

# The Nottinghamshire Plan 2021-2031

*Healthy* *Prosperous* *Green*

The Nottinghamshire Plan is ambitious for all our futures in creating a healthier, more prosperous, and greener Nottinghamshire



**Nottinghamshire  
County Council**

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# Introduction from the Leader of the Council

I'm delighted to share our 10-year vision for Nottinghamshire and The Nottinghamshire Plan: a summary of what we will do over the next four years to bring that vision to life.

The Plan has your needs and aspirations at heart. A lot has changed over the course of the Covid-19 pandemic, so we launched the Big Notts Survey to find out what really matters to you. You've been really honest with us, and I'm determined to deliver the healthy, prosperous and greener future all our communities deserve.

Nottinghamshire has so much to be proud of: a unique history and heritage, hard-working communities, world-class leisure and sport, and a thriving economy, with some of the fastest-growing companies in the Midlands. But, our County also faces challenges, and we know that — for various reasons — not everyone has access to the best that Nottinghamshire has to offer. By investing in the communities that need it the most, we're aiming to improve people's health and social mobility, and enable more residents to access the things that matter to them.

There are both opportunities and difficult decisions ahead. We've got ambitious plans to secure greater investment in Nottinghamshire through a devolution deal and major infrastructure projects like HS2 and the East Midlands Freeport. We've also committed to making all Council activity net carbon neutral by 2030 and to improving our roads and pavements.

But we still face financial pressures and, while we work out the best way to use our resources, we'll keep on listening to help us make the right choices. We have a strong track record as a forward-looking and resilient Council, and we want to continue on that journey as we take forward our learning from the pandemic, work in new ways, and continue to improve our services.

We can't deliver such a bold and ambitious vision alone, and we're proud to be partnering with communities and organisations across the public, private and voluntary sectors as we put our plan into action. We've already made some great steps together, supporting each other and protecting vulnerable communities during the pandemic. Now, we're looking forward to working together into the future, and with your help, we can make Nottinghamshire the best place it can be — for all of us.



**Councillor Ben Bradley MP**  
*Leader of Nottinghamshire County Council*

# Our 10-year vision for Nottinghamshire

**"A healthy, prosperous and greener future for everyone".**

For the next 10 years, we'll focus on:

- Improving health and wellbeing in all our communities
- Growing our economy and improving living standards
- Reducing the County's impact on the environment
- Helping everyone access the best of Nottinghamshire.

Altogether, we're working towards a stronger, more prosperous Nottinghamshire for everyone. While many residents enjoy the best that Nottinghamshire has to offer, health and prosperity are spread unevenly, and some residents miss out. We must create places which make that fairer. We'll reduce inequality and support vulnerable and disadvantaged communities, because that's how we'll create a better future for us all.

## Ambitious for our future

Through the Big Notts Survey, our residents told us what matters to them as we recover from the pandemic and look to the future. These hopes are at the heart of our plan. We want to make sure Nottinghamshire comes out of the pandemic stronger and more resilient than it was before. This means creating the best opportunities for our residents and improving quality of life across the County, and we'll look to secure greater investment to make this happen. By securing a devolution deal from the Government, not only will we tap into more funding, but we'll have more powers to make a real difference. This will shape areas like education, skills, the economy, transport, and a greener environment. It will also help us deliver our major infrastructure projects, like HS2 and the East Midlands Freeport. And, finally, it will give everyone in Nottinghamshire more say in the big decisions that affect our County.

*Healthy* *Prosperous* *Green*



We'll also make sure our core Council services are sustainable and future-proof. We're prioritising our social care services to meet demand and give the best support to those who need it most. But we know that we need to do all of this in a way that protects our environment and natural resources for future generations. So, we've [declared a climate emergency](#) in Nottinghamshire and have committed to making all Council activity net carbon neutral by 2030.

Overall, we're working towards a healthier, more prosperous and greener future for everyone. We've split our vision into nine ambitions, which describe what we want for all our communities:

- Helping our people live healthier, more independent lives
- Supporting communities and families
- Keeping children, vulnerable adults, and communities safe
- Building skills that help people to get good local jobs
- Strengthening businesses and creating more good-quality jobs
- Making Nottinghamshire somewhere people love to live, work and visit
- Attracting investment in infrastructure, the economy, and green growth
- Improving transport and digital connections
- Protecting the environment and reducing our carbon footprint

These ambitions will shape our actions over the next four years. We provide a wide range of services that will help us achieve them, including:

- Schools and education
- Children's social care, including fostering and adoption
- Children's centres and youth services
- Adult social care services
- Public health, including mental wellbeing
- Registration of births, deaths, marriages and civil partnerships
- Adult education
- Libraries and archives
- Roads, bridges, street lighting, public rights of way
- Public transport
- Trading standards and consumer advice
- Heritage and countryside management
- Disposal and recycling of household waste
- Planning for minerals and waste issues
- Emergency planning

Visit [nottinghamshire.gov.uk](https://nottinghamshire.gov.uk) to learn more about what we do.



## How we'll make it happen

Our approach is just as important as the vision itself because it sets out how we plan to reach our goals. So, in all our work over the next four years, we plan to:



### Listen to our communities

We think you, the people of Nottinghamshire, should have a say in how we do things. We'll work alongside you, keep you up to date, listen to your concerns, and — where we can — involve you in any important decisions.



### Support independence

We take our social care responsibilities really seriously and will always be there when we're needed most. But many people want to live as independently as possible, for as long as possible. So, we'll invest in services that empower and support independence, giving help to those who need it without intruding on their daily lives.



### Reduce inequalities

We want to create a better future for all our residents which means working on reducing inequalities in health and all the things which influence it.



### Spend wisely

While we'll need to invest in some areas to reach our goals, we must protect our essential services too. So, we'll spend wisely, work creatively, and find innovative ways to make money and resources go further.



### Make decisions based on evidence

Data and evidence help us to understand the strengths and needs in our communities and make sound decisions. We'll use and analyse data as we go to help us work more efficiently, reach more people, reduce inequalities, and make our services better.



### Work together

This plan depends on the combined strength of our people, organisations, and businesses. We'll look for new and better ways for us all to work together, so that we can all contribute to a shared vision for Nottinghamshire.



### Lead with optimism

We'll focus on using our strengths, opportunities and creativity when finding solutions to difficult issues.

# The Big Notts Survey

To help us develop our plan, we asked you — our residents, communities, businesses and organisations — to take part in the Big Notts Survey. Held during summer 2021, it was your chance to share your thoughts and feedback on what we could change or focus on over the coming years. The survey helped us understand:

- how the pandemic, lockdown, and other restrictions have affected Nottinghamshire
- our main challenges and opportunities as we recover from the pandemic
- your long-term goals for yourselves, your communities and the County.

Over 12,000 people responded. Thank you again if you took part.

Using your input through the survey, and our own findings, we're now prioritising these key areas.

## Supporting economic recovery

The pandemic has caused uncertainty with job security and finances. Over 1 in 3 people surveyed said these were their biggest worries since the pandemic began, especially over the next two years. We also saw that people of working age were the most concerned.

You also told us that two of the main things that would improve life in Nottinghamshire were 'better opportunities for education and training' and 'good job opportunities'. In fact, young people put education, training and long-term job prospects at the top of their list.

We know how important a thriving economy is to our residents' wellbeing, so we're working to boost education and skills, attract investment and support businesses with their pandemic recovery. We're doing all we can to make Nottinghamshire a place where everyone can get on in life and reach their potential, no matter where they live.

## Promoting good mental health and wellbeing

Mental health challenges have grown during the pandemic. Almost half (41%) said the mental health of themselves and their loved ones was one of their biggest concerns since the pandemic began. And, mental health remains a concern for the near future. This issue has resonated with Nottinghamshire's young people who say their mental health is their main concern over the next two years.

We've listened to your concerns and have made it a priority to use our influence to ensure that places where people live and work increasingly promote good mental wellbeing. We'll also work with the NHS to give all our residents access to the right mental health and wellbeing support at the right time.

## Making communities stronger and safer

Helping our communities to stay safe is one of our top priorities as a Council. Over 1 in 3 people hoped to see lower crime in their local area over the next 10 years. So, we'll lead the Safer Nottinghamshire Board, working closely with Nottinghamshire Police, to reduce crime and make people feel safer and more protected. We will also focus on keeping our most vulnerable communities safe.

You told us that the community coming together was one of the most positive things that came out of the pandemic. Vibrant, supportive communities play an important role in peoples' wellbeing, and we want to help these ties to develop, so people can support themselves and each other. We'll do this by improving the way we work with the voluntary and community sector through our [Community Compact](#), and empowering people to be active in the communities where they live.



## Taking action on climate change

The survey highlighted another positive to come out of the pandemic: our reduced impact on the environment, brought about by less road traffic and more digital connectivity. You also told us that you'd like to see Nottinghamshire becoming a greener County in the future. Just under 1 in 4 said reduced pollution and improved air quality was one of positive changes they'd most like to see continue after the pandemic, and 1 in 5 young people named climate change as one of their top concerns for the near future.

