

Overview Committee

Thursday, 15 January 2026 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

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Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Sara Allmond (Tel. 0115 977 3794) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>



Meeting	OVERVIEW COMMITTEE
Date	27 November 2025 (commencing at 10.30am)

Membership

COUNCILLORS

Cathy Mason (Chairman)
Terry Cox (Vice-Chairman) - **apologies**

Stuart Bestwick
Kevin Brown
Faz Choudhury
David Clark
Liz Clunie
Kev Dale

Bruce Laughton - **apologies**
Gaynor Mann
Sam Smith
Brian Wheatcroft
John Wilmott

SUBSTITUTE MEMBERS

Councillor Janette Barlow substituted for Councillor Bruce Laughton
Councillor John Semens substituted for Councillor Terry Cox

OTHER MEMBERS PRESENT

Councillor Dawn Justice – Cabinet Member for Communities and Public Health
Councillor Stuart Matthews – Cabinet Member for Finance and Resources
Councillor James Rawson – Deputy Cabinet Member for Finance and Resources

OFFICERS

Sara Allmond	Advanced Democratic Services Officer
Thomas Dunn	Deputy Director, Public Health and Communities
Martin Elliott	Senior Scrutiny Officer
Vivienne Robbins	Director, Public Health and Communities
Nigel Stevenson	Service Director, Finance, Infrastructure and Improvement and Section 151 Officer

1. MINUTES OF THE LAST MEETING HELD ON 5 NOVEMBER 2025

The minutes of the meeting held on 5 November 2025, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

Apologies for absence were submitted from:

- Councillor Terry Cox (other reasons)
- Councillor Bruce Laughton (other reasons)

3. DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

There were no declarations of interest.

4. FINANCIAL MONITORING REPORT PERIOD 5 2025/26

Councillor Stuart Matthews, Cabinet Member for Finance and Resources introduced the report which provided an update on the current financial monitoring process and a summary of the budget monitoring position as at period 5 2025/26.

The following information was provided by Councillor Stuart Matthews, Cabinet Member for Finance and Resources and Nigel Stevenson, Service Director, Finance, Infrastructure and Improvement and Section 151 Officer in response to comments and questions asked by Members of the Committee:

- In response to a question regarding the current predicted overspend of £5 million within the Adult Social Care portfolio, and the level of risk of the overspend increasing further, Members were advised that there were pressures due to the provision of these services being demand led. A budget had been set with the intention of being as close as possible to the amount needed, but services would be provided whatever the budget level and therefore this was a pressure which would continue to be managed across the whole Council budget.
- In response to a question regarding the level of remaining contingency given there had been significant draws on it already, Members were advised that funding had been allocated from contingency in relation to the staff pay award which had now been finalised. £5 million remained in contingency, a level at which the Section 151 Officer was comfortable with.
- In relation to a question regarding the budget deficit in the Dedicated Schools budget due to SEND costs and planned savings, Members were advised that the Council was now in a similar position to many other authorities. The Government had recently announced it would be taking on SEND funding entirely from 2028, however there was no information yet regarding how the negative balances councils were carrying would be managed. The planned savings of £2.7 million that were set out in the Budget Update report were interventions to reduce SEND Transport Growth, however, the overall demand for the service was expected to continue to increase.

- In response to a question relating to the anticipated additional borrowing of £10 million during 2025/26, Members were advised that it was anticipated at the Budget last February that borrowing was not required as the Council used its reserves. It was noted however that as the reserves were used there would likely be a need to borrow. Previously, the Council had been repaying debt and not taking additional borrowing which had been the right strategy through that period when interest rates were high.
- In response to a question regarding capital programme slippage, Members were advised that the capital programme listed all planned projects, if a project was delayed it would likely mean that the capital project would be delayed to a later year but would still be achieved.
- In response to a question regarding joint funded care for care packages, Members were advised that the Integrated Care Board (ICB) were under financial pressure, and they were challenging more in relation to whether a package that was being provided to a service user was health related, or social care related. As the packages were jointly procured there was a potential that the Council would now be paying more for the delivery of care packages.
- In response to a question regarding inflation such as wage and fuel inflation and its impact on the Council's budget, Members were advised that wage inflation and general inflation staying higher for longer was adding pressure to the Council's budget and made it harder to find efficiencies, this however would always be a pressure. There was a particular pressure in home to school transport due to the increased costs of wages and fuel being higher than anticipated. It was being managed in year and would also be considered as part of the preparation of the 2026/27 budget.

RESOLVED 2025/017

- 1) That the established processes for monitoring the budget be noted.
- 2) That the considerations and comments of Overview Committee on the 2025/26 Period 5 Budget monitoring report be noted.

5. BUDGET UPDATE REPORT

Councillor Stuart Matthews, Cabinet Member for Finance and Resources introduced the report which provided an update on the budget development process for 2026/27.

The following information was provided by Councillor Stuart Matthews, Cabinet Member for Finance and Resources, Nigel Stevenson, Service Director, Finance, Infrastructure and Improvement and Section 151 Officer and Councillor James Rawson, Deputy Cabinet Member for Finance and Resources in response to comments and questions asked by Members of the Committee:

- Members were advised that the increase in national minimum wage set out in the Budget would be a significant cost to Adult Social Care and Children's Social Care with costs likely to be higher than the assumed figures in this update of the Medium-

Term Financial Strategy. There was no clear information currently regarding how much the Council would receive in additional funding for SEND provision.

- Members were advised that in relation to transport moving over to the East Midlands Combined County Authority (EMCCA), it would be cost neutral to the Council, as EMCCA would charge the County Council for funding to cover the cost of running the services.
- Members were advised that it was not currently clear what the Council could expect to receive in relation to the financial settlement from Government, and expectations had been dampened recently regarding expectations of receiving additional funding. As such the assumptions that had been previously made around this currently remained the same. In response to a question regarding lobbying on the fairer funding formula, Members were advised that the Cabinet Member had written to Government three times and had so far received no response. The Leader and other Members had also lobbied through the County Council's Network and officers had raised the matter through their professional bodies.
- Members asked questions around the assumptions in the Medium-Term Financial Strategy being underestimated, such as pay awards being assumed at 2%, when it the pay award had been 3.2% this year and on whether the proposed savings plans of £45 million were achievable. In response, Members were advised that in relation to the pay awards the amount agreed for 2025/26 was within tolerance. The expected increased demands in relation to the Higher Needs Block would need to be considered in the preparations for the 2026/27 budget. There was confidence in the interventions working to generate savings, but there was now a need to accelerate some of them. Savings were already being found by careful review of high-cost care packages and through the natural turnover in staff numbers.
- In response to a question regarding how the public were being consulted on the budget proposals, Members were advised that the budget survey had recently launched and the outcomes of it would be considered as part of the budget report to Cabinet in January 2026.
- In response to a question regarding the assumptions being made in the budget and what would happen if they were too optimistic, Members were advised that the Government had already announced the minimum level of the funding settlement. As such the current assumptions had been based on that figure, so there was confidence that the figures being used were not an overestimation. All assumptions made in the budget were risk based and that determined how much funding should be set aside in the general fund balance to mitigate any risk.
- Members were advised that the proposed savings related to providing earlier interventions with service users to reduce the demand on higher level services as their outcomes had been improved at an earlier stage. Examples of this included supporting a whole family rather than an individual child, and in Adult Social Care providing tech enabled care which might allow a service user to stay at home and be independent for longer. All were aimed at improving outcomes for residents which would also lead to a lower cost in their delivery.

RESOLVED 2025/018

- 1) That the significant challenges presented by the financial landscape the Council operates within be noted.
- 2) That the process in establishing the Council's budget for 2026/27 be noted.
- 3) That the comments and considerations of Overview Committee on the current assumptions that have been made in the Council's Medium-Term Financial Strategy be noted.

6. PUBLIC HEALTH PERFORMANCE, RISKS AND FINANCIAL POSITION QUARTERS 1 AND 2 2025-26

Councillor Dawn Justice, Cabinet Member for Communities and Public Health introduced the report which provided a summary of Public Health performance, Vital Signs, departmental finance, and risks along with the current Public Health Outcome Framework (PHOF) to allow the Committee to consider any areas they wished to scrutinise in more detail.

The following information was provided by Councillor Dawn Justice, Cabinet Member for Communities and Public Health, Vivienne Robbins, Director of Public Health and Communities and Thomas Dunn, Deputy Director of Public Health and Communities in response to comments and questions asked by Members of the Committee:

- In response to a question regarding underperforming measures and how they were being tackled, Members were advised that there was a robust performance management programme to monitor the performance targets. There were two areas currently underperforming. These were the C Card Scheme (condom distribution scheme) and the Health Checks scheme. Members were advised that the C Card scheme had seasonal variations in demand with less take up during the school summer holidays, this situation was being monitored. On the Health Checks scheme, Members were advised the Health Check service had been reprocured recently and with the payment method being changed to ensure that the people who would benefit most from the health checks were being made a priority target for uptake. This change had resulted in an increase in the number of those who had received a health check then receiving interventions meaning the quality of the service was increasing.
- In response to a question regarding the underspend of the Public Health grant, Members were advised that this was due in part to recruitment and staff vacancies. The post of the Deputy Director of Public Health and Communities had now been filled and only those posts that were really needed were recruited to. The sexual health service was also carrying an underspend as the service was demand led and there had not been the demand for the service that had been expected. The Public Health grant was ring fenced so any underspends went into a separate pot and would be spent on Public Health matters such as trials of new services.
- In response to a question regarding the impact of pressures on NHS budgets and its ability to maintain performance, Members were advised that there was a tremendous

amount of change in local government due to upcoming Local Government Reform. Work had also been carried out with NHS partners in terms of the changes to the Integrated Care Boards (ICB) which were clustering into broader regional ICBs. There were also a number of cost pressures around the NHS more generally. Public Health worked closely with NHS colleagues to support each other in areas of pressure, for example around vaccine uptake.

- In relation to a question regarding in-person health visits to new mums, Members were advised that there had been a slight dip in performance however, the attendance rate was still over 85%. There had been some recruitment issues due to capacity issues nationally. The service had gone through a lot of change since its re-procurement and was now settling in.
- In relation to a question regarding inequalities in relation to vaccination and screening programmes, Members were advised that it was a national issue. In Nottinghamshire this was being addressed through the health protection teams and health protection board looking at how to engage with different communities to reduce stigma, improve communication material and increase uptake.
- In response to a question regarding why there was an increase in the number of health care associated infections due to lower vaccine take up, Members were advised that there was a national downward trend. Nottinghamshire had a higher rate of vaccine take up than the national average but there were some areas of the county where more work was required to improve vaccine uptake. Delivery of vaccines currently sat with NHS England and would likely transfer to the ICB in 2028. Work was being carried out to understand areas such as uptake of vaccinations in pregnancy and which communities were known to be less likely to have vaccinations and how it would be best to engage with them.
- In response to a question regarding substance misuse, Members were advised that Public Health worked closely with the police through the Safer Notts Board. The substance use team also worked closely with the Police and Crime Commissioner and the police with joint commissioning of services. There were several key performance indicators (KPIs) along with a national dataset in relation to the successful completion of treatment. The service was also delivered in a holistic way and provided wider support to get service users back on their feet. As such, the service might initially work for a longer period with service users so that they would not need to be rereferred for further support in the future.
- In response to questions regarding smoking cessation and weight loss, Members were advised that rates of smoking were continuing to fall and there was an aim for Nottinghamshire to be smoke free by 2030, which meant less than 5% of the population being smokers. Obesity was a national and international issue and support was provided to those that wanted to lose weight. A wider range of services was provided and there was significant weight loss through non medicine methods. It was however a complex issue.
- Members asked which public health outcome indicators were of most concern and what was being done about improving outcomes for residents. Members were advised that some of the outcomes and inequalities in child health, around best start

indicators were of concern, which the new healthy families programme should provide some improvements on. It was also noted that inequalities in women's health had been looked at within the Director of Public Health and Communities annual report and there was a comprehensive action plan as part of that work which was being overseen by the Health and Wellbeing Board.

- Other areas of concern and the response to these challenges also included:
 - Persistent geographic health inequalities. The Health Scrutiny Committee would be looking into these during 2025/26
 - Substance misuse support had now received some additional funding which would enable more support to be provided around treatment and recovery.
 - Housing and employment for people with disabilities and serious mental illness was of concern, with the opportunities of working with EMCCA and Local Government Reorganisation being developed.
 - It was noted that many of these areas were however very complex and that outcomes would not change in the short term, but activity was being focussed to deliver improvements in the longer term.

RESOLVED 2025/019

- 1) That the comments and considerations of Overview Committee on Public Health's performance, Vital Signs, financial position and key departmental risks, be noted.
- 2) That the comments and considerations of Overview Committee on Nottinghamshire's current Public Health Outcome Framework performance.
- 3) That the following issue raised by the Committee in its consideration of the report be progressed:
 - a) That further information be shared with members of Overview Committee on the work that is being carried out by Public Health around improving outcomes around substance use in Nottinghamshire.

7. SCRUTINY WORK PROGRAMMES

The Senior Scrutiny Officer, Martin Elliott, introduced the Committee's current work programme. The work programmes for each of the select committees were also appended to the report.

The following information was provided in response to comments and questions asked by Members of the Committee:

- Council Buildings and Property item was scheduled for May as it was a complex matter due to the possible implications of Local Government Reorganisation (LGR). As such further information was required from Government on LGR before any work could be undertaken. Once ready to start, the work could be carried out as a review.

- Members requested that the committee carry out scrutiny activity in relation to the development of a Council-wide menopause policy.

RESOLVED 2025/020

- 1) That the Overview Committee work programme be noted.
- 2) That the work programmes of the three select committees be noted.
- 3) That committee members make any further suggestions for consideration by the Chairman and Vice-Chairman for inclusion on the work programme, in consultation with the relevant Cabinet Member(s) and senior officers, and subject to the required approval by the Chairman of Overview Committee.
- 4) That further scrutiny activity be carried out, in a format to be agreed by the Chairman and Vice-Chairman, and in consultation with officers on the development of Council-wide menopause policy.

The meeting closed at 12.39pm

CHAIRMAN

REPORT OF THE CABINET MEMBER FOR FINANCE AND RESOURCES

BUDGET UPDATE REPORT 2026/27

Purpose of the Report

1. The purpose of this report is to provide an update to Overview Committee on the budget development process for 2026/27 and provide the opportunity for members to raise any specific points for further consideration by Cabinet as part of the budget setting process.

Background

2. Overview Committee at its meeting on 27 November 2025 considered the Budget Update report that set out the financial context for the Council together with the implications for the Council's Medium-Term Financial Strategy (MTFS). This budget update report sets out the updated assumptions for the establishment of the budget for 2026/27.
3. In accordance with the Budget and Policy Framework Procedure Rules, Cabinet will be considering the Council's Budget for 2026/27 at its meeting on 29th January 2026 including proposals regarding Council Tax and the Adult Social Care Precept. Cabinet will also be considering the MTFS, the capital programme for 2026/27 to 2028/29, the supporting Capital Strategy and the Treasury Management Strategy for next year.

The Council Approach to Budget Challenges

4. The 2026/27 Budget is being set against a backdrop of significant financial challenges for local government and, in line with many other local authorities across the country, Nottinghamshire County Council continues to face mounting challenges due to rising demand for services and external economic and inflationary factors. In response, the Council is evolving its service delivery models to ensure that they remain cost-efficient and deliver strong value for money.
5. The financial outlook for local authorities continues to be regarded as the most difficult in decades. The most recent Local Government Information Unit survey of Council leaders, chief executives and finance leads found that 35% of councils expect to face effective bankruptcy within five years, with 6% anticipating this within the next year.
6. Nottinghamshire is in a stronger position than many councils thanks to prudent financial management and ongoing service transformation. This approach has helped maintain service delivery while limiting council tax increases. Reserves are being used strategically to protect services in the short term and allow time to continue to deliver further for transformation activity.

7. To safeguard services from financial strain and to avoid placing additional burdens on residents, the Council is increasingly fostering partnerships across the public sector. These collaborations aim to strengthen service provision and build resilience against fiscal pressures.
8. Several service transformation initiatives are currently underway, with a particular focus on enhancing preventative and community-based services, helping more children and adults to live independently supported by families and communities and with lower levels of need for expensive care interventions. This shift requires innovative approaches, a willingness to explore alternative solutions and will particularly focus on improving services in those most disadvantaged communities where demand is highest.
9. The medium-term goal is to achieve a balanced budget through a framework that adapts the organisation to its financial limits without resorting to short-term cuts. The focus will be on protecting residents, improving outcomes, and mitigating inflationary impacts, especially in disadvantaged communities.
10. This is the background to the Council's ambition to be a forward looking and resilient Council and to assure our residents that the council is equipped to deal both with likely continued increases in demand and prevailing tighter fiscal controls.
11. Long-term sustainability depends on prevention and early intervention to reduce reliance on costly acute services. This requires transforming service delivery to provide more community-based support while improving efficiency.
12. The Council must also recognise that this alone is unlikely to provide a long-term solution to a number of issues which will, in reality, need national change and reforms to 'fix' unsustainable delivery models, across adults and children's care services, and home-to-school transport for children with special educational needs.
13. The Council will continue to strengthen economic, community, family, and individual resilience, helping people remain independent in their homes and communities.
14. Service transformation programmes are underway to enhance prevention services and reduce demand for high-cost care. These initiatives are already delivering benefits for residents and improving financial sustainability.
15. Supporting independence through community networks and local services, rather than expensive residential care, benefits residents, communities, and the Council. Efforts will focus on areas with the greatest need.
16. The budget will help mobilise communities and strengthen partnerships to deliver more efficient, joined-up services. This includes supporting young people to remain with families or in community-based settings and prioritising early family support to prevent costly interventions later.
17. Compared to other councils, Nottinghamshire's position shows that this long-term plan is working. The proposed budget supports its continued delivery.

