

# Nottinghamshire County Council Annual Delivery Plan 2023/24



Healthy

Prosperous

Green



Nottinghamshire  
County Council

# Welcome to our Annual Delivery Plan for 2023/24

This year's Plan is the second to be produced under our overarching Council Plan, [The Nottinghamshire Plan 2021-31](#), and it aims to continue the excellent work that has occurred within the last year. For example, following on from the signing of a historic £1.14 billion devolution deal with Government in August 2022, we are continuing our work with partners to develop proposals to establish a mayoral combined county authority from May 2024. This would enable us to tap into more funding and powers that will make a real difference to areas such as education, skills, transport, the local economy, and the environment.

However, this Annual Plan, whilst ambitious in scope, continues to be set against global challenges such as the escalating costs of living, the climate emergency, and the continued aftermath and recovery from COVID-19. Despite these challenges, the Council remains committed to building economic, community, family and individual resilience to achieve better outcomes and improve the lives of local people across the county.

To help achieve this, this Plan outlines the action we will take, with people, communities and partners, over the coming year. This includes working to transform the way we deliver services over the long term, so that we can offer more support within communities, and simultaneously increase the impact of our services to keep everyone healthy, safe and independent.

We will aim to prioritise and enhance key services as far as possible, particularly in those most disadvantaged communities. We will also ensure that we operate under a balanced and stable budget, spending money wisely and where it is needed most, to see that our resources reach those who need them.

As with the previous Annual Plan, we will continue to listen to our communities, ensuring your voices are heard and that you are kept informed of our progress. Therefore, at the end of the year we will produce an Annual Report which will assess our progress, to ensure we continue to work towards our 10-year vision for a healthy, prosperous, and greener Nottinghamshire for everyone.

You will find details on the following pages of our plans for 2023/24 and how we will work with our partners to deliver the best for our residents, and to help make Nottinghamshire the best that it can be for us all.



Cllr Ben Bradley MP

## Who we are

Nottinghamshire County Council provides more than 400 services, which are used by people living, visiting and working in Nottinghamshire. We operate as **One Council**, working effectively across teams and service areas to ensure that our services are available to all who need them, when they need them.

To help give you a sense of the scale of operations undertaken by the Council, below is a very brief snapshot of our four Departments and their areas of influence. You can find out more about the Council's departments on [our website](#).

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### Adult Social Care and Public Health

Working closely with local community groups, the voluntary sector, carers and families, the overarching purpose of our Adult Social Care and Public Health Department is to promote and improve the health, wellbeing and independence of people in Nottinghamshire. The Department provides and commissions advice, support and services which improve health and wellbeing, and prevent ill-health and loss of independence.

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### Chief Executive's

The Chief Executive's Department is the strong core of the organisation, enabling the smooth running of all internal Council services and supporting the delivery of our services to the communities across Nottinghamshire. It is the engine room of our Council, facilitating the effective functioning of the Council, whilst also connecting the organisation with itself and enabling us to be creative and innovative.

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### Children and Families

Working directly with children and young people, together with families and our partners, the Children and Families Department aims to give the consistent support and protection our young people need to be safe, happy, and secure and have opportunities to achieve. The department has a mix of directly delivered and commissioned services that are primarily designed around the needs of vulnerable children, families and communities.

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### Place

The Place Department brings together a range of services with an ambition to create places that meet the needs and aspirations of the people of Nottinghamshire. The department is made up of two divisions - Investment and Green Growth Division, which is responsible for a range of functions to help drive the growth and prosperity agenda, as well as the Communities and Place Division, which is responsible for helping to make Nottinghamshire a great place every day.

## Measuring our progress

There are many factors which will influence how quickly we see progress towards the Nottinghamshire Plan ambitions. The Council has more control over some factors than others. For example, the Council cannot control the state of the economy but we can make sure that the support we deliver to businesses is high quality. We can also work with partners and residents to make sure our joint actions make a difference. To understand whether we are making progress towards achieving this ambition, the Council will use different types of measures to understand:

1. The quality or impact of our services in achieving the ambition. These are factors over which the Council has more control. In this document, these are included under the heading **Success indicators the Council owns**.
2. Conditions in Nottinghamshire. These are factors that we work together with partners and residents to influence. In this document these are included under the heading **Success indicators the Council works with partners to influence**.

We also know that the ongoing impact of the rising costs of living, alongside the continued aftermath of COVID-19, continues to have a profound impact on our communities and our services. This will be reflected in the data we use to monitor the quality of our services and our progress towards achieving our ambitions. We have included baseline dates that are the most appropriate for each indicator and where there may be some irregularities in the data due to external factors, we will highlight this in our reporting. Wherever possible, we have also used the most recent, publicly available data.

- **‘Good Means’ data column:** This identifies what success looks like, which will vary by individual measure. For example, with some measures a 'down' arrow will be appropriate, such as a reduction in the crime rate. For some measures an 'up' arrow will be appropriate, such as an increase in the uptake of a particular service.
- **‘New for 23/24’:** Measures that have been included in our 2023/24 Annual Delivery Plan, that weren't in last year's Plan.

This Annual Delivery Plan is supported by a range of Service and Project plans which set out more detail on the steps we will take in pursuit of the high-level actions contained in this Plan. These detailed plans can be traced down into individual employees' Personal Development and Reviews so all of our employees can see the impact of their work on the overall ambition of the County Council. As One Council, we will work together and with other public and private partner organisations, as well as the voluntary sector, to ensure we deliver on our promises, to the benefit of residents across Nottinghamshire.