We're committed to protecting and enhancing Nottinghamshire's environment, supporting more sustainable lifestyles and reaching net carbon neutrality in all Council activities by 2030.

## Investing in local areas

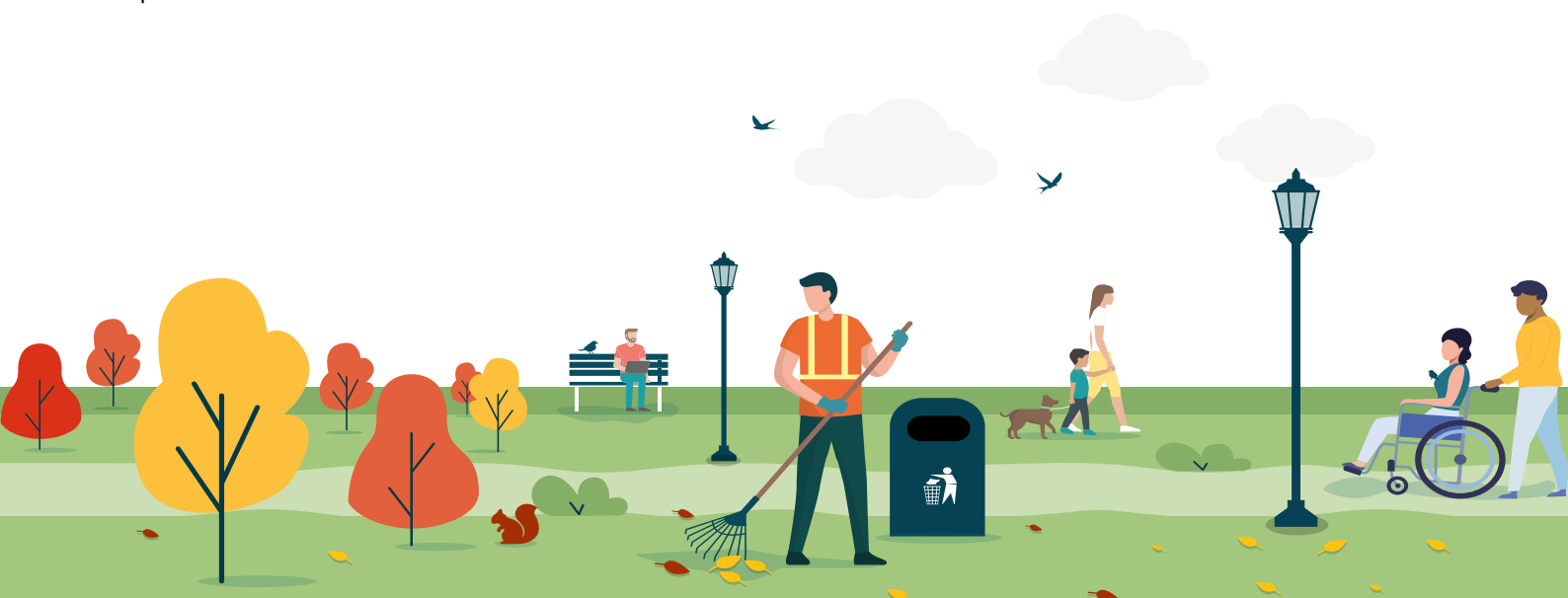
Many of our communities have really valued their local areas during the pandemic. You told us you want to carry on making use of green and open spaces, and shopping on local high streets. Over 1 in 3 respondents said affordable housing could improve life in Nottinghamshire, and over 1 in 5 want to see roads and pavements in a better state of repair.

Our County's country parks and countryside give people the space to exercise, socialise and unwind. So, we're developing them, while boosting access at the same time. We've made highways one of our top priorities, using a 'right repair, first time' approach. And, we'll work closely with district and borough partners to encourage investment and create affordable homes in our communities.

## Supporting communities through the remainder of the pandemic

A top concern for communities over the next two years is the continuing pandemic and the impact it could have on our health, jobs and communities. We stand with our communities, however things unfold, and have a range of services and support in place.

Firstly, our [COVID-19 Recovery Framework](#) sets out the plans we've developed with our partners to help communities and businesses get the information and support they need at the right time. Next, our COVID-19 Response Service is in place to manage local outbreaks. Finally, we're developing our [Community Support Hub](#) to connect communities to support locally, when it's needed the most.





# Our nine ambitions

## Ambition 1:

### Helping our people live healthier and more independent lives

We know health and wellbeing is essential for everyone and helps our County to grow and flourish. But people's health and wellbeing varies across Nottinghamshire. Those in our most disadvantaged areas have lives which are on average 7.5 years shorter than people in our least disadvantaged areas. As well as living lives which are shorter, they will also spend 14 years more living in poor health. Some of our population are particularly affected. Women in our most disadvantaged communities can expect to live on average one third of their lives in poor health.

Access to health and care services is important but 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.

#### The Big Notts Survey:

- 2 in 5 (41%) people named their own or others' mental health as one of their top concerns during the pandemic. This remains a top concern for the near future
- Over 1 in 4 (27%) said good health was their top goal over the next 10 years, with this rising to 1 in 2 (52%) for the over 65s.

#### Over the next four years we will:

Use our influence to create healthy and sustainable places.	We'll ensure that the environment we grow, live, work and age in promotes good health and wellbeing. We'll use the planning and transport system, along with economic planning, licensing and policy decisions, to create places that do this. This will also help to reduce health inequalities and benefit the environment, for a better quality of life.
Give our children the best start in life.	We will deliver our <a href="#">Best Start Strategy</a> , so that all children in Nottinghamshire, wherever they live, grow up to enjoy the best health possible, are protected from harm, and have access to education that enables them to reach their potential and boost their future life chances.

<p>Promote good mental health and wellbeing for everyone.</p>	<p>We'll work with partners to improve emotional and mental health in Nottinghamshire, recognising the extra strain caused by the pandemic and the challenges faced by young people and people with additional needs.</p> <p>We'll:</p> <ul style="list-style-type: none"> <li>• use our influence and powers to ensure the places in which we grow, live and work promote good health</li> <li>• make it easier for people to access the right mental health and wellbeing support at the right time</li> <li>• coordinate support with our partners through our <a href="#">shared Mental Health Strategy</a> and work together to prevent suicide</li> <li>• develop and continue to improve services specifically for children and young people through Integrated Commissioning</li> <li>• expand the <a href="#">Nottalone website</a>, which supports children, young people, parents, carers and professionals</li> <li>• offer people with long term social care, mental health needs, learning disability and autism, timely support closer to home.</li> <li>• ensure relevant staff are properly trained in supporting people's mental and emotional health</li> </ul>
<p>Support individuals to improve their health and wellbeing.</p>	<p>We'll provide services that support people in improving their health and wellbeing. These will address the biggest causes of ill-health – smoking, poor diet, physical inactivity, being overweight, harmful alcohol use and substance misuse. While these will improve the health and wellbeing of everyone in Nottinghamshire, we'll focus on where the need is greatest. We'll also address the social and environmental factors that cause differences in people's health. Finally, we'll support other organisations to deliver services which better prevent poor health, loss of independence and unnecessary hospital stays.</p>
<p>Support people to live independently in their own homes for longer</p>	<p>We'll work with people to enable them to live healthy and independent lives and support people to find their independence and confidence again after a time of ill-health. We'll take a personalised approach to finding the right care and support for individuals and act early to prevent more costly and intrusive care later on. With the help of our health colleagues, new local area coordinators and local community resources, we'll talk to people about their strengths, assets and skills, and support them to live the best life they can. And, when people need it, we'll offer a range of care opportunities, close to where they live.</p>

Create homes in which everyone can live and age well	We'll use Council land to supply new homes that meet the needs of people of all abilities in Nottinghamshire and help them to live independently.
Strengthen partnership working across the local health and care system.	<p>We'll work with partners to reduce unnecessary hospital admissions and help people to return home as soon as they are well.</p> <p>We'll also work in partnership with the Nottingham and Nottinghamshire Integrated Care System to deliver the proposals outlined in the Health and Care Bill 2021. This will help us deliver more joined-up services, so care is better allocated and health and care professionals can work together more easily, which in turn will prevent poor health and benefit peoples' wellbeing.</p>
Protect people from existing and emerging threats to health.	We'll work in partnership to ensure there are good arrangements to protect people from outbreaks of infectious diseases and non-infectious environmental hazards, focusing on protecting those most at risk of harm. We'll also continue to deliver Nottinghamshire's <a href="#">COVID-19 Local Outbreak Management Plan</a> .

### Success means:

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



## Ambition 2:

### Supporting our 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.

We know too that the Covid-19 pandemic created new challenges for our communities and made existing problems worse. During those difficult times, neighbours, volunteers, and members of our communities stepped forward to care for the most vulnerable, and we'd like to build on those new relationships, systems, and goodwill to help everyone thrive.