18. Despite financial pressures, the Council remains committed to investment through its capital programme, including “invest to save” projects and major infrastructure improvements that drive economic growth.

The Nottinghamshire Plan 2025-29

19. At the Full Council meeting held on 20 November 2025, the Council approved The Nottinghamshire Plan 2025-29. This new, ambitious plan outlines the Council’s ambitions and priorities, delivering effective and efficient public services to the people of Nottinghamshire.

20. The activity detailed in the Plan is built around the aim of making life better for families and communities across the county.

21. To achieve this, the Plan is structured around three key outcomes the Council wants to achieve for our residents over the next four years:

- **Stronger families, caring connections** – We believe everyone should get the best start in life, with all children able to access a good education and live in a loving family home. As we grow and live our lives, we know that family – the people we feel close connections with – help us feel cared for and supported.
- **Rooted in communities, thriving together** – We believe that having a place to call home and feeling part of your community helps people stay healthy, safe, and independent. We want to support friends, neighbours, and local groups to look out for one another, stepping in and providing help when someone needs it.
- **A connected county, creating opportunity** – We want Nottinghamshire to be a strong and successful county that attracts the investment and development it deserves. We will work to make sure that any investment benefits local people—by improving transport, digital connections, the condition of our road network and protecting our local environment.

22. A fourth area of focus – a Council that leads, a Council that listens – serves as the Council’s internally focussed theme that aims to improve our own ways of working. It focuses on efficiency, working more closely with communities, developing a skilled, committed workforce, whilst being forward-looking and collaborating with partners to maximise the opportunities of local and national policy changes.

23. To deliver on the ambitions and priorities outlined in our Plan, the Council will work together with a wide range of public, private and voluntary sector organisations, as well as communities themselves.

24. Finally, the Plan describes the Council’s approach to deliver for people and communities. The key principles are: -

- **Your voice counts** – We will involve people in decisions that affect them. We will design services with input from those who use them, listening carefully so we can better connect with communities.
- **Teamwork matters** – We will work more closely with residents and partners across Nottinghamshire to get the best results for local people and communities.

- **Prevention first** – We will focus on the building blocks that support good health and wellbeing, like education, jobs, housing, and strong communities. We will also make sure people get help early to stop problems from getting worse.
- **Being open and honest** – We will be clear about what’s going well and what needs improving. We will test new ideas, learn from them, and keep getting better.
- **Keeping it practical** – We will focus on what really makes a difference in people’s lives, with actions that lead to real, measurable improvements.
- **Making the most of resources** – We will spend money wisely, cut unnecessary red tape, and find smarter ways to work whilst still delivering good quality services.

Budget Survey 2025

25. The production of the Council’s budget is undertaken in accordance with the requirements of the Council’s Constitution.
26. A key element of the Council’s budget setting process is consultation with stakeholders.
27. The consultation went live on 25th November 2025 and closed on the 7th January 2026. The survey asks people for their views about how the Council spends its allocated budget.
28. The survey was shared with partners, including groups representing the business community and other relevant stakeholders including the trade unions at Central Joint Consultative and Negotiating Panel (JCNP).
29. The results of the survey will be reported to Cabinet in January 2026 as part of the Annual Budget Report 2026/27.

Local Government Reorganisation

30. As detailed in a report to Full Council in November 2025, the Local Government Reorganisation in Nottinghamshire is part of a national initiative to streamline council structures under the Government’s English Devolution White Paper. The proposal aims to replace the current two-tier system with new unitary authorities to improve efficiency and service delivery.
31. Final proposals were submitted to the Government in November 2025, with decisions expected in Spring/Summer 2026 and new Authorities expecting to commence operations on 1 April 2028. The November 2025 Full Council Report also set out the transition costs required to establish the new authorities and deliver the changes required to achieve the transformation benefits. It is proposed initially that the Council’s share of these costs will be funded from a combination of reserves and capital receipts. These costs are not yet reflected in the Budget.

The Medium-Term Financial Strategy (MTFS)

32. Given the implications of LGR, this MTFS is a three-year rolling strategy which sets the framework for how the council plans to use its financial resources to fund the activities required to deliver on the council's priorities. The MTFS informs the annual budget process and assists the Council in meeting the legal requirement to set a balanced budget each year.
33. The MTFS brings together the key areas which affect the Authority's Revenue and Capital budgets and plans for these over the medium-term. The key objectives of the MTFS are as follows: -
- To ensure that effective financial planning and management contributes to the Authority's achievement of its strategic ambitions,
 - To ensure that the Council is financially resilient, stable and sustainable for the future,
 - To forecast the resources available to the Council and to plan for the changes in the level of these resources over the life of the Strategy.
 - To estimate the expenditure requirements over the life of the Strategy to ensure value for money is achieved and resources are utilised where outcomes are measurable and have real impact.

Background to the Budget

34. This report sets out the detailed background to the Council's budget position over the life of the Medium-Term Financial Strategy (MTFS), which is the key financial plan for the Council.
35. The Council's financial position has been challenging now for several years. More recently, the main drivers of pressure on the Council's budget have related to inflation and rising costs (including wage rises) and to increased demand for local government services, particularly from social care areas. This is why services continue to be under pressure, despite an overall increase in spending on services. The impact upon the Council's finances, because of the increase in overall costs, is being replicated across the country.
36. The strategic and financial planning for 2026/27 continues to be undertaken within the context of continued geopolitical uncertainty owing to the on-going conflicts in Ukraine and the Middle East with a consequent impact in relation to global energy and food supplies.
37. It necessarily follows that the national economic landscape continues to impact on the Council's MTFS. CPI inflation has been higher than the Government's 2% target throughout 2025, as of November 2025 it stood at 3.2%. Volatility in the market and forecasts of Bank of England maintaining higher interest rates for longer reflects continuing risk that inflation may remain above the Government's target. In that situation and without a commensurate increase in financial resources, the spending power of the Council will become further eroded.
38. The risks arising from inflation, which is also impacting household incomes, was recognised in the Annual Budget Report to Full Council in February 2025. Additional reserves were set aside in the risk-based General Fund reserve regarding inflationary pressures, increased on-going risks in Children's and Adults Service and inherent challenges faced specifically in the social care market.

39. The Council closely monitors developments across the local government landscape and takes account of the financial issues being reported by other authorities. The Local Government Information Unit (LGiU) research undertaken in March 2025 indicated that 35% of English Local Authorities expect to issue a Section 114 notice in the next five years, which gives formal notice that a council cannot balance its budget. This serves to highlight the underlying fragility and lack of resilience within the wider local government sector with nearly all authorities citing surging service demand as a critical financial pressure. Whilst some of the issues that plague Local Authorities are specific in nature (e.g. exposure to commercial risk, excessive levels of borrowing, Equal Pay Claims) it is the Section 151 Officer's focus to ensure that the issues faced by those councils at risk are not replicated in Nottinghamshire by a failure to set a robust and sustainable budget.
40. The current projected capital programme outturn for 2026/27 is £145.3m. As part of the budget setting process a review of the capital programme has been undertaken.
41. As part of the budget setting process the Council has conducted a full review of the budget pressures and underlying assumptions held within the MTFs. The Council has also received provisional information on the level of funding it can expect in 2026/27. This report will drive the recommendations that will be submitted for approval to the Full Council meeting on 26 February 2026.
42. It is also important to note that our Budget setting process does not happen in a vacuum, and this year we will see fundamental changes to the delivery of public services in our County with the transfer of Transport from the County Council to the East Midlands County Combined Authority (EMCCA) and the subsequent introduction of a levy for fund them. In addition, Highways capital funding is now allocated through EMCCA rather than being provided directly by the Department for Transport. This change reflects the devolution arrangements that transfer certain transport and infrastructure responsibilities to EMCCA, enabling more regionally focussed decision making and investment priorities.

February 2025 Budget Position

43. When the Council's budget was approved in February 2025 the funding shortfall identified for the three years to 2027/28 totalled £18.5m. This financial position is shown in Table 1 below: -

Table 1 – Medium-Term Financial Strategy as at February 2025

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Year on Year Savings requirement (February 2024 Report)	-	20.0	16.0	-	36.0
Additional Pressures / Inflation	34.1	7.0	7.7	33.4	82.2
Increase in Contingency for Pressures/Inflation Risk	4.7	-	-	-	4.7
Change in Pay related Inflation	4.7	0.2	0.2	4.8	9.9
Amendments to Portfolio base budgets	(1.1)	0.2	-	0.1	(0.8)
Change in Grant Funding	(34.1)	1.2	-	-	(32.9)
Increase in Council Tax	(13.9)	(16.0)	(17.5)	(29.8)	(77.2)
Change in Council Tax Base assumptions	0.3	-	-	(6.4)	(6.1)
Change in Council Tax Surplus/Deficit	1.1	(1.1)	-	-	-
Variation in use of Reserves	5.2	(5.2)	-	2.9	2.9
Other Corporate Adjustments	(1.0)	0.5	(0.1)	0.4	(0.2)
Revised Gap	-	6.8	6.3	5.4	18.5

The Council's Current Financial Position

44. As reported to the Cabinet Member for Finance and Resources at Period 7, the Council reported a forecast overspend of £5.9m in the current financial year. This out-turn is comprised of a net £11.1m portfolio overspend mainly because of forecast overspends in Adult Social Care services. This forecast overspend is offset by underspends in central items such as interest and Section 31 Business Rates relief. Any overspend at year-end will draw upon reserves.

45. There are several on-going risks that are also set out in the Period 7 Financial Monitoring Report. As such, the financial position will be kept under close review for the remainder of the financial year and reported to Cabinet or the Cabinet Member for Finance and Resources according to the budget monitoring timetable.

Main Risks

46. Within the MTFS a number of assumptions are made with regard to a wide variety of factors including future Council Tax policy, Business Rates income and Government Grant levels. Any variation from these assumptions has implications for the level of resources available to the Council.

The following key risks must also be managed in order to deliver our budget strategy: -

- **Economic Risks** – Underlying risks caused by the aftermath of global energy and fuel inflation and the associated cost of living crisis have been compounded by national economic issues. CPI inflation has been higher than the Government's 2% target throughout 2025, as of November 2025 it stood at 3.2%. Volatility in the market and forecasts of Bank of England maintaining higher interest rates for longer reflects continuing risk that inflation may remain above the Government's target. In that situation and without a commensurate increase in financial resources, the spending power of the Council will become further eroded.
- **Risks to Funding** – The spending intentions for local government could differ from assumptions contained in the current MTFS. Although the latest provisional local government finance settlement gives an indication of funding for the next 3 years there is always a risk that Government funding constraints in future may be implemented if Government's budget expectation need revising. In addition, due to several funding streams relying on the local element of business rates and council taxbase increases, this relies on continual growth in the local economy. Any differences will, in turn, impact upon the level of resources available to the Council.
- **Employee Offer Pay Award** – As raised in the Budget Update report in November the higher inflation rate will also put upward pressure on pay awards. Hence it is prudent to increase the assumption in the current model to 3.00% in 2026/27 and a further 2.00% across the MTFS to 2028/29. The Pay Award for 2026/27 is still to be discussed and the outcome of these negotiations will indicate the extent of any additional pressure in the MTFS. With inflation and specifically wage inflation remaining higher for longer there is a requirement to increase our assumed pay award.
- **Demand and Demography Risk** - This Medium-Term Financial Strategy contains risks surrounding the estimation of demand and demographic pressures within services such as Adult Social Care and Children's Services, including determination of key income budgets that rely on the number of users of a service and risk that inflation on the cost of demand and demography will be higher than assumed in the MTFS.
- **Political Landscape** - Following the General Election in 2024, the new Government's first King's Speech laid out forty proposed bills under six themes that set out the Government's main priorities in this Parliament. These were Economic Stability and Growth (in which devolution to the Mayoral Combined Authorities was a prominent proposal), Britain becoming a clean energy superpower, creating secure borders and cracking down on anti-social behaviour (with local authorities taking a prominent role), breaking down the barriers to opportunity, health, and national security. The focus on these priorities inevitably impacts on the Government's expectations of the role of local government and the areas for which funding is made available.

Revisions to the MTFS

47. The following sections of the report set out the revisions that were made to the MTFS between the 2025/26 Budget Report that was agreed at Full Council in February 2025 and the Budget Update Report presented to Cabinet in November 2025.

48. **Pressures, Inflation and Mitigations** - As part of the budget setting process, departments have been asked to justify existing pressures and inflation that are approved in the current approved MTFS. In addition, they have been asked to consider uncertainties not previously reflected in budget planning assumptions. It is important to note that, because of transformation activities that have taken place across the Council, several mitigation measures have been identified which lessen the impact of the identified pressures (see Appendix B).

49. The updated MTFS reported to Cabinet on 6 November 2025 is shown in Table 2: -

Table 2 - MTFS at November 2025

	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Year on Year Savings requirement (February 2025 Report)	6.8	6.3	5.4	18.5
Increase in Service Pressures - Gross	24.5	6.5	6.3	37.3
Change in Inflation - Gross	4.3	0.5	1.0	5.8
Mitigations	(18.3)	(15.9)	(11.1)	(45.3)
Amendments to Portfolio base budgets	(0.6)	-	0.2	(0.4)
Revised Shortfall	16.7	(2.6)	1.8	15.9

50. **Reserves** – it should be noted that the deficit position reported to Cabinet was on the assumption of using £27.9m of earmarked reserves across the MTFS period.

Further Revisions to the MTFS Assumptions

51. The following sections of the report set out the revisions to the MTFS since the Budget Update to Cabinet in November. This follows the announcements made in the Autumn Statement that was delivered on 26th November 2025 and the Provisional Local Government Finance Settlement that was announced on 17 December 2025.

52. **Pressures and Inflation** – following the Autumn Statement, the assumptions have been revised following confirmation that the National Living Wage (NLW) will be increasing to £12.71. Work has been undertaken to improve the model for estimating the impacts of the NLW. Based on our previous assumptions and a review of external contribution estimates, this equates to a reduced pressure across the MTFS of £2.1m.

53. The increase in gross pressures and inflation bids received by Departments to 2028/29 totals £40.0m. These pressures have been mitigated by both portfolio and service level intervention by measures totalling £44.2m to give a net pressure reduction of £4.2m across the MTFS. Total pressures and inflation to 2028/29 now stands at £94.2m and a detailed breakdown is presented in Appendix A.

54. It is considered prudent to highlight the level of risk inherent in the pressures listed in Appendix A and the containment of these pressures will be heavily contingent upon achieving the significant level of mitigation totalling £44.2m across the MTFS (see Appendix B). Demand pressures have increased by a net figure of £7.3m in 2026/27 due mainly to a forecast increase of £4.5m in the Adult Social Care portfolio which reflects extensive growth in care package demand. Particular headwinds are being felt within the Adult Social Care pressure. These include but are not restricted to:

- Pressures from increased complex needs of people in receipt of care and support;
- Increasing cost pressures from providers, including National Living Wage;
- Increasing pressures from partners, including ICB for us to share in their particular fiscal challenges.

55. The Adult Social Care Department Senior Leadership Team are developing a Recovery and Redesign Plan to ensure that they can deliver an effective service despite these challenges. This includes a series of actions and mitigations in the current year to provide a sound foundation for the remaining period of the MTFS.

56. The MTFS recognises the increasing demography and consequential demand pressures for services in Adult Social Care and Children and Families; both of which are based upon various assumptions that evolve throughout the budget cycle. The key assumptions that underly the significant pressures upon our services can be summarised as follows:

Children’s & Families

Key Assumptions	2026/27 £000	2027/28 £000	2028/29 £000	TOTAL £000
Growth in External Placements for LAC	1,481	1,161	261	2,903
<p>This is primarily an activity pressure due to the continued increase the number of children in LA care that need to be placed in expensive externally commissioned provision due to an increase in the complexity in presenting needs, alongside a decrease in internal fostering placements. This is not unique to Nottinghamshire; it is a widely recognised nationwide issue.</p> <p>The forecast overspend in future years is driven by growth in the number of children looked after by the local authority with multiple and complex needs who require specialist placements at a high cost. It is not an overall growth in young people in care but based on increasing cost per child, with an overall increase in the number of children cared for in externally commissioned children’s homes as opposed to in Nottinghamshire children’s homes or fostering families.</p>				

Adult Social Care

<u>Key Assumptions</u>	2026/27	2027/28	2028/29	TOTAL
	£000	£000	£000	£000
Care Package Demand for Adults Aged 18-64 Years	14,059	3,308	7,568	24,935
<p>This budget pressure reflects rising demand and increasing complexity in care for working-age adults (under 65), including young adults transitioning from children's services. Advances in childhood healthcare mean more individuals with complex physical and learning disabilities are living into adulthood. While the number of people with profound disabilities remains relatively small, the cost per individual can be very high.</p> <p>The assumptions behind these figures are based on projected accommodation needs and evidence of growing demand and higher costs for care packages, using a "predicted needs" methodology.</p>				

<u>Key Assumptions</u>	2026/27	2027/28	2028/29	TOTAL
	£000	£000	£000	£000
National Living Wage - External	9,520	9,942	10,552	30,014
<p>The National Living wage is increased each year, the current rate is £12.21. Rates used for 26/27 £12.71 (Actual), 4.42% inflation for 26/27 = £13.27 and 4.42% inflation for 28/29 = £13.86.</p> <p>The increase in the NLW has only been applied to the employees' costs and the profit element and has not included an increase for inflation on other overheads. The pressure assumes that all employees are over 25 or paid at the over 25 rate. In addition, the pressure figures reflects a review that has been undertaken on client and health contributions.</p>				

Local Government Policy Statement

57. On 20 November 2025, Minister of State (Minister for Local Government and English Devolution) Alison McGovern announced the publication of the Government 2026/27 to 2028/29 Local Government Finance Policy Statement in a Written Ministerial Statement. This marks the start of the Settlement process which for the first time in a decade, is a multi-year settlement covering the next three financial years through to March 2029. The key announcements for the sector were as follows: -

- First Multi-Year Settlement (MYS) in a decade covering 2026/27, 2027/28 and 2028/29
- Significant emphasis on deprivation targeted funding - £600m Recovery Grant Remains throughout the MYS
- Total distributable quantum remains unknown
- Remoteness removed from all service specific relative needs assessments except for Adult Social Care
- Council Tax referendum principles remain unchanged for the MYS period.

