

2026-2027

# Annual Delivery Plan



Stronger **families**, thriving **communities**, a connected **county**



Nottinghamshire  
County Council

# Welcome to our Annual Delivery Plan 2026 - 2027

I am pleased to introduce the first Annual Delivery Plan to be produced under Our Council Plan 2025 – 2029. This Annual Plan sets out the actions we intend to take for this financial year, as we work towards our aim to build stronger families, thriving communities, and a connected county.

Our new Council Plan, and this Annual Delivery Plan, ensures Nottinghamshire County Council prioritises actions that deliver what we understand matters most to local people. This includes investment in the maintenance of our roads and highways, supporting families so that children get the best start in life and helping people to feel safe and supported in their communities.

The Annual Plan itself has been developed in the context of local, regional and national policy agenda and reform. For Nottinghamshire, this includes significant reforms such as local government reorganisation, delivery of the national Families First Partnership Programme, responding to emerging changes to the Special Educational Needs and Disabilities (SEND) system, and supporting transition and responsibility of local bus services in Nottinghamshire, to the East Midlands Combined County Authority (EMCCA), as of 1st April 2026.

We are proud to be a well-run council and will endeavour to make the most of emerging opportunities that such changes represent, attracting investment into our region and always taking account of and prioritising local needs. This includes our committed to keeping the Council in a strong and stable financial position, as shown through the approval of the first budget under Our Council Plan, in February.

We are committed to working closely with local people, businesses and partner organisations, with the following pages detailing our plans for 2026-27.



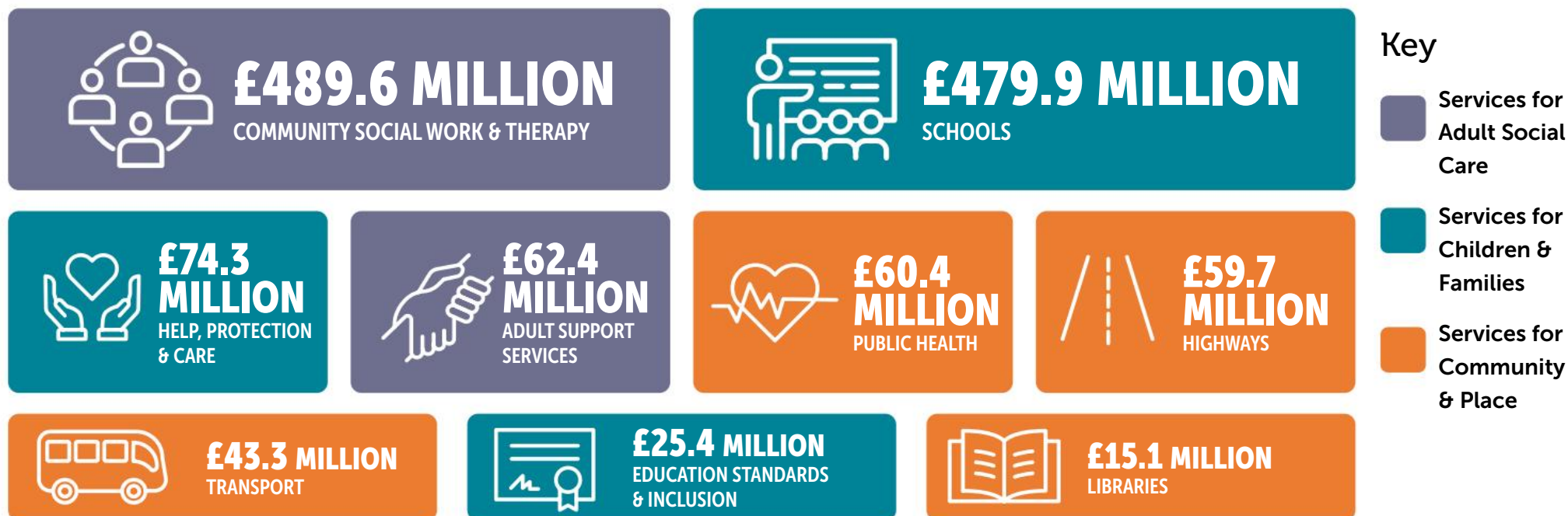
**Councillor Mick Barton**  
Leader of Nottinghamshire  
County Council

## Who we are

Nottinghamshire County Council provides more than 400 services, which are used by people living, visiting and working in Nottinghamshire. We operate as One Council, working effectively across teams and service areas to ensure that our services are available to all who need them, when they need them. To help give you a sense of the scale of operations undertaken by the Council, [click here](#) to find out more about the Council's departments and senior management structure.

