, convener and catalyst for change. We will explore new ideas and technologies to serve the city better.

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

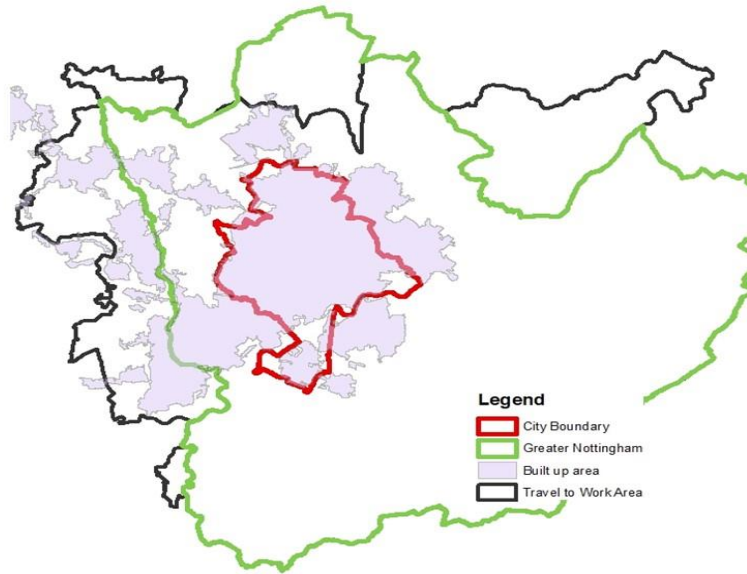
We have a track record of being ambitious for Nottingham – delivering both pre-pandemic and during Covid and we intend to continue this legacy. We are a leading city for the sustainability and carbon neutral agenda and our sustainable transport network. Nottingham became a UNESCO City of Literature in 2015. We have signed a devolution deal that will bring significant and strategic new investment to the city.

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

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

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

Challenges and Opportunities



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



Nottingham City is home to more than **9,685** businesses, including **9,600 SMEs** of which **8,300** are micro businesses employing 10 or fewer employees.

There are a further **28,000** businesses in Nottinghamshire, including **27,900** SMEs and **25,000** micro businesses

Nottingham businesses support more than **206,000** jobs, with a further **323,000** jobs in Nottinghamshire businesses.

49,800 jobs in Nottingham City (24.2%) are in the public sector as are **54,500** jobs in Nottinghamshire (16.8%)



Challenges and Opportunities



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

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



Average earnings in the city are lower than the England average **£ 30,400** vs **£ 40,500**



Nottingham

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



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

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



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

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

63% are in the lowest council tax band compared to **24%** of properties nationally.

67% of adults in the City are physically active compared to **67%** of adults nationally.



We support **690 Children in Need** and **528 Children on a Child Protection Plan**, as well as their families

718 Children in Care, of which

432 are with foster carers



134 are in a children's home



85 are semi-independent living placements



67 are in other placement types



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

5.3% unemployed compared to England average of **3.8%**



Challenges and Opportunities



Two global universities: over



full-time university students



Highest level of bus use per head outside London

A vibrant and diverse city of



42.7% are ethnic minorities
Core cities average is 37.7% and 26.5% nationally



48.5% under age of 30 vs core cities average of 43.5%

We have



Green Flag parks



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



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



Cut CO₂ emissions in Nottingham by **51%** per capita based on 2005 levels

Helped **3,300** people into work, education or training



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



Households in the city, of which 45.6% Owned 54.4% Rented

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



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

Adult Social Care supports around **5,600 people**, including.

- 24% in residential or nursing homes
- 29% supported in their own home
- 19% through Direct Payments allowing them to shape their own support
- 29% supported in other community settings

Our Finances

Like many local authorities, Nottingham City Council has experienced unprecedented pressures in terms of increased demand for services, particularly in relation to social care and homelessness, and increased costs through inflation. These pressures, coupled with low levels of financial resilience, resulted in significant pressure on our budgets. As a result, we have experienced an in-year (2023/24) overspend and, despite a significant amount of savings proposed as part of the 2024/25 budget and four-year medium term financial plan (MTFP), there is still a projected budget gap of £41m in 2024/25, £68m in 2025/26 and rising to £170m over the four year MTFP period.

In order to bridge the gap for 2024/25 and set a legally balanced budget it has been necessary to seek exceptional financial support from Government that will likely be in the form of capitalisation that will allow the Council to use capital receipts from the sale of its assets to fund its revenue commitments. This is not a grant or new money but rather a short-term solution that will require further sustainable savings proposals to enable the Council to achieve financial sustainability. Additional savings will need to be developed and this plan will, therefore, be kept under review to ensure that our priority actions remain aligned to the available resources.

The city we want to see

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

Our work is focused on ten high-level outcomes for Nottingham based on our key principles of tackling inequality, listening to residents, providing help where it is needed most, and working in partnership so that all people have dignity, respect and opportunity to prosper and be ambitious. A thriving sustainable city socially, economically and environmentally. These ten high-level outcomes are based on the interventions we think will have the most significant impact on the long-term challenges the city faces, on the things that you tell us matter most to local people, and on the things that we are committed to delivering in 2024 and beyond, within the funding and resources available to us.

Our high-level outcomes for Nottingham are:

People

- Child-Friendly Nottingham
- Living Well in Our Communities

Neighbourhoods

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

City

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

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

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

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

Your City Council

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

Adult Social Care services:

- Information, advice and advocacy for adults who may need help to stay independent or access to care.
- Arranging care and support services for older adults and people with disabilities including, home care, residential care, day care and supported living.
- Safeguarding for vulnerable people.
- Work with the NHS to prevent hospital admission and to ensure effective hospital discharge.
- Ensuring there is a range of good quality services available for people with care and support needs who need them.

Services for Children and Families:

- Early help, family and parenting support services.
- Child safeguarding and child welfare services.
- Youth Justice Services and youth services.
- Caring for children who need to be in the care of the Council, including through foster care and children's homes.
- Acting as corporate parents for children in our care.

Public Health:

- Improving the health and wellbeing of the local population.

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

Housing, Development and Planning:

- Local Planning Authority - developing a Local Plan to guide future development.
- Provision and maintenance of safe social housing.
- Provision of housing benefit.
- Management of building control and planning applications.

Environmental Health and Public Protection:

- Prevention of crime, anti-social behaviour and tackling modern slavery.
- Enforcement of health & safety and environmental protection regulations, including water sampling.
- Public and consumer protection including weights and measures.
- Air quality monitoring.

- Enforcement of licensing regulations, such as those relating to taxis, and the sale of alcohol or tobacco products and environmental health inspection and enforcement duties.
- Enforcing the legislation relating to private rental housing, such as landlord licensing. Neighbourhood and Environmental services:
- Waste management and recycling – enforcement of regulations.
- Street cleansing.
- Provision of libraries.
- Flood risk management as Lead Local Flood Authority.

Traffic Management and Road Safety:

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

Highways Maintenance:

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

Local Government:

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

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

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

People

Outcome – Child-Friendly Nottingham

Every child in Nottingham should have the opportunity for the best start in life, regardless of their circumstances. We will redesign how we deliver our services to local children, supporting them to thrive academically, emotionally and physically, ensuring equality of opportunity for all. The very earliest years can make all the difference to life-long health and wellbeing, and we will continue to place that at the heart of our thinking.

We will prioritise our statutory duties which protect the most vulnerable children in our city by acting as corporate parent to children in care and care leavers, and by helping families to overcome difficulties and benefit from early and effective support. We will work in partnership to seek to improve educational attainment in our city.

To do this, we will work with schools, businesses and communities to ensure Nottingham is a ‘child-friendly’ city, where the views and needs of children and their parents or carers are actively listened to and embedded across all of our activities. We will transform our services to ensure that our resources are focused on the right things, and find new ways to deliver the improvements we need to make across our regulated statutory services.

We will also encourage our partners to do the same, to help jointly deliver a step change in the opportunities and life chances for children in Nottingham.

