



FINAL PROPOSAL

FOR

LOCAL GOVERNMENT REORGANISATION

APPENDICES

A brighter future for driving growth and improving lives.
Rooted in community. Connected by place.

APPENDICES

Appendix 1 – PwC financial appraisal

The report provides a financial forecast for both 1b and 1e, including detailed estimates regarding transition costs and predicted payback periods, as well as the estimated financial balance of each organisation, across both income and expenditure and asset and liabilities.

Appendix 2 – Nottinghamshire LGR options appraisal of children’s services, SEND and adults social care– Peopletoo

The report sets out the diagnostic and options appraisal for Local Government Reorganisation (LGR). The analysis assesses how alternative governance models could improve service efficiency, resilience and outcomes in both children’s services and adult social care.

Appendix 3 – Nottinghamshire LGR options appraisal of education services – Peopletoo

The report explores the impact of LGR in Nottinghamshire on education outcomes, comparing options 1b and 1e. The analysis looks at school quality, attainment, pupil outcomes, and institutional profiles.

Appendix 4 – The future of local government in Nottingham and Nottinghamshire engagement report – Public Perspectives

Public Perspectives undertook an engagement exercise for all Nottingham and Nottinghamshire councils, over a six-week period, ending 14th September 2025. The report presents the findings from this engagement.

Appendix 5 – Map of illustrative structure of area committee

Appendix 5 maps our proposed area committee breakdown across both proposed unitaries in our north-south model.

Appendix 6 – Detailed breakdown of warding and area committee proposals

Appendix 6 outlines a detailed breakdown of the warding and area committees proposed in our north-south model.

Appendix 7 – Map of illustrative warding arrangements

Appendix 7 maps the warding arrangements proposed in our north-south model, aligning with pre-existing district boundaries and electoral wards, to minimise socio-geographic disruption.

APPENDIX 1

Nottingham & Nottinghamshire Councils

Financial Case Option 1b and 1e
November 2025



Nottingham
City Council



Nottinghamshire
County Council



Bassetlaw
DISTRICT COUNCIL
— North Nottinghamshire —



Broxtowe
Borough
COUNCIL

Gedling
Borough Council



Mansfield
District Council



Ashfield
DISTRICT COUNCIL



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL



Rushcliffe
Borough Council

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1. Overview of approach

Purpose of the Financial Analysis

This document provides an overview position for each unitary option detailing the estimates for transition costs as well as the benefits from aggregation and implementation. It sets out the estimated financial balance of each organisation across income and expenditure and then asset and liabilities.

The output covers:

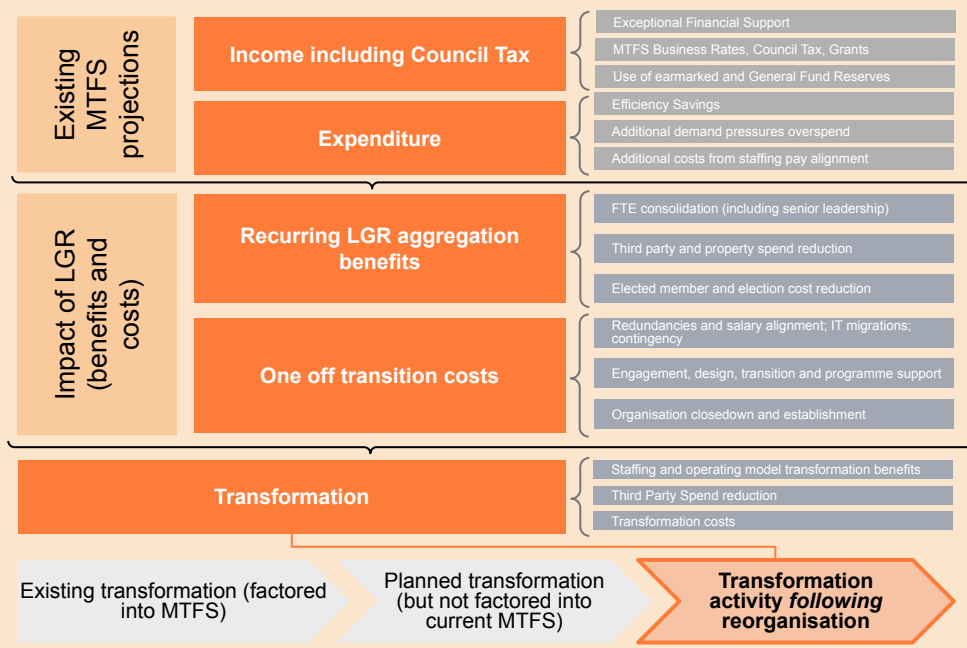
- A “day 1” budget forecast derived from the above and from income and expenditure projections on the basis of our agreed assumptions and inputs
- A “day 1” financial balance factoring in apportionments of assets, associated liabilities and borrowing commitments according to geography and function
- An updated view of the estimated cost and benefit of Local Government Reorganisation (LGR) and potential subsequent transformation for each proposed configuration of unitary authorities

Note: this is an estimated financial position for the new unitary authorities developed using current financial data and assumptions. It does not, therefore, take into account decisions that might be taken during the transition phase that might have an impact on costs, realisation of benefits, or wider elements that could impact the Day 1 position e.g the outcome of the Fair Funding Review, changes in the local government finance settlement, inflation, or political developments at both local and national levels.

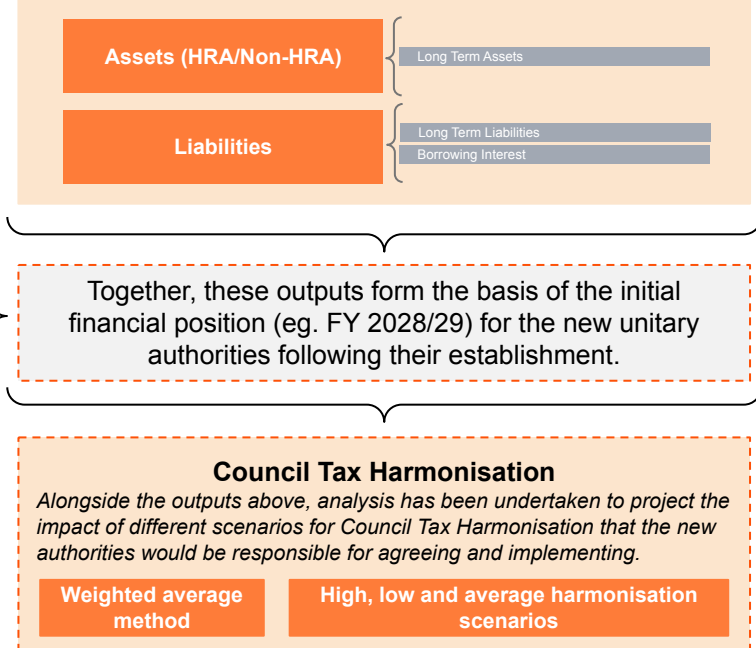
Components of the Financial Analysis

The analysis undertaken and assumptions applied provides an estimated forecast of “Year 1” budgets and financial balance for the new Unitary Authorities (UAs) options, the projected impact of LGR and Transformation. Separately, an analysis of potential scenarios for council tax harmonisation is provided to demonstrate the impact of this fiscal lever for the new authorities.

Forecast Budgets for new Unitary Authorities



Financial Balance for new Unitary Authorities



Timeline to the financial analysis

Set out below is the methodology and logic for assumptions applied. The additional complexity involved in creating multiple unitary authorities has been taken into account in the form of increased transition costs and reductions in economies of scale. To note, transformation costs and benefits are applied after reorganisation based on an assumed level of ambition and implementation of further change to realise the full benefit.

Reorganisation Benefits and Costs

Reorganisation Benefits

Recurring Aggregation Benefits: Savings achieved through consolidation e.g. management, systems and support functions. These are ongoing efficiencies generated through removing duplication and streamlining processes.

These benefits are phased over the initial years following vesting (30% in year 1; 50% in year 2), before being 100% realised in year 3 (2030/31).

Reorganisation Costs

One-off Transition Costs: Upfront investment needed to create new authorities.

These costs are incurred incrementally in the four years following vesting (30% in year 1; 30% in year 2; 30% in year 3, 10% in year 4). The cumulative percentage of costs add to 100%.

Transformation Post-Vesting Day

Transformation Benefits

Efficiency and productivity improvements realised once new authorities are established and operating effectively.

Reflect long-term service redesign, innovation, and better outcomes for residents.

These benefits begin to realise in Year 1 (28/29) following vesting (25% in year 1; 50% in year 2), before being 100% realised in year 3 (2030/31).

Transformation Costs

Investment required to modernise and redesign services (e.g. digitalisation, workforce reform, asset rationalisation).

These are incurred after reorganisation and are distinct from transition costs. These are short-term costs intended to unlock longer-term service and financial improvements.

Different scenarios for the phasing of costs of transformation have been developed to inform the cost-benefit analysis.

2. Estimated Day 1 Position



Estimated Year 1 income and net expenditure position is set out on this page for Option 1B.

MTFS figures from the most recent published versions as of 31 March 2025 have been used to estimate forward-looking income and net expenditure for the purposes of developing the Year 1 position. This baseline position was agreed with S151 Officers for all Nottingham and Nottinghamshire authorities in September.

The Year 1 position is not intended to predict the outcome of national funding reforms or new grant schemes. A significant number of elements could impact the Year 1 position, including the Fair Funding Review, future settlements from government, inflation, political change nationally and locally. The government is expected to provide more detail on the Fair Funding Review outcome in Autumn 2025.

Option 1B | Estimated Year 1 Position

Modelling indicates that the proposed new councils will begin operations in the following financial position.

- Opening deficits:** The combined opening position across the new UAs shows significant core funding pressures. All will start with an operating deficit, which is not unexpected as local government is operating in a challenging financial context.
- Efficiency requirements:** To achieve a balanced budget, savings are required across multiple councils, with many needing recurring efficiency gains over the next 5 years. These are outlined in the notes below.
- Strategic trade-offs:** Councils will face early policy choices: draw further on reserves, amend Council Tax, or accelerate service transformation. Longer-term gains from LGR aggregation and longer-term transformation integration are potential offsets.

	Option 1b	
	North <i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe</i>	South <i>Nottingham City, Broxtowe and Gedling</i>
28/29 Core Funding	£648,520,241	£594,372,174
28/29 Net Cost Operating Expenditure	£672,117,041	£653,748,917

28/29 “Year 1” Budget Gap	£23,596,800	£59,376,743
Cumulative Budget Gap from 25/26-28/29 inc. demand pressures	£80,016,112	£178,755,555
Cumulative Budget Gap from 25/26-28/29 inc. demand pressures net of savings, Exceptional Financial Support, Reserves from MTFS	£43,483,641	£70,906,860

Authority	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark & Sherwood	Rushcliffe	Nottingham City	Nottinghamshire County
Year Used	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29
Source	Annual Budget And Council Tax 2025/26 And Medium Term Financial Strategy 2025-26 to 2029-30 Pg 18	Medium Term Financial Plan 2025-26 to 2029-30 Pg 18	Medium Term Financial Strategy	General Fund Revenue Budget 2025/26 Pg 20	Medium Term Financial Plan 2025/26 To 2027/28 Pg 17	Revenue Budget and Council Tax Setting for 2025/26 Pg2	Budget Setting Report And Associated Financial Strategie Pg 43	Medium Term Financial Strategy	Budget 2025/26 – Proposals For Submission To Full Council Pg 22
MTFS Note	Efficiency savings required to set a balanced budget.General and Embarked reserves have been used to achieve a net 0 for 2025/26	The Budget highlights the need for the implementation of savings and efficiencies in order to balance the budget. Both general and other reserves are required	The MTFS includes a Business Strategy that sets out initiatives to reduce costs and generate additional income.General fund will be used to balance the budget	Most efficiencies have been built in the budget. Additional efficiencies are yet to be identified.General fund will be used	The Council has a programme of savings that it needs to deliver in order to balance its budget.	Efficiency savings required to set a balanced budget.General and Embarked reserves have been used to achieve a net 0	The budget includes Transformation and Efficiency Plan savings of £1.7m over the 5-year period helping to reduce the deficit to more manageable levels	Successful delivery of transformational change and efficiency savings will be fundamental to the elimination of deficit	The progress of all savings and efficiencies will be monitored as part of the budget monitoring processes. This budget report is proposing to utilise £46.5m of reserves

As a result of using the consistent baseline of published revenue budgets and MTFS as of 31 March 2025, the projected income and expenditure position does not forecast the impact of updated in-year outturn figures or revised MTFPs prepared as part of the 2026/27 budget-setting process. These may indicate an improved financial position - particularly in the South's net income and expenditure positions and thereby reduce pressure on general fund reserve balances.

An estimated Year 1 Assets and Liabilities position is set out on this page for Option 1B.

The Year 1 Balance Sheet analysis incorporates data which includes:

- Long Term Assets on the current Statement of Accounts
- Long Term Liabilities on the current Statement of Accounts
- Capital Financing Requirements from 25/26 to 28/29
- Capital Programme Budget to from 25/26 to 28/29

Option 1B | Balance Sheet

Modelling indicates that the proposed new councils will begin operations in the following financial position.

- **Assets:** Set out below is an evidence-based estimate of what each new authority would be accountable for on Year 1, drawn from existing Statement of Account asset values, taking in planned and additional disposals of surplus assets into account. The apportionment of assets assumes that asset value follows population across the proposed new unitaries.
- **Liabilities:** Also below is the long term financial obligations that would transfer into any new unitary councils, which are allocated following the same distribution profile as assets. In reality, the apportionment of debt will be worked through in detail as part of the implementation of any new authority.

Option 1b		
	North Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, and Rushcliffe	South Nottingham City, Broxtowe and Gedling
Assets		
Long Term Assets (28/29)	£4,307,432,202	£4,701,904,337
Liabilities		
Long Term Liabilities (28/29)	£1,126,998,351	£1,228,619,592
Net Assets		
Net Long Term Assets (28/29)	£3,180,433,851	£3,473,284,745

Authority	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark & Sherwood	Rushcliffe	Nottingham city UA	Nottinghamshire County
Sources (Asset)	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 9	Draft Statement of Accounts 2024/2025 Financial Year Pg 30	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 33	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 42	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 55	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 32	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 53	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 20	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 39

The use of Draft Statement of Accounts for 2024-25 was agreed as a baseline position by Section 151 officers for all authorities. As such, this analysis does not factor in any in-year changes to the asset and liability position for individual authorities (e.g. additional repayment of long-term debt or asset disposal), which could affect the net asset position for the new authorities.

Estimated Year 1 income and net expenditure position is set out on this page for Option 1E.

MTFS figures from the most recent published versions as of 31 March 2025 have been used to estimate forward-looking income and net expenditure for the purposes of developing the Year 1 position. This baseline position was agreed with S151 Officers for all Nottingham and Nottinghamshire authorities in September.

The Year 1 position is not intended to predict the outcome of national funding reforms or new grant schemes. A significant number of elements could impact the Year 1 position, including the Fair Funding Review, future settlements from government, inflation, political change nationally and locally. The government is expected to provide more detail on the Fair Funding Review outcome in Autumn 2025.

Option 1E | Estimated Year 1 Position

Modelling indicates that the proposed new councils will begin operations in the following financial position.

- Opening deficits:** The combined opening position across the new UAs shows significant core funding pressures. All will start with an operating deficit, which is not unexpected as local government is operating in a challenging financial context.
- Efficiency requirements:** To achieve a balanced budget, savings are required across multiple councils, with many needing recurring efficiency gains over the next 5 years. These are outlined in the notes below.
- Strategic trade-offs:** Councils will face early policy choices: draw further on reserves, amend Council Tax, or accelerate service transformation. Longer-term gains from LGR aggregation and longer-term transformation integration are potential offsets.

	Option 1e	
	North <i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling</i>	South <i>Nottingham City, Broxtowe and Rushcliffe</i>
28/29 Core Funding	£638,098,497	£604,793,918
28/29 Net Cost Operating Expenditure	£660,939,524	£664,926,434

28/29 “Year 1” Budget Gap	£22,841,027	£60,132,516
Cumulative Budget Gap from 25/26-28/29 inc. demand pressures	£84,269,495	£174,502,172
Cumulative Budget Gap from 25/26-28/29 inc. demand pressures net of savings, Exceptional Financial Support, Reserves from MTFS	£42,231,311	£72,159,190

Authority	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark & Sherwood	Rushcliffe	Nottingham City	Nottinghamshire County
Year Used	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29	2028/29
	Annual Budget And Council Tax 2025/26 And Medium Term Financial Strategy Pg 18	Medium Term Financial Plan 2025-26 to 2029-30 Pg 18	Medium Term Financial Strategy	General Fund Revenue Budget 2025/26 Pg 20	Medium Term Financial Plan 2025/26 To 2027/28 Pg 17	Revenue Budget and Council Tax Setting for 2025/26 Pg2	Budget Setting Report And Associated Financial Strategie Pg 43	Medium Term Financial Strategy	Budget 2025/26 – Proposals For Submission To Full Council Pg 22
Source	Efficiency savings required to set a balanced budget.General and Embarked reserves have been used to achieve a net 0 for 2025/26	The Budget highlights the need for the implementation of savings and efficiencies in order to balance the budget. Both general and other reserves are required	The MTFS includes a Business Strategy that sets out initiatives to reduce costs and generate additional income.General fund will be used to balance the budget	Most efficiencies have been built in the budget. Additional efficiencies are yet to be identified.General fund will be used	The Council has a programme of savings that it needs to deliver in order to balance its budget.	Efficiency savings required to set a balanced budget.General and Embarked reserves have been used to achieve a net 0	The budget includes Transformation and Efficiency Plan savings of £1.7m over the 5-year period helping to reduce the deficit to more manageable levels	Successful delivery of transformational change and efficiency savings will be fundamental to the elimination of deficit	The progress of all savings and efficiencies will be monitored as part of the budget monitoring processes. This budget report is proposing to utilise £46.5m of reserves
MTFS Note									

As a result of using the consistent baseline of published revenue budgets and MTFS as of 31 March 2025, the projected income and expenditure position does not forecast the impact of updated in-year outturn figures or revised MTFPs prepared as part of the 2026/27 budget-setting process. These may indicate an improved financial position - particularly in the South's net income and expenditure positions and thereby reduce pressure on general fund reserve balances.

An estimated Year 1 Assets and Liabilities position is set out on this page for Option 1E.

The Year 1 Balance Sheet analysis incorporates data which includes:

- Long Term Assets on the current Statement of Accounts
- Long Term Liabilities on the current Statement of Accounts
- Capital Financing Requirements from 25/26 to 28/29
- Capital Programme Budget to from 25/26 to 28/29

Option 1E | Balance Sheet

Modelling indicates that the proposed new councils will begin operations in the following financial position.

- **Assets:** Set out below is an evidence-based estimate of what each new authority would be accountable for on Year 1, drawn from existing Statement of Account asset values, taking in planned and additional disposals of surplus assets into account. The apportionment of assets assumes that asset value follows population across the proposed new unitaries.
- **Liabilities:** Also below is the long term financial obligations that would transfer into any new unitary councils, which are allocated following the same distribution profile as assets. In reality, the apportionment of debt will be worked through in detail as part of the implementation of any new authority.

Option 1e		
	North Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, and Gedling	South Nottingham City, Broxtowe and Rushcliffe
Assets		
Long Term Assets (28/29)	£4,218,402,048	£4,790,934,491
Liabilities		
Long Term Liabilities (28/29)	£1,082,073,042	£1,273,544,901
Net Assets		
Net Long Term Assets (28/29)	£3,136,329,005	£3,517,389,591

Authority	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark & Sherwood	Rushcliffe	Nottingham city UA	Nottinghamshire County
Sources (Asset)	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 9	Draft Statement of Accounts 2024/2025 Financial Year Pg 30	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 33	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 42	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 pg 55	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 pg 32	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 53	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 20	Draft Statement of Accounts FINANCIAL YEAR 2024/2025 Pg 39

The use of Draft Statement of Accounts for 2024-25 was agreed as a baseline position by Section 151 officers for all authorities. As such, this analysis does not factor in any in-year changes to the asset and liability position for individual authorities (e.g. additional repayment of long-term debt or asset disposal), which could affect the net asset position for the new authorities.

Breakdown of MTFS Income & Expenditure

The cumulative deficit shown in the summary analysis reflects the year-on-year differences in income and expenditure shown in each respective council published MTFS (as of 31 March 2025) from 25/26 to 28/29. As a result, the projected income and expenditure position does not forecast the impact of updated in-year outturn figures or revised MTFPs prepared as part of the 2026/27 budget-setting process.

Council	Income - 2025/2026	Expenditure - 2025/2026	Net Difference	Income - 2026/2027	Expenditure - 2026/2027	Net Difference	Income - 2027/2028	Expenditure - 2027/2028	Net Difference	Income - 2028/2029	Expenditure - 2028/2029	Net Difference	Cumulative Difference
Nottinghamshire County	£668,400,000	£668,408,000	-£8,000	£701,400,000	£711,500,000	-£10,100,000	£735,400,000	£741,700,000	-£6,300,000	£771,500,000	£776,900,000	-£5,400,000	-£21,808,000
Bassetlaw	£24,757,900	£24,757,900	£0	£22,158,700	£22,158,700	£0	£20,589,000	£22,196,000	-£1,607,000	£19,027,600	£22,014,900	-£2,987,300	-£4,594,300
Ashfield	£17,764,000	£22,017,000	-£4,253,000	£15,361,000	£23,484,000	-£8,123,000	£14,826,000	£24,668,000	-£9,842,000	£14,899,000	£24,837,000	-£9,938,000	-£32,156,000
Broxtowe	£14,182,000	£15,429,000	-£1,247,000	£14,471,000	£16,137,000	-£1,666,000	£14,805,000	£16,956,000	-£2,151,000	£15,147,000	£17,395,000	-£2,248,000	-£7,312,000
Gedling	£15,527,921	£15,584,200	-£56,279	£14,633,691	£16,206,649	-£1,572,958	£14,717,620	£16,753,607	-£2,035,987	£14,913,015	£15,043,858	-£130,843	-£3,796,067
Mansfield	£17,334,000	£17,572,000	-£238,000	£17,304,000	£19,928,000	-£2,624,000	£17,703,000	£20,948,000	-£3,245,000	£17,703,000	£20,948,000	-£3,245,000	-£9,352,000
Newark & Sherwood	£20,647,000	£20,647,000	£0	£19,337,000	£21,618,000	-£2,281,000	£19,639,000	£21,974,000	-£2,335,000	£19,950,000	£22,629,000	-£2,679,000	-£7,295,000
Rushcliffe	£19,888,700	£16,338,900	£3,549,800	£14,278,400	£15,439,500	-£1,161,100	£14,848,800	£15,906,400	-£1,057,600	£15,445,800	£16,263,200	-£817,400	£513,700
Nottingham City	£331,800,000	£355,068,000	-£23,268,000	£344,000,000	£372,189,000	-£28,189,000	£349,116,000	£390,103,000	-£40,987,000	£354,307,000	£409,835,000	-£55,528, 000	-£147,972,000

Deep dive into the MTFS figures

Outlined is the extent to which each council's Medium-Term Financial Strategy (MTFS) has incorporated the potential impacts of the Fair Funding Review, and on any wider support or fiscal levers which could affect the projected financial position of the new unitary authorities.

Council	Included Fair Funding impact to Income?	Receiving Exceptional Financial Support?	Anticipated use of reserves through life of MTFS?	Description
Nottinghamshire County	No	No	Yes	The impact of Business Rates reform, the Fair Funding Review and reforms to Social Care funding are all acknowledged as risks within the MTFS, but assumed impacts of these changes have not been built into the base budget or MTFS. The 2025/26 budget proposes to directly utilise £46.5m of reserves over the MTFS period (see page 40).
Bassetlaw	Yes (in supplementary data return)	No	Yes	Bassetlaw's position reported to Cabinet and budget Council in February identified a decline in income over the course of the MTFS which has been confirmed as reflecting anticipated impacts of the Fair Funding review which will require further identification of savings and/or additional use of reserves. The MTFS sets out an intention to reduce revenue reserves up to March 2029 whilst maintaining a minimum General Fund balance of £3m and a minimum General Fund working balance of £1m over the life of the MTFS (page 13).
Ashfield	Yes	No	Yes (only 2025/26)	Ashfield's MTFS acknowledges the uncertainty from the proposed Fair Funding review and wider changes to local government finance from 2026/27 (page 14). As a result, the MTFS models a "worst case" scenario which projects an annual reduction in income from 2026/27-2027/28 based on the LG Futures financial model. No use of reserves is forecast beyond 2025/26 where £4.253m of reserves is projected to be used to meet an identified funding gap.
Broxtowe	No	No	Yes	Broxtowe's MTFS does not model a decrease in Revenue Support Grants from Government and presupposes a continuation of current business rate retention mechanisms. While the MTFS assumes a reduction in reserve balance from £4,347m to -£2.856m in 2028/29. However, this does not factor in savings and efficiencies set out in the authority's Business Strategy which sets an expectation of an anticipated budget underspend (pages 5-7).
Gedling	Yes	No	Yes	Gedling's MTFS does reflect assumed impacts of the Fair Funding Review but this has minimal impact on income but does acknowledges outcomes of Fair Funding Review and Business Rates retention as risks to the MTFS projections. The MTFS assumes transfers from reserves budgets totalling £3.74m to balance the shortfall between income and expenditure, and identifies a need to identify £4.467m of efficiencies to maintain a balanced MTFS (page 19).
Mansfield	Yes (in supplementary data return)	No	No	While Mansfield's published MTFS does not model the impact of fair funding reforms, subsequent data provided by finance leads estimates an increase in income for 2028/29 arising from this. The MTFS does not use reserves to achieve a budget balance (but acknowledges the need to increase reserve balances as a result of depletions over recent years).
Newark & Sherwood	Yes	No	Yes	The MTFS assumes a reduction in government grants from 26/27 as a result of the outcomes from the Fair Funding Review (page 2). The MTFS shows a gap in funding from 2025/26 to 2028/29 of £8.882m. The Council has mitigation plans that will deliver savings and generate additional income of £3.186m. The balance of the shortfall of £5.696m will be funded by use of the MTFP reserve. This reserve was specifically set up for the purpose of bridging the gap in funding resulting from the Fair Funding Review and the Business Rates baseline re-set. By the end of 2028/29 it is forecast that this reserve will have a balance remaining of £2.566m.
Rushcliffe	Yes	No	Yes	The business rates reset has been built into the budget from 2026/27 and assumes no loss due to fairer funding. From 2027/28 the budget includes the effect of a reset and some growth (2%).
Nottingham City	No	Yes	No	A request for Exceptional Financial Support (EFS) was made on 31 December 2024 in accordance with MHCLG deadline for up to a further c£35m, being £25m for 2025/26 and a further £10m for 2026/27 bringing the total EFS to £100m (page 10). The MTFS does not assume additional use of General Fund reserves to balance budgets over and above earmarked reserves over the life of the MTFS.

3. Estimated impact of Local Government Reorganisation

The estimated aggregation benefits for Option 1B as a whole are set out on this page.

Table 1 quantifies the maximum annualised benefit realisable (which will be realised in 2030/31) for:

- Staffing:** Benefits from reduction in duplicated roles across leadership, front office, service delivery, and back office internal and enabling services and strategic roles.
- Third Party Spend (TPS):** Benefits from reduction in addressable spend across all in-scope service areas.
- Democracy:** Benefits from changing the number of councillors and streamlining elections.
- Property:** Benefits from reduced operational expenditure spent on rationalised assets (i.e. surplus assets).

Table 2 applies an assumed phasing of aggregation benefits agreed with section 151 officers in July 2025 to calculate the benefit realised in each year following vesting.

Option 1B | Aggregation Benefits

Table 1: Maximum annualised benefit realisable through LGR from reduced spend on staffing, third party spend, democracy and property operating costs.

		TOTAL	North Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe	South Nottingham City, Broxtowe and Gedling
Estimated Staffing Benefits				
Senior Leadership Structures savings	Recurring	£8,681,498	£6,201,070	£2,480,428
Front Office Reorganisation savings	Recurring			
Service Delivery Reorganisation savings	Recurring	£7,654,170	£6,807,873	£846,297
Back Office Reorganisation savings	Recurring			
TOTAL FTE BENEFITS	Recurring	£16,335,668	£13,008,943	£3,326,725
Estimated Third Party Spend Benefits				
TPS Aggregation savings	Recurring	£9,018,354	£6,564,991	£2,453,363
Estimated Democracy Benefits				
Allowances+SRA savings+Election costs	Recurring	£1,783,602	£1,414,008	£369,595
Estimated Property Benefits				
Property OpEx savings	Recurring	£3,435,116	£2,520,439	£914,677
Total Aggregation Benefits (when 100% is realised from 2030/31)	Recurring	£30,572,741	£23,508,381	£7,064,360

Table 2: Gross aggregation benefit by year

Aggregation benefits					
Financial year	28/29	29/30	30/31	31/32	32/33
Year following vesting	Y1	Y2	Y3	Y4	Y5
Total Aggregation Benefits	£9,171,822	£15,286,371	£30,572,741	£30,572,741	£30,572,741
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe)	£7,052,514	£11,754,191	£23,508,381	£23,508,381	£23,508,381
South (Nottingham City, Broxtowe and Gedling)	£2,119,308	£3,532,180	£7,064,360	£7,064,360	£7,064,360
Aggregation benefits profile	30%	50%	100%	100%	100%

The estimated aggregation benefits for Option 1E as a whole are set out on this page.

Table 1 quantifies the maximum annualised benefit realisable (which will be realised in 2030/31) for:

- Staffing:** Benefits from reduction in duplicated roles across leadership, front office, service delivery, and back office internal and enabling services and strategic roles.
- Third Party Spend (TPS):** Benefits from reduction in addressable spend across all in-scope service areas.
- Democracy:** Benefits from changing the number of councillors and streamlining elections.
- Property:** Benefits from reduced operational expenditure spent on rationalised assets (i.e. surplus assets).

Table 2 applies an assumed phasing of aggregation benefits agreed with section 151 officers in July 2025 to calculate the benefit realised each year following vesting.

Option 1E | Aggregation Benefits

Table 1: Maximum annualised benefit realisable through LGR from reduced spend on staffing, third party spend, democracy and property operating costs.

		TOTAL	North Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling	South Nottingham City, Broxtowe and Rushcliffe
Estimated Staffing Benefits				
Senior Leadership Structures savings	Recurring	£8,681,498	£6,201,070	£2,480,428
Front Office Reorganisation savings	Recurring			
Service Delivery Reorganisation savings	Recurring	£7,654,170	£6,932,412	£721,758
Back Office Reorganisation savings	Recurring			
TOTAL FTE BENEFITS	Recurring	£16,335,668	£13,133,482	£3,202,186
Estimated Third Party Spend Benefits				
TPS Aggregation savings	Recurring	£9,018,354	£6,473,715	£2,544,640
Estimated Democracy Benefits				
Allowances+SRA savings+Election costs	Recurring	£1,783,602	£1,341,434	£442,169
Estimated Property Benefits				
Property OpEx savings	Recurring	£3,435,116	£2,478,523	£956,593
Total Gross aggregation benefits (when 100% is realised from 2030/31)	Recurring	£30,572,742	£23,427,154	£7,145,588

Table 2: Gross aggregation benefit by year

Aggregation benefits					
Financial year	28/29	29/30	30/31	31/32	32/33
Year following vesting	Y1	Y2	Y3	Y4	Y5
Total Aggregation Benefits	£9,171,823	£15,286,371	£30,572,742	£30,572,742	£30,572,742
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)	£7,028,146	£11,713,577	£23,427,154	£23,427,154	£23,427,154
South (Nottingham City, Broxtowe and Rushcliffe)	£2,143,676	£3,572,794	£7,145,588	£7,145,588	£7,145,588
Aggregation benefits profile	30%	50%	100%	100%	100%

The estimated transition costs for Option 1B as a whole are set out on this page.

- **New unitarites setup & closedown costs:** Spend to design the new UA and manage the change (training, comms, process redesign).
- **IT & Systems costs:** Spend on new / upgraded systems to support a single UA (e.g. finance, HR, CRM).
- **External transition, design and implementation support costs:** Resources needed to run the transformation programme (e.g. Project management)
- **Redundancy Costs:** Payments and support for staff reductions due to structural changes.
- **Salary Alignment:** Additional staffing costs to align to the same payscale
- **Contingency:** A buffer for unexpected costs, reflecting risk and **complexity**.

Option 1B | Transition Costs

One off transition costs for <u>Option 1B as a whole</u>	North <i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe</i>	South <i>Nottingham City, Broxtowe and Gedling</i>
External transition/design/implementation support	£4,270,000	£4,270,000
Internal programme management	£1,903,200	£1,903,200
ICT (integration, migration, licensing)	£1,192,500	£1,192,500
Comms & rebranding	£366,000	£366,000
Public consultation	£205,875	£205,875
Organisation closedown	£152,500	£152,500
Creating the new council(s)	£610,000	£610,000
Redundancy costs	£3,902,683	£998,018
Salary alignment	£5,375,473	£1,246,258
Contingency	£3,387,927	£3,387,927
Total	£21,366,157	£14,332,277

Transition costs over a five year period (and apportionment)					
	2028/29	2029/30	2030/31	2031/32	2032/33
Total One-Off Transition Costs (£M)	£10,709,530	£10,709,530	£10,709,530	£3,569,843	£0
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe)	£6,409,847	£6,409,847	£6,409,847	£2,136,616	£0
South (Nottingham City, Broxtowe and Gedling)	£4,299,683	£4,299,683	£4,299,683	£1,433,228	£0
Aggregation cost profile	30%	30%	30%	10%	0%

The estimated transition costs for **Option 1E as a whole** are set out on this page.

- **New unitarites setup & closedown costs:** Spend to design the new UA and manage the change (training, comms, process redesign).
- **IT & Systems costs:** Spend on new / upgraded systems to support a single UA (e.g. finance, HR, CRM).
- **External transition, design and implementation support costs:** Resources needed to run the transformation programme (e.g. Project management)
- **Staffing:** Redundancy payments and support for staff reductions due to structural changes and the costs of salary alignment.
- **Salary Alignment:** Additional staffing costs to align to the same payscale
- **Contingency:** A buffer for unexpected costs, reflecting risk and **complexity**.

Option 1E | Transition Costs

One off transition costs for <u>Option 1E as a whole</u>	North <i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling</i>	South <i>Nottingham City, Broxtowe and Rushcliffe</i>
External transition/design/implementation support	£4,270,000	£4,270,000
Internal programme management	£1,903,200	£1,903,200
ICT (integration, migration, licensing)	£1,192,500	£1,192,500
Comms & rebranding	£366,000	£366,000
Public consultation	£205,875	£205,875
Organisation closedown	£152,500	£152,500
Creating the new council(s)	£610,000	£610,000
Redundancy costs	£3,940,045	£960,656
Salary alignment	£5,540,905	£741,117
Contingency	£3,387,927	£3,387,927
Total	£21,568,951	£13,789,774

Transition costs over a five year period (and apportionment)					
	2028/29	2029/30	2030/31	2031/32	2032/33
Total One-Off Transition Costs	£10,607,618	£10,607,618	£10,607,618	£3,535,873	£0
North (<i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling</i>)	£6,470,685	£6,470,685	£6,470,685	£2,156,895	£0
South (<i>Nottingham City, Broxtowe and Rushcliffe</i>)	£4,136,932	£4,136,932	£4,136,932	£1,378,977	£0
Aggregation cost profile	30%	30%	30%	10%	0%

This page collates the phased benefits and costs of reorganisation to identify a total cumulative net benefit for each proposed unitary authority for Option 1B.

Option 1B | Cost/benefit overview

North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe)					
Financial Year	2028/29	2029/30	2030/31	2031/32	2032/33
Year after vesting	Y1	Y2	Y3	Y4	Y5
Yearly Benefit	£7,052,514	£11,754,191	£23,508,381	£23,508,381	£23,508,381
Yearly Cost	£6,409,847	£6,409,847	£6,409,847	£2,136,616	£0
Cumulative Benefit	£7,052,514	£18,806,705	£42,315,086	£65,823,468	£89,331,849
Cumulative Cost	£6,409,847	£12,819,694	£19,229,541	£21,366,157	£21,366,157
Total Cumulative Net Benefit	£642,667	£5,987,011	£23,085,545	£44,457,311	£67,965,692
Payback period	0.91 years				

South (Nottingham City, Broxtowe and Gedling)					
Financial Year	2028/29	2029/30	2030/31	2031/32	2032/33
Year after vesting	Y1	Y2	Y3	Y4	Y5
Yearly Benefit	£2,119,308	£3,532,180	£7,064,360	£7,064,360	£7,064,360
Yearly Cost	£4,299,683	£4,299,683	£4,299,683	£1,433,228	£0
Cumulative Benefit	£2,119,308	£5,651,488	£12,715,849	£19,780,209	£26,844,570
Cumulative Cost	£4,299,683	£8,599,366	£12,899,049	£14,332,277	£14,332,277
Total Cumulative Net Benefit	-£2,180,375	-£2,947,878	-£183,200	£5,447,932	£12,512,293
Payback period	3.03 years				

This page collates the phased benefits and costs of reorganisation to identify a total cumulative net benefit for each proposed unitary authority for Option 1E.

Option 1E | Cost/benefit overview

North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)					
Financial Year	2028/29	2029/30	2030/31	2031/32	2032/33
Year after vesting	Y1	Y2	Y3	Y4	Y5
Yearly Benefit	£7,028,146	£11,713,577	£23,427,154	£23,427,154	£23,427,154
Yearly Cost	£6,470,685	£6,470,685	£6,470,685	£2,156,895	£0
Cumulative Benefit	£7,028,146	£18,741,723	£42,168,877	£65,596,032	£89,023,186
Cumulative Cost	£6,470,685	£12,941,371	£19,412,056	£21,568,951	£21,568,951
Total <u>Cumulative</u> Net Benefit	£557,461	£5,800,353	£22,756,821	£44,027,080	£67,454,234
Payback period	0.92 years				

South (Nottingham City, Broxtowe and Rushcliffe)					
Financial Year	2028/29	2029/30	2030/31	2031/32	2032/33
Year after vesting	Y1	Y2	Y3	Y4	Y5
Yearly Benefit	£2,143,676	£3,572,794	£7,145,588	£7,145,588	£7,145,588
Yearly Cost	£4,136,932	£4,136,932	£4,136,932	£1,378,977	£0
Cumulative Benefit	£2,143,676	£5,716,470	£12,862,058	£20,007,645	£27,153,233
Cumulative Cost	£4,136,932	£8,273,864	£12,410,797	£13,789,774	£13,789,774
Total <u>Cumulative</u> Net Benefit	-£1,993,256	-£2,557,394	£451,261	£6,217,871	£13,363,459
Payback period	2.85 years				

4. Transformation scenarios following reorganisation

Local Government Reorganisation has previously been seen as a catalyst for wider transformation in order to realise additional financial and non-financial benefits in addition to those achieved through reorganisation.

This analysis sets out some different scenarios for costs and benefits available for each unitary authority through additional transformation activity. In particular, it explores different assumptions about the phasing of the costs of mobilising transformation programmes for each unitary authority. In each scenario there is a “base” and “stretch” case (and cost assumptions).

Any estimated benefits of transformation are of course subject to effective implementation, and the analysis assumes that each authority would instigate a transformation programme rapidly following reorganisation.

Transformation | Scenario overview

Three transformation scenarios have been developed as part of this analysis.

Scenario A assumes that 100% of the cost of transformation is applied in year 1 (2028/29). This provides an illustration of the total costs of transformation for each authority (see further pages 24 and 26), but is not reflective of a programme that may, in reality, run over a number of years (for example to implement a target operating model and innovate new models of service delivery).

Scenario A	Year 1 (2028/29)	Year 2 (2029/30)	Year 3 (2030/31)	Year 4 -10
Benefits (cumulative)	25%	50%	100%	100%
Transformation costs (one-off)	100%			

Scenario B assumes that costs of transformation are phased over four years, with 30% of costs borne for each of the first three years, with 10% incurred in year 4.

Scenario B	Year 1 (2028/29)	Year 2 (2029/30)	Year 3 (2030/31)	Year 4 -10
Benefits (cumulative)	25%	50%	100%	100%
Transformation costs (one-off)	30%	30%	30%	10%

Scenario C projects a scenario where the costs of mobilising and delivering transformation are front loaded in to the first two years, with a reduced cost being borne in years 3-4 (for example for sustaining programme management capacity to assure ongoing benefit).

Scenario C	Year 1 (2028/29)	Year 2 (2029/30)	Year 3 (2030/31)	Year 4 -10
Benefits (cumulative)	25%	50%	100%	100%
Transformation costs (one-off)	40%	40%	10%	10%

Local Government Reorganisation has previously been seen as a catalyst for wider transformation in order to realise additional financial and non-financial benefits in addition to those achieved through reorganisation.

This analysis sets out some different scenarios for costs and benefits available for each unitary authority through additional transformation activity. In particular, it explores different assumptions about the phasing of the costs of mobilising transformation programmes for each unitary authority. In each scenario there is a “base” and “stretch” case (and cost assumptions).

Any estimated benefits of transformation are of course subject to effective implementation, and the analysis assumes that each authority would instigate a transformation programme rapidly following reorganisation.

Transformation | Scenario overview

Three transformation scenarios have been developed as part of this analysis.

Scenario A assumes that 100% of the cost of transformation is applied in year 1 (2028/29). This provides an illustration of the total costs of transformation for each authority (see further pages 24 and 26), but is not reflective of a programme that may, in reality, run over a number of years (for example to implement a target operating model and innovate new models of service delivery).

Scenario A	Year 1 (2028/29)	Year 2 (2029/30)	Year 3 (2030/31)	Year 4 -10
Benefits (cumulative)	25%	50%	100%	100%
Transformation costs (one-off)	100%			

Scenario B assumes that costs of transformation are phased over four years, with 30% of costs borne for each of the first three years, with 10% incurred in year 4.

Scenario B	Year 1 (2028/29)	Year 2 (2029/30)	Year 3 (2030/31)	Year 4 -10
Benefits (cumulative)	25%	50%	100%	100%
Transformation costs (one-off)	30%	30%	30%	10%

Scenario C projects a scenario where the costs of mobilising and delivering transformation are front loaded in to the first two years, with a reduced cost being borne in years 3-4 (for example for sustaining programme management capacity to assure ongoing benefit).

Scenario C	Year 1 (2028/29)	Year 2 (2029/30)	Year 3 (2030/31)	Year 4 -10
Benefits (cumulative)	25%	50%	100%	100%
Transformation costs (one-off)	40%	40%	10%	10%

4a. Transformation scenario a: *100% year 1 costs*

Option 1B | Transformation Benefits

Estimated transformation benefits and costs for Option 1B are set out on this page.

The table shows what the maximum annual benefits arising from transformation would be under base and stretch scenarios (assumed to take effect in 2030/31).

Benefits are drawn from three areas:

- **Staffing:** Benefits from reduction in roles, realisable through operating model transformation.
- **Third party spend:** Reduced reliance on third party spend through transformation of commissioning, procurement and digital estate.
- **Income:** transformation of commercial capabilities to derive more income (e.g. from assets).

Costs are calculated based on experience of transformation programme costs from other local authorities and public sector organisations.

Benefit Area	Base Savings Assumption	Stretch Savings Assumption	North Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe		South Nottingham City, Broxtowe and Gedling	
			100% of Base benefits	100% of Stretch benefits	100% of Base benefits	100% of Stretch benefits
Front office FTE reduction	6.00%	10.00%	£14,707,345	£21,690,483	£15,282,639	£22,538,931
Service delivery FTE reduction	3.00%	5.00%				
Back office FTE reduction	7.00%	8.00%				
Third Party Spend (TPS) reduction	2.50%	3.00%	£10,777,527	£12,933,033	£10,719,494	£12,863,393
Income uplift (SFC, commercial) uplift	1.30%	1.70%	£8,430,763	£11,024,844	£7,726,838	£10,104,327
Cost Area						
IT Investment Costs			£4,550,000	£9,100,000	£4,550,000	£9,100,000
Operating Model Construct & Change Management			£4,550,000	£5,850,000	£4,550,000	£5,850,000
Programme Support Costs			£1,300,000	£1,950,000	£1,300,000	£1,950,000
Contingency			£1,365,000	£2,242,500	£1,365,000	£2,242,500
Redundancy costs			£4,412,203	£6,507,145	£4,584,792	£6,761,679

Option 1B | Transformation Benefits

The estimated transformation benefits for Option 1B are set out on this page.

These are additional benefits which the new UAs could achieve post-vesting day through transformation for example, by implementing digital technology, AI, automation, and redesigned operating models.

These potential savings are over and above aggregation benefits identified [above](#).

The scope of transformation savings would need to be refined by the new authorities including identifying individual opportunities and establishing programmes of work.

Net Summary base				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£16,911,152	£33,822,304	£67,644,607	£67,644,607
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe)	£8,478,909	£16,957,818	£33,915,635	£33,915,635
South (Nottingham City, Broxtowe and Gedling)	£8,432,243	£16,864,486	£33,728,972	£33,728,972
North Total Costs	£16,177,203	£0	£0	£0
South Total Costs	£16,349,792	£0	£0	£0
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	100.00%	0.00%	0.00%	0.00%
Payback period North	1.45 years			
Payback period South	1.47 years			
Net Summary stretch				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£22,788,753	£45,577,506	£91,155,012	£91,155,012
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe)	£11,412,090	£22,824,180	£45,648,360	£45,648,360
South (Nottingham City, Broxtowe and Gedling)	£11,376,663	£22,753,326	£45,506,651	£45,506,651
North Total Costs	£25,754,003	£0	£0	£0
South Total Costs	£25,792,109	£0	£0	£0
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	100.00%	0.00%	0.00%	0.00%
Payback period North	1.63 years			
Payback period South	1.63 years			

The component parts of the transformation benefits and costs for Option 1E are set out on this page.

The table demonstrates what the maximum annual benefits arising from transformation would be under base and stretch scenarios (assumed to take effect in 2030/31).

Benefits are drawn from three areas:

- Staffing:** Benefits from reduction in roles, realisable through operating model transformation.
- Third party spend:** Reduced reliance on third party spend through transformation of commissioning, procurement and digital estate.
- Income:** transformation of commercial capabilities to derive more income (e.g. from assets).

Costs are calculated on the basis of transformation programme costs from other local authorities and public sector organisations.

Option 1E | Transformation Benefits

Benefit Area	Base Savings Assumption	Stretch Savings Assumption	North Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling		South Nottingham City, Broxtowe and Rushcliffe	
			100% of Base benefits	100% of Stretch benefits	100% of Base benefits	100% of Stretch benefits
Front office FTE reduction	6.00%	10.00%	£14,943,213	£22,038,343	£15,029,340	£22,165,364
Service delivery FTE reduction	3.00%	5.00%				
Back office FTE reduction	7.00%	8.00%				
Third Party Spend (TPS) reduction	2.50%	3.00%	£10,627,682	£12,753,218	£10,869,340	£13,043,208
Income uplift (SFC, commercial) uplift	1.30%	1.70%	£8,295,280	£10,847,674	£7,862,321	£10,281,497
Cost Area						
IT Investment Costs			£4,550,000	£9,100,000	£4,550,000	£9,100,000
Operating Model Construct & Change Management			£4,550,000	£5,850,000	£4,550,000	£5,850,000
Programme Support Costs			£1,300,000	£1,950,000	£1,300,000	£1,950,000
Contingency			£1,365,000	£2,242,500	£1,365,000	£2,242,500
Redundancy costs			£4,482,964	£6,611,503	£4,508,802	£6,649,609

The estimated transformation benefits for Option 1E are set out on this page.

These are additional benefits which the new UAs could achieve post-vesting day through transformation for example, by implementing digital technology, AI, automation, and redesigned operating models.

These potential savings are over and above aggregation benefits identified [above](#).

The scope of transformation savings would need to be refined by the new authorities including identifying individual opportunities and establishing programmes of work.

Option 1E | Transformation Benefits

Net Summary base				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£16,906,794	£33,813,588	£67,627,176	£67,627,176
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)	£8,466,544	£16,933,088	£33,866,175	£33,866,175
South (Nottingham City, Broxtowe and Rushcliffe)	£8,440,250	£16,880,500	£33,761,001	£33,761,001
North Total Costs	£16,247,964	£0	£0	£0
South Total Costs	£16,273,802	£0	£0	£0
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	100.00%	0.00%	0.00%	0.00%
Payback period North	1.46 years			
Payback period South	1.46 years			
Net Summary stretch				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£22,782,326	£45,564,652	£91,129,304	£91,129,304
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)	£11,409,809	£22,819,618	£45,639,236	£45,639,236
South (Nottingham City, Broxtowe and Rushcliffe)	£11,372,517	£22,745,034	£45,490,068	£45,490,068
North Total Costs	£25,754,003	£0	£0	£0
South Total Costs	£25,792,109	£0	£0	£0
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	100.00%	0.00%	0.00%	0.00%
Payback period North	1.63 years			
Payback period South	1.63 years			

4b. Transformation scenario b:

Costs phased in line with transition cost assumptions

Option 1B | Transformation Benefits

The estimated transformation benefits for Option 1B are set out on this page.

These are additional benefits which the new UAs could achieve post-vesting day through transformation for example, by implementing digital technology, AI, automation, and redesigned operating models.

These potential savings are over and above aggregation benefits identified above (previous slide).

The scope of transformation savings would need to be refined by the new authorities including identifying individual opportunities and establishing programmes of work.

In this scenario, the phasing of the cost of transformation over multiple years means that the authorities would see a net benefit in year 1 (hence payback periods of less than 1 year). However, it should be noted that authorities would bear a cost for transformation activity over four years rather than in one as in scenario A.

Net Summary base				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£16,911,152	£33,822,304	£67,644,607	£67,644,607
North (<i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe</i>)	£8,478,909	£16,957,818	£33,915,635	£33,915,635
South (<i>Nottingham City, Broxtowe and Gedling</i>)	£8,432,243	£16,864,486	£33,728,972	£33,728,972
North Total Costs	£4,853,161	£4,853,161	£4,853,161	£1,617,720
South Total Costs	£4,904,938	£4,904,938	£4,904,938	£1,634,979
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	30.00%	30.00%	30.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

Net Summary stretch				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£22,788,753	£45,577,506	£91,155,012	£91,155,012
North (<i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe</i>)	£11,412,090	£22,824,180	£45,648,360	£45,648,360
South (<i>Nottingham City, Broxtowe and Gedling</i>)	£11,376,663	£22,753,326	£45,506,651	£45,506,651
North Total Costs	£7,694,893	£7,694,893	£7,694,893	£2,564,964
South Total Costs	£7,771,254	£7,771,254	£7,771,254	£2,590,418
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	30.00%	30.00%	30.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

Option 1E | Transformation Benefits

The estimated transformation benefits for Option 1E are set out on this page.

These are additional benefits which the new UAs could achieve post-vesting day through transformation for example, by implementing digital technology, AI, automation, and redesigned operating models.

These potential savings are over and above aggregation benefits identified above (previous slide).

The scope of transformation savings would need to be refined by the new authorities including identifying individual opportunities and establishing programmes of work.

In this scenario, the phasing of the cost of transformation over multiple years means that the authorities would see a net benefit in year 1 (hence payback periods of less than 1 year). However, it should be noted that authorities would bear a cost for transformation activity over four years rather than in one as in scenario A.

Net Summary base				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£16,906,794	£33,813,588	£67,627,176	£67,627,176
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)	£8,466,544	£16,933,088	£33,866,175	£33,866,175
South (Nottingham City, Broxtowe and Rushcliffe)	£8,440,250	£16,880,500	£33,761,001	£33,761,001
North Total Costs	£4,874,389	£4,874,389	£4,874,389	£1,624,796
South Total Costs	£4,882,141	£4,882,141	£4,882,141	£1,627,380
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	30.00%	30.00%	30.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

Net Summary stretch				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£22,782,326	£45,564,652	£91,129,304	£91,129,304
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)	£11,409,809	£22,819,618	£45,639,236	£45,639,236
South (Nottingham City, Broxtowe and Rushcliffe)	£11,372,517	£22,745,034	£45,490,068	£45,490,068
North Total Costs	£7,726,201	£7,726,201	£7,726,201	£2,575,400
South Total Costs	£7,737,633	£7,737,633	£7,737,633	£2,579,211
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	30.00%	30.00%	30.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

4c.

Transformation scenario c: *Alternative cost phasing profile*

Option 1B | Transformation Benefits

The estimated transformation benefits for Option 1B are set out on this page.

These are additional benefits which the new UAs could achieve post-vesting day through transformation for example, by implementing digital technology, AI, automation, and redesigned operating models.

These potential savings are over and above aggregation benefits identified above (previous slide).

The scope of transformation savings would need to be refined by the new authorities including identifying individual opportunities and establishing programmes of work.

In this scenario, the phasing of the cost of transformation over multiple years means that the authorities would see a net benefit in year 1 (hence payback periods of less than 1 year). This is, however, a lower net benefit for years 1 and 2 when compared with Scenario B as a result of the assumed higher cost phasing for these initial years of transformation.

Net Summary base				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£16,911,152	£33,822,304	£67,644,607	£67,644,607
North (<i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe</i>)	£8,478,909	£16,957,818	£33,915,635	£33,915,635
South (<i>Nottingham City, Broxtowe and Gedling</i>)	£8,432,243	£16,864,486	£33,728,972	£33,728,972
North Total Costs	£6,470,881	£6,470,881	£1,617,720	£1,617,720
South Total Costs	£6,539,917	£6,539,917	£1,634,979	£1,634,979
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	40.00%	40.00%	10.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

Net Summary stretch				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£22,788,753	£45,577,506	£91,155,012	£91,155,012
North (<i>Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe</i>)	£11,412,090	£22,824,180	£45,648,360	£45,648,360
South (<i>Nottingham City, Broxtowe and Gedling</i>)	£11,376,663	£22,753,326	£45,506,651	£45,506,651
North Total Costs	£10,259,858	£10,259,858	£2,564,964	£2,564,964
South Total Costs	£10,361,672	£10,361,672	£2,590,418	£2,590,418
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	40.00%	40.00%	10.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

Option 1E | Transformation Benefits

The estimated transformation benefits for Option 1E are set out on this page.

These are additional benefits which the new UAs could achieve post-vesting day through transformation for example, by implementing digital technology, AI, automation, and redesigned operating models.

These potential savings are over and above aggregation benefits identified above (previous slide).

The scope of transformation savings would need to be refined by the new authorities including identifying individual opportunities and establishing programmes of work.

In this scenario, the phasing of the cost of transformation over multiple years means that the authorities would see a net benefit in year 1 (hence payback periods of less than 1 year). This is, however, a lower net benefit for years 1 and 2 when compared with Scenario B as a result of the assumed higher cost phasing for these initial years of transformation.

Net Summary base				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£16,906,794	£33,813,588	£67,627,176	£67,627,176
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)	£8,466,544	£16,933,088	£33,866,175	£33,866,175
South (Nottingham City, Broxtowe and Rushcliffe)	£8,440,250	£16,880,500	£33,761,001	£33,761,001
North Total Costs	£6,499,186	£6,499,186	£1,624,796	£1,624,796
South Total Costs	£6,509,521	£6,509,521	£1,627,380	£1,627,380
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	40.00%	40.00%	10.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

Net Summary stretch				
Financial year	28/29	29/30	30/31	31/32
Year following vesting	Y1	Y2	Y3	Y4 -10
Total Benefits	£22,782,326	£45,564,652	£91,129,304	£91,129,304
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Gedling)	£11,409,809	£22,819,618	£45,639,236	£45,639,236
South (Nottingham City, Broxtowe and Rushcliffe)	£11,372,517	£22,745,034	£45,490,068	£45,490,068
North Total Costs	£10,301,601	£10,301,601	£2,575,400	£2,575,400
South Total Costs	£10,316,844	£10,316,844	£2,579,211	£2,579,211
Transformation benefits profile	25.00%	50.00%	100.00%	100.00%
Transformation costs profile	40.00%	40.00%	10.00%	10.00%
Payback period North	Less than 1 year			
Payback period South	Less than 1 year			

5. Summary position

This page summarises the key components of the financial case for local government reorganisation, and the impact on the two proposed new unitary authorities for Nottingham and Nottinghamshire.

The analysis summarises:

- the inherited net budget position that each proposed unitary authority would inherit under the two options;
- projected costs and benefits realisable through reorganisation;
- financial disbenefits accrued through the transfers of services between the proposed UA areas;
- costs and benefits of post-reorganisation transformation activity in a “base” scenario.

LGR | Summary of financial case

Option 1b					
	28/29 Cumulative budget gap ¹	One-off LGR transition Costs	Projected transition benefit ² (recurring)	Projected transformation costs (base)	Projected transformation benefit (base) ³
North (Ashfield, Bassetlaw, Mansfield, Newark and Sherwood, Rushcliffe)	£43,483,641	£21,366,157	£23,508,381	£16,177,203	£33,915,635
South (Nottingham City, Broxtowe and Gedling)	£70,906,860	£14,332,277	£7,064,360	£16,349,792	£33,728,972

Option 1e					
	28/29 Cumulative budget gap ¹	One-off LGR transition Costs	Projected transition benefit ² (recurring)	Projected transformation costs (base)	Projected transformation benefit (base)
North (Ashfield, Bassetlaw, Gedling, Newark and Sherwood)	£42,231,311	£21,568,951	£23,427,154	£16,247,964	£33,866,175
South (Nottingham City, Broxtowe and Rushcliffe)	£72,159,190	£13,789,774	£7,145,588	£16,273,802	£33,761,001

Notes:

¹ Assumes MTFS savings delivery, reserves transfer and exceptional financial support are delivered.

² Represents 100% of projected transition benefit (due to take effect in year 3 - 2030/31)

³ Represents 100% of projected transformation benefit (due to take effect in year 3 - 2030/31), as considered in Scenario A

6.

Council Tax Harmonisation scenarios

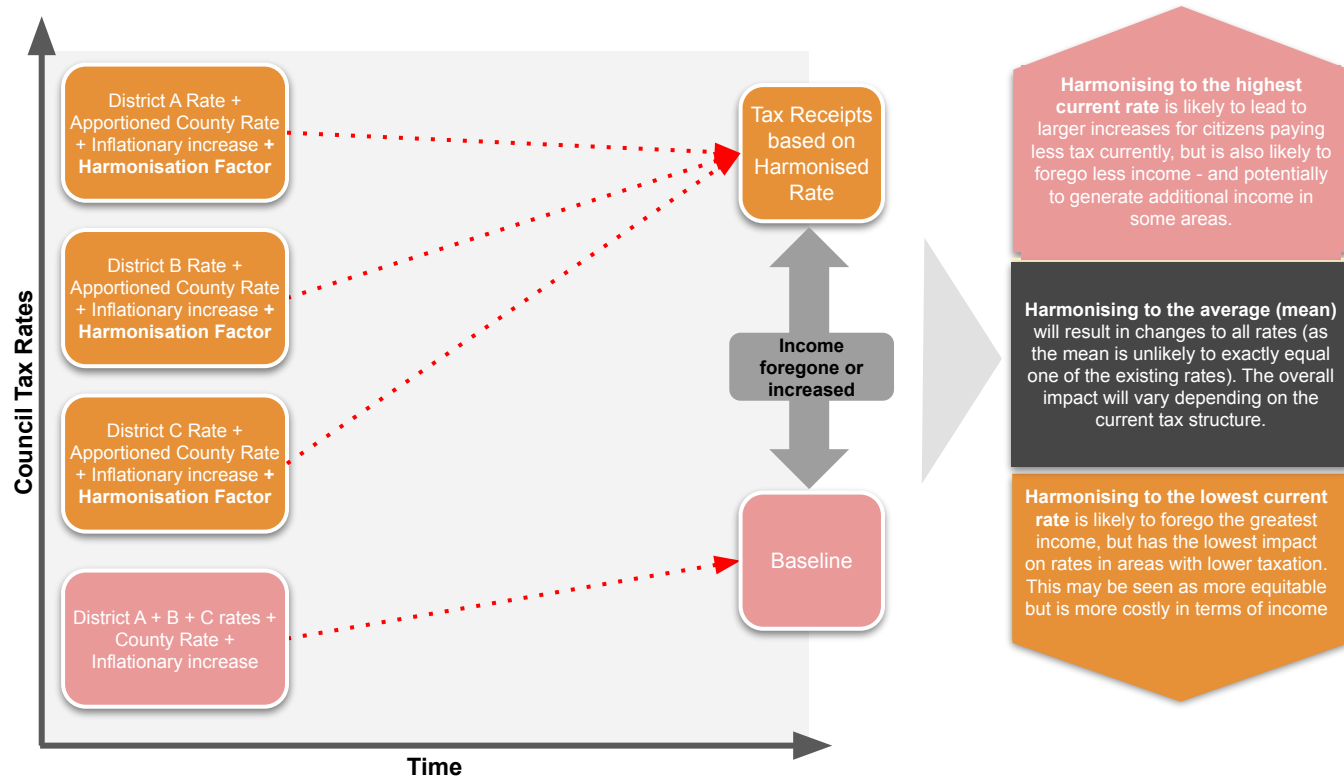
Council Tax Harmonisation is the process which brings the existing bands of tax payable across districts together to form a single future set of bands for a newly formed authority.

Under the Local Government (Structural Changes) (Finance) Regulations 2008, the same level of council tax should be in payment across the whole of the new authority area within seven years of vesting day.

This therefore represents a fiscal lever available to the new unitary authorities as they undertake their initial financial planning following vesting.

This may involve increasing taxes to the highest among the current rates, reducing to the lowest, or bringing taxes towards a calculated median point. Additionally, a 'weighted average' approach can be employed which prevents significant changes for taxpayers. The time taken to make the adjustment will influence the difference between the income from current rates, and the harmonised rate which may represent income foregone or increased over the harmonisation period.

Council Tax | Low, Medium, High Approaches



Harmonising to the highest current rate is likely to lead to larger increases for citizens paying less tax currently, but is also likely to forego less income - and potentially to generate additional income in some areas.

Harmonising to the average (mean) will result in changes to all rates (as the mean is unlikely to exactly equal one of the existing rates). The overall impact will vary depending on the current tax structure.

Harmonising to the lowest current rate is likely to forego the greatest income, but has the lowest impact on rates in areas with lower taxation. This may be seen as more equitable but is more costly in terms of income

Note: The setting of council tax rates is a member function and will be exercised by either a shadow or continuing authority. These scenarios are therefore presented to demonstrate the potential implications of the various available approaches. It should also be noted that the new unitaries are not required to take the same approach to harmonisation as each other.

Following LGR there is a requirement to harmonise council tax rates, to ensure that all parts of a new unitary area are paying the same rate within a maximum of seven years. An alternative approach used in some areas follows a “weighted average” method to harmonise rates from day 1.

The weighted-average option is modelled on the projected FY28/29 Band D rate for each local authority. The weighted weighted Band D charge is calculated by dividing total council tax by the total tax base.

This sets the single rate equal to the weighted average of existing rates, so there is no material change to aggregate council tax income (unlike phasing over several years, which changes timing and distributional impacts).

