

Cabinet

Monday, 23 June 2025 at 11:15

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- 1 To note the membership of Cabinet for the 2025-26 municipal year:
 - Leader of the Council – Councillor Mick Barton
 - Deputy Leader – Councillor John Doddy
 - Cabinet Member, Business Management – Councillor Martin Wright
 - Cabinet Member, Adult Social Care – Councillor Barry Answer
 - Cabinet Member, Children and Families – Councillor Rory Green
 - Cabinet Member, Communities and Public Health – Dawn Justice
 - Cabinet Member, Economic Development and Asset Management – Councillor James Walker-Gurley
 - Cabinet Member, Education and Special Educational Needs and Disabilities (SEND) – Councillor Hana John
 - Cabinet Member, Finance and Resources – Councillor Stuart Matthews
 - Cabinet Member, Transport and Environment – Councillor Bert Bingham

- 2 Minutes of the last meeting of Cabinet held on 13 March 2025 3 - 6

- 3 Apologies for Absence

- 4 Declarations of Interests by Members and Officers:- (see note below)

- 5 Highways Review 7 - 10

- 6 Efficiency Review of the Councils Financial Management Procurement and Contract Management Arrangements 11 - 16

7	East Midlands Combined County Authority – Priorities for Nottinghamshire County Council	17 - 22
8	Refreshing the Nottinghamshire Plan	23 - 26

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:-

Customer Services Centre 0300 500 80 80

- (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 Keith Ford (Tel. 0115 977 2590) 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 CABINET

Date Thursday 13 March 2025 (commencing at 2.00 pm)

membership

COUNCILLORS

Sam Smith (Chairman)
Bruce Laughton (Vice-Chairman)

Chris Barnfather
Ben Bradley
Scott Carlton
Neil Clarke MBE – apologies
Keith Girling
Richard Jackson – apologies
Tracey Taylor
Jonathan Wheeler

OTHER COUNCILLORS IN ATTENDANCE

Deputy Cabinet Members

Reg Adair
Sinead Anderson
André Camilleri
Nigel Moxon
Gordon Wheeler

Other Councillors

Jim Creamer
Boyd Elliott

OFFICERS IN ATTENDANCE

Adrian Smith	Chief Executive
Marjorie Toward Nigel Stevenson Keith Ford Tyler Marsh Lucy Peel Phil Rostance	Chief Executive's Department
Melanie Williams	Adult Social Care Department

Colin Pettigrew Children and Families Department

Derek Higon Place Department
Vivienne Robbins

1. MINUTES

The minutes of the last meeting of Cabinet held on 6 February 2025, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

- Councillor Neil Clarke MBE – other reasons
- Councillor Richard Jackson – illness/medical

3. DECLARATIONS OF INTERESTS BY MEMBERS AND OFFICERS

None

4. THE NOTTINGHAMSHIRE PLAN – ANNUAL DELIVERY PLAN 2025-26

RESOLVED 2025/008

That the Annual Delivery Plan 2025-26 be approved.

5. ADULT SOCIAL CARE AND SUPPORT MARKET ANNUAL FEE UPLIFTS FOR FINANCIAL YEAR 2025/26

RESOLVED 2025/009

That the proposed distribution of £28.2 million fee increases to Adult Social Care fees, in line with the proposed uplifts as outlined in the report, be approved with effect from 7 April 2025.

6. RESPONSE TO THE RECOMMENDATIONS FROM THE SCRUTINY REVIEW OF BLUE BADGES

RESOLVED 2025/010

- 1) That the recommendations from the Overview Committee’s review of Blue Badges be received.
- 2) That the response to the recommendations arising from the Overview Committee’s review of Blue Badges be approved.

7. **RESPONSE TO THE RECOMMENDATIONS FROM THE SCRUTINY REVIEW OF FLOODING RESPONSE AND RESILIENCE**

RESOLVED 2025/011

- 1) That the recommendations from the scrutiny review of Flooding Response and Resilience by Place Select Committee be received.
- 2) That the response to the recommendations arising from the scrutiny review of Flooding Response and Resilience by Place Select be approved.

