

Nottinghamshire County Council Annual Delivery Plan 2022/23



Healthy

Prosperous

Green



Nottinghamshire
County Council

Welcome to our Annual Delivery Plan for 2022/23

In November we published our new Nottinghamshire Plan 2021-31, which sets out our 10-year vision for a healthy, prosperous and greener Nottinghamshire for everyone. We used feedback from over 12,000 of our residents to shape ten ambitions for our County. Throughout our Annual Delivery Plan, you will see the actions we intend to take over the coming year to deliver them and the commitments we made in the Nottinghamshire Plan and how we will measure our success. At the end of the year, we will produce an Annual Report which will report on our progress.

All this is set against the global challenges of increasing costs of living, recovery from the COVID-19 pandemic and the climate emergency. We are always looking to the ways we can improve and support Nottinghamshire's communities to be resilient into the future. That's why we're working to secure a devolution deal from the Government to tap into more funding and powers that will make a real difference to areas like education, skills, the economy, transport, and a greener environment. It will also help us deliver our major infrastructure projects like HS2 and the East Midlands Freeport.

We're also prioritising improving the quality of our roads and pavements, as well as strengthening our social care services so we can always be there for those that need us most.

You will find on the following pages, details of our plans for 2022/23 and how we will work with our partners to deliver the best for Nottinghamshire and the best value for money. We will also keep talking through the year with you, our residents, about what's important to you and your family and how together we can help make Nottinghamshire the best that it can be for all of us.



Cllr Ben Bradley MP

Measuring our progress

There are many factors which will influence how quickly we see progress towards the Nottinghamshire Plan ambitions. The Council has more control over some factors than others. For example the Council cannot control the state of the economy but we can make sure that the support we deliver to businesses is high quality. We can also work with partners and residents to make sure our joint actions make a difference. To understand whether we are making progress towards achieving this ambition the Council will use different types of measures to understand:

- 1.** The quality or impact of our services in achieving the ambition. These are factors over which the Council has more control. In this document these are highlighted in **orange**.
- 2.** Conditions in Nottinghamshire. These are factors that we work together with partners and residents to influence. In this document these are highlighted in **blue**.

There are also some factors which we are not currently able to measure. We will develop measures over time to help us better assess the progress we are making.

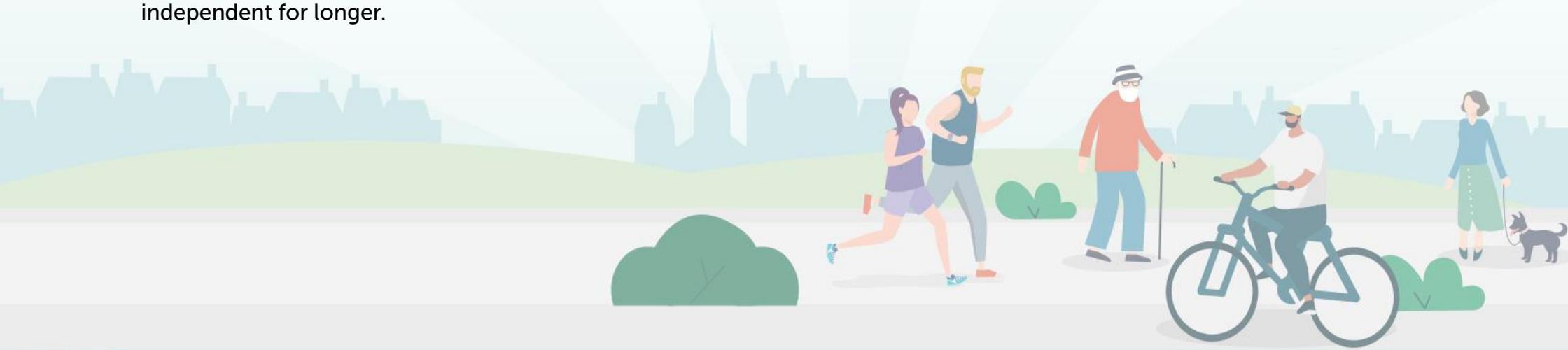
COVID-19 has had a profound impact on our communities and our services. This will be reflected in the data we use to monitor the quality of our services and our progress towards achieving our ambitions. We have chosen baseline dates that are the most appropriate for each indicator and where COVID-19 may cause some irregularities in the data we will highlight this in our reporting.

Each of the actions in this document has a specified owner. This relates to the Council department who will lead on delivering the action. You can find out more about the [Council's departments](#) on our website.

Ambition 1

Helping our people live healthier, more independent lives

Health and Wellbeing is a resource which enables people to develop and pursue their goals, and communities to flourish. People's health and wellbeing varies across Nottinghamshire. Those in our most disadvantaged areas have lives which are on average 7.5 years shorter than people in our least disadvantaged areas. As well as living lives which are shorter, they will also spend 14 years more living in poor health. Some of our population are particularly affected. Women in our most disadvantaged communities can expect to live on average one third of their lives in poor health. Access to health and care services is important but only forms a small part of our health and wellbeing. Factors like housing, employment, education, food, transport, air quality and community networks play a big role. These are also areas where our residents experience inequalities. That's why we'll work alongside other organisations to make sure the places we grow, live and work improve health and wellbeing for all — especially in those areas where the need is greatest. But we'll also improve our services, so they have the biggest impact for local people. Our ambition is that people in every community enjoy healthier, happier lives and remain independent for longer.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
1.1	Launch the Nottinghamshire Food Charter, make Nottinghamshire a Sustainable Food Place and develop a food action plan to address the causes of food poverty and to improve the local food environment and food system for better health and wellbeing, environmental and economic outcomes.	Public Health
1.2	Develop and deliver a housing strategy for Nottinghamshire with our district partners, recognising the importance of good, safe, environmentally sustainable and affordable housing for healthier and more independent lives.	Place
1.3	Work with partners to publish the County's 'best start for life' offer for prospective parents, expectant parents and for families with children up to their first 1,001 Days, also establishing a new team to help parents to build good relationships and strong attachments with their babies. This will support parents/carers to provide a healthy and nurturing environment, so that children are able to thrive and develop with their families.	Public Health Children and Families
1.4	Establish Local Area Coordinators to develop the personal strengths of those needing support to enable them to find it in their own community. Coordinators will work alongside community and voluntary sector partners to help people achieve good lives through increased and sustained independence, reduced social isolation and increased opportunity, and preventing more costly interventions later on.	Adult Social Care and Health Place
1.5	Adopt a new integrated, person-centred and needs-led model of delivery for mental health services for children, young people and their families (THRIVE). This will ensure we talk about mental health and help and support in a common language that everyone understands.	Public Health Children and Families
1.6	Establish a Substance Misuse Partnership Board and develop a local Substance Misuse Strategy , in alignment with the new national Harm to Hope Strategy. This will reduce the harm to health and deliver better treatment and recovery programmes for people in need.	Public Health
1.7	Undertake a COVID Impact Assessment to understand the impacts of the pandemic and the needs of our residents of all ages in the future. This will inform what services we deliver in future, how we deliver them and will address the inequalities amongst our communities that have been exacerbated by the pandemic, especially for children and young people.	Public Health