We also learnt a lot about communities' needs during the pandemic and will use that knowledge to target our resources and support towards those who need it most, while providing services for all.

Over the next few years, we plan to:

- strengthen our relationships with the voluntary and community sector
- empower people to help themselves in their own communities
- make the most of community-based services to offer early help and interventions, and reduce the need for more complex and costly support later on
- look at opportunities to share property with our partners to reduce our carbon footprint
- deliver more joined-up services, closer to the communities we serve

#### The Big Notts Survey:

- Over 1 in 3 (38%) of those 65+ said the community coming together was one of the top positives that had come out of the pandemic
- 1 in 3 people (32%) said strengthened community ties were something they would most like to see continue after the pandemic



## Over the next four years we will:

Forge closer relationships with voluntary and community partners	We'll develop our Community and Voluntary Sector Compact to build stronger and longer-term partnerships that better support the voluntary sector.
Strengthen support for those who need it most	<p>We'll build on what we've learnt through the pandemic, to better meet the needs of the most disadvantaged:</p> <ul style="list-style-type: none"> <li>• We'll deliver social recovery plans for those most affected by the Covid-19 pandemic and direct resources and funding to initiatives that will help the most disadvantaged.</li> <li>• We'll further develop our Community Support Hub and look at ways we can use technology to help partners and volunteers support people more effectively.</li> <li>• We'll launch and deliver a new four-year Local Communities Fund programme to fund community initiatives and projects where the need is greatest.</li> </ul>
Empower people to make a difference in their community	We'll support and empower those we work with to make a positive contribution and make a difference to the things in their community that matter to them.
Give our children the best start in life	We'll deliver our 'Best Start' Strategy so that all children grow up in the best possible health, are protected from harm, and can access an education that helps them reach their full potential.
Improve access to family support services.	We'll pilot new Family Hubs to offer early integrated help to better meet the needs of families. Family Hubs will bring together a range of organisations who serve the local community to address local families' specific needs.
Improve support for children with special educational needs	To support children with special educational needs and their families, we'll improve the range of local, specialist services, and look at ways we can better support those preparing for adulthood.
Develop our libraries as community and learning hubs.	We'll develop our libraries as community, cultural and learning hubs, and we'll keep our comprehensive libraries network. We'll provide a range of events, courses and activities that are accessible in local communities and affordable for everyone. And, we'll support young children to develop language, reading and motor skills.
Provide safe and engaging activities for young people through our Youth Service	We'll invest in our Youth Service so that young people have somewhere safe to go, trusted youth workers to talk to, and fun and engaging things to do. We'll also run outdoors activity experiences for our foster care families and all our children in care.

Support people at key moments in their lives through our Registration Service.	We'll keep investing in our registration services for births, deaths, marriages and civil partnerships, to provide the best support we can for milestone moments in everyone's lives.
Strengthen community support for adults with our partners	We'll offer people with social care needs the right support, at the right time and close to home. We'll strengthen our multi-agency community teams and make it easier for people to find help when they need it most. This will help people to have a good life in their local communities and avoid more costly interventions later.
Bring services together in local communities	We'll look for opportunities to share property and services with our partners, allowing us to bring services together in local communities to provide value for money and easier access for people.
Strengthen early support for communities and families	Through our cross-Council 'Early Help and Prevention' transformation programme we'll look at ways of providing the right support early on. This will better support communities and families and prevent more costly interventions later on.

### Success means:

- Communities will support each other through volunteering and involvement in local organisations
- More children are ready for school, with better development by the end of reception year
- Community and public sector organisations widely adopt the Community Compact
- Funding reaches those community projects and initiatives that will best support our communities
- Quality and comprehensive services are delivered in the communities where the need is greatest
- Improved and better co-ordinated services in local communities



## 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 challenges that Covid-19 has brought about.

#### The Big Notts Survey:

- Over 1 in 3 (37%) said that one of their top ambitions for their local area would be lower crime and safer streets

#### Over the next four years we will:

Work in partnership to reduce crime, the fear of crime and victimisation.	We'll lead and coordinate the Safer Nottinghamshire Board, working with the Police, the Police and Crime Commissioner, the Fire and Rescue Service and district/borough councils to tackle and prevent crime in our communities.
Lead efforts to reduce domestic abuse and violence against women and girls	We'll lead work with the Police and Crime Commissioner and other partners to reduce domestic abuse and violence against women and girls. We'll also strengthen and develop our services for people experiencing domestic abuse.
Tackle knife crime and violence with our partners	We'll work with the Nottinghamshire Violence Reduction Unit to deal with the underlying causes of knife crime and violence and find solutions that help protect young people from harm.
Protect the vulnerable against fraud	We'll focus resources on preventing vulnerable people from becoming victims of fraud and tackle more businesses that trade fraudulently.
Tackle loneliness, isolation and vulnerability.	Building on our work to develop Nottinghamshire's Community Hub during the pandemic, we'll work with our partners to join up our support for vulnerable people and communities. This will help us offer better support and reduce loneliness and isolation.



Protect communities from flooding	<p>With our partners, we'll protect communities most at risk of flooding through:</p> <ul style="list-style-type: none"> <li>• securing funding to develop flood protection schemes</li> <li>• designing new developments with flood protection</li> <li>• responding quickly to flood emergencies</li> <li>• communicating with communities at risk</li> <li>• supporting the most vulnerable</li> </ul>
Provide the right support for families to reduce the need for vulnerable children to go into foster or residential care.	We'll develop and deliver our cross-Council transformation programme, 'Whole Family Safeguarding'. This will improve the support we can offer to vulnerable families, so they can bounce back from difficulties faster and fewer children will need to go into foster or residential care.
Expand the number of foster placements available to children	We'll increase the number and diversity of foster placements for children in our care, and support those children and families better, so they can stay in happy and stable homes.
Ensure children in our residential homes have stability, support and protection to meet their needs	We'll provide consistent care to children and young people in residential homes, and make sure they feel safe, happy and secure. We'll also support them with well-trained and empathetic staff and give them opportunities to learn and have fun. Where possible and when the time is right, we'll help them move to a family home.
Ensure that our care leavers have somewhere safe and stable to call home	We'll support young people leaving care to prepare them for adulthood, commissioning services to meet their needs and help them to stay safe, healthy, happy and fulfil their potential.
Support adults with learning disabilities, mental health issues, autism spectrum disorders or physical disabilities to live independently	We'll support people with social care needs to find and maintain a safe place they call home. We'll provide the right level of support to our vulnerable adults, at the right time in their lives, and look to make best use of the strengths and resources people have in their family, friends and community to help them to live as independently as possible.
Work to prevent homelessness	With our partners, we'll commission services that help to prevent homelessness, supporting national plans to end rough sleeping altogether.

Keep improving our support for vulnerable people

We'll keep improving our support for vulnerable children and adults:

- Through our Adult Safeguarding Board and Safeguarding Children Partnership, we'll review what works well and where we can make improvements, helping support our most vulnerable children and adults. We'll deliver annual improvement plans to make sure our work keeps getting better.
- Our new councillor-led Children Looked After Board, will drive our work to keep children safe in our care.
- We'll make our Multi-Agency Safeguarding Hub (MASH) more efficient and effective We'll focus our resources on protecting those most at risk, and will work with partners to make sure those most in need are referred to the MASH.
- Through the cross-Council 'All Age Approaches' transformation programme we'll improve support for people with disabilities, providing the right support at key points in people's lives.

### Success means:

- Crime levels are reduced in Nottinghamshire
- People feel safer in their communities
- Fewer homes and businesses are affected by flooding
- The Council's Ofsted rating for children's services is 'good' or above
- The Care Quality Commission ratings for all our adults social care services is 'good' or above
- People who use our adult social care services feel safe and secure
- Children and adults at risk are identified, supported and protected
- Children in our care remain in long-term stable placements



## 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. While 86% of Nottinghamshire children attend 'good' or 'outstanding' schools, we know we can do more. We want every child in the County to attend a school with this rating – whether the setting is an academy or Council-owned. With supportive, nurturing and enjoyable places to learn, we know our children will flourish. But, we also face the challenge of ensuring there are enough places in good schools for children to attend, and for parents to have a say in where they send their child.

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 always focus our efforts where the need is greatest.

#### The Big Notts Survey:


- Over 1 in 4 people (28%) named better opportunities for education and training as one of the top things that would improve life in Nottinghamshire, after more affordable housing
- Just over 1 in 5 people (22%) said improved schools were a top priority for Nottinghamshire, with this being the top priority for young people (46%).
- Just under half of young people (47%) named career aspirations as their biggest ambition for themselves over the next 10 years – by far their top priority.

