

Nottinghamshire County Council Annual Delivery Plan 2024/25



Healthy

Prosperous

Green



**Nottinghamshire
County Council**

Welcome to our Annual Delivery Plan for 2024/25

This year's Plan is the third to be produced under our overarching Nottinghamshire Plan 2021-31 and continues to build on our excellent achievements over the last few years. Recently we have seen the Council continue to invest in transforming our services, focussing on prevention and earlier intervention and maintaining a focus on improving long-term outcomes for the people and businesses of Nottinghamshire. We have embraced opportunities to innovate, with a key example being our successful D2N2 devolution deal with the Government, securing over £4 billion to enable us to better tailor services to our residents' needs, securing long-term investment, jobs and increased prosperity for the region.

In this coming year, our work to transform and change will continue. This is in the context of ongoing changes in the patterns and complexity of the needs of our children, families and communities. We will continue to maximise the new and emerging opportunities for change and innovation, working even more closely with our system partners and exploring the value that enhanced use of data and digital developments could present for the Council in achieving our long-term outcomes. This Plan therefore outlines the action we will take, with people, communities and partners, to achieve the vision outlined in the Nottinghamshire Plan, building an organisation that continues to be sustainable and fit for the future. We will work as one Council to mobilise all the talent and creativity across the Council to innovate, reform and take advantage of new opportunities, whilst maintaining the delivery of high-quality services and mitigating the risks to delivery of our ambitions.

Whilst we benefit from a relatively stable financial position, our [budget report](#) still requires us to make some changes to enable us to deliver a balanced budget for 2024/25 and beyond. This Annual Delivery Plan captures the key actions required to deliver our savings and efficiencies, whilst also exploring and developing further options for change in future years. Key drivers of our work include our longer-term ambitions of driving local public service reform, reshaping our Council in a sustainable manner, strengthening the building blocks of good health and wellbeing in communities and re-defining our relationship with schools and academies.

You will find details on the following pages of our intentions for 2024/25. This Plan will also form the basis of Nottinghamshire's Productivity Plan, a new requirement for local authorities, announced by the Government in February 2024.



Cllr Ben Bradley MP

Ongoing commitments

The Plan presented in the forthcoming pages sets out new actions and key areas for development in 2024/25. 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, with the latter including development of a joint commissioning plan for children and young people.
- Continue to embed strengths-based approaches in our Adult Social Care services, working with people to prevent, reduce and delay needs emerging and escalating, providing reablement services where people have experienced a crisis in their lives (for example, time in hospital or care) and continue to shape, develop and manage the adult social care market to improve stability.
- Continue to invest in community-based prevention roles, including our Community Health and Wellbeing Champions, Local Area Coordinators and Neighbourhood Coordinators.
- Work with partners, including the Safer Nottinghamshire Board, to prevent and continue to reduce violent crime - including 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.
- Continue working with partners to develop further projects following on from the end of the Miner2Major Landscape Partnership Scheme in June 2024, aiming to attract further investment in Nottinghamshire's landscape and heritage, as well as promoting access and enjoyment of green spaces.
- 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.
- In line with our agreed Highways Strategy, the Council will continue with the deployment of right repair, right time patching techniques.
- Continue to make progress with our tree planting programme, with the aim to create 250 hectares of new woodland through the Trees for Climate programme, including planting 250,000 trees on Council land, by March 2025.
- 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 including 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.
- Continue to increase the coverage and quality of broadband connectivity across the county, so that residents have access to fast and reliable broadband services. Where possible, this will also include the installation of better-quality, gigabit connectivity.

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 Public Health

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

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

Measuring our progress

There are many factors which will influence how quickly we see progress towards the Nottinghamshire Plan ambitions. The Council has more control over some factors than others. For example, the Council cannot control the state of the economy, but we can make sure that the support we deliver to businesses is 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 also know that the ongoing impact of the rising costs of living, alongside the continued aftermath of COVID-19, continues to have a profound impact on our communities and our services. This will be reflected in the data we use to monitor the quality of our services and our progress towards achieving our ambitions. We have included baseline dates that are the most appropriate for each indicator and where there may be some irregularities in the data due to external factors, we will highlight this in our reporting. Wherever possible, we have also used the most recent, publicly available data. 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.
- 'New for 24/25': Measures that have been included in our 2024/25 Annual Delivery Plan, which were not in last year's Plan.