## Ambition 1 – Helping our people live healthier, more independent lives.

Health and Wellbeing is a resource which enables people to develop and pursue their goals, and communities to flourish. However, we know that people’s health and wellbeing varies across Nottinghamshire and that access to health and care services, whilst important, only forms a small part of our health and wellbeing. Factors like housing, employment, education, food, transport, air quality and community networks play a big role. These are also areas where our residents experience inequalities. That’s why we’ll work alongside other organisations to make sure the places we grow, live and work improve health and wellbeing for all — especially in those areas where the need is greatest. But we’ll also improve our services, so they have the biggest impact for local people. Our ambition is that people in every community enjoy healthier, happier lives and remain independent for longer.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>1.1</b>	Implement mental health reform to include more comprehensive mental health provision across all services/stakeholders, with an emphasis on preventative intervention. We will also work with partners, as a signatory of the Prevention Concordat for Better Mental Health, to develop communication campaigns to promote mental wellbeing, including suicide prevention and awareness, reducing stigma and signposting to support.
<b>1.2</b>	Work with partners to deliver on the final year of the wave 4 suicide prevention transformation programme, with a particular focus on at-risk groups, so that suicide prevention interventions such as training, communications and awareness raising, and support, can be appropriately targeted towards those groups at increased risk of suicide and self-harm.
<b>1.3</b>	Implement the Carers and Young Carers Strategy, to provide timely intervention in the right place at the right time. This will help ensure that carers are supported to care and support their loved ones, that they have access to advice, guidance and signposting and that less crisis intervention is required.
<b>1.4</b>	Work with partners across the Integrated Care System regarding prevention, equity and integration, to support delivery of the Nottingham and Nottinghamshire Integrated Care Strategy 2023-2027. This will include development of the Making Every Contact Count Framework, reviewing our prevention approach, priority work on alcohol, tobacco and mental health, and further developing the Council’s role as an anchor institution.
<b>1.5</b>	Work with partners to deliver the Nottinghamshire Combating Substance Misuse Partnership Local Strategy and Delivery Plan. Through this, the harmful individual, family and community effects of substance misuse will be reduced, using a trauma-informed approach for those requiring treatment and recovery services.
<b>1.6</b>	Deliver on the Nottingham and Nottinghamshire Tobacco Alliance plan. We will also work with schools to deliver INTENT, a smoking prevention programme, across secondary schools across the County which has been shown to reduce smoking uptake among young people.

1.7	Commission an Integrated Sexual Health Service, to start in April 2024, so that local residents will be able to access high quality and timely sexual health services, to reduce unplanned pregnancy and onward transmission of sexually transmitted infection.
1.8	Continue to embed strengths-based approaches in our Adults Social Care services, working with people to prevent, reduce and delay needs emerging and escalating, providing reablement services where people have experienced a crisis in their lives (for example, a period of time in hospital or care) and supporting people to live independent lives.
1.9	Work with the local District and Borough Councils and adopt a joint Housing Strategy to create healthy and sustainable places, meet housing needs in Nottinghamshire and ensure that people can live and age well in their own homes. This strategy will also focus on how we work together to provide safe homes for the most vulnerable in our communities.
1.10	Work with partners to publish the County’s ‘best start for life’ offer for prospective parents, expectant parents and for families with children up to their first 1,001 Days. This will ensure that parents and carers are supported to provide a healthy and nurturing environment, so that children are able to thrive and develop with their families.
1.11	Continue to work positively with partners through the Integrated Care Board and the wider integrated care system (ICS), so that we maximise all opportunities to deliver and commission services collaboratively (for example, joint work to develop residential homes for young people with serious mental health conditions and behavioural concerns and approval and implementation of a joint commissioning delivery plan for children and young people).

**Success Means:**

- People live more years in good health
- Increased life expectancy in areas with the biggest inequalities
- People are happier and have reduced anxiety
- More people living independently in their local community.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
<b>ASCH Core Metric 18a:</b> Number of people reabled to higher levels of independence (people supported to regain independence after a period of ill health)	1,569	2021-2022	<b>Up</b>

<b>ASCH Core Metric 18b:</b> Number of people enabled to higher levels of independence (people with disabilities supported to find greater independence)	383	2021-2022	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Healthy Life Expectancy Male	62.4 years	2018-2020	<b>Up</b>
Healthy Life Expectancy Female	60 years	2018-2020	<b>Up</b>
Inequality in life expectancy male	9.3 years	2018-2020	<b>Down</b>
Inequality in life expectancy female	7.7 years	2018-2020	<b>Down</b>
Self-reported wellbeing – % of people over the age of 16 reporting high levels of anxiety	23.96%	2021-2022	<b>Down</b>
The rate of suicide (per 100,000 population, aged 10+)	10.3	2019-2021	<b>Down</b>
<b>ASCH Core Metric 1:</b> Thinking about the good and bad things that make up your quality of life, how would you rate the quality of your life as a whole?	19.2 (score out of 24)	2021-2022	<b>Up</b>
<b>ASCH Core Metric 12:</b> Proportion of carers who reported that they had as much social contact as they would like	22.7%	2021-2022	<b>Up</b>
<b>ASCH Core Metric 13:</b> Proportion who use services who reported that they had as much social contact as they would like	43.3%	2021-2022	<b>Up</b>

## Ambition 2 – Supporting communities and families.

Nottinghamshire has a diverse range of communities in our market towns, rural villages and urban centres. Supportive, vibrant communities can boost health and wellbeing, give people a sense of belonging, and create enjoyable, welcoming places to live. Our libraries, children’s centres and youth services are already doing exactly that, and we need to make sure they meet demand and provide the best possible services for all our communities and families, in the most sustainable way. We know too that the rising costs-of-living has presented challenges for households by exacerbating financial difficulties, whilst creating new challenges for our communities and making some existing problems worse. During this difficult time, we will continue to support those in need and help residents access relevant services. We continue to learn about communities’ evolving needs and will use this knowledge to target our resources and support towards those who need it most, while providing services for all.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>2.1</b>	Work with our partners to improve the outcomes and experiences of children with Special Educational Needs and Disabilities (SEND). This will see that they have their needs identified and met at the earliest opportunity, the timeliness of statutory assessment processes improves, the confidence of parents and carers in the ability of their local mainstream school to meet the specialist needs of their children/young people is increased, and there is sufficient delivery of high-quality specialist educational provision, as set out in the Specialist Place Planning Strategy 2021- 2026.
<b>2.2</b>	Develop the Council’s approach to provision of community-based preventative support, so that people are able to access the early help and support they need to remain healthy, happy and safe in their homes and communities. To achieve this, we will work with partners through our transformation programmes to establish projects in communities that will benefit most from joined-up support and services. This work will help us make the best use of resources by reducing duplication and maximising opportunities of service integration and/or co-location for our community-based services.
<b>2.3</b>	Launch the Community Health and Wellbeing Champion programme across the county to develop a network of volunteers to promote positive health and wellbeing messages. We will also embed Local Area Co-ordinators (delivered through our Early Help and Preventative Interventions transformation programme) into five identified localities across Nottinghamshire, to provide support, guidance and signposting for individuals and communities. These services will work alongside community and voluntary sector partners, with Co-ordinators helping people achieve good lives through increased and sustained independence, reduced social isolation and increasing access to opportunities.
<b>2.4</b>	Supported by the Financial Resilience and Inclusion transformation project, we will deliver the Local Communities and Household Support Funds to help communities to be financially resilient and support our most vulnerable residents by funding the voluntary and community sector through revenue, capital, cost-of-living, and food redistribution grants.