## What we will spend our money on during 2026-27

The County Council aims to spend and invest wisely to ensure services are available that meet local need. For the forthcoming year, 30.5% of our budget will be spent on schools to help ensure children have access to high-quality education, with 17.4% on services for children & families that aim to ensure support for parents, with children enjoying the best start to life. 33% goes towards services for adult social care, supporting our most vulnerable, whilst 18.7% is attributed to community and place-based services to improve our highways, transport, country parks, library services, waste management and public health services. 0.4% of our budget is spent running the council, with some of our key spending commitments for 2026-27 outlined below:



For full detail of our budget and spend for the 2026-27 financial year, see our [Annual Budget Report](#), approved at Full Council in February 2026.

## Our priorities at a glance

Whilst [Our Council Plan](#) includes priorities that cover all aspects of the Council's role in our county, during its development we listened to key groups across Nottinghamshire, and we are clear about what matters most to local people and communities. Our top priorities for the next four years, and the key actions we will be taking in 2026-27 to further these, are included below. To see the full range of actions for 2026-27 that cover all Outcomes of Our Council Plan, refer to the later sections of this document.

Prioritising what matters most	Key work areas 2026-27 (We will...)
<p><b>Maximising our partnership with the East Midlands Combined County Authority (EMCCA) to improve the condition of the County's roads and highways, so local people can travel across Nottinghamshire safely</b></p>	<ul style="list-style-type: none"> <li>➤ Fix roads more effectively by following the recommendations of the Highways Review and get repairs right first-time, to ensure safer travel across the county.</li> <li>➤ Work with EMCCA to invest in better highways and more sustainable transport, including improvements to the A614/A6097, making it easier to travel to work, education, healthcare and leisure.</li> </ul>
<p><b>Encouraging more people to become foster, kinship or shared lives carers, and adopters, giving them the support they need to keep caring, so that more people in care can live in loving family homes</b></p>	<ul style="list-style-type: none"> <li>➤ Strengthen support to foster and kinship carers, through initiatives such as the '<a href="#">Mockingbird programme</a>', where a network of support is established to empower foster families to support each other and overcome problems before they escalate.</li> <li>➤ Review short breaks and respite services with people who have lived experience and design a new approach that better meets carers' needs.</li> </ul>
<p><b>Working with education providers to ensure children can fully participate in education and learning throughout their childhood, so all children feel included at school</b></p>	<ul style="list-style-type: none"> <li>➤ Ensure we have sufficient, high quality local school places to meet the needs of Nottinghamshire's children and young people, delivered in fit-for-purpose, modern school buildings.</li> <li>➤ Increase collaboration across education, transport and commissioning teams, to support more localised SEND educational placements for our children and young people, ensuring wherever possible they can attend education in their local community and school.</li> </ul>

Prioritising what matters most	Key work areas 2026-27 (We will...)
<p><b>Working with local partners to ensure more people can access support in their communities, delivered by community-based organisations and groups</b></p>	<ul style="list-style-type: none"> <li>➤ Bring partnership services together locally (e.g. housing, health, pathways to employment), to help parents and carers meet the needs of their children effectively at all key stages of their development.</li> <li>➤ Work in partnership with voluntary and community sector organisations to help provide more local, preventative solutions, including a review of the Local Communities Fund to maximise its impact for communities.</li> </ul>
<p><b>Supporting the police and community partners to help fewer people become the victims of fraud, and to reduce the sale of and access to unsafe and illegal products</b></p>	<ul style="list-style-type: none"> <li>➤ Deliver the Community Safety Agreement which includes a focus on domestic abuse, substance use and fraud, to help protect communities from the impact of crime, including antisocial behaviour.</li> <li>➤ Work with partners through Integrated Neighbourhood Teams to provide early preventative support, to help people with complex health needs stay safe, happy and healthy at home.</li> </ul>
<p><b>Helping more people, particularly those with care and support needs, to live independently and in a place they call home</b></p>	<ul style="list-style-type: none"> <li>➤ Assess the local need for supported housing, working with providers to ensure we have sufficient homes for people who can live more independently, with some additional help.</li> </ul>
<p><b>Providing access to clear and practical pathways to work for those who are currently unemployed, with more people being in good, stable local jobs</b></p>	<ul style="list-style-type: none"> <li>➤ Work with EMCCA and employers to deliver the Youth Guarantee Trailblazer, helping young people with additional needs move into further education, employment, training or work, through tailored support and more inclusive job opportunities.</li> <li>➤ Increase the number of placements available so we can offer more learning and work opportunities for care leavers and people with special educational needs and disabilities, which will help provide meaningful employment and reduce the risk of economic inactivity</li> </ul>
<p><b>Listening to our communities and involving them in our plans, services, and the decisions that impact them</b></p>	<ul style="list-style-type: none"> <li>➤ Develop a new Communications and Engagement Strategy, ensuring that people and communities have more opportunities to have their say and hear how the Council is responding.</li> <li>➤ Set out a clear, council-wide approach to engagement, co-design and co-production, showing how local people can be involved in shaping services that matter to them.</li> </ul>