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

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

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>1.1 Implement the carers strategy with all Integrated Care System (ICS) partners, including the ongoing development of the Carers Hub service, which involves ongoing co-production with peer led carer support groups. We will also continue to review and develop Short Breaks options for carers, simplifying the process for people to access short breaks and ensuring we have a broad and flexible range of short breaks options available.</p>	<p>So that carers are supported to care for and support their loved ones, that they have access to advice, guidance, support and signposting and that less crisis intervention is required.</p>
<p>1.2 Deliver on the Nottingham & Nottinghamshire Smoking & Tobacco Alliance's long-term vision to help vulnerable groups quit smoking, ensuring effective regulation of tobacco and vaping products, reducing exposure to second-hand smoke and increasing focus on prevention and engagement with children and young people.</p>	<p>So that we make the harms of smoking a thing of the past for our next generation, so that all of those born in 2022 are still non-smokers by their 18th birthday in 2040, and that smoking amongst adults reduces to 5% or lower by 2035, across Nottinghamshire and Nottingham City.</p>
<p>1.3 Deliver on the aims of the Nottinghamshire Food Charter, working with local partners to adopt a Joint Food Plan.</p>	<p>So that we address the causes of poor nutrition and food insecurity, improving residents' access to affordable healthy food in Nottinghamshire. This will improve the local food system for better health and wellbeing, as well as improved environmental and economic outcomes.</p>
<p>1.4 Work with the Integrated Care System partners and the Secretary of State for Health and Social Care, to expedite Nottinghamshire's ambition to extend the benefits of water fluoridation to everyone across the county.</p>	<p>So that oral health for all of Nottinghamshire's residents is improved.</p>

<p>1.5 Implement the County Council’s Housing Strategy, in partnership with local District and Borough Councils.</p>	<p>So that healthy and sustainable places are created, housing needs in Nottinghamshire are met, people can live and age well in their own homes and safe homes are provided for the most vulnerable in our communities.</p>
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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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>2.1 Implement Phase Two of the County Council's Registration Service, looking at services to register births, deaths, marriages and civil partnerships. This Phase involves a review of the service, examining current staffing levels and business needs.</p>	<p>So that the Council provides the best support we can for milestone moments in everyone’s lives.</p>
<p>2.2 Develop and maintain a set of agreed principles with our voluntary and community sector partners, which encourage joint working and collaboration to reduce duplication and maximise effective use of resources.</p>	<p>So that greater partnership working with the voluntary and community sector, as well as other statutory organisations, is realised.</p>
<p>2.3 Maximise the Local Communities Fund to support volunteering across Nottinghamshire and help to build resilience in communities.</p>	<p>So that local communities, with the help of the voluntary community sector, can build capacity and long-term stability.</p>
<p>2.4 Strengthen the building blocks of good health and wellbeing in communities – working with people, partners and communities to co-create solutions and new approaches to community-based interventions.</p>	<p>So that available resources are focussed on the people and communities who will benefit the most from the support and services we offer and through this approach to build resilience and</p>

	independence, reducing demand over time for County Council statutory services, and those of other statutory public sector agencies.
2.5 Establish multi-agency Family Hub Networks in priority neighbourhoods across Nottinghamshire, to offer joined up holistic services for families.	So that families are able to access the right support at the right time.
2.6 Create a new multi-agency graduated response pathway with schools and education settings.	So that children and young people with additional needs have their holistic needs identified, met and reviewed effectively, and parents and carers understand how to access support to best meet their child's needs.
2.7 Develop options and understand the most efficient methods to deliver good practice in relation to home to school transport and SEND transport.	So that the Council continues to deliver its statutory duties, in a way which is financially sustainable.

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
3.1 Work with partners to ensure that the needs led front door transformation projects result in improved Multi-Agency Safeguarding Hub services for children and families and adults.	So that statutory obligations continue to be met and safeguarding concerns are identified and acted upon quickly, to ensure that people have the right support at the right time, are supported to achieve the outcomes they have identified, and risks removed or reduced.
3.2 Investigate and remove unsafe products from the market. In particular, we will investigate alleged incidents of the illegal sale of vapes to minors.	So that residents, especially the most vulnerable in our communities, are protected from harm or fatal injury and that we reduce the exposure of young residents to potentially harmful products.