What we have done

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

What we will do

- Work towards becoming a UNICEF Child Friendly City.
- Work with local schools, groups and parents to reduce school exclusions and off-rolling.
- Help children in the council’s care and those who are care experienced to achieve their potential and thrive.
- Ensure that all city council buildings are breastfeeding-friendly and encourage other employers and venues to do the same.
- Work with partners to champion young carers in Nottingham.

- Improve Children’s services so that they are rated ‘good’ or better.
- Work with multi-academy trusts in the Priority Education Investment area partnership to close the overall education attainment gap at key stage 2 and at GCSE.
- Narrow the gap in attainment for all vulnerable and children with Special Educational Needs and Disability (SEND), including those that do not attend a mainstream setting.
- Close the gap in school attendance and provide pathways for excluded children.
- Guarantee a choice of places at a local primary and secondary school for every Nottingham child.
- Maintain sufficient social workforce capacity to keep Nottingham’s children and young people safe.
- Work with our partners to ensure that children and young people’s mental health and emotional wellbeing are understood and supported.
- Protect and safeguard vulnerable children and young people - delivering our statutory duties.
- Transform our services to children, young people and their families by learning from regulatory inspections and implementing best practice, to support children to remain with their families wherever possible and ensure early help is provided at the right time, by professionals with the right skills.
- Work with our partners to develop and deliver effective strategies and programmes to meet children’s educational needs and our statutory obligations, and improve educational attainment in the city.
- Put children and young people’s voices at the heart of our decision making through our Child-Friendly Nottingham programme and other partnership forums. Develop a ‘Start for Life’ strategy that will bring together all key organisations to improve the life chances of all.
- Offer advice and guidance for schools to ensure a school environment and curriculum that supports good health and wellbeing.
- Ensure every neighbourhood has access to a good quality local playground, maintaining at least 100 across the city
- Ensure there is at least one item of wheelchair or disability friendly play equipment in a playground in each area.
- Work with local schools, campaign groups and enforcement to make access to schools safer and greener.
- Work in partnership with schools, Nottingham Schools Trust, academy trusts and Nottingham Citizens group to implement a Race Equality Action Plan in Nottingham.
- Promote affordable school uniform with our schools and academies.
- Encourage a range of parent/carer and toddler groups in council and community venues.

How we will know we are on track

- Percentage of pupils achieving expected standard in Reading, Writing and Maths at the end of Key Stage 2 (KS2).
- GCSE attainment levels.
- Number of childcare places for eligible two-year-olds / free nursery education.
- Educational attainment of children in care.

- School exclusions.
- Babies whose first feed is breast milk, and breastfeeding prevalence at 6-8 weeks after birth.
- Proportion of school-aged children living with being overweight or with obesity.

People

Outcome – Living Well in our Communities

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

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

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

To live a good life, we all need support at some point. We want everyone to have a good life in Nottingham. This means people being able to access care and support when it is needed, whether formal or informal, provided by the council or by other organisations. We will review the support we provide in light of our current financial circumstances to ensure that it meets our statutory and Best Value obligations, aiming to improve outcomes.

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

These health inequalities are compounded by recent increases in the cost of living, particularly in energy costs and food prices. The council has been proactive in identifying support for these challenges and will find new ways to do so within our current means. Reducing inequalities will require doing more, or different things for some groups of people, in order to achieve the same outcomes. Action already taken to improve access to healthcare includes the council working with colleagues in Nottingham University Hospitals NHS Trust to develop plans for a new state-of-the-art Community Diagnostic Centre (CDC), which will be located in the Broad Marsh area of the city centre. The CDC, scheduled to open in spring 2025, will be a one-stop shop providing direct access to diagnostics services such as MRI, CT, x-ray, ultrasound, echocardiography, ECG, and lung function testing.

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

What we have done

During the Covid pandemic, we worked hard to support residents and business in the city. This included:

- Establishing the ‘golden number’, a single point of contact for help during the pandemic and offer support to those shielding.
- Contacting all of the 18,069 vulnerable residents in the city to conduct a welfare check.
- Dealing with requests for over 2,600 free emergency food parcels between March and July 2020.
- Distributing more than £50m of Covid support grants to Nottingham businesses.

What we will do

- We will deliver a new external workforce strategy for the adults care workforce in partnership with Skills for Care, the Integrated Care Board and Nottinghamshire County Council.
- Help everyone live a healthy life by tackling underlying causes of ill health, such as poverty, poor housing and discrimination.
- Work with the NHS to ensure people get access to information, health checks and vaccinations, improving the uptake of children's vaccinations.
- Continue to support a range of activities that Nottingham’s older people and those with disabilities can access in their communities.
- Ensure we meet our duties under the Care Act to provide support to those with eligible needs.
- Provide early intervention to ‘prevent, reduce or delay’ the need for adult care and support while focussing on what matters to the individual, supporting people to define what they want to achieve and have choice and control.
- Transform the services we provide to vulnerable adults – focusing on prevention and early intervention, providing better outcomes and supporting people to live independently for as long as possible.
- Provide access to occupational therapy, equipment and adaptations enhancing preventative opportunities and promoting independence to allow people to continue to live in their own homes.
- Ensure there is good information and advice available to enable people to make decisions about support for their needs.
- Work with providers of care and support in the city to ensure there are diverse and good quality services available for those who need them.
- We will work with our health partners to get people out of hospital and back into their community, maintaining independence as soon and as much as possible.
- Commission high quality public health services that meet the needs of local residents and achieve outcomes for all including;
 - Alcohol and drug use services
 - Sexual health services

- Children’s public health services
- Integrated wellbeing service(s) including smoking cessation and weight management support
- Use green social prescribing, active travel and physical activity to support people’s health and help residents volunteering as Green Guardians to protect the local environment and green spaces.
- Work with partners such as the Active Nottingham partnership to develop a physical activity strategy which will promote the benefits of

physical activity and improve participation, such as by supporting Park Runs in our city parks.

- Support delivery of the 2018-25 Fuel Poverty Strategy and associated action plan to help residents with increased fuel costs.
- Provide a range of resettlement and asylum schemes to meet the needs of individuals who are seeking refuge in the city, including work with partners to deliver support to enable integration, employment and health programmes.

How we will know we are on track

- Healthy life expectancy, and gap between Nottingham and the England average.
- Smoking prevalence amongst all adults in Nottingham, including during pregnancy.
- Adults in Nottingham that are physically inactive (i.e. engaging in less than 30 minutes of physical activity per week).
- Take up of free school meals amongst those who are eligible.
- % of the eligible population aged 40-74 who receive an NHS Health check.
- STI testing rates.
- Suicide rate for Nottingham.
- Children’s vaccination coverage.
- Inequalities in screening uptake.

Neighbourhoods

Outcome – Green, Clean and Connected Communities

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

We will continue to find ways to keep people and communities connected. This may include reducing some of our offer, but we will continue to explore alternative ways to fund and deliver services, such as the Forest Recreation Ground Sports Zone Improvement Project, where the Council has acted as convener for the project but the majority of the funds will be contributed by partner organisations.

What we will do

- Use the Shared Prosperity Fund to support and develop with communities the key neighbourhood retail centres.
- Keep streets, neighbourhoods and the city centre clean
- Clear graffiti in public spaces and on public buildings within two working days.
- Utilise a range of resources, including CCTV, to tackle fly tipping and street littering, targeting the environmental crime hotspots in the city.
- Maintain a comprehensive, efficient and high-quality library service across our city and ensure Nottingham Central library is a quality place for all to access, with an excellent children's library.
- Work to ensure that Nottingham Castle becomes a thriving, internationally renowned tourist attraction as well as a locally treasured asset, opening at a reduced cost or free to Nottingham residents at least three times a year.
- Restore the Embankment paddling pool.
- Work with City partners to maximise opportunities arising from Nottingham's extensive cave network.
- Support the retention of UNESCO City of Literature Status and build on our literary heritage.
- Building on the success of the Clean Champions, we will encourage and promote new initiatives to maximise the benefits of community / volunteer led delivery across the city.
- Increase recycling as part of a new waste strategy including consulting with communities on the introduction of food waste and recycling collection.
- Continue to improve our green spaces so that neighbourhoods as well as homes are where people want to live.
- Promote biodiversity through all highways and transport works programmes.
- Continue to raise the profile of the city and contribute to its economy by attracting and supporting national and international events such as International Cricket, Tennis and use of the National Ice Centre.
- Continue to maintain and improve the city's museums and heritage sites, including Nottingham Castle, Wollaton Hall, Newstead Abbey

and Green's Windmill – seeking funding for these heritage sites and ensuring Nottingham remains a popular visitor destination.

