



Nottingham

City Council

Appendix A: Continuous Service Improvement Plan (CSIP) - Detailed Delivery Plan

2026 - 2028



Introduction

The Continuous Service Improvement Plan (CSIP) sets the strategic direction for how Nottingham City Council will deliver high-quality, reliable and continuously improving services for residents. This Detailed Delivery Plan translates that ambition into clear, practical actions by setting out the specific objectives, accountable officers, milestones and output metrics that will drive improvement across every division of the council.

Building on a year of stabilisation and stronger organisational discipline, this Delivery Plan reflects our commitment to embedding continuous improvement as an everyday practice. It is designed to ensure that services are shaped by evidence, informed by resident experience, and aligned to the outcomes that matter most to the city. Objectives within the Plan are organised under our seven priority service improvement areas: Adult Social Care, Children’s Social Care, City Vision, Customer Services, Housing, Local Government Reorganisation (LGR), and Waste Services. Alongside these themes, the Plan also includes a dedicated section for Cross-Cutting Improvement Programmes, which strengthen the essential foundations of governance, finance, digital capability, workforce, procurement and customer experience.

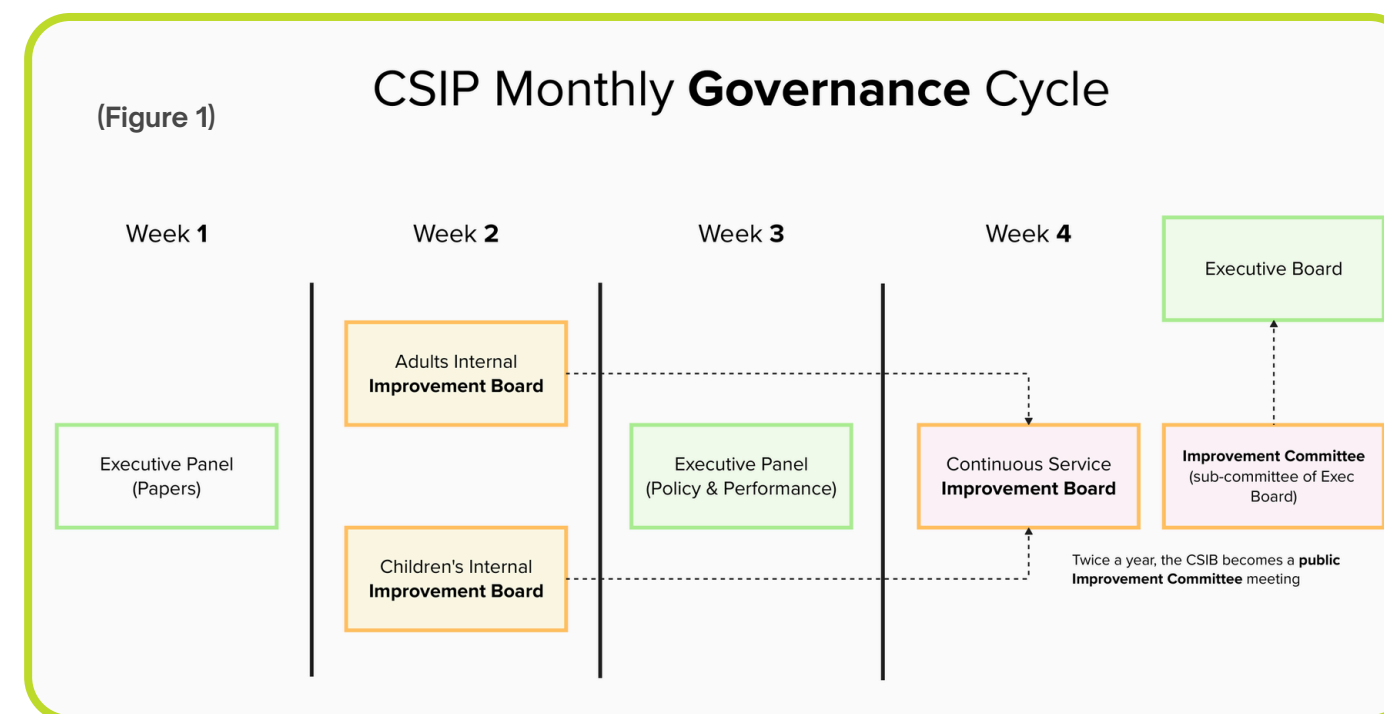
To support delivery, a strong governance and assurance framework underpins the entire Plan. Progress will be tracked through the council’s monthly governance cycle, supported by a dedicated internal assurance focus within Finance & Resources. This ensures that improvement activity remains on course, risks are identified early, and actions are escalated where needed.

Together, these objectives, programmes and oversight mechanisms provide a clear and coherent framework for sustained, measurable improvement. This Delivery Plan reinforces our commitment to transparency, accountability and continuous learning as we work to deliver a financially sustainable, high-performing and resident-focused council.

Governance & Reporting

Strong governance and transparent oversight underpin the Continuous Service Improvement Plan. A monthly cycle (Figure 1) brings together the internal Improvement Board, Executive Panel and the Continuous Service Improvement Board (CSIB) to track progress, escalate risks and maintain accountability.

Reporting and performance management will underpin delivery with monthly reports to the CSIB providing progress updates against all activity within the Plan. The dedicated Adults and Children’s Internal Improvement Boards will manage delivery of their improvement plans with highlight reporting to the CSIB. Each stage provides structured challenge and review, supported by targeted external expertise through the Continuous Improvement Committee. Twice a year, the CSIB becomes a public Improvement Committee, enhancing transparency and enabling residents and partners to see how improvement is being delivered. This ensures that services remain outcome-focused and evidence-led.



Adult Social Care

Objective	SI1.1 Enabling Gloriously Ordinary Lives - moving to a Social Care system that is life led rather than service led, that helps people live healthier, more independent lives by implementing our new Adult Social Care Target Operating Model, strengthening partnership and locality working, and embedding prevention and early intervention in how we deliver support.
Division	Adult Social Care / Commissioning & Partnerships
Responsible Delivery Lead	Directors of Adult Social Care and Commissioning & Partnerships
Senior Accountable Officer	Corporate Director for Adult Social Care and Public Health
Lead Portfolio	Adult Social Care and Health

Delivery Actions	Delivery Due Date	Responsible Officer
SI1.1.1 Agreement and Implementation of a new ASC Strategy Delivery milestones: <ul style="list-style-type: none"> Phase 1 - Communication and Engagement with people who draw on care and support, carers and families, the workforce, providers and partners and VCSE and communities (Jun 2026) Phase 2 - Strategy Refinement - Translate engagement into deliverable strategy (Sept 2026) Phase 3 - Governance - Move from strategy to delivery, impact and assurance after formal sign off (Mar 2027) 	March 2027	Director of Adult Social Care
SI1.1.2 Agree and publish the updated and consolidated ASC Improvement Plan Delivery milestones: <ul style="list-style-type: none"> Updated and consolidated ASC Improvement Plan completed, aligning CQC improvement actions, Target Operating Model (TOM) workstreams and governance arrangements (Jun 2026) Detailed delivery plans agreed with clear dependencies, risks and implementation requirements (Jun 2026) Improvement Plan and supporting delivery plans agreed by Adults Improvement Board /independent chair (Jul 2026) 	July 2026	Director of Adult Social Care
SI1.1.3 Implement Target Operating Model Delivery Milestones: <ul style="list-style-type: none"> Strategic Partner In place to help to map pathways and develop model (May 2026) Future Functions, Teams and Roles - Define and agree ASC Functions, Roles, Teams and Roles (Aug 2026) Demand Modelling and Workforce sizing (Sept 2026) Agree new structure charts ('as is' and 'to be') including a clearly defined management structure (Oct 2026) Locality and Neighbourhood Based Delivery Design - Design delivery structures that align services to neighbourhoods and localities and map estates (Oct 2026 – Dec 2026) Amendments to Job Descriptions and Job Evaluation (Oct 2026 - Feb 2027) Consultation initiated with Trade Unions and staff (Dec 2026 – Jan 2027) Development of Integrated Neighbourhood Teams (INTs) with Health (Apr 2027) 	April 2027	Director of Adult Social Care

