

Nottinghamshire County Council Annual Delivery Plan 2025/26



Healthy

Prosperous

Green



Nottinghamshire
County Council

Welcome to our Annual Delivery Plan for 2025/26

This is our fourth Annual Delivery Plan under the overarching Nottinghamshire Plan (2021-31). I am committed to building on our past successes and making sure this Council continues to focus on the priorities of Nottinghamshire residents, including repairing and maintaining our roads and pavements, delivering new schools, caring for adults and children who need our support, helping people to live healthy and independent lives, and improving the life chances of young people throughout and beyond education.

Despite financial challenges, the Council remains stable and has balanced budgets year on year, building on our reputation as a well-run council. We are proud that local services, such as libraries and youth services, are thriving and we're working hard to seek the best outcomes for Nottinghamshire's communities.

We will work alongside the East Midlands Combined County Authority and continuously work to ensure the needs of Nottinghamshire's residents are represented strongly, to maximise the long-term economic and health prospects across the county. This Council played a major role in attracting the government's future flagship Spherical Tokamak for Energy Production (STEP) Fusion programme, which will provide clean energy for future generations and create thousands of skilled jobs. This project will raise living standards across Nottinghamshire through access to highly skilled jobs and the associated industries it will attract.

We are aware that people's priorities change as they go through life, but we know the common issues we all come to rely on as residents are services we provide as a County Council. These include decent transport to connect people and communities, services that support healthy lifestyles, mental health support, and services that give children the best possible start in life. We also help people access educational and job opportunities and make sure the standard and provision of care for adults with learning disabilities and those who need care in later life, are the best they can be. This Plan will show in more detail how we will deliver cost effective and transformative services to improve all aspects of life for our people, over the next year.

The following pages detail our plans for 2025-26.



**Councillor Sam Smith,
Leader of the Council**

Ongoing commitments

The Plan presented in the forthcoming pages sets out new actions and key areas for development in 2025/26. However, in addition to these we also have areas of work that continue on an ongoing basis, across a number of years. This ensures that the Council remains committed to delivering high quality services and embedding actions delivered in previous years. Some of these key areas of work can be seen below:

- Work with partners across Nottinghamshire and the Integrated Care System (ICS) to continue to support the implementation of the Nottinghamshire Joint Health and Wellbeing Strategy 2022-2026, and the delivery of the Nottinghamshire Integrated Care Strategy 2023-2027.
- Work with partners, including the Safer Nottinghamshire Board, to prevent and continue to reduce violent crime. This includes residents' involvement with County Lines gang activity and violence against women and girls, alongside delivery of a coordinated community approach, with the Police and Crime Commissioner, to support survivors of domestic abuse.
- Ensure sufficient provision for children in our care, including arrangements to support children living in their wider family network, with foster carers, or in residential care. This includes activity to increase recruitment and improve retention of foster carers, grow our internal residential estate, and review existing residential care placements. This will also involve us continuing to expand the use of the 'Mockingbird' model, where a network of support is established to empower foster families to support each other and overcome problems before they escalate, offering children a more positive experience of care.
- Continue to jointly review and develop an East Midlands County Combined Authority Local Transport Plan in line with awaited government guidance, and a revised 'active' travel (walking and cycling) approach.
- Continue to develop the ways in which we engage with residents, including the use of consultation, co-design and coproduction where possible. This includes embedding our coproduction approach and the development of the Local Account, Making It Real Forum and the Big Conversation.
- Continue to manage the Council's finances and resources effectively, working collaboratively across the Council and with partners, to continue the development and delivery of our cross-cutting transformation and savings programmes.
- In line with our agreed Highways Strategy, the Council will continue with the deployment of right repair, right time patching techniques.
- Continue to develop the Council's Registration Service offer, by implementing innovation identified through the ongoing Service review, promoting Approved Venues and local suppliers, and licencing appropriate businesses to hold civil ceremonies.
- Continue to deliver an effective intelligence-led Trading Standards Service that safeguards the most vulnerable in the County, by targeting criminals engaged in frauds and scams, ensuring the food and feed chain is safe, and by investigating and removing unsafe and illicit products from the market.
- Continue to embed strengths-based approaches in our Adult Social Care services, working with people to prevent, reduce and delay needs emerging and escalating. This includes being responsive when residents are facing a crisis or significant life change (for example, time in hospital or care), by continuing to provide short term interventions such as reablement and enablement, whilst developing and managing the adult social care market to improve stability.
- Continue progress with our programme of tree planting across the County so biodiversity is enhanced, with carbon captured in areas which provide new places for people to access woodland.
- Continue to work with colleagues from across the local area partnership to improve outcomes for children and young people with special educational needs and disabilities, through access to the right support at the right time.