<p>3.3 Work together to better enable people experiencing severe multiple disadvantages, including homelessness, to have access to suitable housing and effective, integrated support services, which are co-produced by those with lived experience.</p>	<p>So that people experiencing severe multiple disadvantage experience better health and care outcomes and have a voice in shaping services to best meet their needs.</p>
<p>3.4 Develop and implement an action plan to deliver the ambitions within the Nottinghamshire Violence Against Women and Girls (VAWG) Strategy 2023-2028.</p>	<p>So that the authority has a clear and consistent approach to opposing VAWG, including a range of policies and interventions that enable services to prevent and respond to VAWG, ensuring both our managers and employees are equipped to support and be supported respectively, and that the Nottinghamshire Health and Wellbeing Board will be a civic leader in prevention of VAWG.</p>
<p>3.5 Work with Derby, Derbyshire and Nottinghamshire to improve the recruitment, training and support available to foster carers through the DfE Recruitment and Retention Project</p>	<p>So that more children are able to live in family-based placements, close to home.</p>

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>4.1 Revise the Nottinghamshire County Council School Improvement offer to reflect the changing role and responsibilities of local authorities and academy trusts, ensuring that schools and academies across Nottinghamshire have access to the necessary support and challenge required, to achieve and retain Good or Outstanding status,</p>	<p>So that children and young people in Nottinghamshire have access to good or outstanding schools where safeguarding, teaching and learning are effective.</p>

with an increased focus on Special Educational Needs and Disabilities and safeguarding.	
4.2 Develop and expand primary and secondary schools in the County, whilst providing additional special school places, satellite special school places and enhanced provision unit places.	So that there are sufficient school places and more children who require specialist educational places are able access these, in order to fulfil their potential.
4.3 Support childcare providers to increase the numbers of funded places offered to children from 9 months of age, as part of the new National Childcare Reforms, whilst ensuring that 2-year-olds from low-income households are still able to take up their funded early education entitlements.	So that more children are able to access funded childcare, reducing the barriers to employment and supporting more parents into work
4.4 Increase the quality and timeliness of education, health and care (EHC) plan assessments and reviews by improving the processes and pathways that families experience and ensuring there is sufficient capacity to meet needs.	So that children and young people with SEND who may require an EHC plan to have their needs met, experience this in a positive and timely way.
4.5 Identify and facilitate pathways from training into employment, including identifying future skills strategies. These pathways will make clear how to best transition from education into work, and how to progress when in work.	So that we help people get the education they need as a basis, the training they need to get into work and then the ability to progress and succeed whilst in work

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>5.1 Promote our Approved Venues and local suppliers, whilst supporting businesses across Nottinghamshire who wish to become licenced to hold civil ceremonies.</p>	<p>So that we increase exposure to the local community and visitors utilising our weddings fayres, website and social media platform, whilst providing professional advice to prospective new businesses. Supporting them with up-to-date statutory requirements, marketing and promotional opportunities.</p>
<p>5.2 Support businesses to thrive through targeted support programmes, enabling more start-up businesses to succeed.</p>	<p>So that we support the generation of jobs, growth, and opportunity for local people, as well as supporting small independent businesses in Nottinghamshire.</p>
<p>5.3 Support Nottinghamshire's businesses to help them transition to meet new regulatory requirements, including compliance with key Trading Standards legislative changes.</p>	<p>So that businesses are enabled to trade safely and raise consumer confidence, through the provision of up-to-date advice and guidance.</p>
<p>5.4 Deliver recruitment campaigns to encourage and support people to enter the adult social care sector</p>	<p>So that we can attract and retain individuals who are drawn to caring for others and share our values. This will help ensure that we have sufficient levels of staff, particularly in more difficult to recruit areas, and will develop a strong, passionate, sustainable workforce.</p>
<p>5.5 Create innovative business growth through the development at Top Wighay Farm. This will include the site being developed to create jobs and homes, and the construction of a new office building for the Council.</p>	<p>So that the new development delivers an economic boost to the region, enables a sustainable community to develop and provides a County Council office base in the area.</p>

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
6.1 Work with District and Borough partners to secure funding to create the infrastructure needed (such as schools, transport and roads), alongside housing and commercial development.	So that Nottinghamshire’s residents can access high quality services in their communities.
6.2 Develop the offers available at our country parks and libraries, including through invest-to-save initiatives.	So that we can better support our visitor economy and local communities, by maximising the number of people who can access, use and, where applicable, stay on our sites, both from inside and outside of the county.
6.3 Support the work of the priority investment areas, including the recently announced funding for long term plan for Kirby in Ashfield, Mansfield, Newark and Worksop.	So that we secure long term major public and private investment, jobs and increased prosperity for Nottinghamshire.
6.4 Support and grow our visitor economy, using the emerging Visitor Economy Framework to guide investment decisions and priorities.	So that we can generate jobs, growth, and opportunity for local people, as well as supporting small independent businesses in Nottinghamshire.
6.5 Further develop our land and buildings to generate investment in high quality housing and new jobs for residents.	So that we can be confident that our land holdings are being reviewed and managed to maximise benefit for Nottinghamshire residents.