Output Metrics	Baseline	Target (Mar 2028)
Number of citizens admitted to long-term Residential and Nursing Services	31 (Jan 2026)	28
Adjusted quality of life for people who use services (Impact of LA-funded social care) ASCOF 1B (LOF)	0.374 (24/25)	0.4
Quality of life of carers (score out of 12) ASCOF 1C (LOF)	7.3 (23/24)	7.5
Overall satisfaction of carers with social services (%) ASCOF 1E (LOF)	37.2 (23/24)	40
Overall satisfaction of people who use services with their care and support (%) ASCOF 1D (LOF)	60.4 (24/25)	65
Reduce % of people waiting >3 months for a Care Act Assessment by March 2027	18.6% (Mar 2026)	12%
Reduce % of people waiting >6 months for a Care Act Assessment by March 2027	5.9% (Mar 2026)	3%

Objective	SI1.2 Digitally Enabled Care: We will embed digital innovation as the heart of the Adult Social Care operating model to enable people to live in a place they call home
Division	Adult Social Care / Commissioning & Partnerships
Responsible Delivery Lead	Directors of Adult Social Care and Commissioning & Partnerships
Senior Accountable Officer	Corporate Director for Adult Social Care and Public Health
Lead Portfolio	Adult Social Care and Health

Delivery Actions	Delivery Due Date	Responsible Officer
SI1.2.1 Implementation of digitally enabled care and integration with Target Operating Model (TOM) for Adult Social Care Delivery milestones: <ul style="list-style-type: none"> • Commission an external review to ascertain internal capacity and capabilities to deliver an 18-month digital demonstrator (Apr 2026) • Develop a business case to deliver a 24-month digital demonstrator with full cost benefit analysis and recommended options appraisal (May 2026) • Sign off Capital and Executive boards (Jun 2026) • Stand-up Digital Technology (Jul 2026) • Mobilise digital demonstrator, including cultural change programme for go live (Sept 2026) • Review opportunities to embed and scale digital demonstrator (Sept 2028) 	September 2026	Director of Commissioning and Partnerships

Output Metrics	Baseline	Target (Mar 2028)
Number of referrals for new technology enabled care offer	N/A	500
Number of people receiving the new technology enabled care offer	N/A	467

Objective	SI1.3 Commissioning and Partnerships: Commissioning will develop strategic plans, focused on future models of care, proactively shaping a sustainable market that delivers long-term sustainable services and growth. This includes better outcomes, improved value for money and reduced reliance on high-cost, reactive purchasing.
Division	Adult Social Care / Commissioning & Partnerships
Responsible Delivery Lead	Directors of Adult Social Care and Commissioning & Partnerships
Senior Accountable Officer	Corporate Director for Adult Social Care and Public Health
Lead Portfolio	Adult Social Care and Health

Delivery Actions	Delivery Due Date	Responsible Officer
SI1.3.1 Implementation of Adult Social Care Strategic Commissioning function Delivery milestones: <ul style="list-style-type: none"> • Deliver a commissioning development review to understand how the function currently works and recommend opportunities to operate differently to deliver transformation across Adult Social Care (Mar 2026) • Develop, engage, and publish commissioning intentions for 26/27 (Mar 2026) • Stand up Strategic Commissioning Board for Adults (Mar 2026) • Agree an interim recruitment plan to boost capacity and capabilities to deliver commissioning intentions in 26/27 (Jun 2026) • Implement interim recruitment plan (June 2026) • Establish Strategic Change Programmes and agree scope to deliver Commissioning Intentions (Jun 2026) • Commission external capacity to lead on accommodation review and market analysis (Jun 2026) • Improve and transform how care is sourced in Nottingham City- Define a continuous improvement programme for brokerage (Jun 2026) • Deliver accommodation review and market analysis report (Jul 2026) • Develop and publish a market position statement (Sept 2026) • Refresh and develop longer-set of Commissioning Intentions to align with the MTFP period (Oct 2026) • Improve and transform how care is sourced in Nottingham City- Redesign the operating model for brokerage as part of TOM (Apr 2027) • Implement a new structure for an Adult Strategic Commissioning Function as part of the Adult Social Care TOM (Apr 2027) 	April 2027	Director of Commissioning and Partnerships

Output Metrics	Baseline	Target (Mar 2028)
Not applicable	N/A	N/A

Children's Social Care

Objective	SI2.1 Support families to stay together wherever possible: through strengthening our offer and practice in relation to Family Help, the use of Family Networks and partnerships through multi-agency safeguarding.	
Division	Children's Social Care	
Responsible Delivery Lead	Director of Children's Social Care	
Senior Accountable Officer	Corporate Director for Children's and Education Services	
Lead Portfolio	Children, Young People and Education	
Delivery Actions	Delivery Due Date	Responsible Officer
<p>SI2.1.1 Deliver Children's Social Care reforms and associated service improvements to ensure children and families receive timely, proportionate and effective support from the right practitioner for the right duration, reducing escalation and enabling families to build resilience and sustain change.</p> <p>Delivery Milestones:</p> <ul style="list-style-type: none"> • Implement the Strategic and Operational steering groups for the Multi-Agency Safeguarding Hub (MASH), to ensure that there is a robust response to children and families who are identified as needing help and support (Sept 2026) • Family Help – Embed Team Around Family process across the partnership to ensure intervention at the earliest point by the right person (Sept 2026) • Embed the Single Assessment Tool across Children's Social Care and Family Help to ensure that families are supported to tell their story once (Dec 2026) • Embed the use of Family Network Meetings, as part of assessments, enabling families to identify the support that they can receive from their own networks, creating sustainable support and change to improve children lived experience (Sept 2026) 	March 2027	<p>Corporate Director of Children's and Education Services</p> <p>SRO for Families First Partnership Programme</p>
<p>SI2.1.2 Delivery of a clear audit programme and demonstrate evidence from audits of improving quality of assessment</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Audit framework and annual schedule agreed and published (Aug 2026) • Baseline audits completed and findings used to drive improvement actions (Oct 2026) • Repeat audits reported through governance, evidencing improved assessment quality (ongoing) 	March 2027	Head of Safeguarding, Quality Assurance & Principal Social Worker
<p>SI2.1.3 A renewed Children's Social Care Improvement Plan and subsequent service delivery plans with endorsement from the independent chair of the Children's Improvement Board</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Implementation of a Children's Social Care Improvement Plan (Jul 2026) • Implementation of Service-level delivery plans (Sept 2026) • Social Care Improvement Plan regularly reviewed at Children's Internal Partnership Improvement Board (ongoing) 	September 2026	Corporate Director of Children's and Education Services
<p>SI2.1.4 Implementation of Target Operating Model (TOM)</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Clear model of practice for all services within the Directorate (Jun 2026) • Consultation with Trade Unions initiated (Jun 2026) • Consultation with staff initiated (Jun 2026) 	October 2026	Corporate Director of Children's and Education Services