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](#).

Adult Social Care and Health

Working closely with local community groups, the voluntary sector, carers and families, the overarching purpose of our Adult Social Care and 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 to meet the needs of older adults and adults with physical disabilities, mental health needs and learning disabilities.

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.

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.

Place

The Place department brings together a range of services with an ambition to create healthy, people, places and communities that meet the needs and aspirations of the people of Nottinghamshire. The department is made up of three divisions – Green Growth, Investment and Assets Division, which is responsible for a range of functions to help drive the growth and prosperity agenda; the newly formed Highways, Transport and Waste Division; and the Public Health and Communities Division, which provides services to help improve and protect the health and wellbeing of our residents and communities.

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 of a 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 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. This will be reviewed/updated during the year as required.

- 'Good Means' data column: This identifies what success looks like, which will vary by individual measure. For example, with some measures 'down' will be appropriate, such as a reduction in the crime rate. For some measures 'up' will be appropriate, such as an increase in the uptake of a particular service.

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 inform individual employees' Performance and Development 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

Our ambition is that people in every community enjoy healthier, happier lives, whilst remaining independent for longer. We want people to live more years in good health, to see increased life expectancy in areas with the biggest inequalities, and for people to have reduced levels of anxiety. We will continue working with partners to effectively embed the positive work we are doing together in local communities. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
1.1 Ensure reviews for people accessing care and support are conducted in a collaborative way that supports their needs and interests, exploring opportunities for greater levels of independence.	So that more people have higher levels of independence and wellbeing, and feel that the support they receive improves their quality of life, making them feel safe.
1.2 Work with key partners to improve the emotional and mental wellbeing of adults who receive care and support in Nottinghamshire, including development of an integrated Mental Health Discharge service, to coordinate people's journeys through inpatient services.	So that people are able to engage with families, friends and the community, undertaking activities that are important and meaningful to them.
1.3 Launch a new community directory with partners, enabling people to find the help and support available to them in their communities.	So that residents can make well informed decisions about the care and support they need and are able to access information as and when they need it.
1.4 Increase housing options by implementing the County Council's Housing Strategy in partnership with local District and Borough Councils, supporting housing and independent living across the County.	So that housing needs in Nottinghamshire are met, people live and age well in their own homes, and the most vulnerable in our communities have safe and secure homes available.
1.5 Develop our commitments within the Nottinghamshire Food Plan, by reviewing evidence and best practice to identify the most impactful and appropriate food policy options for the Council.	So that residents have better access to affordable, nutritious food, and our food system promotes and supports a vibrant and diverse economy, making food positive for the environment.
1.6 Work with key partners and the Secretary of State for Health and Social Care, to advance our ambition to ensure all residents across the county receive the benefits of fluoride in water supplies, to improve dental hygiene.	So that there is improved oral health outcomes, particularly for children and people living in the most deprived areas of the county, reducing absences from work and school due to poor oral health.
1.7 Develop the council's approach to 'thriving communities', including developing how the council works effectively with partners at neighbourhood level to improve outcomes for communities and ensure the building blocks of health (i.e. access to good education, work, housing, transport) are in place.	So that we can help ensure improved outcomes and thriving communities, benefiting local people and leading to reductions in health inequalities and the demand on our health and social care services.
1.8 Embed the 'Making Every Contact Count' approach, using all of our day-to-day interactions with people to support residents to make positive behavioural changes in their lives.	So that we enhance the Council's strategy for prevention, helping promote independence and supporting people to make positive changes in their lives.