- Work with community groups to promote and hold cultural events in our communities, including Black History Month, South Asian Heritage Month, Pride, Carnival, Mela, Disability Awareness Month, International Women's Day and more.
- Work with faith communities to help support the city's priorities and promote multi-faith events.

How we will know we are on track

- Public electric vehicle charging devices (all) per 100,000 population
- Number of Green Flag accredited parks

- Deliver positive outcomes across leisure, library and other community assets including exploring the possibility of shared spaces and use of technology.
- Work with community organisations to continue to provide a network of community centres across the city.
- Continue to provide a programme of free and affordable events for Nottingham people to enjoy.

Neighbourhoods

Outcome – Better Housing

Our aspiration for Nottingham is that local people will be able to live in safe, warm and affordable homes, built to a high standard, in vibrant local neighbourhoods where everyone has a chance to thrive.

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

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

We have reintegrated our housing management function into the City Council, meaning we once again manage our social housing directly. This gives us more control over how council housing services are delivered in the city, ensuring good governance and improvements for tenants, leaseholders and the wider community. In November 2022 we created a new Housing Division. Since April 2023 the division has included the direct management of the 27,000 council tenancies and leaseholders formerly managed by Nottingham City Homes.

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

Social housing in the city is increasingly provided by Registered Providers. We are committed to supporting and working in partnership with them in recognition of the important contribution they will make in helping the city achieve its housing ambitions.

Nottingham has high levels of rented accommodation and low levels of home ownership. House prices in the area are rising and average earnings in Nottingham are lower than other areas in England, impacting housing affordability. The upcoming East Midlands' devolution deal with government will bring new funding and levers to the local level to further address these issues, and we will work with the new East Midlands Combined County Authority and our regional partners to achieve this.

Homelessness is a challenge for the city, and too many people have been living in sub-standard housing, impacting their health and wellbeing. We will prioritise our statutory duties to protect and accommodate people experiencing homelessness, aiming to support them into stable housing.

What we have done

- Ensured the development of more than 4,000 new homes.
- Encouraged purpose-built student accommodation in places where it reduces pressure on family housing.
- Focussed on supporting rough sleepers into secure settled accommodation
- Delivered ongoing capital programmes and investment in council stock to improve energy efficiency and maintain decent homes standards.
- Supported the delivery of whole house retrofitting of energy saving measures to some of our poorest performing homes.

What we will do

- Review the need for our independent living schemes to ensure they meet the needs of current and future tenants.
- Ensure council tenants receive an improved service now that Nottingham City Homes has been brought back in-house.
- Work with the voluntary sector to reduce homelessness.
- End the use of hotel accommodation as temporary housing for homeless families in Nottingham.
- Proactively tackle damp and mould cases within council properties.
- Protect family homes by encouraging purpose built student accommodation and build on our ambition for balanced communities.
- Meet our statutory responsibilities to manage addresses and provide effective controls for planning, buildings and safety regulations.
- Implement the Student Living Strategy in partnership with Nottingham's universities.
- Develop and deliver a revised Housing Strategy to maximise the positive impact housing can have on the city.
- Enforce higher standards in private rented homes by using our licensing schemes across areas of the city where the need is greatest.
- Improve the energy performance of social rented homes and keep people's bills to a minimum through delivery projects such as the Social Housing Decarbonisation Fund.
- Work with housing associations and house builders to provide 750 new affordable or social rented homes to rent or buy.
- Continue to invest in and regenerate Nottingham's neighbourhoods, including through the Decent Neighbourhoods Programme for eligible developments.
- Work with Nottinghamshire Fire and Rescue Service to encourage every Nottingham home to have a smoke alarm.

How we will know we are on track

- Housing Delivery Target for new homes built.
- Number of affordable homes.

- Reduced waiting lists for housing.
- Decency of all council homes
- Number of affordable, council housing delivered for the residents of Nottingham.

Neighbourhoods

Outcome - Safer Nottingham

We want Nottingham to be a safer city with lower levels of crime and anti-social behaviour (ASB). People deserve to feel safe and secure in the city centre, their neighbourhood and their home.

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

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

What we have done

- Used Public Space Protection Orders (PSPOs) to ASB in neighbourhoods that need it.
- Enforce the city centre Public Space Protection Order to create a safer, cleaner and more enjoyable environment to visit.
- Continued to work with our partners in both statutory and community organisations to reduce community safety concerns.

What we will do

- Provide expert public health advice to key partners to enable crime prevention, violence reduction, and effective prevention and early intervention services.
- Produce with our partners an annual strategic assessment of crime and community safety issues to inform our commissioning and safeguarding plans.
- Work with partners to support the implementation of the violence reduction duty in the public sector.
- Work with the Police to implement our Hate Crime Strategy, increasing reporting and reducing repeat incidences of hate crime.
- Work with the Police and community groups to make Nottingham's streets safer for women.
- Support our community safety partners to deliver the Nottingham Community Safety Partnership Strategy ensuring protection of the most vulnerable people in our communities.
- Support the implementation of the Government's revised CONTEST Strategy and ensure our communities are safe.

- Implement the Community Safety Improvement plan, working with partners to create a plan which reflects the needs of communities and organisations in the city to keep them safe.
- Continue working with partners to cut crime and ASB.

- Bring regulatory services together so they are closer to residents in their neighbourhoods to reduce levels of anti-social behaviour, tackle all forms of environmental crime, protect housing standards and to ensure citizen safety across a range of environmental health activities.

How we will know we are on track

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

City

Outcome – Carbon Neutral City by 2028

The impact of the global climate crisis is accelerating. We are seeing more extreme weather events such as flooding and heatwaves around the world and closer to home. We all need to act now. Becoming the first city in the UK to be carbon neutral brings significant benefits to all aspects of living, working and visiting our city. A carbon neutral city results in a cleaner, healthier environment for us all and creates opportunities to live and work in a more sustainable and healthy way.

The green agenda can help households and businesses to save money and many environmental projects can create jobs and opportunities for city residents helping the city to grow and prosper. Our ambition for the city to be carbon neutral by 2028 is based on five key objectives:

- Significant reductions in carbon dioxide (CO₂) and wider greenhouse gas emissions arising from key areas such as transport, our built environment and energy generation.
- Offsetting any residual CO₂ emissions through a range of actions including tree planting.
- Making the city more resilient and better adapted to the adverse impacts of the climate crisis such as flooding.
- Improving the city's natural environment.
- Adopting a 'carbon neutral by design' ethos in all we do as a council. The council cannot do this alone. We are working closely with partners, organisations, communities, and residents across the city.

Our financial position and operating context means that we will need to reimagine how we achieve our Carbon Neutral ambitions. The establishment of the East Midlands Combined County Authority will bring Net Zero funding to a local level and presents an opportunity for us to deepen our efforts with the region.