Autumn Budget Statement 2025

58. On 26 November 2025, the Chancellor of the Exchequer the Rt Hon Rachel Reeves announced the Autumn Budget 2025 in a speech to the House of Commons which began with the Chancellor stating that the budget with 'fair and necessary choices' will deliver 'the biggest drive for growth in a generation'.
59. As part of the statement, it is expected that a three-year provision Local Government Finance Settlement for 2026/27 to 2028/29, the first multi-year settlement in a decade, will be published during the week commencing 15 December, ahead of the parliamentary recess on 18 December.
60. The main headlines that were of interest to local government are as follows: -
- A partial solution to SEND deficits where spending on SEND from 2028/29 will be absorbed within departmental revenue expenditure limits. This would mean that local authorities would not build up further DSG deficits from 2028/29, but no announcements were made regarding those deficits that will have been built up to 2028/29.
 - Tax rises worth £26bn, £15bn in personal tax from 2028/29.
 - Minimum wage increased by 50p an hour to £12.71 for over 21s in April 2026.

Provisional Local Government Finance Settlement 2026/27

61. On the 17th December 2025, Minister of State Alison McGovern MP announced the Provisional Local Government Finance Settlement in a written ministerial statement. This marks a significant change to the model used to distribute funding to local government since 2013 and includes several additional complications with the number of specific grants that have been rolled into core funding. The main headlines arising from the announcement are as follows: -
- First multi-year settlement in a decade covering the financial years 2026/27 to 2028/29.
 - Core spending power uplift of 5.7% in 2026/27 followed by 4.3% and 4.4% in 2027/28 and 2028/29 respectively
 - Councils tax thresholds set at 3% with an additional 2% specifically for adult social care
 - Shift towards Fair Funding Review 2.0 with revised funding models aligning more closely with deprivation and local needs
 - Consolidation and simplification of grants streamlined into fewer funding streams
 - Business rates retention reforms to align local incentives with growth and ensure retention of revenues from new developments.

62. **Fair Funding Allocation** – The Provisional Local Government Finance Settlement confirmed the 2026/27 Fair Funding allocation and provided indicative allocations for the following two financial years as set out below: -

£m	2026/27	2027/28	2028/29
Baseline Funding Level	170.1	174.0	177.6
Revenue Support Grant + Better Care Fund	164.1	182.6	202.7
Fair Funding Allocation	334.2	356.6	380.3

63. The Fair Funding allocations are included in Table 3 below. The table has also been amended to reflect the residual risk that remains in the MTFs model alongside decisions that are pending in relation to Council tax. Also reflected in the table are recent changes to pressures and inflation that have emerged since the November 2025 budget update report. It is therefore prudent to acknowledge that the 2026/27 budget setting process remains fluid and consequently all base budgets will continue to be reviewed along with the financial planning assumptions that underpin the MTFs. Any changes will be detailed in the Draft Annual Budget Report to Cabinet in February 2026 and confirmed at the Full Council meeting later that month.

Table 3 - MTFs at December 2025

	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Year on Year Savings requirement (February 2025 Report)	6.8	6.3	5.4	18.5
Change in Pressures	9.5	(9.6)	(4.1)	(4.2)
Pay Inflation	2.4	0.1	0.1	2.6
Additional Gov Grants	(10.4)	(18.5)	(20.1)	(49.0)
Business Rates Reset / Growth	(22.3)	(3.9)	(3.5)	(29.7)
Amendments to Portfolio base budgets	0.3	-	-	0.3
Remove Use of Reserves	12.0	(2.3)	(2.9)	6.8
Remove Council Tax increase assumptions	25.8	27.8	29.8	83.4
Revised Shortfall/ (Surplus)	24.1	(0.1)	4.7	28.7

Future Options and Sensitivities

64. **Reserves** – a robust reserve strategy underpins the delivery of the MTFs, however it is acknowledged that the use of reserves does not represent a sustainable solution to budget management. Reserves provide a short-term fix, but their use only delays the requirement for a permanent solution. The Council also needs to maintain an appropriate level of reserves to guard against unforeseen event.

65. It has been reported throughout the current financial year, and further down this report, that the Council is heading towards a significant deficit on the High Need Block. This is because of the support and cost required for those children and young people with special educational needs and disabilities who require additional resources to participate in education and learning. The MTFs approved in February 2025 included an embedded use of reserves totalling £27.9m

which was allocated to ensure a sustainable funding position across medium-term. However, owing to the requirement for cash funding attached to the High Need Block, consideration should be given as to whether the Council retains reserve levels to offset the funding deficit in the High Needs Block and reduce the potential need to borrow. To quantify the potential impact of this strategy, the use of reserves has been removed from the MTFS reflected in Table 3.

66. In recent years additional reserves have also been set aside in the risk-based General Fund regarding inflationary pressures, increased on-going risks in Children’s and Adults Services and challenges faced specifically in the social care market following the pandemic. The balance on the General Fund at 31st March 2025 was £35.9m and the Section 151 Officer is required to recommend a level of proposed General Fund balance in 2026/27 that is regarded as acceptable cover for any reasonable level of unforeseen events.

67. **Non-Achievement of Mitigations** – As set out in Appendix B, the net level of pressures is heavily reliant on full achievement of a £44.2m mitigation programme. It should be noted that the most prevalent reasons for in-year overspends across the local government sector are (i) increases in demand and (ii) non-achievement of savings / mitigation plans. Therefore, as part of the budget setting process, consideration should be given as to whether a contingency should be established to manage the risk.

Table 4 – Effect of Implementing a Mitigations Contingency

	2026/27	2027/28	2028/29	Total
Total Mitigations	18.0	15.6	10.6	44.2
10% Contingency	1.8	1.6	1.1	4.4
20% Contingency	3.6	3.1	2.1	8.8
30% Contingency	5.4	4.7	3.2	13.3

68. **Council Tax** – It is prudent to consider all decisions in relation to reserves in conjunction with the relative effect of decisions relating to Council Tax. The MTFS approved in February 2025 included an assumed maximum permitted 4.99% increase to Council Tax in each year to 2028/29. The Provisional Local Government Settlement confirmed that councils will be permitted to raise core Council Tax by 4.99% per referendum principles across the multi-year assessment period and Government quotes the total funding available to local government on the expectation that councils will maximise council tax. However, decisions on setting such levels are taken on an annual basis and to acknowledge this fact, the financial impact of the pending decision upon Council Tax has also been reflected in Table 3.

69. The effect of a range of potential Council Tax increases on the MTFS is reflected in the table below.

Table 5 – Effect of Council Tax uplifts on the MTFS

Effect of Council Tax Uplift 26/27	Uplift %	Yield (£m)	Incremental MTFS Yield (£m)	Band D
	0.0%	-	(25.5)	£1,894.54
	1.0%	5.2	(20.3)	£1,913.49
	2.0%	10.2	(15.3)	£1,932.43
	3.0%	15.4	(10.1)	£1,951.38
	4.0%	20.5	(5.0)	£1,970.32
Current Assumption	4.99%	25.5	-	£1,989.08

70. **Tax Base** – As new houses are built the Council Tax base increases. Over the last 5 years the growth rate has fluctuated due, in part, to the challenging economic climate. The Council taxbase is predicated on information provided by District and Borough councils which calculates the number of Council Tax band D equivalent residential properties in Nottinghamshire less any discounts and exemptions that must be applied according to statute. Taxbase information will be provided by 15 January 2026 and the MTFS will be updated accordingly to reflect the reported figures. A forecast growth assumption of 1.20% per annum has been factored into the MTFS, which translates into £6.1m of additional Council Tax yield for 2026/27 independent of any additional increase to the Council Tax rate. The sensitivity of this assumption in terms of effect on forecast council tax income is as follows:

Table 6 – MTFS Taxbase Sensitivity

2026/27	Growth	Taxbase Yield (£m)	Change (£m)
	1.00%	5.2	(0.9)
	1.10%	5.7	(0.4)
Current Assumption	1.20%	6.1	-
	1.30%	6.7	0.6
	1.40%	7.2	1.1
	1.50%	7.7	1.6

71. **Savings** – Previously approved savings totalling £7.4m are included within the MTFS.

Complementary Budget Construction Activities

72. Alongside the 2026/27 Budget Construction process, several additional reviews have or are currently taking place as follows: -

Efficiency Working Group

73. On 23 June 2025, Cabinet approved the establishment of an Efficiency Working Group to commence a review of the Council's financial management, procurement and contract management arrangements. The aims of the review are to both address financial pressures

and enhance value for money across the Council's services. This initiative is part of a broader strategic response to budgetary challenges and aims to demonstrate that the Council is run efficiently and effectively.

74. Initially it reviewed the procurement and budgetary control process across the Council. It also saw the overview of the scale and scope of the Council's Portfolio of Change which includes proposals for future savings and cost reduction through a series of transformation programmes, including use of new technologies, digital tools, improving outcomes for residents in ways that reduce cost, and by investing in prevention and early intervention. This purpose has been met through the mitigation programmes through the Council's Medium Term Financial Strategy set out in the Portfolio of Change identified in this report.

75. In addition, it also undertook a series of reviews to assure the Council it was working efficiently as well exploring new opportunities as they arose. These included reviews into:

- the use of agency staffing
- ICT costs
- approach to energy procurement
- approach to capital receipts
- Adult Social Care fees & charges
- Corporate fees and charges
- use of printing
- Arc & Via's contribution to efficiencies
- the Coroners Service

76. The Efficiency Review aims to incentivise Departments to be as efficient as possible whilst also providing assurance to Nottinghamshire residents about the extent to which the Council's financial management is robust, efficient and provides value for money for the taxpayer. Some of the outcome from the individual reviews, however small, have provided support to reducing Portfolio overspends in 2025/26 which will continue to support budget forecasting into 2026/27.

Highways Review

77. As reported to Cabinet in November 2025, the Highways Review undertaken by a Cabinet Member Working Group, sets out to improve Nottinghamshire's road network amid rising maintenance challenges and a national backlog of repairs. Key priorities coming out of the review include:-

- Maximising Funding Opportunities
- Prudent Asset and Network Management
- Effective and Efficient Delivery
- Improved Communications and Community Led Work

78. Delivery will be driven by Via East Midlands Ltd, focusing on modernisation, technology adoption and community engagement. Recommendations aim to maximise funding, improve service efficiency, and create a more resilient and sustainable network aligned with the Council's strategic objectives.

Dedicated Schools Grant - High Needs Block

79. The Department for Education's High Needs Operational Guide 2025/26 states that high needs funding should be used to support provision for children and young people with special educational needs and disabilities who require additional resources to participate in education and learning, mainly in schools and colleges, from their early years to age 25 (excluding young people aged 19 to 25 who do not have an Education, Health and Care Plan and individuals who are over the age of 25). The funding should also support children up to age 16 in alternative provision who, because of exclusion, illness, or other reasons, cannot receive their education in mainstream or special schools.
80. Local Authorities' High Needs Funding has been placed under increased scrutiny in recent years as the number of Local Authorities with Dedicated Schools Grant (DSG) deficits continues to grow. The Institute of Fiscal Studies reported in December 2024 that high needs spending has been consistently higher than funding by £200m to £800m per year between 2018 and 2022 mainly because local authorities have a statutory obligation to deliver the provisions set out in Education Healthcare Plans. As a result, local authorities have accumulated large deficits in their high needs budgets, estimated to be at least £3.3 billion by the end of the 2024/25 financial year.
81. Councils are currently permitted, via a statutory override, to keep high needs deficits (where the cost of providing support outstrips the SEND budgets available to councils) outside of their revenue accounts. As part of the Autumn Statement 2025, it was announced that the Government will fully absorb SEND provision costs from 1 April 2028 onward but the treatment of deficits incurred to that date is still unclear.
82. A recent report from the Local Government Association suggests that over half of councils that support children with special educational needs and disabilities (SEND) have warned they will become insolvent when, in March 2028, the statutory override ends and deficits are recognised on LA's balance sheets.
83. To date, unlike many Local Authorities, Nottinghamshire County Council has managed to avoid going into a DSG deficit position despite being relatively lower funded for High Needs due to the Government's funding allocation methodology. However, an overspend of £18.1m on the High Needs budget in 2024/25 reduced the Non-Individual Schools Budget (Non-ISB) reserve down to just £1.1m. As shown in the table below, the Children and Families portfolio are currently forecasting an overspend of £37.2m on the high needs block for 2025/26. Future year risks to DSG overspends are being mitigated through the Inclusion and SEND programme.

Table 7 – School’s Budget Position

Previous Month’s Variance OS/(US)	Funding Block	Budget £m	Forecast Expenditure £m	Forecast Variance OS/(US) £m
-	Schools	705.750	705.750	-
35.870	High Needs	130.233	167.481	37.248
(0.301)	Early Years	127.331	127.03	(0.301)
-	Central Services	5.919	5.919	-
35.569	Total	969.233	1,006.180	36.947

84. This forecast out-turn position will result in a forecast Non-ISB reserve deficit of around £35.3m at the end of the current financial year after taking into account brought forward balances and other adjustments. Unfortunately, this overspend requires the Council to hold positive reserve balances to offset. This requires the Council to review and increase the level of reserves consequently.

Public Service Reform & Mitigation Plan

85. The Council operates in a rapidly changing environment. As a result, we need to continue to change and innovate to deliver the Council’s priorities and ensure that we continue to deliver good value for money to the taxpayer. We approach change with optimism and creativity and are always thinking about what more we can do.

86. To effectively deliver change, we have developed a way of bringing together the programmes and projects into one place. We call this the ‘portfolio of change’ which has been developed to focus on the following aims.

Improving experience and outcomes for residents in ways that reduce the cost to the Council:-

87. Nottinghamshire is a great place to live and work, but we know that there are still inequalities in outcomes for some people and places across the County. Our change portfolio seeks to deliver benefits to the people of Nottinghamshire, improving equity and the experiences of care and support, prioritising prevention and helping people to get the right help at the right time.

88. For example, we will transform the way our family help and child protection services are delivered. We will work together with partners to improve the experiences of children with special educational needs and disabilities (SEND) and young people preparing for the transition to adulthood. We will increase the availability of supported living for adults accessing care and support, to support more people to live more independently.

Maintaining financial sustainability and managing risks to the Council

89. The Council's finances face ongoing challenges, with increases in the demand and costs of service delivery likely to exceed any growth in the resources available.
90. The portfolio contributes to our financial sustainability by delivering savings, efficiencies and reducing future budget pressures (pressure mitigations). Between 2026/27 and 2028/29 there are £44.2m of pressure mitigations built into the MTFs. Appendix B provides a summary of the activity that is helping to minimise the budget pressures that are set out in this report. The progress of the delivery of this work will be regularly reported to the Overview Committee and Cabinet.

Responding to public service reform opportunities and working collaboratively with public sector partners to deliver long-term change

91. Continuing to deliver good outcomes, with public sector finances under pressure and increases in demand for care and support, will require us to think differently about how we deliver together with our system partners, providing more joined up and seamless service. National reforms also require us to make significant changes to the ways in which we operate and deliver for the people and communities of Nottinghamshire.
92. In 2026/27, we will begin implementation of a reorganisation of local government and we will work with partners to develop new and integrated system responses, to continue to deliver positive outcomes with reduced resource.
93. The Council's activity is organised into the following programmes of work:-

- **Inclusion and Special Educational Needs and Disabilities (SEND)** – improving the experience of children, young people and families with special educational needs and disabilities, ensuring that they receive effective graduated and integrated support to meet their education, health and care needs.
- **Families First Partnership** – changing the way we help and support families so that children are safe and cared for in their families, preventing the need for children to be protected or cared for by the Council.
- **Homes for Children in Care** – ensuring that children who are cared for by the Council live in family-based homes wherever possible. When they need to live in a residential setting, it is high quality, delivers positive outcomes and represents good value for money.
- **Adult Social Care** – optimising packages of care through a greater focus on outcomes, resilience, empowerment and cost, strengthening outcome-based commissioning and contract management, reviewing our processes and approach to ensure we work in the most effective way.
- **Thriving Communities** – working with system partners to grow the assets in our communities to help people access the right help at the right time, building the

foundations for good health and wellbeing and preventing or delaying the need for people to access services.

- **Forward Looking and Resilient Council** – ensuring the Council continues to deliver value for money to the taxpayer, developing more efficient and effective ways of working for the Council, harnessing new and innovative practices (e.g. digital) to enhance productivity.

94. The above paragraphs set out the progress of the MTFs and impact on the budget gap. Assumptions will continue to be updated as we progress through the budget setting process. Final Local Government Finance Settlements and grant announcements are expected in January 2026 but the key date above all else is the Council meeting on 26 February 2026 and prior to that the Cabinet meeting on 29 February 2026. The report to Cabinet will set out the Council's final budget proposals in order to set a balanced budget for 2026/27.

Budget 2026/27 Key Milestones

95. The key milestones associated with the 2026/27 budget setting process are set out in the table below: -

Activity / Meeting	Date
Final Local Government Settlement	Late January 2026
Tax Base Information from District	15 January 2026
Overview Committee	15 January 2026
Draft Budget Report to Cabinet	29 January 2026
Full Council - Annual Budget Report 2026/27	26 February 2026

Equalities Impact Assessment

96. When setting the budget, the Council must be mindful of the potential impact on service users.

97. The Equality Act 2010 imposes an obligation on Members to have due regard to protecting and promoting the welfare and interests of persons who share a relevant protected characteristic (age; disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation).