<p>1.8 Establish a new Health Protection Board to provide assurances on the arrangements and outcomes for the protection of the health of residents in Nottinghamshire.</p>	<p>Public Health</p>
<p>1.9 Develop a CLEAR Process for Tobacco Control to ensure we are using the most effective methods and actions to reduce harm from tobacco. We will also work with schools to deliver INTENT, a smoking prevention programme, across secondary schools across the County which has been shown to reduce smoking uptake among young people.</p>	<p>Public Health</p>
<p>1.10 Work with partners to develop improved mental health support for adults and older adults in the community.</p>	<p>Adult Social Care and Health</p>
<p>1.11 Publish a Carers Strategy which will set out what we will do together to improve the health and wellbeing of carers.</p>	<p>Adult Social Care and Health</p>

In 2022-23, to achieve this, we will also continue to:

<p>1.12 Work with partners, as a member of the Health and Wellbeing Board, to understand the health needs of Nottinghamshire's communities. We will develop joint action plans to reduce the harms to health of smoking/alcohol/obesity, promote good oral, sexual, physical and mental.</p>	<p>Owner</p> <p>Public Health</p>
<p>1.13 We will continue to fund Your Health Your Way, an integrated wellbeing service to help our residents become more active, eat healthier, manage their weight, drink less alcohol and stop smoking.</p>	<p>Public Health</p>
<p>1.14 Develop and deliver new pathways and services that meet identified health needs in our communities including:</p> <ul style="list-style-type: none"> ➤ a pathway to access mental health support during pregnancy and in the first year following birth ➤ a service for children and young people with behaviours indicative of attention deficit hyperactivity disorder (ADHD) and autism spectrum disorder (ASD). 	<p>Children and Families</p>

<p>1.15 Develop and expand the ways in which children, young people, parents, carers and professionals can find advice, information and services to support good physical and mental health and wellbeing, including:</p> <ul style="list-style-type: none"> ➤ Supporting an increase in the uptake of Healthy Start Vouchers so that families in need can access healthy food, milk and vitamins. ➤ Expanding the Nott Alone website to continue to offer advice and information for children, young people, parents, carers and professionals on mental health and creating a new website to offer support for children and young people with autism. 	<p>Public Health</p> <p>Children and Families</p>
<p>1.16 Commissioning training for the workforce and communities on mental health, suicide prevention and self-harm, to support them to identify and provide support for residents on mental health.</p>	<p>Public Health</p>
<p>1.17 Working with partners, as a signatory of the Prevention Concordat for Better Mental Health, to develop communication campaigns to promote mental wellbeing, including suicide prevention and awareness, reducing stigma and sign-posting to support.</p>	<p>Public Health</p>
<p>1.18 Take every opportunity to expand our Mental Health Support Teams for Schools in Nottinghamshire and undertake an evaluation of the service in 2022/23. This will ensure that children and young people are able to get early help and support to meet their emotional and wellbeing needs.</p>	<p>Public Health</p> <p>Children and Families</p>
<p>1.19 Lead on the local Suicide Prevention Strategy and Suicide Prevention Action Plan across Nottinghamshire. This includes establishing a new Suicide Prevention Stakeholder Network and piloting new approaches to providing targeted suicide prevention and self-harm support for high-risk groups, working collaboratively with Nottingham City Council and the Integrated Care System.</p>	<p>Public Health</p>
<p>1.20 Play our part as a local leader in delivering the Integrated Care System’s Health Inequalities Strategy and Green Plan, as well as the Joint Health and Wellbeing Strategy for 2022-2026. We will also support the integration of changes proposed for the Integrated Care System from July 2022 and increase partnership working and commissioning with adults and children services.</p>	<p>Public Health</p> <p>Adult Social Care and Health</p> <p>Children and Families</p>
<p>1.21 Work together to protect people’s health from flu and roll out vaccinations in the autumn 2022/23.</p>	<p>Public Health</p>

<p>1.22 Review and update the COVID-19 Local Outbreak Management Plan to ensure we have the correct arrangements in place to respond to the COVID-19 pandemic.</p>	<p>Public Health</p>
<p>1.23 Talk to people about their strengths, assets and skills and support them to live the best life they can and reduce reliance on long-term care.</p>	<p>Adult Social Care and Health</p>
<p>1.24 Work with partners to develop our multi-disciplinary teams and practice to support more people to live a good life, be part of their local communities and improve their health and well being. We will increase the number of people who benefit from short-term preventative support to help them maintain their independence, and live in their own homes.</p>	<p>Adult Social Care and Health</p>
<p>1.25 Work with providers and partners to enhance Nottinghamshire’s homecare offer to tackle the current challenges and to meet future capacity.</p>	<p>Adult Social Care and Health</p>
<p>1.26 Work with people to make sure that the adult social care services we provide in local areas meet the support needs of residents.</p>	<p>Adult Social Care and Health</p>
<p>1.27 Identify future care and support needs to create homes that meet the needs of people of all abilities in Nottinghamshire and help them to live independently.</p>	<p>Adult Social Care and Health</p>

Success Means:

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

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
ASCH Core Metric 18a: Number of people reabled to higher levels of independence (people supported to regain independence after a period of ill health)	1569	2021-2022	N/A	↑
ASCH Core Metric 18b: Number of people enabled to higher levels of independence (people with disabilities supported to find greater independence)	383	2021-2022	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Healthy Life Expectancy Male	63.4 years	2017-2019	63.2 years	↑
Healthy Life Expectancy Female	61.6 years	2017-2019	63 years	↑
Inequality in life expectancy male	9.3 years	2018-2020	9.7 years	↓
Inequality in life expectancy female	7.7 years	2018-2020	7.9 years	↓

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Self-reported wellbeing – people with a high anxiety score	25.9%	2020-2021	24.2%	↓
The rate of suicide	8.6 per 100,000	2018-2020	10.4 per 100,000	↓
ASCH Core Metric 1: Thinking about the good and bad things that make up your quality of life, how would you rate the quality of your life as a whole?	18.8	2019-2020	19.1	↑
ASCH Core Metric 12: Proportion of carers who reported that they had as much social contact as they would like	23.6%	2018-2019	32.5%	↑
ASCH Core Metric 13: Proportion who use services who reported that they had as much social contact as they would like	42.7%	2019-2020	45.9%	↑