Council Tax | Weighted Average

Option 1b	Area	2028/29 Rate	Weighted Average Rate	Impact on the Resident
North	Bassetlaw	£2,418	£2,411	-£7
	Ashfield	£2,419	£2,411	-£8
	Mansfield	£2,419	£2,411	-£8
	Newark & Sherwood	£2,410	£2,411	£0
	Rushcliffe	£2,393	£2,411	£18
South	Nottingham City UA	£2,619	£2,511	-£108
	Broxtowe	£2,405	£2,511	£106
	Gedling	£2,406	£2,511	£105

Following LGR there is a requirement to harmonise council tax rates, to ensure that all parts of a new unitary area are paying the same rate within a maximum of seven years. An alternative approach used in some areas follows a “weighted average” method to harmonise rates from day 1.

The weighted-average option is modelled on the projected FY28/29 Band D rate for each local authority. The weighted weighted Band D charge is calculated by dividing total council tax by the total tax base.

This sets the single rate equal to the weighted average of existing rates, so there is no material change to aggregate council tax income (unlike phasing over several years, which changes timing and distributional impacts).

Council Tax | Weighted Average

Option 1e	Area	2028/29 Rate	Weighted Average Rate	Impact on the Resident
North	Bassetlaw	£2,418	£2,414	£4
	Ashfield	£2,419	£2,414	£5
	Gedling	£2,406	£2,414	£8
	Mansfield	£2,419	£2,414	£5
	Newark & Sherwood	£2,410	£2,414	£4
South	Nottingham City UA	£2,619	£2,501	£118
	Broxtowe	£2,405	£2,501	£96
	Rushcliffe	£2,393	£2,501	£108

A summary of the projected council tax receipts for each authority under Option 1b has been provided.

Three scenarios have been modelled:

- Harmonisation after one year (i.e. 2029/30)
- Harmonisation after three years (i.e. 2031/32)
- Harmonisation after seven years (i.e. 2035/6)

These scenarios show the impact on harmonisation on the Final Band D level, the income foregone or received within the system, and the average change in council tax rate.

Average change rates above 4.99% would exceed the trigger for a referendum on council tax. This is especially pertinent for “mid” and “high” scenarios.

While some flexibility is available in setting rates using an ‘Alternative Notional Amount’ this would require the approval of MHCLG.

Council Tax | 1 year harmonisation scenarios

Option	Unitary Authority	Harmonisation level	Final Band D level in 2029/30	Average change in council tax rate	Income foregone/received over respective year
1b	North (Ashfield, Bassetlaw, Mansfield, Newark & Sherwood and Rushcliffe)	Low	£2,508	4.00%	Low- £3.67M Mid- £323K High- £1.8M
		Mid	£2,528	4.81%	
		High	£2,535	5.12%	
	South (Nottingham City, Broxtowe and Gedling)	Low	£2,521	1.78%	Low- £16.8M Mid- £5.3M High- £17.7M
		Mid	£2,597	4.88%	
		High	£2,750	11.02%	

A summary of the projected council tax receipts for each authority under Option 1e has been provided.

Three scenarios have been modelled:

- Harmonisation after one year (i.e. 2029/30)
- Harmonisation after three years (i.e. 2031/32)
- Harmonisation after seven years (i.e. 2035/6)

These scenarios show the impact on harmonisation on the Final Band D level, the income foregone or received within the system, and the average change in council tax rate.

Average change rates above 4.99% would exceed the trigger for a referendum on council tax. This is especially pertinent for “mid” and “high” scenarios.

While some flexibility is available in setting rates using an ‘Alternative Notional Amount’ this would require the approval of MHCLG.

Council Tax | 1 year harmonisation scenarios

Option	Unitary Authority	Harmonisation level	Final Band D level in 2029/30	Average change in council tax rate	Income foregone/received over respective year
1e	North <i>(Ashfield, Bassetlaw, Gedling, Newark & Sherwood and Mansfield)</i>	Low	£2,522	4.44%	Low- £1.6M Mid- £79.7K High- £992.2k
		Mid	£2,531	4.81%	
		High	£2,535	5.00%	
	South <i>(Nottingham City, Broxtowe and Rushcliffe)</i>	Low	£2,508	1.46%	Low- £18.1M Mid- £4.5M High- £20.9M
		Mid	£2,593	4.88%	
		High	£2,750	11.22%	

A summary of the projected council tax receipts for each authority under option 1b has been provided.

Three scenarios have been modelled:

- Harmonisation after one year (i.e. 2029/30)
- **Harmonisation after three years (i.e. 2031/32)**
- Harmonisation after seven years (i.e. 2035/6)

These scenarios show the impact on harmonisation on the Final Band D level, the income foregone or received within the system, and the average change in council tax rate.

Average change rates above 4.99% would exceed the trigger for a referendum on council tax. This is especially pertinent for “mid” and “high” scenarios.

While some flexibility is available in setting rates using an ‘Alternative Notional Amount’ this would require the approval of MHCLG.

Council Tax | 3 year harmonisation scenarios

Option	Unitary Authority	Harmonisation level	Final Band D level in 2031/32	Average change in council tax rate	Income foregone/received over respective year
1b	North (Ashfield, Bassetlaw, Mansfield, Newark & Sherwood and Rushcliffe)	Low	£2,756	4.55%	Low- £7.6M Mid- £704.5K High- £3.8M
		Mid	£2,777	4.81%	
		High	£2,785	4.91%	
	South (Nottingham City, Broxtowe and Gedling)	Low	£2,770	3.80%	Low- £37.8M Mid- £11.9M High- £39.0M
		Mid	£2,857	4.88%	
		High	£3,031	6.96%	

A summary of the projected council tax receipts for each authority under option 1e has been provided.

Three scenarios have been modelled:

- Harmonisation after one year (i.e. 2029/30)
- **Harmonisation after three years (i.e. 2031/32)**
- Harmonisation after seven years (i.e. 2035/6)

These scenarios show the impact on harmonisation on the Final Band D level, the income foregone or received within the system, and the average change in council tax rate.

Average change rates above 4.99% would exceed the trigger for a referendum on council tax. This is especially pertinent for “mid” and “high” scenarios.

While some flexibility is available in setting rates using an ‘Alternative Notional Amount’ this would require the approval of MHCLG.

Council Tax | 3 year harmonisation scenarios

Option	Unitary Authority	Harmonisation level	Final Band D level in 2031/32	Average change in council tax rate	Income foregone/received over respective year
1e	North (Ashfield, Bassetlaw, Gedling, Newark & Sherwood and Mansfield)	Low	£2,771	4.69%	Low- £3.3M Mid- £193.5K High- £2.1M
		Mid	£2,780	4.81%	
		High	£2,785	4.87%	
	South (Nottingham City, Broxtowe and Rushcliffe)	Low	£2,756	3.69%	Low- £40.6M Mid- £10.1M High- £46.1M
		Mid	£2,852	4.88%	
		High	£3,031	7.03%	

A summary of the projected council tax receipts for each authority under option 1b has been provided.

Three scenarios have been modelled:

- Harmonisation after one year (i.e. 2029/30)
- Harmonisation after three years (i.e. 2031/32)
- **Harmonisation after seven years (i.e. 2035/6)**

These scenarios show the impact on harmonisation on the Final Band D level, the income foregone or received within the system, and the average change in council tax rate.

Average change rates above 4.99% would exceed the trigger for a referendum on council tax. This is especially pertinent for “mid” and “high” scenarios.

While some flexibility is available in setting rates using an ‘Alternative Notional Amount’ this would require the approval of MHCLG.

Council Tax | 7 year harmonisation scenarios

Option	Unitary Authority	Harmonisation level	Final Band D level in 2035/36	Average change in council tax rate	Income foregone/received over respective year
1b	North (Ashfield, Bassetlaw, Mansfield, Newark & Sherwood and Rushcliffe)	Low	£3,330	4.71%	Low- £15.9M Mid- £1.9M High- £8.7M
		Mid	£3,353	4.82%	
		High	£3,362	4.86%	
	South (Nottingham City, Broxtowe and Gedling)	Low	£3,344	4.38%	Low- £92.9M Mid- £29.1M High- £96.0M
		Mid	£3,458	4.88%	
		High	£3,683	5.83%	

A summary of the projected council tax receipts for each authority under option 1e has been provided.

Three scenarios have been modelled:

- Harmonisation after one year (i.e. 2029/30)
- Harmonisation after three years (i.e. 2031/32)
- Harmonisation after seven years (i.e. 2035/6)

These scenarios show the impact on harmonisation on the Final Band D level, the income foregone or received within the system, and the average change in council tax rate.

Average change rates above 4.99% would exceed the trigger for a referendum on council tax. This is especially pertinent for “mid” and “high” scenarios.

While some flexibility is available in setting rates using an ‘Alternative Notional Amount’ this would require the approval of MHCLG.

Council Tax | 7 year harmonisation scenarios

Option	Unitary Authority	Harmonisation level	Final Band D level in 2035/36	Average change in council tax rate	Income foregone/received over respective year
1e	North (Ashfield, Bassetlaw, Gedling, Newark & Sherwood and Mansfield)	Low	£3,346	4.80%	Low- £6.7M Mid- £800.4K High- £4.9M
		Mid	£3,356	4.82%	
		High	£3,362	4.84%	
	City UA (Nottingham City, Broxtowe and Rushcliffe)	Low	£3,330	4.34%	Low- £98.8M Mid- £24.4M High- £113.4M
		Mid	£3,452	4.88%	
		High	£3,683	5.86%	

APPENDIX 2

**NOTTINGHAMSHIRE LGR OPTIONS APPRAISAL OF
CHILDREN'S SERVICES, SEND AND ADULTS SOCIAL
CARE- PEOPLETOO**

Nottinghamshire LGR Options Appraisal

October 2025

Contents



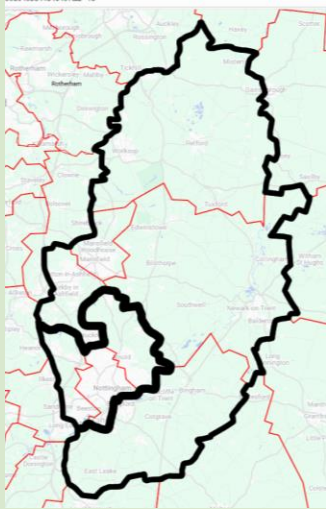
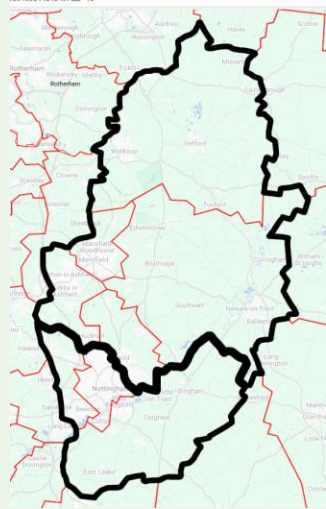
1. Executive Summary
2. Demographics
3. Children's Services Performance
4. Adult Social Care Financial Return
5. Financial Position
6. Conclusion and Risk Matrix
7. Appendix A – Target Operating Model and Implementation Plan

Introduction

- This business case sets out proposals for the reorganisation of local government across Nottinghamshire. The current two-tier system of governance, with Nottinghamshire County Council operating alongside seven district and borough councils, with Nottingham City operating as a unitary Local authority, has served the area for many years. However, increasing financial pressures, a growing demand for more integrated services, and the need to simplify decision-making provide a strong case for change.
- In line with the national agenda to modernise and streamline local government, this case explores the two options proposed for establishing new unitary authorities in Nottinghamshire. The aim is to deliver more efficient, effective, and locally responsive governance, reducing duplication and ensuring that public services are delivered in a sustainable way.
- This report sets out the diagnostic and options appraisal for Local Government Reorganisation (LGR) across Nottinghamshire and Nottingham City. Commissioned by the Option 1E group, the analysis assesses how alternative governance models could improve service efficiency, resilience, and outcomes in both **Children's Services** and **Adult Social Care (ASC)**.
- The report draws on benchmarking data from the LAIT, ASCOF, ASCFR, Ofsted, and CQC datasets, as well as local population projections, deprivation profiles, and financial returns. The assessment compares:
- **Option 1B** – Broxtowe, Gedling, and Nottingham City (South); Ashfield, Bassetlaw, Mansfield, Newark & Sherwood, and Rushcliffe (North)
- **Option 1E** – Broxtowe, Nottingham City, and Rushcliffe (South); Ashfield, Bassetlaw, Gedling, Mansfield, Newark & Sherwood (North)

Maps of Proposed Split in Authorities

The table below visualises the proposed divide in authorities and county lines based on the two options. It outlines where the borders for each proposed unitary would be, including the estimated population size of each unitary authority.

	Option 1B	Option 1E
Map of Proposed Unitary Authority Boundaries	 A map of Northern Nottinghamshire with a thick black outline indicating the proposed unitary authority boundary. The map shows various towns and villages, including Ashfield, Bassetlaw, Mansfield, Newark & Sherwood, and Rushcliffe.	 A map of Northern Nottinghamshire with a thick black outline indicating the proposed unitary authority boundary. The map shows various towns and villages, including Ashfield, Bassetlaw, Gedling, Mansfield, and Newark & Sherwood.
Unitary 1 Population	Northern Nottinghamshire – 622,269 (Contains: Ashfield, Bassetlaw, Mansfield, Newark & Sherwood, and Rushcliffe)	Northern Nottinghamshire – 615,712 (Contains: Ashfield, Bassetlaw, Gedling, Mansfield, and Newark & Sherwood)
Unitary 2 Population	Southern Nottinghamshire & City – 565,821 (Contains: Broxtowe, Gedling, and Nottingham City Council)	Southern Nottinghamshire & City – 572,378 (Contains: Broxtowe, Nottingham City Council, and Rushcliffe)

1. Executive Summary

Overview

Option 1E presents the most balanced and sustainable configuration for Local Government Reorganisation (LGR) in Nottinghamshire. It aligns demand and capacity across Children's and Adult Services, mitigates risk from demographic and cost asymmetry, and supports system-wide integration with the NHS and local partners. The model would deliver a **cohesive, prevention-led, financially sustainable platform**, enabling both unitaries to thrive while ensuring consistent outcomes for residents.

- Both Options 1B and 1E create two unitary authorities of comparable population size (approx. 600–650k), but **Option 1E achieves a more balanced distribution** of need, deprivation, and service demand across the proposed boundaries.

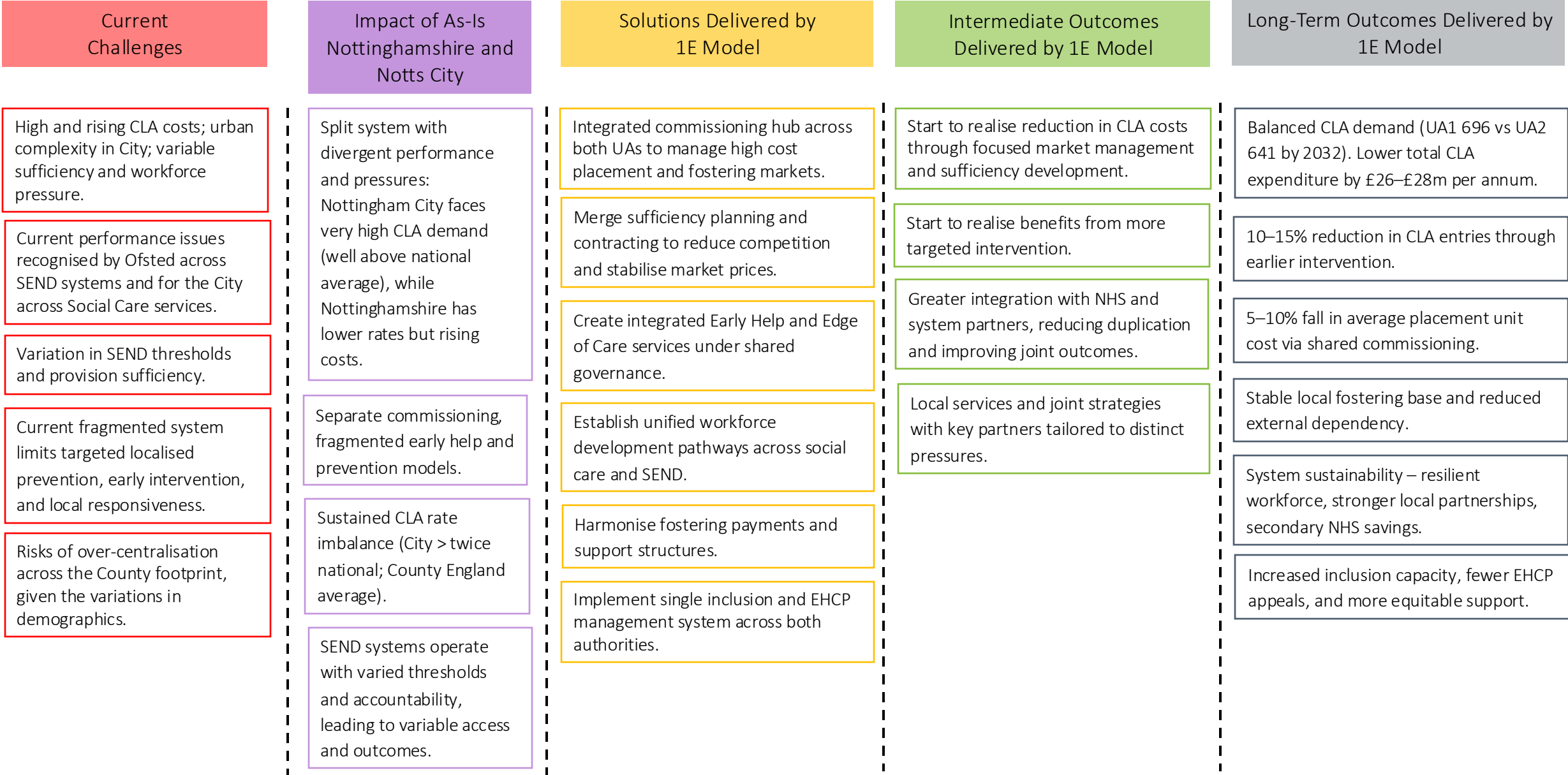
Analysis of:

- **Children's Services** shows Option 1E aligns Children Looked After (CLA) demand and placement capacity more evenly between the two unitaries, reducing financial pressure and improving sufficiency.
- **Adult Social Care** modelling demonstrates that Option 1E better balances an ageing population with areas of workforce supply and provider strength, allowing for sustainable commissioning and integration with health partners.
- **Option 1E therefore offers the stronger strategic case** for equitable service delivery, financial resilience, and population alignment. A more localised and targeted approach will strengthen local market sufficiency, build closer relationships with partners supporting an integrated approach, and allow investment on prevention led-services. This will create a more stable and balanced platform to better manage future cost and demand, and ensure maximum benefit from local government reform for residents and public finances alike.

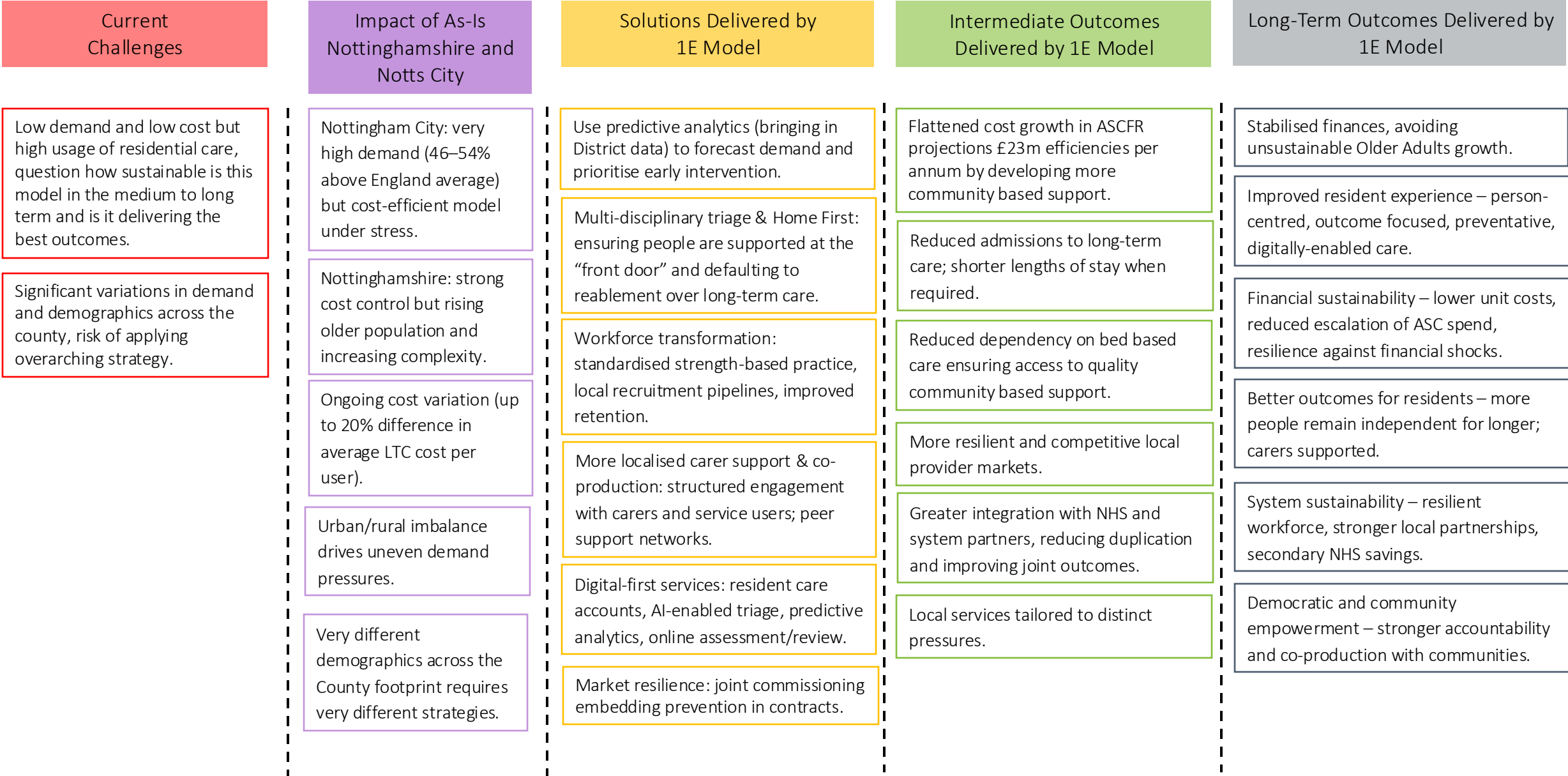
Overview

Service Area	Key Strengths	Risks / Pressures	RAG (Option 1E)	Commentary
Children's Services	Balanced CLA demand (UA1 696 vs UA2 641 by 2032); better match between population and placement sufficiency; sustainable cost reduction trajectory.	Market fragility and rising placement inflation still present; requires joint sufficiency strategy and workforce stabilisation.	● Strong	Option 1E delivers the best alignment of need, capacity, and cost; supports consistent outcomes and reduces duplication.
SEND / Education	Potential for shared inclusion model; Nottingham City's strong early identification and Nottinghamshire CC's steady EHCP growth complement each other.	Differing local practices and thresholds may take time to harmonise.	● Strong	Integration under LGR enables joint inclusion pathways and improved sufficiency of specialist provision.
Adult Social Care (Working Age Adults)	Nottingham City's prevention-first model + Nottinghamshire CC's cost efficiency = balanced system; 11-46% variation in demand can be levelled through LGR.	Workforce and provider fragility; high residential use in City and County.	● Strong	1E enables balanced demand and scalable community-based models.
Adult Social Care (Older Adults)	Nottinghamshire CC's prevention & reablement strengths; Nottingham City's cost efficiency under high demand; shared commissioning with NHS ICB.	Ageing population growth, especially rural north, could drive demand pressure.	● Strong	Combines complementary system strengths; 1E supports integrated care and long-term sustainability.
Financial Sustainability	£26 – 28m annual saving potential through balanced CLA cost base. £23m annual saving in ASC potential by reducing admissions into residential care. Developing localised strategies to reduce DSG deficits.	Transition and integration costs.	● Strong	1E delivers equitable service demand and financial headroom to reinvest in prevention.

Theory of Change Children's Services



Theory of Change Adults Social Care



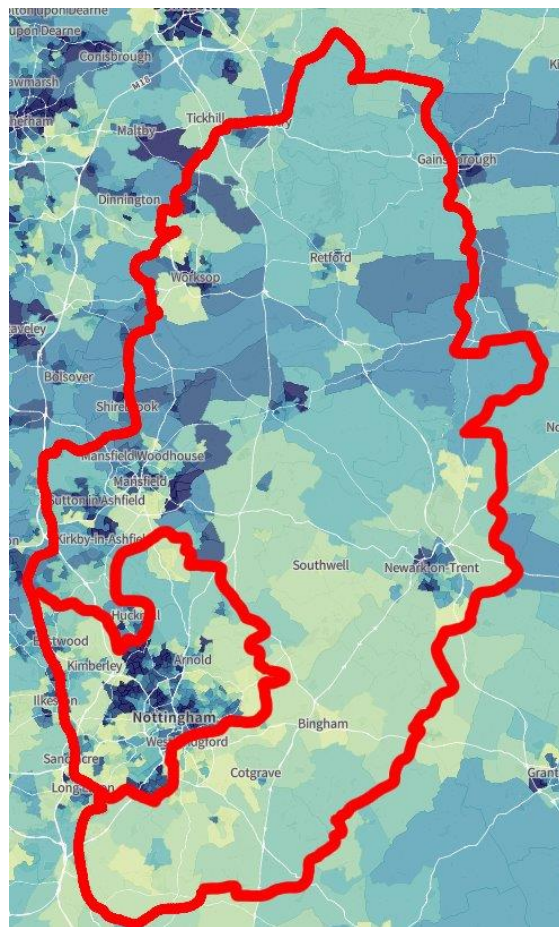
Transformation Elements Required to Deliver Savings

- Opportunities reduced size = control for Nottinghamshire Option 1e, expanded market access
- Transformation enablers (commissioning reform, prevention, workforce, digital, partnerships, financial controls).

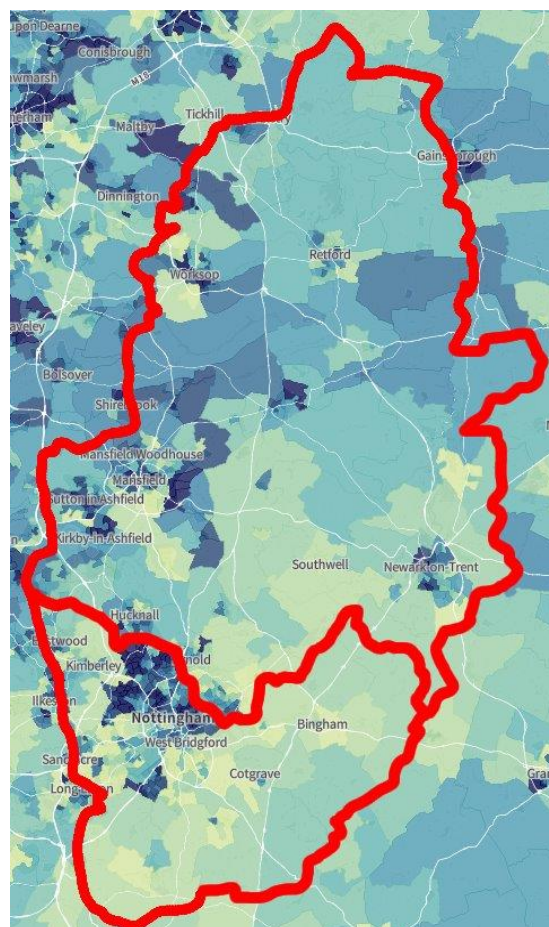
1	Commissioning & Market Reform	<ul style="list-style-type: none">• Strategic market shaping ensuring quality community support reducing reliance on residential/nursing markets.• Block contracts, fostering hubs, and IFA conversion to reduce volatility.• Outcomes-based commissioning to contain costs and improve sufficiency.
2	Prevention & Reablement	<ul style="list-style-type: none">• Home First and reablement-first approaches to reduce long-term admissions to bed based care.• Family hubs and early intervention in children's services to reduce demand escalation.
3	Workforce Transformation	<ul style="list-style-type: none">• Joint recruitment pipelines, retention incentives, and standardised practice models.• Reduction in reliance on agency staff, with shared training and workforce strategies across both UAs.
4	Digital & Data-Driven Services	<ul style="list-style-type: none">• Digital-first models: resident care accounts, AI-enabled triage, predictive analytics.• Improved transparency and quality monitoring.
5	Partnership & Integration	<ul style="list-style-type: none">• Align with NHS/ICS footprints for joint commissioning in ASC, SEND and public health.• Embed stronger VCSE and community partnerships for place-based delivery.
6	Financial Management & Risk Pooling	<ul style="list-style-type: none">• Recalibration of unit costs to national benchmarks (and improving on in the long term).• Pooling risks across balanced UAs to absorb demand shocks and sustain long-term financial viability.

2. Demographics

IMD 2024 Deprivation: Nottinghamshire County Council and Nottingham City Council



Nottingham City and Nottinghamshire County councils map of IMD deprivation by LSOA, Option 1B overlaid. Source: deprivation.communities.gov.uk



Nottingham City and Nottinghamshire County councils map of IMD deprivation by LSOA, Option 1E overlaid. Source: deprivation.communities.gov.uk

- The map (left) show deprivation areas of greatest deprivation across Nottinghamshire County Council and Nottingham City Council. The levels of deprivation appear to be higher in Nottingham than Nottinghamshire county, with notable pockets of deprivation across the urban centres of Newark, Mansfield, Worksop, and Sutton-in-Ashfield
- Within Nottingham 31% of LSOAs are within the 10% of the most deprived areas nationally, leaving Nottingham City Council as the 20th most deprived of the 296 upper and lower tier councils. Whereas each of the districts within Nottinghamshire are ranked as less deprived than Nottingham.
- There districts with high deprivation scores in Nottinghamshire include Mansfield (26.9, ranked 61st most deprived) and Ashfield (25.6, ranked 74th most deprived).
- The least deprived areas according to their ranking in the most deprived councils, were Gedling (206), Broxtowe (223), and Rushcliffe (294), notably higher (thus less deprived) than Newark and Sherwood (147) and Bassetlaw (106). Rushcliffe is within the top 1% of least deprived all district councils nationally.

Demography of the Proposed Unitaries – Option 1B

Northern Unitary Authority

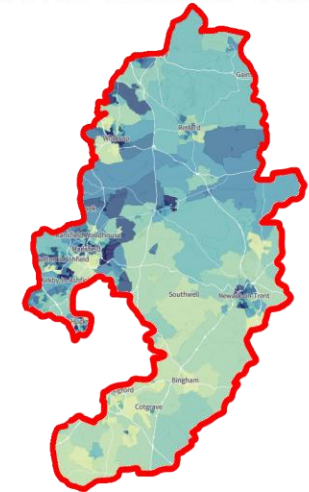
Population Estimates

- In the most recent 2024 ONS population estimates, it was projected that 622,289 people are living in the proposed Northern unitary authority, made up of Ashfield, Bassetlaw, Mansfield, Newark & Sherwood and Rushcliffe.
- The population in the Northern Unitary is expected to grow at a faster rate than the England average rate of 6.4%, rising by 7.1% between 2022 and 2032, and projected to reach a total of 648,120 citizens by 2032. Implied a growth of 43,143 more people living in the North of Nottinghamshire by 2032.
- In the 2024 ONS mid year estimates it was found that 20.3% of the population are under the age of 18, and 21.5% are 65 years old or above. Meaning that 58.2% are estimated to be working age adults (between 18 and 64 years old).
- In the 2022 ONS population estimates it was projected that 23% of the population would be over the age of 65, and the median age would rise from 42.8 to 44 by 2032. Suggesting that the population of this unitary will become an increasingly ageing population by 2032.

IMD Deprivation Profile

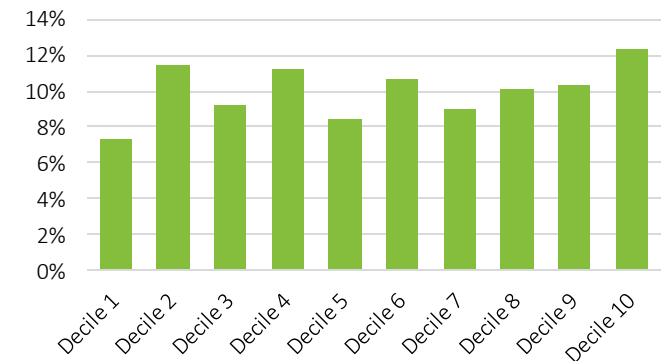
- The overall deprivation profile, estimated by the number of LSOA (Lower Layer Super Output Areas), shows that the makeup of the Northern UA would be slightly less deprived than the national average.
- This is because, 52% of LSOAs are in the 50% of least deprived LSOAs nationally, and 48% are in the 50% least deprived areas nationally.
- Furthermore, 28% of LSOAs in the proposed northern UA are in the 30% of most deprived areas nationally, showing there is a rate of deeper deprivation lower than national averages.

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IMD 2024 measure for Option 1B Northern Unitary (red outline). Source: [Deprivation.Communities.Gov.uk](https://www.deprivation.communities.gov.uk)

Option 1B – Northern UA



Demography of the Proposed Unitaries – Option 1B

Southern Unitary Authority

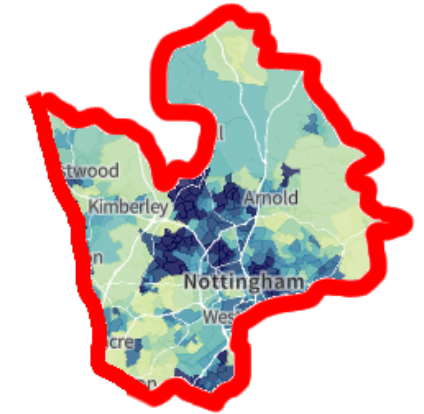
Population Estimates

- In the most recent 2024 ONS population estimates, it was projected that 565,821 people are living in the proposed Southern unitary authority, made up of Broxtowe, Nottingham, and Gedling.
- The population in the Southern Unitary is expected to grow by 5% between 2022 and 2032, reflective of a lower rate than the national average rate in England of 6.4%, with a projected overall population of 585,483 by 2032.
- This implies that there will be 27,982 more people living in this area by 2032 when compared to the 2022 estimates, and a population increase of 19,662 from the 2024 mid year estimates.
- In the 2024 ONS mid year estimates it was found that 20.2% of the population are under the age of 18, and 15.9% are 65 years old or above, and an estimated 63.94% are working age adults (between 18 and 64 years old), in part driven by the large student population within the Nottingham City area.
- In the 2022 ONS population estimates it was projected that 16.3% of the population would be over the age of 65, and the median age would rise from 39 to 39.3 by 2032. Showing that there is a slow increase in the age profile within the proposed Southern Unitary in the next decade.

IMD Deprivation Profile

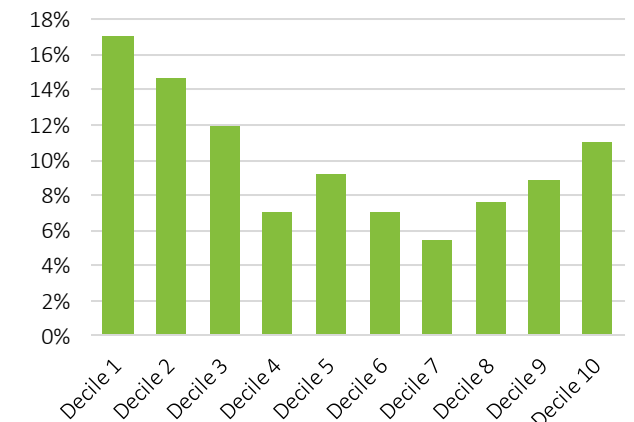
- The overall deprivation profile, demonstrates that the proposed Southern Unitary would be a more deprived area, this is evident as 60% of LSOAs in the proposed area are in the 50% most deprived areas nationally, and 40% of LSOAs are in the 50% least deprived areas nationally.
- Furthermore, 44% of LSOAs in the proposed area are in the 30% of most deprived LSOAs nationally, this suggesting there are pockets of deeper deprivation, especially in Nottingham.
- The overall deprivation profile is then an overall deprived area with a deep level of deprivation and fewer areas of lower deprivation to support these pockets of deeper deprivation.

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IMD 2019 measure for Option 1B Southern Unitary (red outline). Source: [Deprivation.Communities.Gov.uk](https://www.deprivation.communities.gov.uk)

Option1B – Southern UA



Demography of the Proposed Unitaries— Option 1E

Northern Unitary Authority

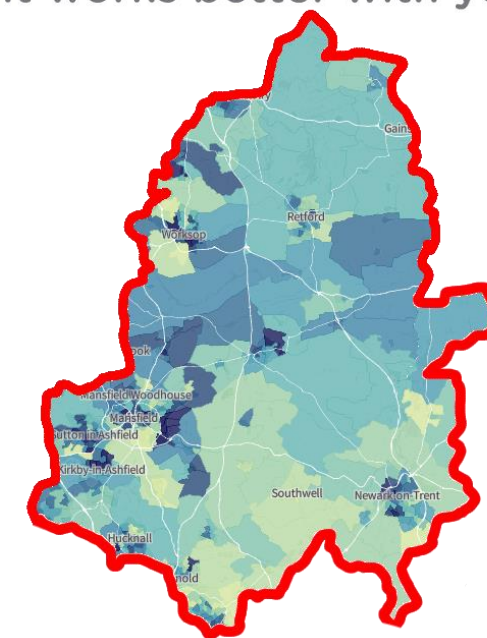
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Population Estimates

- In the most recent 2024 ONS population estimates, it was projected that 615,712 people live in the proposed Northern unitary authority, made up of Ashfield, Bassetlaw, Mansfield, Newark & Sherwood and Gedling.
- The population in the Northern Unitary is expected to grow by 5.6% between 2022 and 2032, a rate slightly lower than the England average (+6.4%), with a 2032 population of 634,815 projected in 2032. In the 2022-32 projections there is a growth of 33,921 anticipated in this period.
- In the 2024 ONS mid year estimates it was found that 20.1% of the population are under the age of 18, and 21.4% are 65 years old or above. Meaning that 58.4% are estimated to be working age adults (between 18 and 64 years old).
- In the 2022 ONS population estimates it was projected that 23% of the population would be over the age of 65, and the median age would rise from 42.8 to 44 by 2032. Suggesting that the population profile of the proposed Northern Unitary is expected to become increasingly older on average.

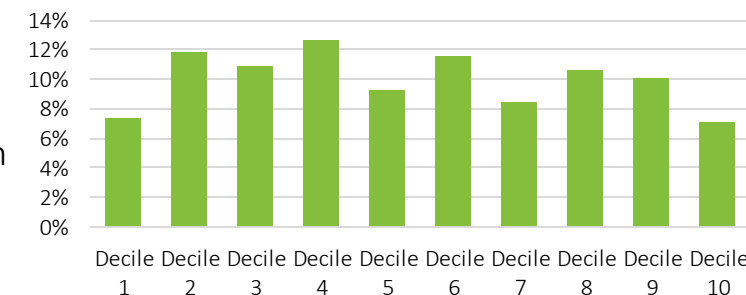
IMD Deprivation Profile

- The deprivation profile of the proposed Northern UA proposed in option 1E is that of a slightly more deprived than the overall national distribution. This is a result of 52% of LSOAs in the proposed area being in the 50% of more deprived areas nationally and only 48% of LSOAs in the UA being within the 50% of least deprived areas nationally.
- Additionally, 30% of the LSOAs in the Northern UA are in the 30% of most deprived areas nationally, which suggests that the distribution of households in the deepest levels of deprivation are in line with the national average.



IMD 2019 measure for 1E Southern Unitary (red outline). Source: [Deprivation.Communities.Gov.uk](https://deprivation.communities.gov.uk)

Option 1E – Northern UA

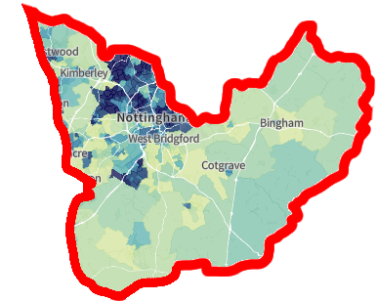


Demography of the Proposed Unitaries – Option 1E

Southern Unitary Authority

Population Estimates

- In the most recent 2024 ONS population estimates, it was projected that 572,378 people are living in the proposed Southern unitary authority, made up of Broxtowe, Nottingham City Council, and Rushcliffe
- The population in the Southern UA is expected to grow at a faster rate than the England average rate of 6.4%, rising by 6.6% between 2022 and 2032, and projected to reach a total of 598,788 citizens by 2032. This would translate to an increase of 37,204 people between 2022 and 2032.
- In the 2024 ONS mid year estimates it was found that 20.1% of the population are under the age of 18, and 21.4% are 65 years old or above. Meaning that 58.4% are estimated to be working age adults (between 18 and 64 years old).
- In the 2022 ONS population estimates it was projected that 16.5% of the population would be over the age of 65, and the median age would rise from 39 to 39.3 by 2032. Showing that there is a marginally ageing population within the next decade for this proposed Unitary Authority.

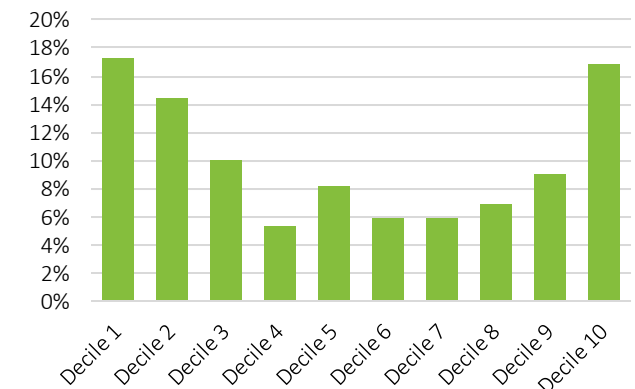


IMD 2019 measure for 1E Southern Unitary (red outline). Source: [Deprivation.Communities.Gov.uk](https://www.deprivation.communities.gov.uk)

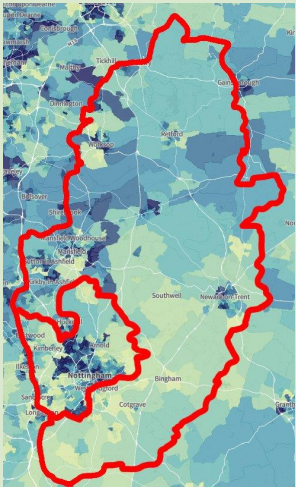
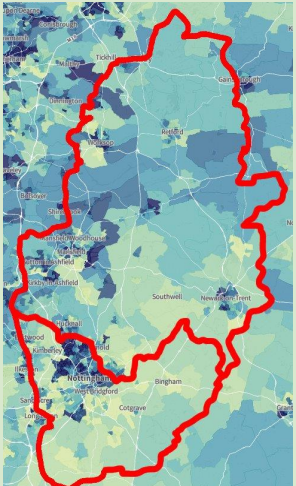
IMD Deprivation Profile

- The deprivation profile of the Southern Unitary in Option 1E, suggests that overall, the Southern UA would be more deprived than the national average, but also notably polarised with 32% of LSOAs in the 20% most deprived areas nationally, and 26% in the 20% least deprived LSOAs nationally.
- Overall, 55% of LSOAs in the proposed Southern UA would be in the 50% more deprived areas nationally, and 45% in the 50% least deprived areas nationally.
- While there would be notable disparities between pockets of deeper deprivation, notably concentrated in Nottingham, and areas of far lower deprivation such as Rushcliffe, this may represent a greater demographic basis to support the higher levels of deeper deprivation in the South.

Option 1E – Southern UA



Demography of the Proposed Unitaries - Comparison

	Map of Proposed Authority	Strengths of Proposed Split	Weaknesses of Proposed Split
Option 1B Northern UA: <ul style="list-style-type: none"> Ashfield Bassetlaw Mansfield Newark & Sherwood Rushcliffe Southern UA: <ul style="list-style-type: none"> Broxtowe Gedling Nottingham 		<ul style="list-style-type: none"> Creates a slightly less deprived Northern authority than the overall distribution of deprivation in England as 52% of LSOAs are less deprived than the England median LSOA and 48% are in the more deprived 50% of areas. Concentrates deprived areas into a single UA which could specialise its focus to addressing the specific needs of this cohort. 	<ul style="list-style-type: none"> The Southern UA would be greatly more deprived than the national average levels, with 60% of LSOAs more deprived than the England median LSOA and 40% less deprived. Imbalance with one less deprived council and one very deprived council in comparison to UK average IMD measure. Imbalanced population growth, largest unitary is fastest growing, 7.1% / 5%. Could destabilise the Northern UA in the future as its population increases, especially as the population is also anticipated to become increasingly aging, from 20% over 65 to 23% of the population over 65.
Option 1E Northern UA: <ul style="list-style-type: none"> Ashfield Bassetlaw Gedling Mansfield Newark & Sherwood Southern UA: <ul style="list-style-type: none"> Broxtowe Nottingham Rushcliffe 		<ul style="list-style-type: none"> Greater balance with the two unitaries having closer to national projected growth rates 6.4% nationally, 5.6% in the larger Northern UA, and 6.6% in the smaller Southern UA. Greater balance of the most deprived areas so that the two new unitary authorities have a similar aggregate deprivation profile than in Option 1B where one is greatly more deprived than the other. May provide a better demographic support basis for the South as the overall levels of LSOAs that are more deprived than the England median LSOA are 56% compared to 61% in Option 1B Slightly more balanced with the projected over 65+ population in the 2032 projections, by 0.1% overall or 3000 individuals. 	<ul style="list-style-type: none"> Northern UA with higher-than-average levels of deprivation as 52% are more deprived than the national median, and 48% less deprived. Southern UA to have higher-than-average levels of deprivation as 55% are more deprived than the national median, and 45% less deprived. Southern UA may be at risk of polarisation between the most and least deprived areas. As 32% of the LSOAs in the 20% most deprived, and 26% of LSOAs in the 20% least deprived LSOAs nationally.

3. Children's Social Care Performance: Nottingham City / Nottinghamshire County Council (CC)

3.1 Inspections

Nottinghamshire County Council Inspections: Ofsted Summary

Overall outcome: Good

The May 2024 Ofsted inspection of Nottinghamshire County Council's Children's Services judged the service as 'Good' overall, with 'Outstanding' leadership ("the impact of leaders on social work practice with children and families") and all other judgement areas rated as 'Good'. The report highlights the strong, ambitious leadership driving improvement since the last full inspection in 2019, effective partnership working, and high-quality social work practice that builds trusting relationships with children and families. The inspectors found that most children receive timely help and protection, that children in care are well-supported and achieving well, and that care leavers benefit from strong practical and emotional support as they move into adulthood.

Highlights:

- ✓ Leadership is ambitious, child-focused, and has sustained continuous improvement since 2019.
 - ✓ "Senior leaders have created a culture of continuous improvement and high expectations that is improving the lives of children."
- ✓ There is effective partnership working which ensures that children receive the right help at the right time.
- ✓ Social workers know children well, use sensitive language, and help children feel heard and supported.
- ✓ Care leavers have also reported feeling well-supported as they move towards independence.

Areas for Improvement:

- The areas for improvement outlined in the Ofsted report included;
 - Strengthening the "effectiveness of support for care leavers to access and sustain employment, education or training."
 - Augmenting the quality of target setting in PEPs (personal education plans), with a clear focus on improvement areas or the intended outcome for the children in care.
 - Increasing the consistency in convening and undertaking strategy meetings.
 - Ensuring that there is a range of quality placements for children in Nottinghamshire.
 - Conducting strategy discussions for all children, as a few "have not taken place when the threshold was met."

Nottingham City Council Inspections: Ofsted Summary



Overall outcome: Inadequate

The July 2022 Ofsted inspection of Nottingham City Council's Children's Services judged the service as 'Inadequate' overall, with 'Inadequate' for "the experiences and progress of children who need help and protection", and 'Requires improvement to be good' for "the impact of leaders on social work practice and the experiences and progress of children in care and care leavers". The report identified serious weaknesses in the timeliness and quality of responses to children at risk, particularly at the front door (MASH), where delays, inconsistent decision-making, and poor management oversight left some children without the help or protection they needed.

Inspectors found that many children experienced drift and delay, that assessments were variable in quality, and that supervision and oversight were inconsistent across teams.

The Ofsted monitoring visit in November 2024 found that Nottingham City Council is making steady progress since being judged 'Inadequate' at the full inspection in July 2022. Inspectors noted continued improvement in leadership stability, the appointment of a permanent Director of Children's Services, and the successful recruitment of permanent managers and social workers, which has led to a more settled workforce and lower caseloads.

Areas for Improvement (based on full Ofsted inspection 2022):

- Nottingham City Council was described as having serious weaknesses at the Front Door and in response to children at risk. The MASH was said to not be "functioning effectively" with a "significant backlog of work in the MASH".
- There was weak management oversight, supervision, and inconsistent practice quality
- The report pointed to insufficient responses to children missing education or at risk of exploitation, stating that "children missing from education and those who are electively home educated are not tracked effectively." Further, arrangements for children who went missing from home or care were not effective.
- There was high staff turnover and reliance on agency workers which was affecting continuity of care
- Inconsistent planning, oversight and permanence for children in care
- Gaps in support and pathway planning for older care leavers
- Due to the aforementioned issues, Ofsted concluded that "too many children in need of help and protection do not receive a timely and effective response to reduce risk."

Improvements Achieved (based on Monitoring inspection 2024):

- This was the sixth monitoring visit since the full inspection in July 2022, at which time the authority was judged inadequate. Since the previous visits, Nottingham City Council has made sustained progress, despite "severe financial pressures, changes in leadership and continuous external scrutiny."
- A new permanent Director of Children's Services (DCS) has been appointed, ending a period when leadership had been split between children's and adult services. All senior and team management posts in the children-in-care service are now permanently filled.
- Key strengths include;
 - Improved entry into care and adoption pathways; workforce stability and oversight; augmented assessment, review and visiting practices; and improved support for wellbeing and education.
- Remaining areas of improvement are;
 - Assessment and care planning variability (assessment remain inconsistent with case records not always updated); permanence and placement challenges (planning for children not on adoption pathways remains weak); supervision is inconsistent, and QA/auditing sometimes focuses on compliance rather than improving outcomes; and care order management and support for carers.

Nottinghamshire County Council Inspections: SEND Summary



The full SEND inspection for Nottinghamshire CC was published on 16 May 2023 and found “significant concerns about the experiences and outcomes of children and young people with SEND” across the Local Area Partnership (which includes Nottinghamshire County Council and NHS Nottingham & Nottinghamshire). As a result, the inspectors required the partnership to produce a Priority Action / Improvement Plan with two key priority areas for action detailed below.

Priority Actions	Full Action Required	Improvement Plan Actions
Identification, assessment and provision for needs of CYP with SEND	The report said the area must urgently improve how it “identifies, assesses and provides for the needs of children and young people with SEND,” including ensuring that EHC (Education, Health and Care) plans are issued within statutory timescales and that plans are holistic in covering education, health and care.	In order to address the delays and quality of assessments/EHCPs, Nottinghamshire CC outlined the following actions in their Improvement Plan: <ul style="list-style-type: none">• Increase capacity for EHC needs assessments so that plans can be completed more promptly.• A multi-agency QA process for EHCPs to increase consistency and quality.• Work to strengthen annual review processes and ensure holistic oversight of EHCPs, integrating education, health and care aspects.• Improvements in co-production and engagement, including the increased involvement of CYP and families in decision making about their plans and support.
Identification and addressing delays and gaps in access to health services	Inspectors required NHS leaders and commissioners to “act urgently to identify and address the delays and gaps in access to some health services, particularly speech and language therapy, neuro-developmental pathways and equipment services.	To reduce the gaps in health services and reduce delays, the Improvement Plan includes: <ul style="list-style-type: none">• Urgent actions to address delays in speech and language therapy and neurodevelopmental pathways.• Pilot projects such as drop-ins, advice lines, workshops, and online resources to support CYP awaiting assessments.• Use of performance data to identify gaps and track effectiveness of interventions.• Establishment of clearer referral routes and guidance for parents, carers and professionals to improve access and transparency.

In addition to the two priority actions, the inspection also identified a few other areas of focus for Nottinghamshire CC. These included delays and backlogs in EHCP planning; a lack of clarity and consistency in health and care components of EHCPs; gaps in specialist services such as OT, equipment, and speech and language services; parents, carers and professionals lacked clarity about referral routes and accessing services; and strengthening oversight, performance data usage, and joint accountability across education, health and care.

Monitoring Inspection Findings

The July 2025 Ofsted monitoring inspection of Nottinghamshire’s SEND services found that the Local Area Partnership has taken effective action to address the two priority actions set in 2023. Inspectors noted improved governance, stronger partnership working, and a rise in the proportion of EHC plans completed within the 20-week timescale, supported by a new multi-agency quality assurance process and additional early-support offers for families awaiting assessments. However, they highlighted that further work is still needed to reduce delays in speech and language therapy and EHC plan completion, and to improve communication and clarity for families accessing services.

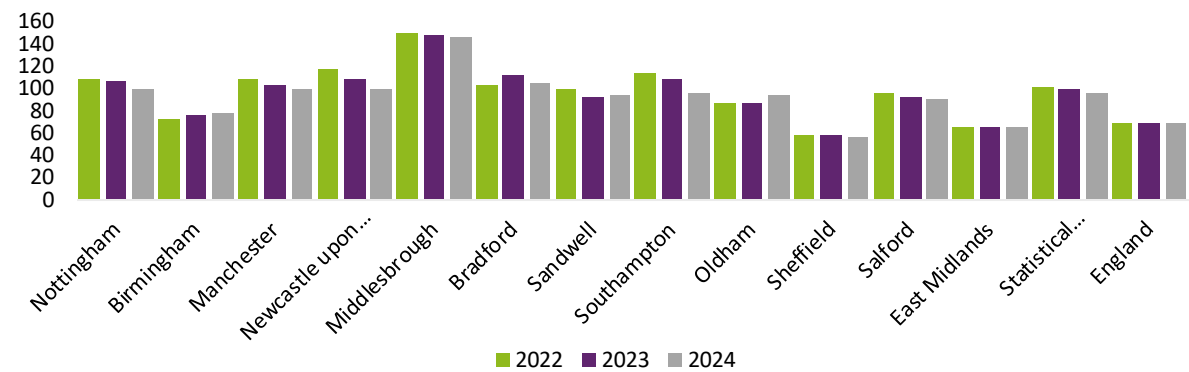
Nottingham City Council Inspections: SEND Summary

The full SEND inspection for Nottingham City Council was published on 22 December 2021 and found that while there were strengths in collaborative working and early years provision, there were also **'areas requiring improvement'** in how the Local Area Partnership identified, assessed, and met the needs of CYP with SEND. As a result, inspectors highlighted the need for the local area to strengthen strategic oversight, improve communication with parents, and ensure that services were effectively coordinated. The two key priority areas are detailed below:

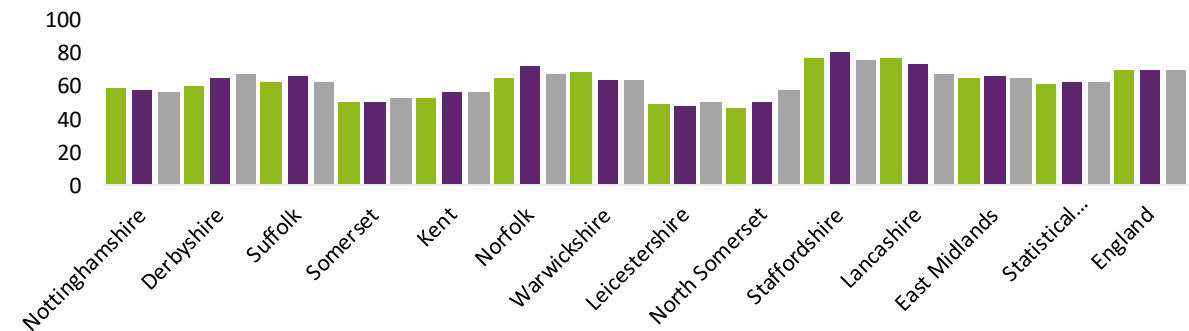
Priority Actions	Full Priority Information
Improving strategic oversight and joint commissioning arrangements	<ul style="list-style-type: none">• The inspection found that recent leadership changes had disrupted the strategic oversight of SEND in the area. While leaders were working to address these challenges, the lack of a comprehensive joint commissioning strategy limited the area's ability to coordinate services effectively.• "The absence of a comprehensive joint commissioning strategy limited the area's ability to use commissioning as a tool for improvement."• An external review had already made recommendations to improve commissioning arrangements, and the area was in the process of establishing structures to strengthen joint commissioning across education, health, and social care services. Improving this area was critical to ensuring that services were planned, coordinated, and delivered in a way that met the needs of children and young people with SEND.
Enhancing communication and accessibility of information	<ul style="list-style-type: none">• The inspection also noted that parents and carers were not always aware of the local area's strategy for identifying, assessing, and meeting the needs of children and young people with SEND.• "A large proportion of parents did not understand or appreciate the strategy, and many were unaware of where to find information and guidance to improve outcomes for their children."• Additionally, the local offer website was not sufficiently well publicised and did not capture all available services and activities. The neurodevelopmental pathway was also not communicated effectively, which could lead to unrealistic expectations about the support children would receive once a diagnosis had been confirmed. Strengthening communication and making information more accessible were therefore essential priorities for improving parent and carer engagement and ensuring families could access the right support.

Children’s Social Care - Children Looked After

Nottingham City Children Looked After Rate per 10,000



Nottinghamshire CC Children Looked After Rate per 10,000



Area	2024 Rate (approx.)	Trend (2022–2024)	Relative Position	Key Message
Nottingham City	110–120 per 10,000	Stable / slight dip	High vs comparators	Sustained demand, limited impact of early intervention
Nottinghamshire	60 per 10,000	Stable	Around national average	Preventive model relatively effective

What does the data tell us?

Nottingham City:

- The rate of Children Looked After (CLA) in Nottingham City has remained **consistently high** across the three years, and well above the national and East Midlands averages.
- The 2024 rate appears **slightly reduced or stabilised** compared with 2023 but still sits among the highest of comparator areas.

Nottinghamshire CC

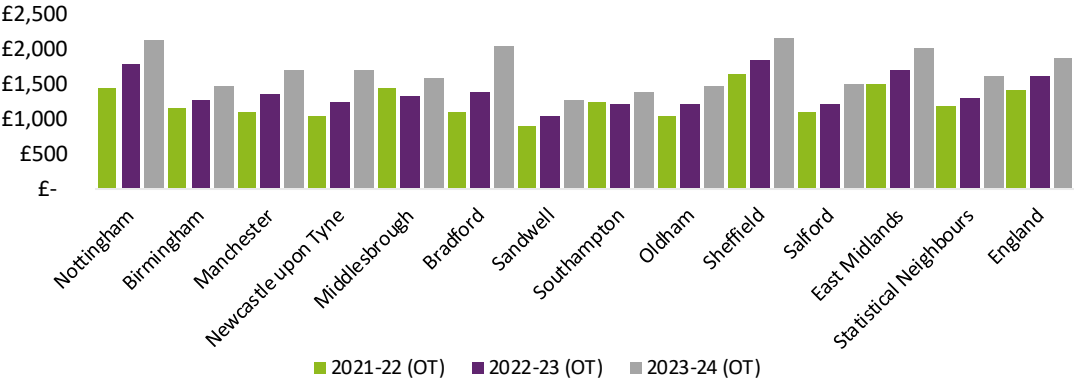
- Nottinghamshire’s CLA rate is **significantly lower** than Nottingham City and **broadly aligned** with or slightly above the England average.

So What for LGR?

- Any reorganisation should account for divergent baseline pressures — Nottingham City’s demand profile is urban and complex, while Nottinghamshire’s is more preventative and rural in nature.
- Joint transformation must equalise capacity, ensuring workforce, placement sufficiency, and early help systems are rebalanced.
- Opportunity to share learning: Nottinghamshire’s family support model and Nottingham City’s experience with complex care coordination.

Children’s Social Care – Finance

CLA S251/Outturn Weekly Cost Nottingham City



Residential Care S251/Outturn weekly unit costs Nottingham City



What does the data tell us?

- Nottingham City’s weekly CLA costs have **risen steadily** across the three years, reaching approximately **£2,100–£2,200 per week** in 2023–24.
- This is **30% higher than the statistical neighbour (SN) average** and **14% higher than the England average**.
- The increase between 2021–22 and 2023–24 is **significant**, outpacing most comparator areas.

What does the data tell us?

- Nottingham City’s residential unit costs are **lower than both statistical neighbours and the England average**, by **17% and 12% respectively**.
- While unit costs remain lower, there has still been a **gradual increase** across the three years (2021–22 to 2023–24), in line with national inflation and workforce pressures.

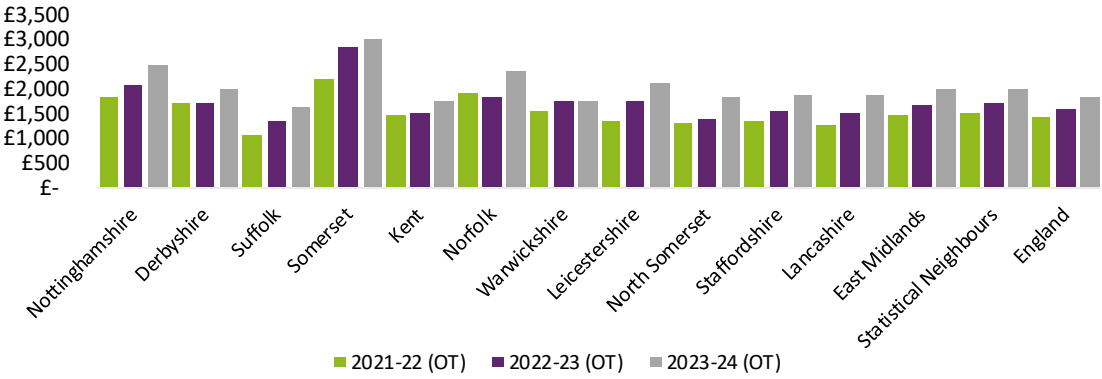
So What for LGR?

- The financial data reinforces the **need to reduce overall CLA numbers** through **early help and family preservation** approaches.
- Nottingham’s **residential cost efficiency** can be leveraged, but **systemic demand management** remains critical.
- Investment in **sufficiency, commissioning reform, and step-down pathways** from care could deliver medium-term savings.
- Without demand reduction, **current trajectories are unsustainable**, particularly given inflationary pressures and high external placement dependence.