98. An initial high-level Equality Impact Assessment (EIA) in relation to the Council's proposed Revenue Budget Report 2026/27 will be undertaken at a corporate level to identify any potential areas where there is a significant risk of adverse impact. This will outline the overall likely impacts upon different groups based on those areas which may have been identified for savings plans. Where a significant risk of adverse impact is identified this would then be subject to a full Equality Impact Assessment process prior to Cabinet decisions on individual services.

99. As set out above, this is an initial high-level assessment recognising potential future impacts. In tackling a budget deficit whilst ensuring continued value for money as the Council delivers its priorities, the Council will in future need to consider budget savings. Any resulting savings may result in reductions or changes to frontline services, which directly affect the people of Nottinghamshire. Many of the Council's services are targeted at particular groups including older people, people with disabilities, children and younger people and families. These services

command the largest parts of the Council's budget. Detailed savings plans are being determined and if implemented are likely to be subject to more detailed consultation on the specific proposals.

100. The initial EIA will also reflect upon the ongoing work to develop a cumulative impact analysis and to consider the linkages between the Council's budget savings and those being made elsewhere in Government and by other public sector partners.

Statutory and Policy Implications

101. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Other Options Considered

102. This report provides an update of the Budget together with confirming the approach to reviewing the budget for 2026/27.

Reasons for Recommendations

103. To provide information to Overview Committee on the Council's approach to the budget setting process and the current assumptions behind the budget and provide the opportunity for the Committee to feedback any specific points on the Budget for 2026/27.

RECOMMENDATIONS

- 1) That Overview Committee considers: -
 - a) The assumptions that underpin the development of the 2026/27 Annual Budget Report and the Medium-Term Financial Strategy.
 - b) Any specific issues around the development of the 2026/27 Annual Budget Report and the Medium-Term Financial Strategy that it would like to refer to Cabinet for further consideration.

Councillor Stuart Matthews
Cabinet Member for Finance and Resources

Legal Implications (SSR 29/12/2025)

104. Pursuant to the Nottinghamshire County Council Constitution this Committee has the delegated authority to receive this report.

Local Government Reorganisation Implications (GB 02/01/2026)

105. There are no Local Government Reorganisation issues arising directly from this report.

Financial Comments (GB 02/01/2026)

106. The financial implications are set out within the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

Summary of Budget Pressures

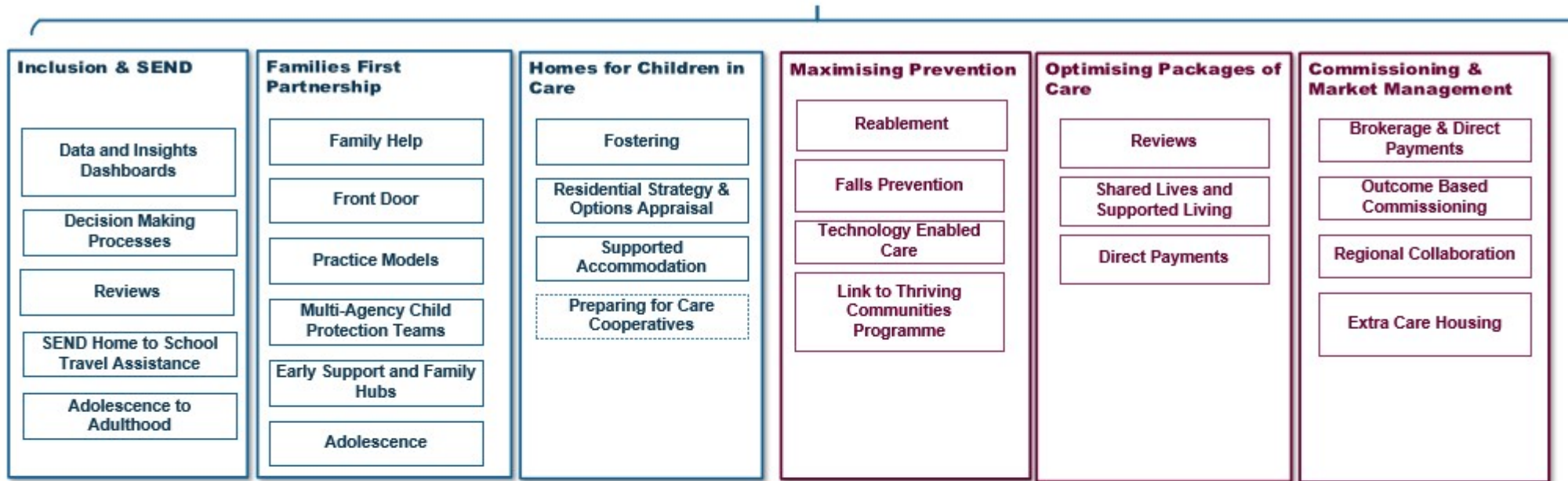
Approved February 2025

Revised Proposals

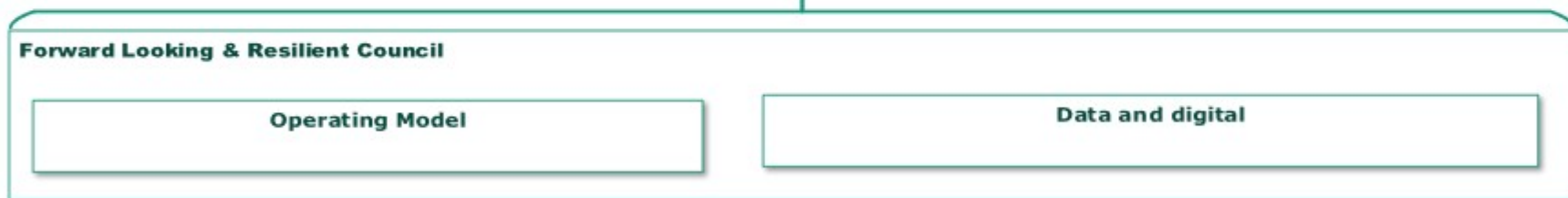
Change

	2026/27	2027/28	2028/29	TOTAL	2026/27	2027/28	2028/29	TOTAL	2026/27	2027/28	2028/29	TOTAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children & Families												
Non Looked After Children Placements	237	237	237	711	237	187	187	611	-	(50)	(50)	(100)
Growth in External Placements for LAC	2,831	2,761	2,761	8,353	7,321	7,001	6,101	20,423	4,490	4,240	3,340	12,070
Growth in External Placements for LAC*					(5,840)	(5,840)	(5,840)	(17,520)	(5,840)	(5,840)	(5,840)	(17,520)
Social Work Staffing	(611)	-	-	(611)	(611)	-	-	(611)	-	-	-	-
Social Work Staffing*					(89)	-	-	(89)	(89)	-	-	(89)
Small Contracts	28	-	-	28	28	-	-	28	-	-	-	-
S17 Family Assistance					510	-	-	510	510	-	-	510
Subtotal Children & Families Pressures	2,485	2,998	2,998	8,481	1,556	1,348	448	3,352	(929)	(1,650)	(2,550)	(5,129)
Education & SEND												
Demographic Pressures - Edn, Health & Care Plans (ICDS)	312	343	343	998	411	442	100	1,993	99	99	(243)	(45)
Demographic Pressures - Edn, Health & Care Plans (ICDS)*					(311)	(342)	-	(1,693)	(311)	(342)	-	(653)
Education Psychology Service	213	(357)	-	(144)	213	(357)	-	(144)	-	-	-	-
Subtotal Education & SEND Pressures	525	(14)	343	854	313	(257)	100	156	(212)	(243)	(243)	(698)
Adult Social Care												
Care & Support - Demographics	9,548	10,308	10,308	30,164	24,859	10,308	11,068	46,235	15,311	-	760	16,071
Care & Support - Demographics*					(10,800)	(7,000)	(3,500)	(21,300)	(10,800)	(7,000)	(3,500)	(21,300)
ASCH Day Service Fleet Recharge	100	-	-	100	100	-	-	100	-	-	-	-
-					-	-	-	-	-	-	-	-
Subtotal Adult Social Care	9,648	10,308	10,308	30,264	14,159	3,308	7,568	25,035	4,511	(7,000)	(2,740)	(5,229)
Transport and Environment												
Mainstream Home to School Contracts - Growth	320	320	320	960	1,520	640	540	2,700	1,200	320	220	1,740
Mainstream Home to School Contracts - Growth*						(600)	(300)	(900)	-	(600)	(300)	(900)
SEND Transport Growth	556	556	556	1,668	2,421	2,127	2,127	6,675	1,865	1,571	1,571	5,007
SEND Transport Growth*						(1,830)	(920)	(2,750)	-	(1,830)	(920)	(2,750)
Waste PFI Contract Growth	100	100	100	300	100	100	100	300	-	-	-	-
Highways Infra Asset Growth					-	-	-	-	-	-	-	-
Subtotal Transport and Environment Pressures	976	976	976	2,928	4,041	437	1,547	6,025	3,065	(539)	571	3,097
Communities Pressures												
Coroners	-	-	-	-	823	126	132	1,081	823	126	132	1,081
-					-	-	-	-	-	-	-	-
Subtotal Communities Pressures	-	-	-	-	823	126	132	1,081	823	126	132	1,081
Total Pressures	13,634	14,268	14,625	42,527	20,892	4,962	9,795	35,649	7,258	(9,306)	(4,830)	(6,878)
Children & Families Inflation												
National Living Wage - External	78	78	78	234	78	78	78	234	-	-	-	-
Basic Fostering Allowance	70	74	74	218	70	74	74	218	-	-	-	-
Contract Cost Inflation	3,177	3,333	3,333	9,843	3,598	3,764	3,905	11,267	421	431	572	1,424
AEM - Increase in Partner Contribution					231	-	-	231	231	-	-	231
Subtotal Children & Families Inflation	3,325	3,485	3,485	10,295	3,977	3,916	4,057	11,950	652	431	572	1,655
Adult Social Care Inflation												
Fair Price for Care	1,046	1,046	1,046	3,138	1,046	1,046	1,046	3,138	-	-	-	-
National Living Wage - External	10,550	10,690	10,690	31,930	9,520	9,942	10,552	30,014	(1,030)	(748)	(138)	(1,916)
Subtotal Adult Social Care Inflation	11,596	11,736	11,736	35,068	10,566	10,988	11,598	33,152	(1,030)	(748)	(138)	(1,916)
Economic Development and Asset Management Inflation												
Schools PFI Inflation	120	120	120	360	120	120	120	360	-	-	-	-
Subtotal Economic Development and Asset Management Inflation	120	120	120	360	120	120	120	360	-	-	-	-
Transport and Environment Inflation												
Mainstream Home to School Contracts	144	144	144	432	502	12	255	769	358	(132)	111	337
SEND Transport Inflation	1,006	861	861	2,728	2,104	780	753	3,637	1,098	(81)	(108)	909
Highways Energy	150	150	150	450	150	150	150	450	-	-	-	-
Waste PFI Contract Inflation	1,410	1,410	1,410	4,230	1,910	1,660	1,660	5,230	500	250	250	1,000
Contract Cost Inflation - VIA	232	566	566	1,364	1,632	566	566	2,764	1,400	-	-	1,400
Contract Cost Inflation - VIA*					(1,000)	-	-	(1,000)	(1,000)	-	-	(1,000)
Subtotal Transport and Environment Inflation	2,942	3,131	3,131	9,204	5,298	3,168	3,384	11,850	2,356	37	253	2,646
Communities & Public Health Inflation												
Contract Cost Inflation - Inspire	285	285	285	855	352	285	285	922	67	-	-	67
Contract Cost Inflation - Country Parks	40	40	40	120	40	40	40	120	-	-	-	-
NWSC Contract Utilities Benchmarking					240	-	-	240	240	-	-	240
-					-	-	-	-	-	-	-	-
Subtotal Communities & Public Health Inflation	325	325	325	975	632	325	325	1,282	307	-	-	307
Total Inflation	18,308	18,797	18,797	55,902	20,593	18,517	19,484	58,594	2,285	(280)	687	2,692
Total Pressures & Inflation	31,942	33,065	33,422	98,429	41,485	23,479	29,279	94,243	9,543	(9,586)	(4,143)	(4,186)

Priority Spend Areas



Whole Council



System



2026/27 Budget Report

Budget pressure mitigations

The portfolio of change contributes to our financial sustainability by delivering savings, efficiencies and reducing future budget pressures (pressure mitigations). Between 2026/27 and 2028/29 there are £44m of pressure mitigations built into the MTFs. The table below provides a summary of the activity that is helping to minimise the budget pressures that are set out in this report. (N.B. This excludes specific detail on cross cutting, enabling transformation work that is covered in Thriving Communities and Forward Looking Resilient Council.) The progress of the delivery of this work will be regularly reported to the Overview Committee and Cabinet.

Portfolio	Budget pressure	Mitigation (£000)			Total	Programme
		2026/27	2027/28	2028/29		
Adult Social Care	Care and Support	£10,800	£7,000	£3,500	£21,300	Adult Social Care, Thriving Communities, Forward Looking and Resilient Council
<p>Activity to mitigate this budget pressure will be delivered through a range programmes. This will include:</p> <ul style="list-style-type: none"> • A focus on prevention, maximising community-based support and improved access to information and advice. • Optimising packages of care through a greater focus on outcomes, resilience, empowerment and cost. • Strengthening outcome-based commissioning and contract management. • Ensuring right sized teams are in place with the support they need to work effectively. • Reviewing our processes and approach to ensure we work in the more efficient way. 						
Children and Families	External Placements	£5,840	£5,840	£5,840	£17,520	Homes for Children in Care, Family First Partnership
<p>Two programmes of activity are continuing to mitigate this budget pressure:</p> <ul style="list-style-type: none"> • Families First Partnership – preventative work to increase early interventions that delay or prevent costly statutory services. This includes working with partners to ensure support is offered by the right agency at the right time, increasing integrated multi-agency teams, and creating a reunifications team to work with children who can be reunified into their family environment. 						

<ul style="list-style-type: none"> Homes for Children in Care – working closely with regional partners and Independent Fostering Agencies to increase the number of foster carers looking after Nottinghamshire Children and increase the number of looked after children living with families instead of in children’s homes, continuing to improve our internal children’s home offer, and working differently with providers and developing new care and support options. 						
Children and Families	Social Work Staffing	£89	£0	£0	£89	Business as usual
This pressure is being mitigated through reduced agency staff spend and increasing recruitment to the Council.						
Education and SEND	Education Health and Care Plans	£311	£342	£0	£653	Inclusion and SEND
Activity in the Inclusion and SEND Programme is mitigating this budget pressure. This will include:						
<ul style="list-style-type: none"> Process improvement and service redesign. Implementing a graduated response across mainstream schools and settings to streamline accessibility to funding, redesign of school support services, and earlier identification and support for social emotional and mental health needs in schools. 						
Transport and Environment	SEND Transport	£0	£1,830	£920	£2,750	Inclusion and SEND
Activity in the Inclusion and SEND Programme is mitigating this budget pressure. This will include:						
<ul style="list-style-type: none"> Reviewing the approach to transport to continue to deliver the service in the most effective and efficient way possible. Exploring options for policy change which would be subject to consultation and further decision making. 						
Transport and Environment	Home to School Transport	£0	£600	£300	£900	Business as usual
Activity to mitigate this budget pressure includes exploring options for policy change which would be subject to consultation and further decision making.						
Transport and Environment	Via Highways Contract Cost	£1,000	£0	£0	£1,000	Business as usual
This budget pressure has been mitigated through a range of service efficiencies which was considered through the Cabinet Efficiency Review Group.						
TOTAL		£18,040	£15,612	£10,560	£44,212	



**REPORT OF THE CABINET MEMBER FOR COMMUNITIES AND PUBLIC
HEALTH**

NOTTINGHAMSHIRE DOMESTIC ABUSE STRATEGY (2026 – 2029)

Purpose of the Report

1. To gain feedback and input from Overview Committee on the draft Nottinghamshire Domestic Abuse Strategy (2026-2029).
2. To highlight available training opportunities in domestic abuse open to all and to promote the specialist domestic abuse support services across Nottinghamshire.

Information

What is Domestic Abuse?

3. Domestic abuse is defined as behaviour where both individuals involved are aged 16 or over, are personally connected to each other, and the behaviour is abusive. Abusive behaviour consists of any of; Physical or sexual abuse, Violent or threatening behaviour, Controlling or coercive behaviour, Economic abuse, psychological, emotional, or other abuse. Irrespective of whether the behaviour consists of a single incident or a course of conduct.
4. The Domestic Abuse Act (2021) established the standard definition and also identified that children of domestic abuse survivors who have seen, heard, or experienced the effect of that abuse are survivors.
5. Domestic abuse can affect both women and men but not equally, women are much more likely to experience abuse than men. Experiencing domestic abuse has a significant impact on the whole family and can have life-long consequences for adults and children. Support to flee to safety, recover from trauma and move on positively is key to breaking the cycle. In 2021 the Domestic Abuse Act introduced a new definition along with a statutory duty for Local Authorities to provide safe accommodation support services.
6. Domestic abuse affects one in five adults in their lifetime, which equates to one in four women and one in six men¹. The Crime Survey for England and Wales (CSEW) estimated that 3.8

¹ [Domestic Abuse Statistics UK - NCDV](#)

million people aged 16 years and over experienced domestic abuse in year ending March 2025. This is equivalent to a prevalence rate of 7.8%.

