

**Agenda Item:
One Nottingham Board**

Title of Paper: One Nottingham Working Group on the Nottingham Plan and the Partnership

Date: 8th February 2019

1. Purpose

This paper summarises the discussion which took place in the Working Group meeting of the 24th January 2019.

2. Recommendations

The Board is asked to note, to comment and to agree a loose timetable for development.

3. Background

The last ON Board meeting agreed to introduce a working group to consider the future of the Nottingham Plan and the ongoing role of the partnership.

The context we are operating in is complex. Nottingham city has a multitude of plans and strategies. Just mapping these and understanding the purposes of them is a major task in itself. Nottingham City Council's Council Plan is ending as there are elections in May and a new manifesto will lead to a new Council Plan. The Council is currently looking at the way it strategically engages with its partners, and what its vision is for the long term of the city. The Universities are developing their Civic Engagement plans and the Universities for Nottingham approach. N2D2, the Metro Strategy, government fair funding proposals and the UK's exit from the EU will all impact upon or dictate the way in which the partnership develops.

Given all of this, and more, the working group purposefully set about its task with representation from all sectors from around the board table. The members met and agreed that this meeting was the first step on the way to completing this plan and a broader vision for Nottingham.

4. The Group's Conclusions

The working group concluded that a Nottingham strategic partnership is essential. They feel that ON has been effective in a number of ways and has had a focus in the Nottingham Plan. However, the nature and number of the targets, and the changed statutory duties of partnerships, has limited the Board's ability to be responsible for the plan. Additionally, the environment has changed enormously since the plan was adopted, and needs to be reviewed.

The group concluded a number of principles, based upon past activity, which should go forward to the future.

- A strategic partnership and vision continues to be required.
- ON is a collaborative and independent board, which is built upon networks and a shared belief in the wellbeing of Nottingham city and people.
- The partnership is a home for multi-agency, multi sector discussions at which a broad

range of voices are heard, in ways that they are not in other forums.

- The partnership has been successfully based on collaboration and good relationships, and networks.
- Its breadth of ambition has meant that it has impacted in innovative ways which individual partners could not achieve on their own.
- ON has succeeded as a vehicle for bidding for funding, for building partnerships to bid and this could be a continuing role.
- It should continue as an umbrella for arm's length development, enabling independence from statutory and interest based organisations, thereby giving strength and credibility to initiatives.
- It is inclusive.
- It is an ambassador, and could develop with "ambassadors" at all levels across the city.
- It is challenged to not duplicate, to add value and to find the common threads or ground between the mass of targets and plans.
- A future plan/vision could be high level bringing together other plans and ambitions.

5. The Vision in the Current Nottingham Plan

The present Nottingham plan says:

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

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

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

Transformational change cannot happen overnight, or easily, but it can be delivered through consistent actions, year after year, pursuing clear and constant objectives.

There are three Cross Cutting aims in the Nottingham Plan to 2020 – **Aspirations, Fairness and Green.**

ON Priorities: Aspiring and Fair

The Nottingham Green Partnership has carried the mantle for the other Nottingham Plan Cross Cutting priorities and has taken it forward and accepted that the vision needs to change for the changing world. To this end it has recently been working on its green **Sustainability Strategy to 2050.**

We are almost at the halfway stage - The 2020 Plan – the Strategic Priorities of which are to:

1. Develop Nottingham's International Standing for Science and innovation; Sport and Culture.
2. Transform Nottingham's neighbourhoods.
3. Ensure that all children and young people thrive and achieve.
4. Tackle Poverty and deprivation by getting more local people into good jobs.
5. Reduce Crime, the fear of crime, substance misuse and anti-social behaviour.
6. Improve health and wellbeing.

6. The Working Group Meeting Considerations

The people who met in the working group:

Jane Todd, Colin Monkton (on Behalf of Candida Brudenell), Cecile Wright, Helen Vose, Linny Beaumont, David Tilly, Paula Black (on behalf of Nigel Wright), Cllr Neghat Khan, Dr Hugh Porter, Lorel Manders and Nigel Cooke.

The working group considered a number of questions and responded with more provocations than answers. Perhaps these questions set the tone and the framework for the coming considerations about the shape.

They considered what was / is important in the partnership?

In the past and in the future?

What do we want from the partnership?

How do we get there? Do we need to refresh/review/rewrite the 2030 vision?

Does form follow function? – Ideally but not always. Realistically – In this case as this is not a blank sheet, or are we overwriting something?

After some consideration the working group “concluded” the following:

That Nottingham should have an **aspirational vision**, which should be based on the place. This vision should be based around a sense of identity, which will generate a feeling of ownership, which is vital if the partnership is to be effective and the plan is to have meaning. A place is defined by the identity and lifestyles of people within it. Statutory boundaries do not define how people see a place or what they value within it.

The activities of the partnership and the partners operating on behalf of the partnership need to be **opportunistic and realistic**, which does not prevent the ambitions from being utopian and visionary. We do want Nottingham to be the best place that it can be, and we do have more than a sense of what that is!

The partnership should be based around **values**. These could developed by, and be shared with partners; they can proscribe or influence the way that the partnership operates and how work is delivered. Is the new plan actually about a **“way of working”**? A collaboration and a shared understanding of partner's roles and contributions. Is this about a sharing of resources?

Who are the partners? Who will gather around the partnership table? Are these partners going to be self-selecting or selected because of the resources they can bring to this table? The debate then forms around how we define a resource. It is more than money. The strength of relationships and networks greatly influences the effectiveness of the partnership.

Leaders? The future partnership and potential plan will be based on its key partners acting

as leaders, As financial resources have declined for ON, partner's resources become even more significant Pooling money in a whole/total place "pot" has been considered previously, but has never materialised.

Is it now time to consider if lead partners should take responsibility for particular areas/actions or themes within a plan?

A discussion will be required about how leaders take that responsibility. Is there potential to draw together partners in order to deliver wider outcomes by taking the lead responsibility for providing /identifying the resources needed to get results.

The City Council has been the lead partner for ON in Nottingham as it has the broader statutory responsibilities. It has provided the overwhelming majority of the finance and personnel. However, this relationship may change in the coming months as the council seeks to find new ways of delivery and engagement with its partners.,
The fundamental aspect of the partnership will be around its **Relationships and how it takes the opportunities created and presented to it?**

The strength of the partnership has been its collaboration and its test in the future will be the extent to which this can continue.

7. The Next Steps

The Next Steps:

To continue the partnership in the future we will need to:

- Develop an action plan with a timescale
- Respond to the new City Council Plan
- Identify the key partners and partnership plans
- Identify the key influencers on a future plan/strategy
- Consider potential themes.

NC, CB and JT to begin discussions with the city council to ensure a common purpose and complimentary process.

The governance will remain with the ON Board until a recommendation and agreement is achieved for a renewed or refreshed partnership structure for Nottingham and a renewed strategy/plan.

8. Contact Details

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