The Chairman thanked non-returning Councillors Reg Adair, Chris Barnfather, Ben Bradley and Gordon Wheeler for all of their work for the Cabinet and the Council.

The meeting closed at 2.49 pm.

CHAIRMAN

REPORT OF CABINET MEMBER FOR TRANSPORT AND ENVIRONMENT

HIGHWAYS REVIEW

Purpose of the Report

1. The purpose of this report is to seek Cabinet approval for:
 - The undertaking of a member led review of the Council's highway services as part of the new administration's commitment to review all aspects of this service area focussing on the potential for improved outcome for residents.
 - Establishment of a Cabinet Working Group comprising Members and Officers to undertake the review.

Information

2. There is a high level of public interest in many of the services which fall under the remit of the Cabinet Member for Transport and Environment; services such as public transport, highways, waste and recycling are countywide services that everyone living, visiting or working in Nottinghamshire benefits from, and often use on a regular basis. This is particularly the case for highways provision. As such, the Council and individual Councillors receive more queries about highways matters than any other area of the Council's work. In 2024/2025 there were over 60,000 highways related queries and service requests.
3. Nottinghamshire's highway network is a vital asset for:
 - The transport of people and goods;
 - The provision of access to homes, businesses and other premises;
 - The provision of space for people to shop, socialise and relax;
 - Supporting for the local and regional economy;
 - Supporting for the infrastructure that provides communications and vital services/utilities to society.
4. Nottinghamshire is a large County, with a complex highway network of over 2760 miles. The highway network is a significant asset to the County, with a gross replacement value estimated at over £10 billion. It comprises 14 asset groups, including 96,000 street lights, 369 highway bridges, over 45,000 highway trees and 141,000 drainage assets. It is within this context that the Council's current capital maintenance investment programme of over £52m, and its annual maintenance revenue budget of £20m, should be seen. These significant levels of investment and cost, coupled with the vital role the network fulfils, make it important that the network is maintained and managed in a cost effective and efficient way.

5. The proposed review will build on previous reviews of highway services, in particular the review supported by the Local Government Association (LGA) which took place in 2021/22. The review will reflect on the progress made following on from the LGA review – and a parallel member led review - and the actions taken since then and direction of travel, for example around asset management and investment priorities, utility works management and customer communications.
6. Whilst the Cabinet Working Group will determine priority areas for review, potential lines of enquiry may include the consideration of progress on:
 - Continuing to move to a right first-time approach to our highway maintenance and reduce the need to use reactive short-term maintenance.
 - Recognising that prevention is better than cure and that whole street approaches are desirable.
 - Publishing a longer-term programme of capital works to support our ability to plan for the long term and keep residents well informed about this.
 - Maintaining our overall network condition and seeking to improve it within financial constraints, whilst prioritising local roads (the unclassified network) alongside our footways wherever possible.
 - Improving communications, so that residents are better informed about our work, and understand our approaches.
 - Increase effectiveness and efficiency, maximising the return on our investment in highways by ensuring that our highways policies and strategy drive our maintenance priorities and treatments/techniques, alongside our increased use of innovation and technology.
7. The review will be Member led and supported by officers. It will conclude its work in the Autumn of 2025. This will allow the Place Select Committee to incorporate a consideration of the outcomes of the review into its programme of work as it sees fit. The review group will be chaired by the Cabinet Member for Transport and the Environment, and will comprise the following members:
 - Leader of the Council
 - Cabinet Member for Finance and Resources
 - Cabinet Member for Business Management
 - Cabinet Member for Economic Development and Asset Management

Other Options Considered

8. Highways is a universally used service that the County Council provides and with high levels of customer contact and assets of significant value as described above. The option of not reviewing these key services early in the work of the new administration has been discounted as to do so would miss an opportunity to further consider options for improving public outcomes.

Reason/s for Recommendation/s

9. The review provides an opportunity to renew and develop the service to match the ambitions of the County Council and expectations of residents to ensure the right services are being delivered in the most cost effective way.

Statutory and Policy Implications

10. 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

11. The cost of the review will be accommodated within the existing highway budget and will comprise largely of the use of staff time. Any financial implications arising from the review will be considered as part of the review outcomes.