# Our actions for 2026-27

The actions we set for the financial year 2026-27 refer to specific activities that will help us progress our overall Outcomes and Priorities, as set out in Our Council Plan.



## 1 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. When families are having a tough time, we will do what we can to help. We will care for people providing care to their loved ones, celebrating the vital work of our carers across the County.

Ambition	Action (In 2026-27 we will...)
<b>The best start in life</b>	<ul style="list-style-type: none"><li><b>1.1</b> Encourage all eligible families, particularly those on low incomes and/or accessing free school meals, to take up and benefit from early education, so more children are ready for school.</li><li><b>1.2</b> Develop all age, family-friendly hubs that support children and families throughout childhood, with services available that value the role of all caregivers, including fathers and male role models, in children’s lives.</li><li><b>1.3</b> Bring partnership services together locally (e.g. housing, health, pathways to employment), to help parents and carers meet the needs of their children effectively at all key stages of their development.</li><li><b>1.4</b> Ensure we have sufficient, high quality local school places to meet the needs of Nottinghamshire’s children and young people, delivered in fit-for-purpose, modern school buildings.</li></ul>



Ambition	Action (In 2026-27 we will...)
<b>No child left behind</b>	<p><b>1.5</b> Increase collaboration across education, transport and commissioning teams, to support more localised SEND educational placements for our children and young people, ensuring wherever possible they can attend education in their local community and school.</p> <p><b>1.6</b> Work with our education setting partners to improve inclusive mainstream school support for children and young people with SEND, including creating more specialist educational provision within local mainstream schools.</p> <p><b>1.7</b> Develop new and creative approaches across Children and Adult partnerships, improving systems, communication and connectedness, to support young people as they transition to adulthood.</p> <p><b>1.8</b> Support care-experienced young people to be healthy and happy, working together to enable them to live in safe and stable homes, access employment, education or training and maintain meaningful relationships with the people who have cared for them.</p>
<b>Safe and supported</b>	<p><b>1.9</b> Deliver community-based 'families first' partnership support that reflects local needs, including work to strengthen how we respond to neglect, through the Nottinghamshire Safeguarding Children's Partnership.</p> <p><b>1.10</b> Develop targeted support to enable young people to feel safe in the community, where risks outside their home, including those arising from online spaces, may make them feel isolated or vulnerable.</p> <p><b>1.11</b> Expand Community Networks across Nottinghamshire to promote independence and local support at a neighbourhood level.</p>
<b>Celebrating our carers</b>	<p><b>1.12</b> Deliver funding for community groups to develop local, community-based support for carers at a time and place that works for them.</p> <p><b>1.13</b> Strengthen support to foster and kinship carers, through initiatives such as the '<b>Mockingbird programme</b>', where a network of support is established to empower foster families to support each other and overcome problems before they escalate.</p> <p><b>1.14</b> Review short breaks and respite services with people who have lived experience and design a new approach that better meets carers' needs.</p>



## 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. By making sure people get the right help, at the right time, close to where they live, we can stop problems from getting worse. This can reduce the need for more complex and expensive services, allowing people to lead healthier, happier lives.



Ambition	Action (In 2026-27 we will...)
<b>Healthier, happier lives</b>	<p><b>2.1</b> Work with partners and the Department for Health to expand water fluoridation across Nottinghamshire, including writing to the Secretary of State for Health to improve dental health outcomes for all.</p> <p><b>2.2</b> Roll out 'healthy conversations' training so staff can build the skills to make every contact count, connecting people to available support (including the <a href="#">Your Notts Directory</a>) and promoting healthier choices.</p> <p><b>2.3</b> Work with partners to deliver the Children and Young People's Mental Health and Wellbeing Plan, to support children's emotional resilience and develop proactive partnership services that respond to emerging needs.</p> <p><b>2.4</b> Deliver the Tobacco Alliance ambitions to support families to be smoke free, focusing on smoking during pregnancy to help reduce premature deaths and health inequalities.</p> <p><b>2.5</b> Develop a Council-wide framework that ensures the health and wellbeing of communities is considered in all council decisions, where they impact places where people live, work and play.</p> <p><b>2.6</b> Develop a Healthy Places framework to ensure that healthy place making approaches are advocated for within EMCCA and throughout Local Government Reform.</p>