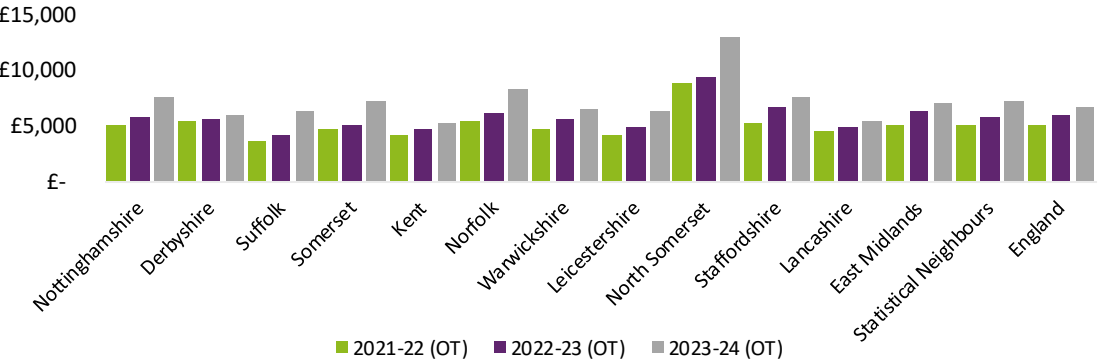
Metric	Nottingham City vs SN Average	Nottingham City vs England	Trend (2021–24)	Key Message
CLA S251 Weekly Cost	+30%	+14%	Rising	High demand and complexity driving cost pressure
Residential Care Weekly Cost	–17%	–12%	Gradual increase	Controlled unit costs but demand inflation risk

Children’s Social Care – Nottinghamshire CC Finance

LAC S251/Outturn Weekly Cost



Residential Care S251/Outturn weekly unit costs



What does the data tell us?

- Nottinghamshire CC’s CLA weekly cost has **risen steadily** over the past three years, reaching approximately **£2,300–£2,500 per week** in 2023–24.
- This is **22% higher than the statistical neighbour average** and **33% higher than the England average**, showing a sharp escalation in cost intensity.
- The increase is among the **steepest within the comparator set**, indicating significant cost growth pressures.

What does data tell us?

- Residential unit costs in Nottinghamshire CC are **5% higher than the statistical neighbour average** and **12% higher than the England average**.
- Nottinghamshire’s residential costs are positioned in the **upper mid-range** compared to peers, reflecting market constraints but not extreme outliers.

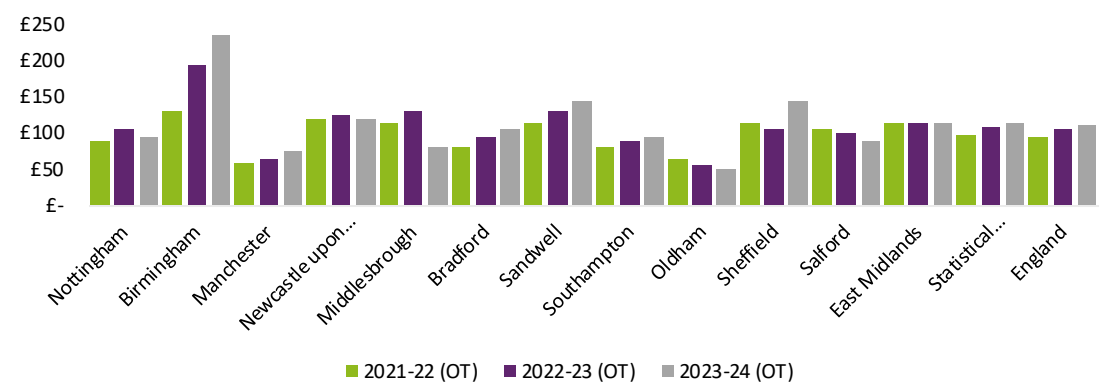
So What for LGR?

- Nottinghamshire faces **emerging cost pressures** despite historically stable demand, driven by **market inflation and growing complexity of cases**. The 2023–24 escalation suggests a need for **commissioning reform, in-house capacity building, and regional sufficiency planning**.
- The data highlights a **critical risk to medium-term financial sustainability**, reinforcing the importance of **investment in early help and family support** to control entry into high-cost care. Without intervention, these cost trends could **erode financial headroom** and limit resources for preventative work.

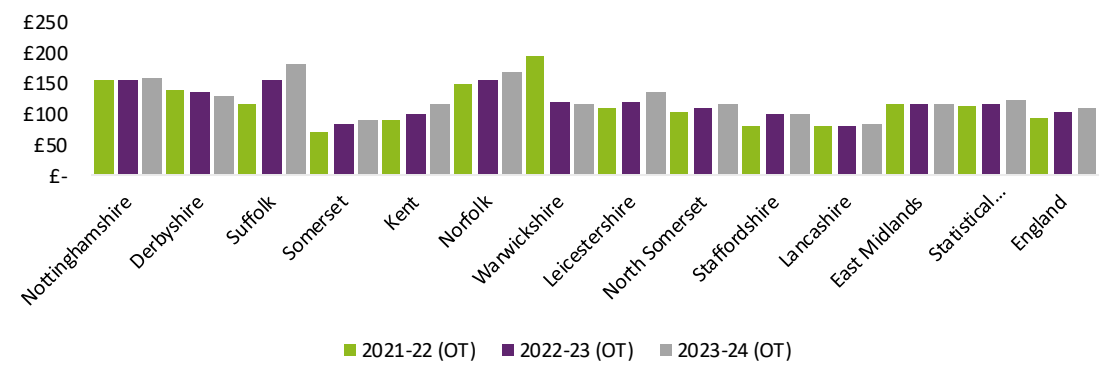
Metric	Nottinghamshire vs SN Average	Nottinghamshire vs England	Trend (2021–24)	Key Message
CLA S251 Weekly Cost	+22%	+33%	Steady increase	Rising cost pressure, high reliance on external placements
Residential Weekly Cost	+5%	+12%	Significant inflation	Market-driven increases and sufficiency constraints

Children’s Social Care – Finance SEN

SEN S251/Outturn weekly unit costs



SEN S251/Outturn weekly unit costs



Nottingham City

- Nottingham City’s SEN weekly unit cost shows a **steady upward trend**, rising from approximately **£100 per week in 2021–22** to around **£200–£220 in 2023–24**. This increase is **more pronounced** than in most comparator authorities, including Birmingham, Sheffield, and Salford. Nottingham’s 2023–24 costs are now among the **highest in the comparator group**, suggesting **above-average growth** over the period.
- The rising costs likely reflect **increasing complexity of need**, particularly among children requiring intensive support or education placements with therapeutic provision. It also signals **pressures on SEN transport, specialist staffing, and independent/non-maintained placements**. While growth aligns with national inflation, the scale suggests **sufficiency and commissioning challenges** in local specialist provision.

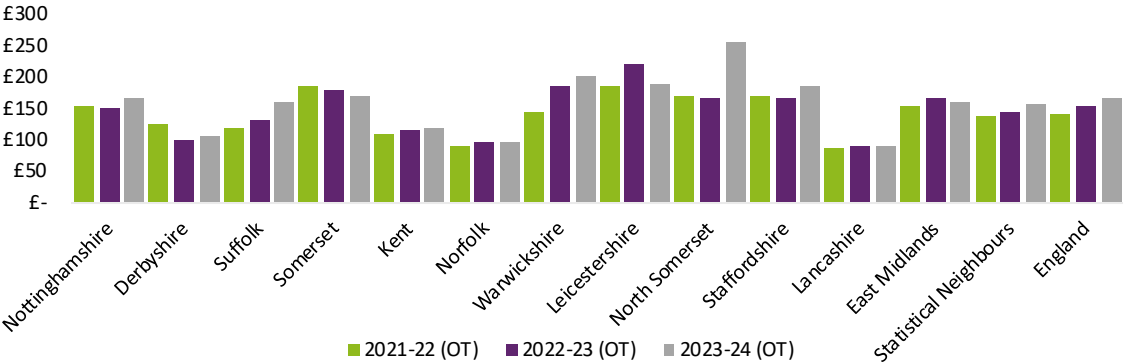
Nottinghamshire CC

- Nottinghamshire CC’s SEN weekly costs have been **relatively stable** over the three years, remaining around **£130–£160 per week**. Although costs fluctuate slightly across years, the overall increase is **modest** compared with peers. The county’s 2023–24 unit cost sits **close to or just below the England average**, and below higher-cost authorities such as Norfolk and Leicestershire.
- Nottinghamshire demonstrates **tight cost control** and a **balanced commissioning model** for SEN support. The data suggests effective management of **in-county provision**, with limited reliance on expensive external placements. However, stable costs may mask **latent pressure**, especially if EHCP (Education, Health and Care Plan) volumes continue to grow — a national trend likely to impact future budgets.

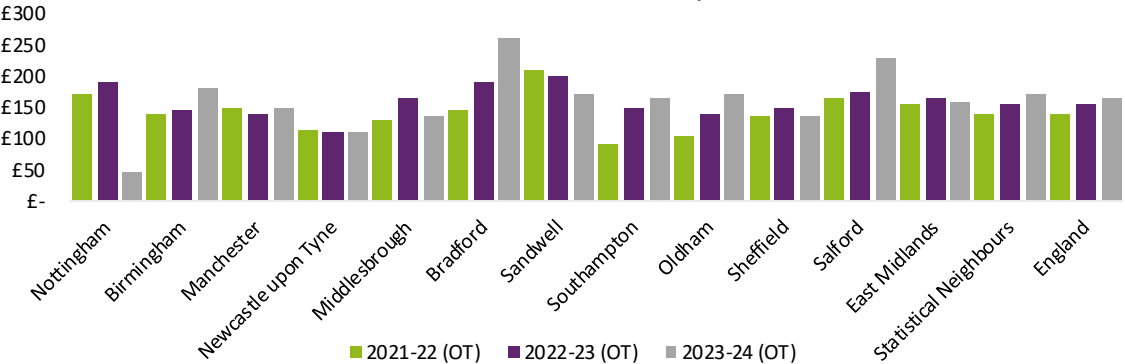
Area	2023–24 Position	Trend (2021–24)	Relative to England	Key Insight
Nottingham City	£200–£220	Rising sharply	Above average	Cost escalation linked to higher-need cohort and specialist placement reliance
Nottinghamshire	£130–£160	Stable	Around average	Managed growth; effective local sufficiency and commissioning

Children’s Social Care – Finance Social Work

Social Work S251/Outturn weekly unit costs



Social Work S251/Outturn weekly unit costs



Area	2023–24 Weekly Cost (approx.)	Trend (2021–24)	Relative to England	Key Insight
Nottinghamshire	£100–£130	Stable	Around average	Cost stability but potential caseload pressure
Nottingham City	£160–£200	Rising	Above average	Higher workforce costs due to demand and agency use

Nottinghamshire CC

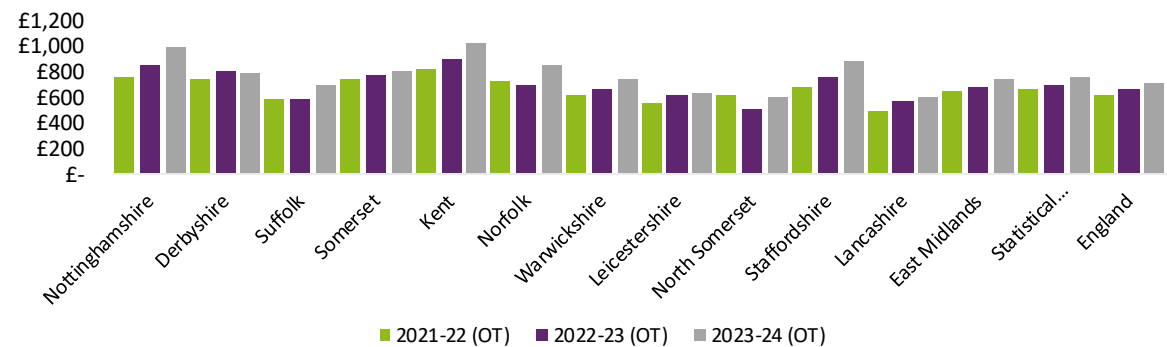
- Nottinghamshire CC’s weekly social work costs have remained **relatively stable**, at around **£100–£130 per week** across the three-year period. This is **broadly in line with statistical neighbours and the England average**, showing **no major divergence** in spending levels. Some peer authorities (e.g. Somerset, Leicestershire, Staffordshire) show sharper increases in 2023–24, but Nottinghamshire’s growth is more contained.
- This stability suggests **effective workforce management** and **controlled cost growth**, even amid national recruitment and retention pressures. The authority may benefit from **a balanced mix of permanent and agency staff**, maintaining service continuity without over-reliance on premium costs. However, stable unit costs may also mask underlying **capacity and caseload pressure** if staffing levels are stretched to contain expenditure.

Nottingham City

- Nottingham City’s weekly social work costs are **consistently higher** than the England and East Midlands averages, at approximately **£160–£200 per week** in 2023–24. Between 2021–22 and 2023–24, costs have shown a **steady upward trend**, though not as steep as in some comparator cities such as Bradford and Sandwell. Despite increases, the cost trajectory remains **proportionate to the high demand context** and complex caseloads observed in urban areas.
- The higher spend reflects **intense service demand**, higher **case complexity**, and **workforce turnover** leading to greater reliance on agency or locum staff. Persistent cost growth indicates ongoing **recruitment challenges**, potentially exacerbated by competition for experienced practitioners across neighbouring urban authorities. Sustained investment in workforce stability and practice quality will be crucial to achieving better value for money over time.

Children’s Social Care – Finance Fostering

Fostering - S251/Outturn weekly unit costs



Fostering - S251/Outturn weekly unit costs



Nottinghamshire CC

- Nottinghamshire CC’s fostering costs have remained **consistently moderate**, ranging from **£700–£900 per week** across the three-year period. The **2023–24 rate** shows a **gradual increase** but still sits **close to the statistical neighbour and England averages**, indicating **good cost control**. Some comparator areas (e.g. Kent, Somerset, Norfolk) show steeper cost growth, likely linked to higher reliance on independent fostering agencies (IFAs).
- Nottinghamshire’s stability suggests a **strong in-house fostering base**, limiting dependency on high-cost external provision. Moderate cost growth reflects **national inflation and uplift in foster carer allowances**, rather than systemic inefficiency. Sustaining this position will depend on continued **recruitment and retention of local foster carers** to avoid market inflation pressures.

Nottingham City

- Nottingham City’s fostering unit costs are **higher than regional and national averages**, typically around **£850–£1,000 per week** in 2023–24. The rate shows **steady year-on-year increases**, outpacing comparator cities such as Sheffield and Salford. Costs remain below residential care levels but represent a **significant financial burden** due to volume and market dynamics.
- Higher fostering costs are likely driven by **increased use of IFAs** and **placement instability**, both common in high-demand urban contexts. The city’s **shortage of in-house foster carers** exacerbates competition and price escalation within the external market. There may also be a **higher concentration of specialist or therapeutic placements**, reflecting the complexity of the looked-after cohort.

Area	2023–24 Cost (approx.)	Trend (2021–24)	Relative to England	Key Insight
Nottinghamshire	£750–£900	Gradual increase	Around average	Stable, cost-efficient fostering market
Nottingham City	£850–£1,000	Rising steadily	Above average	High reliance on external fostering, cost pressure from demand and complexity

Children's Social Care Finance – So What for LGR?

Finance - SEN

- **Divergence in cost trends** reflects differences in demand profiles and provision sufficiency between the city and county.
- Nottingham City's cost trajectory indicates a **rising complexity and market dependency**, warranting investment in **local inclusion capacity** and **integrated commissioning**.
- Nottinghamshire's relative stability provides a **stronger base**, though both areas must prepare for **continued EHCP growth** and **post-16 pressures**.
- For LGR planning, aligning SEN commissioning and sufficiency strategies offers an opportunity to **balance risk, share best practice, and manage costs sustainably** across a combined footprint.

Finance - Social Work

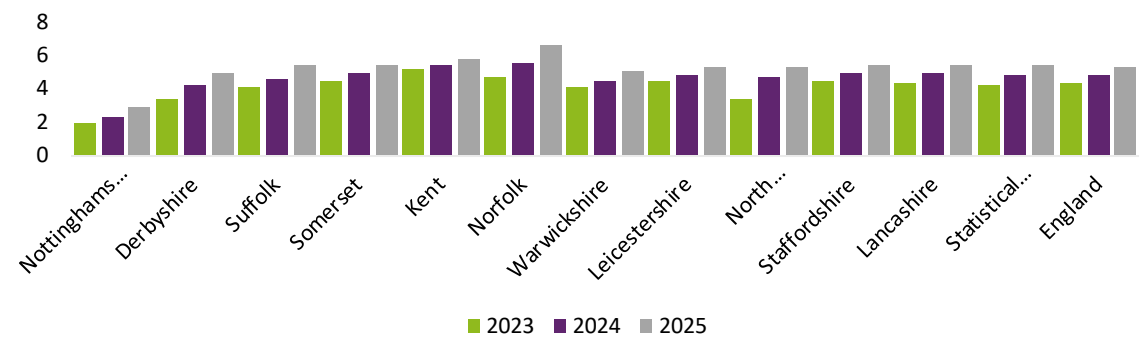
- Nottingham City's **higher per-unit costs** underline the need for sustained **workforce reform**, focusing on **recruitment, retention, and caseload management**.
- Nottinghamshire CC's **financial control** offers a **stronger base**, but resilience risks remain if workforce pressures intensify.
- An integrated workforce strategy across both areas could enable **joint recruitment pipelines, shared training investment, and reduced agency dependency**.
- Under LGR, there is a clear opportunity to **build a unified social work model**—combining Nottinghamshire's financial discipline with Nottingham City's experience managing high-complexity caseloads.

Finance - Fostering

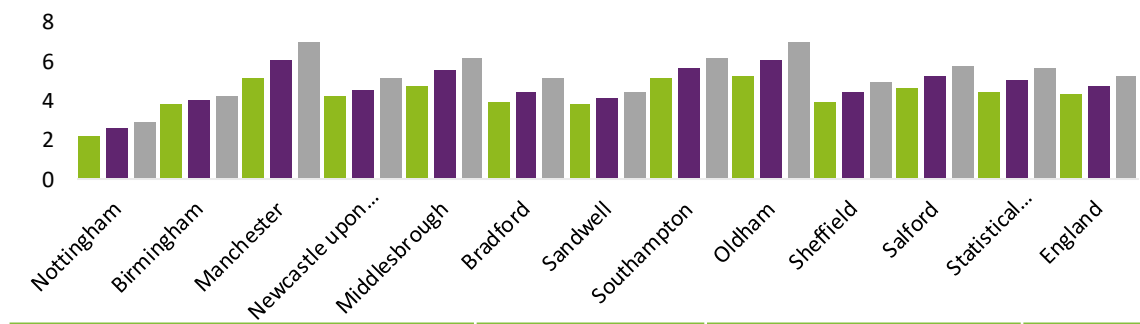
- Nottinghamshire's **cost stability** represents a strength, a potential model for **shared sufficiency and recruitment strategy** across a combined system.
- Nottingham City's higher costs indicate the need for **targeted investment in local carer recruitment, retention, and wraparound support** to reduce IFA dependency.
- Both areas would benefit from **regional commissioning approaches**, joint frameworks, and **harmonised foster care payment structures** to balance pressures post-LGR.
- Overall, fostering remains **more cost-effective than residential care**, but sustainability relies on **strengthening in-house capacity** and **enhancing carer support offers**.

EHCP and SEN

% Pupils with EHCP (All schools)



% Pupils with EHCP (All schools)



Nottinghamshire CC

- Nottinghamshire CC's EHCP rate is **below both national and statistical neighbour averages**, starting around **3% in 2023** and projected to rise to **just under 5% by 2025**. This growth trajectory mirrors national trends but remains **slightly below the England average (approx. 5.5%)**. Comparator counties such as Suffolk, Somerset, and Norfolk consistently record higher rates.
- Nottinghamshire CC's moderate rise suggests a **controlled approach to EHCP growth**, likely supported by **early intervention and SEN support within mainstream schools**. However, the increase indicates **growing demand**, consistent with national patterns of expanding need and complexity post-pandemic. The challenge will be sustaining **quality of provision** and **timeliness of assessment** as the number of plans rises.

Nottingham City

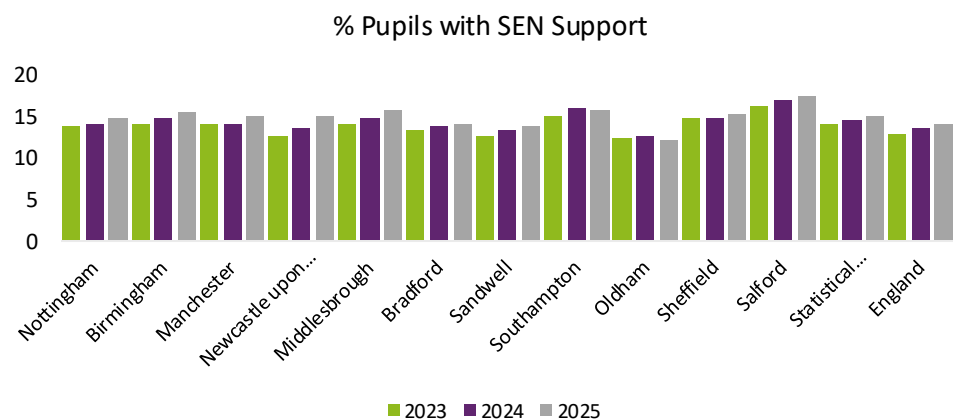
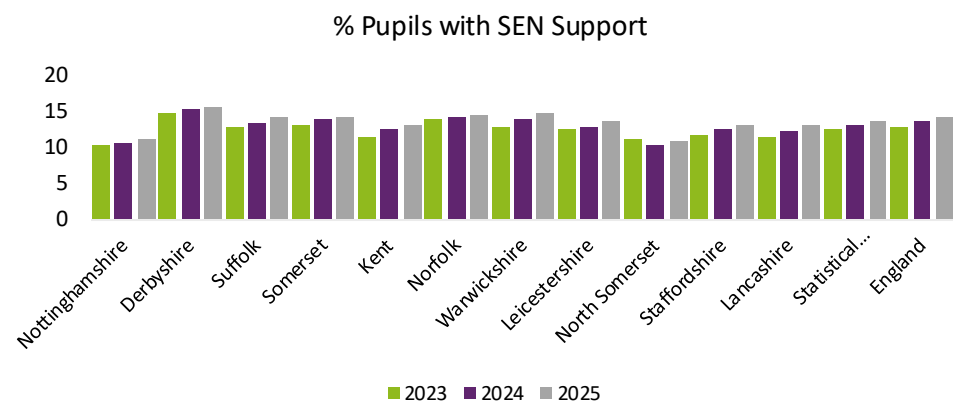
- Nottingham City's EHCP rate is **significantly below national and regional averages**, at around **2–3% in 2023**, rising modestly by 2025. The **England average** and most comparator cities (e.g., Manchester, Newcastle, Middlesbrough) are between **5–7%**, more than double Nottingham's proportion. The projected increase to 2025 remains **modest**, indicating slower local growth in EHCP issuance.
- The low EHCP rate may reflect **capacity pressures in assessment services, threshold management, or effective use of SEN Support in schools**. However, it could also signal **unmet need** or barriers to access, especially compared with similar urban authorities experiencing higher levels of complexity. If trends continue, Nottingham risks **increasing late or crisis-stage identification**, placing additional pressure on social care and alternative provision.

Area	2023 EHCP %	2025 Projected %	Relative to England	Trend	Key Insight
Nottingham City	2–3%	3–4%	Below average	Gradual rise	Lower identification rates may mask underlying need
Nottinghamshire	3%	5%	Slightly below average	Moderate rise	Demand increasing but still manageable

So What for LGR?

- Both authorities are below national averages, suggesting potential **capacity constraints** in SEND assessment or **strong local threshold management**. Nottingham City's particularly low rate warrants review to ensure **equitable access** to statutory plans and **alignment with national expectations**. Nottinghamshire CC's moderate but steady growth highlights the need for **expansion of local provision**, particularly **special school places and targeted inclusion support**.
- For LGR, aligning SEND strategies presents a major opportunity to:
 - Develop **joint inclusion pathways**.
 - Increase **local sufficiency** of specialist placements.
 - Share **best practice** in assessment, early intervention, and post-16 transition planning.

SEN



Nottinghamshire CC

- Nottinghamshire's SEN Support rate is around **10–12% of all pupils**, slightly below the England average (13–14%). The rate has shown a **gradual increase** from 2023 to 2025, indicating **rising identification of additional needs** in mainstream settings. Compared with peers, Nottinghamshire sits **towards the lower-middle range**, below areas like Suffolk and Norfolk but in line with the regional average.
- The data suggests **steady growth in early identification**, though still below national levels. The relatively modest rate may point to **tight thresholds for SEN Support** or **variability in school-level inclusion practice**. The trend indicates an **increasing recognition of need**—potentially a result of post-pandemic learning and social-emotional recovery work.

Nottingham City

- Nottingham City's SEN Support rate is **higher than Nottinghamshire's**, at approximately **14–16%**, broadly in line with or **slightly above the England average**. This has remained **stable across the three years**, with only minimal year-on-year variation. Nottingham's rate is comparable to other urban authorities (e.g. Manchester, Bradford, Salford).
- The high rate reflects **strong identification within mainstream schools**, likely linked to **higher levels of deprivation and complexity of need**. Stability in the data suggests **consistent local practice** in identifying and supporting pupils below the statutory threshold. However, maintaining this level of support requires **sufficient specialist resource**, training, and collaboration with health and inclusion services to prevent escalation to EHCPs.

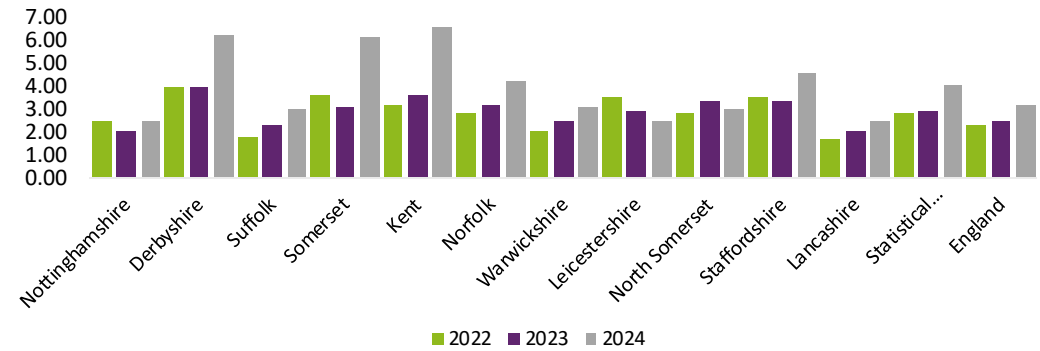
So What for LGR?

The data highlights **contrasting inclusion contexts**: Nottingham City demonstrates **higher levels of early identification and support**, while Nottinghamshire maintains **a more contained profile**. This presents an opportunity under **LGR to balance practice and resource models**, ensuring equitable access to SEN Support across both geographies.

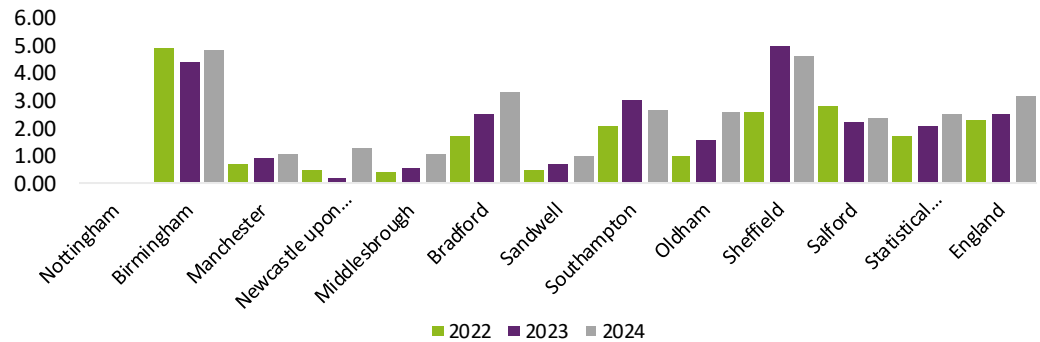
Continued investment in **mainstream inclusion, school-based SEN expertise, and early help services** is critical to manage rising complexity without over-reliance on EHCP pathways. A **joint inclusion strategy** could align thresholds, professional development, and outreach services to achieve consistent outcomes across the new authority footprint.

EHCP and SEN

Appeal rate to the SEND Tribunal based on total appealable decisions



Appeal rate to the SEND Tribunal based on total appealable decisions



Nottinghamshire

- Nottinghamshire's SEND Tribunal appeal rate has remained **stable to moderately increasing**, ranging between **2–3%** from 2022 to 2024. The rate is **slightly below the England and statistical neighbour averages** (typically around 3–4%), but **well within expected variation**. Comparators such as Derbyshire and Somerset record **higher appeal rates (5–6%)**, indicating stronger upward pressure elsewhere.
- Nottinghamshire's moderate rates suggest **reasonable parental confidence** and **effective dispute resolution**, with families able to access due process when necessary. The stable trend demonstrates **consistency in SEND decision quality** and **communication with parents**, avoiding escalation to tribunal in most cases. This reflects a **balanced SEND system** that manages both assessment rigour and responsiveness to need.

Nottingham City

- Nottingham City records a **consistently very low appeal rate** across all three years (2022–2024), sitting **well below** both the England average (~2–3%) and all comparator cities. The rate remains close to **0%** across all years, indicating very few appeals relative to the number of decisions issued. In contrast, several comparator authorities — such as Sheffield, Salford, and Bradford — show **appeal rates between 3–5%**, significantly higher.
- The low appeal rate may reflect **strong parental engagement**, **clear decision-making**, or **effective early resolution of disputes**. However, it could also suggest **limited access to formal challenge mechanisms** or **low parental confidence** in pursuing appeals. Given Nottingham's low EHCP rate (as seen in previous charts), the combination may indicate **tight gatekeeping** within the EHCP process — potentially reducing both approvals and appeals.

So What for LGR?

Nottingham City's **very low appeal rate** should be explored to ensure it reflects **effective case resolution**, not **restricted access** or **parental disengagement**. Nottinghamshire CC's **moderate and consistent trend** indicates a **well-functioning SEND governance process** that could serve as a model for best practice in transparent communication and parental involvement.

For a future combined system under LGR, a **shared SEND quality and assurance framework** could:

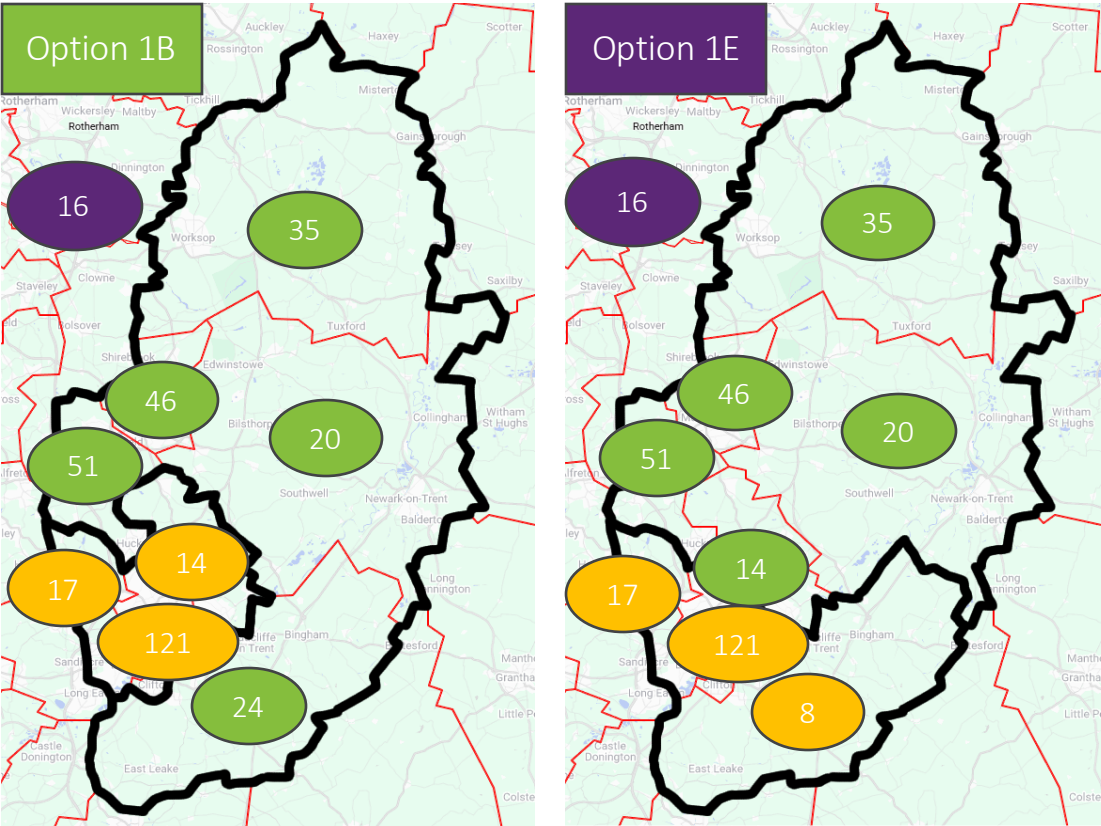
- Ensure **consistency in EHCP decision-making**.
- Strengthen **early mediation and parental participation**.
- Monitor appeal data as a **key indicator of system health and public trust**.

3.2 Children's Social Care: The Local Market

Residential and Placement Sufficiency - Overview

- Analysis of Ofsted-registered children's homes across Nottinghamshire and Nottingham City highlights the importance of achieving balance between population need, placement capacity, and geography in the future unitary arrangements.
- Under **Option 1B**, 59% of registered placements (214 of 365) would fall within the proposed Northern authority, compared with 41% (151) in the South. While broadly aligned with the under-18 population distribution (52.5% North; 47.5% South), this option presents a mild imbalance and risks limiting sufficiency in the southern areas, particularly across Nottingham City.
- In contrast, **Option 1E** provides a stronger alignment between population and provision. Here, 61% of placements and 57% of children's homes are located within the Northern footprint, which reflects 51.6% of the under-18 population. This option delivers a more proportionate and coherent configuration of resources, enabling improved planning for local placements and reducing the need for cross-boundary or out-of-area commissioning.
- Under both options, the distribution of local authority-operated homes remains stable, though Option 1E achieves a marginally better alignment between children's original home areas and placement locations. This supports continuity of care, maintains community links, and strengthens oversight for both statutory and corporate parenting responsibilities.
- From an LGR perspective, **Option 1E provides the most sustainable foundation for future sufficiency planning**. It balances demand and capacity across the two proposed authorities, supports effective commissioning and market management, and ensures each unitary area has a viable scale of provision. It also facilitates strategic collaboration between a strong, service-rich southern authority (anchored by Nottingham City) and a well-resourced northern area, creating the conditions for consistent, high-quality residential care and improved outcomes for children.

Children’s Residential Placements by their original address



Original Address by Proposed Unitary Area	1B		1E	
	Number of Children	Percentage of Children	Number of Children	Percentage of Children
Notts North Total	160	48.2%	166	50%
Notts South Total	152	45.8%	146	44%
Out of County Total	20	6%	20	6%

Note: this Table displays the original address information of children in Residential Care by Proposed UA

Original Addresses

- Following disaggregation under both of Option 1B or 1E, would result in a greater proportion of children in residential placements having an original address from the northern unitary than from the southern unitary. With there being a greater balance under the 1B option as there is only a 2.4% difference, compared to a 6% difference under 1E.
- However, there are a greater proportion of children’s homes placements within the north in 1E than 1B.
- Under 1B 52% of homes are in the North which provide 51% of the placements, thus, 48% of children’s homes are within the South, offering 49% of placements. The proportion of children who are in residential care that came from the northern unitary under 1B, not including the out of county proportion, was 51%, and 49%. This represents a closer alignment to the proportion of original addresses of children in residential care and the number of children’s home placements available in the area.
- Under 1E, 57% of children’s homes and 54% of available residential places are in the north, with 46% of placements located within the southern unitary. The proportion of children who are in residential care that came from the northern unitary under 1E, not including the out of county proportion, was 53%, compared to 47% in the south. Therefore, there is a similar proportion of children’s residential places and children’s original addresses who are in residential care alignment to the

Placement Addresses:

- However, there is evidence of a sufficiency challenge due to the number of available places in both the northern and southern unitary children’s homes as there are 160 places in the northern homes, and 151 in those located in the south under 1B. Similarly, under 1E the North would have 169 places and the south 142. With this sufficiency challenge appearing to be more pressing with the Southern Unitary authority within either disaggregation.
- Furthermore, this sufficiency challenge may explain why there are high rates of out of county placements. Analysis of address where children are placed show that 62% in Nottinghamshire placed out of county (and not in Nottingham), and between 47%-56%* of Nottingham City commissioned residential placements are in out of county placements.

*Note placement data was suppressed where a total number of children numbered was below 5 for a District council code so the number of OOC children is not able to be confirmed outside of a range

4. Adult Social Care Performance

4.1 Adult Social Care Financial Return: Working Age Adults

ASCFR Adult Social Care Demand – Working Age Adults Nottingham City Overview



Summary:

- Analysis of demand and cost data indicates that Nottingham City experiences **significantly higher service demand** for working-age adults than comparator areas, with requests for support **46% above the England average**. Despite this, the **average long-term care cost per person (£30,305)** is **30% lower than nationally** and **20% below nearest neighbours**, demonstrating a **cost-efficient delivery model** under high pressure.
- A large majority (73%) of support requests are resolved through **universal or preventative routes**, reflecting a strong focus on **early intervention and community resilience**. However, a relatively **high rate of residential placements** (168 per 100,000 – 85% above the England average) suggests continued reliance on institutional provision, while lower nursing care use may point to **limited availability of complex community alternatives**.

So What for LGR?

- For LGR, this presents both **strengths and challenges**. There is an opportunity to build on Nottingham City's preventative approach, while aligning commissioning models across new authorities to reduce variation and dependency on residential care. A unified, whole-system strategy—prioritising **reablement, supported living, and market stability**—will ensure consistency, sustainability, and improved outcomes for working-age adults across the new unitary footprint.

ASCFR Adult Social Care Demand – Working Age Adult Nottinghamshire CC Overview

Summary

- Demand data for Nottinghamshire shows a **lower overall volume of support requests** compared with comparator areas, but a **moderate level of long-term care use and cost efficiency** across service types. Requests for support among adults aged 18–64 are **11% below the NHS nearest neighbour average** and **15% below the England average**, indicating a relatively **stable front door and effective demand management**.
- The **average cost of long-term care (£37,056)** is **18% lower than nearest neighbours** and **6% below the national average**, suggesting **strong cost control and commissioning efficiency**. Outcomes data shows that **three-quarters (76%) of requests** are resolved through universal or preventative services, a higher proportion than comparators, while only **3% lead to long-term care**. This reflects an **effective focus on prevention, early help, and reablement** within the local system.
- Nottinghamshire CC records **homecare use 11% above nearest neighbours**, reflecting investment in community-based models, however **residential care use (120 per 100,000)** is **38% higher than nearest neighbours** but only slightly above the England average. Nursing care use is **27% above nearest neighbour average**.
- Whilst Nottinghamshire CC demonstrates a good use of community-based support for WAA and long-term care costs are below nearest neighbour average, there is also a high use of residential care which in turn is not delivering the best outcomes for working-age adults.

So What for LGR?

- For LGR, this offers a strong foundation for **shared best practice and integration** across the new unitary footprint, supporting a consistent approach to prevention, sustainable demand management, and equitable access to long-term care.

Comparative Analysis WAA

- The analysis highlights distinct but complementary profiles between **Nottingham City** and **Nottinghamshire County** in meeting the needs of working-age adults.
- **Nottingham City** experiences **significantly higher demand**, with requests for support **46% above the England average**, reflecting greater levels of deprivation and complexity within an urban population. Despite this, Nottingham delivers **strong cost efficiency**, with the **average long-term care cost per person (£30,305)** being **30% lower than nationally**. A high proportion of support requests (73%) are resolved through **universal or preventative routes**, indicating an effective early intervention model, though the **high residential care rate** suggests continuing dependency on institutional provision for complex needs.
- In contrast, **Nottinghamshire** operates within a **lower demand environment**, with requests **15% below the England average**, reflecting a more dispersed and stable population. The county demonstrates **tight cost control**, with long-term care costs **6% below the national level**, and a **strong focus on reablement and prevention**, 76% of requests are managed through community or universal support. However, whilst service usage shows higher use of homecare, data indicates a higher dependency on bed based care and whilst not as high as Nottingham City the County is still 38% above NHS nearest neighbours.
- Together, these patterns present an opportunity through LGR to **align high-performing prevention models, balance demand pressures, and share commissioning efficiencies**, as well as build more community based provision to reduce dependency on residential care, establishing a **coherent, sustainable adult social care system across both new authorities**.

4.2 Adult Social Care Financial Return: Older Age Adults

ASCFR Adult Social Care Demand – Older Adults Nottingham City Overview

Summary

- Demand for social care among older adults in Nottingham City is **significantly higher than regional and national averages**, with requests for support **54% above the England average**. This reflects the city's **urban deprivation, complex health conditions, and high levels of frailty**, all contributing to greater care and support needs. Despite this demand, Nottingham maintains **strong cost control**, with the **average long-term care cost per person (£24,625)** sitting **14% below the England average**.
- The outcome profile shows that **59% of requests are resolved through universal or preventative services**, indicating a well-developed **front-door model** and robust **early intervention offer**. However, a higher proportion of older people progress to **long-term care (13%)**, reflecting the depth of need in the population.
- Service user data demonstrates **strong investment in community-based care**, with homecare rates almost **double the national average**, however there is higher dependency on residential care with rates per 100k being 37% higher than NHS nearest neighbours.

So What for LGR?

- Overall, Nottingham delivers a **high-demand but cost-efficient system**, underpinned by prevention and independence, but with a higher dependency on bed-based care. Whilst unit costs are low which is keeping long term care costs down, this does not always provide the best outcomes for service users. There is also a risk to how sustainable this is given welcomed changes to care workers salaries and increases in NI. Through LGR, there is opportunity to build on this foundation and ensure community assets are developed to keep people within their own homes/ communities for as long as it is safe to do so.

ASCFR Adult Social Care Demand – Older Adults Nottinghamshire CC Overview

Summary

- Demand for older adults' social care in Nottinghamshire CC is **broadly in line with comparator areas**, with requests for support just **1% higher than NHS nearest neighbours**. This reflects a **stable demand profile**, underpinned by early intervention and strong community-based prevention. Average long-term care costs per person (£26,741) are **18% lower than comparator areas** and **6% below the England average**, highlighting **effective commissioning and value for money** in service delivery.
- The outcome profile shows that **60% of requests** are resolved through **universal or preventative support**, slightly above comparators, while **only 6% progress to long-term care**, significantly lower than peers. This demonstrates a **well-functioning front door**, with a clear focus on reablement (22%) and short-term interventions (12%) to maintain independence.
- Service user data further supports this, with **homecare usage 6% above comparators** but **residential and nursing care in line with NHS nearest neighbours**, indicating a **clear preference for community-based care**.

So What for LGR?

- Collectively, the data suggests Nottinghamshire delivers a **low-cost, prevention-led model**, with strong reablement outcomes and sustainable cost control, providing a robust foundation for integration and balance within a future unitary structure under LGR.

Comparative Analysis OA

- Analysis of older adult social care demand highlights distinct but complementary system strengths across Nottingham City and Nottinghamshire CC. **Nottingham City** experiences significantly **higher demand pressures**, with requests for support 54% above the national average, reflecting **urban deprivation and complex health needs**. Despite this, the city delivers **cost-efficient provision**, with average long-term care costs 14% below the England average, underpinned by **high prevention activity** and a strong **homecare offer**, although **use of residential care is 37% above** NHS nearest neighbours.
- In contrast, **Nottinghamshire** CC demonstrates a **steady and controlled demand profile**, with activity levels close to comparators and **18% lower unit costs** than nearest neighbours. The county's approach is **prevention- and reablement-led**, with only **6% of cases progressing to long-term care**, indicating strong early intervention and community resilience.
- Together, the two systems present a **balanced platform for reform under LGR**: Nottingham City's capacity to manage high-complexity urban demand complements Nottinghamshire CC's strengths in prevention and efficiency, with Nottingham exposed to Nottinghamshire's approach to keep residential care admissions down. Combining these approaches would enable a **sustainable, integrated older adult care model**, blending **cost control, prevention, and equitable access** across both new unitary authorities.

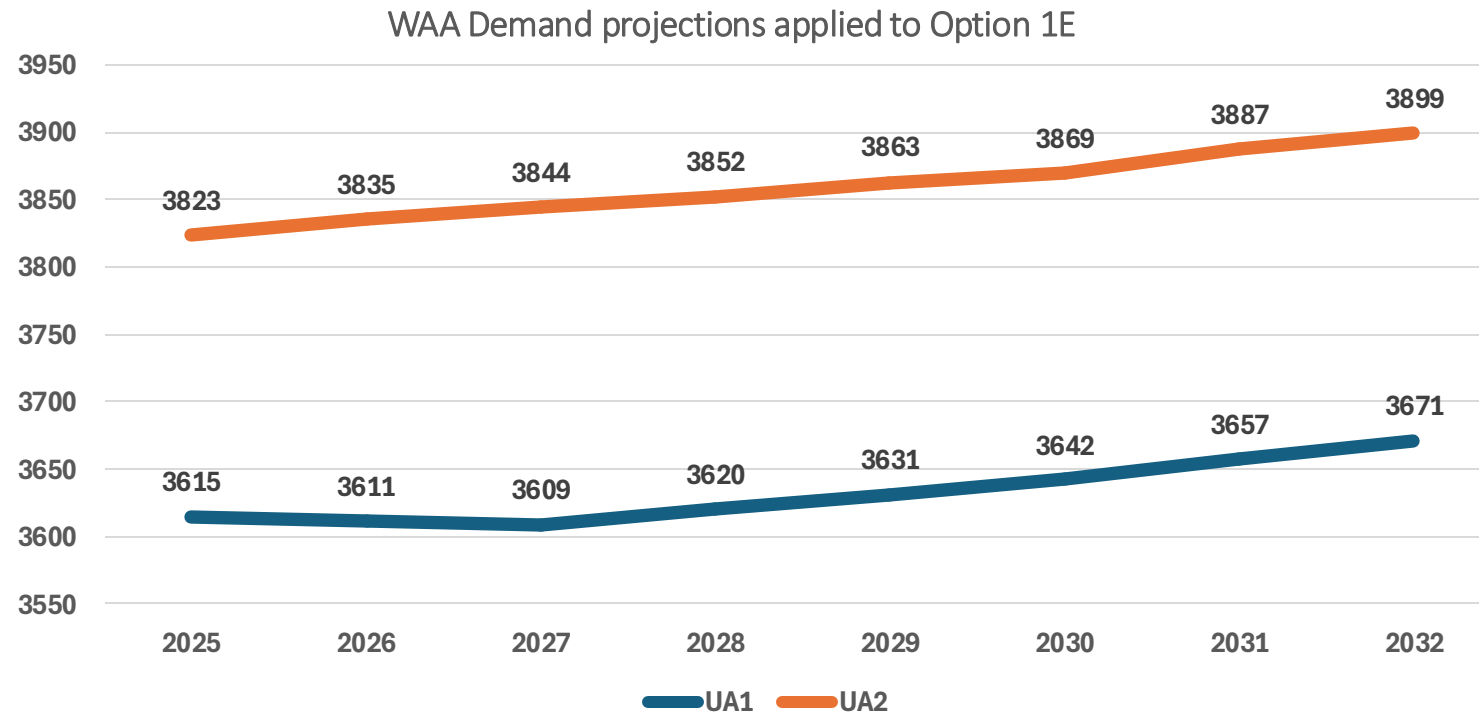
5. Financial and Demand Projections

5.1 Working Age Adults – Demand Forecasting & Financial Modelling

WAA Demand projections applied to Option 1e

Option 1E Two Unitarities Broken down:

- UA1: Broxtowe, Nottingham City and Rushcliffe
- UA2 : Ashfield, Bassetlaw, Gedling, Mansfield, Newark and Sherwood



Methodology:

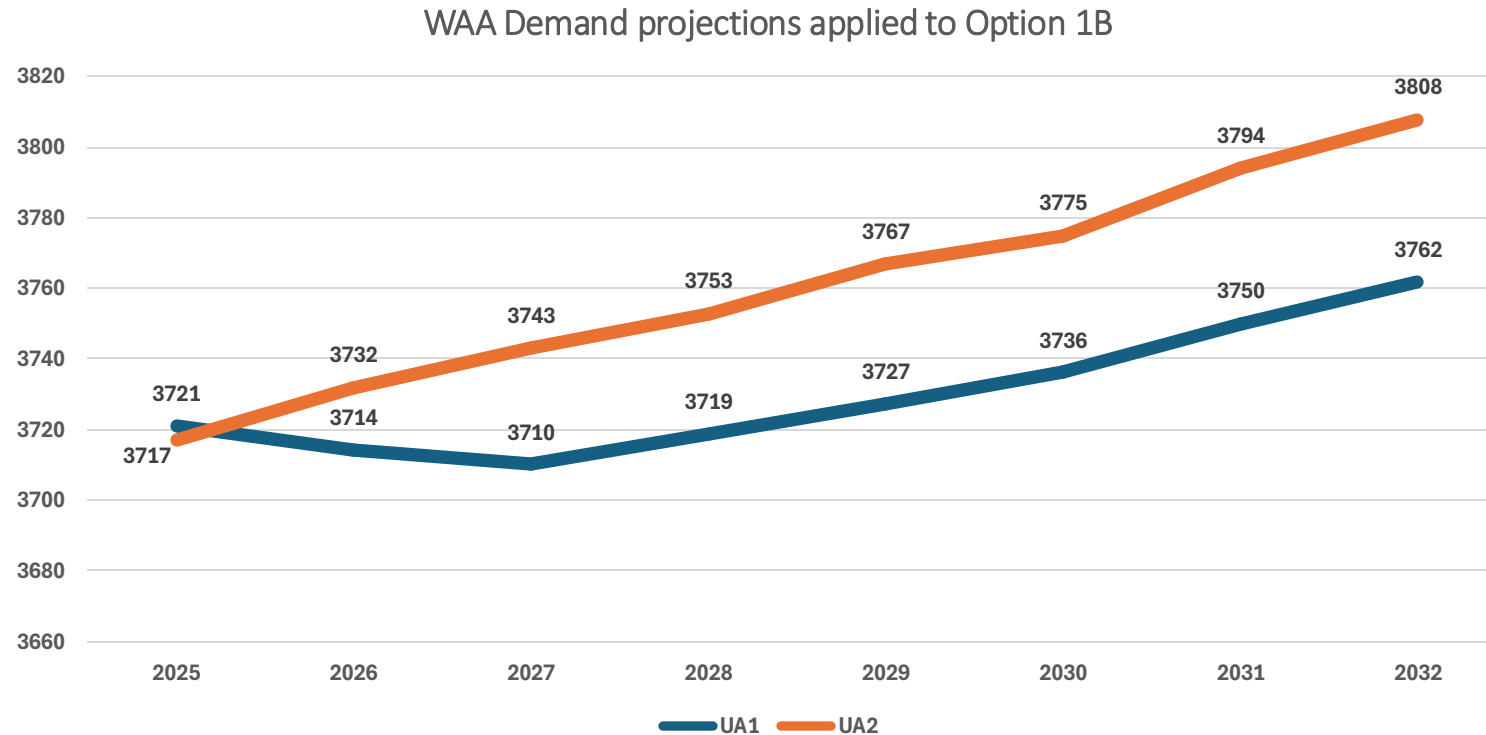
'As Is' – Nottingham City LGR data return WAA (2,442) in receipt of long-term care at end of the year combined with Nottinghamshire County LGR Data Return WAA (4,996) in receipt of long-term care at end of the year.

Increase projected using year on year change in ONS mid-2022 based population projections.

WAA Demand projections applied to Option 1B

Option 1B Two Unitarities Broken down:

- UA1: Broxtowe, Gedling and Nottingham City
- UA2: Ashfield, Bassetlaw, Mansfield, Newark and Sherwood and Rushcliffe

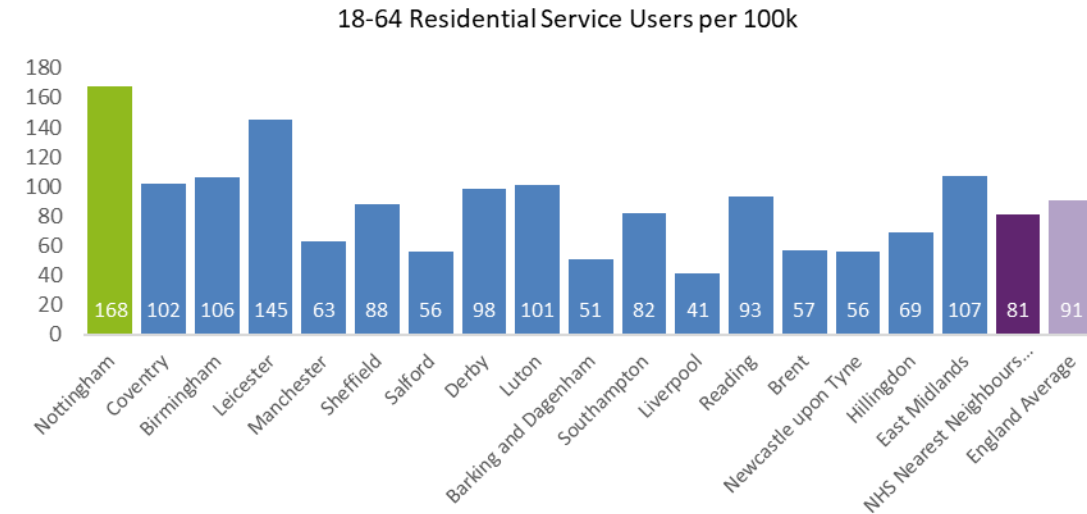


Methodology:

‘As Is’ – Nottingham City LGR data return WAA (2,442) in receipt of long-term care at end of the year combined with Nottinghamshire County LGR Data Return WAA (4,996) in receipt of long-term care at end of the year.

Increase projected using year on year change in ONS mid-2022 based population projections.

Reducing Demand into Residential Care for Working Age Adults - Financial Modelling of Opportunity through LGR



Bringing demand back in line (allowing for growth) with NHS Nearest Neighbours:

Nottingham City Council: 18-64 population 223k

Current rate per 100k: 168 (369 actual)

Target rate 100 per 100k (220 actual) reduction 149 placements

149 x £2059 (average unit cost 23/24) £306,791 x 52.14 weeks = £15.9m

149 x £450 (proposed dom care package higher than current average)

£67,050 x 52.14 weeks = £3.4m

Transformation Opportunity £12.5M

Nottinghamshire CC: 18-64 population 494k

Current rate per 100k: 120 (588 actual)

Target rate 100 per 100k (490 actual) reduction 98 placements

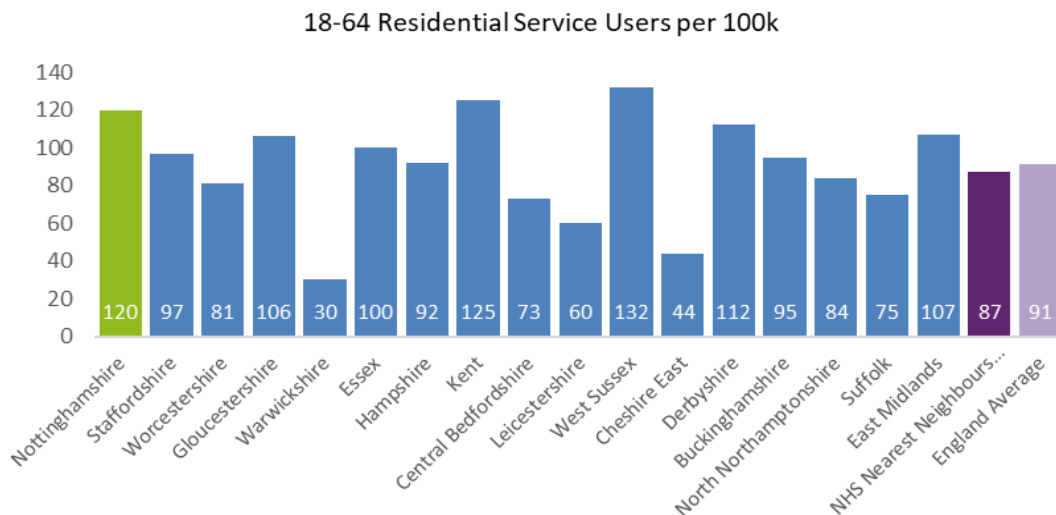
98 x £2057 (average unit cost 23/24) £201,586 x 52.14 weeks = £10.5m

98 x £450 (dom care package) £44,100 x 52.14 weeks = £2.2m

Transformation Opportunity £8.3m

Gross Total Transformation Opportunity from LGR for WAA: £20.8m

**note no allowance for inflation against either the baseline or proposed*

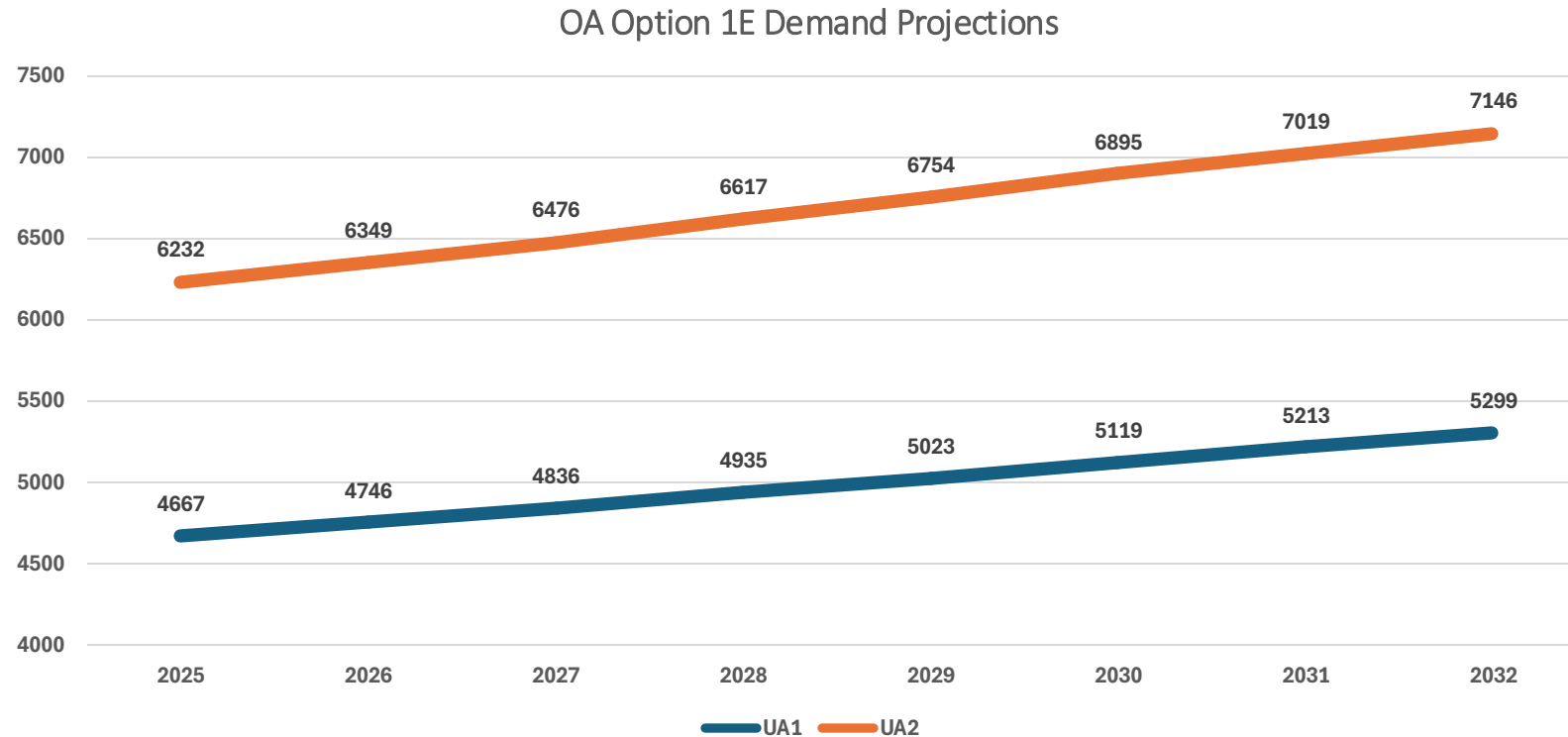


5.2 Older Adults – Demand Forecasting & Financial Modelling

OA Demand projections applied to Option 1E

Option 1E Two Unitarities Broken down:

- UA1: Broxtowe, Nottingham City and Rushcliffe
- UA2 : Ashfield, Bassetlaw, Gedling, Mansfield, Newark and Sherwood



Methodology:

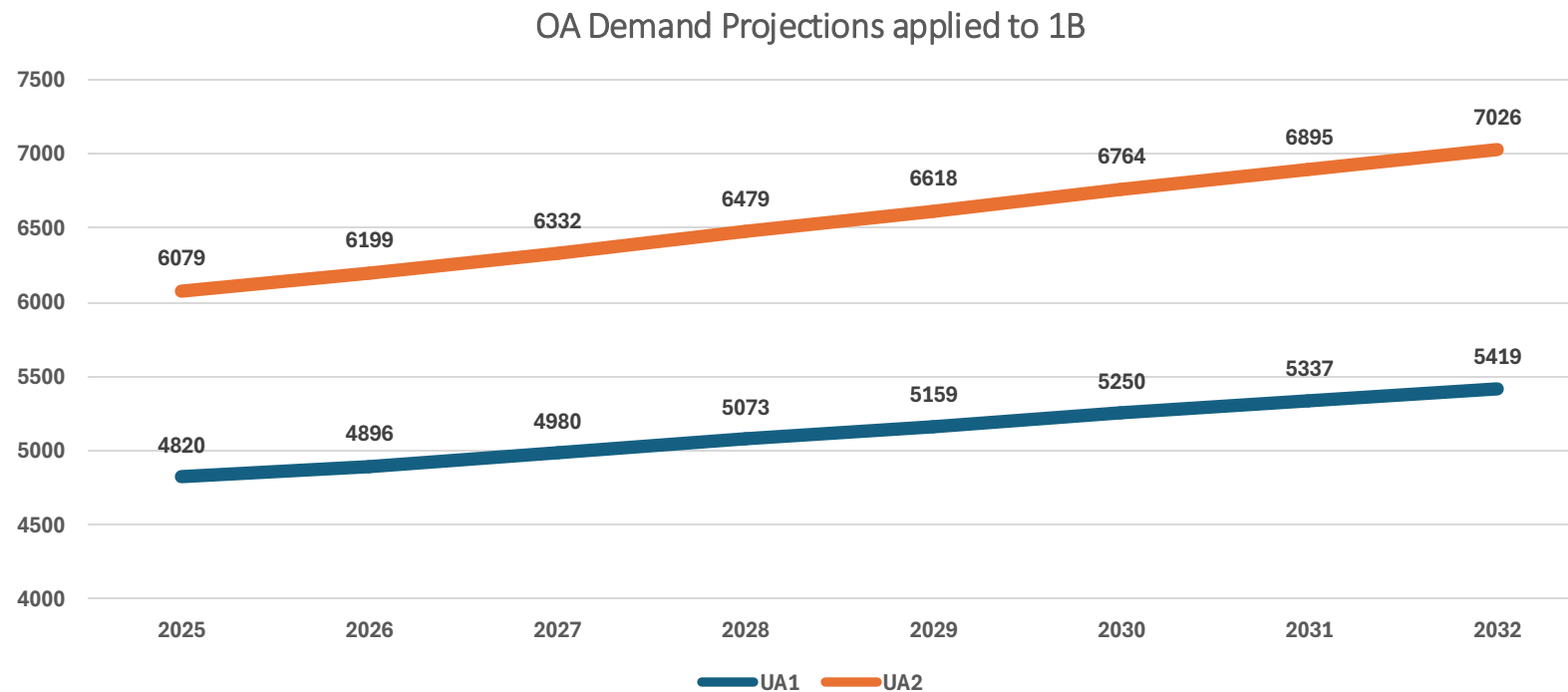
'As Is' – Nottingham City LGR data return OA (2,527) in receipt of long-term care at end of the combined with Nottinghamshire County LGR Data Return OA (8382) in receipt of long-term care at end of the year.