Output Metrics	Baseline	Target (Mar 2028)
Number of children supported through Child in Need plans (per 10,000)	108 (Mar 2026)	Monitor
Number of children supported through Child Protection plans (per 10,000)	55 (Mar 2026)	Monitor
Volume of children supported with Team Around the Family Meetings	80 (Mar 2026)	95
Volume of families and children supported through family hub attendance	80 (Mar 2026)	95

Objective	SI2.2 Our Young Futures Hub: We will keep children safe by providing integrated support (mental health, safeguarding, youth services) through a single front door for at-risk teenagers.
Division	Children's Social Care
Responsible Delivery Lead	Director of Family Help
Senior Accountable Officer	Corporate Director for Children's and Education Services
Lead Portfolio	Children, Young People and Education

Delivery Actions	Delivery Due Date	Responsible Officer
SI2.2.1 Implementation of the Young Futures Hub pilot to support young people Delivery milestones: <ul style="list-style-type: none"> • Full opening of the designated Young Futures Hub building (Jul 2026) • Ensure continuous feedback loop to influence future design from Children and Young People and partners, including the Voluntary and Community Sector (ongoing) • Develop the Enhanced Targeted Youth Offer to meet universal need at the earliest point (Mar 2027) 	March 2027	Director of Family Help Services

Output Metrics	Baseline	Target (Mar 2028)
Percentage of children attending the Hub aged 10 to 18, or up to 25 with SEND, who receive appropriate support	90% (Mar 2026)	95%
Percentage of young people attending the hub with recorded demographic and attendance data to evidence reach and access	95% (Mar 2026)	100%

Objective	SI2.3 Educational attainment: Focus on raising educational attainment, attendance and reducing exclusions by strengthening partnerships with schools, academy trusts, and the Department for Education, and improve access to Alternative Provision.
Division	Education
Responsible Delivery Lead	Directors of Education and School Improvement
Senior Accountable Officer	Corporate Director for Children's and Education Services
Lead Portfolio	Children, Young People and Education

Delivery Actions	Delivery Due Date	Responsible Officer
SI2.3.1 Improve insight and performance management related to attendance, exclusions and attainment to drive targeted intervention Delivery milestones: <ul style="list-style-type: none"> • Implement quarterly monitoring and reporting on attendance, exclusions and attainment (Jul 2026) • Implement Data dashboards including 'School on a Page' summary data, which is used to inform cross-team working and monitoring (Dec 2026) • Create Education Improvement Plan and subsequent service delivery plans to drive high aspirations and service improvement (Sept 2026) • Transition Framework designed and published to stakeholders (Sept 2026) • Implement targeted interventions for at-risk students (Oct 2026) • Strengthen the Alternative Provision offer through a robust commissioning framework that improves quality, increases choice, and ensures sufficiency aligned to pupil need (Oct 2026) 	December 2026	Director of School Improvement & Director of Education

Output Metrics	Baseline (2024/25)	Target (Mar 2028)
Number of permanent exclusions across all Nottingham schools (monthly)	13 (Mar 2026)	8
Number of children in unregulated provision	7 (Mar 2026)	0

Objective	SI2.4 Special Educational Needs and Disabilities: We will increase opportunities for those with Special Educational Needs and Disabilities (SEND) through delivery of the SEND Employment Transitions Programme (Test, Learn and Grow).
Division	Education
Responsible Delivery Lead	Directors of Education and School Improvement
Senior Accountable Officer	Corporate Director for Children’s and Education Services
Lead Portfolio	Children, Young People and Education

Delivery Actions	Delivery Due Date	Responsible Officer
SI2.4.1 Delivery and implementation of the SEND Employment Transitions Programme (Test, Learn and Grow) Delivery milestones: <ul style="list-style-type: none"> • Stand up 3–5 cross-disciplinary “innovation squads” with clear roles (policy, service design, data, procurement, community partner) (Sept 2026) • Agree scale criteria and transition plans with service owners; embed changes in BAU and budgets (Jan 2027) • Devise a multi-agency SEND reform plan for implementation in 2027/28 (March 2027) 	March 2027	Director of School Improvement

Output Metrics	Baseline (2024/25)	Target (Mar 2028)
Percentage of key stage 4 pupils from state-funded mainstream and special schools with identified SEN in education, apprenticeship or employment (LOF)	79.8% (22/23)	82%
Percentage of pupils meeting the expected standard at the end of key stage 2 in reading, writing and mathematics (All SEN provision) (LOF)	22% (24/25)	25%

City Vision

Objective	SI3.1 City Vision: Drive economic growth and create thriving, inclusive places by delivering investment and regeneration; enhancing the city's profile through a new city vision; delivering an enabling planning offer and new local plan, and attracting future capital investment
Division	Planning, Transport and Regeneration
Responsible Delivery Lead	Strategic Director for Planning, Transport and Regeneration
Senior Accountable Officer	Corporate Director for Growth and City Development
Lead Portfolio	Strategic Regeneration, Property and Communications and Housing and Planning

Delivery Actions	Delivery Due Date	Responsible Officer
SI3.1.1 Agreement of the new City Vision and implementation of enhanced investment pipeline and planning offer Delivery milestones: <ul style="list-style-type: none"> • Publish and adopt the new City Vision (May 2026) • Development of a new Investment Pipeline, including the mapping of potential funding sources (Sept 2026) • Agreement of Tall Buildings Strategy (Oct 2026) • Commence the new Local Plan (Dec 2026) • Adopt the Greater Nottingham Spatial Plan (Dec 2026) • Finalise housing delivery plan and identification of priority development sites (Dec 2026) • Review and streamline planning processes and implementation of new digital planning tools (Dec 2026) • Engage with the EMCCA, working constructively as a constituent council to benefit residents of Nottingham and the wider region (Mar 2027) 	March 2027	Corporate Director for Growth and City Development
SI3.1.2 Support Nottingham businesses to start, grow and innovate by providing access to finance, skills and technology, while developing a clear strategic approach to business engagement and support Delivery milestones: <ul style="list-style-type: none"> • Develop enhanced business support offer (Sept 2026) • Develop additional business engagement processes in consultation with the Nottingham Growth Board (Oct 2026) • Secure funding for revised offer (Dec 2026) • Join up employer engagement offer and supporting systems (Mar 2027) 	March 2027	Director of Corporate Landlord and Economic Development

Output Metrics	Baseline	Target (Mar 2028)
Planning applications decided within statutory time limits (%)	90.68% (Q4 25/26)	90%
Increase housing delivery against Government Housing Delivery Test (3-year target) to exceed government target	118% (2024 / 25)	120%
Number of Nottingham businesses accessing financial support packages or grants per year by March 2028	N/A	50
Number of ethnic minority businesses and local SMEs accessing support by March 2027	N/A	20
Number of Nottingham businesses provided with growth support by March 2027	N/A	100

Customer Services

Objective	SI4.1 Customer experience: Improve customer experience by ensuring our services are shaped by resident insight, accessible, high-quality; and staff are empowered by using technology to streamline processes and continuously improve.
Division	Transformation, IT and Customer Services
Responsible Delivery Lead	Strategic Director for Transformation and Change
Senior Accountable Officer	Corporate Director for Finance and Resources
Lead Portfolio	Finance and Resources