Ambition	Action (In 2026-27 we will...)
<p><b>Looking out for each other</b></p>	<p><b>2.7</b> Work in partnership with voluntary and community sector organisations to help provide more local, preventative solutions, including a review of the Local Communities Fund to maximise its impact for communities.</p> <p><b>2.8</b> Deliver a range of initiatives to improve social connections and reduce social isolation, so that people are able to look out for each other and celebrate their local community.</p> <p><b>2.9</b> Improve access to council services by creating a more user-friendly, digitally enabled way for people to find local help and support.</p> <p><b>2.10</b> Work with partners through Integrated Neighbourhood Teams to provide early preventative support, to help people with complex health needs stay safe, happy and healthy at home.</p>
<p><b>Resilient communities</b></p>	<p><b>2.11</b> Develop and roll out a scheme to maximise the benefits of the Crisis and Resilience Fund for local people, providing financial crisis support for those on low incomes whilst investing in long-term support to help increase people's financial resilience.</p> <p><b>2.12</b> Deliver the Community Safety Agreement which includes a focus on domestic abuse, substance use and fraud, to help protect communities from the impact of crime, including antisocial behaviour.</p> <p><b>2.13</b> Protect people from fraudulent activity and unsafe products, with a particular focus on illicit tobacco and vapes.</p> <p><b>2.14</b> Deliver a coordinated programme to support communities to prepare for and respond to increasing flood risk, through emergency planning, local resilience work and partnership development.</p>
<p><b>A place to call home</b></p>	<p><b>2.15</b> Assess the local need for supported housing, working with providers to ensure we have sufficient homes for people who can live more independently, with some additional help.</p> <p><b>2.16</b> Work with care providers and developers to increase the amount of Extra Care housing in Nottinghamshire, so that more people can live independently with the reassurance of support, if they need it.</p> <p><b>2.17</b> Publish a new Homes for Children in Care Strategy, delivering our ambitious plan to ensure children get the best care and can live locally.</p> <p><b>2.18</b> Identify opportunities to use council owned land to help deliver specialised or affordable housing, guided by the Capital Receipts Strategy and Land Development Programme.</p>



## 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 really benefits local people, by improving transport, digital connections, the condition of our road network, and by protecting our local environment. We also want more people to be in good, stable, local jobs, with those that are not in work being able to access clear and practical pathways to employment, supporting an economy that works for everyone.



Ambition	Action (In 2026-27 we will...)
<b>Better connected</b>	<p><b>3.1</b> Fix roads more effectively by following the recommendations of the Highways Review and get repairs right first-time, to ensure safer travel across the county.</p> <p><b>3.2</b> Improve digital access, skills and connectivity by expanding high-quality digital infrastructure so all residents and businesses can access online services, particularly in areas with poorer connections.</p> <p><b>3.3</b> Introduce a modern, secure digital system to manage the SEND home-to-school transport application, assessment and journey planning process, making it easier for families to apply and keeping them better informed, whilst enabling the Council to more efficiently manage rising demand.</p> <p><b>3.4</b> Work with EMCCA to invest in better highways and more sustainable transport networks, including improvements to the A614/A6097, making it easier to travel to work, education, healthcare and leisure.</p>
<b>Pathways to employment</b>	<p><b>3.5</b> Increase the number of placements available so we can offer more learning and work opportunities for care leavers and people with special educational needs and disabilities, which will help provide meaningful employment and reduce the risk of economic inactivity.</p> <p><b>3.6</b> Work with EMCCA and employers to deliver the Youth Guarantee Trailblazer, helping young people with additional needs move into further education, employment, training or work, through tailored support and more inclusive job opportunities.</p>