2.5	Develop the offers available at our country parks and libraries, including through invest-to-save initiatives. This will allow us to better support our visitor economy and local communities, by maximising the number of people who can access, use and, where applicable, stay on our sites, both from inside and outside of the county.
2.6	Recommission the Nottinghamshire Healthy Families Programme to ensure that children, young people, and families receive the support they need to thrive between the ages of 0 to 19.
2.7	Develop the platforms through which people can access information, advice and guidance, as a key priority within our transformation portfolio. This will improve accessibility, making more information and support available online and through digital platforms, so that more people can easily self-serve at a time and place that is convenient for them.
2.8	Establish Family and Youth Hub Networks across Nottinghamshire that help to give children the best start for life, as a key area of focus in our transformation portfolio. This will give parents/carers, children and young people access to local support centres, where they can find a broad and integrated range of support and early help, to help them overcome challenges and build stronger relationships.
2.9	Offer high quality family support, delivering the national Supporting Families Programmes, working to meet the needs of the whole family and leads to improved outcomes for children. By developing strong partnerships with other organisations and community-based support, we will bring together a network of support around vulnerable children and their families to prevent needs increasing or risks escalating.
2.10	Protect people's homes and communities from flooding, working with partners to ensure that we have strong multi-agency emergency response plans whilst also promote local community flood risk engagement schemes. This will ensure that residents living in flood-risk areas are well supported.
2.11	Implement a comprehensive review of the County Council's Registration Service, services for births, deaths, marriages and civil partnerships. This will ensure the Council provides the best support we can for milestone moments in everyone's lives.
2.12	Work in collaboration with the Department for Work & Pensions to embed improved performance and monitoring mechanisms, in order to target more eligible families and increase the uptake of funded early years education places for two-year-olds. This will help ensure that children achieve good levels of development and that they get a good start in life.

### Success Means:

- Communities will support each other through volunteering and involvement in local organisations
- More children will be ready for school and achieve a good level of development by the end of reception year
- The Community Compact between the Council and the voluntary sector is adopted widely among community organisations
- Funding reaches those community projects and initiatives that will best support our communities

➤ Continued good quality and comprehensive services delivered in the communities that need them most

➤ Improved and better co-ordinated services in local communities.  
➤ Fewer homes and businesses are affected by flooding.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Number of organisations who have adopted the Community Compact	15	2022	<b>Up</b>
Number of families supported making significant sustained progress through the Supporting Families programme	880	2022-2023	<b>Up</b>
Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service	9,884	2021-2022	<b>Up</b>
Total engagements with library services	3.1 million	2021-2022	<b>Up</b>
Customer satisfaction with libraries	97%	2022	<b>Up</b>
Number of Bookstart contacts	5,819	2022-2023	<b>Up</b>
<b>ASCH Core Metric 2:</b> Overall satisfaction of people who use services with their care and support	65.8%	2021-2022	<b>Up</b>
<b>ASCH Core Metric 3:</b> Overall satisfaction of carers with social services	33.5%	2021-2022	<b>Up</b>
<b>New for 23/24:</b> Number of additional specialist places provided for children with special educational needs and disabilities (SEND)	74	2022-2023	<b>Up</b>
<b>New for 23/24:</b> Number of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	144	2021	<b>Up</b>
<b>New for 23/24:</b> Percentage of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	43.7%	2021	<b>Up</b>

<b>Success indicators the Council works with partners to influence:</b>			
Foundation stage % achieving good level of development	66.8%	2021-2022	<b>Up</b>
<b>New for 23/24:</b> The % of eligible 2-year-olds benefitting from funded early education	81%	2022	<b>Up</b>
<b>ASCH Core Metric 14:</b> Proportion of people doing things they enjoy in their community	37.3%	2021-2022	<b>Up</b>
Number of properties with enhanced levels of flood protection as a result of Nottinghamshire County Council (NCC) schemes.	33,345	2022-2023	<b>Up</b>

## Ambition 3 – Keeping children, vulnerable adults, and communities safe.

We play an essential role in keeping all residents - especially children and vulnerable adults - safe and supported in our communities. We take our responsibilities very seriously, and we're working hard with partners like the Police, District and Borough Councils, the NHS and Government agencies, both to improve our support and tackle some of the contextual challenges that can lead to children, adults and communities being more vulnerable to harm.

<b>In 2023-24, to achieve this, we will deliver the following actions:</b>	
<b>3.1</b>	Provide advice and support to residents that have been the victim of a scam or doorstep crime and provide prevention advice for those vulnerable to scams or doorstep crime to try and prevent financial abuse.
<b>3.2</b>	Investigate and remove unsafe products from the market so that residents, especially the most vulnerable in our communities, are protected from harm or fatal injury. In particular, we will investigate alleged incidents of the illegal sale of vapes to minors. These investigations and related activities will help to reduce the exposure of young residents to potentially harmful products.
<b>3.3</b>	Work with partners including the Safer Nottinghamshire Board to prevent and reduce violent crime, including residents' involvement with County Lines gang activity and violence against women and girls. This will contribute to feelings of safety in communities, whilst ensuring that victims and survivors are supported.
<b>3.4</b>	Continue to prioritise improvements in the County Council services that are supporting and protecting children, families and vulnerable adults who need help, support or care. This will ensure that we are able to evidence the difference we make and how we are improving outcomes for people, assuring our external regulators that we are performing well and meeting our statutory duties.
<b>3.5</b>	Improve the pathways and services that enable people and partners to access support for children, young people, families and adults in need of care and support, through our multi-agency needs led front door transformation project. This will ensure that safeguarding concerns are identified, assessed and acted on appropriately and that people are able to access timely and proportionate advice, guidance and intervention.
<b>3.6</b>	Continue to improve how the Council supports and safeguards children who are subject of a child in need or child protection plan, responding to the findings of the national Independent Review of Children's Social Care, so that children are protected from harm and families are supported to make positive and sustainable changes. This will build on the success of innovation projects already implemented through our Whole Family Safeguarding transformation programme.
<b>3.7</b>	Continue to improve how we support those children who are at risk of offending and criminal/sexual exploitation and widen the number of young people at risk of offending/criminal exploitation that we are able to support through a whole family assessment, by delivering the Ministry of Justice Turnaround Programme.

<b>3.8</b>	Invest in kinship and foster care as a key priority in our Whole Family Safeguarding transformation programme, working with regional partners, so that more children benefit from safe and stable care in a family setting, as close to home as possible.
<b>3.9</b>	Continue to improve, expand and refurbish the Council's residential homes for children in our care through our Whole Family Safeguarding transformation programme, so that children can remain closer to home and achieve good outcomes.
<b>3.10</b>	Improve the pathways and support offered to young people with special educational needs and disabilities (SEND), and their families, through our transformation programmes, as they plan and prepare for adulthood.
<b>3.11</b>	Continue to embed strengths-based practice approaches, improving how we work with adults who need support and/or care, building on their strengths, assets and skills to support them to live the best life they can and reduce reliance on long-term care.
<b>3.12</b>	As a commissioner we will shape, develop and manage the adult social market to improve stability so that residents who have care and support needs have appropriate choice to meet their needs.