## Over the next four years we will:

Give children and young people access to learning settings with 'good' or 'outstanding' Ofsted ratings	We'll carry on supporting – and challenging – the schools we maintain, especially those that aren't yet judged 'good' or 'outstanding' by Ofsted. We'll also work with Multi-Academy Trusts, which aren't Council-owned, to share good practices. These measures will help every young person in our communities have access to the best learning environments and give them a solid start in life.
Make sure there are the right number of mainstream and special school places for Nottinghamshire's children and young people.	Working alongside the Government and developers, we'll address the growing demand for secondary school places in Gedling, Rushcliffe and Worksop and primary school places in East Leake, Bingham, Carlton, Colwick and Edwinstowe. We'll also make sure places are being provided alongside new housing developments
Ensure that every child with Special Educational Needs and Disabilities (SEND) accesses education which prepares them for good jobs.	We'll help our mainstream schools boost the number of places for pupils with Special Educational Needs and Disabilities (SEND) and provide a wider range of specialist education that meets children's needs. We'll ensure their education prepares them for adulthood, and will focus on building their skills, employability, and aspirations.
Champion the education of children and young people in the care of the local authority	We'll work with partners to ensure the children and young people in our care are given the support they need to reach their potential and prepare for adulthood. This means advocating for extra educational support where needed, helping young people to access high quality careers advice, and connecting them with work experience opportunities.
Advocate for fairer funding for Nottinghamshire's schools, especially for Special Educational Needs and Disabilities (SEND)	We'll carry on advocating to the Government for ongoing and increased funding for Nottinghamshire's schools and pupils with SEND. This will ensure all our children and young people have access to the highest quality education for a fair start in life.
Ensure that Council maintained school buildings and facilities are in good condition.	We'll keep all Council-maintained school buildings and facilities in a good state of repair, and will expand any that need to accommodate extra pupils.

Help adults to learn new skills	We'll offer a wide adult learning curriculum through Inspire Learning and deliver a young people's study programme for those aged 16-18. These steps will help adults and young people develop skills for life and provide family learning opportunities.
Create pathways from training into employment	We'll make it easier for people to access the training and support needed for better, more rewarding jobs – whether children, young people, or those progressing in their careers. We'll also work with Nottinghamshire employers to help them land and keep the right talent, and increase the number of apprenticeships on offer across the County. Whether people are just starting out or facing employment barriers, we'll give them the skills and motivation they need for a fulfilling career.
Support adults with additional needs to access learning, training and employment opportunities	We'll provide employment support services to help those with social care needs to access training, find jobs and stay in employment, opening up opportunities for the future.
Develop our libraries as community and learning hubs.	We'll develop our libraries into community, cultural and learning hubs through providing the events, courses and activities needed to bring people together and develop important skills. This will benefit all our residents, but especially young children, giving them a strong foundation in language, reading and motor skills.
Use our position as a major employer to create training and development opportunities	As one of the largest employers in Nottinghamshire, we're working to: <ul style="list-style-type: none"> <li>• open up training and development opportunities in our services and programmes, like work experience placements and apprenticeships</li> <li>• connect with local further education providers to offer internships</li> <li>• continue our highly successful Graduate Development Programme</li> </ul>

### Success means:

- All of 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
  - More young adults with social care needs are supported to access employment, education, training or volunteering
  - Our libraries are well used
  - More high-quality placements and training opportunities within the Council for local people
- 

## 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 and the pandemic have thrown up some challenging situations 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, and 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 Net Zero sustainability goals.

Our Council also has an important role to play in supporting the adult social care and early years sectors. Our work in strengthening and supporting these local businesses will help us meet the needs of those in adult care and families with young children, and create more job opportunities. 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.

#### The Big Notts Survey:

- Nearly 70% of businesses responding to the Big Notts Business Survey had been negatively affected by the pandemic. Just over 20% had experienced a positive impact.
- 1 in 5 businesses (21%) were pessimistic about the future. Over 1 in 3 (34%) felt confident, and the majority (45%) said their businesses felt stable.
- Businesses told us they will need a wide range of help and support. Most needed financial support, but they also needed support with recruitment and managing a reduced income.
- Over 1 in 4 (27%) respondents to the Big Notts Survey said access to job opportunities was one of their top priorities for Nottinghamshire. A similar proportion (26%) of young people said the same.



## Over the next four years we will:

Support and stimulate Nottinghamshire's economic recovery	We'll support the Nottinghamshire economy through delivering our <a href="#">COVID-19 Recovery Action Plan</a> , ensuring that our work responds to the changing demands of our communities.
Help Nottinghamshire's businesses to thrive	We'll strengthen our support to Nottinghamshire businesses in partnership with the <a href="#">D2N2 Growth Hub</a> . This will help them navigate economic challenges and make the most of recovery opportunities. We'll also help them take advantage of Government funding, like the Levelling Up Fund, the Community Renewal Fund and the upcoming UK Shared Prosperity Fund.
Support Nottinghamshire's businesses to comply with a changing world	We'll offer regulatory guidance and support services to Nottinghamshire businesses, so they can innovate and be compliant with changing legislation. We'll also use our powers to regulate businesses to keep them - and consumers - safe.
Develop new opportunities for business growth within the Council's land and premises	We'll help more small businesses to grow through Worksop Turbine, our dedicated business centre. We'll also create innovative business opportunities at Top Wighay Farm, where we plan to build a range of offices, green spaces and other infrastructure, opening up more jobs for local people.
Support our heritage and tourism businesses to grow and thrive	We'll boost visitor numbers to Nottinghamshire through our <a href="#">Visitor Economy Strategy</a> which will support our heritage and tourism businesses. We'll also offer a training and support programme for businesses in this vital sector.
Ensure a diverse and sustainable adult social care market	We'll help the adult social care market address problems with recruitment, retention and demand, while also ensuring care meets the high standards people deserve. We'll also work with partners to increase the role of micro and community enterprises in the market.
Keep the early years sector diverse and sustainable	We'll work to strengthen the childcare and early years sector. This will ensure there are enough sustainable, high-quality childcare places for under-fives across our County.
Strengthen opportunities for all residents to access work which supports their wellbeing	We'll supply extra support to help our vulnerable adults and young people access good quality local jobs. We'll work with businesses to improve the support offered to employees, so that everyone's wellbeing at work is improved.
Use our spending power to create job opportunities for those who would benefit most	We'll use our commissioning power to add social and environmental value to Council contracts, so that we can boost job opportunities for those with long-term conditions, combat under-representation in the workforce, and improve social mobility.

## Success means:

- Employment levels increase
- Nottinghamshire enjoys increased economic activity
- More businesses are started and survive
- More businesses are supported by high-quality advice
- There are sufficient high-quality childcare places in the early years sector
- The adult social care market is stronger and more sustainable
- Council contracts build social and environmental value



## 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.

#### The Big Notts Survey:

- Over 1 in 3 (35%) people named more affordable housing as one of their top priorities for Nottinghamshire
- 1 in 5 (20%) people said improved parks and open spaces were one of the main things which would make Nottinghamshire a better place to live. The same proportion said improving access to green spaces in their local communities was a top priority
- Over 1 in 4 (26%) people said that more investment on local high streets was a top priority for improving the places where they live, while 1 in 5 (19%) people and 39% of young people said it was making the local area more attractive.

#### Over the next four years we will:

Work with partners to make sure the right mix of housing is available across Nottinghamshire	We'll develop and deliver a Housing Strategy for Nottinghamshire, alongside district and borough partners. This will help us build more sustainable homes that meet people's needs, including specialised accommodation, and speed up and coordinate housebuilding across the County. We'll also supply sites for new housing developments.
Ensure that developments across Nottinghamshire are attractive, sustainable and well planned	We'll work alongside our district and borough partners to ensure attractive, sustainable and well-planned residential and commercial developments. We'll also deliver the infrastructure our communities need, such as waste and recycling sites, transport connections and school places.

Deliver Levelling Up to improve quality of life in our prioritised places.	We'll develop Levelling Up projects that boost Nottinghamshire's economy, where investment is needed most. We'll make sure those projects take advantage of Government funding opportunities and attract other sources of investment to help our priority communities.
Enhance and boost access to Nottinghamshire's natural environment	<p>We'll improve public access to our natural environment, so more people can enjoy what Nottinghamshire has to offer.</p> <ul style="list-style-type: none"> <li>• We'll look after, and improve, our public rights of way network and promote access to our Country Parks, so residents and visitors can make the most of nature in Nottinghamshire.</li> <li>• We'll designate five new Local Nature Reserves for people and wildlife and support opportunities for people to actively engage with their local Green Spaces, including volunteering.</li> <li>• We'll work with our partners to shine a spotlight on our County's special landscapes and heritage, so that we can attract investment to protect and enhance them.</li> </ul>
Conserve and use our built heritage and cultural venues to cultivate a sense of place and pride in Nottinghamshire	<p>We'll use our cultural venues and libraries to share our art, heritage and unique stories, helping grow a shared enjoyment of Nottinghamshire. This will promote pride and ownership among residents, and create an appreciation of our cultural heritage among visitors.</p> <p>We'll also take care of our many heritage sites on our land and aim for 75% to achieve 'favourable management' status. We'll also work to prevent our built heritage suffering neglect, decay, or unsuitable or unsympathetic developments, to protect and preserve our County's history.</p>
Attract more visitors to our world-class heritage and sporting venues	We'll deliver our Nottinghamshire Visitor Economy Strategy to grow tourism in our County. We'll promote our beautiful country parks and green spaces, like Sherwood Forest and Rufford Abbey, as well as our sporting venue, the National Water Sports Centre. We'll look for more opportunities to invest in and improve them too.
Create healthy and sustainable places that promote people's wellbeing	We'll develop and deliver a Nottinghamshire Food Charter and partnership action plan that shows the role food can play in creating healthier lives, richer economies and a sustainable environment. We'll also make the most of the planning and transport system to make local areas safer and easier places to be active and socialise. This will improve health and wellbeing and benefit the environment.