Ambition 2 – Supporting communities and families

Our ambition is to ensure that our services are meeting demand and provide the best possible services for all our communities and families, in the most sustainable way. We want to promote volunteering and involvement in local organisations and to ensure that funding reaches community projects and initiatives that will best support our communities. We also want to improve the number of children ready for school and achieving a good level of development by the end of the reception year and to ensure children, young people and families can access services that are easy to navigate and are adaptive to their needs. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
2.1 Increase the opportunities for residents to engage in further education, employment or volunteering, through development of the new Day Opportunities offer, which seeks to further develop community links and activities.	So that Nottinghamshire's residents can lead a full and meaningful life connected to family, friends, and community, doing the things that matter to them.
2.2 Plan and deliver high quality school places and specialist provision where families need them, by expanding or building new facilities as required, ensuring these are inclusive and enhance our Special Educational Needs and Disabilities (SEND) provision, in line with the SEND Place Planning Strategy.	So that all children and young people are able to access the educational provision that enables them to thrive.
2.3 Address flood risk in the County by creating strong, long-term partnerships, providing specific flood protection for vulnerable properties, and informing riverside property owners of their responsibilities.	So that communities are more resilient to the risk of future flooding and understand how to maximise the benefits of support on offer, ensuring those we work with are supported and empowered to make a positive contribution and difference in their community.
2.4 Award and mobilise the new Healthy Child Programme contract, which will provide an early intervention and prevention public health nursing service that includes Health Visiting and School Nursing for 0-19 year olds.	So that the health and wellbeing needs of children and young people are identified and addressed early, and families in Nottinghamshire are supported to give children the best start in life, keeping them healthy, safe and enabling them to reach their full potential.

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

We're working hard with partners like the police, district and borough councils, the NHS and Government agencies to keep all residents - especially children and vulnerable adults - safe and supported in our communities. We want to see crime levels reduced, as well as people who use our adult social care services feeling safe and secure. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
3.1 Increase the number of residents who are supported to learn new skills or regain day-to-day skills after a period in hospital or being unwell, by increasing opportunities to review the support in place (at 6 weeks and 3 months following discharge).	So that residents can maintain their independence or be supported to regain it following a period of being unwell.
3.2 Support communities to manage their care and support needs when preparing for adulthood, through new pathway documentation that provides clear information, advice and guidance, whilst promoting independence of young people at the earliest opportunity by, for example, increasing use of supportive technology.	So that residents are supported to plan for important life changes to promote and develop their independence, whilst supporting people to live the best life they can, with an opportunity to live in their own home and have access to volunteering and employment opportunities.
3.3 Launch the Families First Partnership Programme to design a single integrated system that supports wellbeing and protects all children from significant harm, inside and outside the home; including the roll out of Family Support and Safeguarding Teams across Nottinghamshire, with representation from education, health and the police.	So that families with multiple needs receive earlier, joined-up and non-stigmatising support to enable them to stay together, with all professionals involved with a family working towards the same goals and using the same information, to help provide coordinated and effective support.
3.4 Work in partnership with schools to share and strengthen inclusive practice, mainstream provision for children with special educational needs and disabilities and to focus on the importance of relationships to help individuals to develop, learn, adapt and thrive. This work will be supported through the development of locality-based inclusion forums.	So that school attendance improves and more children remain in school in inclusive provision.
3.5 Work with colleagues from across the local area partnership to improve outcomes for children and young people with special educational needs and disabilities, through access to the right support at the right time.	So that children and young people with special education needs and disabilities live happy, healthy and fulfilling lives.
3.6 Improve access to help and support for children, young people and their families by providing a range of support through newly established multiagency Family Hub Networks and Youth Hubs, in priority areas of Nottinghamshire.	So that families with children and young people can receive help and support in a more readily accessible, timely and joined up way, delivered locally in their community.
3.7 Review our Sufficiency and Commissioning Strategy for children in our care.	So that looked after children and young people have stable and loving homes.