### Success Means:

- Crime levels in Nottinghamshire reduce
- People feel safer in their communities
- People who use our adult social care services feel safe and secure
- Children and adults at risk are appropriately identified, supported and protected
- Children in our care remain in long-term stable placements
- An increase in good and outstanding Care Quality Commission (CQC) registered provision for adults.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Number of victims of doorstep crime, scams or other frauds who have received advice from Trading Standards	36	2022-2023	<b>Up</b>
% of children subject to a child protection plan for a second time within two years	17.6%	2021-2022	<b>Down</b>
% of child protection cases reviewed within timescale	95.1%	2021-2022	<b>Up</b>

% of looked after children in stable placements (the same placement for 2.5 years or more)	58.4%	2021-2022	<b>Up</b>
% of looked after children in family-based setting	71%	March 2022	<b>Up</b>
<b>ASCH Core Metric 4:</b> Proportion of people who use services who say that those services have made them feel safe and secure	90.9%	2021-2022	<b>Up</b>
<b>ASCH Core Metric 5:</b> Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed	85.9%	2021-2022	<b>Up</b>
<b>New for 23/24:</b> The number and value of unsafe products removed or prevented from entering the market	6,504	March 2023	<b>Up</b>
<b>New for 23/24:</b> Number of interventions conducted in respect of controlling animal disease	57	March 2023	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Total recorded offences per 1000 population (excluding fraud)	72.77	2022 Q3 (12 months)	<b>Down</b>
Self-reported feelings of safety (% feeling very/fairly safe)			
• Outside in the day	89%	December 2022 (12 months)	<b>Up</b>
• Outside after dark	59%		

## Ambition 4 – Building skills that help people get good jobs.

Nottinghamshire needs a skilled workforce that can compete on a local and global stage, and we want our residents to have access to good quality, rewarding, local jobs. We also want to make sure everyone has the opportunity to realise their potential, whatever their age, ability or background. So, as well as children in early years settings, and young people in schools and colleges, we’ll support adult learning too.

Education is key in finding work, so we begin with schools. We would like every child in the County to have the opportunity to attend a school with a ‘good’ or ‘outstanding’ rating. With supportive, nurturing and enjoyable places to learn, we know our children will flourish. We have a strong track record in ensuring there are sufficient school places at good or outstanding schools for children across the County. With a growing population, we must plan ahead to ensure there are enough places to meet the needs of a growing population.

Whatever stage people are in their education, we’ll partner with schools, colleges, universities and training providers to ensure that the skills being taught match the needs of local businesses and new investors, while supporting the kinds of work our people want to do. In other words, we’ll forge a clear pathway from training to good employment for everyone in Nottinghamshire. As one of the largest employers in the County, we can shape much of this through our own services and programmes, whether through work placements, apprenticeships or training opportunities. And, as with many of our ambitions, we’ll focus our efforts where the need is greatest.

In 2023-24, to achieve this, we will deliver the following actions:	
4.1	Complete and publish an Annual Childcare Sufficiency Assessment to monitor the availability of childcare across the county, so that children can access early education to support their development and preparation for school, and to ensure there is sufficient childcare for working parents.
4.2	Deliver a new Special School in Mansfield to meet the needs of pupils with Autistic Spectrum Condition and Social Emotional and Mental Health Needs. We will also work with multi-academy trusts and existing alternative provision providers, to expand the offer of alternative education across the County and we will work with school partners to set up four new enhanced provision units in mainstream schools.
4.3	Develop and expand primary and secondary schools in the County to help ensure that there are sufficient mainstream school places for our young people. This will include: <ul style="list-style-type: none"> <li>• Developing a new primary school in Edwinstowe, to open by September 2025 at the latest, with high environmental standards</li> <li>• Completing a 300-place expansion of Portland Academy, by September 2024</li> <li>• Completing the permanent build of Millside primary school at East Leake for September 2023 opening</li> <li>• Completing the expansion of Carlton le Willows for September 2023</li> <li>• Progressing the expansion of Rushcliffe Spencer Academy, West Bridgford and South Wolds in Keyworth.</li> </ul>

4.4	Work across all of the Council’s services to develop an integrated strategy and plan to ensure people are able to access opportunities to learn and develop the skills they need to realise their ambitions and lead a productive life, contributing to the County’s economic prosperity. This strategy will also focus on how we work together to support for the most vulnerable in our communities to access education, training and employment opportunities.
4.5	Identify and facilitate pathways from training into employment, including identifying future skills strategies. These pathways will make clear how to best transition from education into work, and how to progress when in work.
4.6	Lead by example by increasing the number of employment and training opportunities for children and adults with special educational needs and disabilities (SEND) within the local authority, and facilitate similar opportunities with local businesses. We will also continue our local graduate development programme to help nurture talented graduates into the managers and leaders of tomorrow.
4.7	Work with our partners to review and improve local library services and facilities. This will include the continued development of our libraries as community and learning hubs, enabling people to access adult learning opportunities, close to their home.

**Success Means:**

- Nottinghamshire schools are classified as ‘good’ or ‘outstanding’ by Ofsted
- Fewer young people are not in education, employment or training (NEET)
- People leave education with better qualifications and skills
- Educational outcomes for vulnerable children improve
- Vulnerable children are less likely to miss education
- More people are in higher paid and skilled jobs
- Children and young people are provided with sufficient early years provision and school places in their local communities
- There are sufficient high-quality childcare places in the early years sector.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% of children who get first preference of school	96.5% - Primary 89% - Secondary	2022-2023	Up
<b>ASCH Core Metric 15</b> Proportion of young adults supported to access employment, education, training or volunteering	8%	2021-2022	Up