Delivery Actions	Delivery Due Date	Responsible Officer
SI4.1.1 Implementation of the customer experience programme, simplifying customer facing processes and access points to services Delivery milestones: <ul style="list-style-type: none"> • Implement new improved complaints processes for statutory Housing and Children's Social Care Complaints (Apr 2026) • Use customer insight and complaints to inform a continuous improvement requirement for all customer process reviews (May 2026) • Deliver an aligned Complaints function by consolidating all corporate complaint activities within one team to support adherence to Local Government Social Care Officer and Housing Ombudsmen codes of conduct (Jul 2026) • Establish a residents' panel to inform service design and process improvement (Jul 2026) • Embed a culture of process improvement and reduction in failure demand driven by data analytics from complaints and casework (Mar 2027) • Establish and publish one Golden number with consistent 9.00am-5.00pm opening times for customers to contact the council (Mar 2027) • Ensure our services are fully accessible in line with the Equality Act and support the most vulnerable including the digitally excluded (Mar 2027) 	March 2027	Director of Customer Services

Output Metrics	Baseline	Target (Mar 2028)
Proportion of complaint decisions upheld by the Local Government & Social Care Ombudsman of total complaints received (%)	57 (24/25)	57
Monitor call volumes for key channels (e.g. customer contact centre)	TBC	TBC

Housing

Objective	SI5.1 Homelessness and rough sleeping: We will reduce homelessness and rough sleeping in the city by reviewing current provision, continuing to build on prevention work and building a long-term strategy for Social Housing.
Division	Housing
Responsible Delivery Lead	Strategic Director of Housing
Senior Accountable Officer	Strategic Director of Housing
Lead Portfolio	Housing and Planning

Delivery Actions	Delivery Due Date	Responsible Officer
SI5.1.1 Implementation of revised governance, partnerships structures and service delivery models for homelessness prevention and support services Delivery milestones: <ul style="list-style-type: none"> • Re-establish governance and partnership structures to coordinate homelessness and rough sleeping responses across the council (Sept 2026) • Develop and implement a Temporary Accommodation Strategy and Future NCH Delivery Model (Oct 2026) • Conduct a full review of single homelessness and rough sleeping services, including prevention, temporary accommodation, and support pathways, to identify gaps and redesign services for better outcomes (Dec 2026) • Establish support for Children and Young People in Temporary Accommodation through a Family Liaison function, health access pathways and digital connectivity initiatives (Dec 2026) 	December 2026	Strategic Director of Housing

Output Metrics	Baseline	Target (Mar 2028)
Maintain sufficiency within temporary accommodation for households with children	660units	660units
Households in temporary accommodation (Bed and breakfast hotels (including shared annexes)): Total with children and resident more than 6 weeks (LOF)	0 (Mar 2026)	0
Percentage of duties owed where homelessness was prevented or relieved (LOF)	44 (Q2 25/26)	48 (March 2027)

Objective	SI5.2 Council Housing: We will ensure Council Housing Stock is safe and decent and well managed through an improved repairs service, improving tenant engagement, alongside effective property management and adaptations - moving the council to the top rating (C1 rating - from C3 by 31 March 2028)
Division	Housing
Responsible Delivery Lead	Strategic Director of Housing
Senior Accountable Officer	Strategic Director of Housing
Lead Portfolio	Housing and Planning

Delivery Actions	Delivery Due Date	Responsible Officer
<p>SI5.2.1 Deliver a refreshed Housing Improvement Plan to enable progression from a C2 to C1 regulatory grading (by 31 March 2028), with robust governance, compliance and performance management in place.</p> <p>Delivery Milestones:</p> <ul style="list-style-type: none"> • Development, agreement and sign-off of a refreshed Housing Improvement Plan with active engagement from internal support services including sign off by Finance, Legal and HR plus evidence of active engagement of procurement and the Housing Assurance Board (Sept 2026) • Development of a joined-up end-to-end Housing Aids and Adaptations service, working with Adult Social Care to improve customer experience and delivery outcomes (Dec 2026) • Implement recommendations from the compliance review to ensure a fully compliant Housing Service with accurate property and safety information (Mar 2027) 	March 2027	Strategic Director of Housing
<p>SI5.2.2 Deliver full compliance with Awaab's Law Phase 2, ensuring robust, time-bound arrangements are in place to identify, investigate, communicate and remediate all prescribed housing hazards beyond damp and mould.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Implementation of Awaab's Law Phase 2 requirements for additional hazards, including excess cold and heat, falls and structural risks, fire and electrical safety, hygiene and food safety, and pest infestations (Oct 2026) • Establishment of statutory, time-bound processes for hazard investigation, resident communication and remediation (Oct 2026). • Clear governance and assurance arrangements to oversee delivery and ongoing compliance with Awaab's Law Phase 2 (Oct 2026). 	October 2026	Strategic Director of Housing
<p>SI5.2.3 Rebase the Housing Revenue Account and refresh the 30-year HRA Business Plan to enable improved diligence in the management of capital and HRA budget including review of spend profiles and ongoing monitoring</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Completion of a full rebase of the HRA, including review of income and expenditure assumptions (Sept 2026) • Review and analysis of recharges to the HRA to improve transparency, assurance and value for money (Sept 2026) • Development and agreement of Service Level Agreements (SLAs) to clearly define services, costs, performance expectations and monitoring arrangements (Mar 2027) 	March 2027	Strategic Director of Housing

Output Metrics	Baseline	Target (Mar 2028)
Responsive Repairs completed with Target Timescale (Emergency) (%)	88% (25/26 YTD)	100%
Percentage of Responsive Repairs completed with Target Timescale (Non-emergency)	89% (25/26 P2-P4)	90%
Overall compliance with Awaab's Law requirements by March 2027, including investigation, make safe actions, further works and communication requirements	98.2% (Feb 2026)	100% (Mar 2027)
Proportion of Local Authority housing stock that is categorised as decent (%) (LOF)	99.8% (24/25)	100%
Tenant Satisfaction: Satisfaction that home is safe	75% (Q2 25/26)	80%
Tenant Satisfaction: Time taken to complete repairs	63% (Q2 25/26)	66%
Tenant Satisfaction: Satisfaction with complaint handling	32% (Q2 25/26)	37%
Overall Satisfaction	64% (Q3 25/26)	68%

Local Government Reorganisation (LGR)

Objective	SI6.1 Local Government Reorganisation: To continue to work with other councils in the Nottinghamshire area to define, coordinate and implement the safe and legal day one establishment of a new Unitary Authority for Nottingham as part of Local Government Reorganisation in Nottinghamshire
Division	Policy, Performance and Communications
Responsible Delivery Lead	Assistant Chief Executive/Director of LGR Implementation
Senior Accountable Officer	Assistant Chief Executive/Director of LGR Implementation
Lead Portfolio	Strategic Regeneration, Property and Communications