What we have done

- Nottingham recognised as one of the top 122 world cities for climate action.
- Nottingham has the highest number of Electric Vehicle (EV) charge points per head of population for any UK core city and well above the national average, with 81 recently installed at the new Broad Marsh Car Park.
- In the past 15 years, more than 7,000 social and private hard-to-treat homes have been insulated with more than 4,000 social housing properties have solar panels.
- The planning framework (Local Plan) focuses on sustainability and we have adopted a Carbon Neutral checklist and review panel for new developments

What we will do

- In collaboration with City partners continue to work towards achieving as many of the City's CN28 ambitions as possible, against an increasingly challenging national policy framework.
- Continue to reduce air pollution by encouraging the shift to electric vehicles and alternative forms of transport.
- Develop a Carbon Neutral Supplementary Planning Document to ask developers for more sustainable features in future new builds.
- Develop and improve the city's transport infrastructure programme to reduce CO2 emissions including improvements to encourage cycling and walking.
- Support households to access high quality insulation and smart meters to reduce energy bills and carbon emissions.
- Progress the Joint Waste Local Plan with Nottinghamshire County Council including developing kerbside food collection in line with the national strategy.
- Work with the Nottingham Green Partnership and city businesses to help them work towards carbon neutrality.
- Increase our efforts to tackle the Ecological Emergency by working across all areas of the Council and with partners to ensure that

continuing enhancements to biodiversity and our natural environment are made in all parts of the city.

- Continue to support energy efficiency and renewable energy generation projects to make Nottingham more energy self-sufficient and reduce our bills.
- Support biodiversity across the city, by reducing herbicide use, planting trees and encouraging more volunteering in nature.
- Engage with our diverse communities through an independent Nottingham Climate Assembly, working towards a more informed and resilient city.
- Work with community and voluntary organisations to support people to grow their own food in order to improve health and wellbeing.
- Work with the new Combined County Authority to invest in low carbon and renewable energy generation.
- Make carbon reduction part of all council planning and decision processes and improve the sustainability of all city events.
- Improve energy efficiency and reduce energy use in all council buildings in the knowledge this will also support our response to energy price rises.
- Develop a new 25-year Green Space Strategy and protect more natural habitats through the designations of Local Nature Reserves.
- Deliver a new Tree and Woodland strategy.

How we will know we are on track

- Overall city CO2 emissions across all sectors, especially transport and housing.
- Energy efficiency of all domestic buildings
- Volume of all waste produced, and reuse and recycling of waste.

City

Outcome – Keeping Nottingham Working

Nottingham is a great place to work, study and do business in. It is diverse, culturally vibrant and an attractive city where families want to live, businesses want to invest, and people want to visit for a good day out or long weekend.

The city has faced significant economic challenges in recent years, including the impact of Covid on the hospitality industry and, in recent years, economic recession and unprecedented rises in the cost of living and doing business.

Nottingham has a mixed economy, with a young population. As the East Midlands' only Core City, Nottingham has key strengths in life sciences and the wider service sectors. Unemployment and economic inactivity are above the national average. The cost of living has risen in recent years, and has yet to significantly reduce. In particular, energy and accommodation prices continue to present a challenge for many residents and businesses.

In response, we have set out a clear plan to support the city's economy, including retail and hospitality, and to build on our strengths in low carbon, digital technology, life sciences and the creative industries. The establishment of the East Midlands Combined County Authority will provide the area with a step-change in the amount of investment funding available, and opportunities to grow key economic sectors for the city and wider region.

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

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

What we have done

- Continued to support residents into work through the Nottingham Jobs Hub - between April 2019 and June 2022, the City Council supported a total of 7,635 city residents into work.
- Reduced the number of people Not in Employment, Education or Training (NEET) rate from 6.6% to the England average of 4.7%.
- Witnessed more than 5,000 new businesses established in Nottingham – many supported by council initiatives.

What we will do

- Target our support to help people into work towards those most likely to experience barriers in accessing employment.
- Seek to reduce the over representation of certain groups within the unemployment figures in the city, such as BAME populations, over 50s and those with disabilities.
- Promote decent, paid employment opportunities for people with disabilities and mental ill health.
- Work with other councils to maximise the investment in Nottingham Communities through the Combined County Authority.
- Support SMEs in Nottingham through the UK Shared Prosperity fund and help people into employment through the Nottingham Jobs Hub.
- Support businesses to navigate financial support packages and grants available from Government.
- Support 3,000 Nottingham people into work.
- Continue to support the BAME-led business sector, and support local SMEs to enhance their ability to tender and potentially win business.
- Encourage employers to provide work experience opportunities to Nottingham young people.
- Encourage Nottingham students to stay in the city after they graduate by providing greater employment opportunities.

How we will know we are on track

- NEET rate (not in employment education or training).
- Employment/unemployment/economic inactivity rates.
- Business start-up and survival rates.
- Average disposable income.

City

Outcome – Keeping Nottingham Moving

Nottingham is a well-connected city, with high quality affordable transport links both within the city and the region, and to the rest of the UK.

Nottingham has one of the most extensive, integrated, and sustainable public transport networks outside of London – including the tram and award-winning City Council-owned bus company. A comprehensive public transport network offers frequent, reliable and environmentally-friendly travel, connecting local people to jobs, education, key services and leisure opportunities. We have had to make changes to how we deliver transport services in light of our financial position, but remain committed to providing a frequent, safe and reliable service to the greatest extent possible.

Improving air quality and reducing harmful CO2 emissions from transport are key priorities. The city remains at the forefront of electric transport initiatives and encouraging healthier active travel through improvements to our walking and cycling infrastructure.

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

What we have done

- Kept Nottingham moving through comprehensive road and pavement gritting and maintenance programmes.
- Introduced a Workplace Parking Levy Scheme to manage congestion and generated more than £90m for investment into sustainable transport infrastructure and services since 2012.
- Improved traffic control around school streets.

What we will do

- Support local businesses to switch to greener vehicles and trialling new and emerging technologies.
- Continue to support and enhance the public transport network.
- Fulfil our statutory responsibilities as the Local Highway Authority, including traffic management, parking regulation and compliance to ensure safety and easy travel.

- Continue to support and enhance the bus service post-pandemic using funding from the Department for Transport's Bus Service Improvement Plan.
- Improving the management and operation of the highway, including, rights of way network to reduce congestion and keep Nottingham moving, which in turn will help to create a cleaner more sustainable city and support growth in the local economy.
- Introduce service improvements to Parking operations that were identified within the external Consultants Parking Review undertaken in 22/23.
- Continue to expand Nottingham's excellent cycle network, by securing funding to create dedicated access to shops, schools and businesses, working through the Combined County Authority to improve connectivity with cycle highways.
- Improve the condition of Nottingham's road network, including more permanent road repairs and fewer temporary repairs, resurfacing 100 roads and improving 50 pavements.
- Engage with the East Midlands Combined County Authority to ensure our excellent public transport is maintained, continuing to value and promote our publicly owned bus company, Nottingham City Transport.
- Work with Nottingham schools to promote Bikeability, the national standard for cycle training, and work with the health, voluntary and community sectors to offer more adults cycle skills training to help people get active.
- Promote an e-scooter rental scheme as a sustainable form of transport, encouraging careful riding and working with partners to take action against those riding dangerously.

How we will know we are on track

- Number of passenger journeys on public transport.

City

Outcome – Improve the City Centre

Nottingham is a city of ambition and culture, but the combination of rising inflation, energy prices and the impact of the Covid-19 pandemic has had a severe impact on the city centre - affecting local jobs and businesses. We have seen this most starkly in relation to the retail economy and the collapse of INTU and their proposals for the Broad Marsh shopping centre.

City centres have a key role to play in driving the local economy as we rebuild after Covid-19, but their look and feel is changing, with less focus on retail and more on a mixed use of shops, offices, community facilities, places to live and leisure.

We want to ensure the city centre has something for everyone to enjoy with vibrant, welcoming venues and events that cater for students, visitors and families of all ages. Nottingham will provide access to ancient and modern heritage plus a wide range of cultural experiences.

We will continue to seek all opportunities to transform the Broad Marsh site, with the goal of developing a ‘green heart’ in the city, where people can live, work and play.

