

City Council - 3 March 2025

Report of the Leader of the Council

Corporate Director/ Director

Sajeeda Rose, Chief Executive

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Report Author and Contact Details

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Title: Our Council Plan 2025-29

Does the report form part of the Budget or Policy Framework?

Yes No

Commissioner Consideration

Has this report been shared with the Commissioners' Office? Yes No

Any comments the Commissioners wish to provide are listed below.

Does this report contain any information that is exempt from publication?

No.

Relevant Council Plan Key Outcome:

Green, Clean and Connected Communities	<input type="checkbox"/>
Keeping Nottingham Working	<input type="checkbox"/>
Carbon Neutral by 2028	<input type="checkbox"/>
Safer Nottingham	<input type="checkbox"/>
Child-Friendly Nottingham	<input type="checkbox"/>
Living Well in our Communities	<input type="checkbox"/>
Keeping Nottingham Moving	<input type="checkbox"/>
Improve the City Centre	<input type="checkbox"/>
Better Housing	<input type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

1. Summary

- 1.1 Our Council Plan aims to inform residents, partners and stakeholders of the council's core missions and priorities from 2025 until 2029.
- 1.2 The previous Strategic Council Plan (SCP) was refreshed in March 2024 following Local Elections in May 2023 to align the SCP with the Medium-Term Financial Plan (MTFP).
- 1.3 The council's August 2024 Improvement Plan committed the council to a more fundamental refresh of the Council Plan. The new 'Our Council Plan' sets out a clear purpose and direction for the council that is deliverable, responds to need, is measurable and sets the framework for the rest of the Council's business planning and the 'golden thread'.

2. Recommendations

- 2.1 To approve the Our Council Plan 2025-29 (Appendix 1).

2.2 To note that the Corporate Leadership Team will develop and recommend to the Executive a new annual Performance and Delivery Plan which will complement Our Council Plan with further detail around delivery targets and how we will measure our performance against our new Core Missions and Priorities.

3. Reasons for recommendations

3.1 An authority's corporate plan forms a key part of every council's governance as it sets out the high-level objectives that the council is trying to achieve.

3.2 At Nottingham City Council, our existing Strategic Council Plan sets out our overall vision, objectives and priorities for both the Council and Nottingham. It aims to clearly communicate to citizens and other stakeholders our context, purpose and intent. Acting as our corporate plan, it is a central component of the council's business planning architecture, shaping and directing the policy framework of the council over the period in which it operates. If approved by Full Council, Our Council Plan will replace the existing Strategic Council Plan.

3.3 On 22 February 2024, the Secretary of State for Levelling Up, Housing and Communities made Directions in relation to Nottingham City Council under section 15(5) of the Local Government Act 1999. These Directions required the Council to develop and agree an Improvement Plan to the satisfaction of the Commissioners. The Improvement Plan was approved in August 2024 and activity 1.5 requires that by March 2025 the council:

3.3.1 "Refresh [the] Strategic Council Plan - driven by the strategic statement of intent (1.1) to reflect new priorities and context, ways of working, aligned with the budget and medium-term financial plan and informed by stakeholder engagement, elected Member priorities and statutory requirements".

3.4 The constitution makes clear that it is the role of Councillors to make policy and set budgets: "It is a generally accepted convention in local government that the officer leadership of the Council and its Executive Councillors will have support from officers in developing policy for the leadership and its administrative regime".

4. Other options considered in making recommendations

4.1 None. Best Value authorities are required to have a council or corporate plan and the council's 2024 Improvement Plan committed the council to a more fundamental refresh.

5. Consideration of Risk

5.1 Key risks include that the revised Council Plan will not meet the needs of the council or the expectations of Commissioners. These risks have been mitigated during the development process by taking account of the Best Value guidance since inception of the process in August 2024, by ensuring that the Commissioner Team has been engaged in its drafting and by drafts of the plan being subject to multiple reviews by Executive Members and senior officers. Activities within the plan are subject to individual risk review.

6. Best Value Considerations

- 6.1 The new plan has been drafted and designed in-house following a review of peer councils' documents and a review of need. Internal engagement has been used to iterate and refine the structure and content with Executive members setting the overarching structure and vision and a number of reviews by senior officers. It has been designed using 'off-the-shelf' software at no cost. This is a change from previous versions which were professionally designed.
- 6.2 Best Value is a key component of Our Council Plan and any subsequent decisions will be subject to consideration of Best Value and Social Value. Best Value decisions are taken individually against the activities within the plan.