Delivery Actions	Delivery Due Date	Responsible Officer
<p>The phases below reflect the statutory transition periods and roles set out in the Government's Local Government Reorganisation Implementation Guidance.</p> <p>SI6.1.1 Phase 1: Pre-decision Readiness (ahead of Government decision) Establish the cross-council governance, evidence base, and preparatory work needed to position Nottinghamshire for rapid mobilisation, without committing to future operating models, once Government selects the preferred LGR proposal. Milestone date: Up to Government decision announcement by July 2026</p>	July 2026	Assistant Chief Executive & Director of LGR Implementation
<p>SI6.1.2 Phase 2: Decision to Structural Change Order (first statutory transition period) Establish the statutory Joint Committee(s) or Implementation Executive and the cross-area Implementation Team, and prepare a strategic Implementation Plan setting out the activities, timescales, risks, dependencies and information required to enable the Shadow Council to take early decisions following the inaugural elections.</p>	March 2027	Assistant Chief Executive & Director of LGR Implementation
<p>SI6.1.3 Phase 3: Inaugural elections to vesting day (second statutory transition period) Operate the Shadow Council as the statutory implementation body to review and amend the Implementation Plan and to take the necessary decisions to ensure safe and legal Day 1 readiness, including service continuity rehearsals, contract cut-overs, systems transitions and oversight of the 100-day stabilisation period.</p>	From May 2027 inaugural elections to 1 April 2028 (vesting day)	Assistant Chief Executive & Director of LGR Implementation
<p>SI6.1.4 Phase 4 – Vesting day and post-vesting transformation Embed the new operating models, deliver the first wave of transformation and benefits, and harmonise key statutory and strategic policies to establish long-term stability and performance for the new councils.</p>	From April 2028 onwards	Assistant Chief Executive & Director of LGR Implementation

Output Metrics	Baseline	Target
Not applicable	N/A	N/A

Waste Services

Objective	SI7.1 Waste transformation: Deliver a financially sustainable, compliant and efficient waste service that reduces residual waste, increases recycling, and meets statutory obligations through effective partnership and investment as a part of our waste transformation programme - setting the foundations for further service transformation as required by DEFRA (including introduction of domestic food waste in 2030)
Division	Resident Services
Responsible Delivery Lead	Strategic Director of Resident Services
Senior Accountable Officer	Corporate Director for Communities, Environment and Resident Services
Lead Portfolio	Neighbourhoods, Waste and Equalities

Delivery Actions	Delivery Due Date	Responsible Officer
SI7.1.1 Delivery of the Waste transformation programme Delivery milestones: <ul style="list-style-type: none"> • Ensure collection of core recyclables, including two new addition streams - foil and beverage cartons – from every household, in line with new legislation (Apr 2026) • Deliver the rollout and initiation of food waste collection services for all businesses within the administrative area (Apr 2027) • Deliver the rollout and induction of plastic film collection (including bags and flexible packaging) outside of residual waste across both households and businesses within the administrative area (Apr 2027) 	April 2026	Assistant Director of Waste and Street Cleansing

Output Metrics	Baseline	Target (Mar 2028)
Number of household waste bins missed per 100,000 collections	214 (Mar 2026)	200
Fly tips collected within five working days (%)	90.75% (Mar 2026)	95% (Mar 2027)
Number of fly-tipping actions per 1,000 incidents (LOF)	363 (24/25)	550

Cross Cutting Improvement Programmes

Improvement Programme	IP1 An Engaged, Effective and Empowered Workforce
Division	Human Resources and Equality, Diversity and Inclusion
Responsible Delivery Lead	Strategic Director of Human Resources and Equality, Diversity and Inclusion
Senior Accountable Officer	Corporate Director for Finance and Resources
Lead Portfolio	Finance and Resources

Objective	IP1.1 The further development of a culture of learning and continuous improvement through the delivery of the strategic workforce strategy and HR service offer aligned to council priorities focused on productivity, leadership and management capability, and effective workforce planning.
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP1.1.1 Attract - A Talented and High Performing Workforce. We will: Be an employer of choice where talented people want to be and perform at their best.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Continue to improve our recruitment and onboarding processes (Nov 2026) • Strengthen our benefit and reward packages (Apr 2027) • Work with both universities to attract graduates into the council through internships, placements and projects (Apr 2027) 	April 2027	Strategic Director for HR and EDI
<p>IP1.1.2 Develop – How we work, develop and grow. We will: Develop people to feel empowered, creative, agile, and capable.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Management capability development programme (Apr 2027) • Continuously improve our development offer and focus on critical skills gaps (Apr 2027) • Build the coaching and mentoring pool and external options, whilst ensuring all managers use coaching skills (March 2027) 	March 2027	Strategic Director for HR and EDI
<p>IP1.1.3 Thrive – Employee voice, engagement, wellbeing and inclusion. We will: Create a place where people feel safe and supported to thrive and succeed.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Work with internal stakeholders and external experts to deliver best practice interventions (Oct 2026) • Continue to support and develop staff networks, including spotlight sessions at meetings of senior managers (Oct 2026) • Design and delivery of the 2026 Staff Survey (Mar 2027) 	March 2027	Strategic Director for HR and EDI
<p>IP1.1.4 Strive – for excellence in organizational and leadership culture. We will: Foster a culture of continuous improvement, innovation, and inspiring leadership.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Offer a suite of senior leadership development initiatives to strengthen leadership capability (Oct 2026) • Increase engagement activities such as site visits, roadshows and QA sessions (Oct 2026) • Increase recognition activities, including long service awards and recognition week (Mar 2027) 	March 2027	Strategic Director for HR and EDI

Objective	IP1.2 Council Target Operating Model: The full implementation of the target operating model and the creation of corporate capacity based upon the future council operating principles
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP1.2.1 Full delivery of programme of functional design consolidating specialist supporting / enabling services with roles and responsibilities defined and communicated to the workforce</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Policy, Performance and Communications functional consolidation complete and wider restructure delivered to repurpose previous transformation and change resource to support continuous service improvement (Oct 2026) • Housing HR integration (Dec 2026) • Learning and Development (Mar 2027) • Sold Services (Mar 2027) 	December 2026	<p>Strategic Director for HR and EDI</p> <p>Assistant Chief Executive</p>
<p>IP1.2.2 Improvement Initiatives: Supporting delivery of large-scale, fast-paced service improvement initiatives, including new operating models aligned to council operating principles, with a focus on demand management through job design, structure reviews and pathway redesign.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Enable delivery of the Children’s and Education Services target operating models (Oct 2026) • Providing HR support to service delivery model changes, including across Communities, Environment and Resident Services (CERS) directorate (Mar 2027) • Ensuring adherence to organisational design and council operating principles for ongoing service redesigns (Mar 2027) • Tiers and spans restructuring across CERS Communities (Mar 2027) • Enable delivery of Adult Social Care Target Operating Model (Apr 2027) 	March 2027	<p>Strategic Director for HR and EDI / All Corporate Directors</p>

Improvement Programme	IP2 Corporate Landlord and Asset Sales
Division	Corporate Landlord Services
Responsible Delivery Lead	Director of Economic Development
Senior Accountable Officer	Corporate Director for Growth and City Development
Lead Portfolio	Strategic Regeneration, Property and Communications

Objective	IP2.1 Strategic, efficient and effective property asset management: Strengthen management of property assets
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Delivery Actions	Delivery Due Date	Responsible Officer
IP2.1.1 Provide a safe and compliant estate which supports service delivery, reduces costs and generates financial returns for Nottingham. Delivery milestones: <ul style="list-style-type: none"> • Implementation of data management system to track compliance and manage estates rents (Sept 2026) • Review of Corporate Landlord Services operating model and development of combined workforce plan (Sept 2026) • Appoint an external consultant to undertake a review of the existing administrative estate and advise on options to rationalise and improve the estate (Nov 2026) • Agree implementation plan for recommendations from operational estate review (Nov 2026) • Delivery of capital receipts (Mar 2027) 	March 2027	Director of Economic Development & Property

Improvement Programme	IP3 Council Companies and Traded Services
Division	Commercial and Procurement
Responsible Delivery Lead	Director of Commercial and Procurement
Senior Accountable Officer	Corporate Director for Finance and Resources
Lead Portfolio	Finance and Resources