Ambition 2

Supporting Communities and Families

Nottinghamshire has a diverse range of communities in our market towns, rural villages and urban centres. Supportive, vibrant communities can boost health and wellbeing, give people a sense of belonging, and create enjoyable, welcoming places to live. Our libraries, children's centres and youth services are already doing exactly that and we need to make sure they meet demand and provide the best possible services for all our communities and families, in the most sustainable way. We know too that the Covid-19 pandemic created new challenges for our communities and made some existing problems worse. During those difficult times, neighbours, volunteers, and members of our communities stepped forward to care for the most vulnerable, and we'd like to build on those new relationships, systems, and goodwill to help everyone thrive. We also learnt a lot about communities' needs during the pandemic and will use that knowledge to target our resources and support towards those who need it most, while providing services for all.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
2.1	Encourage key partners to adopt the Compact developed between public sector bodies and voluntary and community sector (VCS) organisations. We will work with the VCS sector to understand what support is needed to maintain and grow its capacity. This will help us to work together to build a strong, vibrant and sustainable VCS and provide effective community-based support to Nottinghamshire's communities and residents.	Place
2.2	Establish Family Hub Networks across Nottinghamshire that help to give children the best start for life. This will give parents/carers, children and young people access to local support centres, where they can find a broad and integrated range of support and early help to help them overcome challenges and build stronger relationships.	Children and Families
2.3	Work with our partners to improve the way children receive support to develop their speech language and communication , aligning early intervention support with specialist speech and language services across the County. This will ensure all children have the opportunity to access services and support to help them develop their communication skills, so that they can reach their potential.	Public Health Children and Families
2.4	Increase the range and quality of short breaks provision and opportunities for education, employment and training after school for children and young people with special educational needs or disabilities (SEND). This will support children, young people with SEND and their families to stay happy, healthy and thrive in their communities.	Children and Families
2.5	Review how people can access services, information, advice and guidance from Nottinghamshire County Council, through our Improving Residents Access programme. This will enable residents to find the right information and help, at the right time and in the right place.	All
2.6	Implement a comprehensive review of the County Council's Registration Service , services for births, deaths, marriages and civil partnerships. This will ensure the Council provides the best support we can for milestone moments in everyone's lives.	Place

2.7 Use the '3 conversations' approach in all our adult social care assessments. These conversations will strengthen the focus on how an individual can use the support around them and access resources in their community. It will also ensure that we concentrate on what is important to the person and their carer(s).

Adult Social Care and Health

2.8 Develop a strategy to improve support for those with autism at all stages of their lives.

**Adult Social Care and Health
Children and Families**

2.9 Publish a Day Opportunities Strategy. This will set out our ambition to support the development of an inclusive society where mainstream leisure and employment is accessible to people who access care and support.

Adult Social Care and Health

In 2022-23, to achieve this, we will also continue to:

2.10 Help communities recover from the COVID-19 pandemic. We will update our current community support plans, build on the success of the Nottinghamshire Community Support Hub and evaluate the impact of recovery support funding we have distributed to those most in need across our County. This will ensure that we are able to direct our resources effectively to best help our communities bounce back.

Owner

Place

2.11 Provide a wide range of activities for young people through our Youth Service. This means that that our young people will be able to access safe, welcoming places where they can learn, have fun, and reach their full potential. We will continue to support them to voice their ideas and aspirations through our system of participation and engagement and we will increase our focus on supporting and celebrating young people's achievements through recognised awards and accreditation.

Children and Families

<p>2.12 Offer high quality family support, that works to meet the needs of the whole family. By developing strong partnerships with other organisations and community-based support, our Family Support services will bring together a network of support around vulnerable children and their families to prevent needs increasing or risks escalating.</p>	<p>Children and Families</p>
<p>2.13 Support eligible families to access funded childcare, so that parents/carers can return to education, work or training and children benefit from early learning and education to make them ready to thrive at school and in their later lives.</p>	<p>Children and Families</p>
<p>2.14 Develop and embed a wide range of specialist educational provision for pupils with special educational needs and disabilities, both in mainstream school settings and in Special Schools. This will enable families to access school places that will meet their child’s needs and help them make progress and achieve.</p>	<p>Children and Families</p>
<p>2.15 Develop our libraries as accessible local community spaces, offering resources and activities that are affordable for everyone</p>	<p>Place</p>

Success Means:

- Communities will support each other through volunteering and involvement in local organisations
- More children will be ready for school and achieve a good level of development by the end of reception year
- The Community Compact between the Council and the voluntary sector is adopted widely among community organisations
- Funding reaches those community projects and initiatives that will best support our communities
- Continued good quality and comprehensive services delivered in the communities that need them most
- Improved and better co-ordinated services in local communities.

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Number of organisations who have adopted the Community Compact	15	2021	N/A	↑
£ distributed through Social Recovery Fund	£1.5m	2021/22	N/A	↑
Percentage of families supported making significant sustained progress through the Supporting Families programme	112% of target	2021/22	N/A	↑
Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service	9884	2021/22	N/A	↑
Total engagements with library services	3.1 million	2021/22	N/A	↑
Customer satisfaction with libraries	93%	2019/20	N/A	↑
Number of Bookstart Contacts (% of new babies)	91%	2021/22	N/A	↑
ASCH Core Metric 2: Overall satisfaction of people who use services with their care and support	60.7%	2019/20	64.2%	↑
ASCH Core Metric 3: Overall satisfaction of carers with social services	33.2%	2018/19	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
ASCH Core Metric 14: Proportion of people doing things they enjoy in their community	32.3%	2019/20	N/A	
Foundation stage % achieving good level of development	Updated measure: Data to follow on release	2021/22	Updated measure: Data to follow on release	

Ambition 3

Keeping children, vulnerable adults and communities safe

We play an essential role in keeping all residents - especially children and vulnerable adults - safe and supported in our communities. We take our responsibilities very seriously, and we're working hard with partners like the police, district and borough councils, the NHS and Government agencies, both to improve our support and tackle some of the challenges that COVID-19 has brought about.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
3.1	Establish the Domestic Abuse Local Partnership Board and deliver the Domestic Abuse Strategy 2021-2024. Our focus for 2022-23 will improve community services for survivors and their families, and strengthen the prevention of domestic abuse.	Public Health
3.2	Develop joint protocols to identify and address child criminal exploitation. This means that young people who are at risk of exploitation, and therefore involvement with County Lines and/or knife crime, can access support to prevent them entering the youth justice system or reoffending.	Children and Families
3.3	Increase the number of foster carers and residential homes supported by Nottinghamshire County Council and recommission supported accommodation for children in our care aged 16+ , so that we are better able to find high quality, safe and stable homes that meet the needs of children in our care.	Children and Families
3.4	Work with district partners to promote stronger partnerships and joint commissioning arrangements to prevent homelessness , reduce rough sleeping and provide good accommodation options, particularly for our most vulnerable residents e.g. care leavers.	Public Health
3.5	Develop long-term plans for people with mental health needs, learning disabilities and autism to support their independence.	Adult Social Care and Health Children and Families
3.6	Implement the recommendations of Adult Departmental Safeguarding Review to improve people's experience and outcomes.	Adult Social Care and Health

In 2022-23, to achieve this, we will also continue to:

		Owner
3.7	Work with partners to coordinate actions to improve community safety, tackle scams or doorstep crime and to prevent abuse, exploitation and violent crime. This will contribute to residents' feelings of safety in their community, support the prevention of crime and violence and support victims and survivors.	Place
3.8	Protect people's homes and communities from flooding, working with partners to ensure that we have strong multi-agency emergency response plans. This will ensure that residents living in flood-risk areas are well supported.	Place
3.9	Host the County's multi-agency safeguarding hub, providing a proactive partnership response when people are worried about the safety or wellbeing of a vulnerable resident. The hub ensures that concerns are explored, and professionals are able to make an informed decision about what support is needed, so that people who need help are safe and protected.	Adult Social Care and Health Children and Families
3.10	Provide good social work services to vulnerable children, young people and adults and older people. This means that vulnerable residents will get the right help at the right time and will benefit from a proportionate response that builds resilience and independence.	Adult Social Care and Health Children and Families
3.11	Deliver high quality Youth Justice Services for young people who have been convicted of an offence, and to identify and support young people who are at risk of coming into the Criminal Justice System.	Children and Families

3.12 Pilot new and innovative approaches to supporting children, young people and families who are in need of help, protection or who are at risk of coming into care. We will continue to work with families, building on what is working well to create positive and sustained change, so that children are safe, happy and healthy within their family. In 2022/23 this will include:

- Introducing a new model for supporting adolescents on the edge of care;
- Developing a kinship support service to enable better support to family and friends caring for children so that they can remain in their local community;
- We will introduce a multi-disciplinary safeguarding team in Newark to address the needs of the whole family more directly.