Increase projected using year on year change in ONS mid-2022 based population projections.

OA Demand Projections applied to 1B

Option 1B Two Unitarities Broken down:

- UA1: Broxtowe, Gedling and Nottingham City
- UA2: Ashfield, Bassetlaw, Mansfield, Newark and Sherwood and Rushcliffe

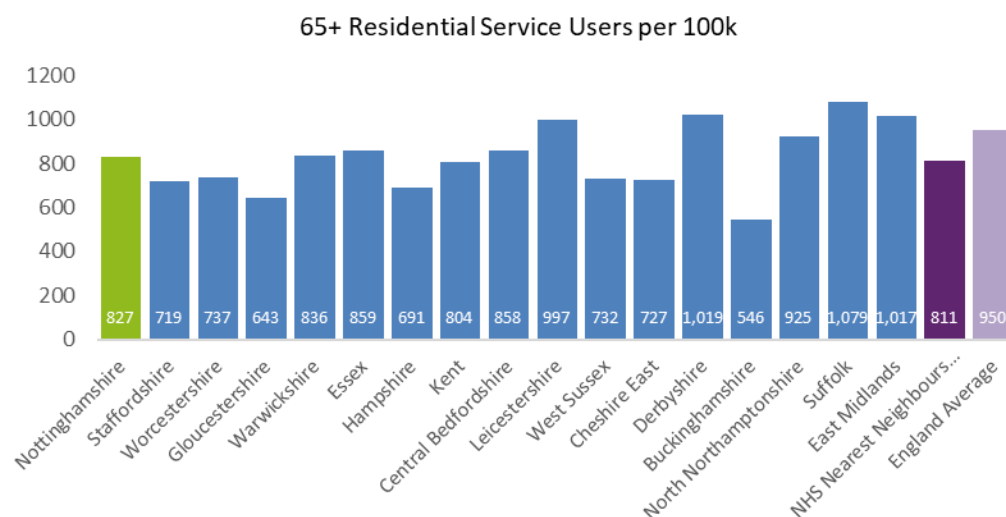
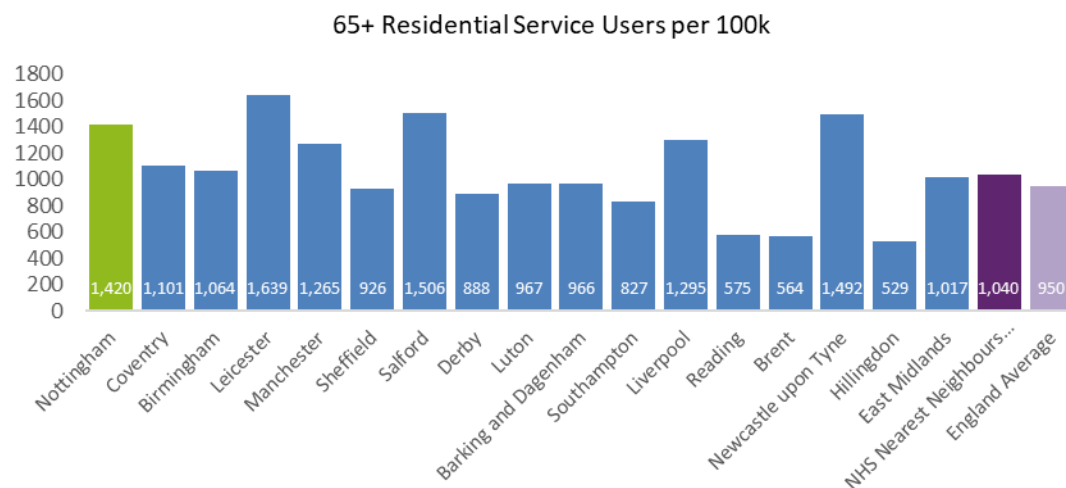


Methodology:

'As Is' – Nottingham City LGR data return OA (2,527) in receipt of long-term care at end of the combined with Nottinghamshire County LGR Data Return OA (8382) in receipt of long-term care at end of the year.

Increase projected using year on year change in ONS mid-2022 based population projections.

Reducing Demand into Residential Care for Older Adults - Financial Modelling of Opportunity through LGR



Bringing demand back in line (allowing for growth) with NHS Nearest Neighbours:

Nottingham City Council: 65+ population 38k

Current rate per 100k: 1420 (539 actual)

Target rate 1100 per 100k (418 actual) reduction 121 placements
 $121 \times £882$ (average unit cost 23/24) $£106,722 \times 52.14$ weeks
 =£5.5m

$121 \times £450$ (dom care package) $£54,450 \times 52.14$ weeks = £2.8m
 Transformation Opportunity £2.8M

Nottinghamshire CC: 65+ population 181k

Current rate per 100k: 827 (which is in line with NHS Nearest Neighbour average)

Gross Total Transformation Opportunity from LGR for OA: £2.8m

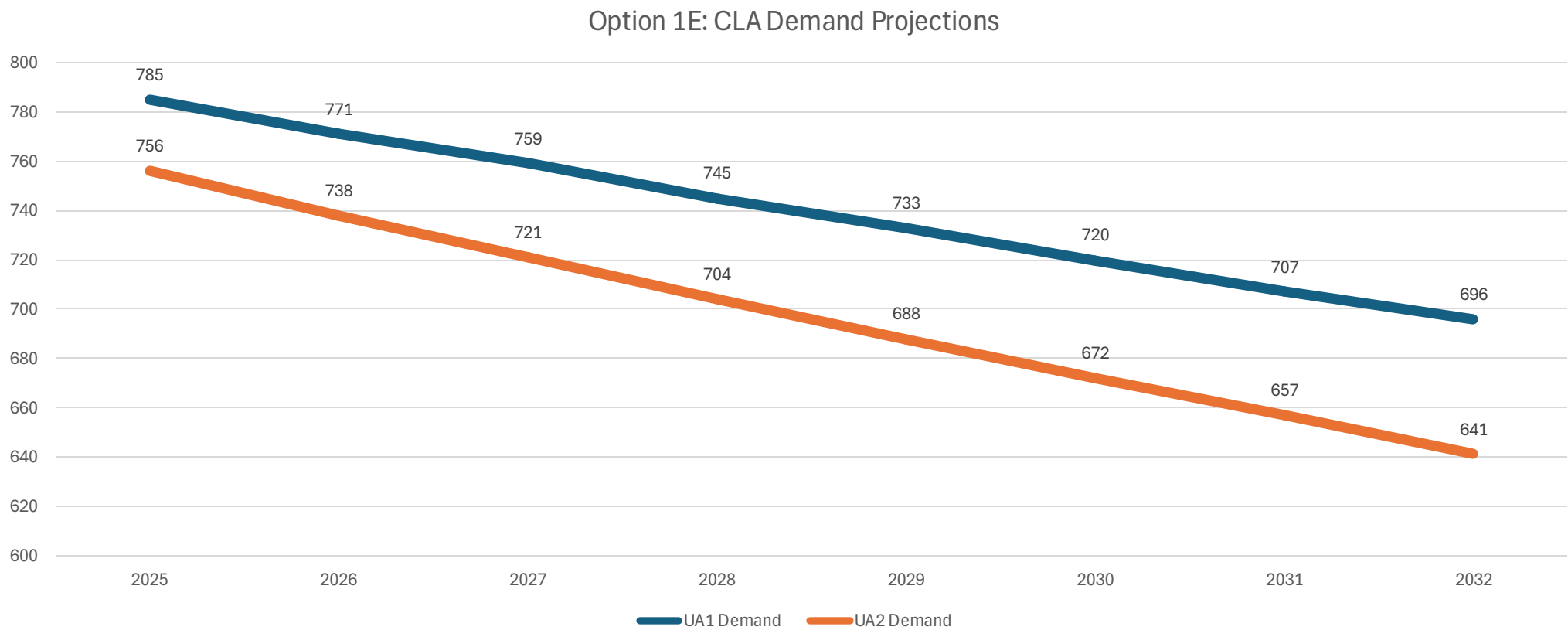
**note no allowance for inflation against either the baseline or proposed*

5.3 Children's Social Care- Financial Modelling

CLA Demand – Option 1E

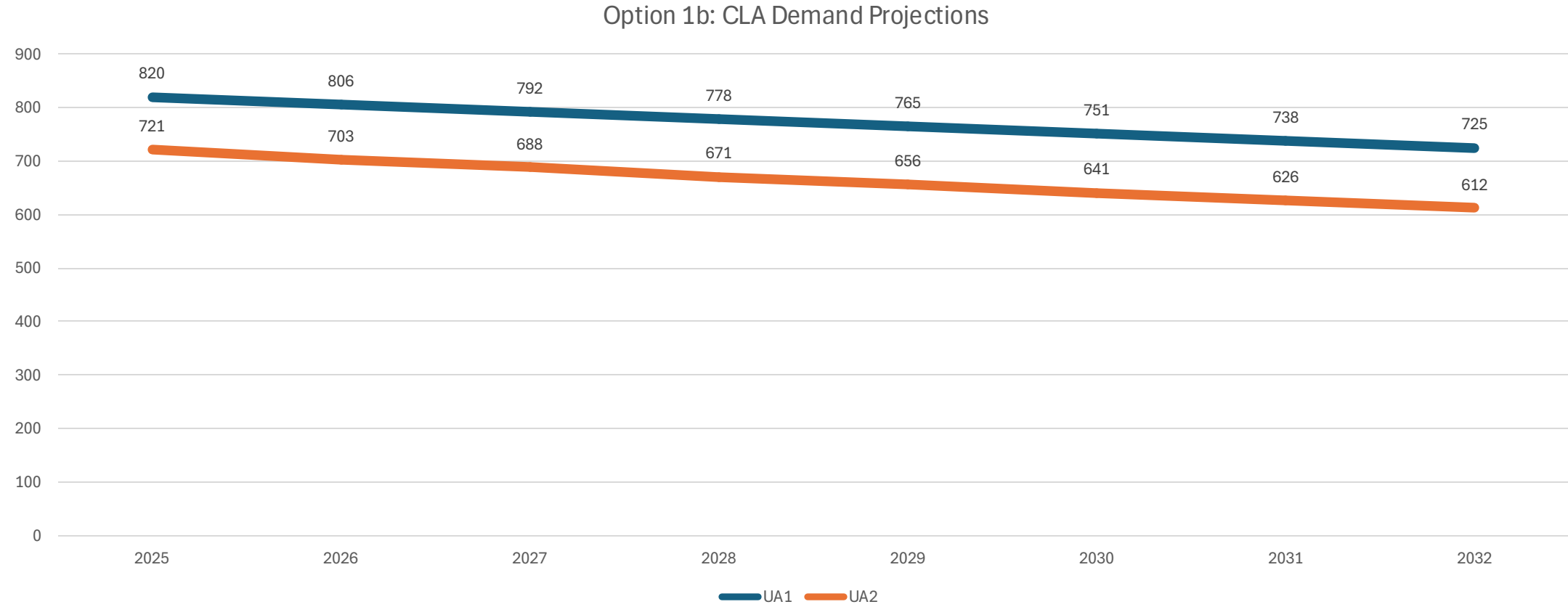
Option 1E Two Unitarities Broken down:

- UA1: Broxtowe, Nottingham City and Rushcliffe
- UA2: Ashfield, Bassetlaw, Gedling, Mansfield, Newark and Sherwood



CLA Demand – Option 1b

- Option 1B Two Unitarities Broken down:
- UA1: Broxtowe, Gedling and Nottingham City
 - UA2: Ashfield, Bassetlaw, Mansfield, Newark and Sherwood and Rushcliffe



Children Looked After Costs for LGR

Methodology for option 1E:

Projected growth in demand was calculated by first working out the annual percentage change in the numbers of CLA for each year from 2021 to 2025 and then taking the average of these annual changes.

For the 'Baseline/As is', each annual projection is multiplied by the LAC S251/Outturn Weekly Cost. The combined totals form the 'As Is' projection.

For the 'To Be', the Nottinghamshire districts and Nottingham City are modelled using the LAC S251/Outturn Weekly Cost by population size for areas with 500-750k cost per person. 'OOC' and blanks are distributed evenly across districts for modelling purposes and uses Nottinghamshire's average % change.

Unit Costs taken from published from LAIT – CLA S251/ Outturn Weekly Cost

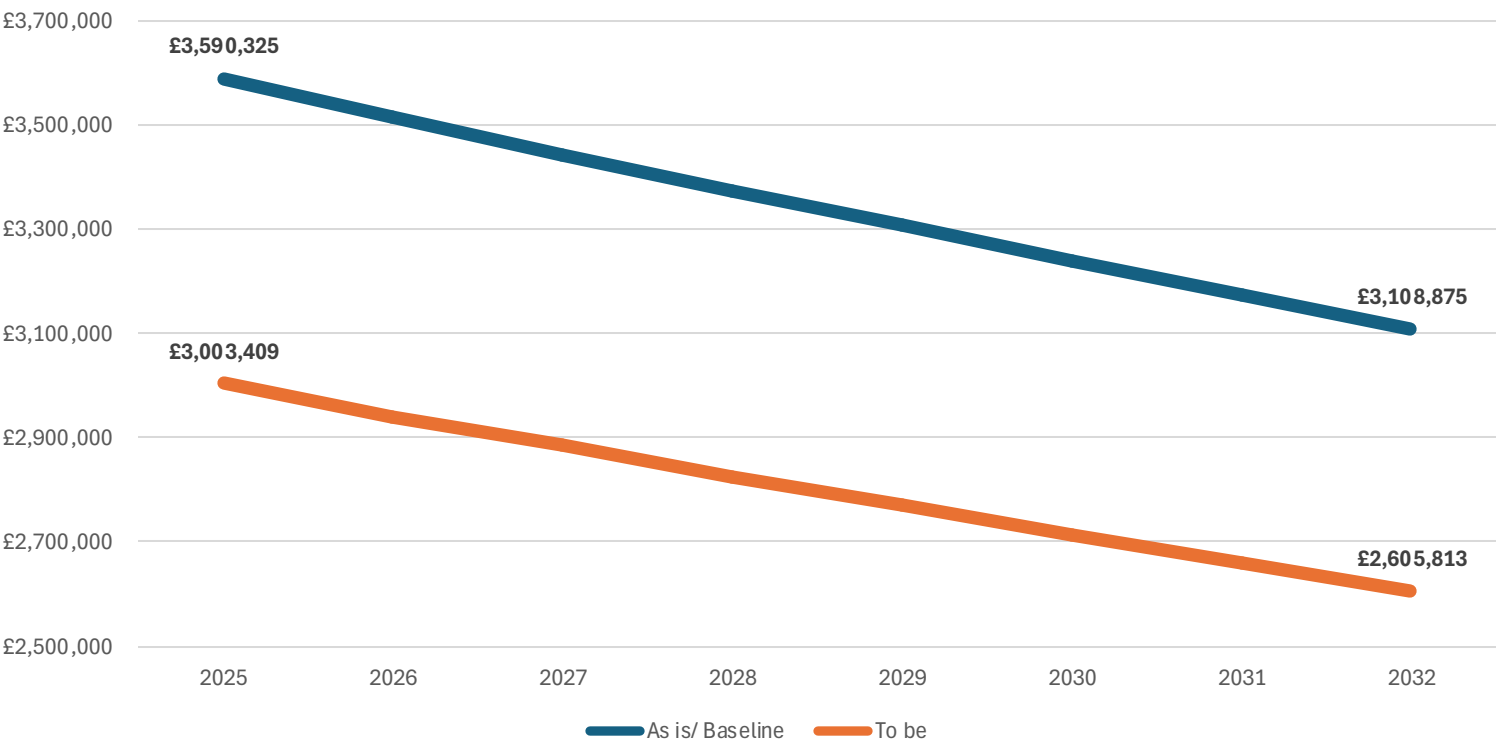
Calc: $(x/y)/365 * 7$ where:

x = Total funding on Childre Looked After recorded on outturn

y = Total number of Children Looked After as at 31 March

No inflation applied to S251 outturn weekly unit costs.

CLA Weekly Unit Cost Modelled Projections for LGR



LAC S251/Outturn Weekly Cost	
Nottingham City	£2,125
Nottinghamshire County Council	£2,475
500-750k	£1,949

Children Looked After Costs for LGR

1. Projected Cost Reduction

- **Baseline / As is:**
Costs fall from **£3.59M (2025)** to **£3.11M (2032)** — a **13% reduction** over the period in line with a trend in reduction of demand.
- **To be (LGR scenario):**
Costs reduce more sharply from **£3M (2025)** to **£2.61M (2032)**. A **13% greater reduction** than the baseline.

This implies that under LGR, efficiencies or economies of scale could produce **additional WEEKLY savings of approximately £0.5M** by 2032 compared to the status quo.

2. Unit Cost Comparison

The **‘To Be’** scenario assumes redistribution and rationalisation of services to move toward the lower unit cost (£1,949). This reflects **efficiency gains through standardisation, pooled commissioning, and reduced variation in placement cost.**

Area	LAC S251/Outturn Weekly Cost
Nottingham City	£2,125
Nottinghamshire County	£2,475
500–750k population band (model average)	£1,949

Analysis

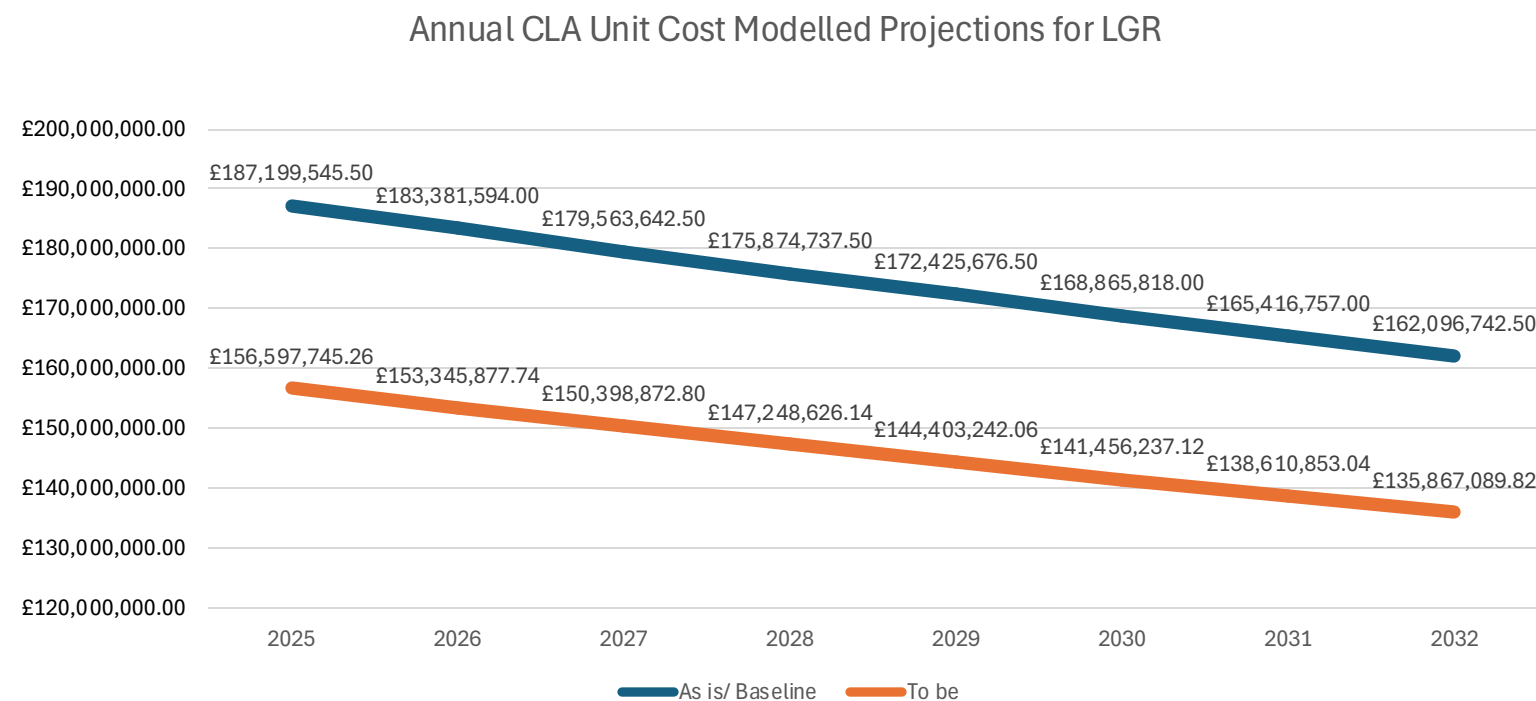
- The **LGR model predicts reduced CLA unit costs** through integrated commissioning and management across Nottinghamshire and City boundaries.
- The **decline in costs** likely reflects:
 - Improved placement sufficiency and reduced reliance on high-cost independent provision.
 - Shared commissioning frameworks and economies of scale.
 - Possible prevention and early intervention benefits from unified practice.

However, note that **no inflation adjustment** means real-term savings will be less once cost growth in placements is factored in, but trajectory remains as inflation would also be applied to the “as is” forecast.

Considerations / Risks

- **Demand growth** assumptions are based on past averages (2021–2025). If CLA numbers rise faster than expected, savings could be overstated.
- **Implementation risk:** achieving integration and consistency in cost management across authorities takes time.
- **Inflation and provider costs** are excluded; future unit costs could rise significantly post-2025.

Annual Children Looked After Costs for LGR

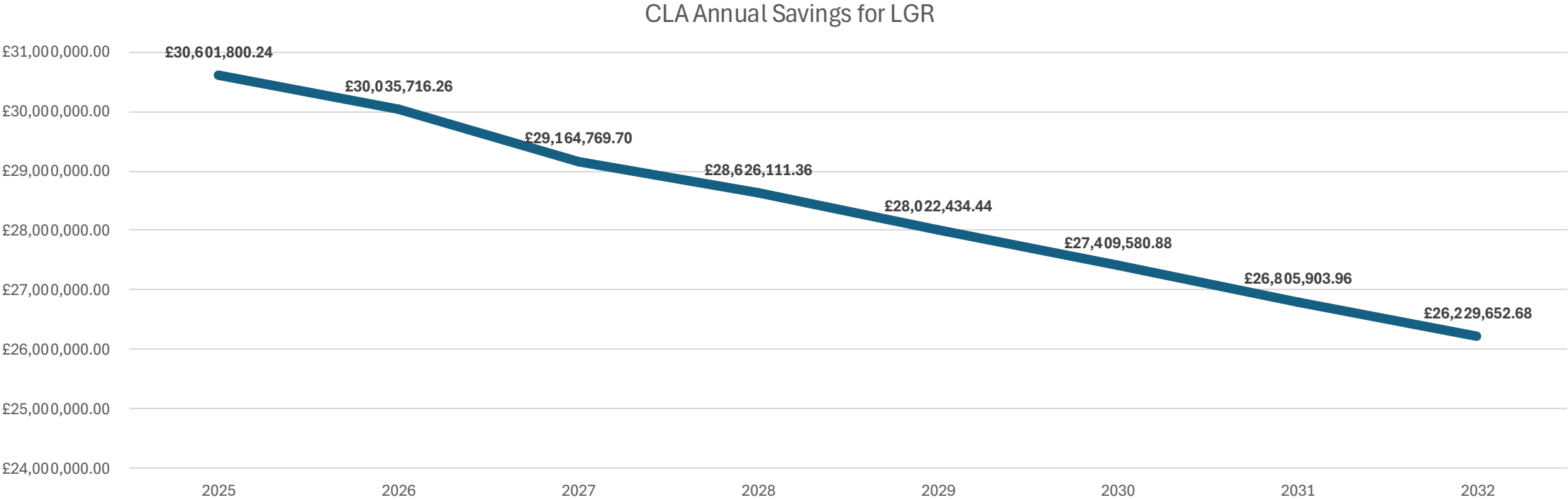


The LGR modelling for Children Looked After services indicates that the benefits of LGR identified within this report could reduce total annual costs by approximately **£26 - £28m per annum** compared with maintaining the current structure.

These savings are driven by harmonised commissioning, economies of scale, and lower unit placement costs. Over the period 2025–2032, cumulative efficiencies could exceed **£200 million**, offering scope for reinvestment in prevention and family support.

LAC S251/Outturn Weekly Cost	
Nottingham City	£2,125
Nottinghamshire County Council	£2,475
500-750k	£1,949

CLA Annual Savings for LGR



Methodology for Option 1E Annual Savings:
Weekly unit costs difference of 'As is' vs 'To be' *52.14

Reduction in savings due to projected reduction of demand

Comparison Analysis

Option 1B	UA1 Demand	UA2 Demand	Gap (UA1 – UA2)
2025	820	721	99
2028	778	671	107
2032	725	612	113

Option 1E	UA1 Demand	UA2 Demand	Gap (UA1 – UA2)
2025	785	756	29
2028	745	704	41
2032	696	641	55

Option 1E presents a **better balance of need and capacity**, allowing both unitaries to:

- Manage resources and placements more evenly.
- Share risk and commissioning capacity.
- Achieve **fairer and more sustainable cost trajectories**.

Analysis for costs:

- **Option 1E's** balanced demand means **more stable per-unit costs** and avoids one authority being forced into **higher-cost external placements** due to pressure.
- **Option 1B's** uneven split would likely inflate costs in UA1 through:
 - Increased reliance on high-cost independent residential placements.
 - Workforce strain and placement scarcity.
 - Reduced capacity for early intervention due to budget concentration.

Estimated Financial Effect:

Using the previous slides' average LAC weekly costs:

- Even a **5–10% imbalance** in demand can translate into **Millions per year** in additional costs for the higher-demand authority.
- Option 1E could therefore deliver **lower combined system costs** and **more predictable annual spending**, supporting the broader LGR efficiency case.

6) Conclusion and Risk Matrix

Conclusion

Option 1E delivers the most balanced, resilient and future-proof configuration for LGR. It equalises demand and capacity across both unitaries in Children's and Adults' services, avoiding the structural asymmetries that drive cost and risk in other splits.

In Children's Social Care, 1E better aligns CLA demand with local placement capacity and market sufficiency, supporting continuity of care and reducing reliance on out-of-area commissioning, while enabling system savings of tens of millions per annum through harmonised commissioning and economies of scale. It also creates a fairer distribution of deprivation and need, ensuring neither unitary is over-weighted with complex demand, which underpins equitable service delivery and financial stability.

In Adult Social Care, 1E pairs areas of higher demand with areas of provider strength and workforce supply, supporting sustainable commissioning alongside stronger integration with the NHS/ICB footprint and place-based prevention, Home-First and reablement models. Beyond the headline balance, 1E provides the most sustainable foundation for market management (including CQC-rated capacity to support weaker localities), reduces system risk on the LGR risk matrix, and is underpinned by a "safe and legal" Target Operating Model that protects statutory duties from Day 1.

Taken together, Option 1E offers a coherent platform to improve outcomes and contain costs, balancing population need, strengthening market sufficiency, sharing risk, and enabling integrated, prevention-led services, thereby maximising the benefits of reform for residents and public finances alike.

Risk Matrix

Overall Risk Profile: Balanced and manageable under Option 1E. “As-Is” scenario would push NT1, NT2, NT5, NT8 into red-critical territory by 2027 due to structural inefficiency and unbalanced demand.

Risk ID	Risk Description	Category	Likelihood (L)	Impact (I)	Overall Rating	Potential Consequences	Mitigation Actions (Option 1E Focus)
NT1	Escalation of SEND DSG deficit beyond £120 m by 2027 if fragmented commissioning continues.	Financial / Education	High (5)	High (4)	● 20	Unsustainable deficit; DfE intervention risk; reduced flexibility for Children’s and ASC budgets.	Establish single SEND inclusion strategy under Option 1E; joint sufficiency planning; DfE Safety Valve-style agreement; early years investment.
NT2	Adult Social Care cost growth exceeds MTFP assumptions due to demographic pressures and inflation.	ASC Sustainability	High (4)	High (4)	● 16	ASC demand increases expenditure reducing prevention investment; loss of financial resilience.	Expand reablement and “Home First” model; shared market oversight across two UAs; digital triage and demand forecasting.
NT3	Over-reliance on agency workforce in Children’s and Adults frontline teams.	Workforce	Medium (3)	High (4)	● 12	High costs, service instability, variable quality of practice.	Regional recruitment pipeline, shared training academy, retention premiums, career pathways under joint LGR framework.
NT4	Fragmentation of health and care integration with ICB during reorganisation.	Partnership & Integration	Medium (3)	High (4)	● 12	Disrupted joint commissioning; poorer system outcomes; reputational risk.	Align LGR boundaries with ICB geography; shared governance MoU; joint transformation teams through transition.
NT5	High-cost placements (residential & nursing) continue to rise above benchmark rates.	ASC Market / Children’s Market	High (4)	Medium (3)	● 12	Budget overspends; market fragility; out-of-area placements.	Block contracts and provider alliances; local fostering and extra-care investment; shared market shaping under Option 1E.

Risk Matrix

Risk ID	Risk Description	Category	Likelihood (L)	Impact (I)	Overall Rating	Potential Consequences	Mitigation Actions (Option 1E Focus)
NT6	Political and public resistance to reform (e.g., identity concerns in rural districts).	Governance & Engagement	Medium (3)	Medium (3)	● 9	Slower implementation; reputational risk; weakened public trust.	Local boards and community assemblies; strong communications strategy; visible benefits to frontline services.
NT7	Digital and innovation lag delays efficiency benefits.	Transformation	Medium (3)	Medium (3)	● 9	Slower realisation of savings; missed productivity gains.	Invest in AI-enabled triage, resident accounts, predictive analytics, and digital workforce tools.
NT8	Inequalities in outcomes (urban deprivation vs rural access) persist.	Equity & Outcomes	Medium (3)	High (4)	● 12	Entrenched disparities; Ofsted/CQC risks; poorer life outcomes.	Equity framework under Option 1E; targeted investment in urban and rural pressures; performance dashboard tracking outcomes.
NT9	Transition disruption delays benefit delivery and savings realisation.	Finance / Delivery	Medium (3)	Medium (3)	● 9	Benefits slip beyond MTFP period; DLUHC concerns.	Phased implementation plan; external programme assurance; benefits tracker and governance board.
NT10	Failure to achieve market balance post-LGR leads to provider collapse in one UA.	Market Sustainability	Medium (3)	High (4)	● 12	Service gaps, cost escalation, public concern.	Shared provider risk register; joint contingency fund; regional provider forum to share capacity.

Appendix A: Option 1E

Target Operating Model (TOM) and Implementation
Plan for Adult Social Care, Children's Services and
SEND

October 2025

Contents



1. Overview
2. Target Operating Model (TOM)
 - a) Adults Social Care
 - b) Children's Services
 - c) Localities, Neighbourhoods and Communities
 - d) Regional Working
3. Implementation Plan

1. Overview

Overview: Purpose and Implementation Phases

Purpose

This Target Operating Model (TOM) sets out how Nottinghamshire CC and Nottingham City can safely and legally transition Adult Social Care, Children's Services, and SEND functions into two new balanced unitaries under Option 1E:

- Unitary 1 (South): Broxtowe, Nottingham City, Rushcliffe
- Unitary 2 (North): Ashfield, Bassetlaw, Gedling, Mansfield, Newark & Sherwood

It demonstrates continuity of statutory services, financial sustainability, and strengthened local accountability for DLUHC, DfE, and DHSC.

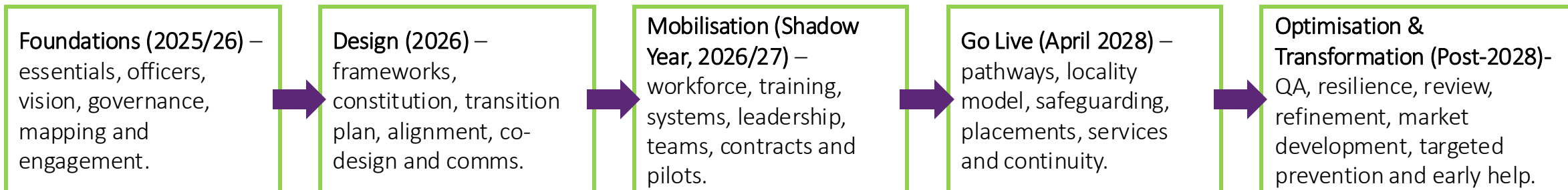
Why Change?

- ASC: Cost escalation above MTFP assumptions; fragmented commissioning; variable provider quality; fragile markets and workforce gaps.
- Children's: High and uneven CLA costs (City > County), rising placement inflation, inconsistent early help and sufficiency planning.
- SEND: Combined DSG deficit trajectory exceeding £100 m by 2027; duplication and inconsistent governance.
- Demographics: North-south variation in deprivation, ageing population, and demand patterns.

TOM

- Balanced scale delivery: Two unitaries 600–650 k population, aligned with NHS/ICB footprint.
- Safe & legal: Continuity of statutory functions (Care Act, Children Act, SEND).
- Closer to communities: Family Hubs, prevention and neighbourhood models replacing county-wide systems.
- Financial sustainability: Recalibrate ASC costs to benchmark (£44k WAA, £31k OA) and share risk.
- Prevention-first: Embed Home First and early help.
- Workforce: Shared academy, recruitment pipelines, and reduced agency dependence.
- Digital-first: Resident care accounts, predictive analytics, AI-enabled triage.
- Integration: Joint commissioning and shared Section 75 arrangements with NHS/ICB.

Mobilisation, Transition and Optimisation and Transformation Phases



Day 1 Priority: To Be Safe and Legal

In practice, when councils negotiate a devolution deal or a structural change order (e.g. moving to unitary status, or transferring functions to a Combined Authority), the “safe and legal” test is the gateway: government won’t sign off unless it’s clear that Adult and Children’s statutory services remain legally compliant, safe for service users, and financially sustainable during and after the transition.

What “safe and legal” means in this context:

Statutory Compliance (legal test)

- The new arrangements must comply fully with all relevant legislation (e.g. Children Act 1989, Care Act 2014, Children and Families Act 2014, Education Acts, Health and Social Care Act 2012).
- Duties to safeguard and promote welfare of children, and to meet eligible needs of adults, must remain clear and enforceable.
- The “single accountable body” principle applies: there must be a clear legal entity responsible for delivering each statutory function (no gaps or duplication).

Safety of Service Delivery (safe test)

- Services must continue without interruption through the transition (no gaps in provision for vulnerable children/adults).
- Safeguarding arrangements must remain robust:
 - Local Safeguarding Partnerships (for children) and Safeguarding Adults Boards must still function effectively.
 - Clear escalation and accountability for risk and protection.
- Workforce, data, and systems must remain aligned so statutory timescales and thresholds are met (e.g. assessments, reviews, casework).
- The DfE and DHSC require formal assurance before approving restructuring/devolution orders.

Governance and Accountability

- Local authorities must be able to show that political and professional leadership is clear — e.g. a Director of Children’s Services (DCS) and a Director of Adult Social Services (DASS) are still appointed and legally responsible (as required in statutory guidance Children Act 2004, s18 and Local Authority Social Services Act 1970).
- Decision-making and financial accountability must not be blurred when services are split or shared.

Financial Sustainability

- Budgets for Adult and Children’s Social Care must be ring-fenced or transparently allocated so that statutory duties can be met.
- Risk-sharing mechanisms must be in place if pooled or delegated budgets are used (e.g. in Combined Authority or joint commissioning models).

Inspection and Regulation

- Ofsted and the CQC expect councils to demonstrate “safe and legal” operation when disaggregating / reaggregating services.
- The DfE and DHSC require formal assurance before approving restructuring / devolution orders.

2a. Adult Social Care TOM

Target Operating Model (TOM) – 1e Adults Social Care

Focus Area	Nottinghamshire & Nottingham City “As Is”	Option 1E Future Model
Financial Trajectory	WAA + OA cost growth projected > £300 m by 2032 without LGR and adoption of a new target operating model.	Balanced costs £70 m (WAA) + £98 m (OA) by 2032 through demand reduction & shared commissioning.
Market Management	Fragmented provider markets; cost volatility; urban inflation.	Regional provider framework, block contracts, sufficiency planning, shared QA.
Workforce	High agency reliance; competition between City & County.	Shared recruitment/retention pipeline, aligned pay & practice standards.
Integration	Misaligned ICB boundaries; duplication.	Full alignment with NHS Notts ICB; locality hubs co-located with PCNs.
Digital Innovation	Limited automation; separate systems.	Single platform for assessment, review, BI & analytics across both UAs.
Carers & Prevention	Uneven access to respite/support.	Carer networks in every locality; expanded reablement & Home First model.

Core Features of the ASC Operating Model

Neighbourhood / Integrated Teams

Aligned to PCN/ICS footprints, co-locating social workers, OTs, NHS staff, and voluntary sector partners. Designed around the strengths and needs of each local population.

Multi-Disciplinary Triage

At the front door, ensuring people are directed to universal or short-term solutions before long-term care is considered.

Home First

Embedded as the default pathway, supported by expanded reablement services, assistive technology, and Disabled Facilities Grants (DFG) now devolved to the new unitary.

Strategic Commissioning & Market Management

At a unitary or locality scale, with outcome-based contracts, micro-care ecosystems, strong joint commissioning with NHS/public health and local resilient markets.

Digital-First Solutions

Including resident care accounts, online self-assessment, AI-enabled triage, and assistive technologies to support independence.

Workforce Transformation

Embedding strength-based practice, standardising ways of working, building local recruitment pipelines, and improving retention.

Prevention

Working with partners, VCS, and community assets to deliver targeted prevention and early intervention tailored to neighbourhood needs.

Carer Support & Co-Production

Structured engagement with unpaid carers and service users, with expanded access to respite, training, and peer networks.

Key Features of the ASC Model

1

Community & Partnership Working

Strengthens the ability to build place-based partnerships:

- Natural alignment with ICB footprints and NHS neighbourhood models.
- Expanded collaboration with housing, welfare, and voluntary sectors to deliver holistic support.
- Each unitary will organise ASC delivery around recognised localities (PCNs or community clusters), ensuring services are relatable and accessible.
- Smaller footprint strengthens democratic accountability, enabling elected members to engage directly with communities.
- Brings decision / strategy making closer to communities.

2

Workforce Transformation

The ASC workforce is central to sustainability. Provides the platform to:

- Develop localised recruitment and training pipelines linked to further education and local employers.
- Embed strength-based practice consistently across both authorities.
- Improve productivity through digital tools (AI-assisted note-taking, automated workflows, decision support).
- Build a workforce that reflects local communities, improving trust and cultural competence.

3

Strategic Commissioning & Market Management

Allows two authorities to build upon strengths where they exist, whilst retaining local responsiveness.

Opportunities include:

- Embedding prevention and enabling outcomes in contracts.
- Prioritising local and VCSE providers to strengthen community resilience.
- Developing micro-commissioning approaches to grow hyper-local and personalised services, particularly in rural areas or where capacity gaps exist.
- Joint commissioning with NHS to reduce duplication and support shared outcomes.

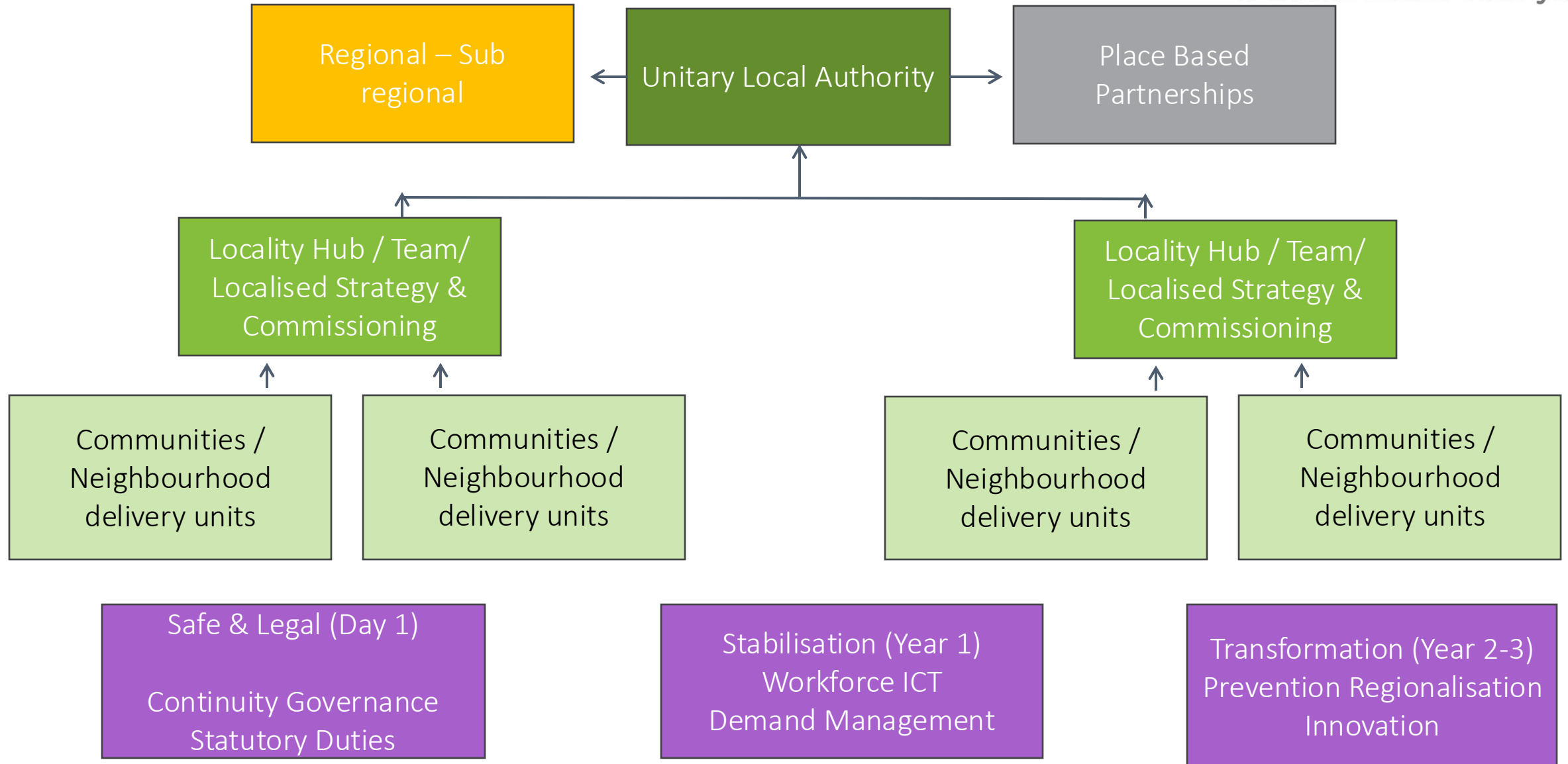
4

Digital Innovation

Unitaries will implement a service innovation agenda including:

- Resident care accounts ("one stop" portals).
- Online assessment and review tools.
- Assistive technology and predictive analytics for early intervention.
- AI-driven triage and chatbots at the front door.
- Automated workflows to improve workforce efficiency.

Peopletoo
it works better with you



2b. Children's Services TOM

TOM – 1E Children's Services & SEND

Focus Area	Current Issues (As Is)	Option 1E Solutions
CLA Demand	High concentration in City; County rising.	Balanced distribution (UA1 696 vs UA2 641 by 2032); integrated early help & Family Hubs.
Placement Costs	External residential reliance (£2k +/-wk).	Shared commissioning; regional block contracts; invest in local fostering.
Workforce	Agency dependency; uneven practice.	Single practice model; shared workforce academy; reduced churn.
Safeguarding	Multiple MASH / front doors.	Locality-based MACPTs within two integrated structures.
SEND & Education	Fragmented governance; high tribunal rate (> 5%).	Unified inclusion strategy; pooled DSG risk; shared QA; faster EHCP timeliness.

Issue	As Is	Option 1E Response
DSG deficit	£100m + by 2027.	Joint inclusion board; Safety Valve-style recovery plan; new local sufficiency.
Sufficiency	High reliance on INMSS/out-of-county.	Capital programme for specialist places; local SEND trust model.
Inclusion	Inconsistent practice between City & County.	Graduated approach; joint training and moderation.
Parental Trust	Weakened; high appeals.	Rebuild via Local Offer redesign, co-production forums, transparency.

Core Features of the Operating Model

Family Hubs and Early Intervention

Creation of Family Help hubs across localities, offering early support to families before escalation; kinship-first approach to reduce children entering care.

Multi-Agency Safeguarding

Local MACPTs ensuring swift, joined-up responses to safeguarding risks, aligned to statutory thresholds.

Placements & Permanence

Kinship, fostering and adoption prioritised; expand in-house fostering; joint regional commissioning of high-cost residential placements; stability and permanence planning from the outset.

Education & Inclusion

Strong partnership with schools and health; embed inclusion in mainstream schools; align Family Hubs and SEND support to improve outcomes locally.

Digital-First & Data-Driven

Including AI-enabled solutions for information, advice and certain assessment points e.g. SEND; and assistive technologies to support independence.

Workforce & Practice Development

Single practice model across localities (e.g. strengths-based, trauma-informed); improve recruitment/retention of social workers and foster carers; shared training and standards.

Prevention & Community Partnerships

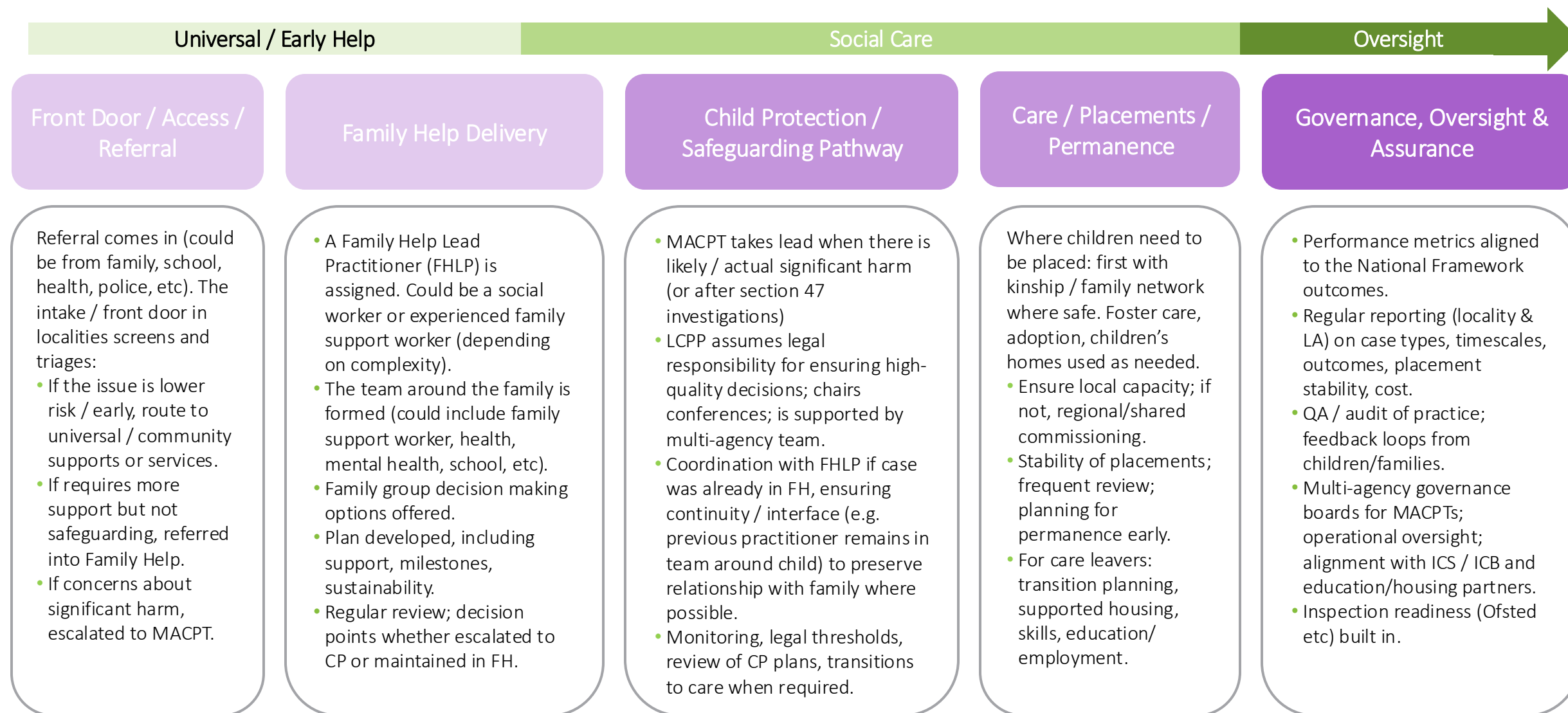
Place-based working with VCS, schools, housing, and health partners; locally commissioned early help and edge-of-care services; focus on reducing demand for statutory intervention.

Children, Families & Carer Voice

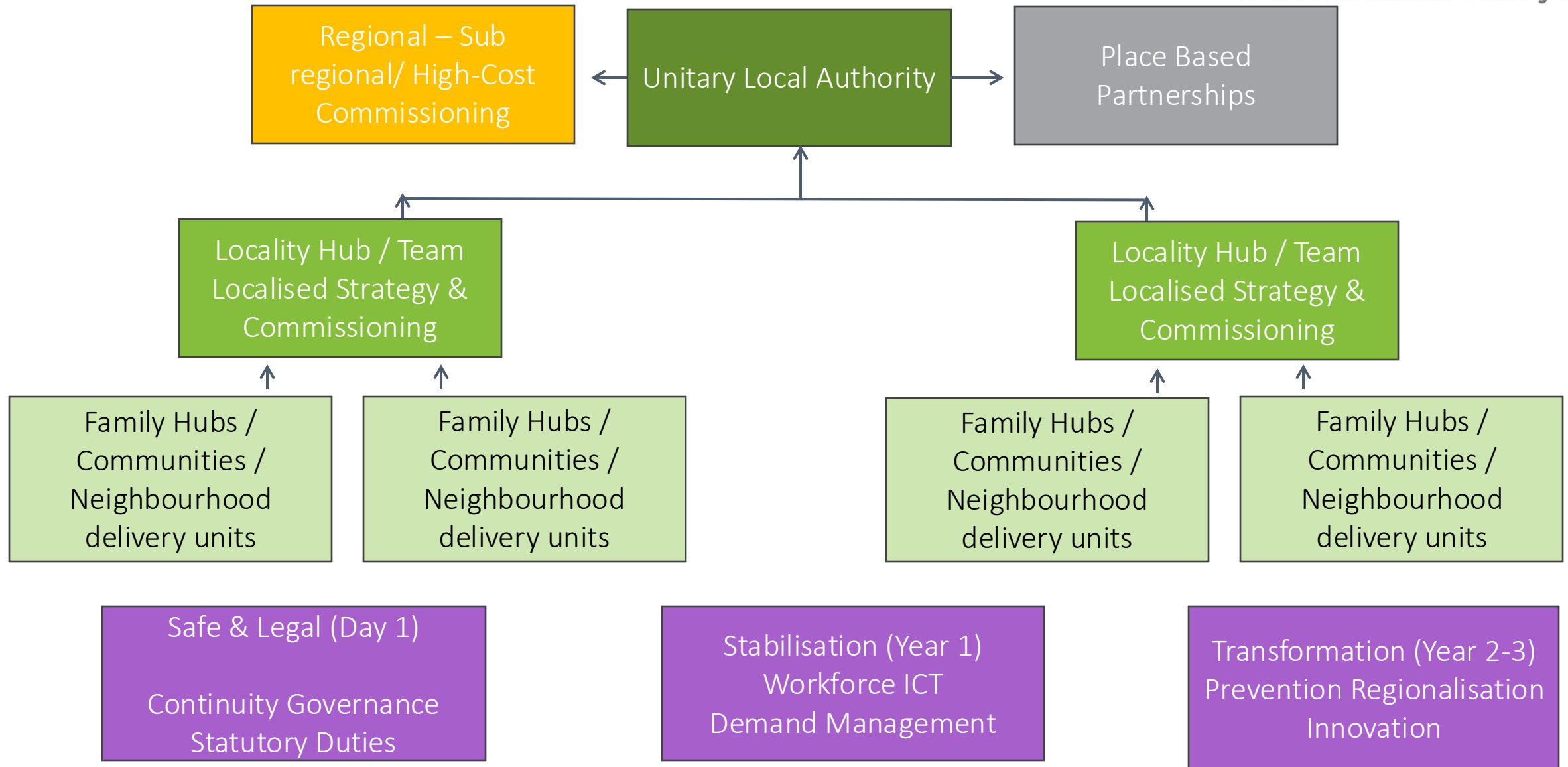
Structured co-production with children, young people and families; clear Local Offer; transparent communication to rebuild trust, especially with SEND parents.

Children's Services Process and Pathways

Here's how core processes could flow under the reforms:



Children's Services Governance Example



2c. Localities, Neighbourhoods and Communities

Definitions

Key Difference

- Localities = system integration, statutory assurance, larger commissioning, safeguarding infrastructure.
- Communities/Neighbourhoods = day-to-day prevention, personalised delivery, direct relationship with families/residents.

Locality Level (approx. 200–250k population) x3 per UA

- **Scale:** Matches NHS “place” footprint (4–8 Primary Care Networks).
- **Function:**
 - Owns the *front door* (Children’s MASH / Family Help hubs, Adults’ triage and reablement).
 - Runs local commissioning for *lower-value, high-volume* services.
 - Co-located, multi-agency teams (social care, health, schools, police, housing, VCSE).
- **Purpose:**
 - Large enough to sustain statutory functions (child protection, safeguarding, reablement).
 - Ensures consistent thresholds, practice model, and performance monitoring across services.
 - Provides leadership and governance (e.g. Locality Boards, Children’s Trust arrangements).
- **Analogy:** The “engine room” for integrated delivery.

Community / Neighbourhood Level (approx. 30–50k population)

- **Scale:** Mirrors a Primary Care Network footprint, secondary school catchment, or natural town community.
- **Function:**
 - Delivery of *prevention, early help, carers’ support*.
 - Strong VCSE role, housing links, Disabled Facilities Grants.
 - Micro-commissioning for hyper-local personalised services (esp. rural areas).
- **Purpose:**
 - Brings services as close to residents as possible.
 - Builds trusted relationships with families, carers, and communities.
 - Reduces escalation into statutory services by responding earlier.
- **Analogy:** The “front line” where families and residents experience services in their community.

Base for Locality Working

“Do locally what benefits from place-knowledge and relationships; do centre/regional what needs scale, resilience or scarce skills.”

This aligns to reform directions on Family Help, kinship emphasis, MACPTs (children), workforce, and community-first prevention (adults).

For a 600k unitary with three localities of 200–250k, each locality hub is a co-located, multi-agency unit that:

- ✓ Owns front-door + Family Help + CIN (children) and front-door + reablement + short-term care (adults),
- ✓ Convenes schools, PCNs/ICB community teams, police, housing & VCSE,
- ✓ Runs local commissioning (lower-value, high-volume), while the centre/regional level holds specialist/high-cost markets.

Good Practice: *North Yorkshire Locality Boards* (0–25): five boards co-governing inclusion & outcomes; formalised membership/decision-making; published impact examples. Great governance pattern for your hubs.

[Home - Locality Boards](#)

Core building blocks at locality level

Unified front door with rapid triage to Family Help (children) and to reablement / community independence (adults).

Family Hubs network (0–19/25 SEND), integrated with schools and early help partners.

MACPT capacity available to the locality with clear hand-offs from Family Help.

Reablement & intermediate care team (OT, physio, SW, support workers) linked to same-day equipment/adaptations and care tech.

Local commissioning cell for home care, supported living, short breaks, parenting, inclusion support, etc., with routes to centre/regional frameworks for high-cost/low-volume needs.

Data & insight mini-cell in each hub to run caseload dashboards, demand forecasts, and spot “hot streets.”

Practice development & supervision (restorative/strengths-based) embedded in hub routines.

2d. Regional Working

Regional Models – Core Building Blocks

Core Building Blocks		
Regional Commissioning Hub	Hosted by one unitary. Category management, procurement, analytics, brokerage for specialist/complex demand; leads joint tenders and frameworks.	
Market Stewardship & Intervention	Sufficiency plans, market shaping, price/quality oversight, escalation with regulators; aligns to DfE's market interventions work and new advisory structures (MIAG).	Children's social care market interventions advisory group - GOV.UK
Sufficiency Programmes (Children)	Regional pipeline of in-house homes, IFA/fostering campaigns, and secure/step-down capacity; proto-RCC functions where established. (Live examples: West Midlands, White Rose/Yorkshire & Humber, North East ADCS regional sufficiency collaboration, and Pan-London programmes.)	COV - West Midlands Children's Regional Residential Care Framework (2025) - Find a Tender
Complex Adults Commissioning	Regional lots for complex LD/ASD, MH rehab/forensic step-down, EBD/PD specialist supported living, and pan-area care-home frameworks (e.g., Pan-London nursing homes AQP).	Pan-London Nursing Homes AQP - Contract introduction for providers - Care England
Workforce & Practice Academy	Shared training/OD (e.g., delegated healthcare tasks into care roles per ADASS guidance), supervision standards, agency reduction initiatives.	
Data, Digital & Brokerage	Regional data room; dashboards for price/volume/quality; shared brokerage for hard-to-place cases; aligns to Ofsted ILACS/SEND and CQC assurance regimes.	
NHS/ICS Integration	Interfaces with provider collaboratives and specialised commissioning delegation to ICBs (useful for secure estate/complex health pathways).	NHS England » Specialised commissioning 2024/25 – next steps with delegation to integrated care boards

Regional Working – Children’s Services & Adult Social Care



Children’s Services

Categories: Residential & secure, complex solo/2:1, step-down therapeutic, independent fostering frameworks, specialist education packages linked to care, regional sufficiency capital pipeline.

- Demand & sufficiency: rolling 3-yr forecast; capacity pipeline with DfE capital routes; market heat-maps.
- Commissioning & procurement: regional frameworks, dynamic purchasing for edge cases, common Ts&Cs, shared QA; “price corridor” and escalation.
- Brokerage: single regional team for hard-to-place; localities retain mainstream fostering/kinship; time-bound brokerage SLAs.
- Market oversight: contract performance, unannounced checks with LA QA leads; dovetail with DfE Market Interventions Advisory Group signals.
- Workforce: regional recruitment campaigns (foster carers, residential staff), practice standards, and shared training.

Adult Social Care

Complex LD/ASD with PBS, forensic/MH rehab step-down, specialist dementia/nursing blocks, NHS-adjacent discharge capacity, workforce academies, and pan-area AQP frameworks. (E.g., Pan-London nursing homes AQP; NW ADASS market-shaping networks.) How it runs:

- Pooled category strategies: joint fee setting, shared risk/void cover for step-down beds, Better Care Fund linkage as policy evolves.
 - [New reforms and independent commission to transform social care - GOV.UK](#)
- Delegated healthcare tasks: joint protocols, training and indemnity (ADASS guidance), opening headroom in home support/reablement models.
 - [Adult social care and delegated healthcare activities - ADASS](#)
- Regional QA & market resilience: early-warning on provider failure, improvement support, and cross-border contingency placements.
- NHS interface: MAP with ICBs and specialised commissioning for secure/complex cohorts and discharge pathways.

3. Implementation Plan

Assurance to MHCLG, DfE, and DHSC

Key Enablers	Risks	Governance & Oversight
Governance: Separate DCS/DASS for each new Unitary Authority; pooled financial risk-share for ASC and SEND; joint Section 151 oversight and “safe and legal” assurance through transition.	SEND DSG deficit: Combined Nottinghamshire + City DSG deficit forecast to exceed £110 m by 2027. Risk of DfE intervention if recovery plan not credible.	Programme Board: Shadow Authority Chairs plus DCS/DASS from both UAs overseeing readiness, finance, and assurance.
Workforce: Shared recruitment pipeline and academy; consistent pay and practice standards; regional staff-pooling to reduce agency reliance.	ASC costs: Cost growth and inflation risk (£44k WAA / £31k OA benchmarks). Demand increases from ageing population may exceed prevention capacity.	Locality Boards: Co-chaired with NHS, schools, and VCSE partners to drive integration and community accountability.
ICT / Digital: Dual-running Nottinghamshire and City systems until stable; shared case-management and analytics platform; resident care accounts and predictive modelling.	ICT migration: Transition cost and risk of data-migration failure; potential disruption to statutory reporting.	Regional Hub: Joint commissioning for high-cost placements, workforce academy, data & brokerage shared across both UAs.
Commissioning: Shared frameworks for high-cost placements (children & adults); block contracts to stabilise markets; joint market-shaping and sufficiency planning.	Market fragility: Provider closures or price escalation during transition; inconsistent QA ratings.	Commissioning Board: Oversees sufficiency, block contracts, and quality assurance under joint Section 75 with ICB.
Partnerships: Co-location with NHS ICB, PCNs, schools, and voluntary sector; shared place-based integration model.	Integration risk: Misalignment of priorities between new UAs and NHS ICB could delay benefits realisation.	Integration Board: Joint ICB / LA governance for health and care interface; aligns Section 75 and place partnerships.
Inspection Readiness: Single improvement plan per UA; joint “dry-runs” for Ofsted (ILACS, SEND) and CQC (ASC).	Inspection pressure: Early Ofsted/CQC visits expected within 12–18 months of vesting; possible inconsistency between UAs.	Inspection Readiness Group: Tracks Ofsted ILACS, Area SEND and CQC progress; reports to Programme Board quarterly.

This TOM and Implementation Plan provide:

- **Continuity of care:** Statutory assurance that vulnerable people remain protected across Nottinghamshire Option 1e.
- **Financial case:** Clear trajectory to recalibrate ASC costs and contain SEND deficits.
- **Localism benefits:** Smaller, more responsive unitaries aligned with NHS/ICS footprints and local communities.
- **Inspection readiness:** Consistent focus on improvement, parental trust, and CQC/Ofsted compliance.