What we have done

- Created a vision for the new Broad Marsh via a Big Conversation consultation exercise.
- Worked with the Nottingham Business Improvement District (BID) to maintain Nottingham’s Purple Flag status which recognises the good management of the businesses open at night in the city centre.

What we will do

- Improve the experience for pedestrians in the south of the city centre by reducing traffic, creating social spaces, seating area and ‘greening’ the area.
- Deliver a high biodiversity ‘green heart’ at the centre of the Broad Marsh redevelopment, in line with the results of the consultation and Broad Marsh Vision.
- Provide more new public realm around Broad Marsh.
- Use part of the UK Shared Prosperity Funding to support key improvements in the city centre, to drive footfall, reduce vacancies and improve the public realm.

- Make the Broad Marsh area a connectivity hub with easy parking, bus and taxi access as well as electric bikes, scooters and electric disability vehicles to allow access to the city centre, creating an electric highway to the Market Square.
- Increase access to cultural experiences for residents and visitors through effective management and partnership working across the

city's cultural venues and visitor attractions, such as National Ice Centre, Theatre Royal and Concert Hall (TRCH) and city-based National Portfolio Organisations.

- Ensure Nottingham is a safe place to enjoy a night out, working with the Nottingham BID and the Police to achieve 'Purple Flag' accreditation.

How we will know we are on track

- Number of vacant shops in the city centre.

City

Outcome – Serving People Well

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

We will ensure we use our resources well and make the best use of taxpayers' money. In late 2023, we issued a Section 114 Notice, in relation to a large in-year financial gap. This is a very serious step and we must make considerable changes to how we deliver the services needed to support our residents and city. We will need to make difficult decisions, but we are committed to improving. We will manage our finances in a sustainable way to help us reach a strong financial position in the medium term and continue to deliver the value-for-money public services that local people expect.

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

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

The environment in which we operate has, perhaps, never been more challenging with reduced funding and rising demand for services, including social care and homelessness support. We cannot realise our ambitions for Nottingham or the City Council alone, and we are committed to working in partnership with local people, businesses, the city's key statutory partners, anchor institutions, our two global universities and leading Hospital Trust. Together we can ensure and Nottingham is a safe, clean, ambitious and proud city.

What we have done

- Reviewed how we deliver key services within the resources available to us to ensure we can continue to provide the modern, effective and value for money services people expect.
- Set in place a new commercial strategy.
- Encouraged and facilitated the development of low-cost supermarkets where they were wanted, such as:

- the Beechdale Baths site
- Hucknall Road
- the conversion of Waitrose in Wollaton to a Lidl
- the repurposing of the ex-Co-op store on Carlton Road.
- Made sure students have a voice in elections by working to increase the number of students registered to vote.

What we will do

- Improve how children's and adults' statutory duties are commissioned and delivered to ensure Best Value.
- Communicate the work of the city council in a proactive, accessible and community-friendly way.
- Accelerate pace and scale of the asset rationalisation programme to generate capital receipts to support the capital programme.
- Manage council and commercial property in an effective way.
- Develop and implement an effective asset disposal strategy and company structure review with regard to our housing management.
- Replace city council vehicles and tools, where practicable, with ULEV or alternative fuel options to reduce our fleet and plant emissions.
- Use our spending power to support the local economy, procuring goods and services locally wherever possible.
- Work with partners to be a city that challenges systemic discrimination and works to be a fair place where everyone can thrive.
- Optimise the use of every pound of public money to ensure that the Council can continue to provide legally compliant services for Nottingham people.
- Open the Council House regularly for Nottingham people.
- Ensure on-line services are accessible as possible.
- Work towards being a Stonewall Top 100 employer.
- Scrutinise our own policies and practices to avoid structural or unconscious biases and challenge prejudice, and encourage other organisations to do the same.
- Ensure that Nottingham City Council remains a signatory to the Race At Work Charter.
- Work towards making Nottingham City Council an organisation that reflects the demographics of the city at all levels of the organisation.
- Lead the city by example, adopting policies which support women's health at work, addressing issues including menopause.
- Seek to avoid 'fire and rehire' practices for council jobs.
- Work with trade unions and Staff Networks as recognised voices of our workforce.
- Continue to provide free public toilets around the city.
- Improve and streamline access to council information, services, and support by ensuring services are readily accessible - aiming to solve your problem the first time you contact us.
- Drive savings and improve management oversight of the council's companies by implementing a new Commercial and Procurement Strategy and governance arrangements.
- Ensure we achieve best value in the goods and services we buy as an organisation.
- Improve customer access and experience across a range of services by delivering a cross-cutting Customer Support Transformation programme.

- Work together to improve the culture of the council so that it better values performance, achievements and outcomes.
- Continue to embed the new council constitution and further strengthen the governance framework for the council and its companies to ensure effective governance.

- Manage and quality-assure all financial contracts and commissioned services - ensuring contracts are legally compliant, the services provided meet our standards and providers are paid correctly.
- Work with partners to maintain suitable levels of protection for our communities from extreme weather events, such as flooding and heatwaves.

How we will know we are on track

- Delivery against the Corporate Performance Management Framework.

What your Councillors will do for you

- Campaigning for the voting age to be lowered to 16
- Continue to reduce air pollution by campaigning for electrification of the railways
- Campaign to expand the existing tram network
- Continuing to call for misogyny hate crime to be nationally recognised
- Promote and deliver an active corporate social responsibility agenda in Nottingham
- Promote and support the city's network of food banks, community food and social eating hubs to help tackle food insecurity, working towards nutritious, affordable and culturally appropriate food for all
- Address period poverty by providing free sanitary products in all our community centres and libraries
- Extend the Dolly Parton Imagination Library, gifting a free book every month, to 2,000 more Nottingham children
- Be a child friendly council by providing books and toys in council buildings where children are waiting with their parents
- Fight for Nottingham to receive its fair share of police funding and for a central police station to remain in the city centre
- Campaign for overseas qualifications to be recognised in England, enabling those moving to Nottingham with skills to make a fair contribution
- Your local councillors will take account of your views, deal with casework promptly, and listen to feedback to make better decisions

Devolution – Drawing powers down from Whitehall

In autumn 2022, a devolution deal was offered to Nottingham City, Nottinghamshire, Derby City and Derbyshire, to create an East Midlands Combined County Authority (EMCCA).

Since then, the four upper-tier local authorities in Nottingham, Nottinghamshire, Derby and Derbyshire have made significant progress, and following a public consultation submitted proposals to Government to establish the Combined County Authority. In late 2023, the Levelling Up and Regeneration Bill (LURB) received Royal Assent, and all four upper-tier local authorities formally consented to the establishment of the new Combined County Authority.

We have developed strong relationships with these local authorities and will continue to do so to progress our wider goals and objectives. The East Midlands has historically seen significant underinvestment in comparison to the rest of England, and the East Midlands Combined County Authority presents a once-in-a-generation opportunity to redress this balance and to bring more and better opportunities to our great city.

The Combined County Authority will formally come into existence in early 2024, and the first election for an East Midlands Mayor will take place in May 2024. It will bring a **£1.14 billion** devolved investment fund for our region – at least £38 million per year over 30 years as well as a brand-new City Region Sustainable Transport Settlement of over **£1.5 billion**.

The devolution powers and funding we have secured through the deal are grouped under four themes which the EMCCA will lead upon:

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

Our devolution deal will help us deliver this through:

- Up to £16.8 million of devolved capital funding in 2024/25 to support the building of new homes on brownfield land.
- Up to £9 million housing capital funding to support the delivery of housing priorities.
- New, broad powers to acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration.

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

Our devolution deal will help us deliver this through:

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

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

Our devolution deal will help us deliver this through:

- A devolved integrated local transport budget for the EMCCA area including for bus and tram services.
- An additional £500,000 of revenue funding in both 2023/24 and 2024/25.
- The ability to accelerate the delivery of smart, integrated ticketing across all local modes of transport in the area.
- The opportunity to coordinate a Key Route Network (a collection of the most important local authority roads within the area).
- Mass transit opportunities, including significant additional funding opportunities under Network North.