3.13 Work with health and housing partners to **develop appropriate accommodation options for people with multiple and complex needs.**

3.14 **Ensure our safeguarding arrangements are robust**, including delivering our Annual Safeguarding Improvement Plan and a new Nottinghamshire Safeguarding Strategy.

Children and Families

Adult Social Care and Health

Adult Social Care and Health

Success Means:

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

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
% of victims of doorstep crime, scams or other frauds who feel safer in their own homes following Trading Standards tailored interventions	87%	2021/22	N/A	↑
Nottinghamshire County Council's OFSTED rating for Children's Services	Good	2021	N/A	N/A
% of children subject to a child protection plan for a second time within two years	17.5%	2020/21	N/A	↓
% of child protection cases reviewed within timescale	94%	2020/21	95.9%	↑
% of looked after children in stable placements (the same placement for 2.5 years or more)	89%	2020/21	69%	↑
% of looked after children in family-based setting	71%	2022	N/A	↑

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Nottinghamshire County Council's CQC (Care Quality Commission) rating for adult social care services	All services are rated good or above	2018 and 2019	N/A	N/A
ASCH Core Metric 4: Proportion of people who use services who say that those services have made them feel safe and secure	88.7%	2019/20	86.8%	↑
ASCH Core Metric 5: Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed	86%	2019/20	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Total recorded offences per 1000 population (excluding fraud)	66.23	2021 Q4 (12 months ending)	84.96	↓
Self-reported feelings of safety:		September 2021 (12 months ending)		
• Outside in the day	89.5%		N/A	↑
• Outside after dark	59.1%			
Number of properties with enhanced levels of flood Protection as a result of NCC schemes.	27,517	2021/22	N/A	↑

Ambition 4

Building skills that help people get good jobs

Nottinghamshire needs a skilled workforce that can compete on a local and global stage, and we want our residents to have access to good-quality, rewarding, local jobs. We also want to make sure everyone has the opportunity to realise their potential, whatever their age, ability or background. So, as well as children in early years settings, and young people in schools and colleges, we'll support adult learning too.

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

Whatever stage people are in their education, we'll partner with schools, colleges, universities and training providers to ensure that the skills being taught match the needs of local businesses and new investors, while supporting the kinds of work our people want to do. In other words, we'll forge a clear pathway from training to good employment for everyone in Nottinghamshire. As one of the largest employers in the County, we can shape much of this through our own services and programmes, whether through work placements, apprenticeships or training opportunities. And, as with many of our ambitions, we'll always focus our efforts where the need is greatest.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
4.1	Develop new primary schools in Bingham and East Leake to open by September 2023 with high environmental standards.	Place
4.2	Expand the number of specialist school places at Newark Orchard Special School and Derrymount Special School for autumn term 2022. In addition, a partnership between King Edward Primary and Stubbin Woods Special School will provide additional primary specialist places.	Children and Families Place
4.3	Lead by example by increasing the number of supported internships and inclusive apprenticeship placements for children with SEND within the local authority and facilitate supported internships with local businesses. These internships will support those with SEND to achieve their aspirations.	Children and Families
4.4	Work in partnership to support improved education outcomes in Mansfield and Ashfield through the Department for Education funded Mansfield and Ashfield place-based project, including convening a Mansfield and Ashfield headteachers summit in June.	Children and Families
4.5	Promote local employment opportunities through expanding our Nottinghamshire Opportunity website.	Place
4.6	Work with partners and the wider community to increase the number of adults with disabilities in employment, education, training or volunteering.	Adult Social Care and Health

In 2022-23, to achieve this, we will also continue to:

- 4.7** **Ensure that there are sufficient mainstream school places**, expanding existing schools and building new ones as needed.
- 4.8** **Ensure that mainstream schools are supported to include pupils with SEND** and ensure that there are enough specialist school places for pupils who need them. This will mean that children can attend a local school that meets their needs and provides a positive learning environment.
- 4.9** **Ensure there are sufficient high-quality childcare places for preschool children**, so that parents/carers can return to education, work or training and children benefit from early learning and education to make them ready to thrive at school.
- 4.10** **Support and challenge maintained schools** which are judged to require improvement to become good or better and work in partnership with the Department for Education Regional Schools Commissioner to support and challenge academies so that all children can attend a good school.
- 4.11** **Petition the Secretary of State for Education** to ensure that the funding for children with SEND is the same in Nottinghamshire as the highest funded authorities.
- 4.12** **Champion the education of children and young people in the care of the local authority** by advocating for extra educational support where needed and ensuring they can access high quality careers advice and work experience opportunities. This will ensure that children in our care can achieve, make progress and realise their ambitions.

Owner
Children and Families Place
Children and Families

4.13 Deliver a programme of maintenance across our schools to ensure that school buildings are of high quality and high environmental sustainability to support children and young people’s learning.

Place

4.14 Deliver a range of adult and community learning courses and community activities in local libraries. This will enable residents to easily access education, training and community-based support.

Place

4.15 Work with businesses to ensure there are appropriate training courses to support business growth and fill skills and training gaps.

Place

4.16 Open up training and development opportunities at the Council through work experience placements, apprenticeships and our Graduate Development programme, particularly for children in our care and care leavers.

Chief Executive’s

Success Means:

- › All of Nottinghamshire schools are classified as “good” or “outstanding” by Ofsted
- › Fewer young people are not in education, employment or training (NEET)
- › People leave education with better qualifications and skills
- › Educational outcomes for vulnerable children improve
- › Vulnerable children are less likely to miss education
- › More people are in higher paid and skilled jobs
- › Children and young people are provided with sufficient early years provision and school places in their local communities

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
% of children who get first choice of school	93.4% - Primary 91% - secondary	2021/22	91.8% - Primary 81.1% -Secondary	↑
ASCH Core Metric 15 Proportion of young adults supported to access employment, education, training or volunteering	8.17%	Jan 2022	N/A	↑
Number of guided learning hours delivered through Inspire Learning	199,000 (Target 196,000)	2021/22	N/A	↑
Nos of placements provided <ul style="list-style-type: none"> Apprenticeships Graduate Training 	264 14	2021/22	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Number of schools classified as 'good' or 'outstanding' by Ofsted	288/339	August 2021	N/A	↑
% of 3- & 4-year-olds benefiting from funded early education	96%	2021	89.3%	↑