Project Plan Overview




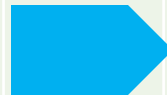


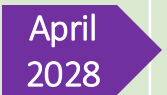
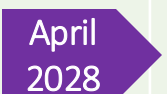


Phase	Level of Delivery	Key Actions	Source/Requirement
Phase 1 Foundations (2025/26)	Regional / ICS footprint	Identify "Day 1 Essentials" (continuity of care, safeguarding, ICT dual running)	DfE regional sufficiency programme
	Local Authority (statutory corporate role)	Appoint statutory officers (DCS/DASS) Establish integrated programme and single business case (governance, budget, scope, benefits)	DfE/DHSC requirement
	Locality (200-250k population hubs based on demographics)	Agree vision, principles and outcomes of locality working Agree scope for regional commissioning hub	Best practice
	Community / Neighbourhood (30-50k PCNs, schools, VCSE)	Map current demand, budgets and workforce capacity (by ward where relevant) Initial engagement with schools, GPs, providers, VCSE, ICS and partners	LGA guidance
Phase 2 Design (2026)	Regional / ICS footprint	Design shared frameworks for residential & SEND placements	DfE/DHSC policy
	Local Authority (statutory corporate role)	Draft constitution & scheme of delegation Build draft transition plan with risk and benefit analysis, including shared/transactional services Align with MTFP, SEND and social care reforms	LGR statutory process
	Locality (200-250k population hubs based on demographics)	Co-design operating model for family hubs & reablement	Family Help reforms
	Community / Neighbourhood (30-50k PCNs, schools, VCSE)	Pilot micro-commissioning with VCSE Communication plan – staff, members, families, partners	Good practice

Project Plan Overview

Phase	Level of Delivery	Key Actions	Source/Requirement
Phase 3 Mobilisation (2026/27)	Regional / ICS footprint	Mobilise regional workforce academy	ADASS workforce guidance
	Local Authority (statutory corporate role)	TUPE workforce transfers; workforce training, induction and cultural alignment Implement system and data transition (case management, BI, reporting); data migration testing Secure leadership and retain critical expertise to vesting day	TUPE Regs / GDPR
	Locality (200-250k population hubs)	Establish locality teams/structures and co-located MDTs (ASC front door, Family Help) Novate/renegotiate contracts "Day 1 Readiness Review" – dry run of key processes	Working Together 2023
	Community / Neighbourhood (30-50k PCNs, schools, VCSE)	Launch early help & reablement pilots	Best practice
Phase 4 Go Live (April 2028)	Regional / ICS footprint	Broker high-cost placements; regional market oversight	DfE MIAG / CQC assurance
	Local Authority (statutory corporate role)	Submit statutory returns; monitor safeguarding continuity	Legal duty
	Locality (200-250k population hubs)	Operate new front door pathways (FH + ASC triage) Launch locality operating model Implement contingency measures for risks identified earlier	Care Act / Children Act
	Community / Neighbourhood (30-50k PCNs, schools, VCSE)	Ensure community-level services accessible (family hubs, carers) Maintain provider and community reassurance through ongoing comms	SEND reforms
Phase 5 Optimisation & Transformation (Post-2028)	Regional / ICS footprint	Sustain regional QA and market resilience programmes Plan financial resilience and interim shared service hosting	DfE/DHSC policy
	Local Authority (statutory corporate role)	Review outcomes and financial performance vs benchmark; adjust MTFP	CIPFA duty
	Locality (200-250k population hubs)	Refine commissioning, sufficiency planning and service pathways based on learning Consolidate contracts and embed VFM approach Embed prevention and early help as a core operating principle	Best practice
	Community / Neighbourhood (30-50k PCNs, schools, VCSE)	Continuous improvement of early help, kinship, carer offers and wider partnerships (ICS, QA, market resilience programmes)	Ofsted inspection

Gantt Chart Overview

Full implementation plan Gantt chart available in Appendix

Phases	Key Actions	2025	2026	2027	2028	2029-30
Phase 1: Foundations	Set up Day 1 essentials (care continuity, safeguarding, ICT), appoint statutory officers, and agree vision, outcomes, and governance.					
	Map demand, budgets, and workforce; define commissioning scope; and engage with schools, GPs, providers, and partners.					
Phase 2: Design	Develop shared frameworks, draft constitution, and transition plan with risk/benefit analysis.					
	Align with reforms and MTFP, co-design family hubs/reablement, pilot micro-commissioning, and plan communications.					
Phase 3: Mobilisation	Launch workforce academy, TUPE transfers, training, and cultural alignment; test data migration and system transitions.					
	Secure leadership, set up locality teams and MDTs, manage contracts, conduct readiness reviews, and pilot early help/reablement.					
Phase 4: Go Live	Operate new pathways (FH + ASC triage), launch locality model, and oversee high-cost placements with market oversight.					
	Submit statutory returns, ensure safeguarding, maintain accessible services, and apply contingency measures.					
Phase 5: Optimisation & Transform	Sustain QA and market resilience, review outcomes vs benchmarks, and refine commissioning and financial planning.					
	Market development, embed prevention/early help, maximise partnerships, drive continuous improvement and improve outcomes.					

APPENDIX 3

**NOTTINGHAMSHIRE LGR OPTIONS APPRAISAL OF
EDUCATION SERVICES – PEOPLETOO**

Nottinghamshire – Developing the Case for Education

September 2025

Introduction

- The report explores the impact of Local Government Reorganisation (LGR) in Nottinghamshire on education outcomes, comparing two options:
- Option 1b – North: Ashfield, Bassetlaw, Mansfield, Newark & Sherwood, Rushcliffe; South: Nottingham City, Broxtowe, Gedling.
- Option 1e – North: Ashfield, Bassetlaw, Gedling, Mansfield, Newark & Sherwood; South: Nottingham City, Broxtowe, Rushcliffe.
- The analysis looks at school quality, attainment, pupil outcomes, and institutional profiles.

All data used in this report is publicly available. Please note this report does not include data of children educated at home.

Overview

Nottingham City Council and Nottinghamshire County Council

Education Overview



According to the most recent release of DfE information on schools (2024), across Nottingham City Council and Nottinghamshire County Council there are:

- **350 primary schools, with a total student body of 100,452 pupils.**
 - At the most recent Ofsted inspections 4% of primaries were found to be Outstanding, 65% Good, 3% required improvement to be good, and none were rated as Inadequate.
 - *Note: 28% of primaries as of September 2025 had their most recent inspection after the September 2024 removal of one-word summaries or are yet to have their first inspection, either following their establishment or re-registration to Ofsted with new governance structures.*
- **96 open secondary schools, with a total student body of 78,589 pupils.**
 - At their most recent Ofsted inspection 70% of secondary schools were found to be either Outstanding (9%) or Good (61%), 7% required improvement to be good.
 - *The remaining 22% have their most recent inspection without a one-word inspection outcome or are yet to be inspected.*
- **56 six form or colleges, with a student population of 21,626.**

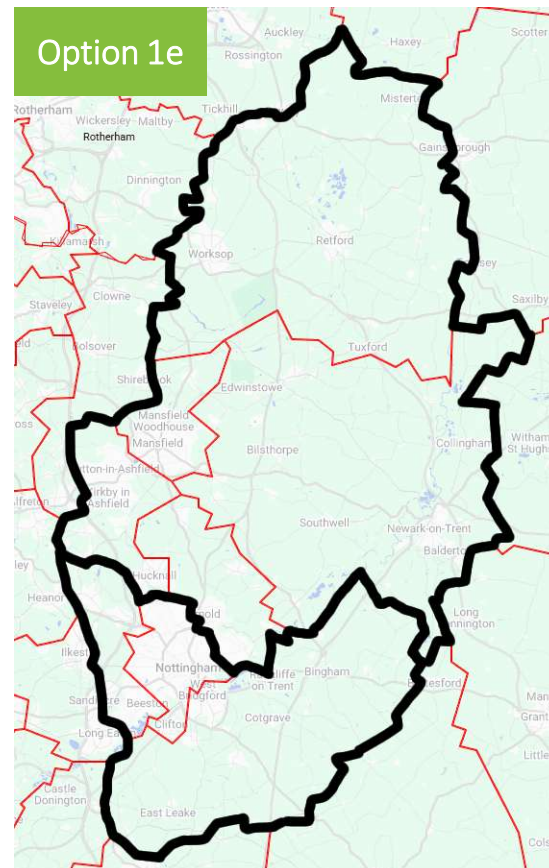
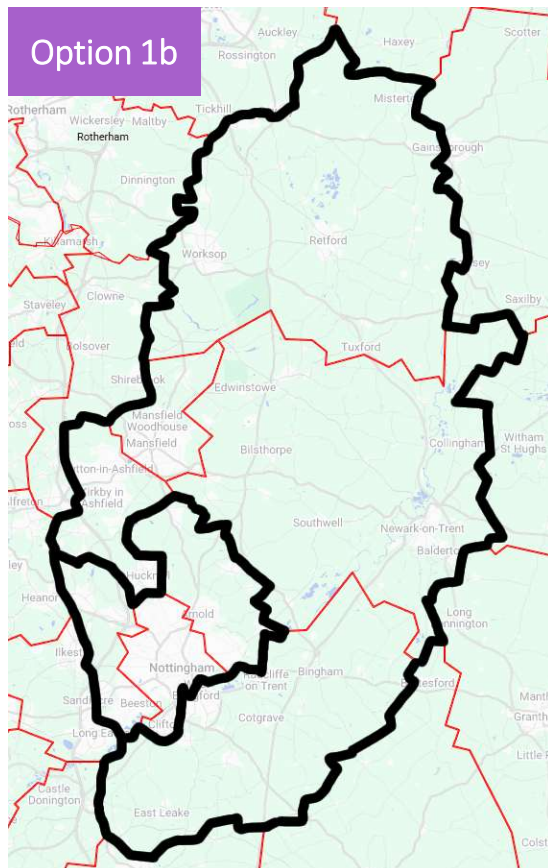


Map of the District Councils within Nottinghamshire County Council and Nottingham City Council Source: Nottinghamshire.gov.uk

Nottingham City Council and Nottinghamshire County Council

Local Government Reorganisation Overview

Peopletoo
it works better with you



Option 1B	Overall Population	School Age Population
Northern UA	622,269	88,409 (52.8%)
Southern UA	565,821	79,071 (47.2%)

Option 1b

- A Northern Unitary Authority made up of Ashfield, Bassetlaw, Mansfield, Newark & Sherwood, and Rushcliffe.
- A Southern unitary authority containing: Nottingham City Council, Broxtowe, and Gedling

Option 1E	Overall Population	School Age Population
Northern UA	615,712	86,474 (51.6%)
Southern UA	572,378	81,006 (48.8%)

Option 1e

- A Northern Unitary Authority made up of Ashfield, Bassetlaw, Gedling, Mansfield, and Newark & Sherwood,
- A Southern Unitary Authority containing: Nottingham City Council, Broxtowe, and Rushcliffe

Overview: The Case for Option 1e

- Option 1b clusters the strongest (Rushcliffe) and weakest (Ashfield, Mansfield) districts together in the North, creating a polarised profile: excellence alongside entrenched underperformance. The South is steadier.
- Option 1e distributes strengths more evenly: Gedling balances Ashfield/Mansfield in the North geographically (ie. shares borders) and in terms of education outcomes, while Rushcliffe strengthens the South alongside Nottingham City and Broxtowe. This reduces extremes, spreads disadvantage more evenly and creates clearer improvement pathways.

1. Numbers – balance of children

- Option 1b: North = 88,409 pupils vs South = 79,071 - gap of 9,338 (**11% imbalance**).
- Option 1e: North = 86,474 vs South = 81,006 - gap of 5,468 (**6% imbalance**).

Option 1e balances the system more fairly — South gains 5,500 pupils compared with 1b.

3. Inspection profiles

- Both options show high proportions of Good/Outstanding primaries (78–84%).
- Secondary challenges sit more in the South under both models.

Option 1e sharpens the focus: North needs support for primaries, South for secondaries.

2. Disadvantage (indicator based on eligible for Free School Meals in the last 6 years FSM6) – fairer spread

- Option 1b primaries: South 33.2% FSM, North 24.9% - difference 8.3%
- Option 1e primaries: South 30.6%, North 26.9% - difference 3.7%
- Option 1b secondaries: South 39.3%, North 30.7% - difference 8.6%
- Option 1e secondaries: South 37.2%, North 32.5% - difference 4.7%.

Option 1e spreads disadvantage more evenly — both sides carry similar challenges instead of the South carrying much more.

4. Inequality and equity

- Option 1b creates sharper divides: Rushcliffe excelling vs Mansfield struggling, with little middle ground.
- Option 1e blends strengths and weaknesses: Gedling offsets Ashfield/Mansfield in the North, Rushcliffe offsets City in the South.

This makes the split for outcomes of pupils fairer overall — each side carries both assets and challenges.

The Case for Option 1e

5. Persistent absence – closer alignment under 1e

- Primary:
 - 1b - North 14.6%, South 16.4%.
 - 1e - North 15.6%, South 15.1%.
- Secondary:
 - 1b - North 28.2% (1,950 pupils), South 28.4% (1,620 pupils).
 - 1e - North 29.0% (1,860 pupils), South 27.6% (1,720 pupils).

Option 1e brings the regions closer together — near-identical absence rates, rather than the South consistently higher under 1b.

6. Future focus

Option 1e creates a story of equity and shared responsibility. Instead of one UA carrying most of the disadvantage and the other holding most of the excellence, both North and South under 1e are mixed, balanced, and improvement-ready.

Overview

Dimension	Option 1b	Option 1e
Pupil balance	● North-heavy (53/47 split, gap = 9,300 pupils)	● More balanced (52/48 split, gap = 5,500 pupils)
Disadvantage spread	● Unequal – South carries more FSM6	● Balanced – disadvantage shared more evenly
Inspection (primaries)	● Balance of stronger schools in the North and South (68% Good / Outstanding vs 71% South)	● South stronger (75% Good / Outstanding vs 66% North) but concentrates Requires Improvement (RI) primaries in North
Inspection (secondaries)	● South weaker (67% Good / Outstanding vs 75% North)	● Same – South weaker (67% Good / Outstanding vs 75%)
Balance of strengths/risks	● More polarised – Rushcliffe + Mansfield/Ashfield together	● Balanced – Gedling offsets Mansfield/Ashfield; Rushcliffe anchors South
Resilience/future focus	● North and South not as balanced and strategies to address challenges more divided between two distinct areas.	● Shared anchors, clearer improvement focus

School Analysis by District

Overview by District

Nottinghamshire's education landscape shows a clear **north-south divide**:

- **South (Rushcliffe, Gedling, Broxtowe)**: high attainment but larger disadvantage gaps.
- **North & City (Mansfield, Ashfield, Nottingham)**: entrenched underperformance, high SEND/disadvantage.
- Solutions must balance raising standards in the weakest areas while closing gaps in the strongest.

Key Messages

- Lowest performers: Ashfield, Mansfield, Nottingham City — high disadvantage, SEND, weak attainment.
- Strongest performers: Rushcliffe (highest attainment, but biggest disadvantage gap), Gedling (strong primaries, weaker secondaries), Broxtowe (solid secondaries).
- Mid-tier: Newark & Sherwood, Bassetlaw — good inspection outcomes but outcomes suppressed by SEN/disadvantage.
- Balance under Option 1e:
 - North gains Gedling's strength at primary, but also clusters Ashfield/Mansfield underperformance.
 - South benefits from Rushcliffe excellence but must manage Nottingham City's challenge.

Systemic Risks (Option 1e)

North UA (Ashfield, Mansfield, Gedling, Bassetlaw, Newark & Sherwood):

- Cluster of weak districts (Ashfield + Mansfield) risks overwhelming North's averages.
- Gedling offsets this at primary, but secondary weaknesses remain.

South UA (Rushcliffe, Nottingham City, Broxtowe):

- South becomes more polarised — Rushcliffe very strong, City very weak.
- Risk of widening internal inequality unless resources are shifted.

Key Risk Themes

- Concentration risk: Option 1e clusters multiple underperforming districts (Ashfield + Mansfield) in the North.
- Equity risk: Rushcliffe's success hides deep disadvantage gaps.
- Persistence risk: Without targeted policy/funding, entrenched underperformance (Mansfield, City) will not shift.

Overview by District

District	Option 1B	Option 1E	Strengths / Risks	District Overview	Inspection Judgement Overview
Ashfield	Northern UA	Northern UA	High disadvantage & SEND, weakest attainment (Primary & Secondary).	Primary: High numbers of disadvantaged pupils (560). Attendance fairly strong (94.1%) but outcomes lower than average: only 56.7% meet expected standard in RWM. Disadvantaged attainment gap –21.3%. Secondary: Attainment 8 score lowest (32.3) with weak Progress 8 (–0.44 English, –0.24 Maths). Only 43% achieve standard passes in English & Maths (well below county averages). Risk: Concentrated deprivation and underperformance across phases.	Primary: 60% Good/Outstanding, 6% RI and a recently Inadequate school. Secondary: Only 55% Good/Outstanding, 9% RI and another recently Inadequate. Analysis: Confirms high risk. Larger proportion of secondary schools are RI, explaining persistently weak attainment despite fair attendance.
Bassetlaw	Northern UA	Northern UA	Moderate performance, high SEN, below average outcomes.	Primary: Relatively balanced profile. SEN/EHCP numbers are high (232 pupils with EHCP/SEN). Attainment at expected standard is 54.7% (below average). Secondary: Attainment 8 score 40.3, Progress 8 close to 0 (–0.1). 52% achieve standard GCSE passes. Stronger than Ashfield/Mansfield but weaker than South districts.	Primary: 73% Good/Outstanding and 2% RI. Secondary: 88% Good/Outstanding. Analysis: Schools judged highly, but pupil outcomes below average. Likely driven by SEN and deprivation mix, rather than school quality.
Mansfield	Northern UA	Northern UA	Persistently weakest attainment, high SEND & disadvantaged.	Primary: High proportion of SEN (241) and disadvantaged pupils (459). Attainment lowest (54% meeting expected) with weak progress for disadvantaged pupils. Secondary: Attainment 8 second lowest (30.1), Progress 8 among the weakest (–0.83 English, –0.53 Maths). Only 38.7% achieve standard passes – the lowest in the county. Risk: Mansfield is a persistent underperformer across all phases, reflecting deprivation and SEND prevalence.	Primary: 72% Good/Outstanding, but 3% RI. Secondary: 73% Good/Outstanding, with 9% RI. Analysis: Weak attainment aligns with inspection profile —secondaries judged below Good, especially in disadvantaged communities.
Newark & Sherwood	Northern UA	Northern UA	Steady mid-tier performance, disadvantaged pupils weaker.	Primary: Mid-range profile; 57.6% meet expected standards. Secondary: Attainment 8 (38.3) below average, Progress 8 close to 0. GCSE pass rate 52.5%, disadvantaged pupils at 37.3%. Risk: Steady but slightly below average; disadvantaged pupils particularly weak.	Primary: 67% Good/Outstanding and 5% RI. Secondary: 90% Good/Outstanding. Analysis: Strong inspection profile for secondary, weaker profile in primary. Lower attainment reflects contextual disadvantage (disadvantaged gap –25%). Schools perform well given intake, but outcomes show structural inequalities.

Note: Schools with N/A inspection outcomes have had their most recent inspection after the removal of single word judgements or there has been no inspection undertaken for the school yet.

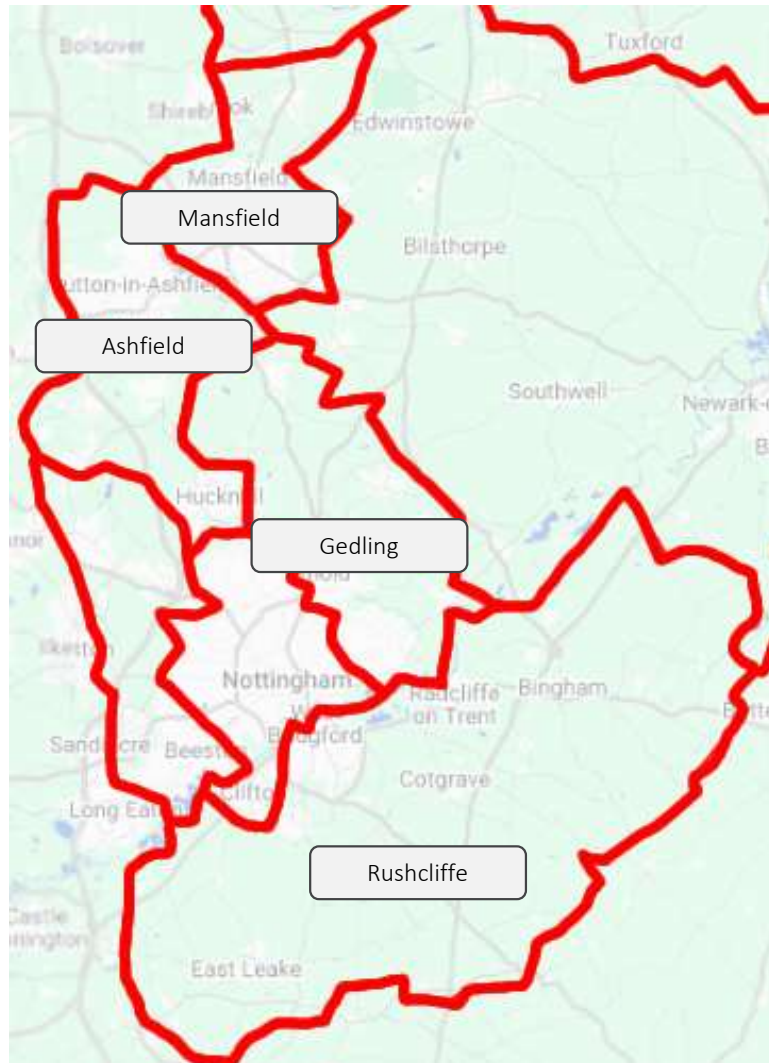
Overview by District

					Inspection Judgement Overview
District	Option 1B	Option 1E	Strengths / Risks	District Overview	
Rushcliffe	Northern UA	Southern UA	Highest attainment, Outstanding schools, but wide disadvantage gap.	Primary: High attainment – 69% at expected standards, the highest. Disadvantaged attainment gap widest (–28.3%). Secondary: Attainment 8 highest (54.9), strong Progress 8 (positive across subjects), 81% achieve standard GCSE passes. Strength: Strongest district academically. Risk: Large attainment gap for disadvantaged pupils.	Primary: 67% Good/Outstanding. Secondary: 75% Good/Outstanding. Analysis: Strong across the board. Strong attainment matches inspection judgements. Main risk is wide disadvantage gap (–28%). Second largest proportion of primary schools recently inspected dampening inspection outcomes.
Nottingham City	Southern UA	Southern UA	High deprivation, EAL, weak attainment & progress (especially Secondary).	Primary: Very large numbers of disadvantaged (1,683) and EAL pupils (1,359). Attendance weaker (93.4%). Attainment at expected standard 57.3% – below national. Secondary: Attainment 8 37.9, Progress 8 strongly negative (–0.55 English, –0.37 Maths). Only 48.3% achieve standard GCSE passes. Risk: High deprivation, SEND, and EAL drive persistent underperformance.	Primary: 80% Good/Outstanding and 2% RI. Secondary: 58% Good/Outstanding, 13% RI. Analysis: Primaries strong. Secondary attainment lags despite inspections — high deprivation, SEND, and EAL remain key challenges.
Broxtowe	Southern UA	Southern UA	Strong secondary attainment, moderate primary results.	Primary: Solid profile, 61.8% meeting expected standard. Disadvantaged attainment gap moderate (–21.2%). Secondary: Attainment 8 48.2, Progress 8 slightly negative (–0.22). GCSE pass rate 68%, better than most northern districts. Strength: Secure performance at secondary, mid-tier at primary.	Primary: 70% Good/Outstanding. Secondary: 89% Good/Outstanding, 11% RI. Analysis: Secure profile, no Inadequate schools. A small RI proportion explains moderate secondary performance, but overall provision is strong.
Gedling	Southern UA	Northern UA	Good attainment overall, but some secondary underperformance risks with previously RI schools.	Primary: Stronger results – 62.3% meet expected standards. Lower SEN/Disadvantaged numbers than Mansfield/Ashfield. Secondary: Attainment 8 47.9, strong Progress 8 (positive in English/Maths), 68% achieve standard passes. Strength: High performance relative to similar demographics.	Primary: 54% Good/Outstanding and 3% RI. 44% N/A. Secondary: 75% Good/Outstanding. Analysis: Stronger secondary profile, with weaker appearing primary schools as 44% had been recently inspected or re-registered with Ofsted within the last 12 months due possibly due to previous RI outcomes. Outcomes are mixed — while some pupils achieve highly, the inspection profile highlights inconsistency in secondary quality.

Note: Schools with N/A inspection outcomes have had their most recent inspection after the removal of single word judgements or there has been no inspection undertaken for the school yet.

Travel Time and Social Mobility

Improvement Areas and Travel times



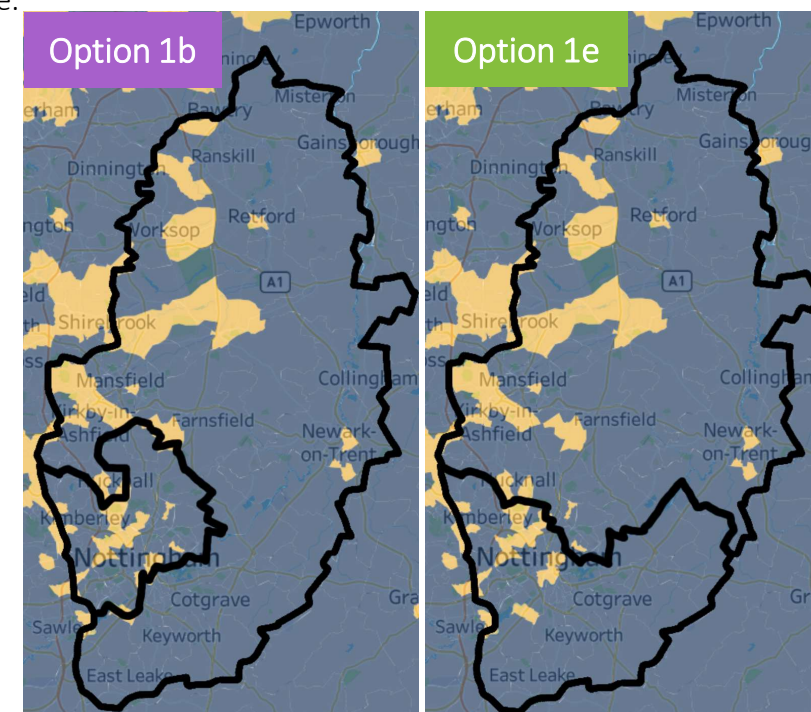
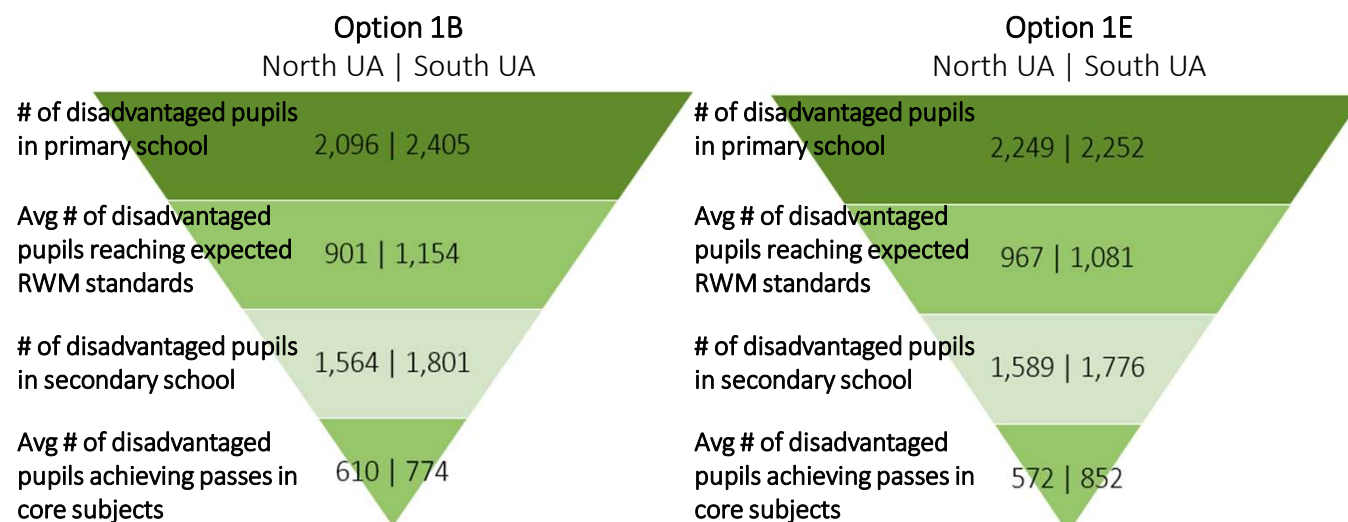
District	Ashfield		Mansfield	
	Distance (miles)	Duration (mins)	Distance (miles)	Duration (mins)
Gedling	11	23	16	28
Rushcliffe	21	34	26	41

- To evaluate the difference in the proximity the average mileage and journey was taken between a random sample of 3 secondary schools from each of Ashfield and Mansfield (see table below for list of schools included in the sample). Journey times and mileages were taken from Google Maps between the two school addresses on a Monday morning at 8:00 using the lower bound of average journey times, to lessen impact of rush hour traffic.
- The table above demonstrates that schools in Gedling are closer to both Mansfield and Ashfield, both in terms of average journey distances (10 miles shorter) and average journey times (over 10 minutes shorter), than schools in Rushcliffe.
- That schools are closer in Gedling to the two areas where school outcomes are struggling suggests greater geographic potential for working collaboratively with Gedling, in comparison to Rushcliffe which is comparatively remote to Ashfield and Mansfield.

Ashfield	Mansfield
Bracken Hill School	Dawn House School
Ashfield Comprehensive School	Samworth Church Academy
The Holgate Academy	Meden School

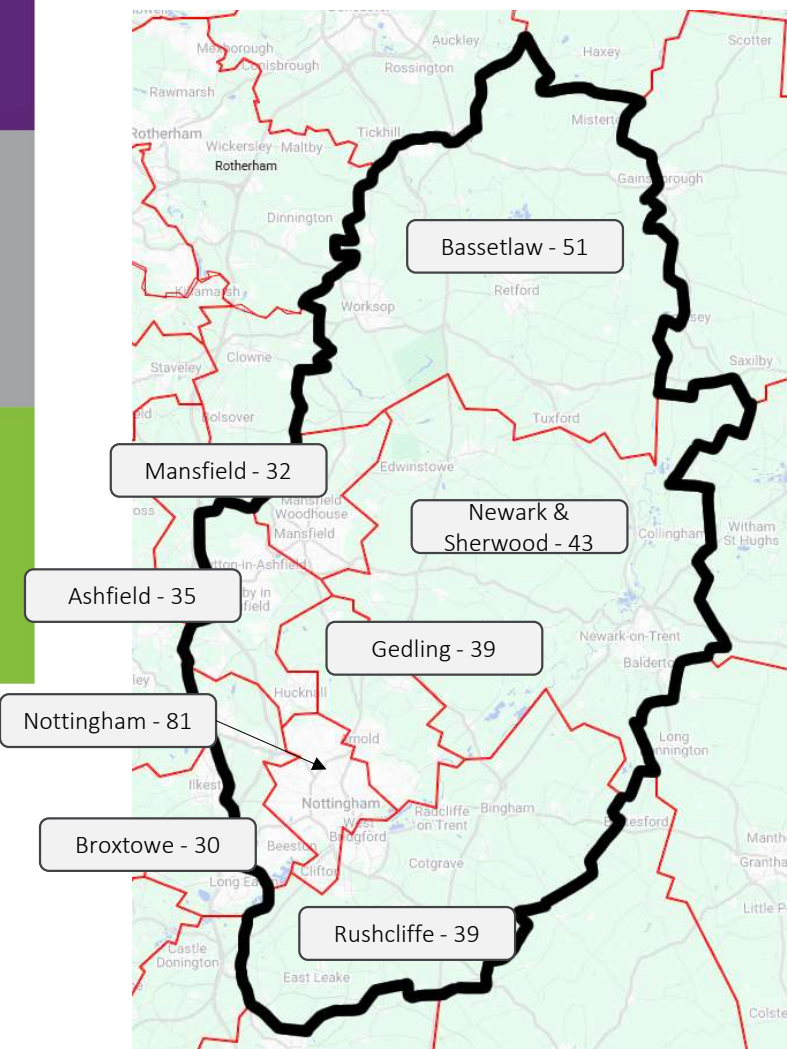
Social Mobility Across Nottinghamshire

- Giving an accurate review of social mobility in Nottinghamshire broken down by Options 1B and 1E is challenging as NEET data by districts is not available online. However, Uni Connect data is published in map form, which allows for an overlay of the option maps to determine areas where support with higher education (HE) access may be needed. Uni Connect is a government-funded programme across England aimed at improving HE access and social mobility, helping young people from disadvantaged backgrounds progress to HE, apprenticeships, or other post-16 opportunities.
- The funnels below show the progression of disadvantaged pupils in Nottinghamshire based on Options 1B and 1E, split by North and South unitary authorities for both. Option 1E shows a better distribution of disadvantaged pupils in primary schools reaching expected reading, writing and maths standards, while there is a strong number of secondary school pupils achieving 9-4 passes in core subjects in the South unitary authority. Under Option 1E, there is also a wider distribution of Uni Connect programmes available to pupils in Rushcliffe.



School Provision Maps

Map of Primary Schools



Districts	School Numbers	Pupil Number
Bassetlaw	51	1,382
Mansfield	32	1,344
Newark & Sherwood	43	1,381
Ashfield	35	1,547
Gedling	39	1,408
Nottingham	81	3,922
Broxtowe	30	1,377
Rushcliffe	39	1,513
Total	350	13,874

Option 1B	School Numbers	Pupil Number	Distribution of Pupils
Northern UA	200 (57.1%)	7,167	51.7%
Southern UA	150 (42.9%)	6,707	48.3%

Option 1E	School Numbers	Pupil Number	Distribution of Pupils
Northern UA	200 (57.1%)	7,062	50.9%
Southern UA	150 (42.9%)	6,812	49.1%

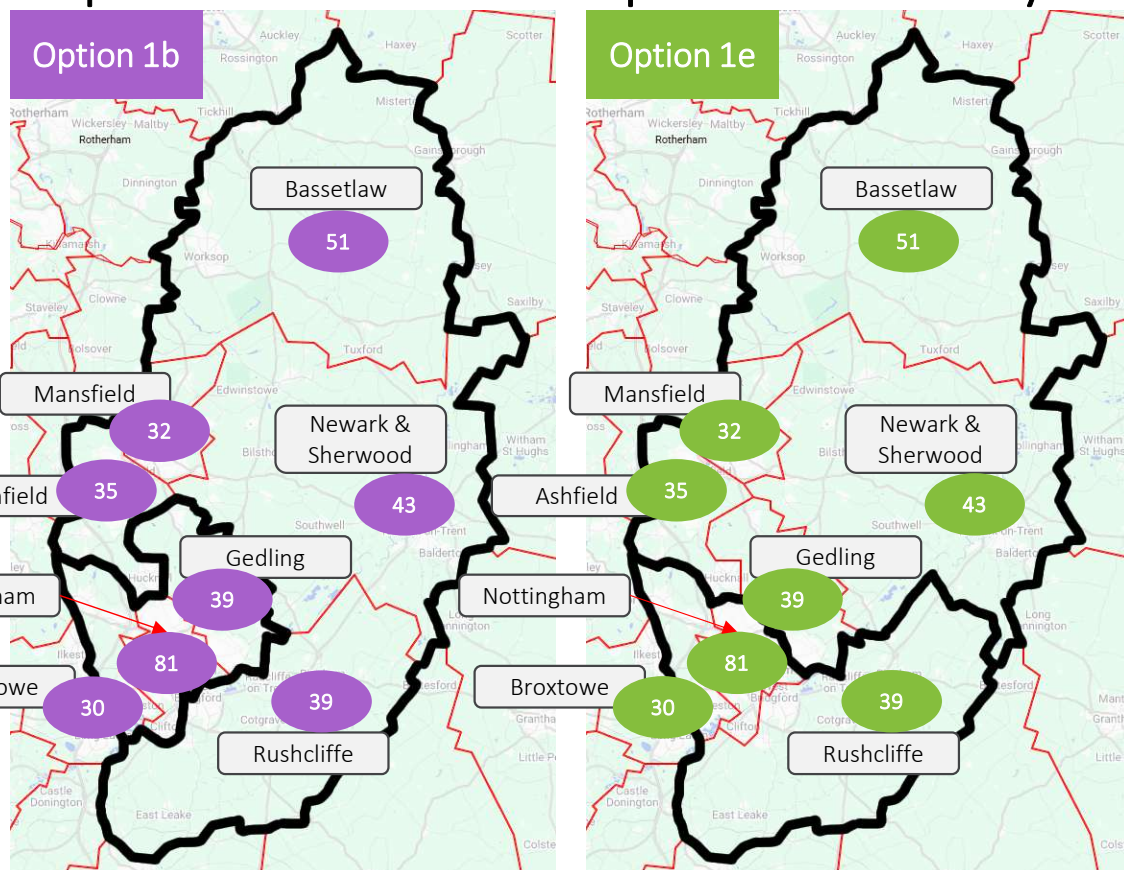
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The slide clearly outlines school and pupil distribution in Nottinghamshire. Nottingham City dominates in both schools and pupils. Between the two split options, Option 1E achieves a more balanced distribution of pupils, whereas Option 1B leans toward the north.

Option 1B and 1E Comparison: Primary Schools

- Equity of split: Both options achieve fairness, but Option 1E is slightly more equitable in pupil distribution.
- Strategic considerations: Numerical balance is not the sole factor – outcomes for disadvantaged pupils will depend on school performance, resource allocation, and local deprivation levels.
- Decision framing: The choice between 1B and 1E is less about school/pupil numbers and more about long-term educational outcomes and social equity.

In terms of pupil distribution, both options would provide an even split in pupil numbers with the Northern unitary in 1B constituting 51.7% of pupils and the Southern unitary constituting 48.3%. This is similarly aligned in option 1E with 50.9% of pupils in the Northern unitary and 49.1% of pupils in the South. This even split in schools and pupil numbers places more importance on school performance and the support available to disadvantaged pupils.

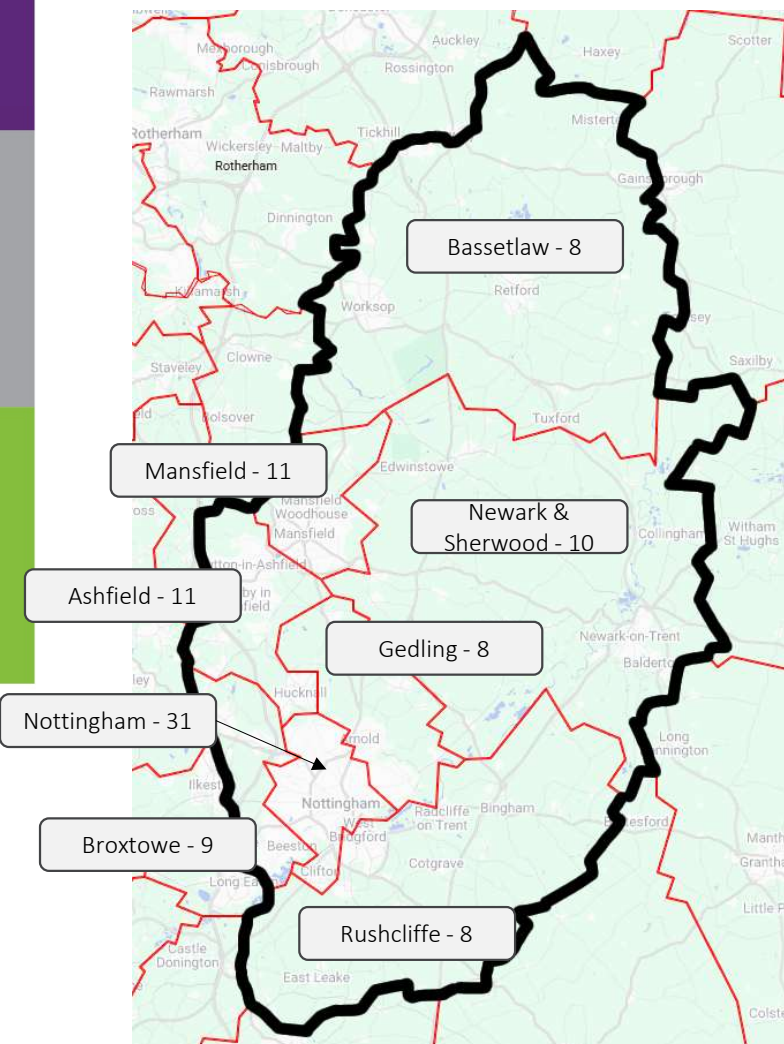


Option 1B	School Numbers	Pupil Number	Distribution of Pupils
Northern UA	200 (57.1%)	7,167	51.7%
Southern UA	150 (42.9%)	6,707	48.3%

Option 1E	School Numbers	Pupil Number	Distribution of Pupils
Northern UA	200 (57.1%)	7,062	50.9%
Southern UA	150 (42.9%)	6,812	49.1%

Map of Secondary Schools

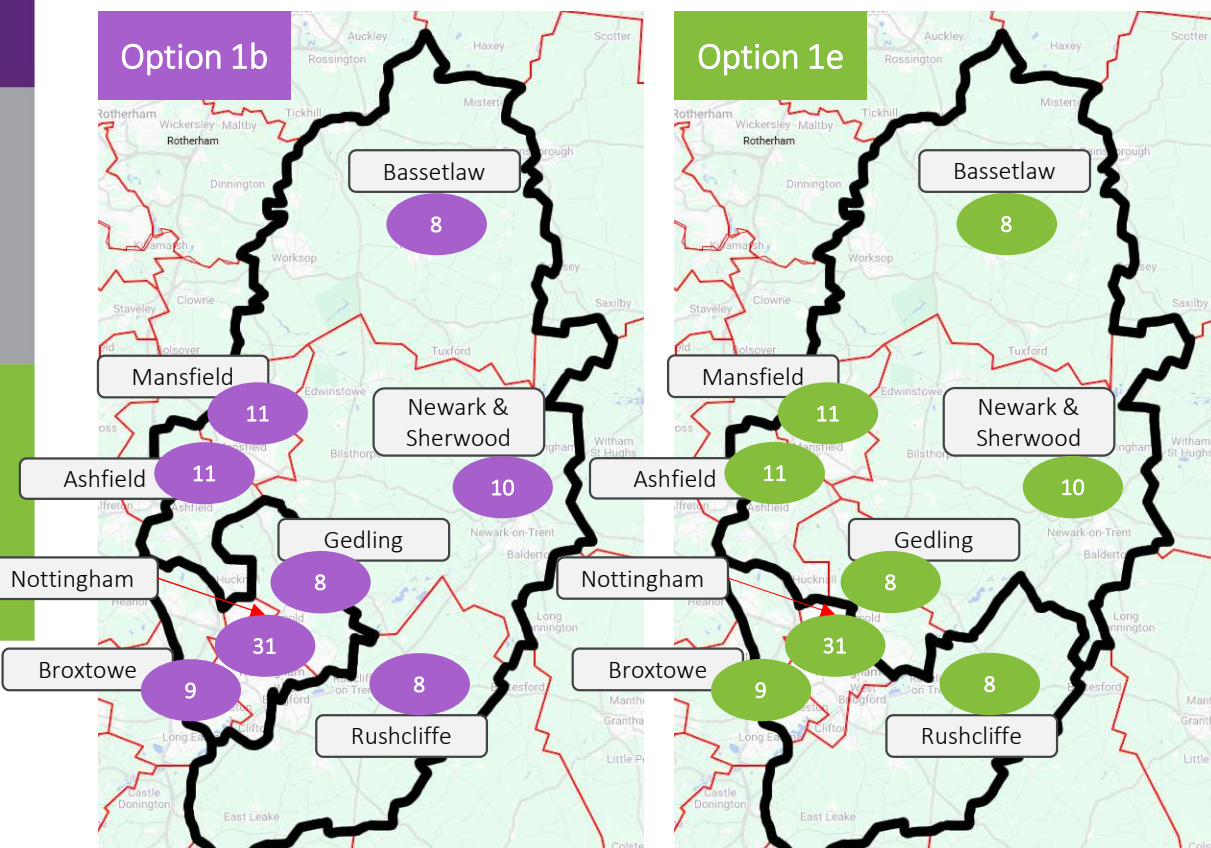
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Districts	School Numbers	Pupil Number	Mainstream School	Special School
Bassetlaw	8	9,115	7	1
Mansfield	11	8,181	7	4
Newark & Sherwood	10	6,505	6	4
Ashfield	11	8,977	7	4
Gedling	8	6,266	6	2
Nottingham	31	22,846	25	6
Broxtowe	9	6,661	6	3
Rushcliffe	8	10,038	7	1
Total	96	78,589	71	25
Option 1B	School Numbers	Pupil Number	Distribution of Pupils	
Northern UA	48 (50%)	42,816 (54.5%)	54.5%	
Southern UA	48 (50%)	35,773 (45.5%)	45.5%	
Option 1E	School Numbers	Pupil Number	Distribution of Pupils	
Northern UA	48	39,044 (49.7%)	49.7%	
Southern UA	48	39,545 (50.3%)	50.3%	

**Eligible pupil numbers are all age*

Option 1B and 1E Comparison: Secondary Schools

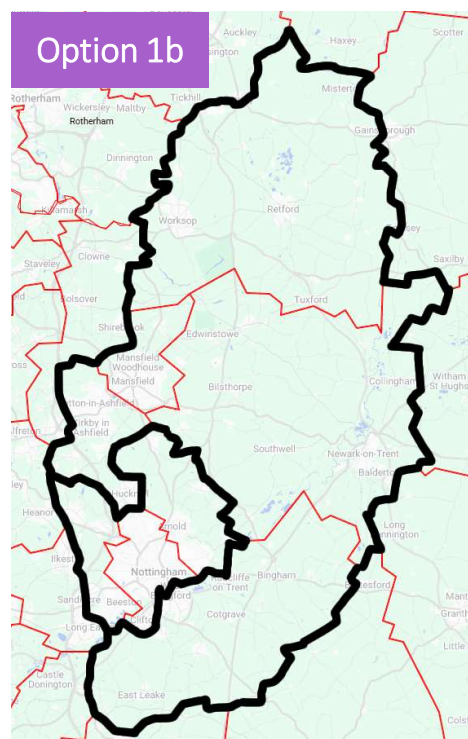


According to both Options 1B and 1E, there would be an even divide in the number of primary schools available in the Northern and Southern unitaries at 48 schools respectively. Not only is this due to a matched number of schools in Gedling and Rushcliffe, but there is a strong spread of schools across both the Northern and Southern districts of Nottinghamshire.

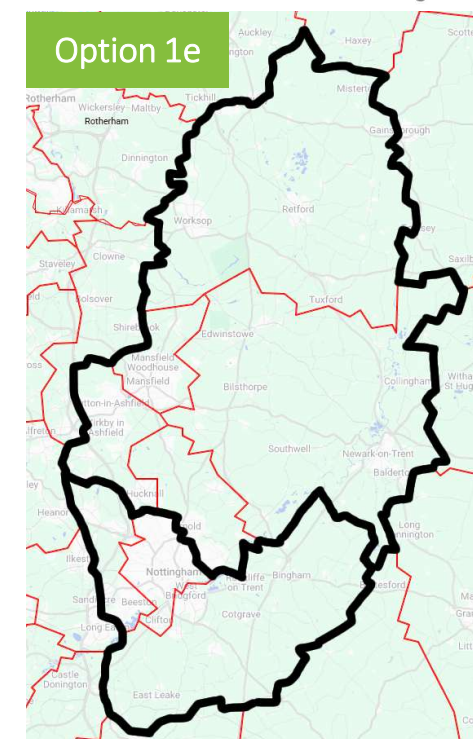
In terms of pupil distribution, both options would provide an even split in pupil numbers with the Northern unitary in 1B constituting 54.5% of pupils and the Southern unitary constituting 45.5%. This is similarly aligned in option 1E with 49.7% of pupils in the Northern unitary and 50.3% of pupils in the South. This even split in schools and pupil numbers places more importance on school performance and the support available to disadvantaged or more deprived pupils.

Option 1B	School Numbers	Pupil Number	Distribution of Pupils	Option 1E	School Numbers	Pupil Number	Distribution of Pupils
Northern UA	48 (50%)	42,816 (54.5%)	54.5%	Northern UA	48	39,044 (49.7%)	49.7%
Southern UA	48 (50%)	35,773 (45.5%)	45.5%	Southern UA	48	39,545 (50.3%)	50.3%

Map of Academies Across Nottinghamshire



Districts	Academy Numbers	Phase
Bassetlaw	4	Secondary (11-18)
Mansfield	4	Secondary (11-18) with 1 including Secondary and Sixth Form
Newark & Sherwood	4	Secondary (11-18)
Ashfield	4	Secondary (11-18) with 1 including Secondary and Sixth Form
Gedling	3	Secondary (11-18)
Nottingham	2	Secondary (11-18)
Broxtowe	4	Secondary (11-18) with 1 Primary
Rushcliffe	3	Secondary (11-18)
Total	28	



The table above outlines how many academies can be found in each district, with phase information available. There is only one primary school academy which is in Broxtowe, and two academies combining secondary and sixth form in Mansfield and Ashfield. Gedling and Rushcliffe have the same number of academies covering the same phase type (secondary). However, if further support was needed in Mansfield or Ashfield for pupils attending academies, those in Gedling would be more accessible to young people geographically in the Option 1E model.

Map of Academies Across Nottinghamshire

- Nottinghamshire academies show a two-tier system: most MATs (Multi-Academy Trusts) are consistently Good/Outstanding, while a small number (notably Greenwood Academies Trust schools and Samworth Church Academy) are persistently underperforming.
- These underperformers are clustered in Mansfield, Nottingham City, and Gedling/Ashfield – areas of higher deprivation.
- Stronger MATs (Spencer, Outwood, EMET) could anchor improvement if systematically linked to weaker schools.

Key Risks & Weaknesses

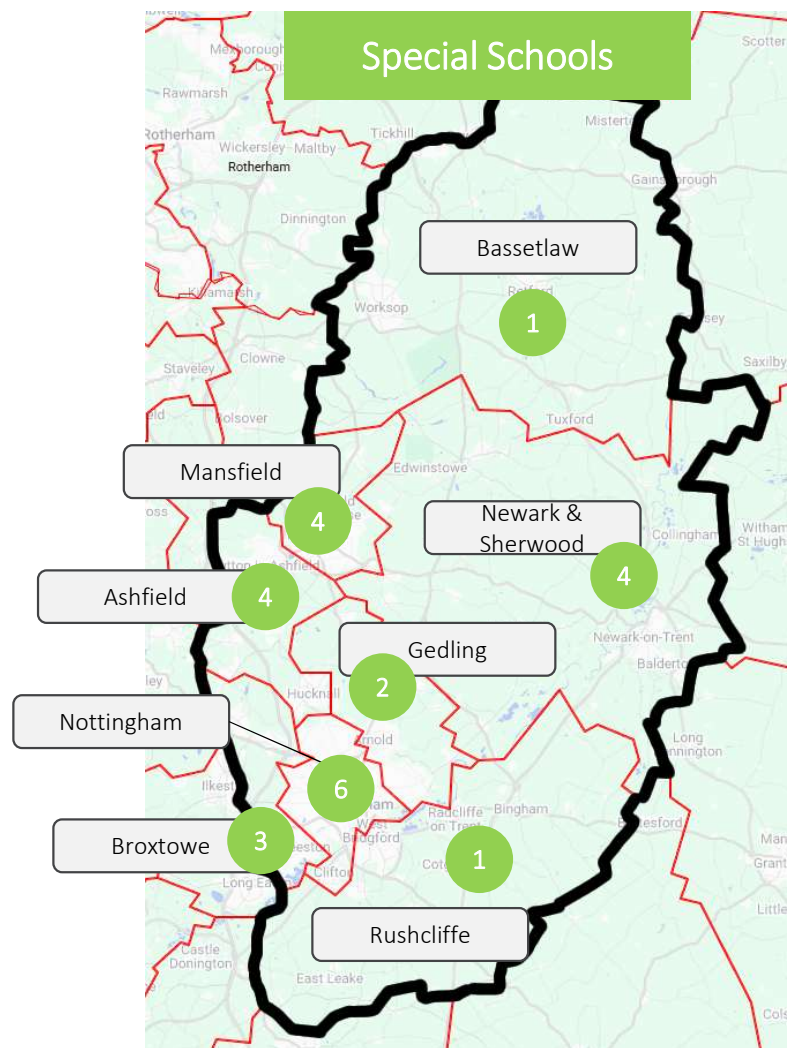
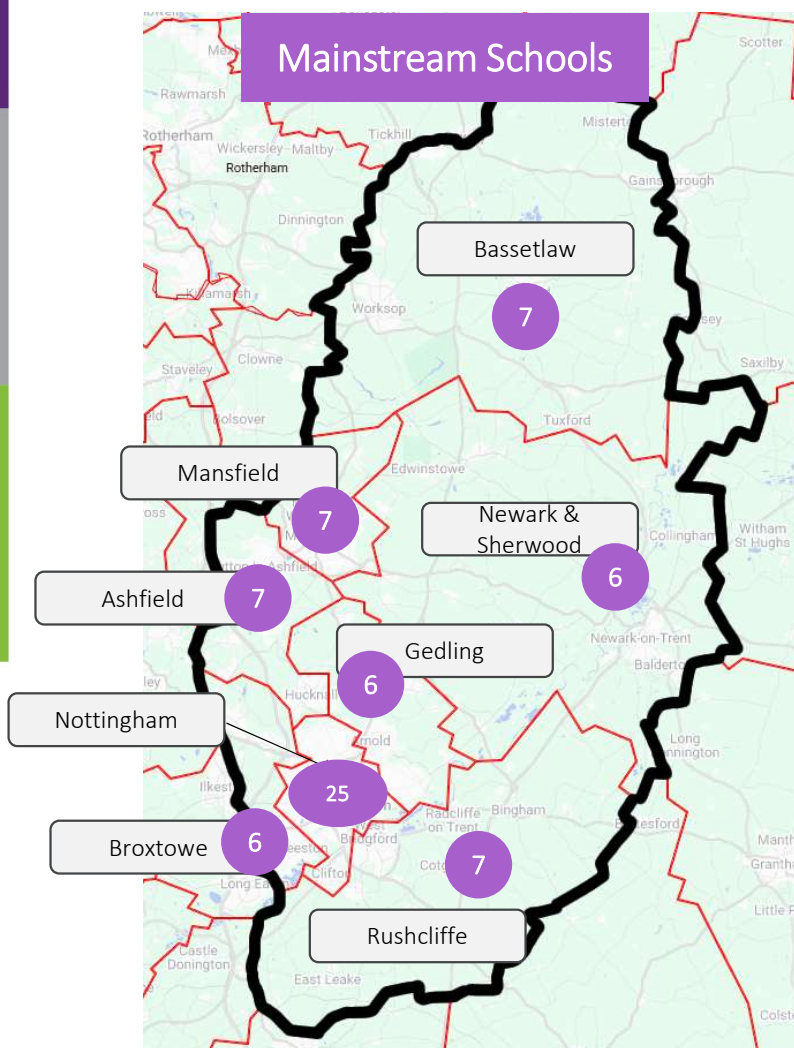
- Concentration of RI schools: Greenwood Academies Trust (Nottingham Academy & The Brunts Academy) and Samworth Church Academy are all Requires Improvement.
- These schools are mostly in Mansfield and Nottingham City, which already face higher deprivation and SEND pressures.
- This aligns with Ofsted's broader concerns about inequalities across Nottinghamshire – weaker performance is clustered in already disadvantaged areas.

Strengths

- High-performing MATs like Spencer Academies Trust and Outwood Grange provide a strong foundation across the county.
- Many recent inspections (2023–25) confirm “Good” outcomes, showing improvement trajectories.
- Several Outstanding schools (Rushcliffe Spencer, West Bridgford, Chetwynd Spencer) provide local centres of excellence.

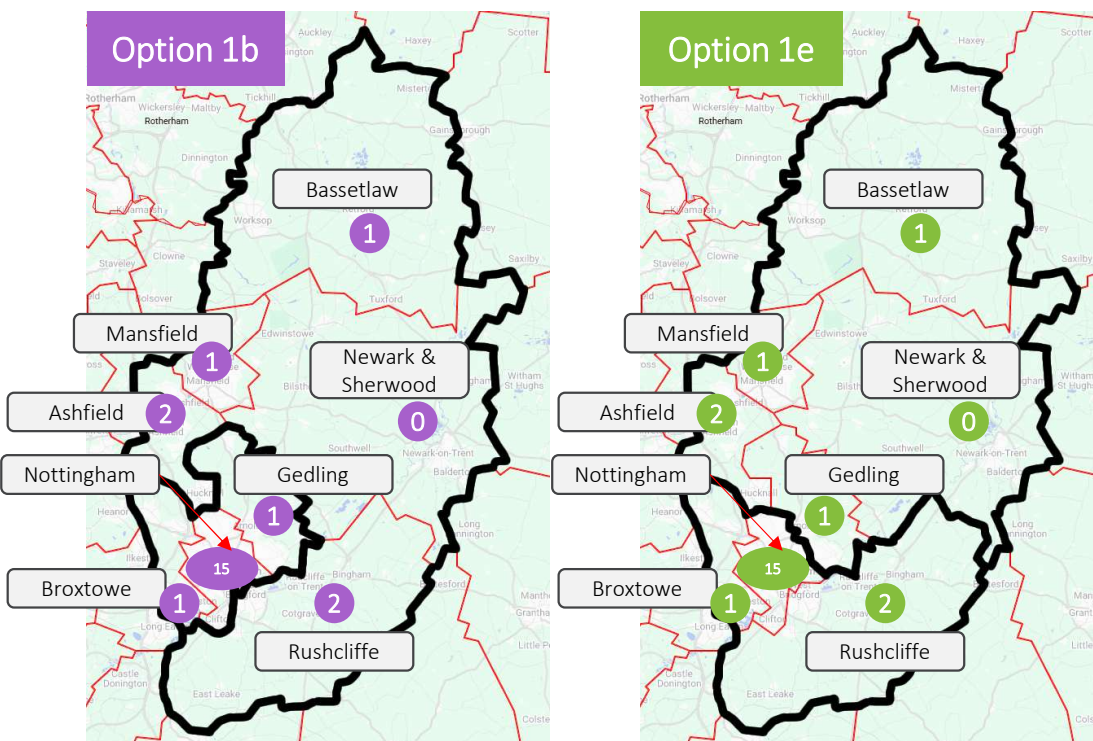
Map of Mainstream & Special Schools

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- There 71 mainstream schools across Nottinghamshire, with the largest cluster of 25 schools in Nottingham. Under Option 1B, the North UA would have 34 mainstream schools and the South UA would have 37. Under Option 1E, the North UA would have 33 mainstream schools and the South UA would have 38.
- Nottinghamshire has a total of 25 special schools, with the most amount of schools in a district being in Nottingham with 6 schools. In Option 1B, the North UA would have 14 special schools and the South UA would have 11. In Option 1E, the North UA would have 15 special schools and the South UA would have 10.

Map of Alternative Provision (AP) Across Nottinghamshire



Districts	AP Providers	Notes
Bassetlaw	1	Across Bassetlaw and areas of Mansfield
Mansfield	1	
Newark & Sherwood	0	Unable to find information online
Ashfield	2	
Gedling	1	
Nottingham	15	1 provider across Nottingham City & County (outreach)
Broxtowe	1	
Rushcliffe	2	
Address not specified	13	Listed on the AP Nottingham page
Other	4	National provider or online resource
Total	40	

- Nottingham has 15 AP providers, the vast majority of the county's provision.
- Other districts: 0–2 each, with Newark & Sherwood having none.
- Many AP providers are clustered in Nottingham City, with outreach across the county.

Analysis for Options 1B vs. 1E:

- In both options, Nottingham anchors the Southern UA's AP landscape.
- This reinforces dependency of surrounding districts on Nottingham provision, especially for excluded pupils, those with SEMH needs, or those awaiting SEND placements.
- The SEND inspection report noted concerns about variable quality and sufficiency of AP in Nottinghamshire. Option 1E's geography (linking Nottingham with Rushcliffe and Broxtowe) arguably provides a tighter geographic spread of AP to meet needs, compared with 1B, where Gedling is included but Rushcliffe's strong AP presence is separated into the North.

Analysis Mainstream, Special Schools and Alternative Provision

Factor	Option 1B	Option 1E
Geographic/AP provision	Nottingham + Broxtowe + Gedling gives some spread, but Gedling does not have as strong AP presence as Rushcliffe. AP is mostly concentrated in Nottingham under both, but under Option 1B, Southern UA will include Gedling rather than Rushcliffe, potentially leaving gaps in proximity of AP providers for certain areas.	Better geographic spread: Nottingham + Rushcliffe + Broxtowe offers more consistent coverage of AP and special school reach. Rushcliffe has existing AP providers, which helps reduce travel or service bottlenecks.
Balance of population / service demand	Southern UA under 1B has a higher school-age population share (47.2%) vs Northern UA but less balanced than in 1E. May put more demand strain on Southern UA services, especially SEND services centralised in or around Nottingham.	More balanced school-age split (48.8% in South), which may help distribute pressure more evenly, easing demand for Nottingham's SEND services.
SEND service capacity & partnerships	Given the report's findings, Southern UA in 1B may have to extend or improve capacity in GP, therapy, health inputs, short breaks etc., and possibly more forward planning in commissioning. The presence of Gedling (which has fewer AP providers relative to Rushcliffe) might make coordination or reach more difficult.	Likely better able to share commissioning, reach, and support due to inclusion of Rushcliffe. Could improve access and reduce inequities in support (if done properly).
Risk factors	Risk of overloading Nottingham resources (short breaks, mental health / therapy, assessment delays) unless investments scale up. More transportation / access difficulties for families in Gedling or other areas far from Nottingham. Communication gaps as noted in report (local offer etc.) may hit more districts.	Risk still present, but somewhat mitigated. The geographic clustering under 1E may allow better service scaling, more outreach potential (Rushcliffe possibly acting as a semi-hub), which could reduce travel burdens and waiting times.

Analysis Mainstream, Special Schools and Alternative Provision



Option 1E becomes even more strongly preferred. It better aligns with the need to address service access, spread of AP, and helps balance the load on Nottingham's SEND services (by improving geographic distribution of providers, potentially enabling better outreach and shared responsibilities).