Ambition 4 – Building skills that help people get good jobs

Whatever stage people are at in their education, we will 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. We want our schools to be rated good or outstanding by Ofsted, vulnerable children to be less likely to miss education and have improved educational outcomes, with children and young people

provided with sufficient early years provision and school places. We want the aspirations of our young people to be supported through to adulthood, with people leaving education with better qualifications and skills, and more people in higher paid and skilled jobs. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
4.1 Work with partners to improve educational outcomes, by refreshing the Nottinghamshire Educational Opportunity Strategy, delivering high quality continuous professional development for school leaders and supporting school improvement.	So that we reduce inequality and ensure improved educational opportunities and outcomes for all children and young people across Nottinghamshire.
4.2 Collaborate with key partners, like the East Midlands Combined County Authority (EMCCA), to create pathways from training to employment and define key priorities in the new Employment and Skills Framework.	So that residents are clear on how best to transition from education into work, alongside the education and training they need to get into and then progress and succeed whilst in work.
4.3 Deliver a range of opportunities and pathways, such as apprenticeships and SEND internships, to support people into employment within the local authority.	So that we create job opportunities for local people, have established ways to fulfil essential job roles and support residents at risk of economic inactivity, into meaningful employment.

Ambition 5 – Strengthening businesses to create more good quality jobs

We are 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. We want to see employment levels increase, with Nottinghamshire enjoying increased economic activity. We want more businesses to start and survive, supported by high-quality advice, and for our adult social care market to be stronger and more sustainable. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
5.1 Work with EMCCA to help businesses to succeed through a variety of targeted support programmes as part of the Council's Inward Investment Framework, which helps guide investment decisions and priorities.	So that the county becomes more attractive to investment and a generation of jobs, growth, and opportunity are realised for its residents.
5.2 Promote our Approved Venues and local suppliers, whilst supporting businesses across Nottinghamshire who wish to become licenced to hold civil ceremonies.	So that there is increased revenue and an improved offer for Nottinghamshire businesses.

5.3 Support Nottinghamshire's businesses to help them transition to meet new regulatory requirements, including compliance with key Trading Standards legislative changes.	So that businesses are enabled to trade safely and raise consumer confidence, through the provision of up-to-date advice and guidance.
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Ambition 6 – Making Nottinghamshire somewhere people love to live, work and visit

Nottinghamshire has so many strengths, which we want to build on to make an even more attractive place to live, work and visit. We are working towards making more of these assets for both residents and visitors, and we are prioritising the places in Nottinghamshire that would benefit the most from regeneration. We want to see increased visits to our libraries, cultural and heritage venues, with people enjoying a wide range of leisure and cultural activities and visitors spending more money in our County. We want heritage assets protected and communities supported by good infrastructure, with people looking after and enjoying the local natural environment and more sites provided by the Council successfully and sustainably developed. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
6.1 Support and grow our visitor economy by implementing targeted initiatives, marketing campaigns, and infrastructure improvements, using the adopted Visitor Economy Framework to guide investment decisions and priorities, in conjunction with EMCCA.	So that the county's visitor economy sector is supported and developed with more opportunities for local people, whilst new and existing small independent businesses are supported.
6.2 Collaborate with District and Borough partners to obtain funding for essential infrastructure like schools, transport, and roads, while also supporting housing and commercial development.	So that Nottinghamshire's residents can access high quality services in their communities.
6.3 Work with partners to develop projects to enhance, celebrate and promote the natural heritage and diversity of Nottinghamshire.	So that there is further investment in Nottinghamshire's key landscapes and heritage, as well as increasing access and enjoyment of green spaces.

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

We are working towards Nottinghamshire growing greener and improving jobs, opportunities, and quality of life for everyone, supporting a bright and prosperous future for Nottinghamshire. We want to see an increased amount of inward investment in the County, with increased economic activity and more high-quality jobs for residents. We want to see reduced carbon emissions and new green technologies progressed. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
7.1 Collaborate with key partners (e.g. District and Boroughs, EMCCA) to access infrastructure and regeneration funding in key areas, such as our County towns.	So that we secure long-term major public and private investment, jobs, and increased prosperity for Nottinghamshire, including effective support of economic growth and prosperity through an improved transport infrastructure.
7.2 Support new and existing businesses in adopting green technologies and achieving net zero, including the STEP Fusion programme in North Nottinghamshire.	So that we have high quality infrastructure in the county which encourages businesses and investors to base themselves in Nottinghamshire, attracting more jobs and growth.
7.3 Support EMCCA to develop and deliver a spatial Growth strategy and Growth Plan for the County.	So that Nottinghamshire can attract and increase inward investment, allow our businesses to prosper and continue to create economic growth for the county, resulting in better jobs for residents.
7.4 Support the development of the East Midlands Freeport through collaboration with key partners e.g. Districts and Boroughs, EMCCA.	So that we can create the conditions and opportunities for residents to thrive and prosper.