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
% of pupils achieving a standard pass (grades 4-9) in English and Maths at KS4	73.4%	2020/21	72.1%	↑
% of pupils known to be eligible for free school meals achieving a standard pass (grades 4-9) in English and Maths KS4	47.6%	2020/21	51.3%	↑
Average Progress 8 score - pupils with a statement of SEN or EHC plan	-1.51	2018-19	1.16	↑
Average of Progress 8 scores for Looked After Children with Progress 8 scores at the end of key stage 4	-1.30	2018-19	-1.24	↑
% of Children in Need who are persistent absentees	33.1%	2020/21	42.7%	↓
% 16-17 year olds NEET (not in employment, education or training) or their activity was not known	6.5%	2021/22	4.7%	↓
% of care leavers in education, employment or training aged 19-21	48%	2021/22	53%	↑
% population qualified to degree level or above	33.2%	2021	40.5%	↑
Gross average weekly earnings of full-time workers living in Nottinghamshire	£564.80	2021	£619.7	↑

Ambition 5

Strengthening businesses and creating more good-quality jobs

We have bold plans for the Nottinghamshire economy. Not only are we helping businesses grow and be more profitable, but we're shaping them to be more sustainable, too. These actions will benefit everyone, but we want to particularly support those communities that would benefit most from better job opportunities.

Brexit and the pandemic have thrown up some challenging situations for both new and long-standing businesses. But there are also some exciting opportunities. We're seeing new markets, trading links and supply chains emerge, and businesses are transforming. Robotics, automation, data and digital are changing how businesses operate around the world and here in Nottinghamshire. There are new green technologies and practices developing to boost sustainability. By helping make local businesses more green, sustainable and digital, we'll boost jobs, help Nottinghamshire recover from the pandemic and support the UK's Net Zero sustainability goals.

Our Council also has an important role to play in supporting the adult social care and early years sectors. Overall, our plan for Nottinghamshire's economy will benefit both our businesses and our communities, so we can work towards a greener, more prosperous future.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
5.1	We will deliver and refresh the Council's Economic Recovery Plan, supporting local businesses to bounce back from the COVID-19 pandemic . This will help to maintain and grow good local jobs for Nottinghamshire residents.	Place
5.2	We will support Nottinghamshire's businesses to help them transition to meet new regulatory requirements , including compliance with key Trading Standards legislative changes.	Place
5.3	Create innovative business opportunities through the development at Top Wighay Farm . This will provide 13.5 acres of space for new and existing businesses to set up or expand, creating local jobs and employment.	Place
5.4	Review the Visitor Economy Strategy, so that we have a clear plan to support and grow our heritage and tourism sector , making Nottinghamshire a destination of choice and bringing investment into the County. We will also provide a training and support programme to businesses in this vital sector.	Place
5.5	Deliver recruitment campaigns to encourage and support people to enter growth sectors, or sectors where we need additional capacity (e.g. social care, childcare) including working with our education partners and training providers.	Place Adult Social Care and Health Children and Families
5.6	Create an adult social care portal to support professional development . This help support and sustain the adult social care sector.	Adult Social Care and Health
5.7	Work with partners to develop a regional action plan for 'green growth' , delivering on the commitments made at the COP26 East Midlands Roadshow event.	Place
5.8	Provide post-COVID recovery support to SMEs and start-up businesses in Mansfield, Newark and Sherwood and Bassetlaw . As part of a Community Renewal funded programme we will work alongside partners and provide Trading Standards regulatory advice as part of a package of support.	Place

In 2022-23, to achieve this, we will also continue to:

		Owner
5.9	Provide advice and support to Nottinghamshire’s businesses with our local and regional partners, through the D2N2 Growth Hub so that they can grow and prosper and transition to a low carbon economy. This will include support to access funding and investment.	Place
5.10	Help new business to establish themselves in the County, creating opportunities for good quality, skilled jobs as well as supporting the growth and innovation of businesses.	Place
5.11	Offer a paid for service to Nottinghamshire businesses that provides regulatory support to help Nottinghamshire based businesses achieve compliance and prosper.	Place
5.12	Support small businesses to grow through the Worksop Turbine, so that they have access to good quality digital connections and support to enable innovation.	Place
5.13	Ensure that environmental and social value is built into commissioning strategies and tenders.	Chief Executive’s Adult Social Care and Health
5.14	Provide advice on how employers can support employees to improve wellbeing at work to strengthen opportunities for residents to access ‘good work.’	Adult Social Care and Health

Success Means:

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

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Increase in income for Trading Standards Commercial Service	£250,000	2021/22	N/A	↑
Number of small businesses supported by Growth Hub	242	2021/22	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2020	0.85	↑
GVA : All industries (£million)	£16,019 million	2019	N/A	↑
GVA : All industries per filled job	North Nottinghamshire - £43,573 South Nottinghamshire - £51,862	2019	£57,583	↑
Business births per 1,000 population	3.8	2020	5.7	↑
Business deaths per 1,000 population	3.3 per 1,000 pop	2020	5	↓
Business survival rate at 1 year	90.8%	2020	88.3%	↑
Business survival rate at 3 years	56.2%	2020	53%	↑

Ambition 6

Making Nottinghamshire somewhere people love to live, work and visit

Nottinghamshire is known for its rich history and heritage. It's the land of Robin Hood, Sherwood Forest, and the origin of the Mayflower Pilgrims, and today is a destination for world-class sport, culture and leisure. With a colourful past and exciting future, our County is a place people are proud to call home – and we want to play on its strengths to make it an even more attractive place to live, work and visit.

We have beautiful natural spaces and countryside for everyone to enjoy, as well as pretty market towns and villages, good living standards, and unrivalled connectivity. We're also home to some of the fastest-growing companies in the Midlands, with a diverse range of businesses based here in our County. We're determined to make more of these assets for both residents and visitors, and will prioritise the places in Nottinghamshire that would benefit the most from regeneration. We're creating a more vibrant, attractive Nottinghamshire and want to share our urban and rural environments with more people than ever before.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
6.1	Review Nottinghamshire County Council's property assets, to release sites for development as appropriate for the benefit of the economy and local residents.	Place
6.2	Support District and Borough Partners working with their communities to access funding available for 'levelling up' and to attract other investment in priority areas. We will support the delivery of these developments / initiatives that will create the conditions and opportunities for residents to thrive and prosper.	Place
6.3	Designate five new Local Nature Reserves for people and wildlife and support opportunities for people to actively engage with their local Green Spaces, including volunteering.	Place
6.4	Work to achieve 'favourable management' status for our heritage sites, meaning that important sites are conserved for the future.	Place
6.5	Refresh and deliver the Visitor Economy Strategy to support this vital sector to provide a range of attractive and accessible leisure opportunities for local people and visitors.	Place

In 2022-23, to achieve this, we will also continue to:

- 6.6 Support District and Borough partners with the delivery of housing** and commercial premises, through the local plan process so that Nottinghamshire’s residents benefit from attractive, sustainable, and well-planned residential and commercial developments.
- 6.7 Highlight and secure the funding needed to create infrastructure** (schools, roads etc.) so that residents can access high-quality services.
- 6.8 Make use of the planning and transport system** to make local areas safer and easier to be active and socialise and ensure that our transport and digital connections offer good and sustainable access to work, training and leisure opportunities, supporting people’s health and well-being and generating positive benefits for our climate.
- 6.9 Look after, and improve, our public rights of way network and promote access to our County Parks and green spaces**, so that our residents can use good quality outdoor spaces that support their health and well-being.
- 6.10 Work with our partners on our County’s special landscapes and heritage buildings**, to attract investment and protect them from neglect, decay, or from unsuitable or unsympathetic developments
- 6.11** Use our libraries and heritage buildings to **share our art and local heritage**, so that residents and visitors can learn about and enjoy Nottinghamshire’s unique stories.
- 6.12 Ensure our Nottinghamshire Spatial Planning and Health Framework (2019 - 2022) fully embeds health into the planning process**, maximising benefits to health and wellbeing. We will refresh the framework for 2023 to ensure that our health and care infrastructure continues to meet the needs of the population of Nottinghamshire.