But crucially, whichever option is chosen (1B or 1E), structural change alone will not be sufficient. Nottingham's SEND report shows that there are systemic issues: poor communication, delays, lack of clarity, health input and capacity issues, etc. Implementation under either option must plan to specifically tackle those vulnerabilities.

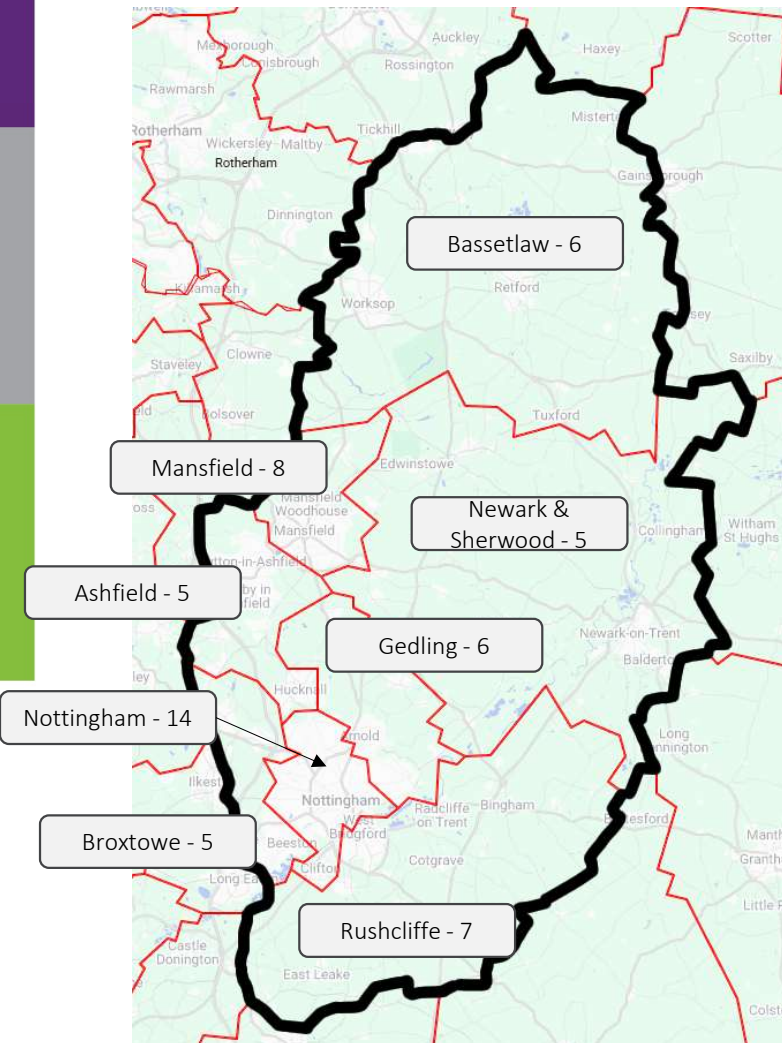
In particular, Southern UA under both options (which includes Nottingham) must ensure:

- Enhanced commissioning capacity for SEND & AP, with joint oversight health/education/social care.
- Improved outreach / AP provider availability especially in districts that are not centrally Nottingham (Rushcliffe or Gedling) to reduce transport or access barriers.
- Greater clarity and accessibility of information for parents (local offer, how the system works, EHC plans) especially for families with language barriers or limited digital access.
- Strengthening of short-break / respite provision, ensuring diversity of need and accessibility.

Option 1E appears to offer a slightly stronger balance in terms of:

- School-age population split (closer to 50/50).
- Alternative provision geography (Rushcliffe + Nottingham working together).
- However, both options risk overburdening Nottingham unless additional resources and reforms (e.g., improved AP quality, SEND sufficiency planning) are prioritised.
- The SEND inspection findings reinforce that numbers alone don't solve challenges — the reorganisation must directly address performance, inclusion, and support for disadvantaged learners in Nottingham.

Map of Sixth Form Education



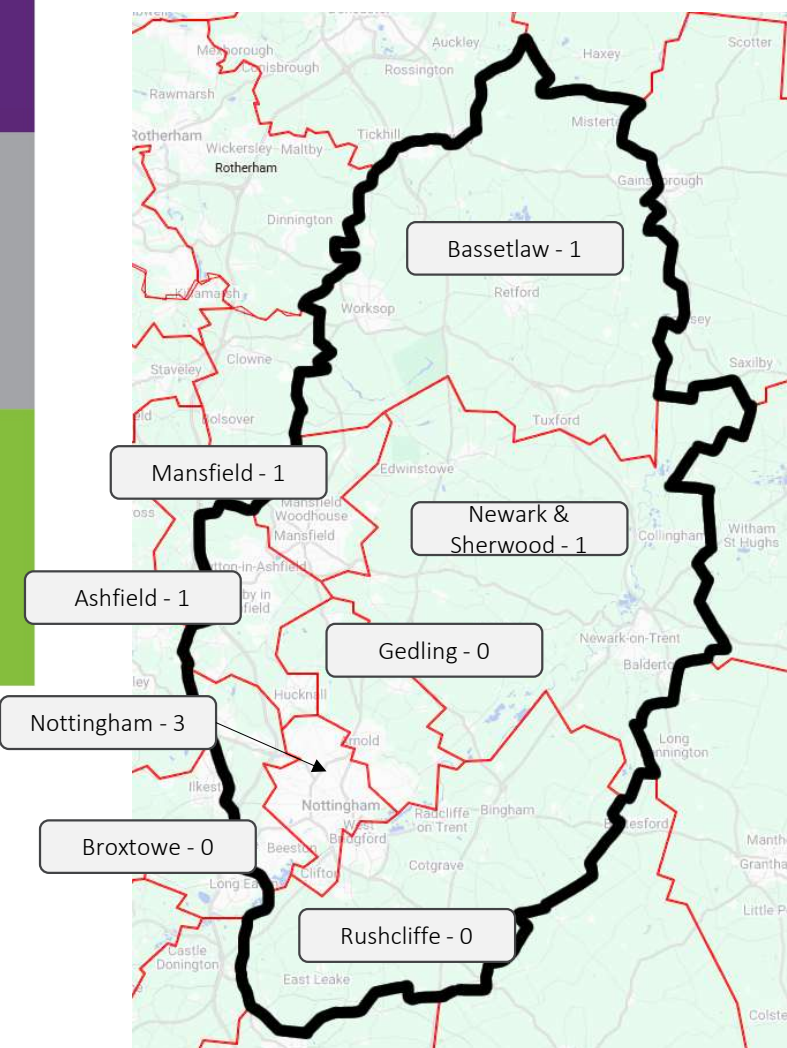
Districts	School Numbers	Pupil Number
Bassetlaw	6	1,020
Mansfield	8	4,187
Newark & Sherwood	5	816
Ashfield	5	1,003
Gedling	6	849
Nottingham	14	11,090
Broxtowe	5	727
Rushcliffe	7	1,934
Total	58	21,626

Option 1B	School Numbers	Pupil Number	Distribution of Pupils
Northern UA	31 (55%)	8,960	41%
Southern UA	25 (45%)	12,666	59%
Option 1E	School Numbers	Pupil Number	Distribution of Pupils
Northern UA	30 (54%)	7,875	36%
Southern UA	26 (46%)	13,751	64%

*Eligible pupil numbers are 16-18

Map of Further Education Colleges Across Nottinghamshire **Peopletoo**

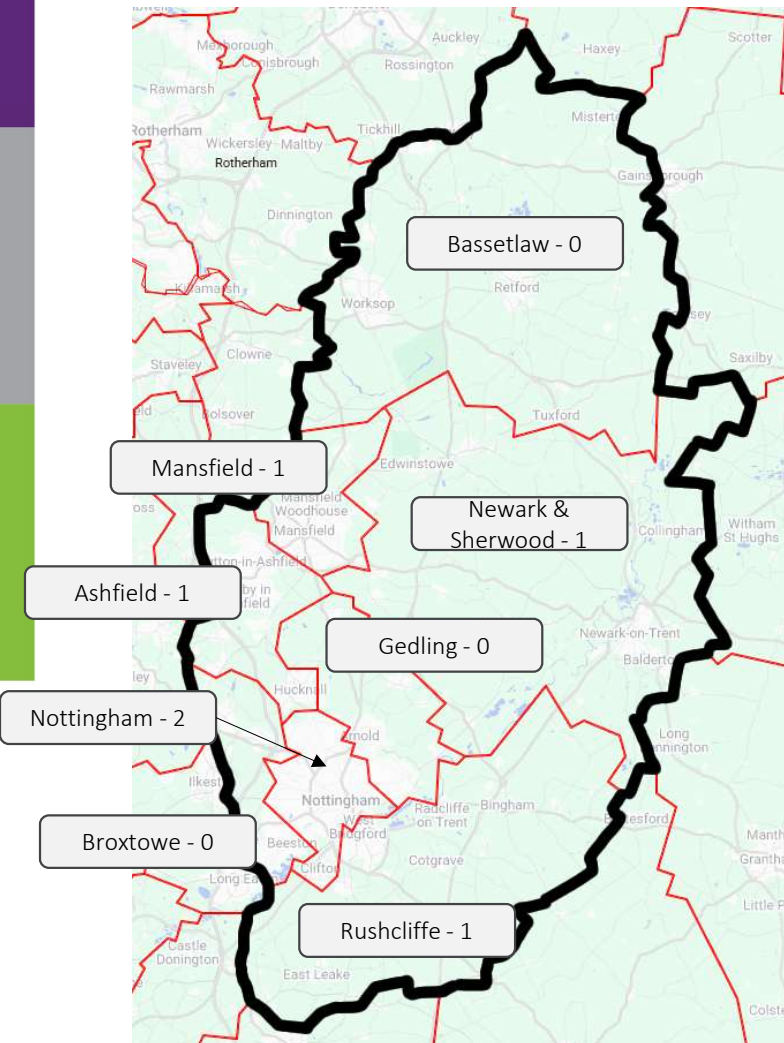
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Districts	College Numbers	Name of College & Student Numbers
Bassetlaw	1	RNN Group: North Notts College in Worksop (~9,300)
Mansfield & Ashfield	1	Vision West Nottinghamshire College (~9,600)
Newark & Sherwood	1	Lincoln College Group: Newark College (~11,000)
Gedling	0	-
Nottingham	3	Nottingham College (~30,000) Confetti Institute of Creative Technologies (~2,500) Bilborough Sixth Form College (~1,600)*
Broxtowe	0	-
Rushcliffe	0	-
Total	6	~64,000 students in colleges
Option 1B & 1E	# of Colleges	Student Number
Northern UA	3	29,000 students
Southern UA	3	34,100 students

- *Bilborough is both a sixth-form college and an FE (further education) provider.
- There is a good distribution of colleges across Nottinghamshire, with college campuses in each district in the North and large colleges in Nottingham to support student intake from Broxtowe, Rushcliffe and Gedling. Students in Gedling also have a strong number of choices and distribution throughout the districts allows students to be supported in all areas of Nottinghamshire. Bilborough in Nottingham also supports sixth form provision in the South, as Broxtowe and Rushcliffe had 5 and 7 sixth form locations respectively, in comparison to Nottingham's 14 locations.

Map of Universities Across Nottinghamshire



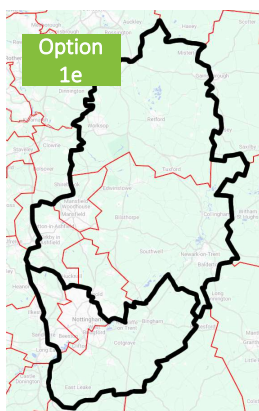
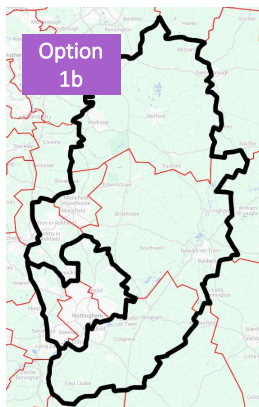
Districts	University Numbers	Name of University & Student Numbers
Bassetlaw	0	-
Mansfield & Ashfield	1	NTU Mansfield (~664)
Newark & Sherwood	1	NTU Brackenhurst Campus (~1,700)
Gedling	0	-
Nottingham	2	University of Nottingham (~52,000) Nottingham Trent University (~37,500)
Broxtowe	0	-
Rushcliffe	1	UoN Sutton Bonington Campus (~2,500)
Total	5*	~94,364 students in universities
Option 1B & 1E	# of Universities	Student Number
Northern UA	2	2,364 students
Southern UA	3	92,000 students

- *It should be noted that there are 2 main universities in Nottinghamshire (University of Nottingham and Nottingham Trent University). These have campuses across Nottingham and the districts which have been counted only in the districts to show the availability of local higher education offer.
- In this instance, Gedling does not impact the difference between options as there are no campuses in the district. However, the spread of campuses is strong throughout Nottinghamshire, with only students in Bassetlaw having to travel further to reach a specific campus.

Inspection Judgements

Ofsted Inspection Judgements

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Ofsted Ratings by District – Primary Schools	Option 1b		Option 1e	
	Northern Unitary	Southern Unitary	Northern Unitary	Southern Unitary
Number of Primary schools found to be Good/Outstanding	136	107	131	112
Proportion of Primary schools found to be Good/Outstanding	68%	71%	66%	75%
Number of Primary schools found to Require Improvement to be Good	6	3	7	2
Proportion of Primary schools that Require Improvement to be Good	3%	2%	4%	1%
Number/Proportion of Primary schools found to be Inadequate	-	-	-	-
Number of Primary schools with no inspection outcome record	58	40	62	36
Proportion of Secondary schools with no inspection outcome record	29%	27%	31%	24%

Ofsted Ratings by District – Secondary Schools	Option 1b		Option 1e	
	Northern Unitary	Southern Unitary	Northern Unitary	Southern Unitary
Number of Secondary schools found to be Good/Outstanding	36	32	36	32
Proportion of Secondary schools found to be Good/Outstanding	75%	67%	75%	67%
Number of Secondary schools that Require Improvement to be Good	2	5	2	5
Proportion of Secondary schools that Require Improvement to be Good	4%	10%	4%	10%
Number/Proportion of Secondary schools found to be Inadequate	-	-	-	-
Number of Secondary schools with no inspection outcome record	10	11	10	11
Proportion of Secondary schools with no inspection outcome record	21%	23%	21%	23%

Note: Schools where there is 'no record' have their most recent inspection after the removal of single word judgements or there has been no inspection undertaken for the school yet.

Note: Schools regarded as N/A are a result of a new inspection with no single word judgement being the most recent inspection or there being no inspection undertaken for the school yet.

Ofsted Inspection Judgements

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Ofsted Ratings by District – Primary Schools	Ashfield	Bassetlaw	Mansfield	Newark & Sherwood	Gedling	Rushcliffe	Nottingham	Broxtowe
Number of Primary schools – Good/Outstanding	21	37	23	29	21	26	65	21
Proportion of Primary schools – Good/Outstanding	60%	73%	72%	67%	54%	67%	80%	70%
Number of Primary schools – Require Improvement to be Good	2	1	1	2	1	-	2	-
Proportion of Primary schools – Require Improvement to be Good	6%	2%	3%	5%	3%	-	2%	-
Number of Primary schools – Inadequate	-	-	-	-	-	-	-	-
Proportion of Primary schools – Inadequate	-	-	-	-	-	-	-	-
Number of Primary schools - N/A	12	13	8	12	17	13	14	9
Proportion of Primary schools – N/A	34%	25%	25%	28%	44%	33%	17%	30%
Ofsted Ratings by District – Secondary Schools	Ashfield	Bassetlaw	Mansfield	Newark & Sherwood	Gedling	Rushcliffe	Nottingham	Broxtowe
Number of Secondary schools – Good/Outstanding	6	7	8	9	6	6	18	8
Proportion of Secondary schools – Good/Outstanding	55%	88%	73%	90%	75%	75%	58%	89%
Number of Secondary schools – Require Improvement to be Good	1	-	1	-	-	-	4	1
Proportion of Secondary schools – Require Improvement to be Good	9%	-	9%	-	-	-	13%	11%
Number of Secondary schools – Inadequate	-	-	-	-	-	-	-	-
Proportion of Secondary schools – Inadequate	-	-	-	-	-	-	-	-
Number of Secondary schools – N/A	4	1	2	1	2	2	9	-
Proportion of Secondary schools – N/A	36%	13%	18%	10%	25%	25%	29%	-

Ofsted Inspection Judgements

Option 1b: A steady balance — both North and South primaries perform well, but neither has a decisive advantage. The North looks slightly stronger overall. Secondary weaknesses sit more in the South.

Option 1e: Creates a clearer split — the South is stronger in primaries, the North carries more primaries needing improvement. Secondary outcomes are unchanged, with the South still lagging. This gives a sharper improvement focus: invest in the North's primaries and the South's secondaries.

Primary Schools

- Both options show very high proportions of Good/Outstanding primaries (66–75%), with no Inadequate schools recorded.

Option 1b:

- North: 136 primaries rated Good/Outstanding (68%).
- South: 107 primaries rated Good/Outstanding (71%).
- North slightly stronger in absolute numbers as 11% greater student population than South, but both regions perform similarly.

Option 1e:

- North: 131 primaries Good/Outstanding (66%).
- South: 112 primaries Good/Outstanding (75%).
- This configuration shifts more quality into the Southern UA, giving it the higher proportion of strong primaries, and a closer number of good primaries, reflective of a smaller (6%) difference of pupil numbers

Analysis: Under Option 1e, the South gains a stronger primary profile, while the North has more schools requiring improvement (7 vs 6 under 1b).

Secondary Schools

- Secondaries show a more uneven profile than primaries. Performance is good overall, but the distribution matters.

Option 1b:

- North: 36 secondaries Good/Outstanding (75%).
- South: 32 secondaries Good/Outstanding (67%).
- Slightly stronger North; South carries more schools requiring improvement. 11% greater pupil population in North than the South.

Option 1e:

- North: 36 secondaries Good/Outstanding (75%).
- South: 32 secondaries Good/Outstanding (67%).
- The proportions remain the same — the balance doesn't shift between options. Though, a 6% greater pupil population in the North under 1e.

Analysis: Whichever option is chosen, secondary challenges are concentrated in the South, with only two-thirds of schools rated Good/Outstanding compared to three-quarters in the North.

Ofsted Inspection Judgements: Risks and Opportunities

Risks to Option 1e

- **Concentration of weaker primaries in the North:**
Under Option 1e, 7 primary schools in the North require improvement, compared with just 2 in the South. This clusters school improvement needs in one UA.
- **Secondary challenges remain in the South:**
Only 67% of Southern secondary schools are Good/Outstanding, compared with 75% in the North. This is unchanged from Option 1b and means the South continues to face persistent secondary underperformance.
- **Pressure on Northern UA leadership capacity:**
The Northern UA would face a larger share of primary schools requiring improvement (7 vs 6 under 1b), creating resourcing pressures unless additional support is provided.
- **Risk of widening the North–South gap:**
Without targeted intervention, the North could fall further behind at primary, while the South continues to struggle at secondary — reinforcing inequalities across phases.

Potential Solutions to Support Option 1e

To mitigate these risks and turn Option 1e into a sustainable model, targeted strategies should be built into the reorganisation plan:

Targeted School Improvement Partnerships

- Link strong Southern primaries (75% Good/Outstanding) with weaker Northern primaries (66%).
- Share best practice through peer mentoring, leadership secondments, and federation models.

Dedicated Improvement Fund

- Ringfence funding for Northern primaries requiring improvement and Southern secondaries underperforming.
- Align with DfE’s “Education Investment Areas” model to attract additional resources and high-quality teachers.

Strengthened MAT Oversight

- Encourage underperforming Northern primaries and Southern secondaries to join or strengthen ties with high-performing MATs.
- Ensure consistent accountability and shared improvement standards across both UAs.

Phase-Focused Intervention

- North: Prioritise primaries needing improvement (7 schools).
- South: Focus on 5 secondaries where schools are RI.

Integrated SEND & AP Support

- Provide additional SEND and Alternative Provision support to schools at risk of underperformance.
- Prevent exclusion spikes and address attendance/behaviour challenges that often cluster in struggling schools.

Village of 100 – Comparative Analyses

What is the Village of 100?

Peopletoo
it works better with you

If Nottinghamshire were a village of 100 children, the way we draw boundaries in local government would shape their education and their futures. The difference between **Option 1b** and **Option 1e** is not just numbers on a page — it changes how fair, balanced and sustainable this village feels for its children.

Option 1b (North with Rushcliffe, South with Gedling)

In the North (53 children):

Most attend good or outstanding schools, but the experience is uneven. Rushcliffe children thrive, leaving school with nearly 8 GCSEs each. Yet just down the road in Mansfield and Ashfield, many leave with little more than 5 GCSEs. Fewer than half of disadvantaged children keep up through secondary. The North is a place of contrasts: some children with high attainment results, and some who fall behind.

In the South (47 children):

Most also attend good schools. Gedling pulls results up, with disadvantaged children here achieving as well as any in the county. Outcomes are steadier, but overall levels are not as strong as Rushcliffe. Disadvantage is less of a barrier, but the South lacks the same high-end performance.

The story of 1b: The North is more divided between areas of affluence and deprivation. The South is more balanced, but weaker overall. Inequality is stark, and the village feels pulled apart.

Option 1e (North with Gedling, South with Rushcliffe)

In the North (52 children):

Gedling sits alongside Mansfield and Ashfield, helping to lift the average. Pupils achieve around 6.5 GCSEs each — better balanced than in 1b. Gedling's disadvantaged children do particularly well, achieving 7 GCSEs on average, far outstripping their peers in Mansfield and Ashfield. The North becomes a more even community: challenges remain, but they are offset by strengths.

In the South (48 children):

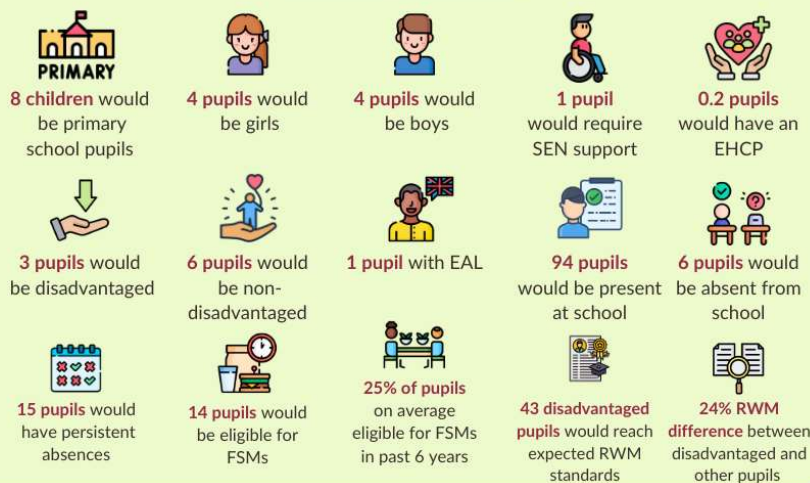
Here Rushcliffe anchors excellence, with children averaging 8 GCSEs. Nottingham City brings challenges, but resources are greater and the mix ensures the South is strong without being unbalanced. Outcomes are high, though tackling disadvantage remains the key priority.

The story of 1e: Both North and South are balanced. Strengths and weaknesses are shared. Children's chances depend less on where they live and more on how the whole village supports them.

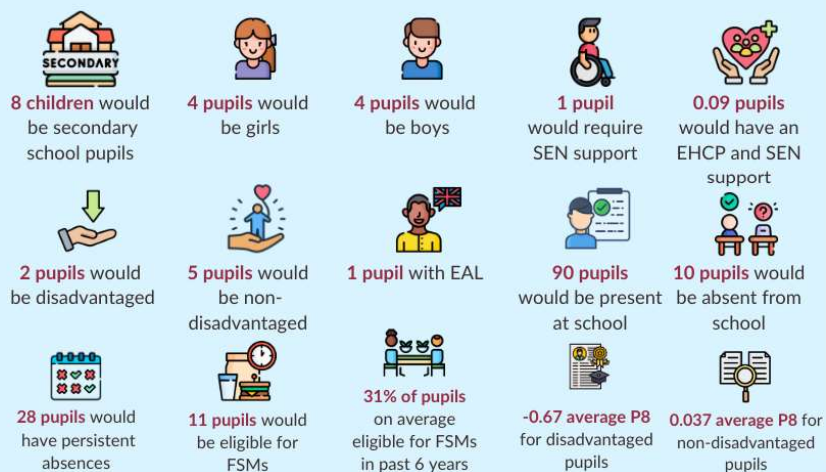
*According to Option 1B, if Nottinghamshire was a Village of 100 children and young people...

Northern UA

Primary School

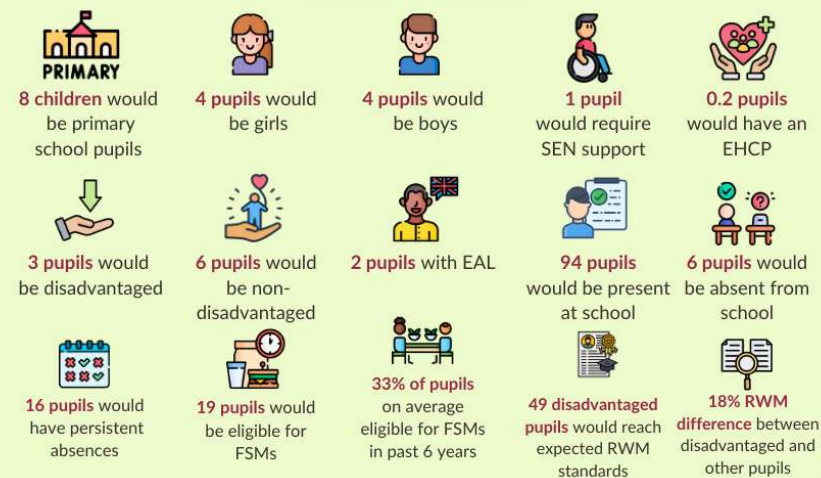


Secondary School

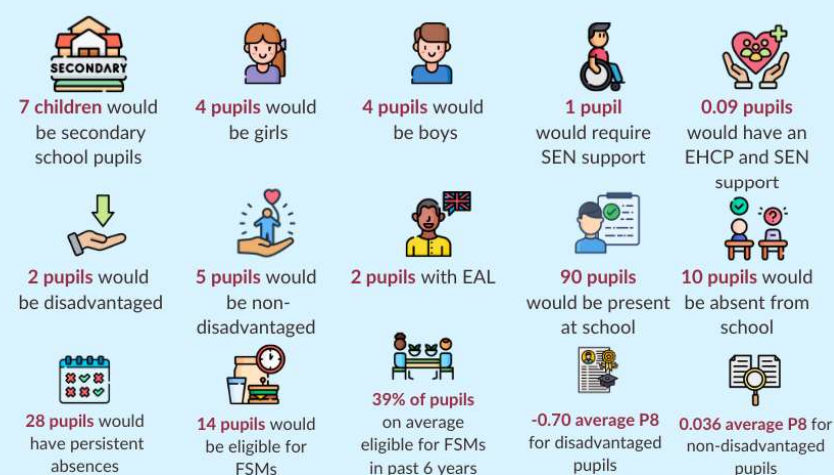


Southern UA

Primary School



Secondary School

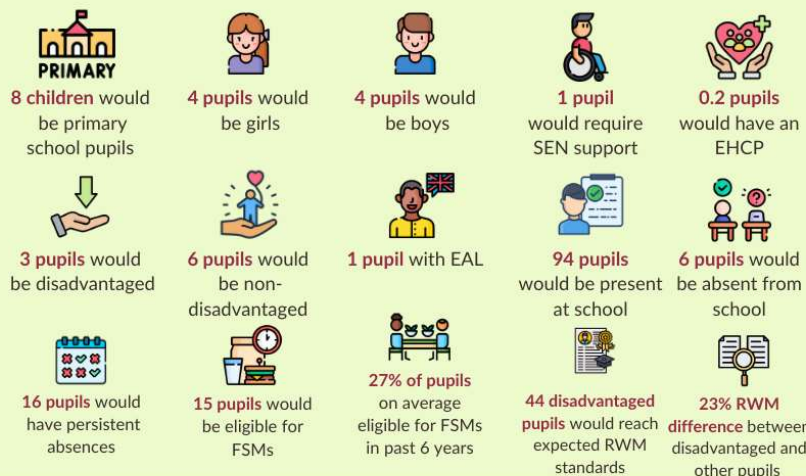


*Figures have been calculated based on the projected 5-16 age population for Option 1B across the Northern UA (88,409) and the Southern UA (79,071).

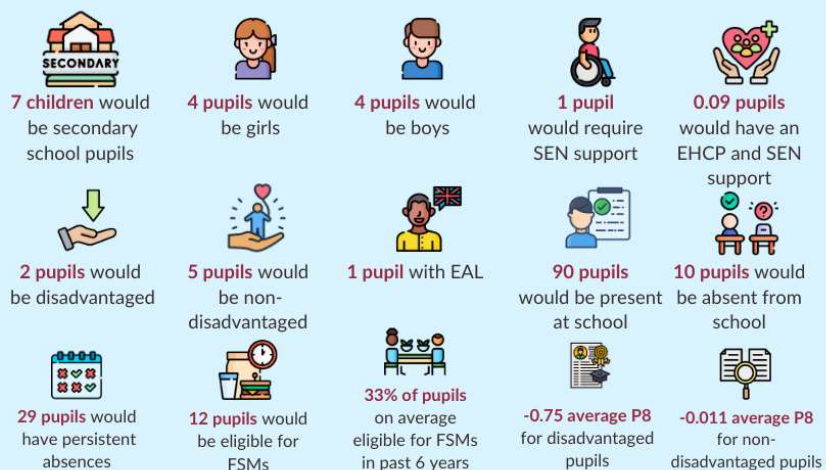
*According to Option 1E, if Nottinghamshire was a Village of 100 children and young people...

Northern UA

Primary School

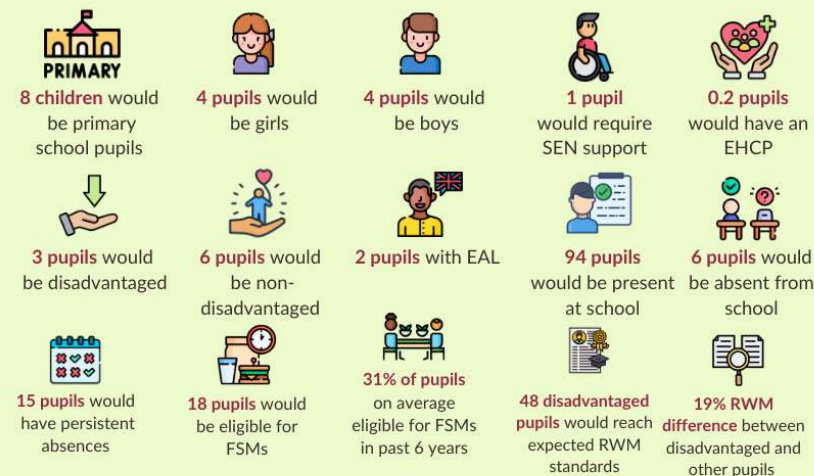


Secondary School

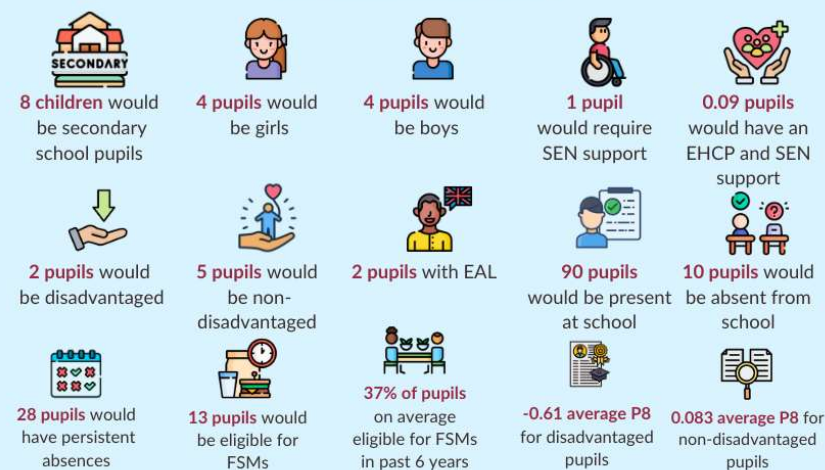


Southern UA

Primary School



Secondary School



*Figures have been calculated based on the projected 5-16 age population for Option 1E across the Northern UA (86,474) and the Southern UA (81,006).

Conclusion

Conclusion

- The analysis of educational performance across Nottinghamshire highlights both clear strengths and significant challenges. The county benefits from high-performing areas such as Rushcliffe and Gedling, where outcomes are consistently above average and disadvantaged pupils make meaningful progress. At the same time, areas such as Mansfield and Ashfield continue to experience the lowest attainment and progress scores, with entrenched inequalities that demand focused intervention.
- **Option 1b works better** if the priority is to **spread weaker schools more evenly** — under this model, the North has both excellence (Rushcliffe) and failure (Mansfield, Ashfield), while the South looks steadier, though weaker overall.
- **Option 1e works better** if the priority is to **create resilience and fairness**. It reduces the pupil number imbalance, balances disadvantage, and ensures each new UA has both strong and weak areas — encouraging shared responsibility and capacity for improvement.
- The **Village of 100 analysis** reinforces this: under 1b, one village is polarised while the other is middling. Under 1e, both villages are mixed, balanced, and improvement-ready.

Recommendation: Option 1e provides the fairest, most sustainable model. It avoids polarisation, balances disadvantage, and creates a clearer improvement focus (North primaries, South secondaries).

Risk Assessment

Risk	Applies More To	Likelihood	Impact	Mitigation
Concentration of underperforming primaries (9 RI in North under 1e)	Option 1e	High	High	Targeted improvement fund; school-to-school support; MAT intervention
South secondary underperformance (only 67% G/O)	Both 1b & 1e	High	High	Phase-focused intervention; targeted leadership support; academy sponsor partnerships
Polarisation – extremes of excellence and failure	Option 1b	High	High	Balance by redistributing support staff and resources across both UAs
Equity gap for disadvantaged pupils (wider in Rushcliffe)	Both, but sharper in 1b	Medium	High	Strengthened pupil premium strategy; cross-UA equity monitoring
Leadership/ capacity strain in Northern UA (esp. under 1e)	Option 1e	Medium	Medium	Build in dedicated capacity funding and joint improvement boards
Persistent underperformance in Mansfield & City	Both	High	High	Long-term DfE-backed improvement programme

APPENDIX 4

**THE FUTURE OF LOCAL GOVERNMENT IN NOTTINGHAM
AND NOTTINGHAMSHIRE ENGAGEMENT REPORT –
PUBLIC PERSPECTIVES**

The future of local government in Nottingham and Nottinghamshire

Engagement report

September 2025



**Research, consultation and evaluation
for the public and charitable sectors.**

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The future of local government in Nottingham and Nottinghamshire – Engagement report

Executive Summary

Introduction and background

1. Nottinghamshire is a two-tier area served by seven district and borough councils and a county council. The city of Nottingham is contained within the boundary of Nottinghamshire, with all council services in the area provided by Nottingham City Council, which is a unitary council. In total, nine different councils provide services across the county.
2. In February 2025, as part of the Government's local government reorganisation plans, it contacted local councils in areas such as Nottinghamshire to work together to draw up initial proposals to reduce the number of councils by replacing two-tier councils with larger unitary councils.
3. Following considering key criteria and a range of potential options, Nottinghamshire's councils submitted an interim proposal to Government in March 2025. They propose to create two new unitary councils that would be responsible for all council services in their areas and replace the existing nine councils.
4. An important part of the local government reorganisation process is engaging with residents and stakeholders. This report relates to an engagement exercise about the councils' proposals to replace the nine existing councils with new unitary councils, including different options for the configuration of the future councils. The councils have been supported to conduct the engagement process by independent organisation, Public Perspectives.
5. The results of the engagement exercise will be used to inform the development of the councils' final proposals for the future of local councils in Nottinghamshire, alongside a range of evidence. This must be submitted to Government by 28 November 2025, and feedback on how any proposal will be taken forward for Nottingham is expected in 2026, and then subject to statutory consultation by Government.

Approach to the engagement

6. The engagement exercise was conducted over a six-week period ending on Sunday 14 September 2025.
7. The main mechanism for capturing responses was an online questionnaire open to all interested parties, promoted through councils' websites, communication channels and promotional/marketing activity, including a dedicated website (lgnotts.org), as well as outreach events and engagement with stakeholders.
8. The questionnaire was also available in alternative formats on request, such as paper copies, alongside e-mail, phone, BSL and translation support. The questionnaire is available at appendix 1.
9. Relatedly, four focus groups were conducted involving 34 local residents reflecting the diversity of Nottinghamshire and organised by urban and rural areas. These focus groups allowed the emerging findings from the engagement process to be unpacked and views about the proposals to be discussed in-depth, both adding further insight as well as

validating the findings from the engagement survey. The focus group discussion guide is available at appendix 2.

10. In total, the engagement questionnaire received 11,483 responses.

Key findings and points for consideration

Local area

11. **Sense of place and identity is layered** with respondents **anchoring their description to Nottingham City** (e.g. near Nottingham or north of Nottingham), **followed by Nottinghamshire (the county)**, and then **refined by naming specific towns** or local villages (especially for those areas further away from Nottingham City such as Mansfield, Newark and Worksop), or well-known areas/landmarks or **cultural references such as Sherwood Forest and Robin Hood**. There are also **occasional regional references** such as 'the middle of England' or the 'East Midlands'.
12. In more **rural areas**, respondents often emphasised the rurality e.g. 'a small village', 'the countryside'. In more **urban areas** they tended to reference 'the city' or the nearest town. Whilst there is a **tendency to look inwards within the county and towards Nottingham City** (especially for those areas bordering the city), some respondents in **areas that border other counties and major urban areas or landmarks will also make reference to these**. There are also tendencies to draw clear **distinctions between urban and rural areas and those that live in or near the city and those in other areas of Nottingham, while local authority names are not often used as reference points or forms of identity**.
13. Most respondents are **proud of their local area**, with respondents that live in the Rushcliffe, Gedling and Broxtowe council areas having higher levels of pride about their local area than other locations. There is a **distinction between being proud of their local areas, and satisfaction and advocacy of their local council**, regardless as to whether they hold positive perceptions or not of their council.

Effectiveness of the current council structure and services

14. **Over half of respondents said the current structure and approach to service delivery in councils across Nottingham and Nottinghamshire is effective**. Respondents in Rushcliffe, Gedling and Broxtowe council areas have the highest ratings of effectiveness, while respondents in Nottingham City have the lowest.
15. Those rating the system **effective** tend to highlight **service reliability, local knowledge and responsiveness, local representation, and a sense that the current system is fit for purpose**. Those who said **neither effective or ineffective** often expressed **mixed experiences**. Those rating the system **ineffective** often emphasised issues related to a two-tier system such as **confusion, duplication, inefficiency, lack of joined-up/partnership working, political distrust, and inequity and inconsistency in services between different local councils**, with some advocating for change and unitary authorities.

Local Government Reorganisation in England

16. Respondents identified several **potential benefits** of the Government's proposed reorganisation of local councils, with **efficiency and cost savings being the most common**, particularly through reduced duplication and streamlined services by forming unitary councils. Other perceived advantages included greater geographic and administrative coherence, a simpler and clearer council structure, improved coordination and joined-up working, enhanced service quality and outcomes, and fairer, more consistent access to services. However, around **one in five respondents were sceptical**, seeing no real benefits or expressing doubt about whether the potential benefits could be realised in practice, with slightly higher levels of scepticism in Rushcliffe and Broxtowe council areas.
17. The main **concerns** about the Government's proposed reorganisation of local councils **centred on fears of urban–rural imbalance**, particularly that Nottingham City could dominate and rural areas would lose voice, priority, and tailored services. **Financial risks** were also a major worry, with doubts about high reorganisation costs, savings not being realised, or neighbouring areas having to cover Nottingham City's perceived financial struggles.
18. **Other key concerns included loss of local representation, accountability, and knowledge**, potential decline in service quality and disruption during transition, and **doubts about efficiency, with larger councils seen as possibly more bureaucratic**. Smaller proportions mentioned risks of job losses and staff disruption, politicisation and distrust of motives, and argued for reform within the current system or no change at all. Around 5% of respondents expressed no concerns. Concerns were broadly consistent across areas, but stronger in Rushcliffe and Broxtowe council areas, particularly regarding urban–rural imbalance and financial risks.
19. In addition, a few participants in the focus groups **questioned how the proposals align with wider reforms**, noting that the mix of regional devolution, other public bodies/offices, and new governance structures risks creating confusion rather than simplification. They felt the approach adds layers while removing others, leading to disruption, costs, and a system that remains just as complex.

Future councils

20. Respondents said that any new council should **focus on delivering good quality core and universal services/issues** such as roads and pavements, crime and anti-social behaviour, clean streets, and travel and transport, alongside **value for money and meeting local needs**.
21. Relatedly, respondents highlighted the **importance of involving residents in decision-making and local area/neighbourhood working** to ensure that future councils understand and are responsive to the needs of different communities and areas, including urban and rural (this was considered important in general and especially important in the context of larger unitary councils). Consequently, they want to see mechanisms in place to ensure this continues and thrives in future arrangements. This can include local area forums, research and consultation to identify local issues and priorities, engaging with local councillors, and working closely with town and parish councils as well as local community and voluntary groups. They also wanted engagement and consultation to be genuine and meaningful, leading to positive change.
22. Throughout the engagement results, there are differences in experience, perceptions and opinion by different demographic groups. The reasons for this are not unpicked in this report, although it highlights the **importance of understanding local issues and**

priorities and tailoring services and support to different communities (both equality groups, different localities and urban-rural communities) as part of any future arrangements.

Local Government Reorganisation across Nottingham and Nottinghamshire

23. **Over half disagree with the proposal to reduce the number of councils from the existing nine to two new larger unitary councils**, with a relationship between perceived effectiveness of the current system and levels of agreement i.e. in other words, those that consider the current system ineffective are more likely to state there is a case for change. Respondents in Nottingham City are more likely to agree with the proposal to replace the nine existing councils with two than respondents in other areas. In contrast, respondents in Broxtowe, Rushcliffe and Gedling council areas are less likely to agree.
24. Those that **agreed tended to state that the proposals would reduce duplication, generate efficiencies and consequently lead to cost-savings**, while a smaller number also said that it would lead to a **simplification of the system and therefore improved accessibility**. This said, support was often conditional upon potential benefits being realised, including savings being re-invested into better services or lower council tax.
25. Those that disagreed are **concerned about fairness and equitability, especially in relation to an urban-rural imbalance**. Similarly, they are concerned about a **loss of local representation, knowledge and accountability**, and associated issues around **access to services and responsiveness to local issues**. Some respondents **oppose local government reorganisation in general**, with concerns that implementation will be disruptive, and **improvements and savings will not be achieved in practice**. There is also some **distrust about the motives** behind the proposals and **concern that neighbouring areas will inherit perceived financial and service delivery issues experienced by Nottingham City**. This said, it is **worth noting that the concerns were mainly about larger councils not necessarily moving to a unitary model**.

The Options

Option 1b

Nottinghamshire and Nottingham City + Broxtowe + Gedling (known as Option 1b). This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Rushcliffe. The second covering Gedling, Broxtowe, and Nottingham City.

26. Around half of respondents **expressed concerns about Option 1b, particularly that the proposed boundaries are illogical or unfair**, with some urban areas excluded (such as neighbouring urban areas with close links to the city, such as West Brigford) and rural areas included that lack alignment with Nottingham City (such as in some parts of Broxtowe Borough Council area). Many were also concerned about **perceived Nottingham City Council's financial and management issues**, fearing neighbouring areas could be drawn into these perceived problems, face higher council tax, or experience declining services, as well as **rural voices lost within a council dominated by Nottingham City** - concerns especially strong in Broxtowe and Gedling council areas.
27. Nonetheless, around one in ten respondents supported the option, but largely on the condition that it delivers genuine efficiencies, cost savings, and service improvements. This said, **some participants that live in Gedling Borough Council area were more agnostic**

about the option, given their proximity and relationship to Nottingham City. Participants living in other parts of Nottinghamshire had less to say about this option (or all the options) because they would not be in a council with Nottingham City. However, there were some concerns about **being in a large council covering such a large and diverse area**.

Option 1e

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Gedling. The second covering Broxtowe, Nottingham City, and Rushcliffe.

28. **Option 1e received more support than 1b, with around a third of respondents viewing it positively or as the better of the two, particularly for its clearer North–South split and perceived geographic logic.** Nottingham City and Gedling respondents were more supportive than other respondents, though concerns remained about boundary choices, especially the inclusion of rural areas with little connection to the city (such as in the south of Rushcliffe Borough Council area) and exclusion of closer areas that were seen as more integrated with Nottingham City, such as some parts of Gedling Borough Council and Ashfield District Council.
29. **Consistent worries included perceptions about Nottingham City’s financial challenges and the risk of neighbouring areas ‘bailing it out’, as well as rural–urban imbalance and loss of local voice**, particularly in Broxtowe and Rushcliffe council areas. Around one-in-ten opposed the option outright, questioning the evidence base and feasibility of benefits. Some respondents also suggested alternative models, such as a single county-wide council, a smaller city-focused unitary alongside a wider county council, or a three-council structure dividing north, south, and city areas.

Other considerations

30. Respondents often said they wanted **more information** to better understand the reasons for the proposals, the evidence base, and the potential benefits and challenges, highlighting the continued importance of effective communications.
31. They also want any **changes to be conducted seamlessly and with as little disruption as possible**, so that services and outcomes are not undermined and any potential benefits realised.

The future of local government in Nottingham and Nottinghamshire – Engagement report

Main report

Section 1: Introduction

Introduction and background

- 1.1. Nottinghamshire is a two-tier area served by seven district and borough councils and a county council. The city of Nottingham is contained within the boundary of Nottinghamshire, with all council services in the area provided by Nottingham City Council, which is a unitary council. In total, nine different councils provide services across the county.
- 1.2. In February 2025, as part of the Government's local government reorganisation plans, it contacted local councils in areas such as Nottinghamshire to work together to draw up initial proposals to reduce the number of councils by replacing two-tier councils with larger unitary councils.
- 1.3. Following considering key criteria and a range of potential options, Nottinghamshire's councils submitted an interim proposal to Government in March 2025. They propose to create two new unitary councils that would be responsible for all council services in their areas and replace the existing nine councils.
- 1.4. An important part of the local government reorganisation process is engaging with residents and stakeholders. This report relates to an engagement exercise about the councils' proposals to replace the nine existing councils with new unitary councils, including different options for the configuration of the future councils. The councils have been supported to conduct the engagement process by independent organisation, Public Perspectives.
- 1.5. The results of the engagement exercise will be used to inform the development of the councils' final proposals for the future of local councils in Nottinghamshire, alongside a range of evidence. This must be submitted to Government by 28 November 2025, and feedback on how any proposal will be taken forward for Nottingham is expected in 2026, and then subject to statutory consultation by Government.

Approach to the engagement

- 1.6. The engagement exercise was conducted over a six-week period ending on Sunday 14 September 2025.
- 1.7. The main mechanism for capturing responses was an online questionnaire open to all interested parties, promoted through councils' websites, communication channels and promotional/marketing activity, including a dedicated website (lgrnotts.org), and partner toolkits.
- 1.8. The questionnaire was also available in alternative formats on request, such as paper copies, alongside e-mail, phone, BSL and translation support. The questionnaire is available at appendix 1.
- 1.9. Local councils also supported some community outreach and engagement events, promoting the engagement exercise with residents and stakeholders, including businesses.
- 1.10. In addition, local councils drew-up a list of key stakeholders who were directly contacted and invited to participate in the engagement exercise. This included town and parish councils, VCSE organisations and local businesses, as well as strategic and pan-Nottinghamshire organisations.
- 1.11. Relatedly, four focus groups were conducted involving 34 local residents reflecting the diversity of Nottinghamshire and organised by urban and rural areas. These focus groups allowed the emerging findings from the engagement process to be unpacked and views about the proposals to be discussed in-depth, both adding further insight as well as validating the findings from the engagement survey. The focus group discussion guide is available at appendix 2.
- 1.12. In total, the engagement questionnaire received 11,483 responses.
- 1.13. The following table summarises the background of respondents:

Figure 1.1: Background of respondent*

A resident living in Nottingham or Nottinghamshire	96%
Someone who works in Nottingham or Nottinghamshire	26%
A voluntary or community organisation	1%
A Town or Parish Council	1%
A District / Borough / City / County Council employee	7%
Another public sector organisation	0%
A local councillor	1%
A business owner or business leader operating in Nottingham or Nottinghamshire	2%
Other	1%

*Respondents could select more than one answer, hence why responses add up to over 100%.

1.14. The following table shows the local council area in which respondents live and compares this to the population sizes in each local council area. As is the nature with self-selecting/open-access questionnaires, the responses are not proportional to the population sizes in each of the local council areas.¹ Consequently, the results are analysed (and in some cases presented) both as they are and also re-weighted to be in-line with the population sizes in each local council area.

Figure 1.2: Location of respondents

Location	Respondents	Population*
Ashfield District Council area	5%	11%
Bassetlaw District Council area	9%	10.3%
Broxtowe Borough Council area	22%	9.7%
Gedling Borough Council area	16%	10.2%
Mansfield District Council area	4%	9.6%
Newark and Sherwood District Council area	7%	10.7%
Nottingham City Council area	10%	28.2%
Rushcliffe Borough Council area	26%	10.4%
Outside of Nottingham and Nottinghamshire	2%	N/A

*Based on Census 2021.

¹ The level of response is influenced, in part, by the degree to which the proposals and options may affect a local council area.

- 1.15. There is a spread of responses across different demographic groups, albeit a skew towards older and more affluent groups, which is common in self-selecting/open-access questionnaires such as this.

Figure 1.3: Demographic profile of respondents (only asked to those that live in Nottinghamshire)

Sex	
Female	49%
Male	45%
Another term	0%
Prefer not to say	5%
Age	
Under 18	0%
18-24	1%
25-34	7%
35-44	13%
45-54	18%
55-64	23%
65 and over	31%
Prefer not to say	7%
Disability	
Yes, which reduce my ability to carry out my day-to-day activities a lot	6%
Yes, which reduce my ability to carry out my day-to-day activities a little	10%
Yes, but they don't reduce my ability to carry out my day-to-day activities at all	10%
No	64%
Prefer not to say	10%
Ethnicity	
White British-Irish	82%
Non-White British-Irish	7%
Prefer not to say	11%
Housing situation	
Owner-occupier	80%
Privately renting	5%
Renting from the council or housing association	4%
Other	2%
Prefer not to say	9%

Reporting

- 1.16. The rest of this report presents the key findings from the engagement questionnaire and focus groups. The results have been analysed against all demographic and key variables/questions to identify any important differences in opinion between different groups. In particular, the focus is on geography i.e. the local council area respondents live in.
- 1.17. In addition, the open-ended comments received in the questionnaire have been reviewed and key themes presented in the report.
- 1.18. The focus group insights are integrated alongside the engagement questionnaire findings, including exemplifying quotes.
- 1.19. The report is organised in-keeping with the structure of the engagement questionnaire and focus groups, as follows:
 - Section 2: Your local area
 - Section 3: The current way councils are organised in Nottingham and Nottinghamshire
 - Section 4: Local Government Reorganisation in England
 - Section 5: Future councils
 - Section 6: Local Government Reorganisation across Nottingham and Nottinghamshire

Section 2: Your local area

Introduction

- 2.1. This section presents findings about respondents' views on their local area, including movement across the county, sense of place and council services/priorities.

Where is your main place of work or study? by Which council area do you live in?

Respondents tend to work or study in areas closest to where they live, while notable proportions that live outside Nottingham work or study in the city, especially those council areas that border it

- 2.2. Respondents tend to work or study in the same council areas they live in, especially those that live in Nottingham City (69%), Bassetlaw (68%) and Newark and Sherwood (61%) council areas.
- 2.3. Notable proportions that live outside Nottingham work or study in the city, especially those council areas that border it (Gedling – 33%, Broxtowe – 29%, Rushcliffe – 24% and Ashfield - 23%).
- 2.4. In addition, there are also notable proportions that work or study across the county. Similarly, there are notable proportions that work or study outside of the county, especially those council areas that neighbour other counties or urban areas (Bassetlaw – 17%, Broxtowe – 17% and Rushcliffe – 15%).

Figure 2.1: Movement across Nottinghamshire

Main place of work or study	Council area live in							
	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Ashfield District Council area	47%	1%	2%	3%	9%	2%	1%	0%
Bassetlaw District Council area	1%	68%	0%	1%	3%	4%	0%	0%
Broxtowe Borough Council area	3%	0%	43%	3%	1%	1%	4%	2%
Gedling Borough Council area	3%	1%	2%	40%	4%	3%	3%	2%
Mansfield District Council area	9%	3%	1%	2%	52%	5%	1%	1%
Newark and Sherwood District Council area	2%	4%	0%	3%	6%	61%	1%	2%
Nottingham City Council area	23%	2%	29%	33%	4%	8%	69%	24%
Rushcliffe Borough Council area	2%	0%	3%	5%	2%	2%	7%	48%
Across all of Nottingham and Nottinghamshire	12%	8%	10%	13%	17%	10%	9%	11%
Outside of Nottingham and Nottinghamshire	9%	17%	17%	7%	10%	8%	10%	15%

Number of respondents: 7,658 (excludes respondents that do not study or work currently – 33%).

Note: Respondents could select more than one answer.

(Non-weighted results i.e. the results have not been changed to reflect the actual population sizes of a local council area. This is the case for all graphs and tables in this report. The weighted results, where presented, are referenced in separate paragraphs and clearly indicated).

How do you describe where you're from when talking to someone who doesn't live nearby? Which names or places do you mention?

Residents tend to anchor their description to Nottingham City and/or Nottinghamshire, with further mention of nearby towns or villages as well as well-known landmarks or cultural references

- 2.5. Respondents were asked how they describe where they are from when talking to someone who does not live nearby (only asked to respondents that live in Nottinghamshire – 10,945 responses). In summary, across Nottinghamshire **sense of place and identity is layered** with respondents **anchoring their description to Nottingham City** (e.g. near Nottingham or north of Nottingham), **followed by Nottinghamshire (the county)**, and then **refined by naming specific towns** or local villages (especially for those areas further away from Nottingham City such as Mansfield, Newark and Worksop), or well-known areas/landmarks or **cultural references such as Sherwood Forest and Robin Hood**.
- 2.6. There are also **occasional regional references** such as 'the middle of England' or the 'East Midlands'. In more **rural areas**, respondents often emphasise the rurality e.g. 'a small village', 'the countryside'. In more **urban areas** they will tend to reference 'the city' or the nearest town. Whilst there is a **tendency to look inwards within the county and towards Nottingham City** (especially for those areas bordering the city), some respondents in **areas that border other counties and major urban areas or landmarks will also make reference to these**.
- 2.7. The following summarises the responses by each council area:

Ashfield District Council area

- Anchor to Nottingham plus local towns: Sutton-in-Ashfield, Kirkby-in-Ashfield and Hucknall, and also nearby Mansfield.
- Some wider mention of being part of Nottinghamshire County.
- Strong references to Robin Hood/Sherwood Forest connections.
- Directional framing ("north of Nottingham").

Bassetlaw District Council area

- Reference to key towns such as in or near Worksop or Retford.
- Occasional reference to being part of Nottinghamshire, alongside references to nearby Sheffield and Doncaster (due to proximity to South Yorkshire) (and more likely to reference these areas and look northwards than southwards to Nottingham City).
- Also mentions of Sherwood Forest as a notable local landmark.
- Some occasional mention of 'Bassetlaw' highlighting a sense of identity linked to the local council area.
- Also mentions of rurality and specific villages.

Broxtowe Borough Council area

- Nottingham City is commonly mentioned as an anchor reference point, for example 'near Nottingham'.
- This is accompanied by local identifiers of nearby towns such as Beeston, Eastwood, Kimberley, Stapleford, as well as rural areas, suburban areas and villages such as Bramcote, Chilwell and Nuthall.
- There is also occasional reference to IKEA as a landmark.

Gedling Borough Council area

- A common anchor point is reference to Nottingham, for example 'just north of Nottingham', 'just outside Nottingham' or 'near Nottingham'.
- Local towns and areas are also commonly reference in conjunction with reference to the city, such as Arnold, Carlton and Mapperley.

Mansfield District Council area

- Strong and primary emphasis on Mansfield as the main identifier, given its eponymous nature, history/heritage, and dominance of, and largest town within, the district.
- Some lesser references to Warsop as a smaller town in the district or Woodhouse.
- Frequent associated references to nearby Sherwood Forest and Robin Hood heritage.
- Nottingham City is also occasionally mentioned, but often in a secondary manner. For example, 'I live in Mansfield, a few miles north of Nottingham'.

Newark and Sherwood District Council area

- Newark-on-Trent is often referenced as an anchor point given its relative size, the main town in the area and where the council offices are located.
- Southwell (and sometimes the racecourse) and Ollerton are also mentioned. Depending on location, Mansfield is also sometimes mentioned as too Nottingham City itself, often as secondary markers. There is also occasional secondary mention of 'near Lincoln', depending on proximity.
- Landmark and cultural references are commonly made to Sherwood Forest and Robin Hood.

Nottingham City Council area

- The core reference is unsurprisingly Nottingham itself, with follow-up reference to specific locations within the city.
- There is sometimes secondary mention of wider landmarks, regional and cultural references such as Nottinghamshire, East Midlands or Robin Hood.

Rushcliffe Borough Council area

- Nottingham City is a common anchor reference, often framed as relative to ‘the south of Nottingham’.
- There is often follow-up reference to specific towns and areas as a key local identifier, especially West Bridgford as the largest town in the area.
- Other notable areas mentioned include Bingham, Cotgrave, Radcliffe-on-Trent and Ruddington.
- There are also sometimes references to ‘Rushcliffe’ or near the ‘River Trent’.
- Further south in the district into more rural areas such as Keyworth and East Leake there is less reference to Nottingham City and more reference to the wider county and/or rurality, as well as some reference to large nearby towns outside of the county, such as Loughborough.

Focus group insight:

The focus groups validate the points raised through the engagement survey about layered identity and sense of place, with **clear distinctions between urban and rural areas and those that live in or near the city and those in other areas of Nottingham:**

“I say I’m from Nottingham first, which most people have heard about and reflects how I feel about myself. If I need to clarify even further I might say Nottinghamshire, East Midlands or just the middle of England.” *Urban participant*

“I say that I live near Nottingham. I’m on the outskirts and I don’t really feel like I live in the city itself, but it’s a good reference point and at the end of the day I spend quite a bit of time in Nottingham and I’m happy to be associated with it.” *Urban participant*

“Not everyone has heard of Newark-on-Trent, so I might say that and follow it up by saying Sherwood Forest and Robin Hood, most people have heard of those.” *Urban participant*

“I live in a small village in a rural area. I’m guess I’m not a million miles away from the city, but I definitely don’t feel like I come from Nottingham or an urban area. But I do feel like I’m from Nottinghamshire and that’s normally what I tell people.” *Rural participant*

Focus group participants tended to say that they **do not specifically identify with their local authority in itself or would not typically use it as a reference point:**

“I live near Mansfield and that’s how I’d introduce myself, but I wouldn’t go as far as to say I live in Mansfield District.” *Urban participant*

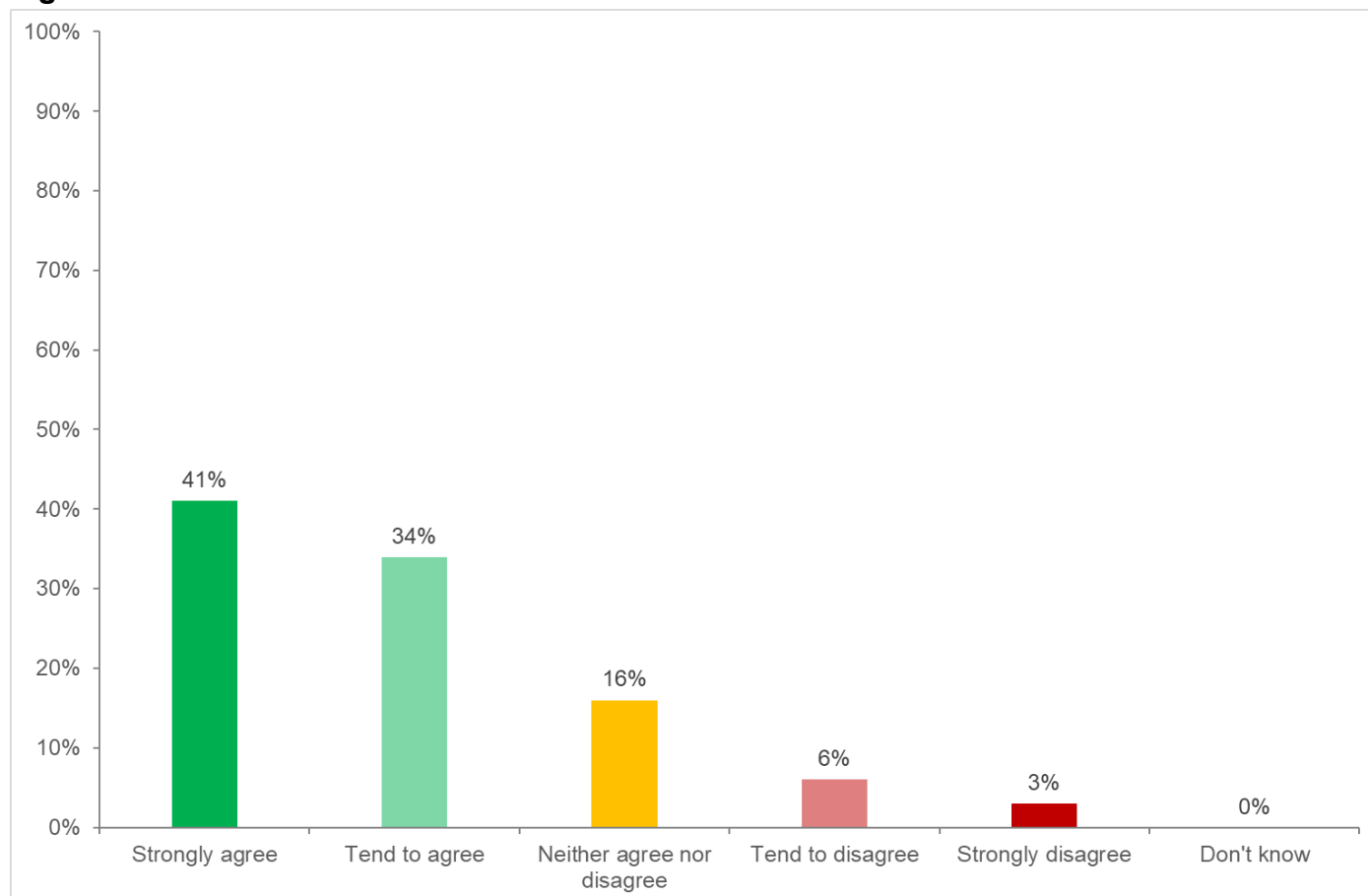
“I pay my council tax to Rushcliffe Borough Council. I’m pretty happy with them. But I don’t say to people I’m from Rushcliffe or that I live in Rushcliffe Borough Council area. I only reference them if I’m talking about council stuff, like services, council tax or voting.” *Rural participant*

To what extent do you agree or disagree that you are proud to live in your local area?