Ambition 8 – Improving transport and digital connections

We will jointly develop an East Midlands County Combined Authority Local Transport Plan which will 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. We want more people to travel around the County easily and safely, with more people walking, cycling, and using public transport. We want people to be satisfied with highways, footpaths, and bus services, to increase electric vehicle charging points, and to improve our superfast broadband coverage across the County. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
8.1 Work with key delivery partners to deliver a programme of on-street electric vehicle (EV) charging network across the County, utilising external funding sources.	So that there is an increased range of charging opportunities across the County, increased uptake of EVs by removing barriers of charging availability and accessibility, as well as reduced vehicle emissions to contribute to reducing overall carbon emissions.
8.2 Deliver the Digital Connectivity Framework, which identifies the priorities to reduce the digital divide and opportunities to enhance the economic benefits of superfast digital connectivity.	So that residents, businesses, and visitors have access to fixed and mobile digital connectivity.

8.3 Implement a three-year rolling capital programme of highway improvements in a number of key areas across the county, targeting expenditure where it is needed most.	So that improvements are seen in highway capacity and road safety.
8.4 Seek to secure the provision of safe pick up and drop off facilities at new schools when commenting on major planning applications and through an update to the Nottinghamshire Highway Design Guide.	So that new developments are delivered in a manner that promotes safe and sustainable access to schools.
8.5 Work closely with EMCCA to ensure there is an effective transition of the County's public transport responsibility to them.	So that there is improved travel across the County through improved reliability of local bus services where and when people need them most, and passenger satisfaction and passenger confidence is increased to make their journeys with access to key services being available.

Ambition 9 – Protecting the environment and reducing our carbon footprint

We pledged to combat climate change and drive greener growth at a local level, to support the UK's 2050 Net Zero national target. We are working on further reducing emissions across our transport fleet, properties, and highways, whilst simultaneously supporting and improving biodiversity, reducing waste and increasing recycling. We want the County Council to be net carbon neutral in all its activities by 2030, with all street lighting converted to LEDs by 2026, and the energy used by the Council to be reduced by 5-10% each year. We want to reverse losses of biodiversity and protect the natural environment, and increase the amount of waste reused, recycled and recovered. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
9.1 Deliver a Local Nature Recovery Strategy for Nottinghamshire and Nottingham to establish priorities for nature recovery.	So that locations most likely to provide the greatest benefit for nature and the wider environment are identified and contribute to the national Nature Recovery Network.
9.2 Work with partners to develop a new 5-year Green Spaces Strategy that supports enhancement of the County's green spaces, to ensure they remain valued and used by our communities.	So that the future strategic direction of our green spaces is in line with the needs of local people, nature recovery and national priorities and legislation.
9.3 Work with partners to reduce carbon emissions across the county, principally by developing active travel options, improving public transport, reducing energy demand, increasing efficiency of buildings and helping residents reduce their own carbon footprint, as set out in the Nottinghamshire Net Zero Framework.	So that we can all contribute to mitigating climate change and its impacts, improve Public Health, protect ecosystems, create economic benefits such as jobs, stimulate economic growth and improve energy security.