Objective	IP3.1 Traded Services: Delivering Best Value through a comprehensive review of Traded Services and Council Owned Entities to ensure they are well-governed and deliver value for money
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Delivery Action	Delivery Due Date	Responsible Officer
IP3.1.1 Commercial Oversight Board: Establishing strategic excellence through the embedding and evaluation of the Commercial Oversight Board (COB) Delivery milestones: <ul style="list-style-type: none"> • Re-launch and embedding of Commercial Oversight Board (Jan 2026) • Annual evaluation of the COB (Dec 2026) 	December 2026	Director of Commercial and Procurement
IP3.1.2 Deliver a comprehensive review of council traded services and implementation of relevant recommendations Delivery milestones: <ul style="list-style-type: none"> • Develop a detailed plan of services to be reviewed, setting out resourcing and timelines with Communities, Environment and Resident Services (CERS) (Jun 2026) • Form a dedicated review team (Jun 2026) • Review prioritised collective and definitive list of Traded Services, via three review phases (Jun 2026) • Hold progress meetings to ensure the review stays on track (July 2026) • Traded Services – Develop recommendations of approach to structuring and managing Traded Services, in tandem with the Corporate Director for Communities, Environment and Regulatory Services (Sept 2026) • Compile and present the final review report to senior management (Mar 2027) 	March 2027	Director of Commercial and Procurement
IP3.1.3 Elevating organisational performance through comprehensive review of improvement activities in council owned entities. Delivery milestones: <ul style="list-style-type: none"> • A review of capacity within the shareholders unit including use of external resource (May 2026) • A planned 1-year review of the Companies strategy and improvement activities, at Companies Governance Executive Committee (CGEC), including evidence of the ongoing application of the council's Company governance procedures and evidence of the annual oversight and assurance arrangements (Mar 2027) • Closure of companies determined for closure, as monitored by CGEC (Mar 2027) 	March 2027	Director of Commercial and Procurement

Improvement Programme	IP4 Delivery, Performance, Planning and Impact
Division	Policy, Performance and Communications
Responsible Delivery Lead	Assistant Chief Executive
Senior Accountable Officer	Assistant Chief Executive
Lead Portfolio	Strategic Regeneration, Property and Communications

Objective	IP4.1 Business Planning, Data, Insight and Performance Management: Embed and strengthen business planning, performance management and the use and availability of data to ensure that strategies and plans are evidence-based and outcomes represent value for money (i)
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP4.1.1 Refresh of the Council Plan and In-Year Delivery Plan (2026/27) and alignment with 2026/27 Divisional Business Plans</p> <p>Delivery Milestones:</p> <ul style="list-style-type: none"> Continued delivery of quarterly public performance reporting on the Council Plan via Executive Board (Sep 2026) Inception of agreed Council Plan budget additionality activity in the refreshed plans (Sep 2026) Refresh of Divisional Business Plans aligned to the refreshed Council Plan (Sep 2026) 	September 2026	Assistant Chief Executive
<p>IP4.1.2 Deliver improvement in the quality, availability and proactive use of data and insight through the implementation of the ‘Directorate Support and Corporate Performance Team’ and the delivery of the Local Authority Research Programme to upskill the wider workforce in the use of data and research</p> <p>Delivery Milestones:</p> <ul style="list-style-type: none"> Launch digital ‘Always On’ Residents’ Survey and commission annual Residents’ Survey, providing resident/customer insight on a range of topics (July 2026) Integration of customer insight data (including complaints and councillor casework) to provide a comprehensive view of customer / resident issues and priorities (Aug 2026) Local Authority Research Programme: Launch and promote a tiered council-wide research and evidence training offer to strengthen evidence informed decision making across the organisation (Aug 2026) Creation of ‘Directorate Support and Corporate Performance Team’ (as part of Functional Design) and recruitment to vacant posts (Oct 2026) Mapping of ‘Line of Business’ systems (inc. case management systems) across the organisation and development of prioritised work programme to increase access and usage of data and insight in business planning (November 2026) Continued peer targeted reviews, sector support and external visits (with action plans subject to regular review where appropriate) reported to relevant meetings and committees (Mar 2027) Local Authority Research Programme: Evaluate the impact of the council-wide research and training programme on staff capability in evidence informed practice (Mar 2027) 	March 2027	Assistant Chief Executive

Objective	IP4.1 Business Planning, Data, Insight and Performance Management: Embed and strengthen business planning, performance management and the use and availability of data to ensure that strategies and plans are evidence-based and outcomes represent value for money (ii)
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Delivery Actions	Delivery Due Date	Responsible Officer
IP4.1.3 Delivery of the Divisional Business Plans and refreshed Council Plan and in-year Delivery Plan for 2027/28 Delivery Milestones: <ul style="list-style-type: none"> • Agree annual business planning process building on lessons learned from the 2026/27 planning cycle (Jul 2026) • Refresh and alignment of Performance Management Frameworks (including Adults, Children’s and Housing Improvement Plans) with the Council Plan and Corporate Framework (Oct 2026) • Commence business planning with Divisions (Nov 2026) • Produce first draft of Divisional Business Plans and Refreshed Council Plan (Dec 2026) • Quality Assurance of Plans (Jan 2027) • Agreement and refresh of the Council Plan and in-year delivery plan and Divisional Plans alongside the 2027/28 budget (Apr 2027) 	April 2027	Assistant Chief Executive

Objective	IP4.2 Stakeholder and partnership engagement: Enhance and embed effective stakeholder and partnership engagement and communication to strengthen trust, improve service delivery, and ensure decisions are informed by robust evidence and integrated customer insight
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Delivery Actions	Delivery Due Date	Responsible Officer
IP4.2.1 Implement a corporate approach to oversight and governance of partnerships Delivery milestones: <ul style="list-style-type: none"> • Establish an approach to reviewing Significant Partnerships & Good Governance checklist with CLT (Jun 2026) • Mapping existing partnerships and commission Directorates to review/update their partnerships and identify responsible officers (Jul 2026) • Define list of significant partnerships (Aug 2026) • Establish a rolling annual programme of review (Sept 2026) 	September 2026	Assistant Chief Executive
IP4.2.2 Implementation and ongoing delivery of the stakeholder strategy. Delivery Milestones: <ul style="list-style-type: none"> • Redesign 12-month forward plan to include 3-month rolling view & key events including monthly key message sheets (Jun 2026) • Refresh stakeholder mapping across the organisation, including CVS mapping (Jun 2026) • Delivery of Future Council conversations 2026 programme (Jul 2026) • Build, test and implement a customer relationship database with appropriate segmentation and identification of relationship owners (Jul 2026) • Triannual external stakeholder events calendar established (Jul 2026) • Ensure relevant communication engagement (internal and external) articulate the case for change as evidenced through a range of communications, staff and Trade Union engagement and within committee reports and press statements (Dec 2026) 	December 2026	Assistant Chief Executive
IP4.2.3 Development and implementation of an organisational culture change, engagement and organisational effectiveness framework, including emphasis of the case for change, aligned to the CSIP, strengthening leadership alignment, organisational listening, cross-council collaboration and continuous improvement approaches across the council. Delivery milestones: <ul style="list-style-type: none"> • Collation of workforce insight reporting mechanisms and baseline measures (Jun 2026) • Development and publication of organisational culture change and engagement framework including articulation of the case for change (Aug 2026) • Agreement of revised leadership and management forum structure, purpose and governance approach (Sept 2026) • Relaunch of cross-council organisational learning showcases to support shared improvement and innovation activity (Sept 2026) • Development of internal communications plan aligned to organisational culture change and engagement framework (Sept 2026) • Launch of quarterly organisational pulse surveys (Oct 2026) • Introduction of cross-functional problem-solving, peer challenge and shared organisational learning activity within leadership and management forums (Oct 2026) • Launch of cross-council innovation and continuous improvement activity to support staff-led ideas and service improvement (“Innovation Lab”) (Oct 2026) • Evidence of workforce feedback, organisational insight and engagement themes informing improvement activity and organisational decision-making (Jan 2027) • Review of organisational learning themes, leadership forum engagement and cross-council collaboration activity to inform ongoing continuous improvement approaches (Jan 2027) • Delivery of regular staff and Trade Union engagement activity linked to transformation and improvement priorities (Jan 2027) 	January 2027	Assistant Chief Executive