Three-quarters of respondents said they are proud to live in their local area with notable variation by council area

2.8. 75% of respondents are proud to live in their local area including 41% that strongly agree. Only 9% disagree.

Figure 2.2: Proud to live in local area



Number of respondents: 11,206 (only asked to respondents that live in Nottingham and Nottinghamshire).

Focus group insight:

The focus group participants highlighted a **distinction between being proud of their local areas and satisfaction and advocacy of their local council**, regardless as to whether they hold positive perceptions or not of their council:

“I like my local area, I like living here, but that’s got nothing to do with whether I think my council are doing a good job or not. There’s been lots of reported issues about the City Council and there’s been issues that we’ve experienced, but I still enjoy living in the city and I’m proud to say I’m from Nottingham.” *Urban participant*

“I think my council does a good job, in general. But when I think about my local area I don’t really think about the council. They can affect my enjoyment of living here because if it’s well looked after it improves my quality of life. But the reason I like living here is because of lots of other things specific to the area such as the location, ruralness and being close to lots of different places and attractions.” *Rural participant*

- 2.9. Respondents that live in Rushcliffe (91% proud), Gedling (79% proud) and Broxtowe (78% proud) council areas have higher levels of pride about their local area than other locations, especially Mansfield council area (43% proud).

Figure 2.3: Proud to live in local area by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Strongly agree	21%	26%	41%	40%	17%	32%	25%	63%
Tend to agree	33%	32%	37%	39%	26%	38%	35%	28%
Neither agree nor disagree	24%	24%	16%	17%	30%	20%	20%	7%
Tend to disagree	14%	10%	4%	3%	18%	7%	11%	1%
Strongly disagree	8%	8%	1%	1%	9%	3%	9%	0%
Don't know	0%	0%	0%	0%	1%	0%	0%	0%

- 2.10. Consequently, when the data is re-weighted by council area to be proportionate to population sizes across Nottinghamshire there is a change in the levels of pride in a downwards direction (as the locations with higher levels of pride have responded in greater numbers relative to their population size). The re-weighted data has 65% of respondents agreeing that they are proud and 15% disagreeing:

- Strongly agree: 31%
- Tend to agree: 34%
- Neither agree nor disagree: 20%
- Tend to disagree: 9%
- Strongly disagree: 6%
- Don't know: 0%

- 2.11. Respondents with lower levels of pride are:

- Aged 18-25: 58% proud compared with 75% of older respondents.
- People living with a disability: 70% proud compared with 78% of other respondents.
- Private and social renters: 65% proud compared with 77% of owner-occupiers.

Thinking generally, what would you say are most important in making somewhere a good place to live? And what are your priorities for improvement in the local area?

Core and universal services/issues such as roads and pavements, crime and anti-social behaviour, clean streets, and travel and transport are key priorities

- 2.12. 71% of respondents said that maintaining roads and pavements are the priority for improvement (and also second top cited as making somewhere a good place to live – cited by 83%).
- 2.13. 64% of respondents said crime and anti-social behaviour are priorities for improvement (third top cited as making somewhere a good place to live – cited by 81%).
- 2.14. 57% of respondents said clean streets are a priority, which is top cited as making somewhere a good place to live by 85% of respondents.
- 2.15. 53% noted public transport, roads and parking as priorities for improvement (also fourth cited as making somewhere a good place to live – cited by 80% of respondents).
- 2.16. Other core and universal services/issues such as refuse collection and recycling (cited by 40% as a priority for improvement), parks, sports and leisure facilities (42%) and health services (46%) also standout.

Figure 2.4: Important aspects in making somewhere a good place to live and priorities for improvement

	Making somewhere a good place to live (11,173)	Priority for improvement (11,123)
Keeping the streets and public areas clean and tidy	85%	57%
Maintaining roads and pavements	83%	71%
Tackling anti-social behaviour and reducing crime	81%	64%
Public transport, roads and parking	80%	53%
Refuse collection and recycling	77%	40%
Parks, sports and leisure facilities	77%	42%
Health services such as mental health services and promoting healthy lifestyles	68%	46%
Schools and places of learning	67%	32%
Decent and affordable homes	64%	35%
Support and services for older people and vulnerable groups	62%	37%
Activities and facilities for children and young people	61%	30%
Regeneration of town centres / high streets, including shops and markets	59%	41%
Jobs and supporting people into work	58%	32%
Community events and activities and supporting local community groups	58%	25%
Arts and cultural services such as theatres and museums	44%	16%
Supporting residents to reduce their impact on the environment	37%	20%

Numbers in brackets are the number of respondents to each question (only asked to respondents that live in Nottingham and Nottinghamshire). Note: Respondents could select more than one answer.

- 2.17. In the 'other' responses, approximately 2-3% mentioned the importance of 'sense of community', while a similar proportion said a priority is increasing 'community voice' to influence decision-making and an associated improvement in governance of local councils and areas.
- 2.18. Whilst there are variations by council area (and also other demographics), these are not notable and the order of importance/priority is similar. Consequently, for succinctness, these are not presented in this report (although they are available in a separate document).

Focus group insight:

The focus groups reiterated the importance of **good quality core services and value for money**, and that these should be the priorities for any future council:

"It isn't rocket science. Councils spend lots of money on lots of things that often don't matter to local people. All I really want my council to do is get the basics right – keep the streets clean, pick up my bins and don't leave a mess when you do it, get rid of potholes and keep me and my family safe. Anything else on top of this is a bonus, but I'd rather pay a lower council tax than see money wasted on vanity projects." *Urban participant*

Section 3: The current way councils are organised in Nottingham and Nottinghamshire

Introduction

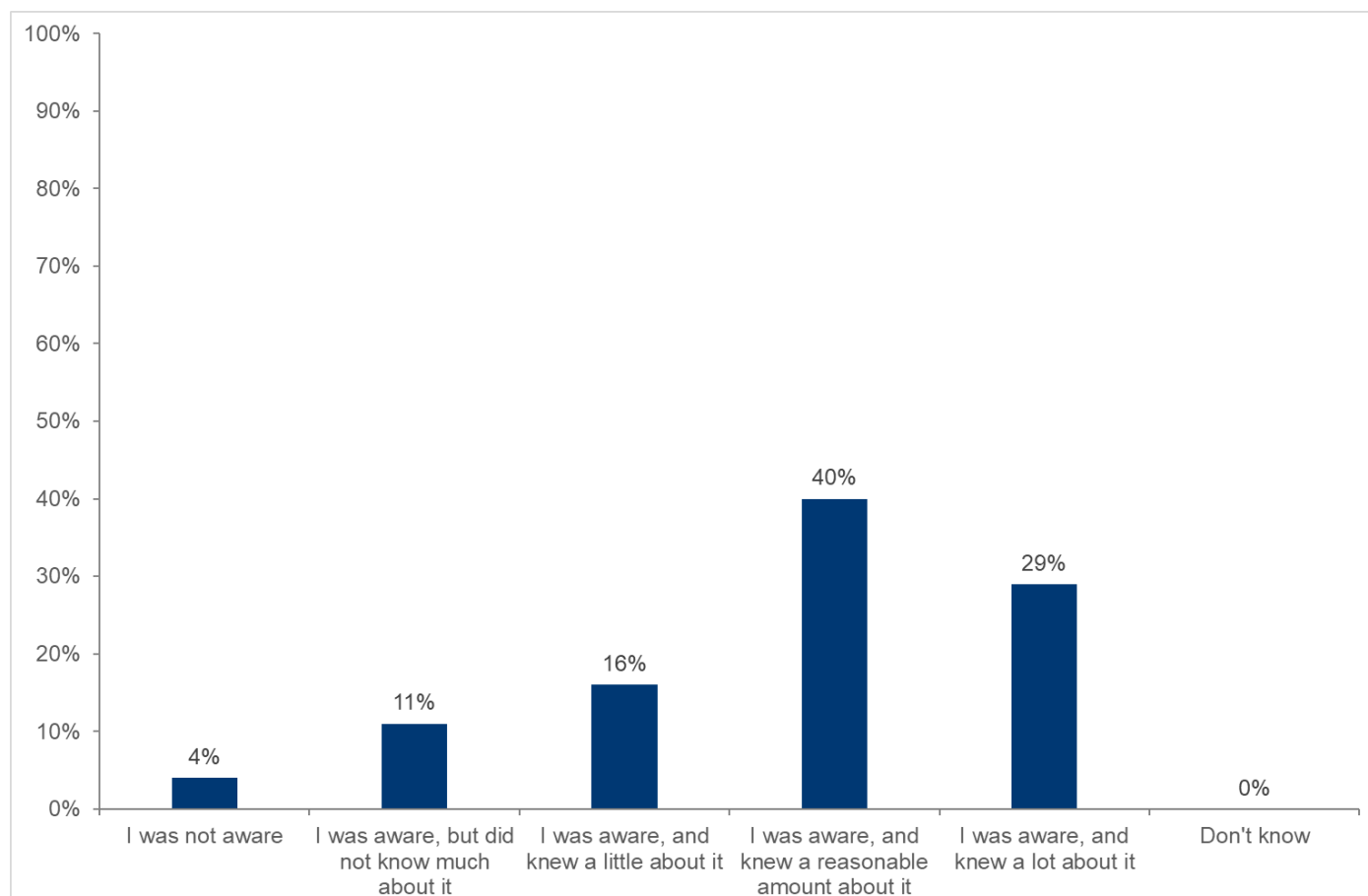
3.1. This section presents findings about the current ways councils are organised in Nottingham and Nottinghamshire, including awareness and knowledge, and perceptions of effectiveness.

Before today, how aware were you of the current structure of councils in Nottingham and Nottinghamshire, and the services each council provides?

Most respondents were aware of the current structure of councils and the different services delivered, and had varying levels of knowledge

3.2. 96% of respondents were aware of the current structure of councils, including 29% that knew a lot about it, 40% a reasonable amount, 16% a little and 11% not much about it. 4% were not aware of the current structure of councils in Nottingham and Nottinghamshire before responding to the engagement survey.

Figure 3.1: Awareness and knowledge of the current structure of councils



Number of respondents: 11,424.

Focus group insight:

Participants in the focus groups had **varying levels of awareness and knowledge** of the current structure of councils in their area, including the two-tier system. In several cases this was **limited to an awareness that their council tax is shared between two councils** (in the case of non-Nottingham City residents), while others said their **use of services had made them aware, albeit also often confusing**:

“I know that my council tax goes to both my District Council and the County Council. I think I know why and what each does, but don’t test me. It can be a little confusing.” *Rural participant*

“I’ve had to deal with both councils during my time for different services, including the county council for social services. I’d say I’m now quite knowledgeable about it, but that’s been hard won through bitter experience of having to navigate around the system.” *Rural participant*

“I know that Nottingham City delivers all services in the area, but what relationship does it have with the county and the neighbouring district and borough councils? It’s always felt a bit odd. It’s like the City is an island in amongst all these other councils. It doesn’t feel that joined-up when you think about it.” *Urban participant*

- 3.3. Respondents in Gedling (98% aware including 75% with at least reasonable knowledge), Rushcliffe (also 98% aware including 74% with at least reasonable knowledge) and Ashfield (96% aware including 72% with at least reasonable knowledge) are most awareness and knowledgeable. Respondents in Bassetlaw are least aware and knowledgeable (92% aware including 56% with at least reasonable knowledge).

Figure 3.2: Awareness and knowledge of the current structure of councils by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
I was not aware	4%	8%	5%	2%	6%	7%	5%	2%
I was aware, but did not know much about it	9%	17%	12%	7%	11%	11%	12%	9%
I was aware, and knew a little about it	14%	17%	19%	15%	15%	13%	16%	15%
I was aware, and knew a reasonable amount about it	37%	34%	41%	43%	31%	36%	37%	43%
I was aware, and knew a lot about it	35%	22%	23%	32%	36%	33%	30%	31%
Don't know	1%	1%	0%	0%	1%	0%	0%	0%

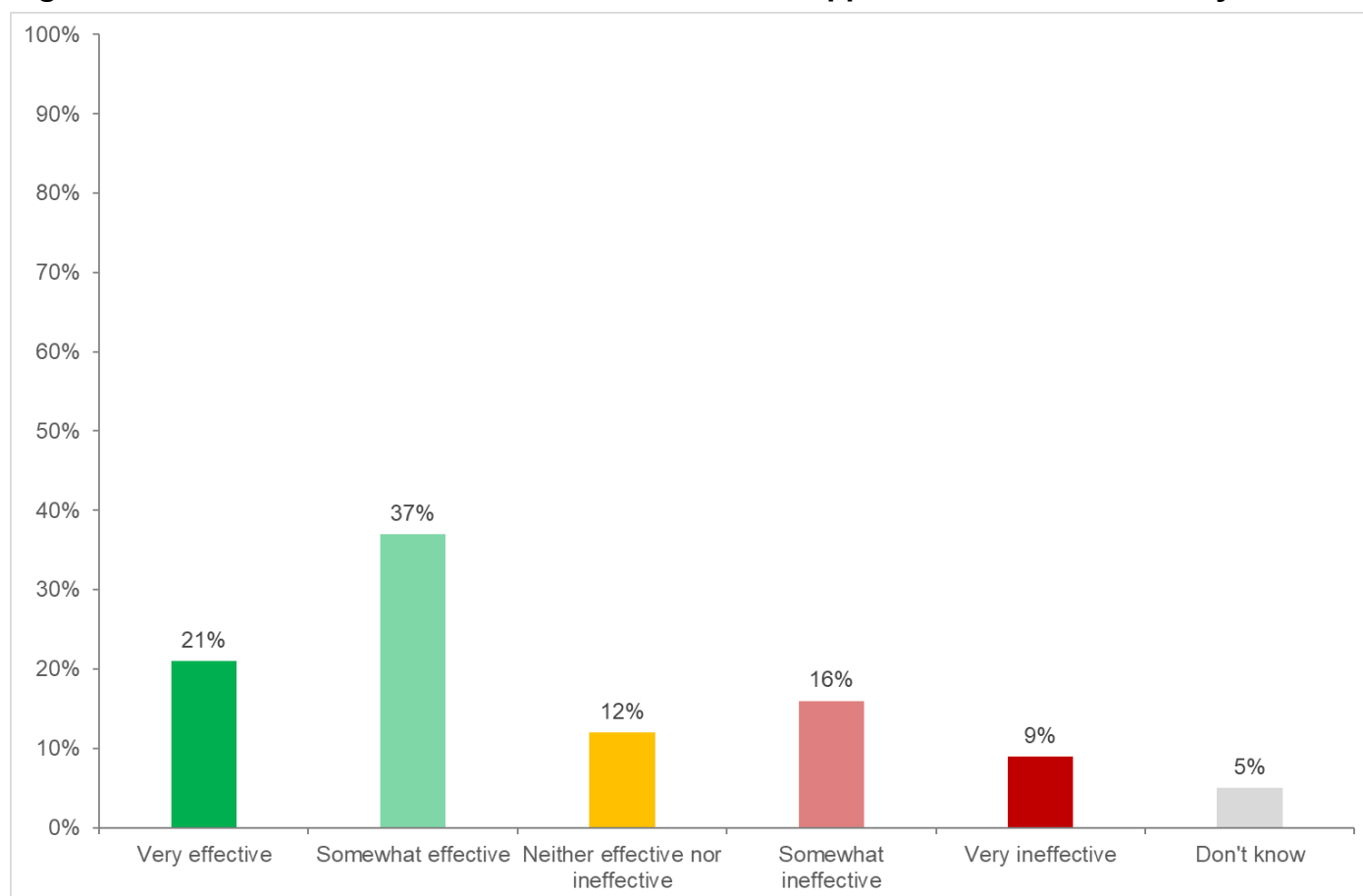
- 3.4. There are some minor changes when the data is re-weighted by council area to be proportionate to population sizes across Nottingham and Nottinghamshire:
- Not aware: 5%
 - Not know much: 11%
 - Know a little: 16%
 - Know a reasonable amount: 38%
 - Know a lot: 30%
 - Don't know: 0%
- 3.5. Respondents with lower levels of awareness and knowledge of the current structure of councils and the different services delivered are:
- Women: 25% know a lot compared with 33% of men.
 - Aged under 35: 62% know at least a reasonable amount compared with 69% of older respondents.
 - Non-White British-Irish: 57% know at least a reasonable amount compared with 69% of other respondents.
 - Private renters and social renters: 61% of private renters and 51% of social renters know at least a reasonable amount compared with 70% of owner-occupiers.

How effective is the current structure of councils and the approach to service delivery in Nottingham and Nottinghamshire?

Over half of respondents said the current structure and approach to service delivery in councils across Nottingham and Nottinghamshire is effective with some variations by area

- 3.6. 58% of respondents said the current structure and approach to service delivery is at least somewhat effective, including 21% that said it is very effective. A quarter said it is at least somewhat ineffective, including 9% that said it is very ineffective.
- 3.7. Respondents that knew at least a reasonable amount about the current structure and approach to service delivery (63%) are more likely to say that the current system is effective compared to respondents with less awareness or knowledge (48%).

Figure 3.3: Effectiveness of the current structure and approach to service delivery



Number of respondents: 11,413.

- 3.8. Respondents in Rushcliffe (72% effective), Gedling (65% effective) and Broxtowe (63% effective) council areas have the highest ratings of effectiveness, while respondents in Nottingham City have the lowest (26% effective).

Figure 3.4: Effectiveness of the current structure and approach to service delivery by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Very effective	14%	11%	24%	22%	10%	15%	5%	31%
Somewhat effective	40%	32%	39%	43%	34%	38%	21%	41%
Neither effective nor ineffective	14%	16%	13%	12%	17%	15%	15%	9%
Somewhat ineffective	16%	21%	12%	14%	20%	20%	33%	11%
Very ineffective	11%	14%	5%	7%	15%	8%	22%	5%
Don't know	4%	6%	6%	3%	5%	5%	5%	4%

- 3.9. Consequently, when the data is re-weighted by council area to be proportionate to population sizes across Nottinghamshire there is a change in the results with levels of effectiveness decreasing (as the locations with higher ratings of effectiveness have responded in greater numbers relative to their population size). The re-weighted data is more polarised with 47% of respondents rating the current system as effective and 34% ineffective:

- Very effective: 14%
- Somewhat effective: 33%
- Neither effective nor ineffective: 14%
- Somewhat ineffective: 21%
- Very ineffective: 13%
- Don't know: 5%

- 3.10. Respondents that rated lower the effectiveness of the current system are:

- Aged under 25: 46% rate the current system as effective compared with 58% of older respondents.
- Private and social renters: 49% rate the current system as effective compared with 59% of owner-occupiers.

3.11. Respondents were asked to explain their answers to help understand the reasons behind their perceptions about effectiveness with 59% of respondents providing further explanation. In summary, those rating the system **effective** tend to highlight **service reliability, local knowledge and responsiveness, local representation, and a sense that the current system is fit for purpose**. Those who said **neither effective or ineffective** often expressed **mixed experiences, or uncertainty/lack of clarity**. Those rating the system **ineffective** emphasised **confusion, duplication, inefficiency, lack of joined-up/partnership working, political distrust, and inequity and inconsistency in services between different local councils**, with some advocating for change and unitary authorities.

3.12. The following provides more detail on the reasons alongside volume of opinion:

Reasons for rating the current system as effective:

- **Satisfaction with services** (cited by approximately 15% of respondents): Service provision is generally considered effective and satisfactory including key services such as bin collections, highways maintenance, and schools working well.
- **Local knowledge and responsiveness** (cited by approximately 10%): Smaller/more localised councils such as District/Borough councils allow services to be tailored to local need and priorities, and be more aware of, and responsive to, issues as they emerge at the neighbourhood level.
- **Representation** (cited by approximately 5%): Councils are closer to their communities and there is greater local accountability and political representation, reflecting local needs/priorities.
- **Familiarity, stability and continuity** (cited by approximately 2-3%): The current approach works sufficiently well and does not need to change, just potentially improved in-situ.

Reasons for rating the current system as neither effective nor ineffective:

- **Mixed experiences and views** (cited by approximately 5% of respondents): Some services/aspects work well and others could be improved. This includes an appreciation that there is scope for change and improvement, allied with concerns that change could be disruptive or not lead to positive benefits in practice.
- **Lack of knowledge, information or understanding of the current structure or approach to services** (cited by approximately 2-3%): This meant that respondents could not form a firm or clear opinion regarding effectiveness.

Reasons for rating the current system as ineffective:

- **Service delivery issues** (cited by approximately 10% of respondents): Mixed experiences of service delivery and quality, with scope for improvement.
- **Duplication and inefficiency** (cited by approximately 5%): The two-tier structure is inefficient with resource duplication between councils, unnecessary tiers of management and staffing resulting in wasted resources, added bureaucracy and negative consequences for service delivery/quality as well as cost-effectiveness.
- **Confusion** (cited by approximately 5%): The two-tier structure makes the system difficult to navigate, as well as creating a lack of accountability between councils.
- **Joined-up/partnership working** (cited by approximately 5%): The current two-tier system makes coordination challenging between councils and partners across the different tiers of local government, with scope to improve partnership working.

- **Political concerns** (cited by approximately 2-3%): Undercurrent of distrust of politics and politicians, surfacing mainly around planning decisions, fairness of service allocation, and perceptions of political agendas overriding residents' needs.
- **Inequity and lack of consistency** (cited by approximately 2-3%): Experiences of inconsistent services depending on location and challenges accessing services in neighbouring areas, as well as some concerns around a bias to service provision in urban areas compared to more rural areas.

Focus group insight:

Focus group participants shared similar views about the effectiveness of the current system to those expressed by respondents in the engagement survey, **driven by their personal experience of the councils and their services**. These views tended to be **dominated by perceived concerns about Nottingham City council's finances and services** and their impact on neighbouring areas. There was also reference to **inconsistent services, parochialism and calls for more joined-up and partnership working**:

"It is confusing about who you should speak with about any given issue, the district council, the city council or the county council or all of them. I've learnt to know who does what and navigate the system, but I think there's scope for change." *Rural participant*

"When you think about Nottingham City Council you can't say that the current approach works. There's been mismanagement, it's financially bankrupt and my fear is that there will be a ripple effect on its neighbouring areas, especially if there is local government reorganisation. It's not a good advert for a unitary council or forming a new council with Nottingham City council at its head." *Urban participant*

"I generally feel like my council does a reasonable job, but I've seen it professionally where I've been able to get services for one client from their council, but not for someone else who lives in a neighbouring council. It's a bit like a postcode lottery, so I'd like to see more consistency in service provision and it to be easier to access those services so that you don't have to speak to lots of different people." *Urban participant*

"The day-to-day is fine, but I do question some of the decisions that are made. On one level it is nice to have a local council that feels close to the community, but some of the decisions feel a bit parochial, and possibly even overly self-interested, especially around planning decisions or pet projects of councillors. It feels a bit inward looking and I'd like to see the council be more innovative and outward facing, working closely with other councils and partners." *Rural participant*

One point focus group participants tended to share is that they felt it **important that their council is coherent geographically and focussed on their local community**:

"One thing I like about the current system is that it feels like your council is working for you, is focussed on your area and your issues. Mansfield council is a good example, it is a fairly small council and is focussed on those that live in Mansfield and the surrounding areas." *Urban participant*

Section 4: Local Government Reorganisation in England

Introduction

4.1. This section presents findings about the Government's plans for reorganisation of local government across the country, including awareness and knowledge, and perceptions about these plans.

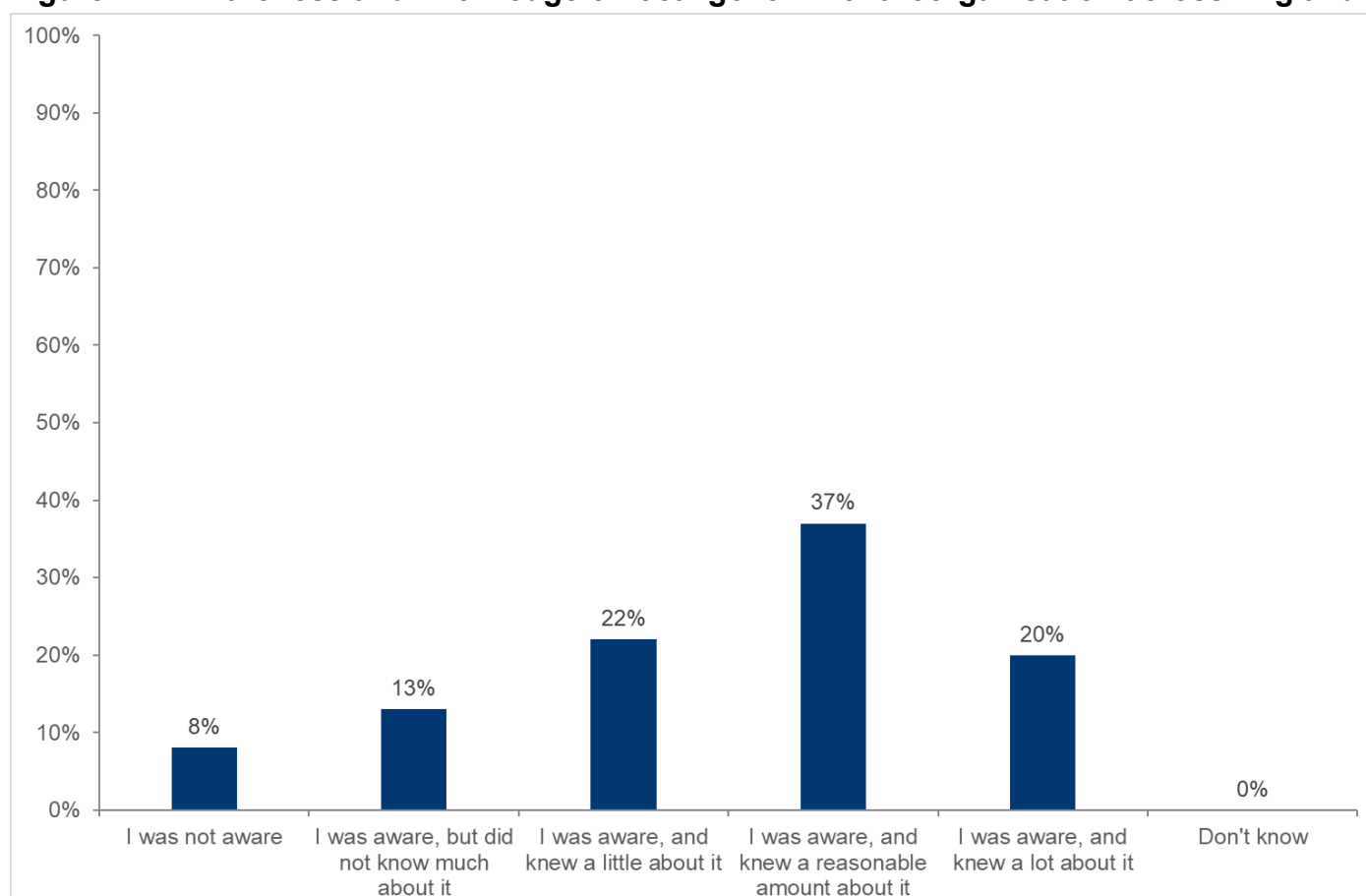
Before today, how aware were you about the Government's plans to reorganise local councils across England?

Most respondents are aware of the reorganisation of councils across England, including over half that have at least reasonable knowledge about it

4.2. 92% of respondents are aware of the reorganisation of councils across England, including 20% that knew a lot about it, 37% a reasonable amount, 22% a little and 13% not much about it. 8% were not aware at all before responding to the engagement survey.

4.3. There is a close relationship between awareness and knowledge of the current structure of councils and that of the reorganisation of councils across England. For example, 50% that were not aware of the current structure of councils are also not aware of the reorganisation of councils. Similarly, 54% that were aware and know a lot about the current structure of local councils are also equally aware and knowledgeable about the reorganisation of councils across England.

Figure 4.1: Awareness and knowledge of local government reorganisation across England



Number of respondents: 11,429.

Focus group insight:

The focus group participants had **mixed levels of awareness and knowledge about local government reorganisation in England**, with most awareness and knowledge generated through this engagement process and associated communications. Awareness and knowledge tended to be **greatest amongst participants in areas that are perhaps most affected by the proposals**. Prior awareness was also linked with the wider devolution agenda, including the formation of the East Midlands Combined County Authority:

“I wasn’t aware about any of this until you invited me to attend the focus group.” Urban participant

“I had some awareness, but only really vaguely. I’d seen something on social media about it.” Urban participant

“I’d heard of devolution and all that previously, but only really found out about local government reorganisation when I heard more about it from my council. Once I heard that we may be joining Nottingham I spent some time getting familiar with the issues as they directly affect me and my family.” Rural participant

“There was that consultation around the East Midlands regional authority a few years ago, so I was aware of what’s going on in general, but I can’t say I knew much about these specific plans until just recently.” Rural participant

- 4.4. Respondents in Rushcliffe (96% aware including 64% with at least reasonable knowledge) and Gedling (96% aware including 62% with at least reasonable knowledge) are most aware and knowledgeable. Respondents in Bassetlaw are least aware and knowledgeable (78% aware including 37% with at least reasonable knowledge).

Figure 4.2: Awareness and knowledge of local government reorganisation across England by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
I was not aware	8%	22%	8%	4%	14%	9%	9%	4%
I was aware, but did not know much about it	15%	19%	15%	12%	13%	16%	14%	10%
I was aware, and knew a little about it	19%	21%	24%	22%	22%	21%	22%	22%
I was aware, and knew a reasonable amount about it	37%	25%	36%	40%	28%	34%	37%	42%
I was aware, and knew a lot about it	20%	12%	17%	22%	22%	21%	18%	22%
Don't know	1%	1%	0%	0%	0%	0%	0%	0%

- 4.5. There are some minor changes when the data is re-weighted by council area to be proportionate to population sizes across Nottingham and Nottinghamshire:

- Not aware: 9%
- Not know much: 14%
- Know a little: 22%
- Know a reasonable amount: 35%
- Know a lot: 19%
- Don't know: 0%

- 4.6. Respondents with lower levels of awareness and knowledge of local government reorganisation across England are:

- Women: 51% know at least a reasonable amount compared with 62% of men.
- Aged under 25: 79% are aware compared with 92% of older respondents.
- Non-White British-Irish: 49% know at least a reasonable amount compared with 56% of other respondents.
- People living with a disability that affects their day-to-day activities a lot or a little: 49% know at least a reasonable amount compared with 57% of other respondents.
- Private renters and social renters: 49% of private renters and 39% of social renters know at least a reasonable amount compared with 57% of owner-occupiers.

What do you think are the main potential benefits, if any, of the Government's proposed reorganisation of local councils?

Potential benefits include efficiency and cost savings, geographic coherence, a simpler and clearer system and more joined-up working

4.7. Reduced duplication, efficiency and cost savings are the dominant perceived benefits, while scepticism/no benefits form the second largest cluster. Other themes like geographical coherence, simplification, joined-up working, improved services and fairness also stand-out, albeit in lesser numbers:

- **Efficiency and cost savings** (cited by approximately 35% of respondents): Respondents frequently highlighted the potential for reducing duplication, achieving greater efficiencies and consequently saving money by moving to larger unitary councils (although some also questioned whether these savings would be reinvested into local areas, public services or reduced council tax).
- **Geographic / administrative coherence** (cited by approximately 15%): Some respondents noted the opportunity to bring areas under a clearer, more consistent administrative structure, which reflects the way people live and move across the county, by bringing council areas together into larger bodies.
- **Simplification / clarity of councils and access to services** (cited by approximately 10%): These respondents consider benefits in having a single unitary council to contact, resulting in improved access to services, ease of navigation around the council system, and consequently also clearer accountability.
- **Better coordination, joined-up services and partnership working** (cited by approximately 10%): Some see value in larger councils promoting better coordination of services and joined-up decision making and working in areas managed by a single council. Relatedly, some also consider this could lead to better partnership working between the larger unitary councils and other public bodies.
- **Improved services and outcomes** (cited by approximately 5%): A smaller, albeit notable, proportion of respondents felt these changes would lead to improved service quality and delivery, and better social outcomes because of the above noted potential for efficiencies and joined-up decision-making and services, and partnership working, as well as scope for further investment in local areas and services due to cost savings.
- **Fairness and equitability** (cited by approximately 2-3%): A smaller group of respondents suggested that the proposals could lead to a fairer and more equitable system as a single, larger unitary council could result in more consistency around access to, and quality of, services and support. Relatedly, some also said it could result in a more considered and cohesive approach to tackling inequalities across a larger area.

4.8. However, approximately 20% of respondents were **sceptical about the proposals** for local government reorganisation stating they could see **no real benefits, expressing doubt or outright opposition**.

4.9. The findings are broadly **consistent across different areas and demographics**, albeit with slightly greater scepticism amongst respondents in Rushcliffe and Broxtowe council areas.

What concerns, if any, do you have about the Government's proposed reorganisation of local councils?

Respondents are concerned about urban-rural imbalance and the financial risks of local government reorganisation, as well as loss of local representation, accountability and knowledge

4.10. Urban–rural imbalance was the biggest single concern amongst respondents with costs/financial risks and loss of representation also consistently high mentions. These issues feed into concerns about service disruption and decline:

- **Geographic / urban–rural imbalance** (cited by approximately 35% of respondents): Strong concerns about Nottingham City in particular as the major urban centre in the county dominating rural locations in neighbouring council areas. This includes a concern that larger councils will not be able to tailor services to suit rural areas and that rural areas will receive inconsistent service provision or be deprioritised (loss of rural voice) compared to urban areas, as well as suffer from some of the challenges in urban areas and councils currently serving those areas. This view is heightened in areas surrounding Nottingham City, especially Broxtowe and Rushcliffe. Relatedly, some respondents suggested that Nottingham City could be a separate council in its own right to avoid some of these concerns and provide services specific to an urban area.
- **Financial risks** (cited by approximately 25%): Worries that reorganisation would be expensive and potentially not achieve the projected savings in the longer-term. Similarly, there are concerns that reorganisation could be used to bail out councils that are perceived to be struggling financially, especially Nottingham City, which in turn could lead to increased council tax and/or worse services in neighbouring areas.
- **Concerns over efficiency and complexity** (cited by approximately 10%): Related, there is scepticism that larger councils will be more efficient, simpler to navigate and improve access to services but rather in practice would add complexity and bureaucracy (and costs due to inefficiencies and waste).
- **Loss of local representation, accountability and knowledge** (cited by approximately 20%): Merging councils could increase the distance between decision-makers and communities, diluting residents' voices and reducing accountability and local connections. This could result in less responsive and tailored services to meet local needs and priorities, as well as a system and services that will be harder to navigate and access.
- **Service quality decline** (cited by approximately 15%): Linked to the above points, specific concerns that bigger councils would stretch services, reduce responsiveness, and worsen frontline delivery. Similarly, some respondents are concerned about the complexity of merging councils, which could lead to confusion and disruption, affecting service quality in the short-term.
- **Job losses / staffing concerns** (cited by approximately 5%): Relatedly, some respondents noted risks of redundancies, loss of experienced staff, and disruption to council workforces, in turn affecting services. This concern was shared between both residents and staff currently working in local councils with the latter explicitly concerned about their own jobs.

- **Politicisation** (cited by approximately 5%): A few respondents questioned whether these proposals are about political parties using reorganisation to consolidate power, or about democracy being weakened.
- **Preference for reform within existing structure** (cited by approximately 2-3%): As a result of the above concerns, some respondents said existing councils should be improved rather than replaced.
- **No need for change** (cited by approximately 2-3%): The system is not broken, so there is not a need to fix it, especially with risk that any changes could lead to less effective councils and services.

4.11. Approximately 5% of respondents said they did **not have any concerns about local government reorganisation and/or saw the risks as minimal**.

4.12. The findings are broadly **consistent across different areas and demographics**, albeit with greater concern amongst respondents in Rushcliffe and Broxtowe council areas especially related to Nottingham City and concerns around urban-rural imbalance and financial risks/costs.

Focus group insight:

Participants in the focus groups echoed the potential benefits and concerns around local government reorganisation, albeit with a **skew towards concerns over benefits**. Most participants could **appreciate the potential efficiencies and cost-savings, although they questioned whether in practice these would be achieved and moreover where they would be invested**. They also could see that there may be opportunities for more joined-up decision-making, working and services, although they also felt these could be **achieved within the current structure**:

“It’s all well and good saying there will be these savings and I can see on paper how they may think that’s the case, but I’m not entirely convinced. I’d like to see the evidence and calculations because in my experience these things are a lot harder to achieve in practice.”
Rural participant

“Cost-savings are fine, but how will they benefit me? Will I get a lower council tax? Will they be re-invested in services? Or will they just be a way of balancing the books and in effect we’re just bailing out the government or failing councils?” *Rural participant*

“I can see that there’s room for improvement in the way things are currently. Services could be improved, there could be opportunities to work more strategically and regionally. I guess what I don’t fully get is why this can’t happen as things are now. Why do we have to rip up everything and start again. It’s costly and time consuming to do that and it’s not guaranteed to get results. It does feel a bit like a cost-cutting exercise dressed up.” *Urban participant*

The two biggest concerns cited by focus group participants (mainly from rural areas) were around the **urban-rural imbalance and associated dominance of Nottingham City, and the loss of local representation and knowledge**:

“The benefit of the current system is that you’ve got a council focussed on the needs of Nottingham City and another focussed on an area with a completely different set of issues and characteristics, a much more rural area. So you’d be losing that focus by creating larger councils and you risk creating councils that end up having different divisions in them, one to deal with rural issues and one to deal with urban issues because some of the challenges and priorities in these areas will be vastly different, so in the end you’re not making any savings. Or what’s more likely is that everything will be configured to suit the city because it will dominate any future larger council. It just feels like my voice and that of my community would be lost within the thousands more voices of those that live in the city.”
Rural participant

A few participants also questioned how **local government reorganisation fits with regional devolution and other public bodies and reforms**:

“The whole agenda and governance in local government feels a bit muddled to me. They created the East Midlands regional council, which I felt like was adding an extra tier and now they’re saying they want to reduce the tiers. Then you’ve also got things like the Police and Crime Commissioner who is meant to reflect local issues. You’ve got all these layers already, so they take some away and then add some more in, and in the end it’s no more or less complex, confusing or cost-effective, and in the process you’ve incurred costs, time and disruption. It just feels messy and like an exercise in job creation and constant unnecessary change.” *Urban participant*

Section 5: Future councils

Introduction

5.1. This section presents findings about the design of the potential future councils, including the most important principles and features of a new council and the best ways for the new councils to involve people in local decisions.

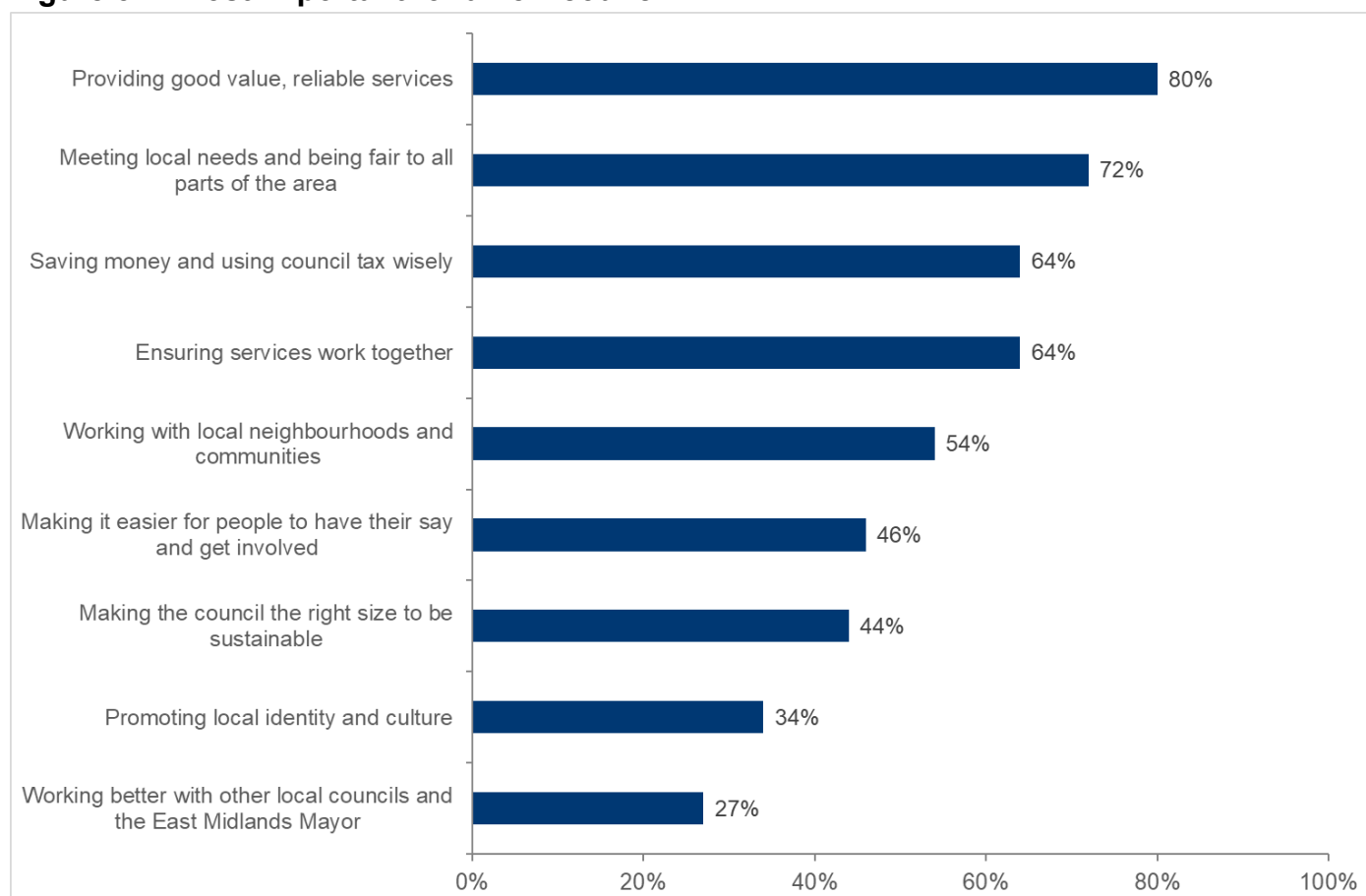
What should be most important when designing a new council?

Quality services, value for money and meeting local needs are the priorities for a future council

5.2. 80% of respondents cited providing good value, reliable services, following by 72% noting meeting local needs and being fair to all parts of the area.

5.3. 64% said saving money and using council tax wisely and the same proportion mentioned ensuring services work together, while 54% said working with local neighbourhoods and communities.

Figure 5.1: Most important for a new council



Number of respondents: 11,335.

Note: Respondents could select more than one answer.

- 5.4. In the 'other' responses, approximately 5% of respondents said that new councils should engage effectively and meaningfully with local residents, respond to local concerns and issues and consequently provide representation and accountability.
- 5.5. Whilst there are variations by council area (and also other demographics), these are not notable and the order is similar. Consequently, for succinctness, these are not presented in this report (although they are available in a separate document).

Focus group insight:

Discussions in the focus groups reflected the results in the engagement survey with an emphasis on **effective delivery of core services, value for money, competent management and meeting the needs of local residents**, including those in rural and urban areas:

"Keep it simple really – good quality services, keep council tax low and manage the council and it services effectively." Urban participant

"The role of local councils, local government is to reflect the priorities of local people and meet their needs. Local councillors have an important role in this, as too does effective engagement with local people, communities and neighbourhoods. So any future council needs to preserve this approach, which I think is more difficult to do in a larger council." Urban participant

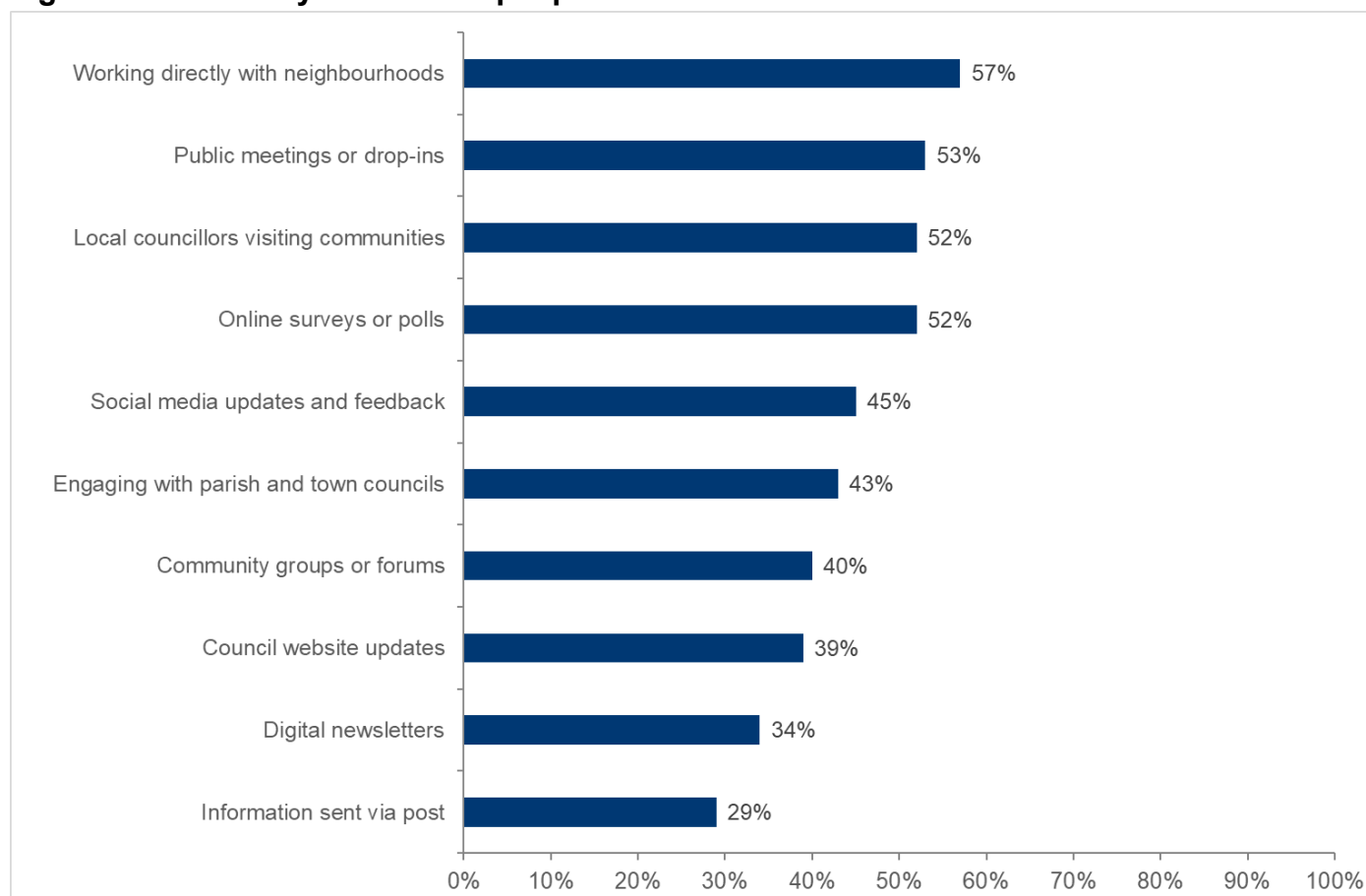
"I'm worried a larger council will be more detached from local people and local areas. How will they make sure that they understand and respond to the specific local concerns, especially of rural areas compared to somewhere like the city? That's something they really need to bottom-out in a new council." Rural participant

What are the best ways for the new councils to involve people in local decisions?

Neighbourhood working, direct resident engagement, and local councillors along with parish and town councils and community groups are the best way to involve people in local decisions

- 5.6. 57% of respondents said working directly with neighbourhoods, while several respondents mentioned engaging with local residents through public meetings (53%), online surveys (52%) and social media (45%).
- 5.7. 52% mentioned local councillors visiting communities, 43% said engaging with parish and town councils, and 40% mentioned community groups or forums.

Figure 5.2: Best ways to involve people in local decisions



Number of respondents: 11,262.

Note: Respondents could select more than one answer.

- 5.8. In the 'other' responses, approximately 2-3% of respondents highlighted the importance of engaging with local residents prior to decisions being made and avoiding decisions being 'imposed' on residents. Relatedly, some of these respondents raised concerns that their voices are not heard and will not make a difference. Similarly, some said they are concerned that new and larger councils will lead to less representation and undermine resident voices and democracy as there will be a greater distance between local people and issues, and their decision-makers.
- 5.9. Whilst there are variations by council area (and also other demographics), these are not notable and the order is similar. Consequently, for succinctness, these are not presented in this report (although they are available in a separate document).

Focus group insight:

Focus group participants said it is **important that local people are involved in decision-making**, both in principle and especially given the potential changes with concerns that larger councils may be more detached from local people and diverse local areas. They felt that **local councillors, parish councils, community groups and working closely in local neighbourhoods/communities** would be most important. They also wanted **engagement and consultation to be genuine and meaningful**:

"It's really important anyway, in principle, to involve local people, but even more so if these changes go ahead. I've engaged with my local councillor on a few things, so I'd be worried that the changes will take that away. Local councillors, if you get a good one, can be really important. And what is happening with the parish councils? They play an important role on the ground in rural areas like mine." *Rural participant*

"I don't think it really matters how big the council is, they're already quite big now covering lots of people and areas. It's more about how well they know their communities and how well they respond to those issues. You want to see them getting involved at the grassroots level, out and about in their neighbourhoods and communities and delivering services at that more local level to meet specific needs. Council staff and councillors have a role in this, but so too do local community groups and charities because they know their areas and often work at a more individual or local level." *Urban participant*

"You can run as many surveys and focus groups as you want, but it's not worth much if it doesn't change things. I'm worried that this process is a done deal, that these changes we're discussing will happen regardless of what we say. So my main point is that any involvement of local people needs to be done earnestly and with integrity." *Urban participant*

Section 6: Local Government Reorganisation across Nottingham and Nottinghamshire

Introduction

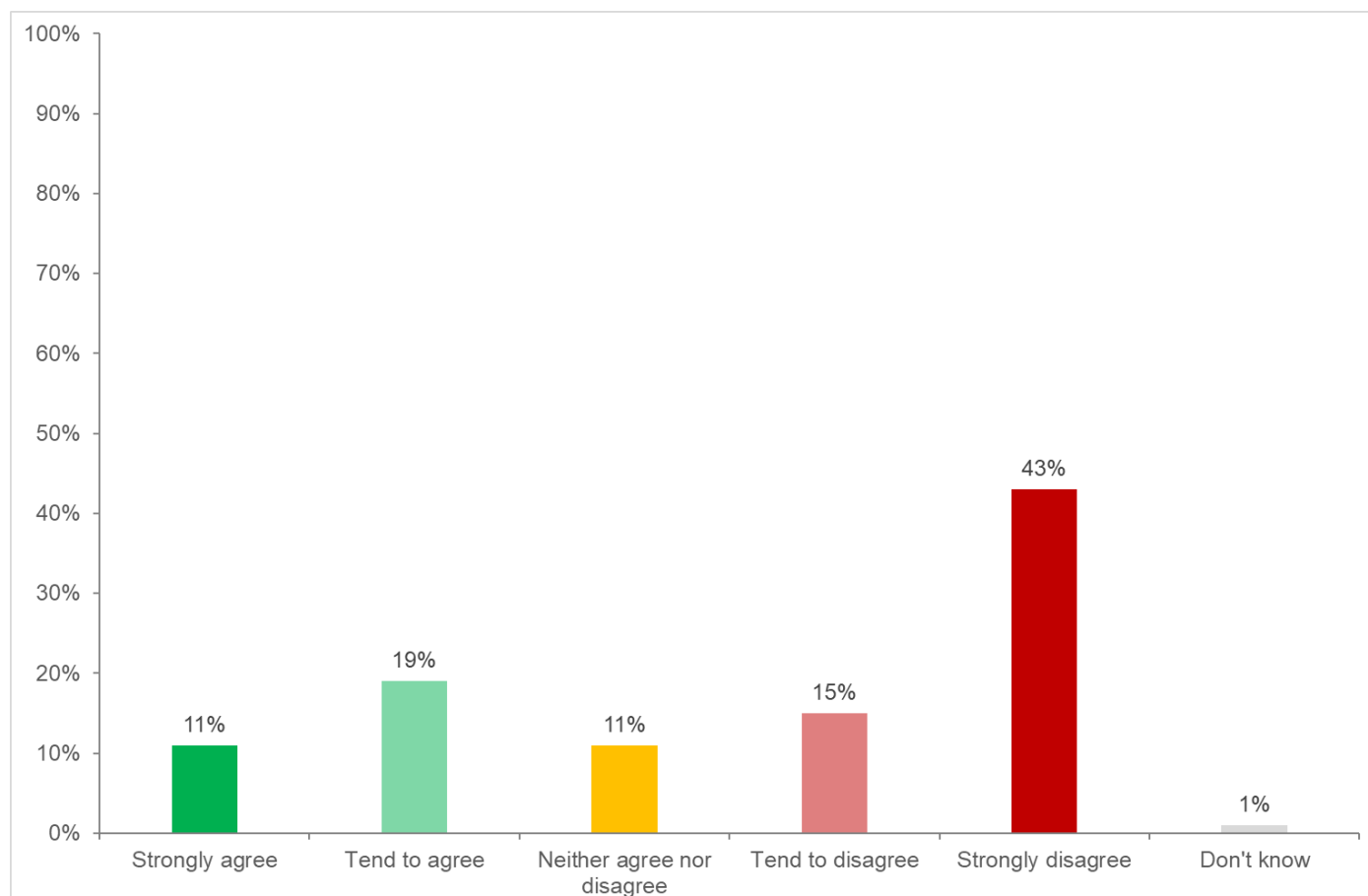
- 6.1. This section presents the proposals for reorganisation of local government across Nottingham and Nottinghamshire, including the proposal to replace the nine existing councils with two councils and different options for the proposed new councils.

To what extent do you agree or disagree with the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area?

Over half disagree with the proposal to reduce the number of councils, with a relationship between perceived effectiveness of the current system and levels of agreement, as well as variations by area

- 6.2. 30% of respondents agree with the proposal, including 11% that strongly agree. In contrast, 58% of respondents disagree with the proposal, including 43% that strongly disagree.
- 6.3. There is a relationship between perceptions of the effectiveness of the current system and levels of agreement with the proposal. For example, 16% of those that said the current structure of local councils is effective agree with the proposal to reduce the number of councils compared with 60% of those that said the current system is ineffective. i.e. in other words, those that consider the current system ineffective are more likely to state there is a case for change.

Figure 6.1: Level of agreement with proposal to replace nine existing councils with two across Nottingham and Nottinghamshire



Number of respondents: 11,427.

6.4. Respondents in Nottingham City are more likely to agree with the proposal to replace the nine existing councils with two (63% agree) than respondents in other areas. In contrast, respondents in Broxtowe (20% agree), Rushcliffe (22% agree) and Gedling (27% agree) council areas are less likely to agree.

Figure 6.2: Level of agreement with proposal to replace nine existing councils with two across Nottingham and Nottinghamshire by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Strongly agree	11%	10%	7%	9%	14%	12%	31%	8%
Tend to agree	21%	21%	13%	18%	23%	24%	32%	14%
Neither agree nor disagree	16%	18%	8%	11%	16%	17%	15%	7%
Tend to disagree	14%	21%	13%	15%	15%	17%	8%	15%
Strongly disagree	36%	28%	58%	46%	31%	28%	11%	55%
Don't know	2%	2%	1%	1%	1%	2%	2%	1%

- 6.5. Consequently, when the data is re-weighted by council area to be proportionate to population sizes across Nottinghamshire there is a change in the results with levels of agreement increasing (as the locations with lower levels of agreement have responded in greater numbers relative to their population size). The re-weighted data is more polarised with 39% of respondents agreeing compared with 46% that disagree:
- Strongly agree: 16%
 - Tend to agree: 23%
 - Neither agree nor disagree: 14%
 - Tend to disagree: 14%
 - Strongly disagree: 32%
 - Don't know: 2%
- 6.6. Respondents that are less likely to agree with the proposal to replace nine existing councils with two are:
- Women: 26% agree compared with 35% of women.
 - Aged under 35: 37% agree compared with 30% of older respondents.
 - People living with a disability that affects their lives a lot: 25% compared with 32% other respondents.
- 6.7. Respondents were asked to explain their answers to help understand the levels of agreement for the proposal to replace the nine existing councils with two across Nottingham and Nottinghamshire with 70% of respondents providing further explanation. Many of these comments reflect the benefits and concerns raised earlier about local government reorganisation in England in general. In summary, those that **agreed tended to state that the proposals would reduce duplication, generate efficiencies and consequently lead to cost-savings**, while a smaller number also said that it would lead to a **simplification of the system and therefore improved accessibility**.
- 6.8. Those that disagreed are **concerned about fairness and equitability, especially in relation to an urban-rural imbalance**. Similarly, they are concerned about a **loss of local representation, knowledge and accountability**, and associated issues around **access to services and responsiveness to local issues**. Some respondents **oppose local government reorganisation in general and in principle**, with concerns that implementation will be disruptive, and **improvements and savings will not be achieved in practice**. There is also some **distrust about the motives** behind the proposals and at a local level **concern that neighbouring areas will inherit the issues experienced by Nottingham City**.

6.9. The following provides more detail on the reasons alongside volume of opinion:

Reasons for agreement:

- **Efficiencies, streamlining and cost-savings** (cited by approximately 15% of respondents): Fewer councils would reduce duplication and bureaucracy with less waste and administrative layers resulting in cost-savings and potentially improved services.
- **Simplification of system and services** (cited by approximately 5%): Related to the above, a single layer/simplified structure and larger/fewer councils could be easier for residents to navigate and access services, as well as partners to engage with (resulting in more joined-up/partnership working, including between the two new councils).

Reasons for neutrality:

- **Balanced views** (cited by approximately 5% of respondents): Whilst there is an appreciation that changes may have a positive impact, there is also scepticism that these will be realised in practice. Similarly, some respondents said that the current system works satisfactorily and that change is not essential, even if it leads to improvements.
- **Lack of knowledge, information or understanding of the proposals or certainty about the outcomes** (cited by approximately 5%): This meant that respondents could not form a firm or clear opinion regarding agreement with the proposals or were uncertain in practice what the changes would entail and the potential benefits, as well as whether any benefits would be achieved in practice.

Reasons for disagreement:

- **Rural inequality and urban-rural divide** (cited by approximately 25% of respondents): Concern that larger councils will not be able to tailor services to suit rural areas and that rural and smaller areas will lose their voice and receive inconsistent or unfair service provision, resource allocation or be deprioritised compared to urban areas, as well as suffer from some of the challenges in urban areas and councils currently serving those areas. This view is heightened in areas surrounding Nottingham City where a relatively large urban area will be at the centre of the new council, and where some respondents in these areas do not want to take on the problems and challenges experienced by Nottingham City. Relatedly, some respondents suggested that Nottingham City could be a separate council in its own right to avoid some of these concerns and provide services specific to an urban area.
- **Loss of local representation, knowledge and accountability** (cited by approximately 20%): Concern that two councils would be more detached from local communities and not responsive to local issues, needs and priorities. This includes less access to councillors and decision-makers, loss of local identity and diminishing the ability of smaller communities to influence decision, with the concern heightened in more rural areas located away from urban centres.
- **Impact on services and outcomes** (cited by approximately 10%): Related to the above there is a concern that larger, potentially more centralised, councils will become more complex and difficult to navigate, as well as less in touch with local issues and priorities. Consequently, this will undermine access to service, negatively impact on quality and responsiveness of services and lead to reduced social outcomes, especially in rural areas away from the urban centres that may dominate the proposed new larger councils.
- **Concerns about implementation** (cited by approximately 5%): Scepticism that proposed benefits may not be realised and concern that disruption and confusion in making changes may outweigh benefits, at least in the short-term. This includes not realising the potential financial benefits and making it harder to navigate councils and access services.

- **Opposed to local government reorganisation in principle and specifically a two-council model (cited by approximately 5%):** Related to many of the above points, some respondents said they do not agree with local government reorganisation in principle. They either said that changes are not needed as the system is not broken, that improvements should be made to the existing councils in situ or that alternative approaches should be considered such as a whole county model and/or a Nottingham City specific model.
- **Distrust about motives** (cited by approximately 2-3%): A smaller proportion of respondents raised concerns that the proposals are about politicians and political parties seeking to strengthen their positions and power, and/or that it is about neighbouring councils and residents bailing out Nottingham City council for its perceived financial and delivery challenges.

Focus group insight:

Participants in the focus groups shared **similar viewpoints to those in the engagement survey and expressed earlier about Government's local government reorganisation across England**. The main points made were that a **two-council solution and associated larger councils would distance decision-makers from local issues and their communities**, including urban and rural areas, which in turn would lead to less responsive services. Consequently, they tended to feel that any potential efficiency, cost-saving and service improvement benefits would be undermined. This said, it is **worth noting that the concerns were mainly about larger councils not necessarily moving to a unitary model**:

"Big isn't necessarily better. I think it's difficult enough already for councils to engage with their residents and really know the issues in each area, each neighbourhood. This is only going to be more difficult now if they're larger and more distanced from the people they're meant to serve, especially if they have lots of areas within their council that are different, from large cities to small towns and villages." *Rural participant*

"I don't necessarily disagree with the idea of moving to a unitary model. The two-tier system is confusing, complex and bureaucratic. But I think two large councils may not be the answer, especially with one of them having Nottingham City at its heart. Big can sometimes mean that things are more cumbersome and more complex, which means it may make things worse. Have they considered any other solutions, like 3 or 4 councils? Or a city council on its own, with then a larger county one around it. That way at least you avoid the city being mixed in with villages and rural areas." *Urban participant*

The core options

Do you have any comments, concerns or suggestions about this option (Option 1b)?

Nottinghamshire and Nottingham City + Broxtowe + Gedling (known as Option 1b). This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Rushcliffe. The second covering Gedling, Broxtowe, and Nottingham City.