9.4 Improve waste services across the County by delivering on the Government's Simpler Recycling waste reforms, which include the introduction of food waste collection.	So that we reduce overall waste, increase reuse and household waste recycling rates and ensure as little waste is sent to landfill.
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Ambition 10 – A forward looking and resilient Council

We continue to work together to build a resilient council which develops and changes, to meet the needs of Nottinghamshire's residents and improve resident satisfaction. We want to retain and recruit a highly talented workforce, to ensure the Council has a balanced budget and valued services are protected, and to ensure that people can access information, advice, guidance, support and services more easily. We will also continuously work to improve our services, making the most of the opportunities that digital technologies offer us. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2025/26, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended Impact
10.1 Deliver our Buildings and Office Rationalisation Programme which aims to improve the mobility, productivity and effectiveness of our workforce, including further progression of the Council's new office complex, Oak House, in Hucknall.	So that we ensure efficient and effective use of the Council's office estate to support modern and efficient services, whilst maximising assets for economic impact and regeneration.
10.2 Deliver a Joint Venture arrangement for the County's Catering & Facility Management Services, to realise increased efficiency and effectiveness.	So that there is a secure and sustainable future for the service to provide high-quality meals, cleaning, landscape and maintenance services to schools, residents and businesses across the county.
10.3 Respond to the statutory invitation by working collaboratively with partners to develop proposals to reorganise local government in Nottinghamshire, in line with the requirements of the English Devolution White Paper.	So that residents experience more joined-up services and have a more powerful local voice, with local government in Nottinghamshire seeing improved resilience, efficiency and effectiveness.
10.4 Deliver a new blueprint for how the whole Council is organised and works together and collaboratively with our partners.	So that the Council achieves its ambitions and vision and is ready for Local Government Reorganisation.
10.5 Establish new ways of working through a test, learn and grow approach to transformation, delivering programmes which focus on helping people get the right help at the right time, delivering integrated services closer to communities and establishing more efficient and effective delivery models, built through employee engagement.	So that people can find the help they need, when they need it, close to their communities, preventing needs escalating, reducing service demand and helping support a sustainable financial position for the Council. This will also motivate and engage our employees, making best use of their knowledge and expertise to improve the design and delivery of services.
10.6 Deliver the Council's digital strategy, exploiting new technologies such as artificial intelligence (AI) wherever possible, including upgrades to our social care case management system and financial & HR systems.	So that residents have improved access to Council services, whilst we increase our efficiency and reduce costs.

10.7 Strengthen our quality assurance, performance and risk management arrangements, engaging with external sector support through health check and peer review opportunities to ensure we are working towards embedding best practice.

So that we have effective ways of understanding the quality and performance of the services we provide and commission, identifying risks and taking action to improve where it is needed.

Appendix

Ambition 1 – [Helping our people live healthier and more independent lives](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
ASCH Core Metric 18a: Number of people reabled to higher levels of independence (people supported to regain independence after a period of ill health)	3,070	Jan – Dec 2024	Up
ASCH Core Metric 18b: Number of people enabled to higher levels of independence (people with disabilities supported to find greater independence)	746	Jan – Dec 2024	Up
Success indicators the Council works with partners to influence:			
Healthy Life Expectancy at Birth (Male)	62	2023/24	Up
Healthy Life Expectancy at Birth (Female)	60	2023/24	Up
Inequality in life expectancy at birth (Male) Slope Index of Inequality	9	2023/24	Down
Inequality in life expectancy at birth (Female) Slope Index of Inequality	8	2023/24	Down
% of people with a high anxiety score (Self reported wellbeing)	20%	2023/24	Down
ASCH Core Metric 1: 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?	19.0	2023/24	Up
ASCH Core Metric 12: Proportion of carers who reported that they had as much social contact as they would like	22.1%	2023/24	Up

ASCH Core Metric 13: Proportion who use services who reported that they had as much social contact as they would like	43.0%	2023/24	Up
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Ambition 2 – [Supporting communities and families](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
Percentage of families supported making significant sustained progress through the Supporting Families programme	76.8%	Q3 2024/25	Up
Numbers of individual children and young people engaged in positive activities delivered by the Youth Service	11,774	April – Dec 2024	Up
Total engagements with library services (m)	1.667	Q3 2024/25	Up
Percentage of 12-month development reviews completed by the time the child turned 15 months	95%	Q3 2024/25	Up
Percentage of 2-2½ year reviews completed using ASQ-3 (Ages and Stages Questionnaire)	99%	Q3 2024/25	Up
Percentage of 6–8-week reviews completed	88%	Q3 2024/25	Up
Percentage of New Birth Visits (NBVs) completed within 14 days	92%	Q3 2024/25	Up
ASCH Core Metric 2: Overall satisfaction of people who use services with their care and support	66.2%	2023/24	Up
ASCH Core Metric 3: Overall satisfaction of carers with social services	39.6%	2023/24	Up
Number of additional specialist places provided for children with special educational needs and disabilities (SEND)	1,376	2024/25 (academic)	Up
Success indicators the Council works with partners to influence:			
The percentage of eligible 2-year-olds benefitting from funded early education	71% (Autumn term 2024)	2024/25 (academic)	Up