Number of guided learning hours delivered through Inspire Learning	199,000	2021-2022	<b>Up</b>
Number of placements provided			
• Apprenticeships	272	2022-2023	<b>Up</b>
• Graduate Training	19		
<b>Success indicators the Council works with partners to influence:</b>			
Number of schools classified as 'good' or 'outstanding' by Ofsted	297	December 2022	<b>Up</b>
% of 3- and 4-year-olds benefiting from funded early education	97%	2022	<b>Up</b>
% of pupils achieving a standard pass (grades 4-9) in English and Maths at Key Stage 4	70.1%	2021-2022	<b>Up</b>
% of pupils known to be eligible for free school meals achieving a standard pass (grades 4-9) in English and Maths Key Stage 4	44.2%	2021-2022	<b>Up</b>
Average Progress 8 score - pupils with a statement of special educational needs (SEN) or Education, Health and Care (EHC) plan	-1.72	2021-2022	<b>Up</b>
Average of Progress 8 scores for Looked After Children with Progress 8 scores at the end of Key Stage 4	-1.30	2018-2019	<b>Up</b>
% of Children in Need who are persistent absentees	33.1%	2020-2021	<b>Down</b>
% 16–17-year-olds NEET (not in employment, education or training) or their activity was not known	6.5%	2021	<b>Down</b>
% of care leavers in education, employment or training aged 19-21	55%	2021-2022	<b>Up</b>
% population qualified to degree level or above	33.2%	2021	<b>Up</b>
Gross average weekly earnings of full-time workers living in Nottinghamshire	£599.40	2022	<b>Up</b>

## Ambition 5 – Strengthening businesses and creating more good-quality jobs.

We have bold plans for the Nottinghamshire economy. Not only are we helping businesses grow and be more profitable, but we're shaping them to be more sustainable, too. These actions will benefit everyone, but we want to particularly support those communities that would benefit most from better job opportunities.

Brexit, COVID-19, and the rising costs-of-living have presented challenges for both new and long-standing businesses. But there are also some exciting opportunities. We're seeing new markets, trading links and supply chains emerge, and businesses are transforming. Robotics, automation, data and digital are changing how businesses operate around the world and here in Nottinghamshire. There are new green technologies and practices developing to boost sustainability. By helping make local businesses more green, sustainable and digital, we'll boost jobs, help Nottinghamshire recover from the pandemic and support the UK's sustainability goals.

Our Council also has an important role to play in supporting the adult social care and early years sectors. Overall, our plan for Nottinghamshire's economy will benefit both our businesses and our communities, so we can work towards a greener, more prosperous future.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>5.1</b>	Support and grow our visitor economy, using the emerging Visitor Economy Framework to guide investment decisions and priorities, so that we can generate jobs, growth, and opportunity for local people, as well as supporting small independent businesses in Nottinghamshire.
<b>5.2</b>	Continue to support the economic transition from COVID-19 through the delivery of the Economic Transition Plan with a specific focus on people and skills, business and enterprise, visitor economy, digital connectivity, new infrastructure and place-based initiatives.
<b>5.3</b>	Deliver recruitment campaigns to encourage and support people to enter growth sectors, or where there is a need to develop and grow additional workforce capacity (for example, social care, childcare).
<b>5.4</b>	Create innovative business growth through the development at Top Wighay Farm. This will include the site being developed to create jobs and homes, and the construction of a new office building for the Council.
<b>5.5</b>	Support Nottinghamshire's businesses to help them transition to meet new regulatory requirements, including compliance with key Trading Standards legislative changes.
<b>5.6</b>	Support businesses to thrive through targeted support programmes, enabling more start-up businesses to succeed and encouraging established businesses to grow.

**Success Means:**

- Employment levels increase
- Nottinghamshire enjoys increased economic activity
- More businesses are started and survive
- More businesses are supported by high-quality advice
- The adult social care market is stronger and more sustainable
- Council contracts build social and environmental value.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Increase in income for Trading Standards Commercial Service	£253,000	2022-2023	<b>Up</b>
<b>New for 2023/24:</b> The number of businesses provided with free funded Trading Standards business support.	120	2022-2023	<b>Up</b>
Number of small businesses supported by the Growth Hub	536	2022-2023	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	<b>Up</b>
Gross Value Added (GVA): All industries (£million)	£15.6 million	2020	<b>Up</b>
Gross Value Added (GVA): All industries per filled job	North Notts: £44,189 South Notts: £55,602	2020	<b>Up</b>
Business births per 10,000 population aged 16+	55.3	2021	<b>Up</b>
Business deaths per 10,000 population aged 16+	39.09	2021	<b>Down</b>
Business survival rate at one year (% of new businesses started in 2020)	93.6%	2020	<b>Up</b>
Business survival rate at three years (% of new businesses started in 2018)	60.6%	2018	<b>Up</b>

## Ambition 6 – Making Nottinghamshire somewhere people love to live, work and visit.

Nottinghamshire is known for its rich history and heritage. It's the land of Robin Hood, Sherwood Forest, and the origin of the Mayflower Pilgrims, and today is a destination for world-class sport, culture and leisure. With a colourful past and exciting future, our County is a place people are proud to call home – and we want to play on its strengths to make it an even more attractive place to live, work and visit.

We have beautiful natural spaces and countryside for everyone to enjoy, as well as pretty market towns and villages, good living standards, and unrivalled connectivity. We're also home to some of the fastest-growing companies in the Midlands, with a diverse range of businesses based here in our County. We're determined to make more of these assets for both residents and visitors, and will prioritise the places in Nottinghamshire that would benefit the most from regeneration. We're creating a more vibrant, attractive Nottinghamshire and want to share our urban and rural environments with more people than ever before.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>6.1</b>	Continue to collaborate with District and Borough Partners working with their communities to access funding available for 'levelling up' and to attract other investment in priority areas. We will support the delivery of these developments/initiatives that will create the conditions and opportunities for residents to thrive and prosper.
<b>6.2</b>	Finalise the Council's Cultural Services Strategy refresh, to support the long-term delivery and development of the Council's commissioned cultural services, including country parks and libraries.
<b>6.3</b>	Work with District and Borough partners on the delivery of housing and commercial premises through the local plan process, so that Nottinghamshire's residents benefit from attractive, sustainable, and well-planned residential and commercial developments.
<b>6.4</b>	Work with District and Borough partners to highlight and secure funding to create the infrastructure needed (such schools, transport and roads), alongside housing and commercial development, so that residents can access high quality services in their communities.
<b>6.5</b>	Continue working with partners to develop further projects following on from the end of the Miner2Major Landscape Partnership Scheme, aiming to attract further investment in Nottinghamshire's landscape and heritage as well as promoting access and enjoyment of Green Spaces.
<b>6.6</b>	Continue work to designate five new Local Nature Reserves for people and wildlife. This will help ensure sites are protect for both biodiversity and public well-being.
<b>6.7</b>	Continue work to achieve 'favourable management' status for our heritage sites by developing and agreeing a Council-wide protocol for such management. This will mean that both designated and non-designated heritage assets are identified and conserved for the future.

6.8	Further develop our land and buildings to generate investment in high quality housing and new jobs for residents.
6.9	Deliver, co-ordinate and promote major public events, including Nottinghamshire Day and a Nottinghamshire stage of the Tour of Britain, to attract investment and generate economic benefit for Nottinghamshire. These events will also ensure that residents and visitors can enjoy leisure and cultural activities within our vibrant county.