7. The police recorded 1,350,460 domestic abuse-related incidents and crimes in England and Wales in year ending March 2025; 816,493 of these were recorded as domestic abuse-related crimes.
8. Domestic abuse is often a hidden crime that is not reported to the police. Therefore, data held by the police can only provide a partial picture of the actual level of domestic abuse experienced. Many cases will not enter the criminal justice process as they are not reported to the police. One of the strengths of the Crime Survey for England and Wales (CSEW) is that it covers many crimes that are not reported to the police and provides reliable estimates of domestic abuse.
9. Across England and Wales, the estimated system wide social and economic costs of domestic abuse is £78 billion (2022/23 prices) over a three-year average period of abuse². Locally, this impact can be felt on a range of local authority services, such as adult and children safeguarding and the supported housing requirements. Therefore, this creates a clear narrative to invest in prevention and early intervention to ensure that perpetrators are supported to change or held to account for their actions and survivors are supported to rebuild their lives.

Use of language in domestic abuse

10. Language is very important in the domestic abuse sector as it often symbolises being believed and hope. Many victims of domestic abuse fear seeking help due to concerns over being judged or not believed. Therefore, it is important to consider in both spoken and written forms how we can be trauma informed and can avoid minimising or relieving the person using violence and abuse of responsibility and blaming the victim or make them mutually responsible for the violence and abuse they experience. Within this report and the strategy, the language used will be positive, 'survivors' rather than 'victims' will be used throughout to recognise that surviving abuse is possible and with support survivors can thrive and rebuild their lives.

Role of Nottinghamshire County Council in Domestic Abuse

11. The authority has a number of key roles regarding domestic abuse, markedly related to the safeguarding of adults and children. Public health commission of support services (non-mandatory) alongside the Office of the Police and Crime Commissioner (OPCC) to ensure that survivors of domestic abuse can access support following partnership or a self-referral. These services are essential and underpin the safeguarding agenda.
12. The Domestic Abuse Act 2021 placed an additional duty on the authority to provide support to survivors and their children in safe accommodation. The Duty also included the establishment of a local Domestic Abuse Partnership Board and the development of a safe accommodation needs assessment and Domestic Abuse Strategy. The Duty came with funding £2 million per year which was allocated until 31 March 2028 as a key decision by the Cabinet Member in November 2025.

² [Domestic Abuse Commissioner's report 2022 – A patchwork of provision – mapping report](#)

Key aspects from the Safe Accommodation Needs Assessment (2024)

13. The Safe Accommodation Needs Assessment completed in 2024 identified the following four key findings:
- data highlights the high level of need for refuge and the increasing length of stay. Individual survivor and family needs can impact on their ability to access refuge.
 - Accessing permanent housing or a managed move has become increasingly difficult due to the lack of affordable housing. Survivors' experiences highlight economic abuse as a factor which continues to impact upon them after leaving the perpetrator, causing problems in the housing pathways.
 - Increased need for Sanctuary schemes which enables survivors to stay in their own home and is often viewed as the preferable option as it prevents the upheaval away from schools, family and friends. Districts are reporting challenges in meeting the increasing demand in Sanctuary referrals along with increasing costs for security installation.

Updating a Domestic Abuse Needs Assessments

14. Domestic abuse is part of a range of needs assessments, these include the OPCC Victims Needs Assessment completed in 2025 which will cover the requirements as part of Duty to Collaborate within the Victims and Prisoners Act 2024.
15. There will be an update to the Joint Strategic Needs Assessment (JSNA) on Domestic Abuse in 2026 to help drive forwards activity and commissioning in the new authority geography, when the new unitary council geographies have been announced. This will ensure that the strategy's delivery plan will flex to meet the priorities for the new geography.

Local and National Violence Against Women and Girls (VAWG) Strategy

16. The authority has signed up to the Nottingham and Nottinghamshire OPCC led VAWG Strategy. The updated Strategy, which runs from 2023 to 2028 and focuses on five key pillars: prevention, protection, support for survivors, pursuing perpetrators, and partnership working.
- **Preventing:** Embed a zero-tolerance approach to VAWG across all activity to instil social change in perceptions of women and girls. This will deliver a change in social views from victim-blaming to perpetrator-blaming.
 - **Responding:** Work towards reducing the levels of harm experienced by women and girls. Increase the number of women and girls referred into support and recovery services.
 - **Supporting:** Ensure that survivors are safe and feel safe and supported so that they can lead a fulfilling life.
 - **Including:** Ensure our services are culturally competent and meet the needs of women and girls from all protected characteristics. Enhance the awareness of the needs and barriers women and girls from marginalised groups face.
 - **Strengthening:** Ensure we have a comprehensive joined up system of strong and suitable services casting a wide net of support.
17. The national VAWG strategy was launched on the 18th December 2025. The four strategic ambitions of the Nottinghamshire Domestic Abuse Strategy (Prevention, Supporting, Responding and Strengthening the system) are closely aligned with the national VAWG

Strategy objectives of Prevention and Early Intervention, Relentless Pursuit of Perpetrators and Support and the drive for a whole of society approach.

Development process of the Nottinghamshire Domestic Abuse Strategy

18. A dedicated workshop session was delivered in June 2025 with all stakeholders invited. This session shared details on the needs assessment undertaken looking at the safe accommodation elements of the domestic abuse agenda. It is acknowledged that there is further work required to transform the domestic abuse agenda at a time where there are significant geographic and organisational changes.
19. As part of a process of engagement, a copy of the draft strategy is included in Appendix A for input and feedback.
20. This Strategy sets out the overall vision, the main aim, our approach and associated strategic ambitions that Nottinghamshire is taking in tackling domestic abuse over the next three years:

Vision statement:

*Domestic Abuse is a complex social problem that impacts people, families, communities and services across our society. **In Nottinghamshire, we will take a zero-tolerance stance on domestic abuse** so that everyone can live safely and experience healthy relationships without the threat of domestic abuse.*

We will focus on prevention and early intervention, provide support to survivors and families, and bring perpetrators to justice by taking a coordinated community response approach.

Collectively we will improve outcomes and reduce the impact of domestic abuse in, and on, our communities, so that our communities as a whole can flourish and thrive.

Main aim of the strategy:

Across Nottinghamshire we will work together to minimise the risk of and the harm from domestic abuse, ensuring that those affected by domestic abuse get the right support as early as possible; and holding individuals who are abusive to account. We will prioritise prevention to ensure our future is different to our present and past.

Strategic Ambition 1: Prevention

Ensure effective primary and secondary prevention work, educating children and young people and intervening early with perpetrators, to reduce future domestic abuse.

Strategic Ambition 2: Supporting

Provide help and support to survivors of domestic abuse and their families so that they can rebuild their lives.

Strategic Ambition 3: Responding

Safeguard and protect survivors of domestic abuse to reduce the levels of harm experienced and hold perpetrators to account, helping to rebuild trust and confidence in our criminal justice system, especially the Police.

Strategic Ambition 4: Strengthening the system

Work together to strengthen the system to prevent and reduce the harm caused by domestic abuse, collaborating to develop a whole system response to a whole person and their family.

Co-production of the Nottinghamshire Domestic Abuse Strategy

21. Co-production is a developing area in the domestic abuse. The Coproduction Service commissioned in 2023 continue to work with a listen to survivors regarding their experiences and views of services and the system as a whole. This approach underpins the strategies development and will ensure the action plans make a difference to survivor's lives.

Promoting domestic abuse training and support across Nottinghamshire

Training:

22. Equation is Nottinghamshire's commissioned service that works with the whole community to reduce the impact of domestic abuse by offering free expert training which is open to all, online or face to face, in order to increase knowledge and the ability to respond to domestic abuse. Access to training is via <https://equation.org.uk/training/>

Support services:

23. There are a range of specialist services that have been commissioned by the Nottinghamshire County Council, Nottinghamshire Police and Crime Commissioner, Nottingham City Council, Nottingham and Nottinghamshire Integrated Care Board and NHS England. Those listed below are first points of contact. All services are independent, confidential and free. There is no need to report the crime to the police to get help.

Women's 24-hour free domestic abuse helpline and access to services
0808 800 0340
www.junowomensaid.org.uk

Men's domestic abuse helpline and access to services
0800 995 6999 - Monday to Friday 9:30am to 4:30pm (7:30pm on Wednesdays)
excluding bank holidays. 24/7 confidential voicemail at other times
www.equation.org.uk

LGBTQ+ domestic abuse helpline and access to service
0330 088 0787 - Monday to Friday 9:30am to 4:30pm (7:30pm on Wednesdays)
excluding bank holidays. 24/7 confidential voicemail at other times
www.equation.org.uk

24. Councillors are encouraged to:

- a. Attend/share the training offered - the introductory course "Understanding and Responding to Domestic Abuse" is recommended as further training refers back to learnings from that.
- b. Promote the specialist domestic abuse support services across Nottinghamshire.

Other Options Considered

25. Expanding the timeframe of the original strategy 2022-2025 was not considered a viable option as there had been substantial policy developments at a local and national level.

Reason for Recommendation

26. The authority is required to develop a Domestic Abuse Strategy as part of the Domestic Abuse duty responsibilities. The previous strategy is out of date.

Statutory and Policy Implications

27. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

28. There are no direct financial implications identified in the Strategy.

Legal Implications

29. There are legal and statutory requirements attached to the report from the Domestic Abuse Act 2021.

Local Government Reorganisation Implications

30. Future local government reorganisation implications will be fully considered as part of the development of the JSNA in 2026. These implications will inform future revisions to the action plan.

Consultation

31. The Strategy has been developed through consultation with stakeholders and build on the views shared through the coproduction service.

Implications for Residents

32. The strategy considers the needs of all residents including the needs of survivors from the transgender community. The Supreme Court gender ruling (2025) relating to single sex spaces and services impacts on the domestic abuse services. The commissioned services are expected to support all survivors and systems are in place to ensure that all survivors are supported in settings that consider their needs and the needs of others.

RECOMMENDATIONS

- 1) That Overview Committee provides feedback and input on the draft Nottinghamshire Domestic Abuse Strategy (2026-2029).
- 2) That Overview Committee members share information on the available training opportunities around domestic abuse that are open to all and also promote the specialist domestic abuse support services that are available across Nottinghamshire.

Councillor Dawn Justice
Cabinet Member for Communities and Public Health

For any enquiries about this report please contact:

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Consultant in Public Health
amanda.fletcher2@nottscc.gov.uk

33. Legal Comments (CM 11/12/2025)

The Domestic Abuse Act 2021 requires that the Council must:

- a) assess, or make arrangements for the assessment of, the need for accommodation-based support in its area;
- b) prepare and publish a strategy for the provision of such support in its area; and
- c) monitor and evaluate the effectiveness of the strategy.

The Domestic Abuse Act 2021 is supplemented by the Domestic Abuse Support (Local Authority Strategies and Annual Reports) Regulations 2021 which provide, among other requirements, that the strategy must be reviewed within three years of its first publication and within each subsequent three-year period.

The Overview Committee is the appropriate body to consider this report through the responsibilities set out in its terms of reference. Under the Local Government Act 2000 and other associated legislation, scrutiny committees have the power to review and scrutinise decisions made or actions taken in connection with the relevant functions of the Council. This includes considering reports and matters that fall within their terms of reference. The Committee may agree recommendations to be directed towards other bodies and decision makers, undertake further consideration of the matters at hand, or request further information in order to support the Committee's work.

Financial Comments (PA 10/12/2025)

34. Whilst there are no specific financial implications arising directly from the report, any proposed work on domestic abuse that is not already reflected in the Council's budget will be brought forward for consideration and approval. This will include details of the estimated revenue and capital costs along with the proposed funding.

HR Comments (JP 09/12/2025)

35. There are no HR implications arising from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Domestic Abuse Duty Commissioning Plan – Informal Cabinet 24 November 2025

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire Domestic Abuse Strategy (2026 – 2029)

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Where do we want to get to?

How will we make this happen?

How will we know when we get there?

Conclusion

Appendix 1 – Domestic Abuse Act 2021

Welcome and Forewords

Angela Kandola – Deputy Police and Crime Commissioner for Nottinghamshire (Violence Against Women and Girls lead) / Chair of Nottinghamshire Domestic Abuse Partnership Board

To be inserted.

Cllr Dawn Justice – Nottinghamshire County Council (Communities and Public Health Cabinet Member)

To be inserted.

Acknowledgements

Acknowledgement and thanks go to:

This Nottinghamshire Domestic Abuse Strategy 2026-2029 has been developed in partnership with all of the Nottinghamshire Domestic Abuse Partnership Board (DAPB) partners / organisations and with survivors / people with lived experience of domestic abuse.

The DAPB's governance arrangements sees it reporting into both the Nottinghamshire Health and Wellbeing Board and the Safer Nottinghamshire Board, with addressing/reducing domestic abuse being a strategic priority in both the Health and Wellbeing Strategy (2022-2026) and Community Safety Agreement (2025-27) respectively. The Strategy will also support both adults and children safeguarding Boards priorities on domestic abuse.

The Strategy sets out our local vision, aim, approach and strategic ambitions for addressing domestic abuse in Nottinghamshire. We believe that domestic abuse is everyone's business, so the Strategy will be owned and overseen by the Domestic Abuse Partnership Board, who will lead the development and monitoring of an associated action plan delivering towards the strategic aims.

Points to note:

- The Strategy is not gender specific and therefore relates to both male and female victims, survivors and perpetrators. However, it is recognised that domestic and sexual violence predominantly impacts women and girls and in line with the Equality Act 2010 some services will therefore be targeted specifically towards addressing this gender inequality.
- Through the introduction of the Domestic Abuse Act 2021, children and young people are now recognised as survivors of domestic abuse in their own right.
- Throughout the Strategy we will use the positive language of 'survivors' rather than 'victims' recognising that surviving abuse is possible and with support survivors can thrive and rebuild their lives.

Advice and support when reading this document

There are a range of specialist services that have been commissioned by the Nottinghamshire County Council, Nottinghamshire Police and Crime Commissioner, Nottingham City Council, Nottingham and Nottinghamshire Integrated Care Board and NHS England. Those listed below are first points of contact. All services are independent, confidential and free. There is no need to report the crime to the police to get help.

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- **LGBTQ+ domestic abuse helpline and access to service**
0330 088 0787 - Monday to Friday 9:30am to 4:30pm (7:30pm on Wednesdays) excluding bank holidays. 24/7 confidential voicemail at other times
www.equation.org.uk

If you or someone else are in immediate danger, please call **999** and ask for the police. Otherwise, you can contact Nottinghamshire Police on **101** if you think a crime has been committed but there is no immediate danger. If you can't speak out loud, you can press **55** so the operator knows you require help. If you have a hearing or speech impairment, use the textphone service on **18001 101**.

Lived experience voices – “The life of a domestic abuse survivor”

Across the system, there is a commitment to listening to survivors and ensuring their voices drive meaningful system change. The coproduction service led by Nottinghamshire Women's Aid Limited in partnership with Nottingham Trent University provides a safe and supportive space for survivors to share their experiences. This will help the development of the Strategy's action plan understand and meet the needs of all survivors of domestic abuse.

Collated insights from survivors about their experiences of seeking support for safe accommodation, clearly illustrates the life and challenges for survivors of domestic abuse, with key themes that emerged from the focus group discussions as described below:

Starting again with nothing: *“So, I managed to get somewhere 45 minutes away, but it was just really tough. And then obviously, you have to furnish the house...you've got none of your belongings. You basically leave with what is in the car. So, you leave with nothing.”*

Private rental: *“Yeah, I got told I wasn't allowed council because I were working...But because I earned over a certain amount, I wasn't allowed to be on Council register for a Council House. I had to go for private and ... you are bidding against everybody on a private rental. There's no support there to help you find accommodation once you've left a relationship. That's my personal opinion.”*

Rebuilding lives: *“You know, I'm rebuilding my life.....And it's it's hard because it's you feel responsible, and you feel guilty and you feel like it's your fault. And that's how you're made to feel before all the time. Everything was your fault... It is the accommodation is the crucial first step of leaving. It really is, and it's the biggest, hardest step, or it was for me, it's taken a long time for us to get somewhere that is a home now.”*

Problems of financial control: *“I left him with everything...furniture to leave all that. And then I have to go that low where I was left with nothing...We owned two houses and we were homeless while the single man is in the family home.”*

Positive experiences – helpful staff: *“I was pregnant with second kid, and my midwife she told me refuge exist..... I told her everything about my ex-husband, and she told me, do you want to come, this place is safe, and they will give you everything that you need... first time I go to xx shared house... And I stayed there for two months...and was typical shared house with different people..... Now I'm waiting for housing...And here I have, we have everything, we have a lot helping, and people around here are very lovely....but it's just whoever was available and who had the space. So, I was really in a lot of refuges, in xxx in xxx, in xxx, everywhere. And I fell lucky and got this.....with 24-hour workers in there. It was good.”*

Introduction - National and local context / strategic alignment

Nationally:

The Victims and Prisoners Act received Royal Assent on 24th May 2024, but individual measures within the Act will not come into force until the Government specifically commences them. The “Duty to collaborate” under the Victims and Prisoners Act 2024

will require local policing bodies, local authorities and Integrated Care Boards to collaborate in the commissioning of community support services in England for victims of domestic abuse, sexual abuse, and serious violence. It has been noted that this Duty could commence from Spring 2026, however this has yet to be confirmed.

Under the Duty, duty holders within a local area are required to collaborate when commissioning relevant victim support services. All duty holders will have an equal role in decision making and complying with the Duty. Whilst the Duty does not specify a 'lead organisation', each area should nominate a "convenor" to coordinate activity.

It is expected that collaboration facilitated through the Duty should lead to changes in commissioning practices, resulting in;

- Improved join-up between services. Identifying where collaboration can increase impact which will lead to efficiencies in working practices and better value for money from funding and resources;
- Services that better respond to local need. By sharing data, evidence and insight, areas will build a common understanding of common need and be able to identify and fill gaps in services;
- Increased local transparency on decision-making, processes. This includes increasing local understanding of why commissioning decisions have been made, and how these will meet the needs of the community

At the time of writing the Strategy (December 2025), the National Violence Against Women and Girls Strategy is still awaiting publication - once released, alignment will be made with local strategic ambitions in relation to domestic abuse.