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>7.1 Collaborate with Partners (such as Districts and Boroughs, East Midlands Development Corporation and the Freeport) to access funding available for ‘levelling up’ and to attract other investment in priority areas. We will support the delivery of these developments/initiatives that will create the conditions and opportunities for residents to thrive and prosper.</p>	<p>So that we secure long term major public and private investment, jobs and increased prosperity for Nottinghamshire.</p>
<p>7.2 Identify, scope, secure funding, facilitate and/or deliver large-scale infrastructure projects, such as the A614/A6097 corridor improvement, A46, Robin Hood Rail Line and Maid Marian Rail Line.</p>	<p>So that the County’s infrastructure supports economic growth and prosperity.</p>
<p>7.3 Support new and existing businesses with introducing green technologies and their journey to net zero, including the Spherical Tokamak for Energy Production (STEP) Fusion programme in North Nottinghamshire.</p>	<p>So that we generate jobs, growth, and opportunities for local people, as well as supporting established businesses in Nottinghamshire.</p>

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>8.1 Implement a three-year capital programme of highway improvements, ensuring that our investment represents good value for money.</p>	<p>So that we improve the County’s local road, footway, cycling, and drainage infrastructure networks to enable residents to travel around the County easily and safely.</p>

<p>8.2 Work with key delivery partners to deliver a programme of on-street electric vehicle (EV) charging network across the County, utilising external funding sources.</p>	<p>So that current EV owners have a range of options for charging their car across Nottinghamshire, reducing range anxiety. This will also allow the transition of individuals to EVs for those without access to off-street parking and their own charge points.</p>
<p>8.3 Work with local partners to improve the reliability of local bus services and to provide services where and when people need them most.</p>	<p>So that passengers are confident that they can make their journey, with access to key services being available.</p>
<p>8.4 Increase the use of technology to support travel across the County, including the offer of an integrated ticketing system, which works to keep costs low whilst improving passenger satisfaction.</p>	<p>So that trips across the network can be made easily, at a sensible cost and that passengers feel confident services are available and are operating.</p>
<p>8.5 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.</p>	<p>So that new developments are delivered in a manner that promotes safe and sustainable access to school whilst considering the needs of all users, including local residents.</p>

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>9.1 Work with partners (housing providers, District and Boroughs) to reduce the carbon emissions within the county’s housing stock, through securing funding.</p>	<p>So that the housing stock across the County supports our net zero ambitions and so that people live in warm and energy efficient homes.</p>

<p>9.2 Adopt a Joint Waste Local Plan with Nottingham City Council, to treat waste as a resource instead of simply disposing of it, whilst working with Veolia and the district and borough councils through the Joint Waste Management Board, to take a collaborative approach to improving reuse, recycling and recovery rates in line with the national “Simpler Recycling” proposals.</p>	<p>So that as much waste as possible is re-used, recycled, and as little waste is simply disposed of and sent to landfill, protecting the environment of Nottinghamshire.</p>
<p>9.3 Progress with major traffic signal refurbishment works to replace all the signal equipment upgraded to Low Energy LED signals at several locations.</p>	<p>So that we can reduce energy consumption, carbon generation and the need for future maintenance works which also generate further costs and carbon.</p>
<p>9.4 Develop renewable energy capacity across the Council’s estate.</p>	<p>So that we reduce our reliance on purchased energy and grid capacity, and to further the Council’s progress towards achieving our carbon neutral target by 2030.</p>
<p>9.5 Work with partners across the County and City, in our role as the Department for Environment, Food & Rural Affairs (DEFRA)-appointed responsible authority, to develop and produce a Local Nature Recovery Strategy for Nottinghamshire and Nottingham.</p>	<p>So that priorities for nature recovery are established and locations to create or improve habitat are identified, that are most likely to provide the greatest benefit for nature and the wider environment, and in doing so contribute to the national Nature Recovery Network.</p>
<p>9.6 Embed considerations for hybrid working within the delivery of our Buildings and Office Rationalisation Programme, working with services to ensure effective use of our retained estate, and to progress agreed disposal strategies for surplus buildings including County Hall.</p>	<p>So that the Council has a cost-effective sustainable estate and maximises the financial, social and economic benefits from disposal of surplus property.</p>