### Success means:

- More people live in communities supported by affordable housing and 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
- 75% of our heritage sites achieve 'favourable management' status



## 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 HS2 and the East Midlands 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 all development is supported by community facilities – like schools and public transport links. And, 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.

#### The Big Notts Survey:

- Over 1 in 4 (27%) people ranked better access to job opportunities as one of their top priorities for Nottinghamshire. A similar proportion (26%) of young people said the same.
- Just under 1 in 5 (19%) people thought lower pollution/better air quality was one of the factors that would make Nottinghamshire a better place to live

#### Over the next four years we will:

Promote and drive the East Midlands Development Corporation, HS2, the Toton Campus and other major infrastructure projects	We'll ensure our residents and businesses benefit from major infrastructure projects. These include HS2, to connect Nottinghamshire with major UK cities, and the Toton Innovation Campus, which will create thousands of new jobs. We'll also play a key role in driving the East Midlands Development Corporation, which brings together three landmark developments in our region: the Toton and Chetwynd East Midlands Hub, East Midlands Airport area and the Ratcliffe-on-Soar Power Station site.
Promote the delivery of the East Midlands Freeport	We'll work with our partners to deliver the East Midlands Freeport, an economic zone that can boost our region's manufacturing and economy and deliver new jobs. We'll make sure the right infrastructure is in place, so all our residents can benefit from the project.

Maximise the future use of major assets within the County	With the owners of Nottinghamshire's coal-fired power stations, we'll plan long-term futures for them to secure investment and create new jobs. We'll also continue working with our partners on technological innovations like Spherical Tokamak Energy Production (fusion power) to benefit Nottinghamshire's technology, economy and environment.
Continue to deliver our major sites development programme at Lyndhurst and Top Wighay Farm	We'll continue to develop our major sites, boosting housing and job opportunities. We'll develop Top Wighay Farm as a blueprint for sustainable living in Nottinghamshire, and will develop more sites over the coming years to supply quality housing for our residents and new job opportunities.
Protect our natural environment when new infrastructure is developed	We'll ensure major infrastructure developments prioritise the environment and sustainability, improve biodiversity, and minimise carbon emissions.
Help businesses to adopt low carbon practices	We'll connect businesses with the technical advice and financial support they need to lower their carbon impact as they grow. This could include making carbon-neutral investments or using energy more efficiently.
Drive the development of green technologies	We'll drive new green technologies that protect our environment and reduce carbon emissions. With our communities, partners, universities and businesses, we'll work on new technologies and carbon neutral solutions that could be developed for a wider global market, and deliver local jobs too.

### 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
- More green technologies developed
- High-quality advice given to help businesses cut their carbon impact





## Ambition 8:

### Improving transport and digital connections

Excellent 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 autumn 2021 [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.

Our [Local Transport Plan](#) 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.

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

#### The Big Notts Survey:

- over 1 in 3 (38%) people said that less traffic was one of the positive things they would want to see continue after the pandemic. A similar proportion of young people agreed (34%).
- just under 1 in 5 (18%) people wanted to see less traffic and more walking and cycling in their local area.
- just over 1 in 5 (22%) people ranked improving the condition of the County's roads and pavements as one of their top priorities for their local area.
- just over 1 in 10 (14%) named improved public transport as one of the things that would make Nottinghamshire a better place to live and work.

## Over the next four years we will:

Invest in and improve the condition of the County's roads and pavements	We'll use a 'right repair, right first time' approach to improve our highways maintenance service, so roads and pavements are maintained to a high standard. We'll focus our highways spending more on local roads. We'll also review and improve our working practices and make sure highway works offer best value for money. We'll keep residents fully informed about local highways works.
Improve local and regional transport connections to make journeys easier	We'll continue to improve and join up local and regional transport connections, opening up employment, training, and leisure opportunities to everyone, and securing funding to develop new infrastructure where it's needed the most.
Support people with transport options that are healthier and more sustainable	We'll promote and roll-out sustainable, low-carbon and healthy travel options and encourage people to try healthier, more environmentally-friendly ways of travelling. We'll also promote options for cycling and walking to school and raise awareness of the harm to health, especially children's health, caused by poor air quality. These will help reduce Nottinghamshire's carbon footprint and improve health and wellbeing.
Improve bus services	We'll deliver improved bus services to make bus travel better, easier, and more accessible. We'll also address rural isolation and use new technologies to make our services more efficient.
Expand walking and cycling networks	We'll make walking and cycling part of our wider transport network, and ensure all new highways and developments are designed with walking and cycling in mind.
Keep our highways safe and reduce congestion	We'll strengthen our enforcement of parking and bus lane restrictions, especially near schools, to help reduce congestion and make roads safer. We'll also improve the way we monitor and coordinate roadworks, so essential works can be carried out with minimal disruption and congestion. We'll make sure that new developments are safe and don't impact negatively on road users.
Keep improving our school transport services	We'll ensure our 'home to school' transport services keep improving to meet the changing needs of children and young people across the County, wherever they live.
Increase coverage of Gigabit capable broadband across Nottinghamshire	We'll help homes and businesses in hard-to-reach locations get a fast and reliable broadband service. We'll also continue creating the world's first 5G network in a forest setting in Sherwood Forest, protecting the area while enhancing the visitor experience. Finally, we'll give businesses the space they need to develop and trial their own innovations using 5G technologies.

### 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
- Greater satisfaction with local bus services
- Safe and appropriate transport to school for all children and young people



## 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. We're committed to protecting and enhancing Nottinghamshire's environment over the next four years and, by 2030, it's one of our top priorities to make all Council activities net carbon neutral.

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 since 2014-15 have already reduced carbon emissions from energy use across our highways and properties by 69%. 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 well-being.

#### The Big Notts Survey:

- Just under 1 in 4 (23%) people saw reduced pollution as one of the top positive changes that they would like to see continue after the pandemic. A slightly higher proportion of young people agreed (28%).
- 1 in 5 (19%) people named less pollution/better air quality as one of the top factors that would make Nottinghamshire a better place to live and work. A similar number of young people agreed (20%).
- Over 1 in 10 (15%) named climate change as one of their top concerns in the near future, with this rising to almost 1 in 5 (19%) among young people.

#### Over the next four years we will:

Improve the sustainability of Council owned land and property assets	We'll make our properties more energy efficient and use less carbon. We'll boost the amount of renewable energy we produce, so our land and buildings become more energy efficient.
Reduce our energy and water use	We'll reduce energy use at our offices through our <a href="#">Energy Strategy</a> , and will achieve a 5-10% energy and water reduction each year. We'll finish converting all street lighting to energy efficient LEDs by 2026.

Reduce the impact of our work-related travel and transport	We'll 'green' all of our vehicles by 2030, and half of them by 2025, including those used for business travel and carrying out Council services.
Reduce our waste generation	We'll keep improving how we manage waste in an environmentally and financially sustainable way through our Household Waste and Recycling centres. We'll reach our target of recycling 52% of all domestic waste by 2025 and will keep the amount of waste we divert from landfill above 95%. We'll reduce our use of paper and overall waste right across the Council, and we'll stop using single-use plastic.
Promote good environmental practice, by encouraging our workforce and community partners to be minimise their environmental impact.	We'll supply training and toolkits to ensure Council members, employees and partners carry out good environmental practices at work, like hybrid working and making buildings more energy efficient.
Drive use of public transport and other green ways to travel	We'll help local transport providers cut emissions by converting to electric vehicles, and will encourage people to choose walking, cycling and public transport to get around Nottinghamshire. We'll also provide green, safe and convenient travel options between rural locations.
Reduce air pollution and greenhouse gas emissions	We'll deliver our <a href="#">Waste Local Plan</a> , <a href="#">Minerals Plan</a> and <a href="#">Air Quality Strategy</a> . This will reduce the harm caused by air pollution, particularly in our disadvantaged communities. We'll also develop and roll out a carbon reduction plan for all Council activities.
Manage the impact of climate change on Nottinghamshire's environment	We'll carry out more Natural Flood Management schemes across the County, support watercourse owners with their responsibilities and work with partners to reduce the risk of flooding to homes and businesses. We'll also ensure that our work in reducing our climate impact doesn't unintentionally cause a loss of biodiversity.
Protect our green spaces from pollution, soil erosion and invasive non-native species	We'll enhance and protect 46 Local Wildlife Sites, and our County's Sites of Special Scientific Interest, working to achieve 'favourable condition' status across five. We'll also work to eradicate harmful non-native species of plants.