Implications for Service Users

12. The intention of the review is to support the continuing improvement of highways related outcomes for residents.

Implications for Sustainability and the Environment

13. Effective highway maintenance approaches can reduce congestion, its knock-on effects on air quality and its impacts on local communities. The recycling of materials and aggregates is also considered when delivering highways schemes. Any specific implications for sustainability and the environment will be considered as part of the review outcomes.

RECOMMENDATION

It is recommended that:

- 1) A Member led review of the Council's highway services takes place as described in the report, as part of the new administration's commitment to review all aspects of this service area focussing on the potential for improved outcome for residents.
- 2) A Cabinet Working Group is established as set out in the report to undertake the review.

Councillor Bert Bingham
Cabinet Member for Transport and Environment

For any enquiries about this report please contact: Derek Higton - Executive Director, Place, Gary Wood – Head of Highways and Transport – 0115 9774270

Constitutional Comments (JL 12/06/2025)

14. Cabinet is empowered to consider the contents of this report by virtue of its terms of reference set out in the Constitution of Nottinghamshire County Council

Financial Comments (NS 13/06/2025)

15. There are no specific additional financial implications arising from this report. As stated in the report, any financial implications arising from the review will be considered as part of the review outcomes which will also have regard to the overall finances of the Council.

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.

- Report to Cabinet – 15 Dec 2022 “Highways Review”

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNCIL

EFFICIENCY REVIEW OF THE COUNCIL'S FINANCIAL MANAGEMENT, PROCUREMENT AND CONTRACT MANAGEMENT ARRANGEMENTS

Purpose of the Report

1. This report seeks Cabinet approval to commence a review of the Council's financial management, procurement, and contract management arrangements and to establish a Cabinet Working Group comprising Members and Officers to undertake the work. This review will take place over the summer and will inform the budget setting process for next year and future years, identify in-year efficiencies and generate improvements to strengthen Value for Money arrangements.

Information

Background

2. Following the County Council elections in May and the appointment of the Leader of the Council, discussions have begun between senior officers and Members regarding the scale of the financial challenges facing local government and the County Council.
3. When the Council approved its Budget last February it set out several of these challenges, put simply:
 - a. The council's current MTFS indicates a funding gap of £18.5m over the medium-term
 - b. Government finance priorities have indicated a tightening of government funding which will inevitably impact funding for local government
 - c. Continued increase in costs due to inflation and increasing demand for our services, especially upon social care
 - d. Continued pressure on residents from increasing council tax levels.
4. Recognising the need for the Council to take all possible steps to be financially sustainable and deliver the best possible services for communities, it is proposed that the Council undertakes a comprehensive efficiency review encompassing its key financial management, procurement and contract management arrangements.
5. The review aims to provide assurance to Nottinghamshire residents about the extent to which financial management is robust, efficient, and provides value for money for the taxpayer. Given the urgency of the situation, the review will take place over the summer and provide key insights and recommendations to inform the budget setting process for

the next and future years, identify further efficiencies and improvements to strengthen value for money for residents.

6. The efficiency review will
 - a. provide assurance regarding the delivery of existing savings plans currently included in the Council's Medium Term Financial Strategy.
 - b. provide insights that support and accelerate the scale and scope of the 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.
 - c. take an insight led approach involving benchmarking and comparative data analysis
 - d. explore opportunities for 'invest to save' wherever possible
 - e. consider key contractual and procurement arrangements
 - f. review the capital programme and capital funded activities
 - g. consider most effective ways of engaging with the public around proposals to reduce the County Council's financial gap and achieve sustainability
 - h. understand the impact of Comprehensive Spending Review in determining the likely funding envelope for the Council over the next three years
7. In relation to the review of key contractual and procurement arrangements, the following key aspects will be referenced
 - a. commissioning intentions
 - b. opportunities for greater competition
 - c. opportunities for local suppliers
 - d. contractual management arrangements
 - e. compliance with statutory and regulatory requirements
8. The Council operates in a rapidly changing environment. As a result, we need to continue to change and innovate to deliver the vision and ambitions in the Nottinghamshire Plan. The Council's portfolio of change brings together transformation work across the Council which focuses on the areas of greatest budget pressure and through which we seek to achieve financial sustainability.
9. There are four core drivers for this work:
 - Improving outcomes for people in a way that costs less by increasing prevention and early intervention activity and supporting people to be resilient and independent with their families and in their local communities
 - Maintaining the financial sustainability of the Council by focusing on the core drivers of the increases in the demand and costs of service delivery
 - Tackling those areas of service where new solutions are required to reduce corporate financial risk
 - Maximising the financial benefit, and minimising financial risk of public service reform driven by national government including the reform of the health service, and the reorganisation of local government.
10. The work of the efficiency review and the Council's portfolio of change will need to be

