

Ref.	Recommendation	NCC Actions	September 2025 Update	February 2026 Update
R1	Clearly articulate the new vision for Nottingham going forward to get staff and partner buy in. A rapid visioning exercise, supported by the planning service but working across the Council as well as with stakeholders from the private, public and community sectors. The vision should set out the role of Nottingham, locally and for the wider sub-region, as well as its key assets and how these need to develop to fulfil its potential.	1.1 Continue work on establishing a new vision for Nottingham. April 2026 1.2 Development Forum to be created to establish better two-way communication developers and other partners. February 2026	1.1 Scope document drafted and approved. Procurement process commenced, to be appointed by end October. 1.2 Invitee list being established. Internal resourcing issues is delaying action completion	1.1 Arup undertaking wide-ranging consultation as part of the City Vision creation 1.2 Internal resourcing issues has delayed this further. Expected completion delayed to May 2026
R2	Urgently provide corporate resources to begin work on a Tall Building Strategy. This will enable the opportunities for high-rise development to be explored and identified ahead of the next local plan review, feed into the delivery of the vision and help inform the determination of emerging proposals, and respond to a strong political imperative for this work to be undertaken as soon as practicable.	2.1 Commission a Tall Building Strategy from an independent in the private sector. November 2025 2.2 Provide corporate resource from the Urban Design team to ensure the Strategy is personalised and reflects Nottingham's history, present and future. November 2025	2.1 Suitable contractor sourced, scope of works agreed, permissions being sought. 2.2 Complete September 2025. NCC's Principal Urban Design and Conservation Officer attached to the project	2.1 Full review of our internal approach to tall buildings completed to ensure we have an up-to-date view on tall buildings in Nottingham before initiating review. Now complete, private sector review to follow. 2.2 Complete
R3	Ensure the new Greater Nottingham Strategic Plan and new-style NPPF local plan is promoted corporately and politically as the primary tool to drive housing and regeneration delivery in Nottingham. Political leaders from all parties should ensure that all members understand that the Local Plan is the delivery tool for future growth in Nottingham and a member-officer working group help to embed its use in future decision making. The group should also begin to scope out the requirements of a new-style NPPF local plan for the city, and what this may mean in terms of resources.	3.1 Training sessions to be set up internally with politicians and officers on the GNSP and NPPF. September 2026	3.1 GNSP presentation provided to Planning Committee November 2024. NPPF impact on Local Plan discussed at most Planning Exec Member briefings. Further detailed training to be provided when Local Plan creation has commenced. Approvals to recruit resources to develop this Plan are actively being sought, timeline for training dependant on these resources.	3.1 Complete January 2026 (several training sessions given to new members of Planning Committee and refresher training for others during the last few months.
R4	Implement comprehensive changes to modernise the processes, procedures and operating model of planning's development management service so that it can play an enabling role in delivering the Nottingham growth agenda. This will involve: ➤ Preparing a Development Management Manual to provide clear guidance to officers and consistency of approach in dealing with planning applications. ➤ Reviewing out-of-date planning applications and risks associated with the Planning Guarantee. ➤ Providing corporate capacity to implement the recommendations in the PAS Development Management review (April 2022) e.g. updating the back-office support systems to improve performance data and track case work more accurately.	4.1 Bid for Government funding through Digital Planning Improvement Fund. October 2025 4.2 Undertake a digital planning maturity assessment to better understand our areas for improvement. December 2025. 4.3 Create a Digital Planning Improvement Officer post within the Development Management Team to deliver a programme of continuous improvement and the drive to be a high-performing team and in line with the digital planning maturity assessment. March 2026 4.4 Liaise with other authorities to understand best practice, systems and	4.1 Complete August 2025. Bid successful, approval obtained to accept £50k grant. 4.2 Initiation meetings and training including maturity assessment template scheduled for October. Resources planned in after that. Expect delivery. 4.3 50% "front-line" vacancies and long-term sick cases in the area have taken priority of small management team. Active recruitment continues for those posts which has delayed creation of JD/PS/JE/DDM/SCB approval 4.4 HoS attended Open Digital Planning event in July, a number of contacts made among other LPAs and MHCLG. Subsequent discussions have been had and first tangible result of this (AI validator) will be requested via DDM in October 2025. Minimal	4.1 Complete 4.2 Complete December 2025 4.3 Job description written and to be sent to Evaluation team next month 4.4 Ongoing, several meetings and events attended with authorities across the country by different members of the Planning area