Restore our landscapes, ecosystems and biodiversity	We'll plant ¼ million trees on Council land and set up five new local nature reserves to restore our green spaces. We'll also create a Greener Highways Plan to enhance trees, green corridors and road verges. Finally, we'll work with partners to create a new 'national forest' in Sherwood, benefitting wildlife and our residents.
Support cleaner economic growth	We'll make sure we use our purchasing power for good, positively impacting the environment and ensuring our investments, services and goods are environmentally responsible.

### 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 and water used by the County Council is reduced by 5-10% each year
- Five new local nature reserves are created
- ¼ million trees are planted on Council land
- 'Favourable condition' status is achieved at five Sites of Special Scientific Interest
- Added environmental value is achieved from Council contracts



# 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 and business support. These services are the 'engine room' of the Council and help us provide and deliver our customer-facing services, ensuring we have the resources we need to work efficiently and adapt for the future.

Colleagues in our central teams also make sure that we work in a lawful and transparent way, reducing any risks, and making the best use of resources to protect services while delivering value for money for local people.

Our staff stepped up during the pandemic and worked 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, including some which came out of the pandemic, 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 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. And, we'll keep listening and using residents' feedback and other data to make services better, working closely with partners to get the best for people.

Finally, we're working hard to secure more powers and resources for Nottinghamshire. 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 other councils in Nottingham and Nottinghamshire, and our many partners, all of whom share in our ambition. We're talking with Government about our proposals, and how they link to our broader ten-year vision, and the national levelling up agenda.





## Over the next four years, we'll focus on



Delivering our Council-wide Improving Residents Access Programme, to give people better access to information and services, develop technology that helps people access our services more easily, and empowering vulnerable people to be as independent as possible.



Maintaining the financial sustainability of the authority through our Medium Term Financial Strategy, allocating resources appropriately to achieve the ambitions in this Plan and working with partners and the Government to maximise the resources available.



Developing our Council-wide approach to service transformation. This will help us to identify and develop new ways of delivering services that create the best possible long-term outcomes for people. It will find better ways of managing costs and demand.



Managing the transition from our current Committee system to a Cabinet system of governance that will help speed up and improve our decision making.



Continuing to develop our hybrid-working model to enable staff to deliver services in new ways, whilst reducing our carbon footprint from staff travel and reducing our property costs.



Continuing to invest in supporting and developing our workforce, so that our staff are resilient, adaptable, and equipped to face the challenges of changing services and workplaces



Ensuring that the way we work with our partners, residents and with each other across the Council reflects the values we set out in this Plan



Joining up our commissioning activity across Council services to achieve financial benefits and improve services for people.

### 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 Cabinet system of governance is successfully adopted
- The County Council retains and recruits a highly talented workforce

## *Track our success and have your say.*

We want you to see what we're doing to reach our goals, so we'll share an annual plan with our annual budget. This will set out the actions we'll take that year to meet our ambitions, with performance measures so that we can all track our success. At the end of each year, we'll publish an annual report that clearly shows our progress.

The first annual plan and budget will be published by March 2022, and the annual report for that year will be published in Spring 2023.

## Get involved

Help us to create a healthy, prosperous and greener future for everyone

We started this journey towards a stronger future for Nottinghamshire by listening to our residents' concerns and aspirations through the Big Notts Survey. We will keep on exploring new ways to listen through the life of this plan, to help us make the right choices for our communities.

We're all in this together, and we hope everyone can play a role in the coming years. Here's how you can get involved and have your say.

## Residents

Tell us what matters to you, share your ideas, and let us know what we could do differently. There are a few ways to do it:

- Contact your [local Councillor](#)
- Join our [Citizens Panel](#)
- Sign up for updates on our [Consultation Hub](#).

## Staff

Share how we could improve our services, spend money more wisely, and make the best use of your expertise and experience. Our residents are the heart of everything we do — but we couldn't do any of that without you.

## Partners

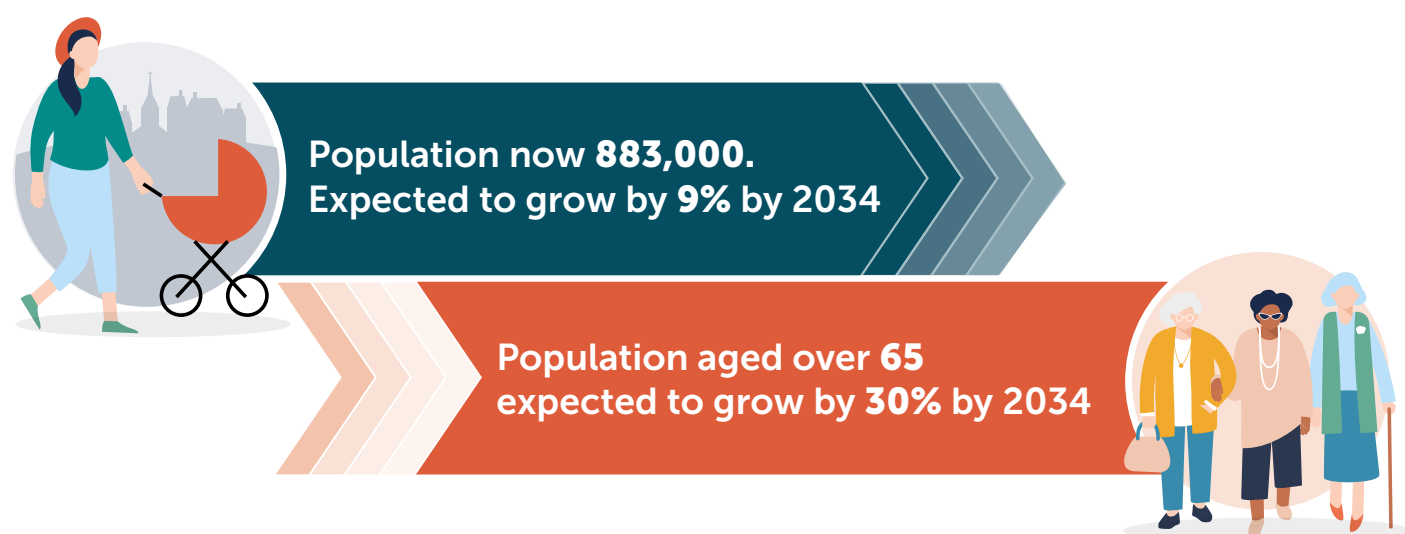
Do you think we could work together better, or is there an idea or insight you could share? We'd like to hear about it. Talk to us about any opportunities, skills, or insights you think could benefit our communities.

# Appendix – Nottinghamshire in 2021

## A growing and ageing population

Nottinghamshire covers 805 square miles with a population of 833,400.

- The overall population is predicted to jump to 908,000 (9%) by 2034.<sup>1</sup>
- Our ageing population (the over 65s) is expected to increase over 30% by 2034, or an extra 53,200 people.
- The number of older people expected to live alone is thought to increase by 26% by 2030<sup>2</sup>.



## Health and wellbeing is generally good, but poorer in some communities<sup>3</sup>

The wellbeing of Nottinghamshire residents is generally good. However:

- Some areas are the most deprived in England, particularly in Mansfield and Ashfield Districts, with 31 neighbourhoods falling within the nation's most deprived 10%<sup>4</sup>.
- People in the most disadvantaged areas have lives that are on average 7 years shorter than those living in the least disadvantaged areas and experience permanent illness or disability 14 years earlier.

85% of a person's health is influenced by social factors such as employment, education, and the environment, together with strong and supportive communities. These are key factors in the services we plan and deliver, as they can improve the health of our County.