aligned to ensure effective implementation of findings from the efficiency review and the updating of the change portfolio to maximise the improvements delivered.

Proposals

11. The Council is committed to providing value for money for its residents and taxpayers in providing vital services for the people of Nottinghamshire. The efficiency review will be undertaken by a multi-skilled team of officers and wider Council resources working across the organisation, drawing on external expertise as appropriate and in accordance with legal and fiduciary duties.
12. A Cabinet Working Group chaired by the Leader of the Council will be established to consider the work of the efficiency review. All insights or proposals generated through the review will be validated by the s151 Officer and Statutory Officers and be reported to Cabinet accordingly. The working group will be empowered to make recommendations to Cabinet, including scope for referral of relevant matters through the Cabinet to Full Council for any non-executive matters.
13. If Cabinet is minded to refer any matter for consideration either by an overview and scrutiny committee or the Governance and Ethics Committee with regard to the Council's audit functions, it may invite those committees to provide input as necessary.
14. Presently it is not anticipated that any additional costs will be incurred in undertaking this work as this forms part of the Council's normal budget processes for self-evaluation and options appraisal work. The Council currently uses external support where necessary to help identify and drive service improvement and efficiencies which are funded from existing department budgets.
15. It is recognised that in conducting an efficiency review the working group will be presented with data to inform its work. Officers will support the working group and provide all relevant information in accordance with the legal framework underpinning data sharing. Any engagement of external expertise to support the working group will adhere to the same principle of data sharing within the legal framework. It is envisaged that a flexible approach is taken in determining appropriate partners to support this work if required.

Other Options Considered

16. The Council could continue with its current financial management plans and portfolio of change as currently planned. Given the scale of the financial challenges facing local government and pace of change required it is felt that additional more targeted activity in the form of a time limited efficiency review is required to highlight particular areas for improvement to ensure financial sustainability and the best possible services for local communities. In the shorter and medium term these improvements will to be implemented as part of the Medium-Term Financial Strategy and through the Council's Portfolio of Change.

Reason/s for Recommendation/s

17. Undertaking an efficiency review encompassing the Council's key financial management, procurement and contract management arrangements will identify areas for improvement to ensure robust, efficient services which provide value for money for the taxpayer and ensure that all possible steps are taken to ensure financial stability. This will supplement the activity planned as part of the Medium Term Financial Strategy and the Council's Portfolio of Change to focus on core drivers of increased costs and demand, identify ways of improving outcomes for local people in ways which cost less, maximise financial benefits and mitigate financial risk.

Statutory and Policy Implications

18. 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

19. Costs associated with the review are anticipated to be existing staffing costs which will be managed within existing budgets. Outputs from the work will form part of the normal budget setting process of the Council and inform the Council's Portfolio of Change.

Data Protection and Information Governance

20. In the event that external partners are engaged to support this work, appropriate Data Sharing arrangements will be put in place to ensure compliance with County Council policies and procedures and Data Protection legislative requirements.

Human Resources Implications

21. There are no human resources implications identified at this stage. If these emerge at a later stage, the Council's agreed Human Resources policies and procedures would apply in accordance with legal requirements. Staff and Trades Union colleagues will be consulted at the appropriate point.

Implications for Residents

22. The purpose of the review is to provide assurance that financial management is robust, efficient, provides value for money for local residents and that the Council is able to maintain financial sustainability. This is supported by the focus on the areas of greatest budget pressure set out in the Portfolio of Change to improve outcomes for local people by focussing on early help and prevention, reducing demand and costs of service delivery and introducing new solutions to reduce corporate financial risk.