	<p>➤ Embedding a stronger performance management culture within the planning service including lessons from benchmarking and good practice outlined in this report.</p>	<p>processes that can be brought to Nottingham. Ongoing</p>	<p>delivery capacity hampering speed of change (see 4.3)</p>	
R5	<p>Commit to taking forward the Development Management Workforce Strategy and Action Plan to ensure the service can quickly address resourcing issues and address single points of failure. Building on Recommendation 4, this means recruiting to fill all the positions in the new team structure and enabling the “grow your own” method of building planning officer capacity set out in the strategy.</p>	<p>5.1 New structure created. March 2025 5.2 Recruitment to new structure underway. March 2025 5.3 Implement an improved training and development practice for Planners. November 2025 5.4 Implement a peer-coaching scheme for Planners. November 2025</p>	<p>5.1 Complete March 2025 5.2 Around 60% complete. Insufficient resource to do it all. Difficulty recruiting to experienced planner positions, mitigated somewhat by Development Management Workforce Strategy but this will take time to fully bear fruit and therefore several “did not recruit” exercises held. 5.3 Development plan template created to formalise and record CPD of officers. Grant referenced in 4.1 has 50% earmarked for training and networking. 5.4 Four of six senior officers in DM have been matched with peer support specific to their development needs. One of remaining has applied for East Midlands Leadership Development Programme and it is hoped they will find a peer there as there is no formal-NCC network to be tapped into so this is being done on an ad hoc basis using Head of DM contacts</p>	<p>5.1 Complete 5.2 Recruitment to vacant roles will complete next month. Internal delays with the Job Evaluation team mean new roles have not yet been created 5.3 Completed November 2025. Training plan in place and several training sessions attended as well as resubscription to industry news sites to ensure the team are kept up to date 5.4 Progress stalled due to sickness absence, to be picked up again in March</p>
R6	<p>Align the planning support team to the new modernised performance management culture of the development management function. This includes a consideration of whether the support services team would be better managed directly by the planning service, through a matrix management arrangement or through a stronger service level agreement to better meet the needs of the development management function</p>	<p>6.1 Review the position of the planning support function sitting in the Customer Hub. March 2026 6.2 Review the roles and responsibilities of the support team. April 2026 6.3 Create a robust service level agreement with clear performance targets. June 2026</p>	<p>6.1 Report shared with customer hub and discussion on next steps to be held in Sept. 6.2 Regular reviews in place of roles and responsibilities but further work to be done on clarification of roles within the Customer Hub and related performance metrics. 6.3 Working Together Agreement now being reviewed between the service and Customer Hub. Consideration being given to full planning process review as NCC has a different model to majority of other Local Planning Authorities</p>	<p>6.1 Completed January 2026. Service standards implemented and reporting on these has now commenced. Better alignment and communication between the teams. 6.2 Work ongoing as part of 6.1, on track for completion April 2026 6.3 Progress of 6.1 being reviewed to ensure the performance standards are appropriate and deliverable while also providing a high-quality service before then memorialising these in a service level agreement</p>