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 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<p>10.1 Assess service delivery models, ensuring we provide or commission services that meet statutory duties as efficiently and effectively as possible. This will include increased use of new technologies and digital tools and delivery of our programme of approved savings/efficiencies through the Council's budget report.</p>	<p>So that we are an organisation that continues to be fit for the future, represents value for money and is financially sustainable and that embraces new approaches, including new digital and partnership opportunities.</p>
<p>10.2 Work to support the establishment and operation of the East Midlands Combined County Authority (EMCCA) through 2024-25, focussing on the delivery of core functions like transport, growth, and infrastructure.</p>	<p>So that Nottinghamshire residents gain the maximum benefits from the investment and opportunities generated by the new Combined Authority.</p>
<p>10.3 Continuously improve how people are able to access information, advice, guidance, support and services. This will include improvements to Notts Help Yourself and the Council's website, trialling new technology to improve the customer experience whilst continuing to ensure that people are able to speak to someone over the phone or in person, where this best meets their needs.</p>	<p>So that support is provided through the most cost-effective channel, each of which will be quick, easy to use and designed to suit all needs and accessibility restrictions.</p>
<p>10.4 Support our Adult Social Care and Public Health Department through a series of Equality, Diversity, and Inclusion Quests, to be one of five social care departments to pilot the Local Government Association Diverse by Design Framework.</p>	<p>So that we better understand and improve the lived experience of our workforce and people we support, as well as self-assess ourselves against the framework and then develop an improvement action plan.</p>
<p>10.5 Deliver on our Resourcing Strategy, which will include opportunities for joint workforce arrangements where there are opportunities across public services.</p>	<p>So that we can ensure we maintain a diverse and sustainable skills pool to deliver the services that matter most to residents.</p>
<p>10.6 Implement the Council's new Data Strategy and supporting Action Plan, including the review and development of secure, integrated data systems, improved reporting and performance systems and offering training and development for relevant employees.</p>	<p>So that we are able to strengthen our ability to make decisions based on robust data and analysis and use data and insights to improve performance, efficiency and enhance productivity.</p>
<p>10.7 Review the Council's traded service to schools to ensure that they are effective, financially viable and support the Council's core</p>	<p>So that the Council continues to maintain a strong and positive relationship with Multi Academy Trusts and schools across the</p>

responsibilities to support all children’s access to high quality education that meets their needs.	County, and that the County Council services provided are appropriate.
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This document will be available online at plan.nottinghamshire.gov.uk/our-progress/ and will be updated in year as and when required.

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

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)	2,349	January 2024	Up
ASCH Core Metric 18b: Number of people enabled to higher levels of independence (people with disabilities supported to find greater independence)	550	January 2024	Up
Success indicators the Council works with partners to influence:			
New for 24/25: Average 3-year smoking prevalence (adults over 18)	13.6%	2020-2022	Down
New for 24/25: Number of successful smoking quitters (4 weeks)	1,637 quitters	2022-2023	Up
Healthy Life Expectancy Male	62.4 years	2018-2020	Up
Healthy Life Expectancy Female	60 years	2018-2020	Up
Inequality in life expectancy male	9.3 years	2018-2020	Down
Inequality in life expectancy female	7.7 years	2018-2020	Down
Self-reported wellbeing – % of people over the age of 16 reporting high levels of anxiety	20.23%	2022-2023	Down
The rate of suicide (per 100,000 population, aged 10+)	10	2020-2022	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?	19.1	2022-2023	Up
ASCH Core Metric 12: Proportion of carers who reported that they had as much social contact as they would like	22.7%	2021-2022	Up
ASCH Core Metric 13: Proportion who use services who reported that they had as much social contact as they would like	44.9%	2022-2023	Up