Owner
Place
Place
Place Public Health
Place
Place
Place
Public Health Place

Success Means:

- › More people live in communities supported by good infrastructure
- › People look after and enjoy the local natural environment
- › People enjoy a wide range of leisure and cultural activities
- › More economic vibrancy in our priority places
- › More visitors spend more money in our County
- › More sites provided by the Council are successfully and sustainably developed
- › Visits to libraires, cultural and heritage venues increase
- › 75% of our heritage sites achieve 'favourable management status'.

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Country park user numbers	331,000			
Rufford Abbey :	211,236	2021/22	N/A	↑
Sherwood Forest	149,450			
Holme Pierrepont/National Water Sports Centre				

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Number of volunteer hours contributing to conservation projects	4834	2021/22	N/A	↑
Numbers of children and young people accessing Outdoor and Environmental Education	21,050	2021/22	N/A	↑
Number of events and activities held at libraries	3,746 (Target 7,800)	2021/22	N/A	↑
% heritage sites managed by NCC with 'favourable management status'	Baseline to be established		N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Median housing affordability ratio (residence-based)	6.92	2021	8.96	N/A
Volume of tourism in Nottinghamshire (excluding Nottingham city) (millions)	24.74m	2019	N/A	↑
Average visitor spend per trip	£52.54	2019	N/A	↑

Ambition 7

Attracting investment in infrastructure, the economy and green growth

We want to raise the national and international profile of Nottinghamshire and create the right conditions for investment and economic growth. Nottinghamshire's economy is changing in response to Brexit, the pandemic and the UK's commitment to cut carbon emissions 78% by 2035, and we know that investment will be key to growing our economy and creating high-quality jobs.

We'll focus on using our influence and powers to support green growth across Nottinghamshire's businesses, and secure investment in major projects like the East Midlands Development Corporation, Integrated Rail Plan and Freeport.

As we grow, we'll work to protect our natural and historic environments, and reduce our carbon footprint. We'll also make sure that development is supported with appropriate facilities – like schools and public transport links. And, where possible, we'll promote initiatives that open up more opportunities for our residents, especially where the need is greatest. We know we can grow green and improve jobs, opportunities, and quality of life for everyone, supporting a bright and prosperous future for Nottinghamshire.



In 2022-23, to achieve this, we will deliver the following actions:

- 7.1** We will facilitate and **encourage partners to introduce new technologies and carbon neutral solutions:**
- securing approval for the Social Housing Decarbonisation Fund so that households in the most need are supported.
 - agreeing the approach for Hydrogen for Nottinghamshire so that we are ready to maximise the economic benefits.
 - supporting the Midlands' Energy Hub and participating in the Nottingham Energy Institute so that the County is at the forefront of low carbon energy production.
- 7.2** We will work with partners to develop and submit plans and business cases to **secure funding for major projects**, including:
- Road and railway improvements to increase the capacity of our transport infrastructure within the county.
 - Toton and Chetwynd Masterplan to guide the development of this area to maximise the economic benefits.
- 7.3** We will support the delivery of the **East Midlands Freeport** and work to secure the seed funding allocation.
- 7.4** **We will transition into delivery of the East Midlands Development Corporation** with our commercial and local partners.
- 7.5** We will **work with the landowners of the coal fired power stations in North Nottinghamshire in respect of their long- term future** and proposals for each of the sites, including the case for using West Burton as a site for Spherical Tokamak Energy Production (fusion power).

Owner

Place

Place

Place

Place

Place

In 2022-23, to achieve this, we will also continue to:

- 7.6** **Ensure our residents and businesses benefit from major infrastructure projects**, such as HS2 and strategic road improvements, and that these prioritise the environment and sustainability, improve biodiversity, and minimise carbon emissions wherever possible.
- 7.7** **Support and advise businesses to help them to reduce their carbon footprint** and to secure funding or investment that supports this. This will ensure that business can grow and prosper, creating jobs and opportunities, but minimising their environmental impact.
- 7.8** **Promote the East Midlands Freeport, Development Corporation and STEP** proposals which offer the County and the wider region significant economic investment opportunities.
- 7.9** Identify a pipeline of assets to be released for high quality housing and jobs.
- 7.10** **Deliver the development at Top Wighay Farm**, ensuring that a master developer for the residential element is approved and a plan for the development of the remaining land including the employment elements is in place.

Owner
Place

Success Means:

- > An increased amount of inward investment in the County
- > Increased economic activity across the County
- > More high-quality jobs for residents
- > More non-carbon energy suppliers operating from the County
- > Reduced carbon emissions from industry
- > New green technologies are progressed
- > High quality advice given to help businesses cut their carbon impact.

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Value of Social Housing Decarbonisation Funding secured from central government for Nottinghamshire homes (cumulative)	£1.3million	March 2022	N/A	↑
Value of private investment on Council owned (or recently sold) land	New measure	To follow in 2022/23	N/A	↑
Number of small businesses supported by the Growth Hub	242	2021/22	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
GVA : all industries (£million)	£16,019 million	2019	N/A	↑
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2020	0.85	↑
Gross average weekly earnings of full-time workers by residence	£564.80	2021	£619.70	↑
CO2 emissions commercial per capita	0.4 kilotons	2019	0.5 kilotons	↑

Ambition 8

Improving transport and digital connections

Our roads, transport and broadband infrastructure are essential for everyone. They bring friends and family together; grow businesses, markets, and employment opportunities; open up training and leisure; and keep Nottinghamshire well connected.

Building on our autumn 2021 Highways Review, we're working on maintaining and improving Nottinghamshire's roads and footpaths. It's one of our big priorities, and we know it's important to residents too. We're improving our walking and cycling network, so people can be more active in the way they travel, and we're also encouraging people to use low-emission and sustainable transport where they can.

Our Local Transport Plan will set out how we'll improve our transport networks, prioritising those areas that would benefit most from better connections and making use of the latest technology and data to keep Nottinghamshire moving and thriving.