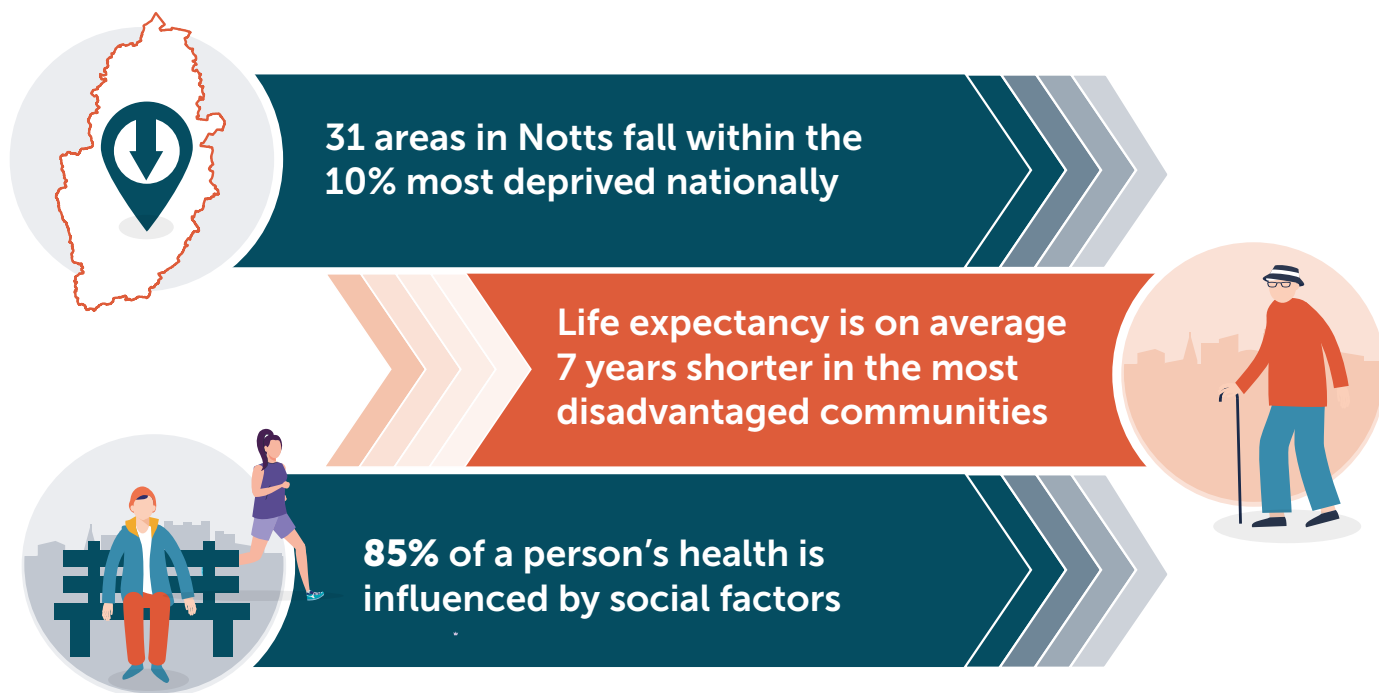
The impact of the pandemic has been unequal across Nottinghamshire. As well as the effects of the virus on people's health, Government restrictions and lockdowns have affected people's lifestyles, worsening physical health, mental health and loneliness. This may have a significant and continuing impact on people's health over the next few decades.

<sup>1</sup> ONS Mid-Year Population Estimates 2020

<sup>2</sup> Based on 2018 Office for National Statistics sub national population projections

<sup>3</sup> Public Health Outcomes Framework for Nottinghamshire, Public Health England (PHE), October 2021

<sup>4</sup> English Indices of Deprivation 2019, published by Ministry of Housing, Communities & Local Government, available at <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>



## Economic growth is in line with the national average, with some areas underperforming. Education and skills are priorities for future growth.

Nottinghamshire's economic landscape has changed a lot over the last 30 years, with growth largely mirroring the national economy. However, while the south and east of the County are generally performing at or around the national average, the north, especially Ashfield and Mansfield, are below the national average in terms of education, skills, training, annual earnings and business growth<sup>5</sup>. Also, Nottinghamshire in general is performing below England's average in several areas:

- The average annual salary for full-time workers is £30,000, compared to £31,461 nationally<sup>6</sup>.
- In 2020, 35% of the working age population in Nottinghamshire were qualified to degree level or above, compared to 43% nationally<sup>7</sup>.
- That same year, 7% of the working age population in the County had no qualifications, compared to 6% nationally.

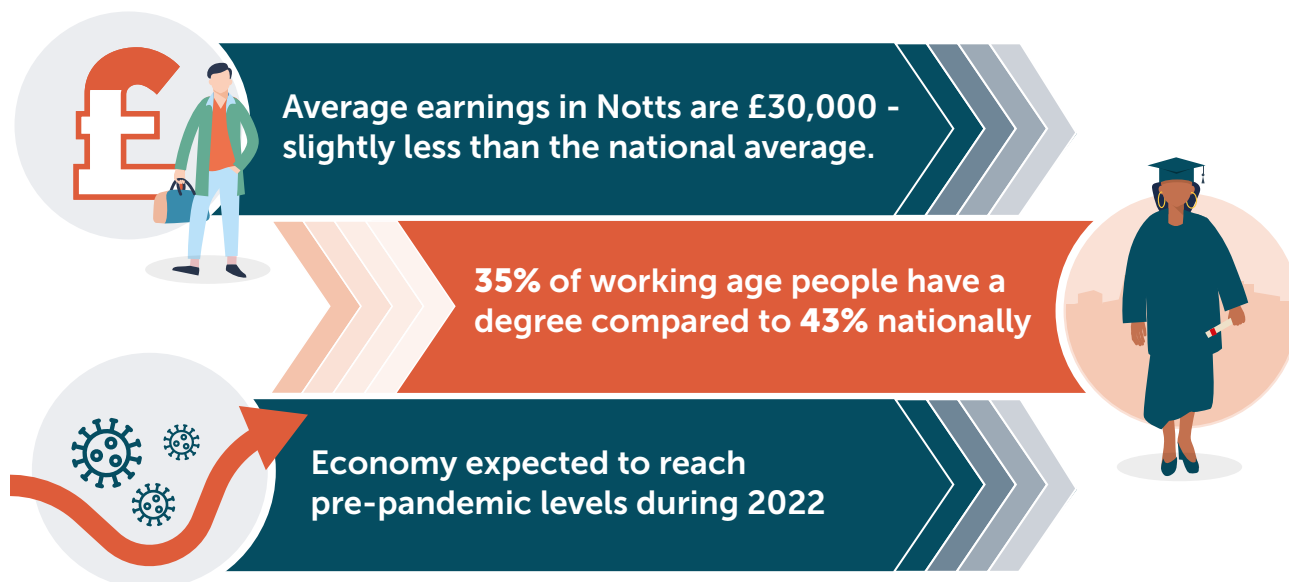
However, these figures vary throughout Nottinghamshire, with the most significant skill gaps in Bassetlaw and Newark and Sherwood.

The pandemic's economic footprint is mostly in line with the national average, but some areas and business sectors are doing better than others. Education has been impacted by the pandemic too, particularly in the most disadvantaged communities, and there's a challenge to recover 'lost learning' in the short and medium term to avoid lasting effects on some children's life chances.

<sup>5</sup> ONS Annual Population Survey (APS), December 2020 (accessed via NOMIS)

<sup>6</sup> ONS Annual Survey of Hours and Earnings (ASHE), December 2020 (accessed via NOMIS)

<sup>7</sup> ONS Annual Population Survey (APS), December 2020 (accessed via NOMIS)

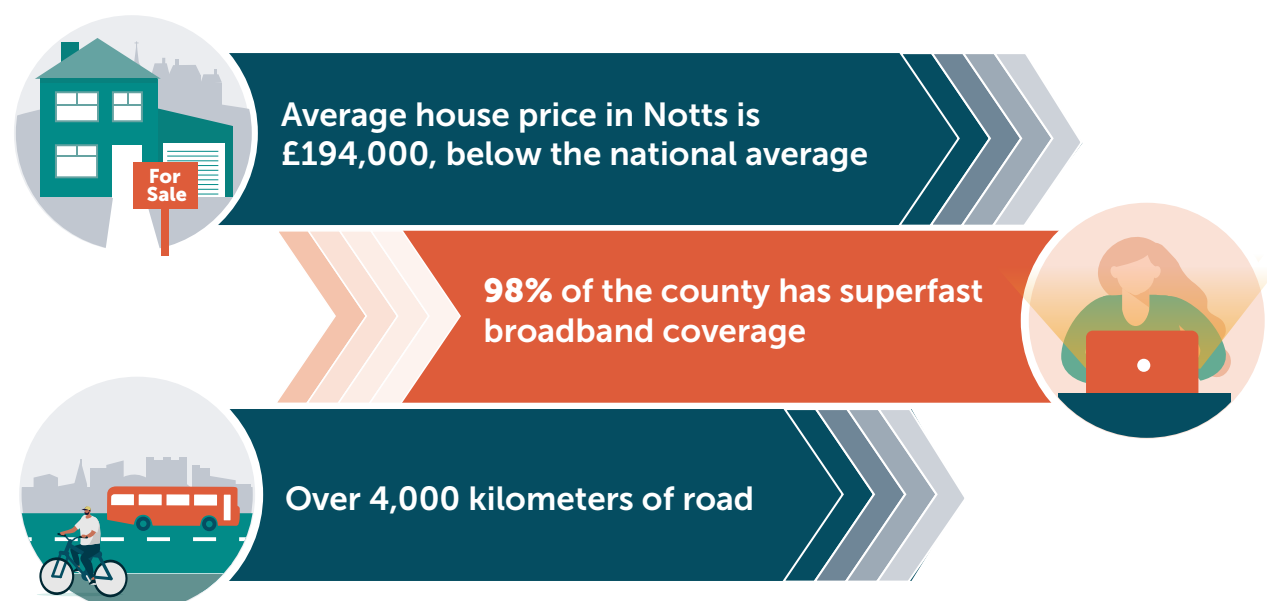


## Unrivalled digital and transport connections and lower house prices than the national average

Nottinghamshire's central location makes it one of the best-connected counties in England with East Midlands Airport on the doorstep, good rail links and a network of over 4,000 kilometres of road.