23. The potential implications for groups of people with particular characteristics will be considered as areas for further work are identified by the review. The findings of the Efficiency Review will be considered further as part of the budget setting process and through programmes of work within the Portfolio of Change. More detailed consideration will be given to potential impacts

on particular groups and Equality Impact Assessments undertaken as appropriate to identify any potential issues and mitigating actions.

RECOMMENDATIONS

Cabinet approves:

- 1) The commencement of an Efficiency Review of the Council's financial management, procurement, and contract management arrangements as part of the Council's budget setting process.
- 2) The establishment of a Cabinet Working Group, members of which will be appointed by the Leader, to consider the work of the Efficiency Review and be reported to Cabinet accordingly.
- 3) To delegate to the Service Director Finance, Infrastructure and Improvement (s151 Officer) in consultation with the Leader, the Chief Executive and Service Director Customers, Governance and Employees (Monitoring Officer) to agree the detailed scope and programme of the review.

Councillor Mick Barton
Leader of the Council

For any enquiries about this report please contact: Nigel Stevenson, Service Director Finance Infrastructure and Improvement (s151 officer), nigel.stevenson@nottscc.gov.uk

Legal and Constitutional Comments (CM 09/06/2025)

24. The Leader and Cabinet have the necessary authority to establish a working group to consider the matters detailed within this report.
25. As a best value authority, the Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The statutory guidance regarding the legal requirement to consult upon the exercise of the best value duty specifies that consultation regarding the annual budget, the corporate plan and the medium-term financial plan provides the stage at which consultation will best assist the authority in deciding how to make arrangements to secure continuous improvement.

Financial Comments (NS 10/6/2025)

26. This report sets out the process for how Cabinet wishes to understand and review all aspects of spend and commitments for the County Council. This report includes some specific tasks

and the use of external support, at no additional cost. The Council currently uses externally provided information and support as part of the normal budget monitoring and budget setting process, e.g. benchmarking data, which is met from existing budgets. The budget setting process will be subject to the normal process of review through Cabinet and Overview Committee before the Full Council meeting in February 2026.

HR Comments (HG 12/6/2025)

27. The report sets out the intent to undertake a review of financial management, procurement and contract management. Officers will support the process as required. There are currently no direct workforce implications identified. If any arise from the work the relevant policy and procedures will be applied.

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

REPORT OF THE LEADER OF THE COUNCIL

EAST MIDLANDS COMBINED COUNTY AUTHORITY - PRIORITIES FOR NOTTINGHAMSHIRE COUNTY COUNCIL

Purpose of the Report

1. To seek Cabinet approval of priority areas for collaboration for the Council to develop and deliver with the East Midlands Combined County Authority (EMCCA).

Information

EMCCA's Background

2. In November 2022, a devolution deal to establish a new East Midlands Combined County Authority (EMCCA) was agreed by the four upper tier councils of Derbyshire County Council, Nottinghamshire County Council, Derby City Council, and Nottingham City Council.
3. The Combined County Authority devolution deal guarantees £1.14 billion of funding over a 30-year period, with significant additional investment for transport, housing, skills and economic development. The deal also provides our region with a higher profile and devolves decision making powers and resources from Central Government into the East Midlands. In the year since the establishment of the Combined Authority, this initial funding settlement has been augmented by further Government funding for skills initiatives, highway maintenance, regional infrastructure and housing, culminating in recent confirmation from Government of a £2billion strategic transport investment in the East Midlands over the coming 5/6 years.
4. The Mayor of the East Midlands has set out her ambitions for EMCCA, and these included building even stronger partnerships with constituent councils to deepen the collaborative working and shared regional ambition that characterised the period leading to the establishment of EMCCA.

EMCCA Priorities

4. EMCCA aims to make the East Midlands region more prosperous, sustainable and fairer, helping people and businesses to create and seize opportunities. It focuses on the importance of growing the region's economy for all, by targeting investment to speed up economic growth, improving transport links to towns, cities and major employers in the East Midlands and working with partners so people can develop key skills needed across the region. EMCCA has

identified 6 priority areas of work - Transport, Housing, Skills and Adult Education, Net-Zero, Economic Development, and Visitor Economy – within its developing strategic framework.