Ambition	Action (In 2026-27 we will...)
<p><b>An economy for everyone</b></p>	<p><b>3.7</b> Use the Council’s spending power to support local businesses, by ensuring we increase the Council’s spend which is supporting the Nottinghamshire economy.</p> <p><b>3.8</b> Work with EMCCA to attract more investment and support inclusive growth across the county, focusing on clean energy, green technologies and particularly in key development sites such as the East Midlands Freeport, the East Midlands SuperCluster and the Trent Arc.</p> <p><b>3.9</b> Improve the commercial buildings currently owned by the Council, including the Business Innovation Centre (The Turbine Centre), so we can offer suitable space for local businesses to grow.</p> <p><b>3.10</b> Support our visitor economy using the Visitor Economy Framework to guide investment and priorities, so more people visit Nottinghamshire to help create further investment and growth.</p> <p><b>3.11</b> Lead the review of the Nottinghamshire Minerals Local Plan and work with partners on major development proposals, ensuring any local impacts of Nationally Significant Infrastructure Projects are properly considered and developer contributions secured.</p>
<p><b>A vibrant local environment</b></p>	<p><b>3.12</b> Help residents make the most of new recycling arrangements, including the proper disposal of all plastic pots, trays, film, flexibles and food waste.</p> <p><b>3.13</b> Work with partners to deliver a new five-year Green Spaces Strategy that supports enhancement of the County’s green spaces, ensuring they remain valued, used by our communities and resistant to the impacts of climate change.</p> <p><b>3.14</b> Support communities to protect and improve our local heritage, by working together on projects and funding bids to address any issues</p> <p><b>3.15</b> Lead delivery of the Local Nature Recovery Strategy, working with partners to create a thriving and more resilient natural environment that makes Nottinghamshire more sustainable, attractive and healthier.</p> <p><b>3.16</b> Finalise the Environmental Sustainability Framework, with a clear action plan for climate adaptation and resilience to ensure the Council and its partners can respond to the increasing impacts of extreme weather and environmental change.</p>



## A Council That Leads, A Council That Listens

To achieve our Outcomes, we must ensure Nottinghamshire County Council is efficient and effective. We will deliver together as One Council - managing budgets responsibly and making best use of the resources available to us. We will develop a skilled workforce whilst taking advantage of new opportunities presented by national and local changes. We will also improve how we deliver services and listen to local communities, helping people be involved in the decisions that matter to them.

Ambition	Action (In 2026-27 we will...)
<b>Efficient and effective</b>	<p><b>4.1</b> Deliver anticipated savings, efficiencies and reductions in future cost pressures, through the Council's main transformation and change programmes.</p> <p><b>4.2</b> Develop and publish a new Digital Strategy, continuing to test how new technology (including artificial intelligence) can help improve efficiency and productivity.</p> <p><b>4.3</b> Sell or redevelop council land and buildings, in line with the Capital Disposal Strategy and Land Development Programme, to make better use of our estate and help colleagues work more effectively.</p> <p><b>4.4</b> Improve how we manage our performance, risk and quality assurance, so that services run better and a culture of continuous learning is developed.</p>
<b>Being community led</b>	<p><b>4.5</b> Develop a new Communications and Engagement Strategy, ensuring that people and communities have more opportunities to have their say and hear how the Council is responding.</p> <p><b>4.6</b> Set out a clear, council-wide approach to engagement, co-design and co-production, showing how local people can be involved in shaping services that matter to them.</p> <p><b>4.7</b> Support Cabinet Members to regularly meet with local businesses and partners, whilst promoting apprenticeships and work placements for care leavers and people with special educational needs and disabilities.</p>

Ambition	Action (In 2026-27 we will...)
<b>A forward looking Council</b>	<p><b>4.8</b> Work with partners to progress proposals to reorganise local government in Nottinghamshire, focussing on the practical steps we can take to improve joint working whilst waiting for a central government decision on future arrangements.</p> <p><b>4.9</b> Review how the Council is run and organised, with a particular focus on developing how our strategic and enabling services work, to strengthen our ability to deliver change and continuous improvement.</p> <p><b>4.10</b> Introduce new technology-based solutions, such as digital tools and artificial intelligence (AI), to increase productivity and help social care colleagues support people more effectively.</p>
<b>A skilled, committed workforce</b>	<p><b>4.11</b> Deliver a core skills development programme for colleagues to support service delivery, focusing on finance, digital skills, change leadership and management.</p> <p><b>4.12</b> Reduce our reliance on agency staff even further, by continuing to strengthen our approach to recruitment and retention of our own workforce</p> <p><b>4.13</b> Recognise and celebrate our workforce’s achievements, so that colleagues feel valued and motivated to keep delivering for the people of Nottinghamshire.</p>

## Next Steps

Regular quarterly assurance against this Annual Delivery Plan will provide the opportunity for scrutiny and review. A publicly available Annual Report will also be produced at the end of the year, to outline the progress made in-year against the actions themselves.