Nottinghamshire:

In 2021 we published our first Domestic Abuse Strategy for Nottinghamshire as a direct response to the Domestic Abuse Act 2021 (see Appendix 1) and as part of the launch of the Nottinghamshire Domestic Abuse Partnership Board (DAPB). Since then, the partnership has been working hard to push forward the agenda locally and responding to the national policy changes.

Since then, we have made good progress with key achievements and feel it is important to recognise what has been achieved but recognise there is still more to do. Our key achievements include:

- Nottingham and Nottinghamshire Violence Against Women and Girls Strategy launched in 2024.
- Enhanced support for the Independent Domestic Violence Advisors (IDVA) service, utilising additional funding from Ministry of Justice
- Development of a Coproduction Service to bring the voices of survivors into service transformation
- Pet fostering available across the County and links to social care emergency pet support schemes

- Additional support to make homes safer for survivors
- Additional support to ensure male survivors can access safe accommodation across the County
- Domestic abuse support embedded in all Children's Multidisciplinary safeguarding teams across Nottinghamshire
- Healthy Relationship Education offered to all schools across the County throughout 2022-2025 and externally evaluated in 2024/25.
- Improvements to the Multi Agency Risk Assessment Conference (MARAC) and Domestic Homicide Reviews (DHR) systems, resulting in improved partnership working and high-quality recommendations and actions which will improve the response to survivor needs.
- Developed new targeted training on the needs of those with protected characteristics
- Rolled out a voluntary perpetrator programme and the Cautioning and Relationship Abuse (CARA) program for those receiving a caution from the police for relationship abuse.
- An increasing number of J9 safe spaces created - GP practices, dentists, shops, restaurants, with significant progress across Rushcliffe.
- Two local authorities - Mansfield and Bassetlaw- are now Domestic Abuse Housing Alliance (DAHA) accredited, thus demonstrating a commitment and understanding of the needs of domestic abuse survivors.

By working collaboratively there has been an improvement in the response to domestic abuse and the support available to survivors. More survivors are receiving support in their homes, increased numbers of survivors are receiving therapy sessions or attending groups to rebuild their lives and recover from abuse. The impact of the Healthy Relationship Education in schools has improved children and young peoples understanding on what healthy relationships looks like and identifies children living in domestic abusive households earlier.

Nottinghamshire (including Nottingham):

Nottinghamshire's Violence Against Women and Girls (VAWG) Strategy (2023-2028) was launched at the She Is Summit in March 2024 followed by an in person VAWG Reference Meeting held on 5th September 2024 bringing together key partners across the county to collaborate on delivering the ambitious goals of the Nottinghamshire VAWG Strategy.

The Nottinghamshire VAWG Strategy focuses on five key pillars: prevention, protection, support for survivors, pursuing perpetrators, and partnership working.

- 1) Preventing: Embed a zero-tolerance approach to VAWG across all activity to instil social change in perceptions of women and girls. This will deliver a change in social views from victim-blaming to perpetrator-blaming.
- 2) Responding: Work towards reducing the levels of harm experienced by women and girls. Increase the number of women and girls referred into support and recovery services.

- 3) Supporting: Ensure that survivors are safe and feel safe and supported so that they can lead a fulfilling life.
- 4) Including: Ensure our services are culturally competent and meet the needs of women and girls from all protected characteristics. Enhance the awareness of the needs and barriers women and girls from marginalised groups face.
- 5) Strengthening: Ensure we have a comprehensive joined up system of strong and suitable services casting a wide net of support.

Where are we now?

Nottinghamshire Victims Needs Assessment 2025:

OPCC still to publish - Domestic Abuse statistics to be added.

Nottinghamshire Safe Accommodation Needs Assessment 2024/25:

Since the first Safe Accommodation Needs Assessment was completed in 2021 there has been significant progress which has resulted in improved provision for safe accommodation and improved data collection. The deep dive reports in 2022 highlighted over 100 recommendations which the local system are continuing to work on. The recent needs assessment identified the following key findings:

Refuge:

- High level of need for refuge and the increasing length of stay.
- Difficulties in accessing refuge space and the impact it has on survivors and their children (particularly when they have older children which can reduce what is available, moving children away from schools, family and friends, etc).
- Access to refuge was particularly difficult for women who are in employment as they are required to pay for this themselves and the costs can be unaffordable.

Increasing level of women experiencing severe and multiple disadvantage with high levels of mental health and substance misuse issues. Refuge providers may struggle to meet the needs of survivors experiencing severe and multiple disadvantage attempting to balance their needs within communal refuges.

- There is a clear need to develop further provision for men and survivors with disabilities.

Housing:

- Accessing permanent housing or a managed move has become increasingly difficult due to the lack of affordable housing, resulting in families staying longer in refuge. Survivor's experiences of trying to access permanent accommodation highlight how difficult this can be with judgement and challenge at every step, often having little choice over where they can live.

- The process of accessing safe accommodation, however that is done, can increase the experience of trauma for women and their children. Only once permanent accommodation is found women and their children can truly begin to rebuild their lives and recover from abuse.
- Survivors experiences highlight economic abuse as a factor which continues to impact upon them after leaving the perpetrator, causing problems in accessing permanent accommodation and private rented where guarantors can then be needed - adding further additional barriers for women.

Sanctuary:

Sanctuary schemes enables survivors and their children to stay in their own home, with additional security measures put into place, which is often viewed as the preferable option as it prevents the upheaval away from schools, family and friends.

- Referrals continue to increase for Sanctuary schemes which may be due to the difficulties in availability of alternative housing.
- Survivors have commented negatively on 'living in a fortress' and not always feeling safe even when court orders may be in place to keep the perpetrator away. There are concerns over being monitored by perpetrators and them still retaining some control when they stay in the property.
- Financial challenges due to meeting the increasing demand in Sanctuary referrals along with increasing costs for security installation.
- Positively there has been some small increases in men accessing Sanctuary schemes

Children and Young People mapping of services (2023):

The key findings are summarised below:

- Organisations provide tailored service for CYP by assessing their specific needs. The age-range of children and young people supported varied from organisation to organisation, but majority of services provided the service for CYP up to the age of 18 years of age with flexibility if there are additional needs.
- There is a wide geographical coverage of statutory and third sector voluntary organisations providing range of support for CYP who have witnessed domestic abuse or who have experienced domestic abuse in their intimate relationships across Nottinghamshire.
- Organisations support children with protected characteristics but acknowledge there is a gap in knowledge, resources, and trained staff to meet all needs of children and young people with protected characteristics.
- Majority of organisations have clear referral pathways for accessing CYP services, which are embedded within the community, however, wider publicity and engaging through online and social media resources could improve accessibility.

- Organisation highlighted childcare/creche as a potential barrier which could impact the accessibility of the service. Other barriers included differences in language used by different professionals to survivors and potential travel costs.
- Majority of organisations have a waiting list, but the length of waiting time differed widely for each organisation. Waiting lists are actively managed, with the services regularly linking back in with CYP and their parent/carers.
- Organisations identified the importance of work related to trauma to be understood as needing long-term support and for more guidance for services to be more trauma informed.

Where do we want to get to?

This Strategy sets out the overall vision, the main aim, our approach and associated strategic ambitions that Nottinghamshire is taking in tackling domestic abuse over the next three years.

Our vision statement:

*Domestic Abuse is a complex social problem that impacts people, families, communities and services across our society. **In Nottinghamshire, we will take a zero-tolerance stance on domestic abuse** so that everyone can live safely and experience healthy relationships without the threat of domestic abuse.*

We will focus on prevention and early intervention, provide support to survivors and families, and bring perpetrators to justice by taking a coordinated community response approach.

Collectively we will improve outcomes and reduce the impact of domestic abuse in, and on, our communities, so that our communities as a whole can flourish and thrive.

Main aim of the strategy:

Across Nottinghamshire we will work together to minimise the risk of and the harm from domestic abuse, ensuring that those affected by domestic abuse get the right support as early as possible; and holding individuals who are abusive to account. We will prioritise prevention to ensure our future is different to our present and past.

Our approach:

Nottinghamshire's approach will follow evidence-based principles and move towards using a "Coordinated Community Response" as described below:

The Coordinated Community Response (CCR)

Nottinghamshire Domestic Abuse Partnership Board are working to embed a Coordinated Community Response across the system, working in collaboration with partners, providers and survivors.

The Coordinated Community Response is a recognised best practice approach to tackling domestic abuse and violence against women and girls. It brings partners together to deliver a whole system response to a whole person. Putting survivors and their children at the centre of the work we deliver. All partners with responsibility for dealing with victims of violence, their children and/or perpetrators must work effectively within their own agency and with other agencies to secure the safety of survivors and hold perpetrators to account.

The approach addresses prevention, early intervention, crisis, and long -term recovery and safety, working with a wide range of services, pathways, and systems.

There are 12 key components of an effective Coordinated Community Response which support a whole system response:

- 1) Survivor voice
- 2) Intersectionality
- 3) Shared Objective
- 4) Structure and governance
- 5) Strategy and Leadership
- 6) Specialist services
- 7) Representation
- 8) Resources
- 9) Co-ordination
- 10) Training
- 11) Data
- 12) Policies and Processes

Nottinghamshire Domestic Abuse Partnership Board is committed to ensuring that these 12 components are at the forefront of partnership governance and in the delivery of the Domestic Abuse Strategy 2026 -2029.

Strategic Ambition 1: Prevention

Ensure effective primary and secondary prevention work, educating children and young people and intervening early with perpetrators, to reduce future domestic abuse.

Key areas of focus:

- Support children and young people's access to a specialist school based healthy relationships programme in order to develop positive future relationships.

- Develop training to develop a skilled workforce that feel confident and comfortable identifying, discussing and signposting for domestic abuse support (linking into the system's approach to Making Every Contact Count).
- Ensure the provision of perpetrator behaviour change programmes.

Strategic Ambition 2: Supporting

Provide help and support to survivors of domestic abuse and their families so that they can rebuild their lives.

Key areas of focus:

- Ensure survivors and their children have access to safe accommodation, including therapy and specialist support, to start to rebuild their lives.
- Improve pathways in and out of safe accommodation to ensure survivors and their children are in a permanent home and can rebuild their lives
- Develop specialist support services: a new Severe and Multiple Disadvantage (SMD) approach, aligned to Making Every Adult Matter, and specialist services for LGBTQ+ to tailor domestic abuse support to meet their needs.
- Learn from and seek financial sustainability for the domestic abuse support within Family Support and Safeguarding Teams across Nottinghamshire.
- Review and re-commission specialist domestic abuse support services across Nottinghamshire from 2028 onwards acknowledging Local Government Reorganisation.

Strategic Ambition 3: Responding

Safeguard and protect survivors of domestic abuse to reduce the levels of harm experienced and hold perpetrators to account, helping to rebuild trust and confidence in our criminal justice system, especially the Police.

Key areas of focus:

- Develop and implement new Multi-Agency Risk Assessment Conference operating procedures across Nottinghamshire.
- Ensure learning from Domestic Abuse Related Death Reviews (DARDR) is utilised to enact system changes to prevent future deaths, ensuring links are made to the Nottingham and Nottinghamshire Suicide and Self Harm Strategy.
- Implement the new national Domestic Abuse Risk Assessment process in Nottinghamshire Police.
- Consider and implement any requirements from the Victim and Prisoners Act 2024, as they are enacted.

Strategic Ambition 4: Strengthening the system

Work together to strengthen the system to prevent and reduce the harm caused by domestic abuse, collaborating to develop a whole system response to a whole person and their family.

Key areas of focus:

- Embed a Coordinated Community Response across Nottinghamshire, working in collaboration with partners, providers and survivors, to deliver a whole system response to a whole person/their family.
- Ensure survivors and their families are put at the centre, shifting responsibility for safety away from the individuals and ensuring the offer of community support services that will wrap around survivors according to their needs.
- Improve our strategic leadership and systemwide approach to listening and addressing the needs of domestic abuse survivors and their families.
- Ensure services are trauma informed and recovery focused.

How will we make this happen?

Across the Nottinghamshire system, a range of strategic partnerships hold domestic abuse as a priority within their own respective strategies. However, the Nottinghamshire Domestic Abuse Partnership Board will formally own the Strategy and collectively develop and implement an associated action plan, taking responsibility for regularly monitoring progress in terms of delivery and outcomes and subsequently onward reporting into the wider system as per governance arrangements.

As part of a process of wider engagement, partners were engaged in the initial development, draft versions and final sign off for their input and feedback. Local partner organisations therefore have committed to the vision, aim, approach and strategic ambitions of this Strategy and our intention to align with the local, and forthcoming national, VAWG strategy to reduce potential duplication.

How will we know when we get there?

The Nottinghamshire Domestic Abuse Partnership Board will collectively develop and implement an associated action plan, taking responsibility for developing monitoring criteria in order to be able to review future progress in terms of delivery and outcomes.

Some early proposed indicators are described below:

Outcomes

- The voice of survivors is embedded into the strategic developments across Nottinghamshire.
- Survivors are in a safe space and ready to begin to rebuild their lives.

- Survivors report improved wellbeing and recognise they have control over their lives including their finances.
- Children and young people have access to evidence based, high quality, age-appropriate healthy relationship education in schools.
- There is a systematic approach to addressing perpetration which improves survivor confidence in the criminal justice system.
- Reduced number of perpetrators reoffend

There are four main outcomes are used to track survivor's improvement through commissioned service's contractual monitoring:

1. % of survivors with improved health and wellbeing (mental, physical or sexual)
2. % of survivors who feel confident to make decisions for themselves
3. % of survivors who feel safer
4. % of survivors who are better able to cope with everyday life.

Outputs

- Number of calls to the helpline
- Number of new survivors supported
- Number of children supported
- Number of pupils provided with healthy relationship education in schools
- Number of DARDRs (stratified by numbers of suicides)
- Number of, and types of, cases going through to MARAC.

Conclusion

This strategy is Nottinghamshire's collective response to tackling domestic abuse.

It is acknowledged that there is the need to remain agile and flexible when considering future work required to transform the domestic abuse agenda at a time where there are significant geographical/organisational changes ahead due to local government reorganisation. The initial intention is that when the new unitary council geographies have been announced there will be a comprehensive Joint Strategy Needs Assessment completed in 2026. This will ensure that the strategy's delivery plan will flex to meet the priorities for the new geographies. However, we will also need to be guided by Duty to Collaborate requirements, if this is enacted in 2026.

Nottinghamshire partners feel strongly that the Strategy should set out our overall vision, aim, and strategic ambitions, guided by a coordinated community response approach to tackling domestic abuse. With the associated delivery plan this will

ensure a level of flexibility is built into this process to respond to a changing policy context.

The Strategy and subsequent delivery plan, alongside the approved Domestic Abuse duty commissioning arrangements for accommodation support, will address the needs of all survivors including those with protected characteristics and collectively will detail how the Nottinghamshire will work together to take a zero-tolerance stance on domestic abuse so that everyone can live safely and experience healthy relationships without the threat of domestic abuse.

DRAFT

Appendix 1

Domestic Abuse Act 2021

The prevention of abuse and the protection of all victims and survivors lies at the heart of the Domestic Abuse Act 2021 and the wider programme of work. The measures in the 2021 Act seek to:

- **Promote awareness** - to put abuse at the top of everyone's agenda, by introducing a statutory definition of domestic abuse and recognise children as victims in their own right:

Domestic abuse is defined as behaviour where:

Both individuals involved are aged 16 or over and are personally connected to each other, and the behaviour is abusive

Behaviour is 'abusive' if it consists of any of the following

- *Physical or sexual abuse*
- *Violent or threatening behaviour*
- *Controlling or coercive behaviour*
- *Economic abuse*
- *Psychological, emotional, or other abuse.*

Irrespective of whether the behaviour consists of a single incident or a course of conduct. The 2021 Act identifies that children of domestic abuse survivors who have seen, heard, or experienced the effect of that abuse are themselves survivors

- **Protect and support victims** - including by establishing in law the office of Domestic Abuse Commissioner, introducing a new Domestic Abuse Protection Notice and Domestic Abuse Protection Order and placing a new duty on tier one local authorities to provide support to victims of domestic abuse and their children in refuges and other safe accommodation.
- **Tackle perpetrators** - extending the controlling or coercive behaviour offence to cover post-separation abuse, extending the offence of disclosing private sexual photographs and films with intent to cause distress to cover threats to disclose such material, creating a new offence of non-fatal strangulation or suffocation of another person, clarifying by restating in statute the general position that a person may not consent to the infliction of serious harm and, by extension, is unable to consent to their own death;
- **Transform the justice response** - including by helping victims to give their best evidence in the criminal courts through the use of video evidence, screens and other special measures, and ensuring that victims of abuse do not suffer further trauma in family court proceedings by being cross-examined by their abuser.
- **Improve performance** - to drive consistency and better performance in the response to domestic abuse.