5. Within these areas of work are featured many of the individual pledges and opportunities identified within the original Devolution Deal for the East Midlands. The previous Administration's Cabinet approved in November the County Council's core priorities for its work with EMCCA. These have subsequently been reviewed by the Council's new administration, and a revised set of priorities is attached as an appendix to this report.
6. It is intended that these priorities can be used as a point of common reference for the Council's members and officers when working with and supporting EMCCA. These priorities will also shape the County Council's input into the EMCCA Inclusive Growth Commission, Local Growth Plan, Local Transport Strategy, Spatial Development Strategy and investment pipeline.

Other Options Considered

7. The other option to consider would be to not refresh the priority areas attached at the Appendix. However, it has been concluded that doing so would increase the risk of members and officers being less clear and less effectively co-ordinated in their collaborative work with EMCCA.

Reason/s for Recommendation/s

8. Articulating the Council's priority areas for collaboration with EMCCA will help create a clarity around how the Council approaches different issues with the Combined County Authority. The list of priorities will also provide direction to the work of officers engaged in EMCCA activities.
9. Residents will also be able to refer to the document to better understand how the Council is collaborating with EMCCA, and can use this document to better understand what the Combined Authority is doing to improve outcomes for them and their communities.

Statutory and Policy Implications

10. 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

11. There are no direct financial implications for the Council in clarifying the areas of its collaborative focus. That said, a core driver behind the development of EMCCA was to generate increased levels of inward investment from both public and private sectors. As a Constituent Authority we will work with EMCCA to ensure that any investment proposals follow the principles of value for money to ensure investment decisions are sound. We will also ensure that the Nottinghamshire case for investment in services is based on robust evidence

cases. It is also the case that devolved funding for significant elements of the Council's highways related funding are now routed through EMCCA. Identification of highways as a priority area for collaboration for the Council will also enable it to pro-actively support EMCCA's work to generate further highways related investment from Government in the coming years across Nottinghamshire.

Implications for Residents

12. Delivery of the priority work outlined in the appendix will drive improved outcomes for Nottinghamshire residents in the realms of highways, transport, skills, employment, quality of life and health, housing, community resilience and education.

RECOMMENDATION

13. That Cabinet approves the range of priority areas for collaboration set out as the Appendix to this report for the Council to develop and deliver with the East Midlands Combined County Authority (EMCCA).

Councillor Mick Barton
Leader of the Council

For any enquiries about this report please contact:

Derek Higton
Executive Director of Place
T: 0115 977 3498
E: derek.higton@nottsc.gov.uk

Constitutional Comments (CM 12/06/2025)

14. Cabinet has the authority to determine the recommendation set out in the report and is the appropriate body to guide future collaboration with EMCCA. Individual strands within the proposed collaboration priorities may require further separate decisions to support further work in those areas.

Financial Comments (PA 13/06/2025)

15. The financial implications are set out in paragraph 11 of the report. Whilst there are no specific proposals in this report, any collaborative work with the EMCCA 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.

[Report to Cabinet 22 June 2023](#)

[Report to Full Council 7 December 2023](#)
[Cabinet Report.docx](#)
[EMCCA Priorities.docx](#)

Electoral Division(s) and Member(s) Affected

- All.



Transport

We will collaborate with EMCCA to...

- Develop our region's Local Transport Plan, putting a long-term framework in place to ensure there is better access to employment, training, leisure and amenities.
- Invest in our major road network to support faster, safer and healthier travelling and commuting.
- Invest in our local highways network to ensure that our roads and pavements are fit for purpose and show year on year improvement.
- Build an integrated and innovated regional public transport network with integrated 'tap on/tap off' ticketing.
- Improve bus infrastructure and routes that work for communities and businesses, including those in rural locations.
- Make the most out of our central location to improve our major transport links through road, rail, and air.
- Ensure that our current major highways schemes are funded and delivered, in order to provide effective travel along our major road corridors.
- Create low-carbon transport options for key growth sites, such as the STEP area in North Nottinghamshire, to support green growth and improve regional connections.
- Look to quicken the roll-out of public EV infrastructure across the region.
- Decarbonise our bus fleets across the region through additional investment and innovation.