ASCH Core Metric 14: Proportion of people doing things they enjoy in their community	38.7	2023/24	Up
Number of properties with enhanced levels of flood protection as a result of Nottinghamshire County Council (NCC) schemes.	8,957	2024/25	Up
Percentage of 16- to 17-year-olds not in education, employment or training (NEET) or whose activity is not known	8%	2023/24	Down
Number of clients exiting the move on accommodation within 12 months of entering the move on service	7	Q3 2024/25	Down
School readiness: percentage of children achieving a good level of development at the end of Foundation Stage	67.7%	2024/25 (academic)	Up
Number of free school meals served	369,327	Q3 2024/25	N/A

Ambition 3 – [Keeping children, vulnerable adults and communities safe](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
Number of individuals who have received fraud preventative advice and support and number of victims of doorstep crime, scams or other fraudulent activity, who have received support from Trading Standards (combined total)	12	Q3 2024/25	N/A
Percentage of children subject to a child protection plan for a second time within two years	11.6%	Q3 2024/25	Down
Percentage of child protection cases reviewed within timescale	95.7%	Q3 2024/25	Up
Percentage of looked after children in stable placements (the same placement for 2.5 years or more)	85%	2024	Up
Percentage of looked after children in family-based setting	62.4%	Q3 2024/25	Up

ASCH Core Metric 4: Proportion of people who use services who say that those services have made them feel safe and secure	38.7%	2023/24	Up
ASCH Core Metric 5: Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed	91.4%	2023/24	Up
Number of unsafe products removed or prevented from entering the market	7,520	Q3 2024/25	Up
Number of interventions conducted in respect of controlling animal disease	21	Q3 2024/25	N/A
Number of people aged 40 to 74 eligible for an NHS Health Check who were offered an NHS Health Check in the five year period	811	Q3 2024/25	Up
Number of new eligible Domestic Abuse referrals who have engaged and accepted support	583	Q3 2024/25	Up

Ambition 4 – [Building skills that help people get good jobs](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
Percentage of children who are allocated a school preferred by parents/carers	Primary 95.6%, Secondary 91.4%	2024/25	Up
ASCH Core Metric 15: Number of young adults supported to access employment, education, training or volunteering	756	2023/24	Up
Increase the range of opportunities into employment offered by the Council to communities furthest from employment	15	End of Feb 2025	Up
Number of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	35%	Q3 2024/25	Up
Percentage of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	35%	Q4 2024	Up

Success indicators the Council works with partners to influence:			
Number of schools classified as 'good' or 'outstanding' by Ofsted	22 Outstanding, 286 Good	Aug 2024	Up
Percentage of children achieving a good level of development in the Early Years Foundation Stage	71%	2024/25 Academic	Up
Percentage of 2-year-olds from low-income households taking up their funded early education entitlements	71% (Autumn term 2024)	2024/25 Academic	Up
Percentage of pupils achieving a standard pass (grades 9-5) in English and Maths at Key Stage 4	45%	2022/23 Academic	Up
Percentage of pupils known to be eligible for free school meals achieving a standard pass (grades 4-9) in English and Maths Key Stage 4	39.2%	2023/24	Up
Average Progress 8 score - pupils with a statement of special educational needs (SEN) or Education, Health and Care (EHC) plan	24.5	2023/24	Up
Average of Progress 8 scores for Looked After Children with Progress 8 scores at the end of Key Stage 4	16	2023/24	Up
Percentage of Children in Need who are persistent absentees	22.1%	2022/23 Academic	Down
Percentage 16–17-year-olds NEET (not in employment, education or training) or their activity was not known	1.3%	Q3 2024/25	Down
Percentage of care leavers in education, employment or training aged 19-21	51.2%	Q3 2024/25	Up