### Success Means:

- More people live in communities supported by good infrastructure
- People look after and enjoy the local natural environment
- People enjoy a wide range of leisure and cultural activities
- More economic vibrancy in our priority places
- More visitors spend more money in our County
- More sites provided by the Council are successfully and sustainably developed
- Visits to libraries, cultural and heritage venues increase.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Country park user numbers: <ul style="list-style-type: none"> <li>• Rufford Abbey</li> <li>• Sherwood Forest</li> <li>• Holme Pierrepont/National Water Sports Centre</li> </ul>	321,959 195,410 214,931	2022-2023	<b>Up</b>
Number of volunteer hours contributing to conservation projects	6,530	2022-2023	<b>Up</b>
Numbers of children and young people accessing Outdoor and Environmental Education	21,050	2021-2022	<b>Up</b>
Number of events and activities held at libraries	3,746	2021-2022	<b>Up</b>
<b>New for 23/24:</b> Number of County Council heritage assets identified	<b>Baseline to be established in 2023/24</b>		<b>Up</b>

New for 23/24: Number of heritage assets managed for their conservation value	Baseline to be established in 2023/24		Up
<b>Success indicators the Council works with partners to influence:</b>			
Median housing affordability ratio (residence-based)	6.8	2022	Down
Volume of tourism in Nottinghamshire (excluding Nottingham city) (millions)	36.6 million	2019	Up
Average visitor spend per trip	£54.07	2019	Up

## Ambition 7 – Attracting investment in infrastructure, the economy and green growth.

We want to raise the national and international profile of Nottinghamshire and create the right conditions for investment and economic growth. Nottinghamshire’s economy is changing in response to Brexit, the pandemic and the UK’s commitment to cut carbon emissions 78% by 2035, and we know that investment will be key to growing our economy and creating high-quality jobs.

We’ll focus on using our influence and powers to support green growth across Nottinghamshire’s businesses, and secure investment in major projects like STEP Fusion, the East Midlands Development Corporation, Integrated Rail Plan and Freeport.

As we grow, we’ll work to protect our natural and historic environments, and reduce our carbon footprint. We’ll also make sure that development is supported with appropriate facilities – like schools and public transport links. And, where possible, we’ll promote initiatives that open up more opportunities for our residents, especially where the need is greatest. We know we can grow green and improve jobs, opportunities, and quality of life for everyone, supporting a bright and prosperous future for Nottinghamshire.

Finally, we’re working hard to secure more powers and resources for Nottinghamshire as part of the East Midlands Combined County Authority. We know this would help us improve our services, support local businesses, create jobs and attract much needed investment for infrastructure and the economy. We are doing this by collaborating with our regional council partners. We’re talking with Government about our proposals, and how they link to our broader ten-year vision, and the national levelling up agenda.

<b>In 2023-24, to achieve this, we will deliver the following actions:</b>	
<b>7.1</b>	Through our devolution programme, we will work together with our regional council partners and Government to progress the establishment of an East Midland Combined County Authority, subject to the necessary approvals and the passage of the Levelling-up and Regeneration Bill through Parliament. Devolution will secure long term major investment, jobs and increased prosperity for Nottinghamshire and the East Midlands.
<b>7.2</b>	Progress work with our partners to develop and deliver the Spherical Tokamak for Energy Production (STEP) Fusion programme in North Nottinghamshire and deliver long term investment in clean energy, high skilled jobs and a more prosperous local economy.
<b>7.3</b>	Deliver the large-scale infrastructure projects of the A614/A6097 corridor improvement, with at least two junctions completed and two more underway, to improve traffic flow across the County.
<b>7.4</b>	Progress with securing funding for rail improvements, including the extension of the Robin Hood Rail Line and Maid Marian Line, which will enable future investment and secure external funding.

<b>7.5</b>	Work with Partners to drive and support the work of the East Midlands Development Corporation to improve Nottinghamshire’s road and rail connectivity and drive long term investment in green growth, infrastructure and employment across several major development sites.
<b>7.6</b>	Continue to support the delivery of the East Midlands Freeport to drive green growth and sustainable regeneration at its identified sites.

### Success Means:

- An increased amount of inward investment in the County
- Increased economic activity across the County
- More high-quality jobs for residents
- More non-carbon energy suppliers operating from the County
- Reduced carbon emissions from industry
- New green technologies are progressed
- High quality advice given to help businesses cut their carbon impact.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Value of Social Housing Decarbonisation Funding secured from central government for Nottinghamshire homes	£478,055	2023-2024	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	<b>Up</b>
CO2 emissions (commercial) per capita (tonnes per capita)	0.4 tonnes	2020	<b>Down</b>

## Ambition 8 – Improving transport and digital connections.

Our roads, transport and broadband infrastructure are essential for everyone. They bring friends and family together; grow businesses, markets, and employment opportunities; open up training and leisure; and keep Nottinghamshire well connected.

Building on our Highways Review, we’re working on maintaining and improving Nottinghamshire’s roads and footpaths. It’s one of our big priorities, and we know it’s important to residents too. We’re improving our walking and cycling network, so people can be more active in the way they travel, and we’re also encouraging people to use low-emission and sustainable transport where they can. Being innovative is important to us, that’s why we’ve introduced our flexible Nottsbus on demand services in three areas of the County, with more on the way in the future.

Our Local Transport Plan will also set out how we’ll improve our transport networks, prioritising those areas that would benefit most from better connections and making use of the latest technology and data to keep Nottinghamshire moving and thriving.

### Together, these steps will:

- Have a positive impact on people’s health and wellbeing
- Help tackle issues like rural isolation
- Ensure the transport options we have meet demand
- Keep our County well connected
- Protect our environment and reduce our carbon footprint.

In 2023-24, to achieve this, we will deliver the following actions:	
8.1	Increase the coverage and quality of broadband connectivity across the county so that residents have access to fast and reliable broadband services. Where possible, this will also include the installation of better-quality, gigabit connectivity.
8.2	Use the Right Repair, Right First-Time approach that delivers permanent repairs on Nottinghamshire roads whenever possible, extending this to the A, B, and C road network.
8.3	Widen the roll out of demand responsive transport to support the general public’s access to jobs, rural areas and leisure and shopping amenities.
8.4	Implement a three-year capital programme of highway improvements, ensuring that our investment represents good value for money. This will focus on our local road network, footways, and drainage.