Health and Communities

We will collaborate with EMCCA to...

- Promote the introduction of water fluoridation to improve dental health.
- Grow the health and care workforce to combat staff shortages.
- Offer accessible pathways into employment for those looking to work in health and care.
- Embed the 'Building Blocks of Health' into all aspects of the work of EMCCA.
- Secure long term sustainable funding and create a clearer national and regional policy framework to support early help/prevention interventions for children, families, and adults in every disadvantaged area.
- Develop and deliver a properly funded flood alleviation strategy to protect the communities that are most at risk of flooding.
- Build simpler regional waste collection and disposal networks that are better co-ordinated, make sense for our residents and improve recycle rates.



Housing and Planning

We will collaborate with EMCCA to...

- Expand retrofitting housing schemes to reduce energy use and costs for residents and to improve health and wellbeing.
- Plan and manage development for our towns and cities, ensuring that it is appropriate and sustainable.
- Reduce the amount of greenfield development on the edges of towns in our region and County.
- Develop plans for new settlements, delivering new homes with sustainable infrastructure, in places that make sense for existing communities.
- Develop shared regional standards that place higher demands on new developments for environmental sustainability.



Education and Skills

We will collaborate with EMCCA to...

- Focus skills provision and training around growing sectors in our region and the major employment hubs, such as the STEP area.
- Improve adult learning funding arrangements.
- Ensure that funding is focused upon employability and supporting local people getting good jobs.
- Strengthen existing Early Years support, particularly in our most disadvantaged communities, to give every child the best start in life.
- Secure funding to grow and invest in youth services, supporting young people to achieve their potential and contribute positively to their



Culture and Tourism

We will collaborate with EMCCA to...

- Build an East Midlands brand to promote our region as a fantastic place to live, work, and visit.
- Develop new sporting infrastructure to improve community access to high quality sport and activity.
- Support destination management and promotion networks to grow our regional and country visitor economy.



Economy and Growth

We will collaborate with EMCCA to...

- Make the East Midlands a national hub for investment and development of clean energy.
- Develop simpler access for businesses to get advice and support.
- Develop and deliver effective Inward Investment approaches across our region to drive growth and employment through attracting businesses and funders.
- Develop stronger links with local employers to deliver employability programmes that both meet their needs and drive the level of skill in our region up.
- Grow funding to better support initiatives to reduce the digital connectivity gap within our region and County.



REPORT OF THE DEPUTY LEADER OF THE COUNCIL

REFRESHING THE NOTTINGHAMSHIRE PLAN

Purpose of the Report

1. To seek approval to review and refresh the Council's strategic plan.

Information

2. The Council's strategic plan is a key document, setting the vision for what the organisation is seeking to achieve. It outlines the key priorities of the organisation; enables resources to be allocated to support delivery and allows progress to be tracked. It contributes to good governance by enabling openness and transparency.
3. The Council's current strategic plan, The Nottinghamshire Plan, was approved by Full Council on 25 November 2021 and sets out the vision for a healthy, prosperous and greener future for Nottinghamshire residents. It is supported by an annual plan which focuses on priorities for delivery each year. The most recent annual delivery plan was approved by Cabinet under the previous administration in March 2025, and the annual report summarising progress achieved in 2024/25 will be due for publication in July 2025.
4. It is appropriate for a new administration to refresh the strategic plan to reflect its vision, policy commitments and priorities for delivery over the duration of the administration.