Improvement Programme	IP5 Financial Sustainability and Management
Division	Finance
Responsible Delivery Lead	Finance Improvement Programme Director, Director of Finance Operations and Director of Finance Strategy
Senior Accountable Officer	Corporate Director for Finance and Resources
Lead Portfolio	Finance and Resources

Objective	IP5.1 Establish a robust Finance structure that supports informed decision-making and effective budget management.
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Delivery Actions	Delivery Due Date	Responsible Officer
IP5.1.1 Implementation of a comprehensive customer focused finance team and the upskilling of existing staff Delivery milestones: <ul style="list-style-type: none"> • Agree plan for external recruitment and explore the option of building a dedicated recruitment microsite (Apr 2026) • Identify plan for senior level recruitment (Apr 2026) • Implement Trainee Accountant Programme (Aug 2026) • Complete recruitment on new Finance structure (Nov 2026) • Strengthen relationships with external auditor (Jan 2027) • Develop and deliver advanced budget holder training to all relevant managers within the council (Mar 2027) • Ensure all budget holders have reference to budget management responsibilities in their job description. Make amendments to budget holders job descriptions where appropriate (Mar 2027) • Identify skill gaps for finance colleagues, and implement plan for upskilling (Mar 2027) • Implement CIPFA Business Partnering programme across all of Finance and other relevant training requirements (Mar 2027) 	March 2027	Finance Improvement Programme Director

Objective	IP5.2 Improved diligence in the management of Capital Programme and HRA budgets
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP5.2.1 Improve diligence in the management of the Council Capital programme to enable accurate forecasting and monitoring</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Review of capital programme and governance (Aug 2026) • Improved diligence in the management of capital budgets including review of spend profiles and ongoing monitoring (Sept 2026) • Best practice framework for capital budget management agreed (Oct 2026) • Develop Tools, Templates and Standards (Nov 2026) • Improved visibility, forecasting, and control of capital spend (Dec 2026) • Formal controls embedded into approval and monitoring (Mar 2027) 	April 2027	Finance Improvement Programme Director
<p>IP5.2.2 Improve diligence in the management of the HRA Budgets to enable accurate forecasting and monitoring</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Review of HRA Recharges and Budgets (Jun 2026) • Design and rollout new model for Recharges (Jul 2026) • 2026/27 HRA recharges Budget realignment (Aug 2026) • Training for Service Users and Finance Officers (Sept 2026) • Improved diligence in the management of capital and HRA budget including review of spend profiles and ongoing monitoring (Sept 2026) 	October 2026	Finance Improvement Programme Director

Objective	IP5.3 In conjunction with the Council's External Auditor, develop a strategy to support the assurance pathway towards obtaining a non-qualified opinion on the Annual Report and Accounts.
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Delivery Actions	Delivery Due Date	Responsible Officer
IP5.3.1 Council works closely with the External Auditor to identify the key information and evidential requirements that the auditor will need to provide a positive non-qualified audit opinion from a standard base disclaimed opinion	April 2028	Director of Finance Strategy
IP5.3.2 Setting up of regular External Auditor/Council Finance Team liaison meetings to facilitate joint-planning on audit process delivery management and progress reporting	April 2028	Director of Finance Strategy

Objective	IP5.4 Detailed ongoing savings delivery performance management across all services
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Delivery Actions	Delivery Due Date	Responsible Officer
IP5.4.1 Comprehensive tracking on savings delivery across all services extended from existing on-going budget monitoring formats with further detailed narrative on status and on-going delivery actions	On-going	Director of Finance Strategy
IP5.4.2 Service savings delivery performance status updates on savings delivery performance and identification of mitigations or recalibration of delivery actions to achieve approved outcomes	On-going	All Corporate Directors

Improvement Programme	IP6 Governance, Scrutiny and Decision Making
Division	Legal and Governance
Responsible Delivery Lead	Director of Legal and Governance
Senior Accountable Officer	Corporate Director for Finance and Resources
Lead Portfolio	Finance and Resources

Objective	IP6.1 Effective Scrutiny and Decision making: Strengthen robust, timely and legally compliant decision making for officers and members
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP6.1.1 Improve the quality of reports and decision making, ensuring that the reason for the decision is clearly articulated and decisions are based on timely and reliable evidence</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> To identify training need and develop training content to support officers and members in understanding their roles and responsibilities in decision making (Jul 2026) Train staff on new decision writing system, including making clear the rationale (Jul 2026) Conduct a comprehensive review of current informal governance arrangements (Sept 2026) Review of decision making process and implementation of decision making forward plan (Jul 2026) Oversight and quality assurance of committee reports and decision records through CLT Officer review, including monitoring of rationale / evidence and the timeliness of reports received ensuring that the reason for the decision is articulated and decisions are made on clear evidence (Jun 2026) Ongoing delivery of training to support decision making for officers and members (Apr 2028) 	April 2027	Head of Governance
<p>IP6.1.2 Building on activity undertaken so far, to create a culture of cooperation, respect and trust between members and officers.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> Agreement of programme of development activity and joint policy days (Aug 2026) Feedback from executive and CLT using previous questionnaire on status of relationships (Dec 2026) Absence of formal complaints / standard complaints between members and officers (Dec 2026) 	December 2026	Assistant Chief Executive
<p>IP6.1.3 Enhancing the role of Scrutiny and the importance of scrutiny and good governance</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> Strengthen Scrutiny's role in supporting robust and improved decision making. (Sep 2026) Annual meetings with CLT and Cabinet to support development of the work programme (Mar 2027) Integrate the Performance Management Dashboard into regular Scrutiny activities (Jun 2026) Development of work programme (May 2027) Embed Recommendation tracker and ensure that feedback is captured and reported back to the relevant scrutiny committees (Sep 2026) Delivery of alternative methods of scrutiny such as spotlight reviews and task and finish groups (Mar 2027) 	September 2026	Head of Governance

Improvement Programme	IP7 Improving Enabling Processes and Systems
Division	Transformation and Change
Responsible Delivery Lead	Corporate Director for Finance and Resources
Senior Accountable Officer	Strategic Director for Transformation and Change
Lead Portfolio	Finance and Resources