8.5	Work with partners to deliver an intelligence led inspection programme on weight restricted roads. This will see that pedestrians, cyclists and other road users are protected from heavy goods vehicles using roads which are considered unsuitable or dangerous, with damage to weight restricted roads caused by heavy goods vehicles being prevented.
8.6	Pilot our on-street electric vehicle infrastructure programme providing an easier transition to electric vehicles for all.
8.7	Implement the Enhanced Partnership and the Bus Service Improvement Plan to maintain the existing network and where possible deliver improved bus services, ticketing, information, first phase of priority measures for buses on our roads (including feasibility for the Baums Lane/A60 junction in Mansfield), bus infrastructure and decarbonisation of bus services.
8.8	Review our 'active' travel (walking and cycling) approaches, in order to best improve the cycling infrastructure and maintaining rights of way to enable Nottinghamshire residents to make healthy choices about how they travel around the County.
8.9	Review the requirement for parking and pick up/drop off outside new schools to ensure new developments are delivered in a manner that promotes safe and sustainable access to school whilst considering the needs of all users, including local residents.
8.10	Review and develop our Local Transport Plan (Nottinghamshire County Council or Combined Authority) in line with awaited government guidance to ensure that Nottinghamshire's transport strategy continues to reflect the national, regional, and local vision and ambitions; and continues to guide highway and transport delivery programmes to deliver this vision.
8.11	Develop and implement a winter maintenance plan for road repairs to counteract the impact of the colder months on the state of Nottinghamshire's highways, ensuring that roads are well maintained.

### Success Means:

- People travel around the County easily and safely
- More people walk, cycle, and use public transport
- More electric vehicle charging points added across the County
- Improved superfast broadband coverage
- Roads and pavements are maintained to a high standard
- People are satisfied with the condition of highways and footpaths
- People are satisfied with local bus services
- All children and young people have safe and appropriate transport to school.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% of A roads where maintenance should be considered (by network length)	2%	2021-2022	<b>Down</b>
% of B and C roads where maintenance should be considered (by network length)	3%	2021-2022	<b>Down</b>
% of unclassified roads where maintenance should be considered (by network length)	25%	2020-2021	<b>Down</b>
<b>Success indicators the Council works with partners to influence:</b>			
<b>New for 23/24:</b> % of Nottinghamshire homes/businesses that can access superfast services	97.5%	March 2023	<b>Up</b>
<b>New for 23/24:</b> % of Nottinghamshire homes/businesses that can access gigabit-capable services	74.4%	March 2023	<b>Up</b>
<b>New for 23/24:</b> % of Nottinghamshire homes/businesses that are unable to access at least 30Mbps (superfast)	2.5%	March 2023	<b>Down</b>
Change in average journey time per mile during the morning peak on the County's urban centre networks (indexed)	84.3	2021	<b>Down</b>
% infrequent bus services running on time	89%	2021-2022	<b>Up</b>
Excess waiting time for frequent bus services (decimal minutes)	1.09	2021-2022	<b>Down</b>
Bus patronage – single trips (excluding tram)	17,536,651	2021-2022	<b>Up</b>
Change in levels of cycling (indexed)	2021 = 100	2021	<b>Up</b>
Number of people killed or seriously injured (KSI) on roads	289	November 2022 (12 months)	<b>Down</b>

Publicly available electric vehicle charging devices at all speeds per 100,000 population	38.2	Q4 2022	<b>Up</b>
<b>New for 23/24:</b> Number of weight restricted road inspection exercises completed	65	March 2023	<b>Up</b>

## Ambition 9 – Protecting the environment and reducing our carbon footprint.

In 2021 we declared a climate emergency. We pledged to combat climate change and drive greener growth at a local level, to support the UK’s 2050 Net Zero national target.

Our Environmental Policy and plan sets out how we’ll enhance Nottinghamshire’s natural habitats and landscapes, while reducing the Council’s impact on the environment. We’re making good progress and have seen a significant reduction in carbon emissions from energy use across our highways and properties since 2014-15. But we know we need to do more. With that in mind, we’re planning to:

- further reduce emissions across our transport fleet, properties, and highways
- support and improve biodiversity
- reduce waste and increase recycling
- improve air quality
- promote greener travel.

We are committed to working towards these goals for all our communities, but especially those where a greener environment would most benefit health and wellbeing.

<b>In 2023-24, to achieve this, we will deliver the following actions:</b>	
<b>9.1</b>	Embed considerations for hybrid working within the delivery of our Property Rationalisation Strategy, which will bring forward recommendations for the future use of our key buildings, including County Hall.
<b>9.2</b>	Develop a staff travel plan to encourage and support staff to use active travel, public transport and reduce business miles. This action will support the delivery of the Hybrid Working Strategy.
<b>9.3</b>	Support our partner organisations in the development and implementation of their climate change targets and carbon reduction plans, so that they can reduce their own carbon footprint across Nottinghamshire in line with the Council’s reductions and we can tackle the climate emergency together.
<b>9.4</b>	Develop renewable energy capacity across the Council’s estate to reduce our reliance on purchased energy and grid capacity, and to further the Council’s progress towards achieving our ambitious carbon neutral target by 2030.

9.5	Publish a Joint Waste Local Plan with Nottingham City Council and submit for examination, so that up-to-date planning policies are eventually adopted to enable applications for recycling and waste facilities to be considered positively, whilst protecting the environment of Nottinghamshire and treating waste as a resource instead of simply disposing of it.
9.6	Finalise the strategic review of the recycling centre network and identify opportunities to improve recycling performance across the County.
9.7	Enhance the natural environment through the creation of new green space at the former Willey Wood farm (Trees for Climate woodland creation programme) and the completion of habitat restoration works at No Man’s Land, near Clipstone (Miner2Major). This will help to improve the biodiversity of Nottinghamshire through the creation or enhancement of priority habitats.
9.8	Progress with our tree planting programme, with the aim to plant 250,000 by March 2025. This will allow biodiversity to be enhanced, with carbon captured in areas which provide new places for people to access woodland.
9.9	Certify and enforce petroleum storage and dispensing requirements and conduct environmental searches, so that those who keep and dispense petrol and operate on historic petrol sites do not cause risk to the public or the environment.
9.10	Develop and implement a Greener Highways Plan, covering the management of trees, green corridors, and road verges so that we support the reduction in pollution, help alleviate flooding, increase biodiversity, enhancing the environment for both people and wildlife.
9.11	Develop a plan to minimise food wastage within our school and college catering estate so that we reduce our environmental impact and improve our cost effectiveness.