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

Our devolution deal will help us deliver this through:

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

Corporate Scrutiny Committee Recommendation Tracker 2023/24

Date of meeting	Recommendation/Action	Progress/Notes	Status/Response
13 September 2023	None.		
18 October 2023	None.		
22 November 2023	<p><u>Performance Management Framework</u></p> <ol style="list-style-type: none"> 1) To request that information on the current staff establishment numbers at the Council is provided to the Committee, in addition to the current number of vacant posts. (A) 2) To request that information on the consultation return in relation to the establishment of the Office for Local Government is provided to the Committee, in addition to the Government's formal response. (A) 3) To request that a review of the contract management process of commissioned providers of Council services, in the context of the proposed 'One Council' outcomes of the new Performance Management Framework, is added to the Committee's Work Programme. (R) 4) To recommend that formal consultation is carried out with staff unions as part of the development of the new Performance Management Framework. (R) 	Recommendations sent to Cllr Mellen and James Rhodes on 11/12/23	COMPLETE: Response provided as appendix 1 to the recommendation tracker at the Committee's meeting on 14 February 2024.
22 November 2023	<p><u>EDI Strategy</u></p> <ol style="list-style-type: none"> 1. Recommends the Council combine the EDI and HR portfolios under one strand/directorate to ensure consistency in approach and easier accountability. (R) 2. Recommends that the equalities board is included in the Council's constitutional arrangements so that it 	Recommendations sent to Lee Mann, Cllr Wynter, and Cllr Mohammed as Portfolio Holders on 11/12/23	COMPLETE: Response provided as appendix 2 to the recommendation tracker at the Committee's meeting on 14 February 2024. *A request has been sent for a timeline on when the Strategy

	<p>has more formal footing in regards to governance and accountability. (R)</p> <ol style="list-style-type: none"> 3. Recommends that the reviewed grievance/escalation procedures are included in the Strategy so that employees are aware how to raise concerns. (R) 4. Recommends improvement to the current system to monitor and track all relevant EDI statistics and pulled together and stored centrally. (R) 5. Recommends that the Strategy is treated as a 'living document' and annually re-assessed and brought back to scrutiny committee; along with action plans against each protected characteristics once completed. (R) 6. Receives assurance that any EDI equalities impact assessments have detailed information on how they will be actioned. (A) 7. Recommends that commissioned reports are always shared with the relevant officers, Portfolio Holders, Committee Members and the public. (R) 8. Recommends that the trade unions are formally consulted on the EDI Strategy. (R) 9. Request that the committee views the Council's Whistleblowing Policy and figures on grievances be broken down by protected characteristics. (R) 10. Request that the committee views the draft workforce strategy and HR improvement strategy. (A) 11. Recommends that when comparing relevant statistics the Council should compare it with local working age population data (both figures and percentages) to ascertain an accurate comparisons. (R) 		<p>will be implemented and when the Committee will be able to view the final Strategy and assess its progress.</p>
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	<p>12. Recommends that the Appointments and Conditions of Service Committee covers wider recruitment and not just Corporate Director Recruitment. (R)</p> <p>13. Recommends that a Strategy is developed to address how the Council will reflect the diversity of the City. (R)</p> <p>14. Recommends that Portfolio Holders meet monthly with their Corporate Directors to track and monitor EDI performance in their division. (R)</p> <p>15. Requests a review of these recommendations and the final EDI Strategy three months after the Strategy has been implemented to assess its progress at a committee meeting. (A) *</p>		
17 January 2024	To recommend that the comments and concerns expressed in the open letter to the Council in response to the public consultation on the 2024/25 Budget proposals are taken into account in the planning of the upcoming design-phase consultations, to ensure that they reach a broad audience and are as accessible as possible. (R)	<p>Recommendation emailed to James Rhodes</p> <p>Minutes of the meeting distributed to Cllrs Mellen and Wynter as a summary of the Committee's views on the budget proposals and MTFP.</p>	
14 February 2024	<p>1. To request that further information is provided on the demographic breakdown of the response to the public consultation on the budget proposals, and that a 'lessons learned' document is produced that will be applied to the future consultations on the delivery of the proposals. (A) - COMPLETE</p>	Emailed to James Rhodes, Lee Mann, CC Cllr Wynter	In progress. A response has been provided in relation to recommendation 1 and attached as appendix 1 and 2 to the tracker at the Committee's meeting on 13 March 2024 which provides an overview of the demographic composition of

	<ol style="list-style-type: none"> 2. To request that an item is added to the Committee's Work Programme ahead of the consultation process for the 2025/26 budget. - COMPLETE 3. To request that further information is provided on the intended approach and timetable for engagement with staff and their trade unions regarding the budget proposals that will reduce staff roles. (A) 4. To request that all Equality Impact Assessments are shared, not just the EIA's published as part of the public consultation. (A) 		<p>budget survey respondents and a lessons learnt document.</p>
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Demographic Breakdown of 2024/25 budget consultation survey respondents

The following graphs provide an overview of the demographic composition of budget survey respondents. The budget survey was available primarily in online format and also in hard-copy format via print on demand in libraries and neighbourhood-based engagement activity. The demographic questionnaire asks for information around five characteristics: Gender, Age, Disability, Ethnicity and Sexuality. There is no question regarding socio-economic status.

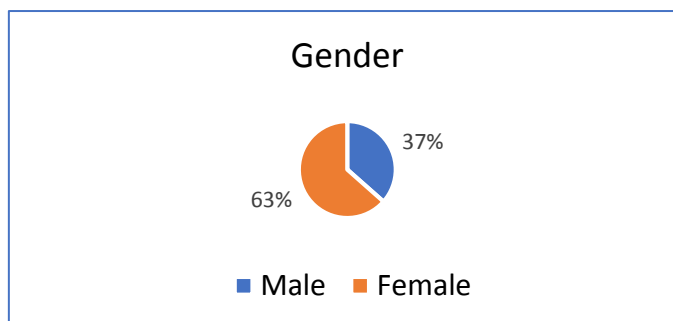
Participation in surveys of this kind is through self-selection, therefore there is no way of controlling response rates. Demographic breakdowns can provide insight into imbalances in response ratios compared to the statistical composition of the city. However, a complicating factor is that in a survey of this type responses will include many people who are not resident in the city, including people working and/or studying within the city boundary, and residents of boroughs contiguous to the city boundary or further afield within the wider area. Therefore, attempts to strictly compare returns against city population data is misleading. Findings should therefore be analysed with this in mind.

Over 5,400 people took part in the survey and the vast majority answered some or all demographic questions, from which the following data analysis is drawn:

1. Gender

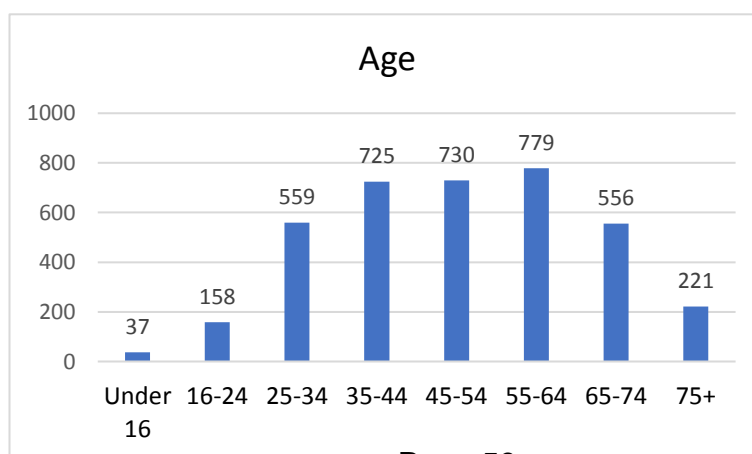
In general, our citywide consultations typically receive a higher proportion of female respondents. Last year's budget consultation had slightly more male respondents than female, but female responses are clearly in the majority in the 24/25 survey return.