Together, these steps will:

- Have a positive impact on people's health and wellbeing
- Help tackle issues like rural isolation
- Ensure the transport options we have meet demand
- Keep our County well connected
- Protect our environment, and reduce our carbon footprint.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
8.1	Implement a three-year capital programme of highway improvements , ensuring that our investment represents good value for money. This will focus on our local road network, footways, and drainage.	Place
8.2	Progress the planning application and Full Business Case for the A614/A6097 Major Road Network improvement scheme ; and develop a Strategic Outline Business Case for the A617 Kelham Bypass scheme .	Place
8.3	Ensure effective operation of the Gedling Access Road and associated infrastructure to the public. This will reduce congestion and unlock housing development and economic growth.	Place
8.4	Pilot our on-street electric vehicle infrastructure programme providing an easier transition to electric vehicles for all.	Place
8.5	We will implement the Enhanced Partnership and the Bus Service Improvement Plan to maintain the existing network and where possible deliver improved bus services, ticketing, information, priority for buses on our roads, bus infrastructure and decarbonisation of bus services.	Place
8.6	Promote new electric bus services in Mansfield and Rushcliffe and will procure more electric buses for the Nottinghamshire fleet.	Place
8.7	Replace underused bus services in rural parts of Rushcliffe, Ollerton and Mansfield with a system of transport that is available on demand as part of the rural mobility fund programme.	Place
8.8	Promote 'active' travel (walking and cycling) improving the cycling infrastructure and maintaining rights of way to enable Nottinghamshire residents to make healthy choices about how they travel around the County.	Place

8.9 We will review the requirement for parking and pick up/drop off outside new schools to ensure new developments are delivered in a manner that promotes safe and sustainable access to school whilst considering the needs of all users, including local residents.

Place

8.10 We will refresh our parking enforcement policies and services to strengthen our commitment to deliver efficient enforcement that protects road safety, support town centres and assist residents and disabled drivers.

Place

In 2022-23, to achieve this, we will also continue to:

8.11 Work with national and local partners to **deliver improvements to the Strategic Road Network**, so that our network remains fit for purpose and safe. We will continue to update the Strategic Infrastructure Plan to identify future transport/connectivity infrastructure priorities.

Place

8.12 Develop integrated transport infrastructure programmes to help reduce journey time delays, make roads safer and improve access to jobs, training, leisure, and services. This will include targeted casualty reduction education and publicity programmes, so that Nottinghamshire residents can stay safe on the County's roads.

Place

8.13 Protect and maintain public rights of way to enable all to walk, ride and cycle safely - this includes promoting routes that don't have physical barriers, so everyone can enjoy the network. This includes identifying opportunities in linking public rights of way with the highway and the transport network to improve access to essential services and facilities, public transport, and recreation. We will also maintain and update the Authority's Definitive Map and Statement.

Place

8.14 Maintain school transport services to ensure customers' needs are met and services remain at a high level.

Place

8.15 Help homes and businesses in hard-to-reach locations get a fast and reliable broadband service, so that residents and communities can benefit from a good digital connection.

Place

8.16 Create the world's first 5G network in a forest setting in Sherwood Forest, protecting the area while enhancing the visitor experience.

Place

Owner

Success Means:

- › People travel around the County easily and safely
- › More people walk, cycle, and use public transport
- › More electric vehicle charging points added across the County
- › Improved superfast broadband coverage
- › Roads and pavements are maintained to a high standard
- › People are satisfied with the condition of highways and footpaths
- › People are satisfied with local bus services
- › All children and young people have safe and appropriate transport to school

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
% of A roads where maintenance should be considered (by network length)	1.6%	2020/21	4%	↓
% of B and C roads where maintenance should be considered (by network length)	3%	2020/21	6%	↓
% of unclassified roads where maintenance should be considered (by network length)	24.8%	2020/21	20%	↓
Take up of superfast broadband services delivered by Better Broadband for Nottinghamshire roll out	76%	March 2022	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Change in average journey time per mile during the morning peak on the County's urban centre networks (indexed)	2019 = 100	2019	N/A	↓
% infrequent bus services running on time	82%	2019/20	79.74%	↑
Excess waiting time for frequent bus services (decimal minutes)	1.09	2019/20	0.07	↓
Bus patronage – single trips (excluding tram)	8,741,890 25,072,311	2020/21 2019/20	N/A	↑
Change in levels of cycling (indexed)	2021 = 100	2021	N/A	↑
No. of people killed or seriously injured (KSI) on roads	332 (2030 Target: 198)	Average number KSI per year 2015-2019	N/A	↓
Publicly available electric vehicle charging devices at all speeds per 100,000 population	33.2	2022	45.8	↑
Proportion of premises passed by superfast network network	99%	March 2022	N/A	↑
Proportion of premises passed by ultrafast network	76%	March 2022	N/A	↑

Ambition 9

Protecting the environment and reducing our carbon footprint

In 2021 we declared a climate emergency. We pledged to combat climate change and drive greener growth at a local level, to support the UK's 2050 Net Zero national target.

Our Environmental Policy and plan sets out how we'll enhance Nottinghamshire's natural habitats and landscapes, while reducing the Council's impact on the environment. We're making good progress, and since 2014-15 we have already reduced carbon emissions from energy use across our highways and properties by 69%. But, we know we need to do more. With that in mind, we're planning to:

- **further reduce emissions across our transport fleet, properties, and highways**
- **support and improve biodiversity**
- **reduce waste and increase recycling**
- **improve air quality**
- **promote greener travel.**

We are committed to working towards these goals for all our communities, but especially those where a greener environment would most benefit health and wellbeing.



In 2022-23, to achieve this, we will deliver the following actions:

		Owner
9.1	Publish our Greenhouse Gas Emissions report to set a baseline from which to reduce our carbon emissions to carbon neutral by 2030. We will also publish a Carbon Reduction Plan to set out how this will be achieved.	Place
9.2	Develop a staff travel plan to encourage and support staff to use active travel and public transport alternatives. The travel plan will support the new Hybrid working strategy.	Place
9.3	Develop a plan for Zero Food Waste to eradicate the food waste generated at Council offices.	Place
9.4	Develop and roll out training for all staff and Councillors about Climate Change and Carbon Literacy to provide an understanding of climate change, the challenges we face and how individuals can make a difference.	Place
9.5	Carry out habitat management works on Local Nature Reserves and Sites of Special Scientific Interest (SSSI), to produce management plans to inform future works. This will improve biodiversity and reduce the level of non-native invasive species in the County.	Place
9.6	Plant 170,000 trees through the Trees for Climate Change programme.	Place
9.7	Develop and implement a Greener Highways Plan , covering the management of trees, green corridors, and road verges so that we support the reduction in pollution, help alleviate flooding, increase biodiversity, enhancing the environment for both people and wildlife.	Place

In 2022-23, to achieve this, we will also continue to:

- 9.8 Reduce the Council's energy and water use** by making changes to site operation and management, raising staff awareness and engagement in energy saving behaviours and investing in energy saving measures and equipment, such as systems, appliances, and controls.
- 9.9 Use the Council's spending power to support carbon reduction and sustainability** by, procuring products and services from suppliers with good environmental practices and supporting suppliers to make improvements where necessary.
- 9.10 Deliver the environmental benefits outlined in our 'Investing in Nottinghamshire' programme** profile. This will reduce our carbon footprint and increase our renewable energy production. This year we will aim to complete the Beeston Central office refurbishment.
- 9.11 Work with partners on the delivery of the Air Quality Strategy 2019-2028, to ensure air pollution remains low across all areas of the County.**
- 9.12 Develop information and support that enables communities to respond to the climate emergency and transition to net zero.**
- 9.13 Avoid and divert waste from landfill and improve the County's recycling rates,** through initiatives and campaigns aimed at Nottinghamshire residents.
- 9.14 Work in partnership with local operators and community transport providers to green their fleet,** through applying for available funding to support investment, so that carbon emissions from public transport reduce.
- 9.15 Work with partners to develop and roll out electric vehicle charging infrastructure across Nottinghamshire,** providing an easier transition to electric vehicles for all.
- 9.16 Convert street light bulbs to LEDs** to reduce energy use from street lighting.