R7	<p>Modernise the operation of the Planning Committee and the public’s experience of committee meetings. This should include:</p> <ul style="list-style-type: none"> ➤ Ensuring that the operation of committee meetings is more open and transparent with more structured discussions followed by a clear motion on decisions. ➤ A more appropriate layout of the committee room allowing external parties to be able to observe and follow proceedings and decision making. ➤ Allowing objectors and supporters/developers of 	<p>7.1 Arrange Planning Committee training. September 2025 7.2 Secure coaches for the Chair and Vice-Chair of Planning Committee from other LPAs. December 2025 7.3 Review the room Planning Committee is held in and undertake any changes necessary. March 2026 7.4 Consider allowing the public to speak at Planning Committee meetings. March 2026</p>	<p>7.1 Complete July 2025. Training by outside provider including a member from different LPA 7.2 Discussions being held with PAS to source coaches 7.3 Raised with Constitutional Services and FM. Installation of webcasting equipment is expected address some issues related to AV and sound. 7.4 Informal discussion held with Planning Committee, they have stated that they would like to review this proposal amongst themselves.</p>	<p>7.1 Complete 7.2 Vice Chair changed in February committee. AGM planned for May where the postholders may change, work underway to agree coaching plan for whoever is in post in May. 7.3 Works underway for refresh of A/V equipment in Committee room which will include cameras, microphones and a new screen. Due for completion February 2026</p>

	<p>schemes a limited time to speak prior to the committee debate and decisions being taken, drawing on best practice from across country.</p> <p>➤ Scheduling any changes with care before starting the broadcasting of committee meetings and implementing government-driven planning committee reforms.</p>	<p>7.5 Once the above is complete, consider broadcasting the Planning Committee meetings. June 2026</p>	<p>7.5 Assessment being undertaken of success of other NCC meetings which are broadcast to then determine whether it is something to bring in to Planning Committee (then review technical feasibility in Committee Room)</p>	<p>7.4 Review ongoing of other core cities' public speaking arrangements at Planning Committee and also those of neighbouring councils to understand Local Government Review (LGR) impact and whether to delay any changes until post-LGR</p> <p>7.5 New Audio/Visual equipment installed in Committee Room to allow this to happen. Microphone set up still required to be installed and tested. Broadcasting still expected to commence in June</p>
R8	<p>Commit to the creation of a developer forum to build long term strategic relationships with current and new investors. Developers and other private sector stakeholders are open to closer working and a formal arrangement like a forum would be an opportunity to gather information and intelligence from the development community as well as drive forward shared priorities. A number of developers are also keen to offer practical assistance which could mean that the capacity for hosting a forum does not fall on the Council directly.</p>	<p>8.1 Establish a development forum which brings together developers, planners and other key stakeholders within the Council and the wider city. February 2026</p>	<p>8.1 See 1.2</p>	<p>8.1 See 1.2</p>
R9	<p>For the next review of the Local Plan, establish a Local Plan Member Working Group so that the Planning Committee and other Members can play a more central role in future policy development and innovation. Linked to Recommendation 3, planning committee members and the portfolio holder for planning have a key role in determining how the planning services responds to reforms in planmaking. A local plan working group would form a logical extension of work on the Greater Nottingham Strategic Plan.</p>	<p>9.1 Create a Local Plan Member Working Group for the creation of the next Local Plan. October 2026</p>	<p>9.1 New Local Plan not actively being worked on yet (see 3.1) but Working Group will be created when it is</p>	<p>9.1 New Local Plan not actively being worked on yet, Working Group will be created when it is</p>
R10	<p>Consider the creation of a multi-disciplinary team to drive forward the new vision for the city recognising the strong links between planning and regeneration. Although the Council's regeneration capacity was significantly reduced under a duties and powers review, recent progress suggests that a newly formed regeneration team is possible. With an exciting new agenda and vision being set by the Council, and planning's crucial role in regeneration, a team to work with private sector partners and benefit from the combined authority is recommended</p>	<p>10.1 Establish a dedicated regeneration team with the remit of providing the links between Transport, Planning, Housing, Economic Development and other relevant council functions. March 2026</p>	<p>10.1 Regeneration Team accepted as a growth item through Star Chamber process. DDM in process of approval. JD/PS/JE written and being evaluated.</p>	<p>10.1 Regeneration team created. Permanent recruitment to begin February 2026. Temporary recruitment started in January 2026.</p>