7. Background (including outcomes of consultation)

- 7.1 To deliver the Improvement Plan's key activities the new council plan has been drafted to provide clarity of vision and purpose so that it may better direct the prioritisation of the council's activities. Our Council Plan has fewer and clearer priorities with the aim that these will remain fixed for the period 2025-29.
- 7.2 Our Council Plan has been structured around three core missions:
1. A renewed Council
 2. Delivering for local people
 3. Leading Nottingham forward
- 7.3 Moving the plan's organising principles away from the Strategic Council Plan's ten outcomes and replacing them with three core missions has allowed the plan to be drafted at a much higher level. This ensures that the plan is much easier to summarise and communicate to colleagues, residents and stakeholders alike.
- 7.4 As this Council Plan has been drafted at a higher level, a need for an annual "Performance and Delivery Plan" has been identified to set out further details on how the plan will be delivered and monitored. This document will further set out the commitments we will deliver and the performance measures that will demonstrate delivery against each core mission or priority. It will be updated annually so that it remains current. It is proposed that this is drafted alongside and is informed by the process for the 2025/26 business planning round which will take place over spring and summer 2025.
- 7.5 To support visibility and accountability, an Our Council Plan performance outcomes dashboard will be published on the internet alongside Our Council Plan. This will report the impact of the Council's work via a number of outcome KPIs and be structured around the three core missions. As far as possible KPIs will be benchmarked against other similar councils.

8. Commissioner comments

- 8.1 The Commissioners welcome the development of this new Council Plan. It is important the Performance and Delivery Plan is developed as soon as possible to provide further detail on the outcomes expected and the impact it will have on the community

9. Finance colleague comments (including implications and value for money)

- 9.1 A key focus of the Council, supported by the main Aims of the Improvement Plan, is the need for the achievement of a sustainable, balanced budget in the context of the refreshed policy framework and direction for the Council as set out in the new 'Our Council Plan'.
- 9.2 The medium-term financial plan underpins the council plan as the key financial goal is to match the council's ambition with the resources available in order to deliver, in a transparent, effective and efficient way which is affordable. There is still much more for the Council to do to successfully deliver the scale of improvement required within the timescale set out in the Improvement Plan. Significant pressures continue to be driven by demands on council services, in particular demographic changes, complexity of provision and inflationary pressures across a wide range of areas.
- 9.3 Financial risks will need to continue to be managed given the Council's financial position.

Clare Williams, Strategic Finance Lead, 12 February 2025

10. **Legal colleague comments**

- 10.1 The Council has a variety of statutory duties that it must fulfil by law. It cannot lawfully decide not to carry out those duties. Even where the Council is under a statutory duty to provide a service, there is often a discretion available to the Council about the level of service provision and the way in which the service is delivered. For other activities, the Council provides services in pursuance of a statutory power rather than a duty, and though not bound to carry out those activities, decisions about them must be taken in accordance with the decision-making requirements of administrative law.
- 10.2 The Council has a duty to act lawfully. The Council must set and maintain a balanced budget and must take steps to deal with any projected overspends and identify savings or other measures to bring budget pressures under control. Any council plan commitments must be delivered within the financial envelope.

Beth Brown, Director of Legal & Governance and Monitoring Officer, 13 February 2025

11. **Other relevant comments**

- 11.1 Not applicable.

12. **Crime and Disorder Implications (If Applicable)**

- 12.1 Not applicable.

13. **Social value considerations (If Applicable)**

- 13.1 Not applicable.

14. **Regard to the NHS Constitution (If Applicable)**

- 14.1 Not applicable.

15. **Equality Impact Assessment (EIA)**

- 15.1 Has the equality impact of the proposals in this report been assessed?

No



An EIA is not required because the individual activities contained within the Our Council Plan are subject to an EIA where applicable.

16. Data Protection Impact Assessment (DPIA)

16.1 Has the data protection impact of the proposals in this report been assessed?

No



A DPIA is not required because the activity contained within the Our Council Plan does not include any data which is not already in the public domain, or is not suitable for publication.

17. Carbon Impact Assessment (CIA)

17.1 Has the carbon impact of the proposals in this report been assessed?

No



A CIA is not required because the individual activities contained within the Our Council Plan are reviewed alongside the Council's Carbon Neutral 2028 Action Plan.

18. List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

18.1 Not applicable.

19. Published documents referred to in this report

19.1 [Strategic Council Plan 2024-2027](#)

19.2 [Nottingham City Council Improvement Plan 2024](#)

**Councillor Neghat Khan
Leader of the Council**