**Success Means:**

- Carbon emissions are reduced in Nottinghamshire, in line with the national average or faster
- More of the County’s waste is recycled
- The County Council is net carbon neutral in all its activities by 2030
- All street lighting is converted to LEDs by 2026
- Energy used by the County Council is reduced by 5-10% each year
- Five new local nature reserves are created
- A quarter of a million trees are planted on Council land by March 2025
- Favourable or Unfavourable Recovering condition status is achieved on 10 Sites of Special Scientific Interest units managed by Nottinghamshire County Council
- Added environmental value is achieved from Council contracts.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% household waste sent to refuse, recycling or composting	40.4%	2021-2022	<b>Up</b>
% household waste diverted from landfill	94.5%	2021-2022	<b>Up</b>
% of lamps converted to LED	94.2%	2022-2023	<b>Up</b>
Energy consumption across Nottinghamshire County Council (NCC) Property Assets	26,376,556 kwh	2020-2021	<b>Down</b>
Number of local nature reserves on County Council land	7	2022-2023	<b>Up</b>
Number of Site of Special Scientific Interest Units managed by Nottinghamshire County Council in Favourable or Unfavourable Recovering condition	9 out of 10	2022-2023	<b>Up</b>
Total number of trees planted on Nottinghamshire County Council (NCC) land over the period 2020-2025	69,903	March 2023	<b>Up</b>
<b>New for 23/24:</b> Number of petroleum related matters responded to including environmental searches	37 - including 14 environmental searches	2022-2023	<b>N/A</b>
<b>New for 23/24:</b> Number of petroleum certificates issued	47 - 46 renewal certificates and 1 new certificate	2022-2023	<b>N/A</b>
<b>Success indicators the Council works with partners to influence:</b>			
Total CO2 emissions in Nottinghamshire (Kt)	3,922.4	2020	<b>Down</b>
CO2 emissions per capita Nottinghamshire	4.7 tonnes	2020	<b>Down</b>

## Ambition 10 – A forward looking and resilient Council.

As a large County Council, we have a range of central services that work across the whole of the Council to provide and support our day-to-day services for residents. This includes our customer service centre, legal and governance teams, finance, human resources, procurement, communications, IT, business support and transformation and change teams. These services help us provide and deliver our customer-facing services, ensuring we have the resources we need to work efficiently and adapt for the future.

Our staff stepped up during the pandemic and continue to do so to help people manage the rising the costs-of-living, working hard to adapt services and protect the most vulnerable. We want to continue to support them by giving them the skills and knowledge they need and providing a positive, inclusive culture. We’ll also continue to develop new and innovative ways of working, like hybrid home/office working, and using ‘virtual visits’ to connect social care staff and residents. We’re always looking to make services more efficient and sustainable and better meet our people’s needs, and will carry on looking at ways to develop our services and change the way we work in the future.

We’ll also keep developing our technologies to reach those in isolated communities and make it easier for people to communicate with us and access our services. We’ll create effective, easy-to-use systems and processes to ensure we get it right for residents first time, every time. We’ll also keep listening and using residents’ feedback and other data to make services better, working closely with partners to get the best for people.

<b>In 2023-24, to achieve this, we will deliver the following actions:</b>	
<b>10.1</b>	Refresh our planning and performance framework to further strengthen performance management, including using performance to drive continuous improvement in a consistent and integrated approach.
<b>10.2</b>	Publish a Data Strategy, including the review and development of secure, integrated data systems, so that we are able to strengthen our ability to make decisions based on robust data and analysis.
<b>10.3</b>	Strengthen the processes we use to choose how to provide services for residents by developing our approach to ‘strategic commissioning.’ This will ensure that our funding is used effectively to meet identified needs, services demonstrate good value for money and our procurement procedures are both sustainable and compliant.
<b>10.4</b>	Develop the ways in which we engage with residents including the use of consultation, co-design and coproduction where possible, so that the views of Nottinghamshire’s communities are informing both the decisions we make, and the design and delivery of the services we provide.
<b>10.5</b>	Design and deliver a Resourcing and Retention Strategy so that we can maintain a diverse and sustainable skills pool to deliver the services that matter most to residents. This will include seeking opportunities for joint workforce planning with key public service partners where possible.

<b>10.6</b>	Design and implement a new approach to employee engagement to ensure colleagues, including our self-managed groups, have a voice, feel listened to, and involved in the decisions and changes that impact them. This will also include a review of our approach to workforce Health and Wellbeing, focussing on staff wellbeing and resilience so that they are fully supported to be fit and well at work.
<b>10.7</b>	Continue to invest in our staff development by extending the Nottinghamshire Way and investing in our culture and leadership capability at all levels.
<b>10.8</b>	Continue to manage the Council's finances and resources effectively, so that we can continue to invest in delivering or commissioning services that make a difference for our residents and communities.
<b>10.9</b>	Develop plans for ICT resources that will support the delivery of technical and digital developments across the Council. The Digital Strategy is in place and will be utilised in the delivery of services to provide a positive experience to all.
<b>10.10</b>	As part of wider organisational development, we will refine and reshape our portfolio of cross-cutting transformation programmes. This will ensure the organisation is fit for purpose and has the capacity to deliver the Nottinghamshire Plan over the longer term.
<b>10.11</b>	Work collaboratively across the Council and with partners, to continue the development and delivery of our cross-cutting transformation programmes. This will help us to work together to test new and improved ways of working, service delivery and systems. It will also create the conditions to enable us to deliver coordinated and integrated transformation, that makes a difference for the County's communities and residents.
<b>10.12</b>	Strengthen our capacity to continue to develop our approaches to managing risk, and business continuity, so that we have the strategies, systems and processes that enable us to identify and target improvements, plan and respond to incidents and mitigate risks effectively.
<b>10.13</b>	Following implementation of our new governance system from a committee system to a Leader and Cabinet model, we will continue work with members and officers to review our new arrangements, develop the Council's approach to Scrutiny and to embed understanding and good practice across the organisation.
<b>10.14</b>	Undertake work to explore future delivery and service design options for Catering and Facilities Management Services, so that we are working efficiently and effectively, whilst making best use of the Council's resources.

### Success Means:

- People can access Council services more easily
- Resident satisfaction with the Council improves
- The Council has a balanced budget and valued services are protected
- The County Council retains and recruits a highly talented workforce.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success Indicators the Council owns:</b>			
<b>New for 23/24:</b> % of respondents who agree or strongly agree that they can influence decisions affecting their local area (annual)	17%	Autumn 2022	<b>Up</b>
<b>New for 23/24:</b> % of respondents who are satisfied or strongly satisfied with the way Nottinghamshire County Council runs things	46%	Autumn 2022	<b>Up</b>
% of staff satisfied with their health, safety and wellbeing at work	74.5%	2022	<b>Up</b>

This document will be available online at [plan.nottinghamshire.gov.uk](https://plan.nottinghamshire.gov.uk) and will be updated in year as and when required.

For more information on the aims and ambitions under which these actions are based, refer to the Council's overarching plan, [The Nottinghamshire Plan 2021-31](#).