36 Respondents selected 'no' to the "Is this the same as your gender as birth?" question, meaning that around 1% of respondents identify as Trans.

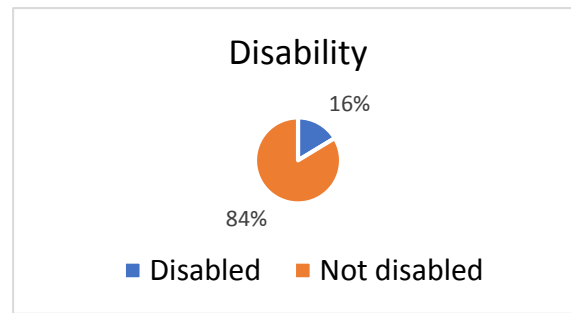


2. Age

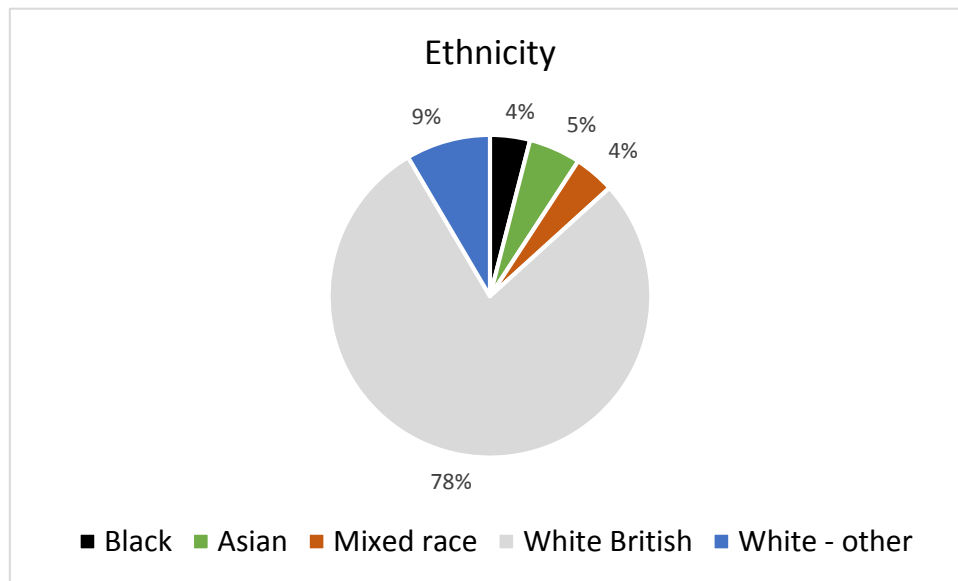
This is a much more even spread across age groups than we usually receive from surveys of this kind, for which we would often have a large overrepresentation from older residents.



3. Disability

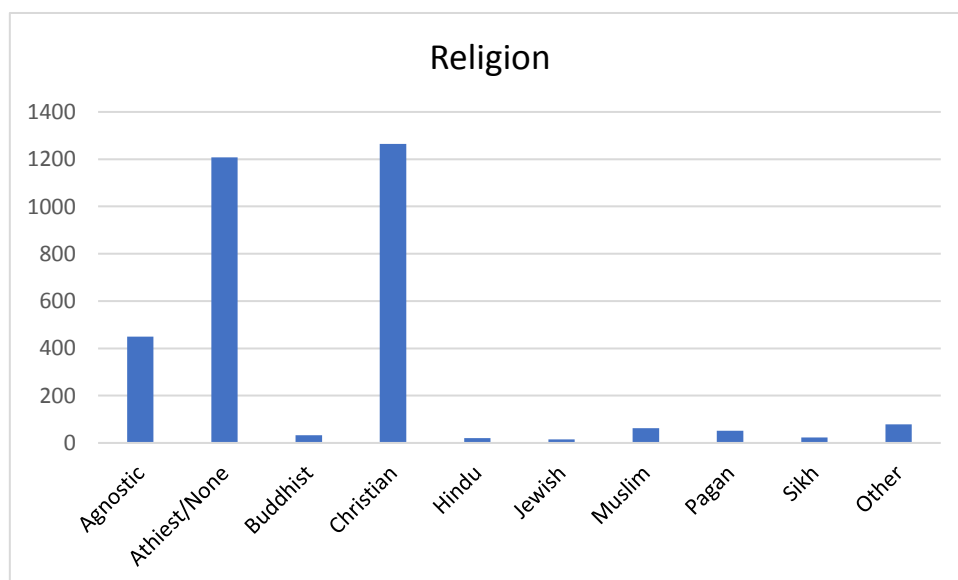


4. Ethnicity



For the sake of simplification, a range of ethnicity groups identified in the demographic questionnaire have been condensed in this chart. It is not uncommon to have an over-representation from White British respondents in consultations of this nature.

5. Religion



Briefing note for Corporate Overview and Scrutiny, 5th March 2024

Jon Rea, Research, Engagement & Consultation Manager

1. Continuous improvement of public consultation processes

The Research, Engagement & Consultation Team is committed to continuous improvement of public consultation processes, to a) ensure the council meets its statutory and Common law duties to consult, in line with the Gunning Principles and for the avoidance of judicial review or other challenge; and b) enable city residents and partners to share their views, experiences and ideas for change freely, to help inform the development of strategies, plans and service transformation.

The current financial and governance conditions mean that there are significant challenges to the delivery of all public consultation activity, concerning all aspects of the process: planning and design, communication, engagement, survey distribution and completion, data collation and analysis, reporting and feedback. Nevertheless, we are committed to continually improve all these aspects, and to working creatively to achieve low and no-cost solutions wherever possible.

2. Lessons learned from the 2024-25 Budget Consultation

Learning from large-scale public consultations conducted by this and other councils is an important and instructive part of the improvement process, through which we seek to improve the way we engage, facilitate and empower people so that their voices can be heard and impact on decision-making.

The REC Team is currently undertaking a survey with officers involved in the 2024/25 budget consultation process, to identify what worked well and what could be improved. This data will be reflected on, and the insight developed will inform the planning and delivery of the 2025/26 budget consultation, as well as other consultations and survey undertaken by the authority.

Some key challenges going forward that we have already identified include:

- Improved forward planning and design work earlier in the financial year with key internal partners (including Finance, Legal, Comms, HR); and early engagement of audiences including stakeholder partners and citizens
- Providing equal access to the survey for all citizens, including those without or unable to access digital media, while reducing costs through greater digitalisation of services
- Simplifying wherever possible the language and style of consultations, without losing important detail and ensuring the public is properly informed and able to share their views in such a way as they will help us develop insight; and using AI tools to facilitate translation and simplification, both in the content we create and for the respondent
- Communicating effectively with diverse audiences across multiple channels, including digital and traditional media audiences, to ensure greatest possible reach and encourage engagement from diverse range of citizens and communities
- Working with both internal and external partners to increase awareness of consultations and facilitate participation
- Engaging and encouraging more young people to take part in the survey
- Ensuring respondents feel confident that data they share with us is safe and treated in accordance with GDPR regulations

These challenges and their solutions will be included in the findings report that follows our improvement survey, and this will be used to help steer the 2025/26 budget consultation plan.

3. Second stage consultation for the 2024/25 budget consultation

Following on from the main budget consultation, a number of second-stage consultation activities are now taking place or are planned for the near future. These include consultations on the adult social care provision (Jackdawe and Barkla Close), review of library services and community centres, green space reviews and parking charges.

While there will be no substantive change to our current consultation process, we will take the opportunity to address access and inclusion concerns arising from the budget consultation to ensure there is the widest possible access. This is particularly relevant to the library and community centres as these provide both a physical as well as digital space for engagement and will therefore have an important role to play in enabling a wide range of library users to have their say on the review proposals.