Ambition 2 – [Supporting communities and families](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council owns:			
Number of organisations who have adopted the Community Compact	20	2024-2025	Up
Number of families supported making significant sustained progress through the Supporting Families programme	1,195	Q3 2023-2024	Up
Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service	11,618	Q3 2023-2024	Up
Total engagements with library services	1,343,314	Q3 2023-2024	Up
Customer satisfaction with libraries	97%	Q3 2023-2024	Up
Number of Bookstart contacts	1,945	Q3 2023-2024	Up
ASCH Core Metric 2: Overall satisfaction of people who use services with their care and support	66.6%	2022-2023	Up
ASCH Core Metric 3: Overall satisfaction of carers with social services	33.5%	2021-2022	Up

Number of additional specialist places provided for children with special educational needs and disabilities (SEND)	83 (out of 413 planned for 2022-2026)	December 2023	Up
Success indicators the Council works with partners to influence:			
Foundation stage % achieving good level of development	67.4%	2022-2023	Up
The % of eligible 2-year-olds benefitting from funded early education	74.8%	2023	Up
ASCH Core Metric 14: Proportion of people doing things they enjoy in their community	36.2%	2022-2023	Up
Number of properties with enhanced levels of flood protection as a result of Nottinghamshire County Council (NCC) schemes.	5,425	2023-2024	Up

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

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council owns:			
Number of victims of doorstep crime and scams who have received advice from Trading Standards	40	March 2024	Down
% of children subject to a child protection plan for a second time within two years	23%	January 2024	Down
% of child protection cases reviewed within timescale	89%	January 2024	Up
% of looked after children in stable placements (the same placement for 2.5 years or more)	53%	December 2023	Up
% of looked after children in family-based setting	67%	January 2024	Up
ASCH Core Metric 4: Proportion of people who use services who say that those services have made them feel safe and secure	90.2%	2022-2023	Up

ASCH Core Metric 5: Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed	82.6%	January 2024	Up
The number and value of unsafe products removed or prevented from entering the market	£70,000	Q3 2023-2024	Up
Number of interventions conducted in respect of controlling animal disease	47	2023-2024	Down
Success indicators the Council works with partners to influence:			
Total recorded offences per 1000 population (excluding fraud)	74.5	Q3 2023 (12 months ending)	Down
Self-reported feelings of safety (% feeling very/fairly safe) • Outside in the day • Outside after dark	89% 59%	December 2022 (12 months)	Up

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

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council owns:			
% of children who are allocated a school preferred by parents/carers	99.6% (8,029) 97.1% (9,350)	2022-2023 (academic year)	Up
ASCH Core Metric 15 Number of young adults supported to access employment, education, training or volunteering	730	January 2024	Up
Number of guided learning hours delivered through Inspire Learning	65,900	Q3 2023-2024	Up
Number of placements provided • Apprenticeships • Graduate Training	300 16	March 2023-April 2024	Up

Number of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	190	2023	Up
Percentage of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	28.8%	2023	Up
Success indicators the Council works with partners to influence:			
Number of schools classified as 'good' or 'outstanding' by Ofsted	303	January 2024	Up
% of children achieving a good level of development in the Early Years Foundation Stage	67.4%	2022-2023 (academic year)	Up
% of 3- and 4-year-olds benefiting from funded early education	96.9%	2023	Up
% of 2-year-olds from low-income households taking up their funded early education entitlements	84%	2023-2024 (academic year)	Up
% of pupils achieving a standard pass (grades 4-9) in English and Maths at Key Stage 4	65.3%	2022-2023	Up
% of pupils known to be eligible for free school meals achieving a standard pass (grades 4-9) in English and Maths Key Stage 4	38.5%	2022-2023	Up
Average Progress 8 score - pupils with a statement of special educational needs (SEN) or Education, Health and Care (EHC) plan	-1.45	2022-2023	Up
Average of Progress 8 scores for Looked After Children with Progress 8 scores at the end of Key Stage 4	-1.57	2021-2022	Up
% of Children in Need who are persistent absentees	47.3%	2021-2022	Down
% 16–17-year-olds NEET (not in employment, education or training) or their activity was not known	7.7%	2023	Down
% of care leavers in education, employment or training aged 19-21	53%	2022-2023	Up
% population qualified to degree level or above	33.2%	2021	Up

Gross average weekly earnings of full-time workers living in Nottinghamshire	£646	2023	Up
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Ambition 5 – [Strengthening businesses and creating more good-quality jobs](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council owns:			
Number of small businesses supported by the Growth Hub	264	July 2023-February 2024	Up
Success indicators the Council works with partners to influence:			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	Up
Gross Value Added (GVA): All industries (£million)	£17.121 million	2021	Up
Gross Value Added (GVA): All industries per filled job	North Notts: £44,189 South Notts: £55,602	2020	Up
Business births per 10,000 population aged 16+	51.9	2022	Up
Business deaths per 10,000 population aged 16+	50.52	2022	Down
Business survival rate at one year (% of new businesses started in 2021)	94.7%	2022	Up
Business survival rate at three years (% of new businesses started in 2019)	62.1%	2022	Up