There is concern that the proposed boundaries, especially around Nottingham City, are illogical or unfair, excluding some relevant areas close to the city while including outlining rural areas that do not have much in common with Nottingham City

- 6.10. Approximately half of respondents raised **concerns about the way the boundaries are drawn and the associated geography in the proposed new councils**. There is strong concern that the proposed boundaries are illogical or unfair with many respondents highlighting the exclusion of some neighbouring areas such as West Bridgford in Rushcliffe Borough Council and some areas close to the city in Ashfield District Council, which are seen as integral to Nottingham's urban area. At the same time, the **council covering Nottingham City is considered too large in scope, bringing in areas that do not align in terms of identity, characteristics, and access to services with the City**, while under-representing the city compared to its surrounding districts.
- 6.11. Relatedly, approximately 20% of respondents are critical of Nottingham City Council, which they perceive to be struggling financially. Consequently, they are **worried that neighbouring areas will be pulled into the city's problems and essentially 'bailing it out'**. In turn, they are concerned that they will have worse services and higher council tax. Respondents in Broxtowe and also some in Gedling particularly expressed these views. In contrast, some respondents that live in Nottingham were concerned that they may be forced to subsidise more rural areas.
- 6.12. Similarly, approximately 10% of respondents raised **concerns that rural areas in neighbouring councils will lose their voice within a council dominated by Nottingham City** (this is a particular concern of respondents living in Broxtowe). They said this could lead to less suitable services and/or loss of resources and services in rural areas, the new council not meeting the needs and priorities of rural areas, and rural areas subsidising the city.
- 6.13. Approximately 10% of respondents **explicitly supported the option, albeit conditionally**. This was often tied to an acceptance that local government has funding issues and that compromises are necessary if savings are to be made. That said, these respondents tended to say that they only support this option if in practice it leads to efficiencies and cost-reductions, as well as improved services and outcomes.

Focus group insight:

Focus group participants tended to have **negative views about Option 1b**, reflecting those in the engagement survey. Firstly, they were **concerned about Nottingham City dominating the new council** and the neighbouring areas being used to resolve its perceived financial issues, while receiving services that do not suit their local areas. The second reason related to the **exclusion of certain areas that neighbour the city**, such as West Brigford (and also Hucknall in Ashfield District Council area).

“I’m against it. I feel like residents living in Broxtowe are going to have to pay for all the financial mismanagement of Nottingham City Council and subsidise the city and take on its problems. I don’t see any benefits to anyone outside the city. Broxtowe is a very different area to the city, with different identity, heritage, character and issues. Are we now going to be treated the same way as those that live in Nottingham and receive the same types of services?” *Rural participant*

“How did they draw up these boundaries. Why do they have Broxtowe and not say West Bridgford which is in Rushcliffe. There are definitely some places that are more like suburbs of Nottingham that you could argue for inclusion, but not some of the more rural areas in Broxtowe. Some of them are just a few miles away, but they feel a world away from the city.” *Urban participant*

This said, some participants that **live in Gedling Borough Council area were more agnostic about the option, given their proximity and relationship to Nottingham:**

“I’m fairly relaxed about it to be honest. I do feel like I live in a suburb of Nottingham – that’s where I tell people I’m from. I work in Nottingham and we socialise and recreate in Nottingham. I appreciate some of the concerns around finances and management, but changes can be made to improve that. If this is all going ahead, then I can see the benefits of being part of a larger city council than with say the rest of Nottinghamshire that I have a bit less to do with.” *Urban participant*

Participants living in other parts of Nottinghamshire had less to say about this option (or all the options) because they would not be in a council with Nottingham City. However, there were **concerns about being in a large council covering such a large area:**

“On one level it doesn’t really affect me that much, I’d be more worried if I was in one of the areas proposed for inclusion with Nottingham City. But on another level, this option geographically just doesn’t sit well with me. The county-wide council is just so large. I live at the top of it and I’m wondering what I’ve got in common with areas and communities right at the bottom of it in Rushcliffe. It just feels like there should be three or four councils, not just two – it all fills a bit simplistic, which makes you worry about the thinking and evidence behind it all.” *Rural participant*

Do you have any comments, concerns or suggestions about this option (Option 1e)?

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Gedling. The second covering Broxtowe, Nottingham City, and Rushcliffe.

Whilst there is more positivity towards this option, notable concerns remain including around the proposed boundaries and inclusion or exclusion of certain areas

- 6.14. There is **more positivity/support towards this option compared to 1b** with approximately a third of respondents supporting it or at least state that it is the best of two options. This in part is because some respondents say it **makes more sense geographically and/or is a cleaner North-South split** with a better division of populations and resources. Nottingham City respondents are most supportive, although question marks remain about the boundaries not being wholly logical and linked to the urban-suburban connections between the city and areas in its immediate vicinity and the way local residents live and connect with the city. Respondents living in Gedling are also more supportive about option 1e compared to 1b, although some that live closer to the city felt that it is more appropriate that they are part of a city/south council rather than one orientated towards the north.
- 6.15. This said, many respondents re-assert concerns about the option **joining outlying rural and other areas to the city that have little to no relationship with it, while excluding other areas** that are much closer geographically and more connected to the city (cited by approximately 25% of respondents). These concerns were particularly made by respondents living in Broxtowe and Rushcliffe Council areas.
- 6.16. Similarly, **concerns about bailing out Nottingham City Council** and inheriting its issues (cited by approximately 20% of respondents) and **rural-urban differences and associated concerns** (cited by approximately 20%) in relation to the city continued to be noted with this option, especially amongst respondents living in Broxtowe and Rushcliffe Council areas that are worried about being 'over-shadowed' or their voice lost with local identity, decision-making and priorities absorbed into the urban and city areas. Some respondents from Broxtowe and Rushcliffe Council areas said that if such an option were to go ahead those councils should take over the running of the new council.
- 6.17. Approximately 10% of respondents **outright oppose the option**, often citing issues raised earlier about local government reorganisation in general. Some of these respondents also **request more information and question the evidence base**, including around identifying the options and the practical reality of the potential benefits and savings.
- 6.18. Across both options, some respondents **suggested alternatives** including a one county option, a two-council option involving the city and immediate surrounding areas (but not to the current extent of proposed options) and then a wider county council, or a three-council solution – one in the north, one in the south and then one based around the city and its immediate vicinity.

Focus group insight:

Much of the discussion in the focus groups about Option 1e **reiterated points made about Option 1b, and the results of the engagement survey**. Participants said that whilst they felt **Option 1e was more logical, they also questioned the exclusion of some neighbouring areas to the north of the city and the inclusion of areas at the bottom** of Rushcliffe Borough Council in the option involving the city.

“On the face of it this seems like a more logical and fair option, a more natural split between the north and the south of the county.” *Urban participant*

“This options resolves some of the issues we discussed about the other option like including West Bridgford, but you’ve now got an option that excludes some areas in Gedling Borough that are on the doorstep of Nottingham and instead includes some areas that are miles away from the city in really rural areas. I don’t see how this can work as a coherent council.” *Urban participant*

“I live right at the bottom of Rushcliffe Borough in a small village. It’s as rural as you can get. I try to avoid going into Nottingham and if I do, it’s only to the outskirts. I have very little to do with it. So it feels strange that I’d then be in a council with Nottingham at its centre. I can’t see how that would benefit me or my area in any way.” *Rural participant*

Do you have any comments, concerns or suggestions about the development of this option (Nottingham City specific option)?

Nottingham City Council boundary review option that could include parts of Rushcliffe, Broxtowe, and Gedling as one of the unitary councils. The second council would cover the rest of Nottinghamshire – **only asked to respondents that live or work in Nottingham City.**

This is considered a sensible and logical solution by Nottingham City respondents, although concerns remain around fairness, urban-rural imbalance and that this may not resolve perceived deep-seated financial and service issues, while in practice it may be difficult to identify appropriate boundaries

- 6.19. This approach was often described as the **“most sensible and logical” solution** (cited by approximately half of respondents to this question) by Nottingham City respondents. Respondents that supported it said it is fairer with suburban residents who use city services paying city council tax and having voting rights, essentially creating a **better alignment between service use, taxation, and representation**. Some respondents also perceived it as potentially a **less disruptive and preferable alternative to wider structural reorganisation**. There was also support for the **concept of a city-specific solution and relatedly a strong city at the heart of the county**.
- 6.20. However, **concerns remain about fairness of boundaries and urban-rural divides**, potentially dragging rural areas into an urban focussed council and an urban area having to deliver and potentially subsidise services to a rural area (cited by approximately 20%). There is also **scepticism as to whether a larger council with new boundaries will solve financial pressures and service delivery issues** with some believing these are deep-seated and underlying in nature (cited by approximately 15%).
- 6.21. There are also **concerns and debate about the drawing up of new boundaries** – their appropriateness and the areas that would be included/excluded, which is not considered clear-cut or straight-forward (cited by approximately 10%). Relatedly, some respondents said that there is a **risk of disruption or disputes over boundaries, with concern that some of this could be politically motivated** (cited by approximately 5%).
- 6.22. Some respondents said that a boundary review, whilst potentially sensible, could be **more challenging to deliver as it involved breaking-up existing local councils**, which could undermine some of the potential cost-savings and service improvements (cited by approximately 5%). Similarly, a few respondents said that **existing council boundaries reflected local community connections, heritage and identity and breaking-up these council areas could be divisive**, especially if the boundaries are not identified appropriately (cited by approximately 5%). This was **especially cited in the case of West Bridgford, which is considered linked to the city but also an integral part of the Rushcliffe Borough Council area** and therefore risked undermining ties between the town and neighbouring villages and leaving the rest of the council area ‘adrift’ (cited by approximately 15%).

Appendices

Appendix 1: Engagement survey

Note: This is an export from an online version of the survey.

Give your views on the future of Local Government in Nottingham and Nottinghamshire

Introduction

The way local councils in England are organised is being fundamentally changed for the first time in 50 years.

All nine local councils across Nottingham and Nottinghamshire are working together to gather views on how local government should work in the future. This includes the city, county, and all district and borough councils. The survey is open to everyone who lives, works, or has an interest in the area. Your feedback will help shape proposals that reflect the needs and priorities of local communities.

The changes being considered are significant. If approved, all nine existing councils would be abolished and replaced with two new, larger councils. These new councils would each be responsible for delivering all local services in their area, bringing everything from housing and social care to waste collection and road maintenance under one organisation.

This would be a major shift from the current system, where responsibilities are split between different councils. The aim is to make services more joined-up, easier to access, and more responsive to local needs. It could also reduce duplication and overheads, helping to save money and make local government more efficient.

The feedback from this survey will help shape the final proposals, which must be submitted to Government by November 2025. The Government will then decide how and when the new arrangements will be introduced.

This questionnaire will take about 10 minutes to complete. **Please complete it by Sunday 14 September 2025.**

The survey is being conducted with support from Public Perspectives, an independent organisation that works with local councils and communities.

Your personal details are managed securely and within data protection laws. Your responses are anonymous and confidential. This means that we will not report your answers alongside your personal details in such a way that you can be identified. Each of the partner council privacy notices will apply and anonymised data will be shared between councils. Please visit the following to read Public Perspectives' privacy notice:

www.publicperspectives.co.uk/data-security-and-privacy/

Information in a different format:

If you need help or support to respond to this questionnaire, or would like it in an alternative format (large print, British Sign Language etc.) or language, please contact Public Perspectives via e-mail on: Nottinghamshire@publicperspectives.co.uk or Freephone: 0800 533 5386 (please leave a message and we will call you back).

Please read the background information before responding: Read background information

Click 'Next' below to begin responding to the questionnaire.

Living, working and studying in Nottingham and Nottinghamshire

Q1a.Are you responding as . . .?

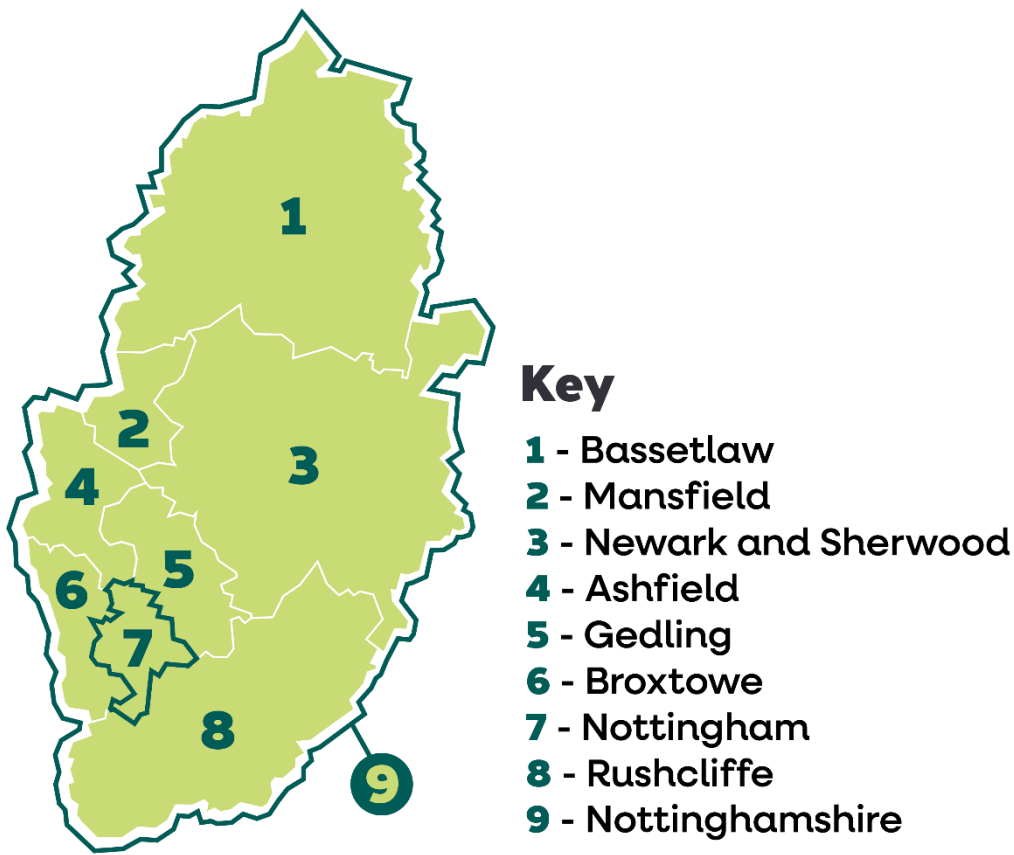
Please select all relevant answers. These questions help us understand who is responding to the survey.

- ☐ A resident living in Nottingham or Nottinghamshire
- ☐ Someone who works in Nottingham or Nottinghamshire
- ☐ A voluntary or community organisation
- ☐ A Town or Parish Council
- ☐ A District / Borough / City / County Council employee
- ☐ Another public sector organisation
- ☐ A local councillor
- ☐ A business owner or business leader operating in Nottingham or Nottinghamshire
- ☐ Other

If 'Other', please state:

Please state the name of the organisation or business you represent:

To help you answer the following questions, this map shows the boundaries of the local councils in Nottingham and Nottinghamshire:



Q1b. Which council area does your organisation mainly operate in?

Please select all relevant answers.

- ☐ Ashfield District Council area
- ☐ Bassetlaw District Council area
- ☐ Broxtowe Borough Council area
- ☐ Gedling Borough Council area
- ☐ Mansfield District Council area
- ☐ Newark and Sherwood District Council area
- ☐ Nottingham City Council area
- ☐ Nottinghamshire County Council area
- ☐ Rushcliffe Borough Council area
- ☐ Across all of Nottingham and Nottinghamshire
- ☐ Outside of Nottingham and Nottinghamshire
- ☐ Don't know

Q2a. Which council area do you live in?

If you are uncertain which council covers your area, visit the following website and enter your postcode: **www.gov.uk/find-local-council**

Please select one answer only.

- ☐ Ashfield District Council area
- ☐ Bassetlaw District Council area
- ☐ Broxtowe Borough Council area
- ☐ Gedling Borough Council area
- ☐ Mansfield District Council area
- ☐ Newark and Sherwood District Council area
- ☐ Nottingham City Council area
- ☐ Rushcliffe Borough Council area
- ☐ Outside of Nottingham and Nottinghamshire
- ☐ Don't know

Q2b. What is your postcode? (This is asked so we can analyse the results by different areas. We will not be able to identify you personally)

Q3. Where is your main place of work or study?

Please select all relevant answers.

- ☐ Ashfield District Council area
- ☐ Bassetlaw District Council area
- ☐ Broxtowe Borough Council area
- ☐ Gedling Borough Council area
- ☐ Mansfield District Council area
- ☐ Newark and Sherwood District Council area
- ☐ Nottingham City Council area
- ☐ Nottinghamshire County Council area
- ☐ Rushcliffe Borough Council area
- ☐ Across all of Nottingham and Nottinghamshire
- ☐ Outside of Nottingham and Nottinghamshire
- ☐ Don't know
- ☐ Not applicable - not currently in work / education

If 'Outside of Nottingham and Nottinghamshire', where is your main place of work or study?

Your local area

Q3a. How do you describe where you're from when talking to someone who doesn't live nearby? Which names or places do you mention?

Please list below:

Q3b. To what extent do you agree or disagree that you are proud to live in your local area?

Please select one answer only.

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree
- ☐ Don't know

Q3c. Thinking generally, what would you say are most important in making somewhere a good place to live?

Please select all relevant answers.

- ☐ Arts and cultural services such as theatres and museums
- ☐ Activities and facilities for children and young people
- ☐ Community events and activities and supporting local community groups
- ☐ Decent and affordable homes
- ☐ Health services such as mental health services and promoting healthy lifestyles
- ☐ Jobs and supporting people into work
- ☐ Keeping the streets and public areas clean and tidy
- ☐ Maintaining roads and pavements
- ☐ Parks, sports and leisure facilities
- ☐ Public transport, roads and parking
- ☐ Refuse collection and recycling
- ☐ Regeneration of town centres / high streets, including shops and markets
- ☐ Schools and places of learning
- ☐ Support and services for older people and vulnerable groups
- ☐ Supporting residents to reduce their impact on the environment
- ☐ Tackling anti-social behaviour and reducing crime
- ☐ Other
- ☐ Don't know

If 'Other', please state:

Q3d. And what are your priorities for improvement in the local area?

Please select all relevant answers.

- ☐ Arts and cultural services such as theatres and museums
- ☐ Activities and facilities for children and young people
- ☐ Community events and activities and supporting local community groups
- ☐ Decent and affordable homes
- ☐ Health services such as mental health services and promoting healthy lifestyles
- ☐ Jobs and supporting people into work
- ☐ Keeping the streets and public areas clean and tidy
- ☐ Maintaining roads and pavements
- ☐ Parks, sports and leisure facilities
- ☐ Public transport, roads and parking
- ☐ Refuse collection and recycling
- ☐ Regeneration of town centres / high streets, including shops and markets
- ☐ Schools and places of learning
- ☐ Support and services for older people and vulnerable groups
- ☐ Supporting residents to reduce their impact on the environment
- ☐ Tackling anti-social behaviour and reducing crime
- ☐ Nothing
- ☐ Other
- ☐ Don't know

If 'Other', please state:

The current way councils are organised in Nottingham and Nottinghamshire

Currently, council services in Nottingham and Nottinghamshire are delivered differently, depending on where you live.

In Nottinghamshire, local services are currently delivered under what is known as a ‘two-tier’ council structure. For example, your local borough or district council will collect your waste, but the county council will dispose of it. You will also be represented by two sets of councillors, borough or district councillors and county councillors.

Nottinghamshire County Council oversees county-wide services such as social care, education, and road maintenance. While several district and borough councils are responsible for services, including waste collection, housing and leisure centres.

Nottingham City Council operates as a ‘unitary authority’, meaning it provides all council services within the city of Nottingham.

In total, nine different councils provide services across the county (not including town and parish councils and these councils are not included in the reorganisation).

Q4. Before today, how aware were you of the current structure of councils in Nottingham and Nottinghamshire, and the services each council provides?

Please select one answer only.

- ☐ I was not aware
- ☐ I was aware, but did not know much about it
- ☐ I was aware, and knew a little about it
- ☐ I was aware, and knew a reasonable amount about it
- ☐ I was aware, and knew a lot about it
- ☐ Don't know

Q5. How effective is the current structure of councils and the approach to service delivery in Nottingham and Nottinghamshire?

Please select one answer only.

- ☐ Very effective
- ☐ Somewhat effective
- ☐ Neither effective nor ineffective
- ☐ Somewhat ineffective
- ☐ Very ineffective
- ☐ Don't know

Why have you answered in this way?

Local Government Reorganisation

For the first time in 50 years the way local councils are set up in parts of England is being reviewed and modernised. In areas like Nottinghamshire, where there are currently two layers of local government (such as county and district councils), the Government is encouraging a move to a simpler system.

This change, called Local Government Reorganisation (LGR), would replace the current two-tier structure with a single council, known as a unitary authority. Instead of having separate councils responsible for different services, one council would take care of everything from roads and rubbish collection to housing and social care.

The goal is to bring services that are currently split across different councils into one place, with the aim of making them easier to access and more joined-up for residents. It also means fewer councils overall, which could lead to savings by cutting duplication and reducing overheads.

Local councils across Nottingham and Nottinghamshire have been asked to work together on proposals for how this new system could work best in their area. These proposals, which will include evidence and public feedback, need to be submitted by November 2025. The Government will then decide on the final arrangements.

Q6. Before today, how aware were you about the Government's plans to reorganise local councils across England?

- Please select one answer only.
- ☐ I was not aware
 - ☐ I was aware, but did not know much about it
 - ☐ I was aware, and knew a little about it
 - ☐ I was aware, and knew a reasonable amount about it
 - ☐ I was aware, and knew a lot about it
 - ☐ Don't know

Q7. What do you think are the main potential benefits, if any, of the Government's proposed reorganisation of local councils?

Please make comments below:

Q8. What concerns, if any, do you have about the Government's proposed reorganisation of local councils?

Please make comments below:

Future councils

Q9. What should be most important when designing a new council?

Please select all relevant answers.

- ☐ Ensuring services work together
- ☐ Making the council the right size to be sustainable
- ☐ Providing good value, reliable services
- ☐ Saving money and using council tax wisely
- ☐ Working better with other local councils and the East Midlands Mayor
- ☐ Making it easier for people to have their say and get involved
- ☐ Working with local neighbourhoods and communities
- ☐ Meeting local needs and being fair to all parts of the area
- ☐ Promoting local identity and culture
- ☐ Other
- ☐ Don't know

If 'Other', please state:

Q10. What are the best ways for the new councils to involve people in local decisions?

Please select all relevant answers.

- ☐ Working directly with neighbourhoods
- ☐ Public meetings or drop-ins
- ☐ Online surveys or polls
- ☐ Local councillors visiting communities
- ☐ Community groups or forums
- ☐ Social media updates and feedback
- ☐ Council website updates
- ☐ Digital newsletters
- ☐ Information sent via post
- ☐ Engaging with parish and town councils
- ☐ Other
- ☐ Don't know

If 'Other', please state:

Local Government Reorganisation across Nottingham and Nottinghamshire

All councils across Nottingham and Nottinghamshire have been working together on a proposal to restructure how local government services are delivered in the area. An initial proposal was submitted to the Government in March 2025.

Since then, further work has been carried out to explore options in greater detail and gather supporting evidence. In line with government guidance to use existing district areas as the basis for reorganisation, two core options are being proposed. No final decision has been made by all councils on a single option, and some councils could still explore additional proposals alongside the two core options currently being proposed.

Under these proposals, the nine existing councils in Nottingham and Nottinghamshire would be replaced by two new unitary councils. Each new council would be responsible for delivering all local government services in its area.

You can see a map showing the geography of the two proposals later in this questionnaire.

Q11. To what extent do you agree or disagree with the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area?

Please select one answer only.

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree
- ☐ Don't know

Why have you answered in this way?

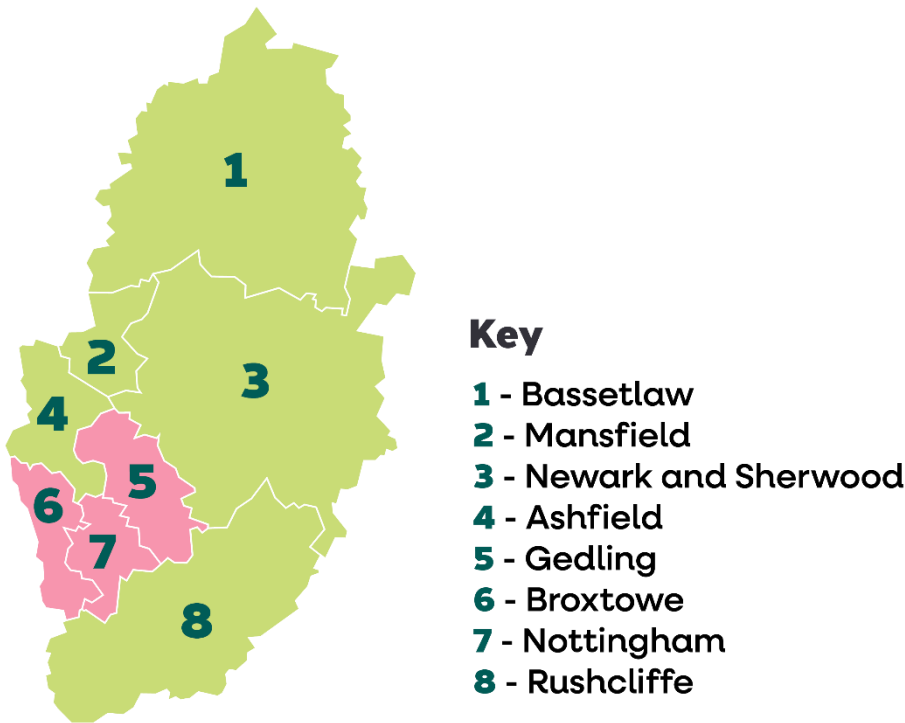
The core options

Nottinghamshire and Nottingham City + Broxtowe + Gedling (known as Option 1b)

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, Gedling, and Rushcliffe. The second covering Gedling, Broxtowe, and Nottingham City.

1b

Nottinghamshire and Nottingham City + Broxtowe + Gedling



Q12. Do you have any comments, concerns or suggestions about this option?

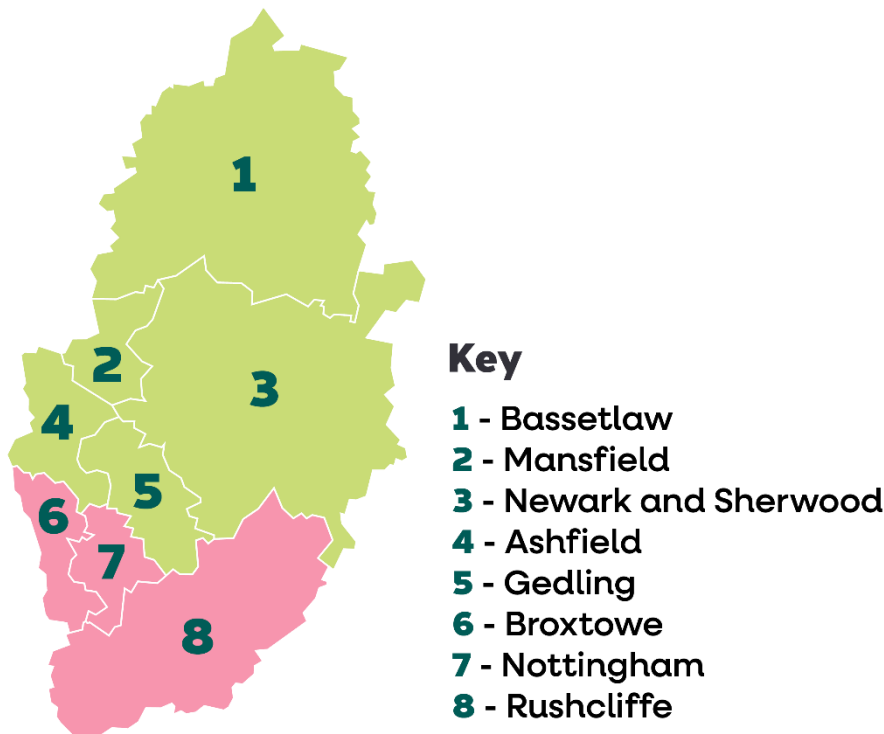
Please make comments below:

Nottinghamshire and Nottingham City + Broxtowe + Rushcliffe (known as Option 1e)

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, Gedling, and Broxtowe. The second covering Broxtowe, Nottingham City, and Rushcliffe.

1e

Nottinghamshire and Nottingham City + Broxtowe + Rushcliffe



Q13. Do you have any comments, concerns or suggestions about this option?

Please make comments below:

Nottingham City Council boundary review option

This option is being presented to anyone living or working in the Nottingham City Council area.

The Government has suggested that there may be an opportunity for a boundary review, where strong justification exists. A boundary review looks at the current local council boundaries, the communities within them and the services they access to see if they work well or whether new boundaries may work better. A boundary review could allow councils to look at options outside of their existing boundaries.

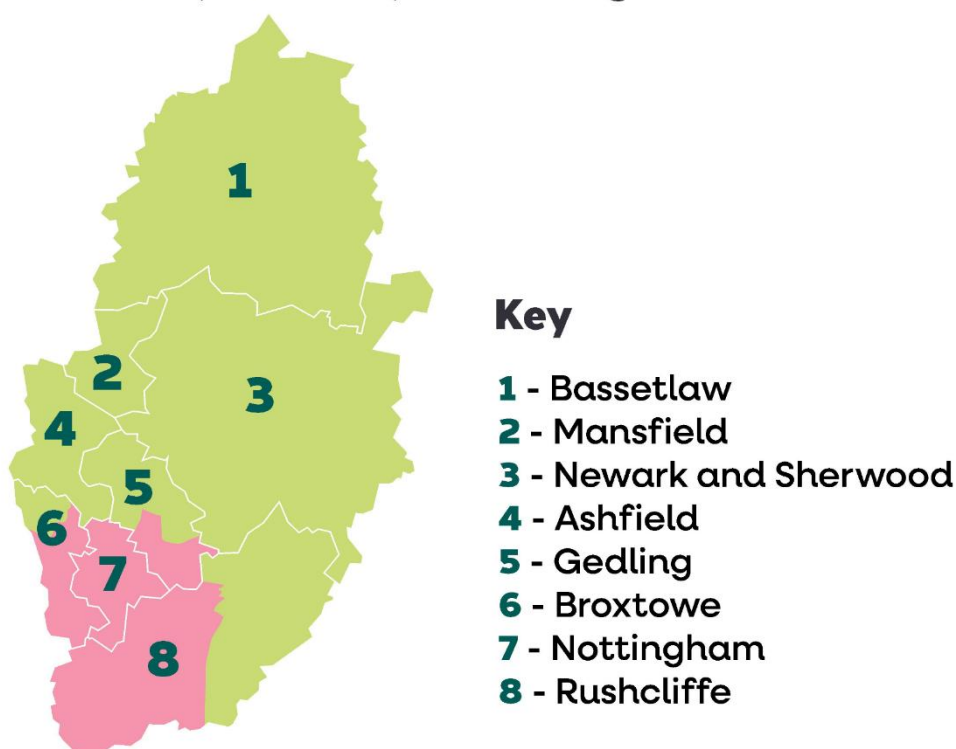
Nottingham City Council is currently exploring a boundary review option that may include parts of Rushcliffe, Broxtowe, and Gedling as one of the unitary councils. The second council would cover the rest of Nottinghamshire.

The rationale is that while the official population of Nottingham is 328,000, the built-up area of the city is much greater, and there are people who live in the suburbs, work in the city, and use Nottingham City services, but who can't vote in city elections and don't contribute to city council tax because of the current council boundaries.

A map is included below to indicate what this could look like, however Nottingham City Council would like to understand people's views in order to develop the option further.

Example of city's boundary review option

Nottinghamshire and Nottingham + parts of Rushcliffe, Broxtowe, and Gedling



Q13a. Do you have any comments, concerns or suggestions about the development of this option?

Please make comments below:

Other comments

Q14. Do you have any other comments, concerns or suggestions about the proposals for the reorganisation of local government across Nottingham and Nottinghamshire?

Please make comments below:

Q15. How did you hear about this survey?

Please select all relevant answers.

- ☐ Council website
- ☐ Council e-mail or newsletter
- ☐ Other council communication or event
- ☐ Council social media
- ☐ Other social media
- ☐ Via a local councillor
- ☐ Via a local organisation
- ☐ Poster or flyer
- ☐ Direct e-mail or letter
- ☐ An advert in a local newspaper
- ☐ A relative or a friend
- ☐ Other
- ☐ Don't know

If 'Other', please state:

About you

We would like to ask you some questions about yourself and your household. This will help councils understand the opinions and impact of the proposals on different groups of people that live or work in Nottingham and Nottinghamshire. Please be assured that your answers are confidential and will be treated anonymously. This means that we will not report your answers alongside your personal details in such a way that you can be identified. All your answers and personal information will be managed securely and in accordance with data protection laws.

This information is **optional**. If you do not wish to complete this section, you can skip these questions and then submit your responses.

Q16. Are you . . . ?

Please select one answer only.

- ☐ Female
- ☐ Male
- ☐ Another term
- ☐ Prefer not to say

Q17. What is your age group?

Please select one answer only.

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 and over
- ☐ Prefer not to say

Q18. Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

Please select one answer only.

- ☐ Yes, which reduce my ability to carry out my day-to-day activities a lot
- ☐ Yes, which reduce my ability to carry out my day-to-day activities a little
- ☐ Yes, but they don't reduce my ability to carry out my day-to-day activities at all
- ☐ No
- ☐ Prefer not to say

Q19. Which of the following best describes your ethnic group or background?

Please select one answer only.

- ☐ White British or Irish
- ☐ Central or Eastern European
- ☐ Other White background
- ☐ Asian or Asian British
- ☐ Black, Black British, Caribbean or African
- ☐ Mixed background
- ☐ Other ethnic group
- ☐ Prefer not to say

Q20. Which of the following best describes your current housing situation?

Please select one answer only.

- ☐ Owner-occupier
- ☐ Privately renting
- ☐ Renting from the council or housing association
- ☐ Other
- ☐ Prefer not to say

Next steps

You're nearly finished – thank you for taking part so far.

Before you submit your response, please take a moment to read the information below about what happens next.

Following the close of the survey on Sunday 14 September 2025, we will be collating and analysing all of the responses received from across Nottingham and Nottinghamshire to understand the views of everyone who has taken part.

The views of people shared in this survey will feed into the development of final proposals, which must be submitted to government by 28 November 2025. Your local council will keep you updated as things progress.

Click 'Submit' below to send us your responses.

Once submitted, you will be redirected to the Nottingham and Nottinghamshire Local Government Reorganisation website.

Appendix 2: Stakeholder in-depth interview discussion guide

Key aims and approach

Four on-line focus groups are being conducted with residents to provide further insight, complementing the findings from the questionnaire. The aims of these are:

- Opportunity for an informed and in-depth discussion with residents about living in the county and future local government proposals. These discussions will explicitly explore:
 - Sense of place and identity
 - Understanding of local government reorganisation and high-level perceptions about change, including potential benefits, concerns and mitigations
 - Future local council priorities and design
 - Views on changing from nine councils to two, including opportunities, concerns and mitigations
 - Views on each of the specific core options, including opportunities, concerns and mitigations

In essence, the focus groups will explore in-depth the ground covered in the questionnaire, and consequently the discussion guide is built around this.

9 participants will be recruited for each group (with 6-8 participating in practice per group because there will always be one to two drop-outs, despite best efforts to maximise participation – 6 or 7 participants tends to be the optimum number for an on-line discussion allowing sufficient opportunity for each participant to share their views).

As discussed, two groups will be with residents living in urban areas and two living in rural areas (these will be both self-defined and also validated against their postcode). This approach both allows us to explore the differences and similarities in perception between residents living in these different types of locations as well as reach a broad diversity of residents across Nottingham and Nottinghamshire. Each group will include a mix of key demographics such as location, sex, age and ethnicity so that the groups broadly reflect the profile of residents living in urban and rural areas.

The groups will take place on-line, via Zoom, on Thursday 4th September and Monday 8th September (these are provisional dates currently, and all groups will be completed by the close of the engagement exercise):

- 5.50pm to 7.30pm
- 7.50pm to 9.30pm

Participants will be offered a £50 thank you gift (incentive) for taking part and to maximise participation.

In advance of the discussions, the link to the engagement website will be shared and participants will be asked to review, although we will not rely on this and will be feeding participants with information throughout the discussions.

Discussion Guide

Please note: This is a discussion guide and will be used flexibly depending on the flow of discussion. This means that not every question will necessarily be asked in the way or order outlined below. However, we will make sure that all the key issues are explored fully.

On log-in:

- Participants will be held in a virtual waiting room and invited into the main forum at the start of the discussion.
- On joining the main room, participants will be asked to check that their audio and visual works and name labels changed to first names only (for ease and anonymity).

Introduction (c2-3 mins)

Key points to note:

- Background – why we're here and some of the things we plan to discuss [i.e. living in Nottingham and Nottinghamshire and proposed changes to local councils in the area].
- Introduce facilitator.
- Introduce observers (if present).
- Ask to record the interview.
- Stress anonymity and confidentiality.
- Set ground rules – no right or wrong answers, honest and open, range of views encouraged.
- Respect different opinions.
- Encourage disagreement, agreement and debate – do it politely.
- One voice at a time.
- Allow others the space and time to share their views.
- Introduce key features of Zoom such as chat function and emoticons, and encourage use.
- Stress important that patient and flexible given challenges of technology and conducting on-line discussions.
- Stress that important people participate and input as much as they might in a face-to-face group – we can be relaxed and informal, but we want to make sure we cover the ground and use the time as effectively as possible.
- What happens to the information? [i.e. feed into decision-making process, along with a range of other information and evidence].
- Any questions?

Key lines of questioning

Warm-up, context and headline perceptions (c10 mins)

- Just so we can get to know each other a little bit, can I ask each of you to say briefly:
 - Your name?
 - Roughly, where you live?
 - What do you think about the area you live in? Why – what's good and what could be improved?

Your local area – sense of place and local identity (c15 mins)

- How do you describe where you're from when talking to someone who doesn't live nearby? Which names or places do you mention? Why do you use those names or places?

Prompt/probe:

- Do you see yourself as living in an urban, suburban, semi-rural or rural area – why?
- Do you consider yourself as living in Nottinghamshire? Why?
- What do you consider your nearest town? Why?
- What is your association or link with Nottingham? Why?
- Do you feel like you are part of your local authority area? Why?

Local government reorganisation (c20 mins)

[Note: Facilitator to share screen and read out information about the way councils are currently organised as per the questionnaire]

- What do you think about the current structure of councils and the approach to service delivery in Nottingham and Nottinghamshire? Why?

Prompt/probe:

- Before today, how aware were you of the current structure?
- What's good about it/what works well? Why?
- What's not good about it/could be improved? Why?
- How well do the current arrangements suit an area such as yours (i.e. urban/rural)? Why?

[Note: Facilitator to share screen and read out information about local government reorganisation as per the questionnaire]

- What do you think about the Government's plans to reorganise local councils across England? Why?

Prompt/probe:

- Before today, how aware were you of these plans?
- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about the plans to reorganise local councils? Why?

Future local council design and priorities (c20 mins)

- What should be most important when designing a new council (e.g. what should be the key principles that it adopts or it is built around or tries to achieve)? Why?

Prompt/probe:

- Ensuring services work together
 - Making the council the right size to be sustainable
 - Providing good value, reliable services
 - Saving money and using council tax wisely
 - Working better with other local councils and the East Midlands Mayor
 - Making it easier for people to have their say and get involved
 - Working with local neighbourhoods and communities
 - Meeting local needs and being fair to all parts of the area
 - Promoting local identity and culture
 - Other
- What are the best ways for the new councils to involve people in local decisions? Why?
 - How well is this done now? Why?
 - And does this matter to you? Why?

Prompt/probe:

- Working directly with neighbourhoods
 - Public meetings or drop-ins
 - Online surveys or polls
 - Local councillors visiting communities
 - Community groups or forums
 - Social media updates and feedback
 - Council website updates
 - Digital newsletters
 - Information sent via post
 - Engaging with parish and town councils
 - Other
- What do you think should be the priorities for any new council to improve your local area? Why?

Prompt/probe:

- What's important to you? Why?
- What's currently working well, and that you would like to continue working well? Why?
- What's not working well and is important to change/improve? Why?

Local Government Reorganisation across Nottingham and Nottinghamshire, including core options (c20-25 mins)

[Note: Facilitator to share screen and read out information about the proposal to move from 9 to 2 councils as per the questionnaire]

- What do you think about the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area?

Prompt/probe:

- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about this proposal? Why?
- How may it impact you and your family? Why?
- How may it impact your area? Why?
- Is there anything you would like considered to help promote any potential benefits and/or mitigate/reduce any potential negative impacts?

[Note: Facilitator to share screen and read out information about the core option 1b as per the questionnaire]

- What do you think about this option? Why?

Prompt/probe:

- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about this option? Why?
- How may it impact you and your family? Why?
- How may it impact your area? Why?
- Is there anything you would like considered to help promote any potential benefits and/or mitigate/reduce any potential negative impacts?

[Note: Facilitator to share screen and read out information about the core option 1e as per the questionnaire]

- What do you think about this option? Why?

Prompt/probe:

- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about this option? Why?
- How may it impact you and your family? Why?
- How may it impact your area? Why?
- Is there anything you would like considered to help promote any potential benefits and/or mitigate/reduce any potential negative impacts?

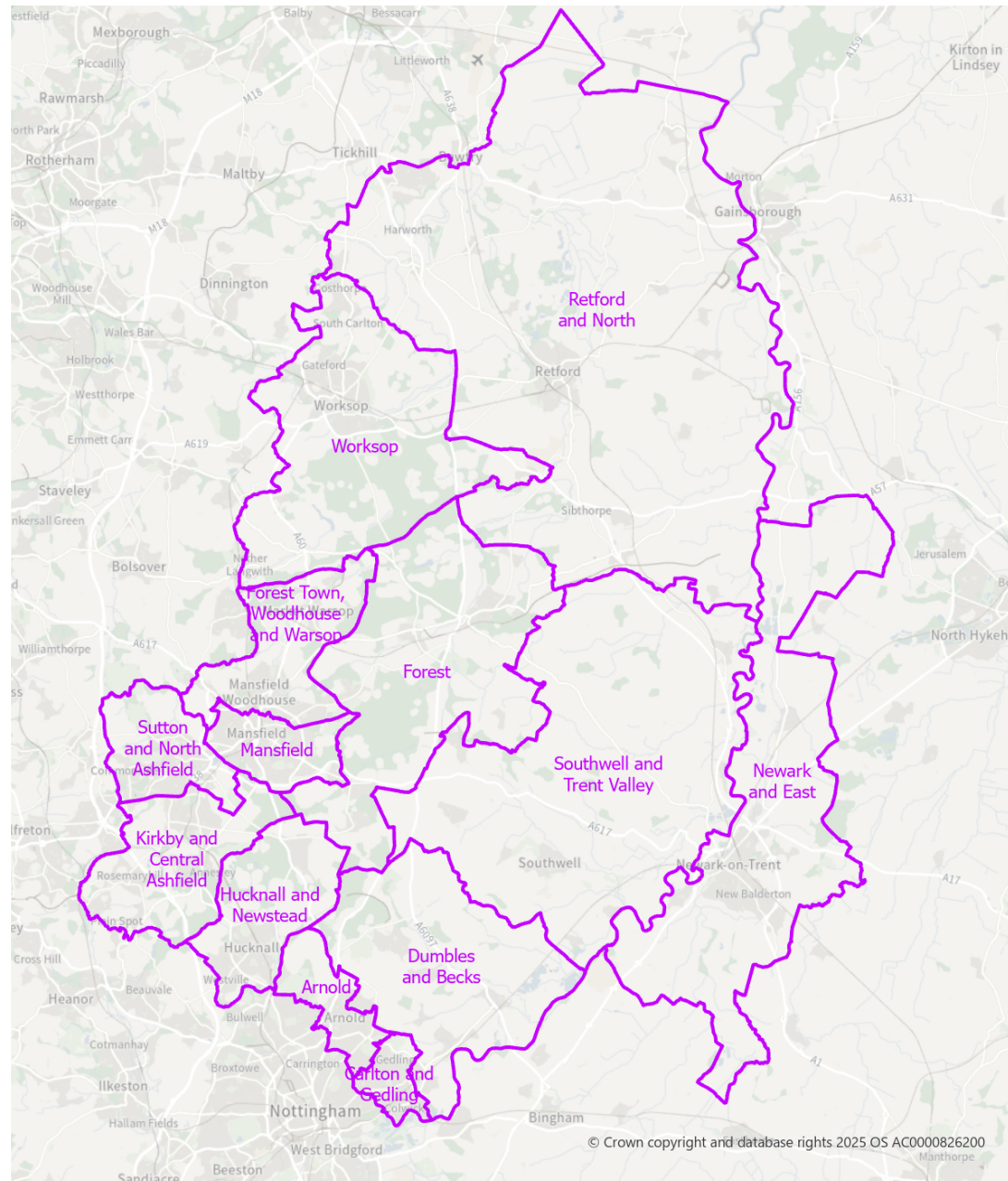
Summing up (c5 mins)

- Overall, what do you think about the proposals and options?
- Are there any alternatives you would like considered?
- Is there anything else you would like to say this subject?
- Facilitator to sum up the key messages identified from the discussion to sense check that understood correctly.

- Facilitator to outline next steps – what will happen to the information.
- Sign-post to on-line consultation, if not already participated.
- Any final points or questions?
- Outline how thank you gifts will be provided.
- Thank and close.

APPENDIX 5

MAP OF ILLUSTRATIVE STRUCTURE OF AREA COMMITTEES



Sherwood Forest (North Nottinghamshire)

APPENDIX 6

**DETAILED BREAKDOWN OF WARDING AND AREA
COMMITTEE PROPOSALS**

Sherwood Forest (North Nottinghamshire) Warding and Area Committee proposals

Ward No	Wards	Electorate size	Councillors	Average Number of Electors per Councillor	Area Committee	Current District
1	Abbey Hill and Harlow Wood	4,316	1	4,316	SF7	ADC
2	Annesley and Kingsway	4,255	1	4,255	SF7	ADC
3	Ashfields and Leamington	5,041	1	5,041	SF12	ADC
4	Balderton North & Coddington	5,277	1	5,277	SF9	NSDC
5	Balderton South	4,403	1	4,403	SF9	NSDC
6	Bancroft & Central	4,729	1	4,729	SF8	MDC
7	Beacon and Castle	9,664	2	4,832	SF9	NSDC
8	Berry Hill & Lindhurst	3,719	1	3,719	SF4	MDC
9	Bestwood St Albans	4,230	1	4,230	SF1	GBC
10	Blyth and Harworth	10,908	2	5,454	SF10	BDC
11	Brick Kiln & Grangefarm	4,451	1	4,451	SF8	MDC
12	Bridge	4,899	1	4,899	SF9	NSDC
13	Calverton	6,381	2	3,191	SF3	GBC
14	Carlton Hill	6,407	1	6,407	SF2	GBC
15	Carlton Ward	4,858	1	4,858	SF2	BDC
16	Carlton, Colwick and Netherfield	10,558	2	5,279	SF2	GBC
17	Carr Bank & Eakring	4,699	1	4,699	SF8	MDC
18	Carsic and Central Sutton	5,607	1	5,607	SF12	ADC
19	Cavendish and Phoenix	8,436	2	4,218	SF2	GBC
20	Collingham	4,902	1	4,902	SF9	NSDC
21	Coppice and Dumbles	7,152	1	7,152	SF3	GBC
22	Daybrook and Ernehale	9,116	2	4,558	SF1	GBC
23	Dover Beck and Lowdham	4,802	1	4,802	SF3	NSDC
24	Edwinstowe & Clipstone	9,451	2	4,726	SF4	NSDC

25	Farndon & Fernwood and Devon	13,229	3	4,410	SF9	NSDC
26	Farnsfield and Bilsthorpe	5,693	1	5,693	SF11	NSDC
27	Gedling	5,324	1	5,324	SF2	GBC
28	Greenwood, Kirkby Cross and Larwood	4,689	1	4,689	SF7	ADC
29	Holly Forest Town & Newlands Forest Town	4,640	1	4,640	SF5	MDC
30	Hornby & Manor	4,692	1	4,692	SF5	MDC
31	Hucknall Central and South	9,572	2	4,786	SF6	ADC
32	Hucknall North	8,382	2	4,191	SF6	ADC
33	Hucknall West	9,525	2	4,763	SF6	ADC
34	Huthwaite and St Marys	9,267	2	4,634	SF12	ADC
35	Jacksdale and Underwood	5,128	1	5,128	SF7	ADC
36	Kings Walk & Oakham	4,774	1	4,774	SF8	MDC
37	Kingsway Forest Town & Maun Valley Forest Town	5,256	1	5,256	SF5	MDC
38	Kirkby Woodhouse and Portland	4,641	1	4,641	SF5	ADC
39	Ling Forest & Oak tree	4,107	1	4,107	SF8	MDC
40	Market Warsop & Meden	4,805	1	4,805	SF5	MDC
41	Mill Lane & Yeoman Hill	4,463	1	4,463	SF5	MDC
42	Misterton	10,909	2	5,455	SF10	BDC
43	Netherfield & Warsop Carrs	4,640	1	4,640	SF5	MDC
44	New Cross and Sutton Junction	5,150	1	5,150	SF12	ADC
45	Newstead Abbey	7,095	2	3,548	SF6	GBC
46	Ollerton and Boughton	9,861	2	4,931	SF4	NSDC
47	Park Hall & Vale	4,859	1	4,859	SF5	MDC
48	Penniment & Wainwright	4,245	1	4,245	SF8	MDC
49	Plains	6,754	1	6,754	SF1	GBC
50	Pleasley & Sherwood	4,033	1	4,033	SF5	MDC
51	Porchester and Woodthorpe	10,997	2	5,499	SF1	GBC

52	Racecourse & Rock Hill	5,148	1	5,148	SF8	MDC
53	Rainworth North & Rufford	5,176	1	5,176	SF4	NSDC
54	Rainworth South & Blidworth	4,669	1	4,669	SF4	NSDC
55	Redhill	4,961	1	4,961	SF1	GBC
56	Retford East	9,510	2	4,755	SF10	BDC
57	Retford West	9,932	2	4,966	SF10	BDC
58	Rufford & West Bank	4,747	1	4,747	SF8	MDC
59	Selston	4,883	1	4,883	SF7	ADC
60	Skegby	5,167	1	5,167	SF12	ADC
61	Southwell & Thompsons	4,702	1	4,702	SF4	MDC
62	Southwell and Trent	9,564	2	4,782	SF11	NSDC
63	Stanton Hill, Teversal and The Dales	5,094	1	5,094	SF12	ADC
64	Summit	4,053	1	4,053	SF7	ADC
65	Sutton-on-Trent and Muskham	5,012	1	5,012	SF11	NSDC
66	Trent Valley	5,231	1	5,231	SF3	GBC
67	Tuxford	9,259	2	4,630	SF10	BDC
68	Worksop East	4,809	1	4,809	SF13	BDC
69	Worksop North East	4,951	1	4,951	SF13	BDC
70	Worksop North West and Worksop North	14,560	3	4,853	SF13	BDC
71	Worksop South, Worksop South East and Welbeck	12,654	3	4,218	SF13	BDC
		459,073	96	4782		

Ref	Area Committee	Electorate size	Members
SF1	Arnold	36,058	7
SF2	Carlton & Gedling	30,725	6
SF3	Dumbles & Becks	23,566	5
SF4	Forest	37,578	8
SF5	Forest Town, Woodhouse & Warsop	37,388	8
SF6	Hucknall & Newstead	34,574	8
SF7	Kirkby & Central Ashfield	31,965	7
SF8	Mansfield	36,900	8
SF9	Newark & East	42,374	9
SF10	Retford & North	50,518	10
SF11	Southwell & Trent Valley	20,269	4
SF12	Sutton & North Ashfield	35,326	7
SF13	Worksop	41,832	9
	Total	459,073	96

Nottingham and South Nottinghamshire (South Nottinghamshire) Warding and Area Committee Proposals

Ward No	Wards	Electorate size	Councillors	Average Number of Electors per Councillor	Area Committee	Current District
1	Abbey and Trent Bridge	8,600	2	4,300	SN10	RBC
2	Aspley	12,149	3	4,050	SN1	NCC
3	Attenborough & Beeston Rylands	9,858	2	4,929	SN2	BBC
4	Awsworth, Bramcote, Cossall & Trowell	9,938	2	4,969	SN9	BBC
5	Basford	11,625	2	5,813	SN4	NCC
6	Beeston	12,756	3	4,252	SN2	BBC
7	Berridge	11,315	2	5,658	SN7	NCC
8	Bestwood	12,346	3	4,115	SN7	NCC
9	Bilborough	12,672	3	4,224	SN1	NCC
10	Bingham North	4,504	1	4,504	SN3	RBC
11	Bingham South	4,485	1	4,485	SN3	RBC
12	Brinsley & Greasley	7,667	2	3,834	SN6	BBC
13	Bulwell	11,615	2	5,808	SN4	NCC
14	Bulwell Forest	10,305	2	5,153	SN4	NCC
15	Bunny and Keyworth & Wolds	9,501	2	4,751	SN8	RBC
16	Castle	6,177	2	3,089	SN5	NCC
17	Clifton East	12,575	3	4,192	SN10	NCC
18	Clifton West	7,465	2	3,733	SN10	NCC
19	Compton Acres and Lutterell	7,149	2	3,575	SN10	RBC
20	Cotgrave and Tollerton	7,843	2	3,922	SN3	RBC
21	Cranmer and East Bridgford	4,930	1	4,930	SN3	RBC

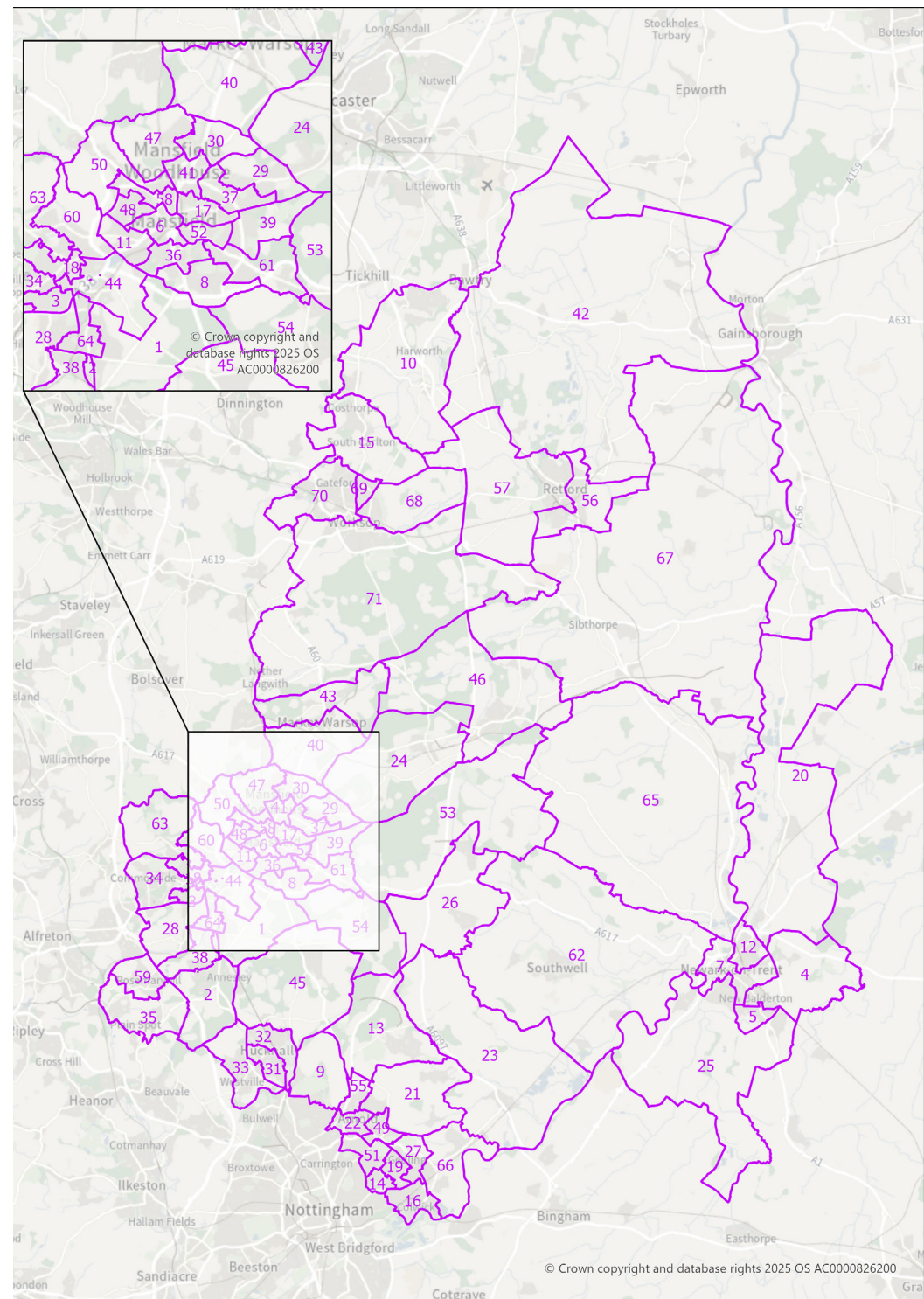
22	Cropwell and Neville & Langar	4,729	1	4,729	SN3	RBC
23	Dales	12,082	3	4,027	SN5	NCC
24	Eastwood	9,436	2	4,718	SN6	BBC
25	Edwalton	4,602	1	4,602	SN10	RBC
26	Gamston	4,575	1	4,575	SN10	RBC
27	Gotham and Soar Valley	3,844	1	3,844	SN8	RBC
28	Hyson Green & Arboretum	10,634	2	5,317	SN5	NCC
29	Kimberley	12,958	3	4,319	SN6	BBC
30	Lady Bay	4,911	1	4,911	SN10	RBC
31	Leake	7,210	2	3,605	SN8	RBC
32	Leen Valley	7,046	2	3,523	SN1	NCC
33	Lenton & Wollaton East	8,481	2	4,241	SN2	NCC
34	Mapperly	11,680	2	5,840	SN7	NCC
35	Meadows	7,652	2	3,826	SN5	NCC
36	Musters	4,224	1	4,224	SN10	RBC
37	Newton and Radcliffe-on-Trent	8,125	2	4,063	SN3	RBC
38	Radford	5,676	1	5,676	SN5	NCC
39	Ruddington	6,737	2	3,369	SN8	RBC
40	Sherwood	11,375	2	5,688	SN7	NCC
41	St Anns	11,352	3	3,784	SN5	NCC
42	Stapleford	11,633	3	3,878	SN9	BBC
43	Toton & Chilwell	12,053	3	4,018	SN9	BBC
44	Wollaton West	11,389	2	5,695	SN2	NCC
		387,879	88			

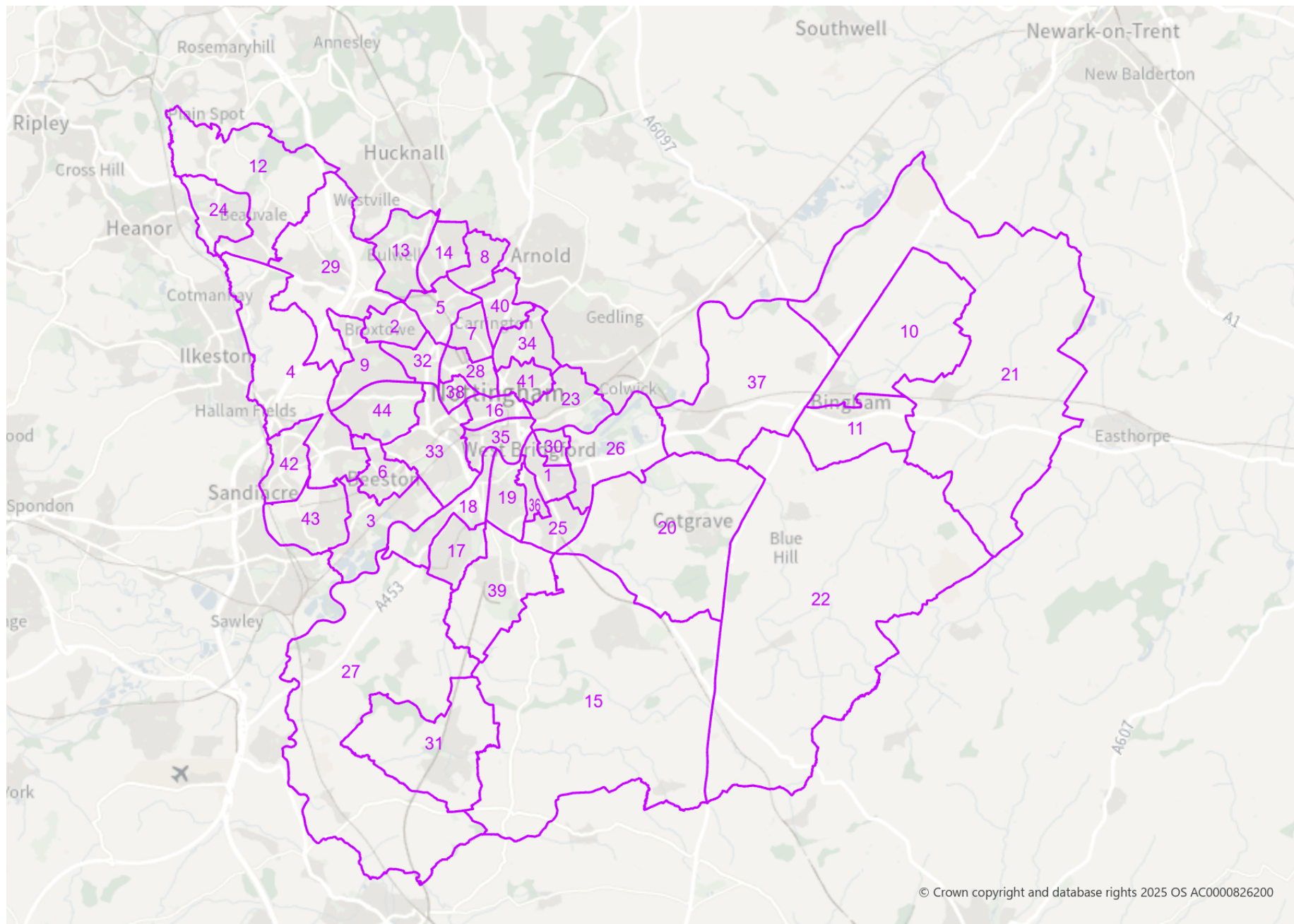
Ref	Area Committee	Electorate size	Members
SN1	Aspley & Bilborough	31,867	8
SN2	Beeston Wollaton & Lenton	42,484	9
SN3	Bingham & Cotgrave	34,616	8
SN4	Bulwell & Basford	33,545	6
SN5	City Centre	53,573	13
SN6	Eastwood & Kimberley	30,061	7
SN7	North East	46,716	9
SN8	South	27,292	7
SN9	Stapleford & Chilwell	33,624	8
SN10	West Bridgford & Clifton	54,101	13
	Total	387,879	88

APPENDIX 7

MAP OF ILLUSTRATIVE WARDING ARRANGEMENTS

Sherwood Forest (North Nottinghamshire)





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Nottingham and South Nottinghamshire (South Nottinghamshire)



Bassetlaw
DISTRICT COUNCIL
— North Nottinghamshire —

Gedling
Borough Council



Mansfield
District Council



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

**A brighter future for driving growth and improving lives.
Rooted in community. Connected by place.**