Ambition 5 – [Strengthening businesses and creating more good-quality jobs](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
Number of small businesses supported by NCC's business and enterprise advisors	133	Q3 2024/25	Up

Success indicators the Council works with partners to influence:			
Count Of Births Of New Enterprises	3,035	2023	Up
Total Number of Businesses	27,530	2024	Up

Ambition 6 – [Making Nottinghamshire somewhere people love to live, work and visit](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
Country park user numbers: <ul style="list-style-type: none"> Rufford Abbey Sherwood Forest Holme Pierrepont/National Water Sports Centre 	Rufford – 77,722 Sherwood Forest – 45,039 HP/NWSC - 46,821	Q3 2024/25	Up
Numbers of individual children and young people accessing Outdoor and Environmental Education	26,992	April – Dec 2024	Up

Ambition 7 – [Attracting investment in infrastructure, the economy and green growth](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council works with partners to influence:			
Income received from Section 38 and Section 278 agreements (£m)	0.465	Q3 2024/25	Up
Employment rate - percentage of people (aged 16-64) who are economically active can be either in employment or unemployed	77%	June 2024	Up
Job density – jobs per resident	0.7	June 2024	Up
Total Gross Value Added (GVA)	16,273	2022	Up

Ambition 8 – [Improving transport and digital connections](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
Percentage of A roads not requiring planned maintenance (by network length)	98%	2023/24	Up
Percentage of B and C roads not requiring planned maintenance (by network length)	96%	2023/24	Up
Percentage of unclassified roads not requiring planned maintenance (by network length)	69%	2023/24	Up
Success indicators the Council works with partners to influence:			
Percentage of Nottinghamshire homes/businesses that can access superfast services	98.8%	2023/24	Up
Percentage of Nottinghamshire homes/businesses that can access gigabit-capable services	84.3%	2023/24	Up
Percentage of Nottinghamshire homes/businesses that are unable to access at least 30Mbps (superfast)	1.2%	2023/24	Down
Proportion of scheduled buses that operated (Bus Service Reliability)	97.7%	2023/24	Up
Proportion of buses that arrived within their scheduled time (Bus Service Punctuality)	75.7%	2023/24	Up
Number of bus passenger journeys made (Passenger Growth)	12.484m	2023/24	Up
Percentage of passengers who were satisfied or better with the bus service	85%	2023/24	Up
Change in levels of cycling (indexed)	-1.6%	2021/22	Up
Number of people killed or seriously injured (KSI) on all roads in the County (including trunk roads)	361	2023/24	Down

Publicly available electric vehicle charging devices at all speeds per 100,000 population	76.8	Jan 2025	Up
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Ambition 9 – [Protecting the environment and reducing our carbon footprint](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			
Percentage household waste sent to reuse, recycling or composting	41.6%	Q2 2024/25	Up
Percentage household waste diverted from landfill	98.72%	Q2 2024/25	Up
Total number of trees planted on NCC land since 2020	108,000	2023/24	Up
Percentage change in gas consumption by NCC since 2017/18	-38.3%	2023/24	Down
Percentage change in electric consumption by NCC since 2017/18	-33.6%	2023/24	Down
Percentage of consultations on planning applications responded within statutory timescales or an agreed extension (Highways)	91%	Q3 2024/25	Up
Total County Council CO ₂ e emissions (t)	9,385	2023/24	Down
Success indicators the Council works with partners to influence:			
Total CO ₂ e emissions in Nottinghamshire (Kt)	4,788	2022	Down
CO ₂ e emissions per capita Nottinghamshire (t)	5.7	2022	Down

Ambition 10 – [A forward looking and resilient Council](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
Success indicators the Council owns:			

Percentage of respondents who are fairly satisfied or very satisfied with the way Nottinghamshire County Council runs things	42%	Dec 2024	Up
Percentage of staff turnover is low, indicating strong retention strategy and retaining of knowledgeable skilled staff	7.29%	End of Feb 2025	Maintain (and keep below 10%)