Objective	IP7.1 Optimise support processes: Identifying and removing unnecessary steps and barriers within Finance, HR, Governance, Procurement and IT.
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP7.1.1 Comprehensive mapping and redesign of processes through co-production with users, elimination of inefficient controls and simplification of governance and decision making</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Develop a framework for evaluating internal processes (Dec 2025) • Define and agree clear process design principles focusing on efficiency, consistency, user-centred, and continuous improvement (Jan 2026) • Complete end-to-end process mapping and baselining for all support processes and workflows (Jul 2026) • Develop and apply a stress-testing framework for internal controls, identify bottlenecks and redundant controls through scenario-based testing (Jul 2026) • Implement a 12 month continuous improvement requirement to all process review (Jul 2026) • Engage with working groups to represent user perspectives throughout design and testing (Ongoing) • Develop a controlled change programme for implementing approved redesigns and removal of non-value-adding controls (Jun 2026) • Embed a continuous improvement cycle to review and refresh processes regularly (Sept 2026) • Launch a strong communications and engagement strategy to keep stakeholders informed: Sharing progress updates, success stories, and upcoming changes (Ongoing) 	December 2027	Strategic Director for Transformation and Change

Objective	IP7.2 Innovative technology and services: Deliver accessible, reliable, secure, cost-effective, and innovative technology solutions and services.
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Delivery Actions	Delivery Due Date	Responsible Officer
IP7.2.1 Provide customer centric and transformational technology that drives operational efficiency and enhances customer satisfaction. Delivery milestones: <ul style="list-style-type: none"> • Review of completed and longer-term actions in IT Improvement Plan in light of LGR decision (Aug 2026) • Launch the implementation of a compliance roadmap (Jul 2026) • Collaborate with system owners to establish a business systems priority framework and engage with owners and users to implement continuous improvement process (Dec 2026) • Establish an innovation lab to harness AI and other cutting-edge technologies, focusing on AI-powered innovation, enhanced customer experiences, improved processes, and income generation to position Nottingham City Council as a forward-thinking leader in public sector solutions (Dec 2026) 	December 2026	Chief Technology Officer

Improvement Programme	IP8 Procurement Transformation
Division	Commercial and Procurement
Responsible Delivery Lead	Director of Commercial and Procurement
Senior Accountable Officer	Corporate Director for Finance and Resources
Lead Portfolio	Finance and Resources

Objective	IP8.1 Commissioning and Procurement: Renewed focus on achieving value for money through improving commissioning and procurement activities
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP8.1.1 Driving excellence in procurement through sustainable practices and strategic oversight. Evidencing improvements in commissioning and procurement through specifications having clear intent across spend and outcomes, contracts let in a timely way with subsequent management.</p> <p>Delivery Milestones:</p> <ul style="list-style-type: none"> • Strategic contract management – Balanced scorecards to be completed for all applicable contracts (Feb 2026) • Conduct stakeholder engagement session to inform Social Value Policy (Jun 2026) • Strategic contract management – Contracts tiered and selected ‘Gold’ scoring contracts to receive targeted support from central procurement team (Sept 2026) • Draft Social Value Policy for procurement, considering training needs for relevant staff (Oct 2026) • Identify skills gaps in Commercial Hub and develop plan to address them (Sept 2026) • Dip sampling 3 key contracts per quarter (across bronze/silver/gold tiers) (Apr 2027) 	April 2027	Head of Procurement
<p>IP8.1.2 E-procurement system replaced. Pipeline and contract management integrated where possible/affordable (currently separate systems)</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Options appraisal (Complete) • Procurement of system (May 2026) • Implementation and roll-out (Nov 2026) 	November 2026	Head of Procurement
<p>IP8.1.3 Assessment and identification of further savings through a rationalisation of contracts and joint procurement opportunities through LGR in Nottingham</p> <p>Delivery Milestones:</p> <ul style="list-style-type: none"> • Procurement and contracts PMO sub-group established, with Head of Procurement as SRO for Nottingham City (Complete) • Contracts Register and Procurement Pipeline shared with partners for joint review (May 2026) • Contracts Register opportunities analysis by GCA (Government Commercial Agency) (Jul 2026) • Pipeline and off-contract expenditure opportunities analysis by PMO sub-group (Jul 2026) • Report prepared with potential savings identified (Mar 2027) 	March 2027	Head of Procurement

Improvement Programme	IP9 Risk Management and Internal Audit
Division	Internal Audit, Counter Fraud, Risk and Insurance
Responsible Delivery Lead	Chief Internal Auditor
Senior Accountable Officer	Corporate Director for Finance and Resources
Lead Portfolio	Finance and Resources

Objective	IP9.1 Further development of risk management and internal audit to ensure improvements are embedded across the council
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP9.1.1 Incorporate risk management into business as usual.</p> <p>Delivery Milestones:</p> <ul style="list-style-type: none"> • Across the organisation achieve circa 95% on time risk updates and the establishment of effective mitigations (Dec 2026) • Develop an annual training programme for risk staff that embeds continuous improvement and skill pathway development. Training needs analysis to be completed by 31 March 2026. Annual training programme established by 31 March 2027 (Apr 2026) • Develop risk management induction package aimed at new staff that meets needs for raising awareness and embedding effective risk management into staff daily operations and behaviours (Aug 2026) • Evidence of embedding risk and audit in significant projects and decisions, and day to day working including early engagement, proactive requests for advice/support, involvement in significant issues (Nov 2026) 	December 2026	Chief Internal Auditor
<p>IP9.1.2 Delivery of Internal Audit Programme as per the plan and recommendations addressed within timescale.</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Achieve an evidenced factual Internal Control Environment Assessment in the Annual Governance Statement by completing all scheduled internal audit reviews, audit clients have agreed appropriate action, mitigations are in train or complete (Jun 2026) • Enhance the effectiveness of the second line of defence by completing a formal review of assurance functions, implementing revised protocols, and establishing a comprehensive picture of assurance for the organisation reflected in Annual Audit plan (Sept 2026) • All External Audit recommendations from the 2024/25 value for money and external audit report are implemented appropriately against a clear plan. (Jan 2027) • Develop an annual training programme for internal audit and counter fraud insurance staff that embeds continuous improvement and skill pathway development. Training needs analysis to be completed by 31 March 2026. Annual training programme established by 31 March 2027 (Mar 2027) • Achieve embedded systems, publish documented processes, implement automated checks in actionable high-risk workflows, complete mandatory training for 95% of staff. Produce audit reports that meet internal audit quality assurance standard. (Mar 2027) 	March 2027	Chief Internal Auditor

Objective	<p>IP9.2 Embrace and reflect the new national Audit Regime within internal practices. Internal audit teams must align their work with Local Audit Office (LAO) standards and guidance and there will emerge a greater expectation for robust internal controls and collaboration with the LAO to ensure synergy between internal and external assurance.</p> <p>MHCLG has confirmed that the LAO is scheduled to be legally established in Autumn 2026, with the aim of being fully operational (including full contract management and oversight responsibilities) during the 2027/28 period.</p>
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Delivery Actions	Delivery Due Date	Responsible Officer
<p>IP9.2.1 Implement local audit office standards into audit activity</p> <p>Delivery milestones:</p> <ul style="list-style-type: none"> • Deliver structured, dashboard-based reports to the Audit Committee for every scheduled meeting (Dec 2026) • Update and internally publish the Internal Audit Methodology to incorporate all LAO standard changes, with 100% of audit plans and workpapers mapped to the new methodology (Mar 2027) • Develop a joint planning protocol with external audit, for implementation during 2027 -2028 year. Evidenced by one formal coordination workshop between Internal Audit and External Audit to initiate 2027 work to develop shared risk/issue logs; resolve ≥80% of overlapping testing items to avoid duplication and support capacity needs (Mar 2027) 	March 2027	Chief Internal Auditor