Owner

Place

Chief Executive's

Place

Chief Executive's

Public Health

Place

Place

Place

Place

Place

Place

Success Means:

- > Carbon emissions are reduced in Nottinghamshire, in line with the national average or faster
- > More of the County's waste is recycled
- > The County Council is net carbon neutral in all its activities by 2030
- > All street lighting is converted to LEDs by 2026
- > Energy and water used by the County Council is reduced by 5-10% each year
- > Five new local nature reserves are created
- > A quarter of a million trees are planted on Council land
- > 'Favourable condition' status is achieved at five Sites of Special Scientific Interest
- > Added environmental value is achieved from Council contracts

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
% household waste sent to refuse, recycling or composting	41.3%	2020/21	42.30%	↑
% household waste diverted from Landfill	95.3%	2021/22	N/A	↑
Number (%) of lamps converted to LED	84,000 (87.5%)	2021/22	N/A	↑
Energy consumption across NCC Property Assets	26,376,556 kWh	2020-21	N/A	↓

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Water use across NCC Property Assets	New Measure	To follow in 2022/23	N/A	↓
Number of local nature reserves of County Council land	7	2021	N/A	↑
Number of Sites of Special Scientific Interest in "favourable condition"	0 out of 5	2021	N/A	↑
Number of trees planted	53,348	2021	N/A	↑

Success indicators the Council works with partners to influence:

Measures	Nottinghamshire Baseline	Baseline Date	England Average	Good Means
Total CO2 emissions in Nottinghamshire	4547.7 CO2 kiloton (kt)	2021/22	N/A	↓
Co2 emissions per capita Nottinghamshire	5.5 tons (t) per capita	2021/22	4.9 (t) per capita	↓

Ambition 10

A forward looking and resilient Council

As a large County Council we have a range of central services that work across the whole of the Council to provide and support our day-to-day services for residents. This includes our customer service centre, legal and governance teams, finance, human resources, procurement, communications, IT, business support and transformation and change teams. These services are the 'engine room' of the Council and help us provide and deliver our customer-facing services, ensuring we have the resources we need to work efficiently and adapt for the future.

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

Our staff stepped up during the pandemic and worked hard to adapt services and protect the most vulnerable. We want to continue to support them by giving them the skills and knowledge they need and providing a positive, inclusive culture. We'll also continue to develop new and innovative ways of working, including some which came out of the pandemic, like hybrid home/office working, and using 'virtual visits' to connect social care staff and residents. We're always looking to make services more efficient and sustainable and better meet our people's needs, and will carry on looking at ways to develop our services and change the way we work in the future.

We'll keep developing our technologies to reach those in isolated communities, and make it easier for people to communicate with us and access our services. We'll create effective, easy-to-use systems and processes to ensure we get it right for residents first time, every time. We'll also keep listening and using residents' feedback and other data to make services better, working closely with partners to get the best for people.

Finally, we're working hard to secure more powers and resources for Nottinghamshire. We know this would help us improve our services, support local businesses, create jobs and attract much needed investment for infrastructure and the economy. We are doing this by collaborating with our regional council partners. We're talking with Government about our proposals, and how they link to our broader ten-year vision, and the national levelling up agenda.



In 2022-23, to achieve this, we will deliver the following actions:

	Owner
<p>10.1 Work to bring forward regional devolution proposals with our regional council partners that will secure major investment, jobs and increased prosperity for Nottinghamshire and the East Midlands, in response to the Government’s Levelling Up White Paper.</p>	Chief Executive’s
<p>10.2 Develop a Digital Strategy that embeds use of data and new technologies into all elements of the Council’s business. This will improve the experience of our residents when they interact with the Council, create efficiencies in our processes and ways of working so that we use our resources where they add greatest value to our residents and communities and help us to understand the needs in our communities to target resources effectively.</p>	Chief Executive’s
<p>10.3 Implement changes to the Council’s governance arrangements, so that Councillors can make timely and informed decisions about changes that affect the people of Nottinghamshire.</p>	Chief Executive’s
<p>10.4 Engage with our workforce around the Council’s culture and ways of working – “The Nottinghamshire Way.” This will involve developing and rolling out a refreshed approach to employee engagement so that colleagues understand how they fit into the ‘bigger picture,’ feel listened to and involved in the decisions and changes that impact them. This will be supported by a new corporate leadership development programme.</p>	Chief Executive’s
<p>10.5 Strengthen the processes we use to choose how to provide services for residents by developing our approach to ‘strategic commissioning.’ This will ensure that our funding is used effectively to meet identified needs and that services demonstrate good value for money.</p>	Adult Social Care and Health Chief Executive’s
<p>10.6 Review our Hybrid working model to ensure it is flexible and meets the needs of our changing workforce and reflects new developments in technology.</p>	Chief Executive’s Place

In 2022-23, to achieve this, we will also continue to:

- 10.7 Manage the Council's finances effectively** to maintain financial stability and sustainability, so that we can continue to invest in delivering or commissioning services that make a difference for our residents and communities.
- 10.8 Work collaboratively across the Council, and with partners, to develop and deliver our cross-cutting transformation programmes.** This will help us to work together to test new and improved ways of working, service delivery and systems. It will also create the conditions to enable us to deliver coordinated and integrated transformation, that makes a difference for the County's communities and residents.
- 10.9 Develop and support employees** of Nottinghamshire County Council, through our new People Strategy, embedding new ways of working and focussing on the wellbeing and resilience of our workforce. Supporting our employees means that they can provide good support to residents.

Owner

Chief Executive's

All

Chief Executive's

Success Means:

- > People can access Council services more easily
- > Resident satisfaction with the Council improves
- > The Council has a balanced budget and valued services are protected
- > The Cabinet system of governance is successfully adopted
- > The County Council retains and recruits a highly talented workforce.

Success indicators the Council owns:

Measures	Nottinghamshire Baseline	Baseline Date	Good Means
Customer Satisfaction with Customer Service Centre	New measure baseline to follow for 22/23	To follow	↑
% Change in Number of My Notts App Users	17,513 users	2021/22	↑
% Change in visits to website	4,694,171 visits	2021/22	↑
% Residents fairly satisfied or very satisfied with NCC	66%	2021	↑
% of staff satisfied with their health, safety and wellbeing at work	77%	2021	↑

This document will be available online at plan.nottinghamshire.gov.uk and will be updated where required.