15 January 2026

Agenda Item: 6

REPORT OF THE CABINET MEMBER FOR COMMUNITIES AND PUBLIC HEALTH

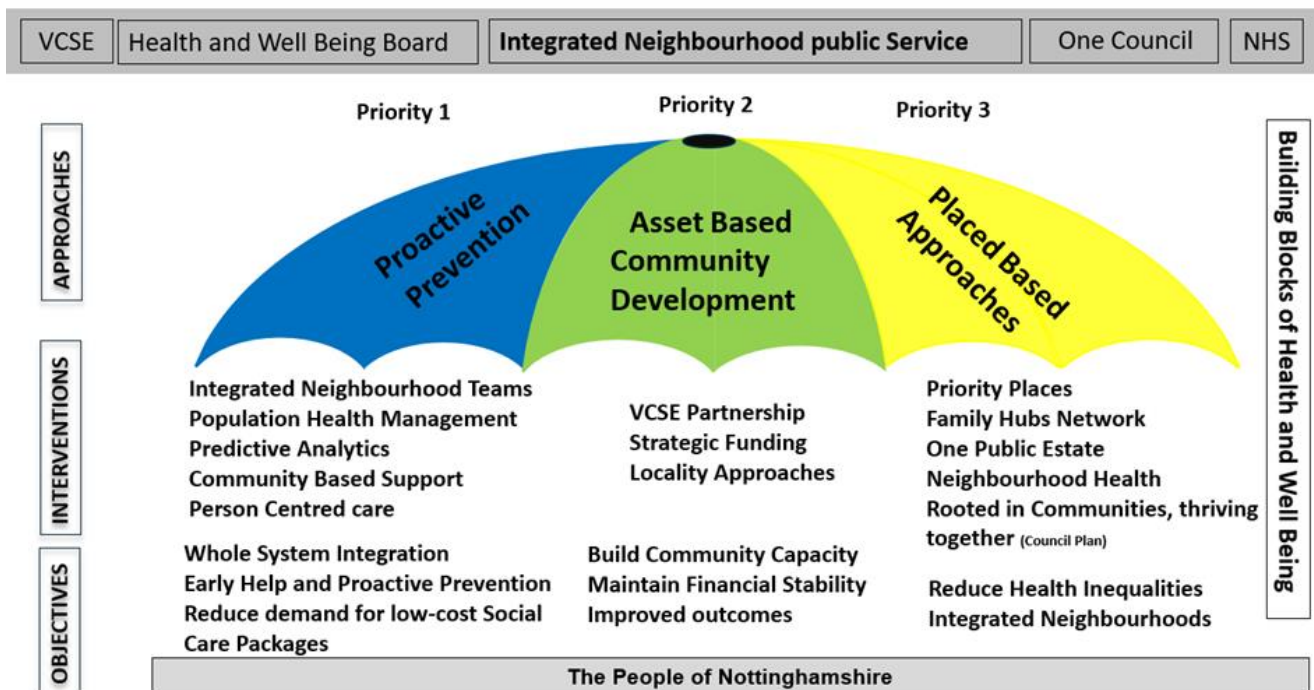
PROGRESS IN THE SET UP AND DELIVERY OF THE CORPORATE TRANSFORMATION PROGRAMME FOR THRIVING COMMUNITIES

Purpose of the Report

1. To provide an update on the work being carried out to define the ambitions and scope of the Thriving Communities, Corporate Transformation programme.
2. To describe how the Thriving Communities work aligns with NHS and Local Government Integrated Neighbourhood Public Service and the ambitions and priorities set out in the new Council Plan.

Information

3. The Council Plan identifies Rooted in Communities, Thriving Together as one of its three key outcomes, recognising the vital role that community plays in ensuring people live healthier, happier lives and remain independent, in their home and community for longer.
4. The Thriving Communities programme provides the umbrella under which our activity to support and develop communities, to promote resilience and sustainability and to deliver against this outcome is overseen. It enables a cross-council perspective, removing siloed working and duplication. Thriving Communities is a vehicle for how the Council will deliver Integrated Neighbourhood Public Services to wrap around communities and be ready for Local Government Reform. The draft infographic below shows the different strands of Thriving Communities.



5. The programme has a starting focus on how the Council works with communities and the Voluntary, Community and Social Enterprise (VCSE) sector to promote integration, sustainability and proactive prevention. Alongside this development there is ongoing connectivity to and from wider systems initiatives and ambitions for Integrated Neighbourhood Working. The programme will link to the overarching governance of Integrated Neighbourhood Public Service under the Nottinghamshire Health and Wellbeing Board. The programme will link across to the NHS 10 Year Plan and the Integrated Care Board (ICB) Place Based Partnerships, ICB Integrated Neighbourhood Plans, to ensure a joined-up approach to activity across the system.
6. The programme has a dual purpose of overseeing and governing our internal Council change activity and to the VCSE and Health system to ensure duplication is avoided. The programme will support financial efficiency by committing our resource and funding to the right places and helping us work towards the Integrated Neighbourhood Public Service Model described in the [Greater Nottinghamshire](#) Local Government Reform (LGR) submission.
7. The programme has three themes, Proactive Prevention, Asset Based Community Development and Place Based approaches, within each theme activity is progressing, either via discrete projects, discovery activity, test, learn and grow pilots or visibility of activity in other part of the system.
8. These themes have been prioritised to reflect the need to focus our resource and capacity on areas where we can proactively reach out to people before they reach crisis point and connect them to the support that is available to them locally, improving their independence and resilience and ensuring they can remain, at home, in their local community when this is most appropriate.
9. The programme supports the development of strong community connections, ensuring that people can get the help they need, when they need it, close to home. This means less unmet

need and reduced or delayed demands on social care for needs that would be better met in the local community, for example support with shopping.

Some examples of the work within the themes:

Proactive Prevention

10. Working with our partners in Health we are using our data to identify those who are most likely to benefit from us reaching out to them early, to engage with them and offer information, sign posting, guidance and support before their situation worsens. This work links to the already established Integrated Neighbourhood Teams within the Place Based Partnership, who are best positioned to co-ordinate a multi-disciplinary approach to meeting a person's wider needs. Learning from this test, learn and grow pilot will help us work with the community and voluntary sector, based on the needs identified, to better fund and support groups on the ground, ensuring we target support to those services who are vital in helping people remain safe and resilient.
11. Making Every Contact Count (MECC) is a prevention approach that is a focus of both national and local plans and strategies for health and wellbeing (including strengthening the Building Blocks of Health i.e. good work, housing, education, employment, access, communities etc). Over the last 18 months a new bespoke multi-level training package for MECC (which incorporates the Building Blocks of Health communication approach) has been developed for staff and volunteers across council departments and partner organisations to access. Thriving Communities provides opportunities to promote and rollout this new training offer, improving the competence and confidence of participants to have 'healthy conversations', targeting those staff/volunteers working with those experiencing health inequalities. Promoting and embedding MECC will also help us develop the right infrastructure, culture and environments across our teams and partnerships to deliver on wider prevention priorities.
12. Integrated Neighbourhood Teams (INTs). This is a national NHS led intervention that is being rolled out across Nottinghamshire. The INTs are a collaborative approach to supporting an individual's health and care needs. They aim to be more efficient, holistic and person centred. INTs will bring together health, welfare and wellbeing multi-disciplinary teams to support the individual to take a more proactive approach to their health and wellbeing.
13. Adult Social Care provides various support services alongside the VCSE. These services, and their reach and remit are being mapped as part of the programme to understand how people can be supported to access support before they require formal care services.
14. Children's Social Care and support to families. A future discovery workshop will be held to develop the life course approach to Thriving Communities.

Community Based Asset Development

15. The work to implement an improved community directory platform Your Notts Directory (go live April 2026). The directory will make it easier for people to find the up-to-date information and support they need for themselves. The Directory is in partnership with Nottingham City Council and partners in Health, it aims to reduce the duplication of systems currently available, making it easier for people to navigate just one system and reducing the burden on the VCSE in updating information across multiple platforms. The specification and design of the platform

is being designed with and tested by with people from all areas of the county, with differing accessibility needs to ensure it is easy to use.

16. We are undertaking a comprehensive review of the funding and commissioning to the VCSE to understand the community, reach, outcomes and impact. Some funding schemes are targeted and must be committed to specific groups/needs others we are able to target to ensure they are providing the support to those organisations/areas of the VCSE that people tell us they need.
17. We are reviewing the roles across the Council that have a community based/community development element, to ensure this is cohesive, connected, easy to navigate and understand and delivers the outcomes people need.

Other Options Considered

18. The programme is primarily about how the Council operates and it could be delivered as an inward facing programme. This is not preferred as the programme needs to be both inward and outward facing to support join up with the system. There has been an acceleration of Integrated Neighbourhood Public Service planning and activity, and the Thriving Communities programme needs to link with this activity through the strands of work and Health and Wellbeing Board.

Reasons for Recommendation/s

19. The programme supports greater sustainability, proactive prevention and strategic working with the VCSE.
20. The programme provides strategic and tactical linkage with the:
 - ICB Integrated Health Needs Assessment, Integrated Neighbourhood Plan (How the health services will wrap around communities).
 - The development of Integrated Neighbourhood Teams in the Place Based Partnerships (how services wrap around an individual to be more proactive with their care)
 - Local Government Reform (how new unitary councils will work with their communities)
 - Health and Wellbeing Board Joint Health and Wellbeing Strategy (how partners work together with communities to improve health and wellbeing)

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

22. The programme is being delivered within existing funding.

Legal Implications

23. The programme will be supported by corporate processes internally and linked to the Health and Wellbeing Board for broader system governance.

Local Government Reorganisation Implications

24. Thriving Communities will support themes from the Greater Nottinghamshire bid including:

- Integrate neighbourhood health and wellbeing plans with a wider public services offer.
- Recognising the role of both East Midlands Combined County Authority (EMCCA) and the local authority in delivering the wider building blocks of health and wellbeing and a proactive, community-based prevention offer.
- Plans would be informed by population data and neighbourhood data profiles, developed with communities to ensure that plans meet local needs and are shaped by local people.
- Explore opportunities to build on existing structures to strengthen collaboration, bringing together partners who are able to make decisions about the local allocation of partnership resources and models of local service delivery.

Human Resources Implications

25. The internal operating model for Thriving Communities is in development, and this will ensure there is capacity to deliver the ambitious programme and remove any duplication.

RECOMMENDATION/S

- 1) That the work being carried out in developing the Thriving Communities programme of work and an Integrated Neighbourhood Public Services approach to support improved outcomes for residents and supports join up with the NHS Integrated Neighbourhood Working be noted.
- 2) That to support the work being carried out in the development of the Thriving Communities programme and an Integrated Neighbourhood Public Services approach, Overview Committee carries out a series of short and targeted reviews to examine specific areas of activity throughout the period of its development.

COUNCILLOR DAWN JUSTICE - CABINET MEMBER FOR COMMUNITIES AND PUBLIC HEALTH

For any enquiries about this report please contact:

Legal Comments (CM 11/12/2025)

26. The Overview Committee is the appropriate body to consider this report through the responsibilities set out in its terms of reference. Under the Local Government Act 2000 and other associated legislation, scrutiny committees have the power to review and scrutinise decisions made or actions taken in connection with the relevant functions of the Council. This includes considering reports and matters that fall within their terms of reference. The Committee may agree recommendations to be directed towards other bodies and decision makers, undertake further consideration of the matters at hand, or request further information in order to support the Committee's work.

Financial Comments (PAA29 11/12/2025)

27. Whilst there are no specific financial implications arising directly from the report, any proposed work on the Thriving Communities programme that is not already reflected in the Council's budget will be brought forward for consideration and approval. This will include details of the estimated revenue and capital costs along with the proposed funding.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- [Our Council Plan. Full Council 20 November](#)
- [Local Government Reorganisation in Nottingham and Nottinghamshire](#)

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE CHAIRMAN OF OVERVIEW COMMITTEE

SCRUTINY WORK PROGRAMMES

Purpose of the Report

1. To consider the Committee's work programme.
2. To note the work programmes of the three select committees.

Information

3. The attached Overview Committee work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning.
4. Overview Committee maintains an oversight of ongoing and planned work of the three select committees. The attached work programmes of the three select committees assist the management of the committees' agendas, the scheduling of the committees' business and forward planning.
5. The work programmes have been developed using suggestions submitted by committee members, the relevant Cabinet Member(s) and senior officers and has been approved by the Overview Committee. The work programme will be reviewed at each pre-agenda meeting and committee meeting where any member of the committee will be able to suggest items for possible inclusion.
6. The Forward Plan is available online for members to consider –

<https://www.nottinghamshire.gov.uk/dms/ForwardPlans/tabid/68/FolderID/20/Current-Forward-Plan.aspx>

Other Options Considered

7. None

Reason/s for Recommendation/s

8. To assist the committee in preparing its work programme and to maintain an Overview of the work of the three select committees.

Statutory and Policy Implications

9. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

10. None

Local Government Reorganisation Implications

11. There are no direct Local Government Reorganisation implications arising from this report.

RECOMMENDATIONS

- 1) That the Overview Committee work programme be noted.
- 2) That the work programmes of the three select committees be noted.
- 3) That committee members make any further suggestions for consideration by the Chairman and Vice-Chairman for inclusion on the work programme, in consultation with the relevant Cabinet Member(s) and senior officers, and subject to the required approval by the Chairman of Overview Committee.

Councillor Cathy Mason Chairman of Overview Committee

For any enquiries about this report please contact: Martin Elliott, Senior Scrutiny Officer, martin.elliott@nottscc.gov.uk

Legal Comments (CM)

12. The Committee has the authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (NS)

13. There are no specific financial implications arising from this report.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All

WORK PROGRAMME 2025/26 – OVERVIEW COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of report	Issue raised by	Our Council Plan Ambitions
4 September 2025	Budget Monitoring	Finance and Resources	To receive the latest monitoring report on the delivery of the 2025/26 Budget.	Work Programming Session	All
4 September 2025	Improving healthy female life expectancy in Nottinghamshire	Communities and Public Health	To examine the work being carried out to improve healthy female expectancy across Nottinghamshire.	Work Programming Session	Healthier, happier lives
4 September 2025	Scrutiny Annual Report		To consider and approve the 2024/25 Scrutiny Annual Report.	Annual item	All
4 September 2025	Scrutiny Work Programmes		To approve the Work Programmes for Overview and the three Select Committees for 2025/26.	Annual item	All
5 November 2025	Local Government Reorganisation		To receive an update on the progress being made in developing the required proposal for local government reorganisation in Nottingham and Nottinghamshire.	Department	All
5 November 2025	Refreshed Nottinghamshire Plan	Deputy Leader	To consider the refreshed Nottinghamshire Plan.	Department	All
27 November 2025	Budget Update	Finance and Resources	To provide an update to Overview Committee on the Budget development process for 2026/27.	Annual item	All

WORK PROGRAMME 2025/26 – OVERVIEW COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of report	Issue raised by	Our Council Plan Ambitions
27 November 2025	Budget Monitoring	Finance and Resources	To receive the latest monitoring report on the delivery of the 2025/26 Budget.	Work Programming Session	All
27 November 2025	Public Health Performance Annual Report and Public Health Performance Outcomes	Communities and Public Health	To examine the departmental performance, risk, and financial position of Public Health and to consider the latest Public Health Performance Outcomes report that is used to track and improve Public Health outcomes in Nottinghamshire.	Annual item	Healthier, happier lives
15 January 2026	Budget 2026/27	Finance and Resources	To consider and make recommendations to Cabinet to support the development of the draft 2026/27 Budget.	Annual item	All
15 January 2026	Domestic Abuse Strategy	Communities and Public Health	To examine the Council's draft refreshed Domestic Abuse Strategy in advance of its approval.	Work Programming Session	Healthier, happier lives
15 January 2026	Thriving Communities	Communities and Public Health	To consider the activity carried out so far to develop the Council's approach to supporting thriving communities and reducing health inequalities across Nottinghamshire.	Work Programming Session	Healthier happier lives
12 March 2026	Budget Monitoring	Finance and Resources	To receive the latest monitoring report on the delivery of the 2025/26 Budget	Work Programming Session	All

WORK PROGRAMME 2025/26 – OVERVIEW COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of report	Issue raised by	Our Council Plan Ambitions
12 March 2026	Artificial Intelligence	Finance and Resources	To consider the activities being carried out across the Council to fully utilise the potential of AI to support the delivery of services to residents.	Work Programming Session	A Council That Leads, A Council That Listens
12 March 2026	Cabinet Working Group review - The Council's financial management, procurement and contract management arrangements - Outcomes	Finance and Resources	Agreed at the September 2025 meeting "That a report detailing the outcomes of the Cabinet Working Group review around the Council's financial management, procurement and contract management arrangements be brought to a future meeting of Overview Committee."	Committee	All
12 March 2026	Blue Badge applications and processing – Progress report	Finance and Resources	To receive a progress report on the implementation of the recommendations from the task and finish review of Blue Badge applications and processing.	Committee	A vibrant local environment, Healthier happier lives
12 March 2026	Promotion of healthy lifestyles and activity around reducing obesity	Communities and Public Health	To examine the activity being carried out to support residents to have healthier lifestyles and to reduce obesity levels across Nottinghamshire.	Work Programming Session	Healthier, happier lives
7 May 2026	Budget Monitoring	Finance and Resources	To receive the latest monitoring report on the delivery of the 2026/27 Budget	Work Programming Session	All

WORK PROGRAMME 2025/26 – OVERVIEW COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of report	Issue raised by	Our Council Plan Ambitions
7 May 2026	Self-Harm and Suicide Prevention Strategy 2024 - 29	Communities and Public Health	To examine the implementation and impact of the Council's Self Harm and Suicide Prevention Strategy.	Work Programming Session	Healthier, happier lives
7 May 2026	Preparations for Local Government Reorganisation (LGR)	All	To examine the work being carried out across the Council and with delivery partners in preparation for Local Government Reorganisation in Nottinghamshire.	Work Programming Session	All
7 May 2026	Council buildings and property	Finance and Resources	To examine how the Council's property and land assets are being used to support the delivery of delivery of the ambitions of the Nottinghamshire Plan. Also to examine how LGR will impact on how the Council's estate could look like in the future.	Work Programming Session	A Council That Leads, A Council That Listens
2 July 2026	Budget Monitoring	Finance and Resources	To receive the latest monitoring report on the delivery of the 2026/27 Budget.	Work Programming Session	All
2 July 2026	Healthy Families Programme	Communities and Public Health	To examine the delivery and performance of the recommissioned Healthy Families Programme.	Work Programming Session	No child left behind, The best start in life
2 July 2026	Revised Joint Health and Wellbeing Strategy and the Council's delivery on the 2022-26 strategy	Communities and Public Health	To consider the priorities and focus of the revised Joint Health and Wellbeing Strategy and to examine the Council's delivery of the 2022 – 26 strategy.	Work Programming Session	Healthier, happier lives