Proposed Approach

5. It is proposed that a Working Group of Cabinet, supported by officers, is established to oversee the development of a refreshed strategic plan for the Council, incorporating the administration's strategic priorities to be put to Full Council for approval. The working group would be responsible for:
 - a. considering the evidence-base from which to develop the plan, including data, insight, intelligence and joint strategic needs assessments relating to the outcomes that people in Nottinghamshire experience, alongside key performance indicators relating to statutory service delivery
 - b. reviewing the priorities within the current strategic plan and annual delivery plan

- c. developing the approach to engaging with stakeholders in the development of the plan, taking the opportunity to align public consultation with the annual budget consultation, and considering the consultation feedback
 - d. overseeing the drafting of the refreshed plan.
6. It will be important for the working group to have regard to the parallel work being undertaken as part of the budget setting process, and in particular the need for plans to address the financial gap within the medium-term financial plan through the organisation's portfolio of change.
 7. It will further be important for the working group to have regard to national policy reform which will have implications for the organisation, whether that is in terms of its responsibilities, the way it works with partners and the future shape of local government. Such policy reform includes the English Devolution White Paper, the Children's Wellbeing and Schools Bill and the Planning and Infrastructure Bill, as well as NHS reforms. This will need to be considered alongside local policy priorities.
 8. The proposed timeline is for the plan to be developed over the summer with a view to it being presented to Cabinet for consideration in autumn and referral to Full Council for approval. The timeline allows for consideration of the draft plan by Overview and Scrutiny Committee should that be considered appropriate.
 9. It is proposed that the working group is led by the Deputy Leader, with membership to include:
 - a. Cabinet Member Business Management
 - b. Cabinet Member for Adult Social Care
 - c. Cabinet Member for Children and Families
 - d. Cabinet Member for Communities and Public Health
 - e. Cabinet Member for Economic Development and Asset Management

Other Options Considered

10. Not refreshing the Council's Strategic Plan – whilst ensuring consistency for the Council's strategic vision, maintaining the current Plan would not allow the new administration to effectively articulate their priorities for Nottinghamshire and its communities. This option has therefore not been proposed.
11. To develop a new Strategic Plan without public consultation – the Council's services and priorities are shaped by what matters most to local communities. The organisation is guided by resident priorities and to not consult the public on a new Plan would hinder its ability to respond to the residents that it serves. This option has therefore not been proposed.

Reasons for Recommendation

12. Refreshing the Council's Strategic Plan is a key opportunity to define the Council's priorities under the new administration. The establishment of a working group of Cabinet will ensure that a breadth of perspectives inform the shape of the proposed changes to the plan.

Statutory and Policy Implications

13. 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

14. Costs for developing the strategic plan including consultation, will be met within existing budgets.

Implications for Residents

15. The proposed plan is intended to improve outcomes and experiences for residents and service users in all communities within the overall financial and regulatory framework within which the Council operates. Residents will have the opportunity to shape the priorities within the plan through planned consultation.

RECOMMENDATION

1) That a Working Group of Cabinet is established to review and refresh the Council's strategic plan for approval by Full Council.

Councillor Dr John Doddy
Deputy Leader of the Council

For any enquiries about this report please contact:

Lucy Peel, Director of Public Service Reform
Tel. 0115 977 3139, lucy.peel@nottsc.gov.uk

Constitutional Comments (CM 12/06/2025)

16. In accordance with the budget and policy framework within the Council's Constitution and The Local Authorities (Functions and Responsibilities) (England) Regulations 2000, Full Council is the body responsible for approving the Nottinghamshire Plan. As such, any determination of changes to the Nottinghamshire Plan must be made by Full Council. It is anticipated that Full Council and the Cabinet will work closely in developing documents within the budget and policy framework and therefore appropriate that the Cabinet will have input in developing and proposing any amendments to the current plan.

Financial Comments (NS 13/06/2025)

17. The Council's Budget will be aligned with the outcomes from the work on refreshing the Nottinghamshire Plan.

HR Comments (HG 12/06/2025)

18. From a workforce perspective this is business as usual. There are no explicit known workforce implications at this stage but should they arise the relevant policies and procedures will be applied.

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.

- The Council Plan and Resident and Stakeholder Engagement, [Policy Committee – June 2021](#)
- Development of the Council Plan and Partner Engagement, [Policy Committee – September 2021](#)
- The Nottinghamshire Plan 2021-31: Healthy, Prosperous, Green, [Full Council – November 2021](#)
- The Nottinghamshire Plan: Annual Delivery Plan 2025/26, [Cabinet – March 2025](#)

Electoral Division(s) and Member(s) Affected

- All