END

**Corporate Scrutiny Committee
13 March 2024**

Work Programme 2023/24

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 To consider the Committee's Work Programme for 2023/24 based on areas of work identified by the Committee at previous Committee meetings, the informal meeting of the Committee to scope its work programme for the year ahead and any further suggestions raised at this meeting.

2 Action required

- 2.1 The Committee is asked to note the work that is currently planned for the municipal year 2023/24 and make amendments to this programme as appropriate.

3 Background information

- 3.1 The Corporate Scrutiny Committee has been established to carry out the statutory overview and scrutiny functions in relation to corporate matters. This includes the Council's finances and resources such as IT, customer services, commercial strategy, procurement and financial management; and corporate and cross-cutting matters that affect each directorate such as development of and delivery of the Strategic Council Plan, budget, transformation and improvement.
- 3.2 The Committee is responsible for setting and managing its own work programme.
- 3.3 In setting a programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and a clear link to its roles and responsibilities. The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.
- 3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning. The Scrutiny Prioritisation Process has been attached to assist Members on those considerations with the Committee advised to focus on two items per meeting so that due consideration can be given.
- 3.5 The current Work Programme for the municipal year 2023/24 is attached.

4 List of attached information

4.1 Scrutiny Prioritisation Process

4.2 Corporate Scrutiny Committee Work Programme 2023/24

5 Background papers, other than published works or those disclosing exempt or confidential information

5.1 None

6 Published documents referred to in compiling this report

6.1 Nottingham City Council Constitution

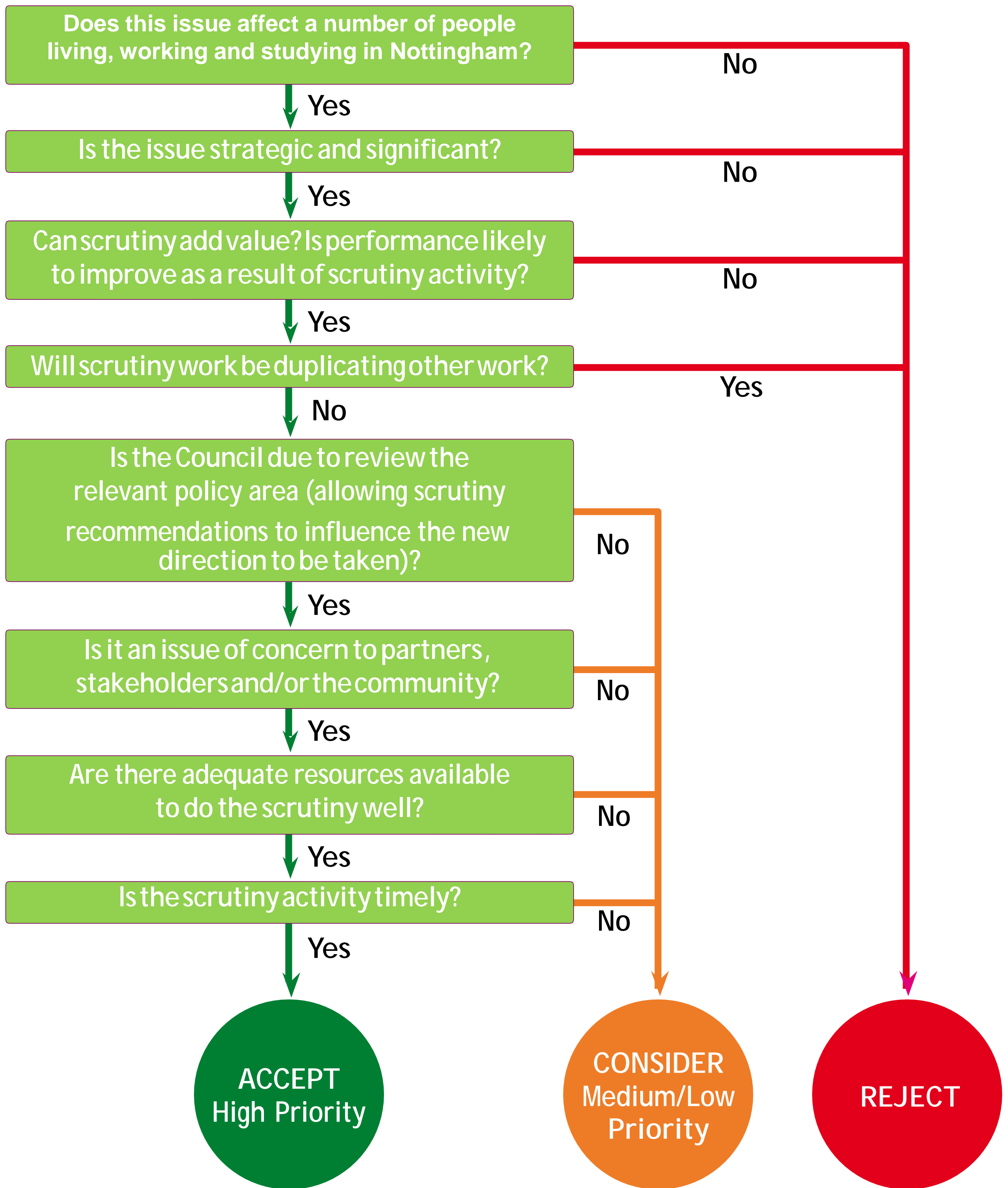
7 Wards affected

7.1 All

8 Contact information

8.1 Damon Stanton, Scrutiny & Audit Support Officer
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Nottingham City Council Scrutiny Prioritisation Process



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Corporate Scrutiny Committee 2023/24 Work Programme

Chair: Councillor Leslie Ayoola

Vice Chair: Councillor Devontay Okure

Date	Items
13 September 2023	<ul style="list-style-type: none">• Appointment of Vice Chair• Committee Terms of Reference • IAB update Cllr Mellen\James Rhodes\James SchrodellRichard Beckett To include an update on progress against the 39 instructions.• Budget Strategy Cllr Wynter\Ross Brown\Shabana Kasur To look at the Council's budget strategy and methodology, including composition and changes, duties and powers and an overview of the national and economic context that we are currently operating in.• Work Programme 2023/24
18 October 2023	<ul style="list-style-type: none">• Appointment of Vice Chair• Transformation Update Cllr Wynter\James Rhodes\Elena Kekkos/Shabana Kausar/ Ailsa Barr/Sara Storey A) A report on the in-year position of the Council's Transformation Programme B) An update on how the Council is addressing the overspend generated in the Children and Adults Department and its impact on the MTFP• Work Programme 2023/24

Date	Items
22 November 2023	<ul style="list-style-type: none"> • Appointment of Vice Chair • Performance Management Framework Cllr Mellen \ James Rhodes • EDI Strategy Development Cllr Wynter / Titi Hayre-Bennett • Work Programme 2023/24
13 December 2023 (informal briefing session) CANCELLED	<ul style="list-style-type: none"> • Briefing on Period 6 2023/24 Budget Monitoring Led by Cllr Wynter\James Rhodes and relevant Corporate Directors
17 January 2024	<ul style="list-style-type: none"> • Budget Consultation Led by Leader & Deputy Leader, James Rhodes, Ross Brown The Committee to assess the proposed budget and respond as a consultee • Recommendation Tracker • Work Programme 2023/24
14 February 2024	<ul style="list-style-type: none"> • Budget Led by Leader and Deputy Leader, Ross Brown The Committee to assess the final budget being recommended to Council by the Executive following consultation • Recommendation Tracker • Work Programme 2023/24
13 March 2024	<ul style="list-style-type: none"> • Council Plan

Date	Items
	<p data-bbox="613 165 981 197">Cllr Mellen\James Rhodes</p> <ul data-bbox="568 236 981 268" style="list-style-type: none"><li data-bbox="568 236 981 268">• Work Programme 2023/24

NOTES

*Incorporate Budget Proposals Scrutiny into the programme 2024/25

*EDI Strategy to be re-assessed 6-8 months after implementation

*item on the budget consultation process for next year

Performance items to go on work programme for 24/25

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