Through the Better Broadband for Nottinghamshire programme, the Council has helped achieve 98% superfast broadband coverage to make our County one of the top three most digitally connected in the UK.

While the average house price in Nottinghamshire is below the national average at £194,000, housing is more affordable in some parts of the County than others<sup>8</sup>. A first-time buyer needs to raise on average five and a half times their salary to buy a house in Ashfield District and nearly nine times their salary in Rushcliffe District<sup>9</sup>.



<sup>8</sup> HM Land Registry House Price Statistics, December 2020

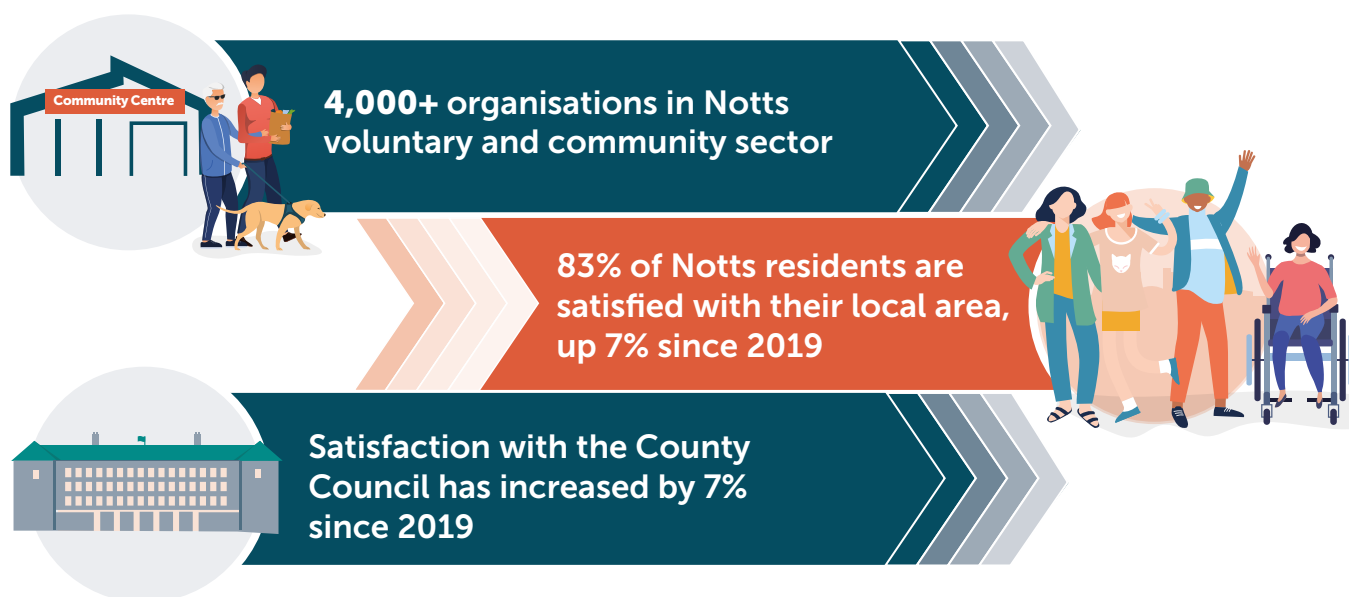
<sup>9</sup> Ratio of lower quartile house price to lower quartile earnings, ONS, 2020

## Supportive communities and high levels of satisfaction with local areas.

The coronavirus pandemic helped communities come together, which has been crucial for our vulnerable residents. During this time, the County Council received over 800 offers of volunteer support through the Coronavirus Support Hub. There are now well over 4,000 voluntary and community sector organisations working across the County.

The majority of residents feel positive about the places where they live. In 2021, 83% of Nottinghamshire residents were either very or fairly satisfied with their local area, an increase of 7% since 2019. Resident satisfaction with the County Council has also improved, with 66% saying they were very or fairly satisfied (compared to 59% in 2019) and 13% dissatisfied (compared to 22% in 2019).<sup>10</sup>

Crime rates fell significantly in Nottinghamshire while societal restrictions were in place because of the pandemic. Previously there had been a long-term upward trend in crime rates, with Nottinghamshire exceeding the East Midlands average. 90% of people feel safe in their communities in the day, but the proportion of respondents stating that they feel safe outside in the area after dark has fallen by 4% points over the last year from 65%<sup>11</sup>. Since the end of restrictions, crime rates have steadily returned to the norm, except for burglary and vehicle crime which have remained much lower than expected.



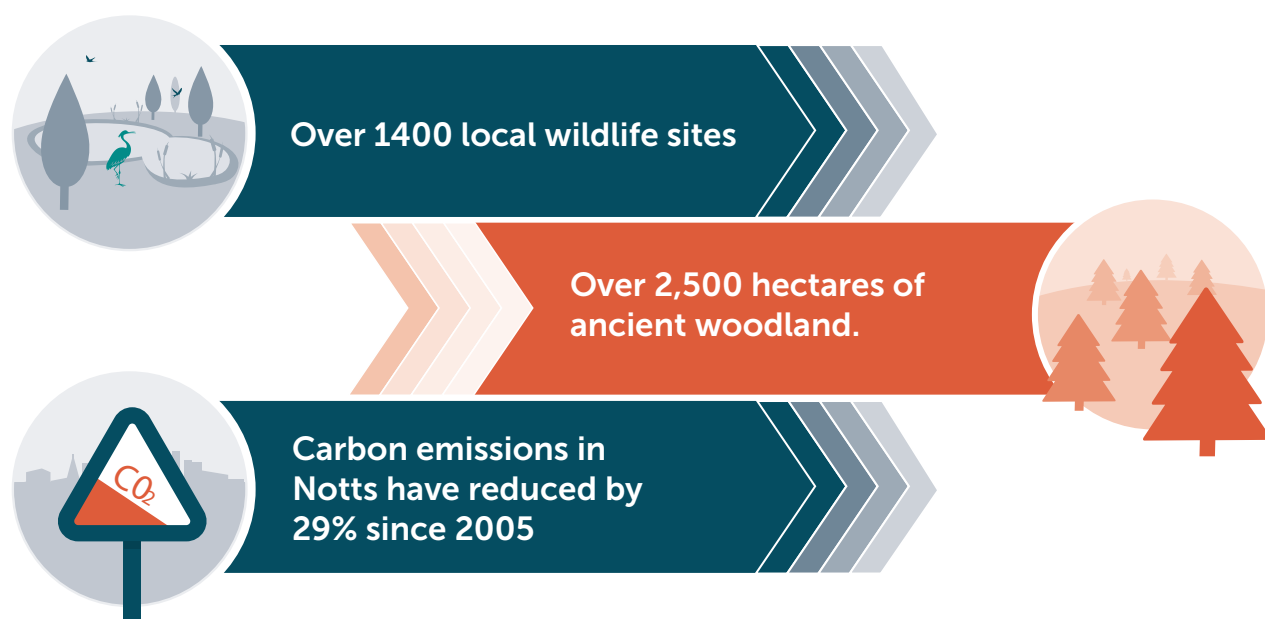
<sup>10</sup> Residents survey 2021

<sup>11</sup> Nottinghamshire Police and Crime Survey, 2021

## A rich and diverse natural environment. Carbon emissions are reducing more slowly than the national average.

The pandemic also encouraged more people to appreciate Nottinghamshire's rich historic environment and diverse landscape. There are over 2,500 hectares of ancient woodland, 67 Sites of Special Scientific Interest, 64 nature reserves and over 1,400 local wildlife sites. However, in the last century, Nottinghamshire has lost 90% of its lowland heathland and 97% of its flower-rich meadows.

The Government's target of achieving net zero carbon emissions by 2050 has led to a positive shift towards greener services and infrastructure. Nottinghamshire has reduced its annual carbon emissions by 29% since 2005, but this is less than the UK average (36%).<sup>12</sup>



## Keeping pace with social and technological trends

Due to new technology, improved healthcare and better connectivity, our world is changing quickly, and the needs of our residents, communities and businesses are changing too. 2020 accelerated some of these changes, as Covid-19 led us to adapt to digital ways of connecting, shopping and working, and many of us adopted lower carbon lifestyles and changed the ways we spent our time.

In the future, 5G mobile will transform our daily lives as vehicles and home appliances connect and exchange data. Within the next 10 years, autonomous vehicles, artificial intelligence-based manufacturing and hyperfast connectivity will be the norm. This will have a huge impact on the way people interact with local Government and the services they expect.

It's important that Nottinghamshire as a whole keeps pace, ensuring we remain an attractive place to live, work and invest for the future.

<sup>12</sup> BEIS data, published by ONS, October 2021



*Healthy* *Prosperous* *Green*



## Our **10-year** vision for Nottinghamshire



**Nottinghamshire  
County Council**

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