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

Measure	Nottinghamshire Baseline	Baseline Date	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 	238,549 203,395 185,514	April 2023-January 2024	Up
Number of volunteer hours contributing to conservation projects	6,530	2022-2023	Up
Numbers of children and young people accessing Outdoor and Environmental Education	21,873	Q3 2023-2024	Up
Number of events and activities held at libraries	4,621	Q3 2023-2024	Up
New for 24/25: Appointment Availability (registration services) - Customers offered an appointment within a satisfactory timeframe	Birth Appt within 5 days 28% Still Births within 2 days 100% Death Appts within 2 days 90%	2023-2024	Up
Success indicators the Council works with partners to influence:			
Median housing affordability ratio (residence-based)	6.96	2022	Down
Volume of tourism in Nottinghamshire (excluding Nottingham city) (millions)	20.96 million (day visits & overnight visits)	2022	Up
Average visitor spend per trip	£54.07	2019	Up

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

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council works with partners to influence:			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	Up

CO2 emissions (commercial) per capita (tonnes per capita)	0.2 tonnes	2021	Down
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Ambition 8 – [Improving transport and digital connections](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council owns:			
% of A roads not requiring planned maintenance (by network length)	98%	2022-2023	Down
% of B and C roads not requiring planned maintenance (by network length)	96%	2022-2023	Up
% of unclassified roads not requiring planned maintenance (by network length)	69%	2022-2023	Up
Success indicators the Council works with partners to influence:			
% of Nottinghamshire homes/businesses that can access superfast services	98.8%	March 2024	Up
% of Nottinghamshire homes/businesses that can access gigabit-capable services	84.1%	March 2024	Up
% of Nottinghamshire homes/businesses that are unable to access at least 30Mbps (superfast)	1.2%	March 2024	Down
Change in average journey time per mile during the morning peak on the County's urban centre networks (indexed)	100	2019	Down
New for 24/25: Bus Service Reliability - actual bus miles operated vs scheduled miles operated in Nottinghamshire	97.2%	April 2023-January 2024	Up
New for 24/25: Bus Service Punctuality - average 'on time' rating for bus services in Nottinghamshire	74.7%	April 2023-January 2024	Down

New for 24/25: Passenger Growth – bus patronage data for Nottinghamshire	Baseline being established	Baseline being established	Up
New for 24/25: Passenger Satisfaction - overall satisfaction of bus journeys based on an ongoing Transport Focus survey	88%	April 2023-January 2024	Up
Change in levels of cycling (indexed)	-1.6%	2021-2022	Up
Number of people killed or seriously injured (KSI) on all roads in Nottinghamshire County (including trunk roads)	361	December 2022-December 2023	Down
Publicly available electric vehicle charging devices at all speeds per 100,000 population	52.4	October-December 2023	Up

Ambition 9 – [Protecting the environment and reducing our carbon footprint](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council owns:			
% household waste sent to reuse, recycling or composting	41.3%	2022-2023	Up
% household waste diverted from landfill	94.6%	2022-2023	Up
Energy consumption across Nottinghamshire County Council (NCC) Property Assets	22,692,584 kWh	2022-2023	Down
Number of local nature reserves on County Council land	7	2022-2023	Up
Number of Site of Special Scientific Interest Units managed by Nottinghamshire County Council in Favourable or Unfavourable Recovering condition	9 out of 10	2023-2024	Up
Total number of trees planted on Nottinghamshire County Council (NCC) land over the period 2020-2025	107,722	March 2024	Up
Success indicators the Council works with partners to influence:			
Total CO2 emissions in Nottinghamshire (Kt)	4,423.2	2021	Down

CO2 emissions per capita Nottinghamshire	5.4	2021	Down
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Ambition 10 – [A forward looking and resilient Council](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
Success indicators the Council owns:			
% of respondents who are fairly satisfied or very satisfied with the way Nottinghamshire County Council runs things	43%	December 2023 (annual budget survey)	Up
% of staff satisfied with their health, safety and wellbeing at work	74.5%	2022	Up