WORK PROGRAMME 2025/26 – OVERVIEW COMMITTEE

Reviews

Project start date	Item	Cabinet Member Responsibility	Purpose of Review	Issue raised by	Our Council Plan Ambitions
January 2026	Thriving Communities	Communities and Public Health	To examine specific areas of activity to support the ongoing development of the Council's approach to supporting thriving communities	Work Programming Session	Healthier happier lives

Items pending scheduling or removal

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Nottinghamshire Plan – Annual Delivery Plan Assurance Report	All	To examine the progress being made in delivering on the actions set out in the Annual Delivery Plan to achieve the ambitions of the Nottinghamshire Plan.	Annual item	All
Menopause Policy	Finance and Resources	Resolved at the 27 November 2025 meeting “That further scrutiny activity be carried out, in a format to be agreed by the Chairman and Vice-Chairman, and in consultation with officers on the development of Council-wide menopause policy.	Committee	A Council That Leads, A Council That Listens
Crisis and Resilience Fund	Communities and Public Health	To consider how the Council will implement the Crisis and Resilience Fund from Government. Joint item with Place SC.	Department	Looking out for each other

WORK PROGRAMME 2025/26 – OVERVIEW COMMITTEE

Items to be scheduled for 2026/27

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Best Start Strategy	Communities and Public Health	To examine the implementation and impact of the Council's Best Start Strategy	Work Programming Session	No child left behind, The best start in life

Items for information briefings for committee members

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Healthy Families Programme	Communities and Public Health	To brief members on the purpose and role of the Healthy Families Programme.	Work Programming Session	No child left behind, The best start in life
Preventative work around smoking	Communities and Public Health	To provide information on Public Health activity to reduce the number of Nottinghamshire residents who smoke.	Work Programming Session	Healthier, happier lives
Joint Health and Wellbeing Strategy	Communities and Public Health	To provide briefings throughout the development of the revised strategy.	Work Programming Session	Healthier, happier lives
Artificial Intelligence (AI)	Deputy Leader	To cover the basic principles of AI in advance of the report being considered at committee.	Work Programming Session	A Council That Leads, A Council That Listens

WORK PROGRAMME 2025/26 – ADULT SOCIAL CARE & HEALTH SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
11 September 2025	Joint Carers Strategy	Adult Social Care	To examine the delivery and impact of the Joint Carers Strategy.	Work Programming session	Celebrating out carers, Safe and supported
11 September 2025	Occupational Therapy	Adult Social Care	To examine the delivery and performance of the Occupational Therapy Service.	Work Programming session	Safe and supported
11 September 2025	Adult Social Care Performance, Finance and Risk Update	Adult Social Care	To provide a progress report on departmental performance, risk, and financial position for Adult Social Care.	Standing item	Celebrating out carers, Safe and supported, Looking out for each other
17 December 2025	Nottinghamshire Adults Safeguarding Board Annual Report 2024/25 and Plan	Adult Social Care	To receive the Nottinghamshire Adults Safeguarding Board Annual Report and Plan. To be presented by the Independent Chair with other partners also being invited to attend.	Annual item	Safe and supported
17 December 2025	The Big Conversation	Adult Social Care	To consider the outcomes of the “Big Conversation” and how this will be used to inform the creation of a refreshed Local Account.	Work Programming session	Celebrating out carers, Safe and supported, Looking out for each other

WORK PROGRAMME 2025/26 – ADULT SOCIAL CARE & HEALTH SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
17 December 2025	Day Opportunities Strategy	Adult Social Care	To receive a progress report on the implementation and impact of the Day Opportunities Strategy.	Work Programming session	Safe and supported, Looking out for each other
18 March 2026	Care Quality and Assurance	Adult Social Care	To examine Care quality and assurance in Nottinghamshire (regulated services, social care market oversight, Care Quality Commission assurance, and internal audit activity) Representatives of Care Quality Commission to be invited to the meeting.	Work Programming session	Safe and supported
18 March 2026	Technology enabled care	Adult Social Care	To examine how technology is being used to support the delivery of Adult Care services and how the Council is developing its use.	Work Programming session	Looking out for each other
18 March 2026	Adult Social Care Performance, Finance and Risk Update	Adult Social Care	To provide a progress report on departmental performance, risk, and financial position for Adult Social Care.	Standing item	Celebrating our carers, Safe and supported, Looking out for each other

WORK PROGRAMME 2025/26 – ADULT SOCIAL CARE & HEALTH SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
3 June 2026	Housing and Supported Accommodation	Adult Social Care	To consider the activity to support more people to live in supported accommodation than residential care. To examine the support for young adults moving into supported accommodation and the additional support available for those with mental health needs.	Work Programming session	A place to call home
3 June 2026	Occupational Therapy	Adult Social Care	To receive a progress report on the delivery and performance of the countywide Occupational Therapy Service.	Committee meeting	Safe and supported
3 June 2026	Progress and implementation of Prevention approach	Adult Social Care	To consider the development, implementation and impact of the prevention approach and offer from Adult Social Care.	Work Programming session	Safe and supported
3 June 2026	Local Government Reorganisation (LGR)	Adult Social Care	To examine the work being carried out on how services delivered by the Adult Social Care Department will be delivered as a result of Local Government Reorganisation.	Work Programming session	Celebrating out carers, Safe and supported, Looking out for each other

WORK PROGRAMME 2025/26 – ADULT SOCIAL CARE & HEALTH SELECT COMMITTEE

Reviews

Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Issue raised by	Our Council Plan Ambitions
February 2026	Transition of service users from Children and Young People's Services to Adult Social Care Services (Joint item with C&F SC)	Adult Social Care Children and Families	To examine the current procedures surrounding the transition of service users from Children's to Adult Services. To make recommendations on how procedures could be developed to ensure the best possible transition for each service user.	Work Programming 2023/24	Safe and supported, No child left behind

Items pending scheduling or removal.

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Adult Social Care Reform	Adult Social Care	To consider how Government reforms will impact on how the Council delivers Adult Social Care Services.	Work Programming session	Celebrating our carers, Safe and supported, Looking out for each other

Items to be scheduled for 2026/27

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions

WORK PROGRAMME 2025/26 – ADULT SOCIAL CARE & HEALTH SELECT COMMITTEE

Items for information briefings for committee members

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Adult Social Care Reform	Adult Social Care	Briefings to be provided to members as details of Government reforms around the delivery of Adult Social Care services.	Work Programming session	Celebrating out carers, Safe and supported, Looking out for each other
Joint work with Health services	Adult Social Care	To brief members of the wide range of joint working arrangements with Health. To provide Members with a comprehensive overview of this area of service delivery.	Work Programming session	Safe and supported
Adult Social Care Performance, Finance and Risk Update	Adult Social Care	Information on performance, finance and risk to be circulated to members in the quarters where there is no report at Select Committee.	Work Programming session	Celebrating out carers, Safe and supported, Looking out for each other
Care Quality Commission inspection of the Council's Adult Social Care department	Adult Social Care	To brief members on the outcomes of the pending Care Quality Commission inspection of the Council's Adult Social Care department once known.	Work Programming session	Safe and supported

*Items in bold have been completed

WORK PROGRAMME 2025/26 – CHILDREN AND FAMILIES SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
13 October 2025	Outcomes and Experiences of Children and Young People with SEND – Progress Report	Education and SEND	To receive a report on the progress made in implementing improvements to the experiences and outcomes of children and young people with SEND.	Work Programming session	No child left behind
13 October 2025	Nottinghamshire Safeguarding Children Partnership (NSCP) – Progress Report on Priorities and Annual Report 2024/25	Children and Families	To receive and consider the NSCP Annual Report.	Annual item	The best start in life, Safe and supported
13 October 2025	Performance, Finance and Risk Update	Children and Families Education and SEND	To provide a progress report on departmental performance, risk and financial position.	Committee meeting	The best start in life, Safe and supported, No child left behind, A place to call home
1 December 2025	Youth Justice Strategic Plan	Children and Families	To examine the delivery of the Youth Justice Strategic Plan.	Work Programming session	Resilient communities
1 December 2025	School attendance and young people not in education, employment or training	Children and Families Education and SEND	To examine the issues around school attendance, persistent absence and the activity being carried out to support young people to access and engage in post-16 education and training.	Work Programming session	The best start in life

WORK PROGRAMME 2025/26 – CHILDREN AND FAMILIES SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
1 December 2025	Implementation and impact of Family Hubs	Children and Families	To examine the implementation and impact of the roll out of Family Hub networks across Nottinghamshire.	Work Programming session	The best start in life
16 March 2026	Outcomes and Experiences of Children and Young People with SEND – Progress Report	Education and SEND	To receive a report on the progress made in implementing improvements to the experiences and outcomes of children and young people with SEND. To include a detailed look at how SEND children and young people are supported in mainstream schools.	Work Programming session	No child left behind
16 March 2026	Performance, Finance and Risk Update	Children and Families Education and SEND	To provide a progress report on departmental performance, risk and financial position	Committee meeting	The best start in life, Safe and supported, No child left behind, A place to call home
16 March 2026	Families First Partnership Programme and Children’s Social Care Reform	Children and Families	To examine the impact and implications of the Families First Partnership Programme and Children’s Social Care Reform on how Children and Families Services are delivered.	Work Programming session	The best start in life, Safe and supported, No child left behind, A place to call home
13 July 2026	Local Government Reorganisation (LGR)	Children and Families Education and SEND	To examine the work being carried out on how services delivered by the Children and Families Department will be delivered as a result of Local Government Reorganisation.	Work Programming session	The best start in life, Safe and supported, No child left behind, A place to call home

WORK PROGRAMME 2025/26 – CHILDREN AND FAMILIES SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
13 July 2026	Child Exploitation Support	Children and Families	To examine the Council's approach to tackling child exploitation.	Work Programming session	Safe and supported
13 July 2026	Small Schools Sustainability Strategy	Education and SEND	To examine the implementation and impact of the Small Schools Sustainability Strategy.	Work Programming session	The best start in life
13 July 2026	Fostering recruitment and retention	Children and Families	To receive a progress report on the implementation of the recommendations from the task and finish review carried out in Spring 2025	Committee	A place to call home, Celebrating our carers

Reviews

Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Issue raised by	Our Council Plan Ambitions
January 2026	Kinship Care	Children and Families	To examine how the Council can best support kinship carers.	Work Programming session	A place to call home, Celebrating our carers
February 2026	Transition of Service Users from Children and Families Services to Adult Social Care Services (Joint item with the Adult Social Care & Health SC)	Children and Families Education and SEND	To examine the current procedures surrounding the transition of service users from Children's to Adult Services. To make recommendations on how procedures could be developed to ensure the best possible transition for each service user.	Work Programming session	No child left behind, Safe and supported

WORK PROGRAMME 2025/26 – CHILDREN AND FAMILIES SELECT COMMITTEE

Items for information briefings for committee members

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
SEND - Neurodevelopmental pathways and the Graduated approach	Education and SEND	To provide briefing papers on the Neurodevelopmental pathway and the graduated approach used to support children and young people with SEND.	Work Programming session	No child left behind
SEND – ICB clusters	Education and SEND	To provide a briefing on the implementation of ICB clusters in relation to the SEND Partnership.	Department	No child left behind
SACRE Annual Reports	Education and SEND	To share the SACRE Annual Report with committee members.	Work Programming session	No child left behind
Secondary Pupil Place Planning	Education and SEND	To receive a progress report on the implementation of the recommendations from the task and finish review carried out in 2024.	Committee	The best start in life

*Items in bold have been completed

WORK PROGRAMME 2025/26 – PLACE SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
10 September 2025	Section 19 Reports – January 2025 Flooding event	Transport and Environment	To receive the Section 19 reports from the January 2025 flooding event.	Department	Resilient communities
10 September 2025	Local Nature Recovery Strategy	Transport and Environment	To receive a progress report on the development and implementation plans for the Nottinghamshire and Nottingham Local Nature Recovery Strategy.	Work Programming session	A vibrant local environment
8 December 2025	Place Department Performance	Transport and Environment Communities and Public Health Economic Development and Asset Management	To receive a report detailing Place Department performance over the previous six months (excluding Public Health).	Department	Better connected, Pathways to employment, A vibrant local environment, An economy for everyone, Resilient communities,

WORK PROGRAMME 2025/26 – PLACE SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
8 December 2025	Waste and Recycling	Transport and Environment	To consider the Council's delivery of waste and recycling services and to examine how the Council is preparing for the system changes required for "simpler recycling". Also to include a progress report on the implementation of the outcomes of the task and finish review of HWRCs.	Work Programming session	A vibrant local environment
8 December 2025	Highways	Transport and Environment	To receive a report on the outcomes of the Cabinet Working Group on the delivery of Highway services.	Work Programming session	Better connected
8 December 2025	Residents' Parking Schemes	Transport and Environment	To receive a progress report on the implementation of the recommendations from the task and finish review carried out in 2024.	Committee	Better connected
25 March 2026	Crime and Disorder	Communities and Public Health	To sit as the Council's statutory Crime and Disorder committee to scrutinise delivery of crime and disorder strategies to meet the requirements of the Crime and Disorder (Overview and Scrutiny) Regulations 2009.	Annual item	Resilient communities
25 March 2026	Objections to permanent TROs, bus stop clearways and other schemes – Updated process – Progress report.	Transport and Environment	To receive a progress report on the impact of changes to how objections to permanent TROs, bus stop clearways and other schemes are considered and managed.	Department	Better connected

WORK PROGRAMME 2025/26 – PLACE SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
25 March 2026	Provision of Cultural Services	Communities and Public Health	To examine the delivery of cultural and leisure services by the Council (including Inspire and Country Parks).	Work Programming session	A vibrant local environment, An economy for everyone
25 March 2026	Flooding preparation and response	Transport and Environment	To receive a progress report on the implementation of the recommendations from the task and finish review carried out in 2024.	Committee	Resilient communities
20 May 2026	Place Department Performance	Transport and Environment Communities and Public Health Economic Development and Asset Management	To receive a report detailing Place Department performance over the previous six months (excluding Public Health).	Department	Better connected, Pathways to employment, A vibrant local environment, An economy for everyone, Resilient communities

WORK PROGRAMME 2025/26 – PLACE SELECT COMMITTEE

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
20 May 2026	Trading Standards	Communities and Public Health	The examine the delivery of the Council's Trading Standards Service and how it its tackling rogue traders and protecting communities.	Work Programming session	Resilient communities
20 May 2026	Emergency Planning	Communities and Public Health	To examine the delivery of Council's Emergency Planning function and how it prepares for and reacts to emergency situations.	Work Programming session	Resilient communities

Reviews

Project start date	Item	Cabinet Member Responsibility	Purpose of Review	Issue raised by	Our Council Plan Ambitions
November 2025	Road Safety	Transport and Environment	To examine the how road safety measures (including 20mph speed limits) are assessed and implemented.	Work Programming session	Better connected
April 2026	SEND and other School Transport provision	Transport and Environment	To examine the delivery of SEND and other School Transport provision and how these services can sustainably be delivered into the future.	Work Programming session	A Council That Leads, A Council That Listens
TBC 2026	Country Parks	Communities and Public Health	To examine the delivery of Country Parks and how this work is supporting the delivery of the objectives of the Council's Visitor Economy Framework.	Work Programming session	A vibrant local environment, An economy for everyone

WORK PROGRAMME 2025/26 – PLACE SELECT COMMITTEE

Items pending scheduling or removal

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Fleet Management	Economic Development and Asset Management	To examine the work being carried out to ensure that the Council's fleet of vehicles is as financially and environmentally sustainable as possible.	Work Programming session	A Council That Leads, A Council That Listens
Local Nature Recovery Strategy	Transport and Environment	To examine, once approved, the implementation of the Nottinghamshire and Nottingham Nature Local Nature Recovery Strategy.	Committee	A vibrant local environment
Crisis and Resilience Fund	Communities and Public Health	To consider how the Council will implement the Crisis and Resilience Fund from Government. Joint item with Overview Committee.	Department	Looking out for each other

Items to be scheduled for 2026/27

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Transition of Public Transport responsibilities from the Council to EMCCA	Transport and Environment	To examine the work being carried out around the continued transition of the responsibility for Public Transport from the Council to EMCCA.	Department	Better connected, A Council That Leads, A Council That Listens
Local Government Reorganisation (LGR)	Communities and Public Health Economic Development and Asset Management Transport and Environment	To examine the work being carried out on how Place services will be delivered as a result of Local Government Reorganisation.	Work Programming session	Better connected, Pathways to employment, A vibrant local environment, An economy for everyone, Resilient communities

WORK PROGRAMME 2025/26 – PLACE SELECT COMMITTEE

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Catering and Facilities Management	Communities and Public Health	To examine the implementation of the delivery of catering and facilities management services since the launch of the Joint Venture, Vertas Nottinghamshire Ltd on 1 September 2025	Work Programming session	A Council That Leads, A Council That Listens

Items for information briefings for committee members

Item	Cabinet Member Responsibility	Purpose of the report	Issue raised by	Our Council Plan Ambitions
Employment and Skills Framework	Economic Development and Asset Management	To receive a progress report on the implementation of the Council's Employment and Skills Framework.	Work Programming session	An economy for everyone
Management and maintenance of trees and vegetation around highways/rights of way	Transport and Environment	To provide information on the processes and procedures around the Council's role in managing trees and vegetation around highways and rights of way.	Work Programming session	Better connected
Visitor Economy Framework	Economic Development and Asset Management	To receive a progress report on the implementation of the Council's the Visitor Economy Framework.	Work Programming session	An economy for everyone
Road Adoption	Transport and Environment	To provide information on the processes and procedures around the Council's role in road adoption.	Work Programming session	Better connected
Materials Recovery Facility (MRF) Site Visit	Transport and Environment	Site visit to the Veolia MRF in Mansfield.	Work Programming session	A vibrant local environment

*Items in bold have been completed