

# Your Nottinghamshire Your Future Council Plan

## Priority 1 - A great place to bring up your family

### Our commitments measuring our success

#### Commitment 1 - Families prosper and achieve their potential

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Young people will have improved physical and mental health	A The proportion of children in Notts who are covered by the Healthy Child Programme (mandated checks undertaken within timescale) New birth visit   6-8 week review   1 year review by 15 months   2 year review	Q4 2017: 84% 85% 90.8% 79.2%	95% (mandated checks within timescale)	High	84% 2017/18 (mandated checks within timescale)	Q4 2017 88.5% 84.9% 82.1% 76.4%
More families in work						
More families will live in good quality housing	C Number of children and young people accessing Outdoor and Environmental Education	7383	-	High	8994	-
More children will achieve a good level of development by the end of reception year	Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics) School Readiness: all children with free school meal status achieving a good level of development at the end of reception as a percentage of all eligible children	69.7% (Academic 2017/18)  49.7% (Academic 2017/18)	72.0%  -	High  High	68.2% (Academic 2016/17)  47.6% (Academic 2016/17)	71.6% (Academic 2017/18)  57.0% (Academic 2017/18)

#### Commitment 2 - Children are kept safe from harm

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Children at risk are appropriately identified, supported and protected	A Number of children and young people supported in Domestic Violence services	156 (Q1 2018/19)	622 (indicative target)	High	510 to end Q4 2017/18	-
Improved outcomes for children, young people and families accessing our safeguarding and family services, as a result of high quality interventions	C Child and Family assessments for Children's Social Care carried out within statutory timescales	95.5%	85.0%	High	93.3%	82.9%
	Percentage of LAC (for at least 12 months) who have had their annual health assessment (data for 'up to date with immunisations' —>)	94.8% (2016/17)	-	High	82.0%	89.0%
	Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist	83% (2016/17)	-	High	53.0%	83.0%
Looked After Children and care leavers are well supported through improved placement provision, health services and learning opportunities	Percentage of (LAC) remaining in long-term placements	76.1%	70.0%	High	76.3%	70.0%
	Percentage of care leavers in education, employment or training aged 19-21	46.8%	49.0%	High	46.4%	50.0%
	Percentage of care leavers in suitable accommodation	85.8%	83.0%	High	86.6%	84.0%

#### Commitment 3 - Children and Young People go to good schools

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Children and young people are provided with sufficient early years provision and school places in their local communities	A The proportion of children in Notts from less advantaged backgrounds who achieve a good level of development at the end of reception.	48.2% (2016/17)	Increase	High	48.2% (2016/17)	56% (2016/17)
Vulnerable children are less likely to miss education	C Percentage of LAC classed as persistent absentees	7.9% (Academic 2016/17)	-	Low	6.8% (Academic 2015/16)	10.0% (Academic 2016/17)
Educational outcomes for vulnerable children improve	Percentage of LAC achieving A*-C GCSEs in both English & Maths at KS4	21.3% (Academic 2016/17)	-	High	17.3% (Academic 2015/16)	17.5% (Academic 2016/17)
More than 90% of Schools are classified as Ofsted "good" or "outstanding"	Number of primary schools in an Ofsted category (Inadequate)	4 (Q2 2018/19)	-	Low	4 (Q2 2017/18)	-
	Number of secondary schools in an Ofsted category (Inadequate)	1 (Q2 2018/19)	-	Low	2 (Q2 2017/18)	-
	Participation in education, employment and training (EET) aged 16-17	95.5% (Q1 2018/19)	-	High	-	-
Fewer young people are not in education, employment or training	P Total/Value of s106 contributions received Primary Education   Secondary Education	£355,746 £231,390	-	n/a	£866,665 £116,505	-
	School meals take-up	55.6%	58.0%	High	56.0%	-



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### Key activities that support delivery of the council plan

#### Commitment 1 - Families prosper and achieve their potential

Success means	Activities to progress the outcome	Progress
Young people will have improved physical and mental health	A We will lead the commissioning of services to promote healthy lifestyles and address ill-health amongst all children, young people and families	The Healthy Families Programme (HFP) for 0-19's contract is now in Year 2 of service delivery. The model of service is based around 20 locally based Healthy Family Teams across Nottinghamshire aligned to children's centre boundaries, and supporting children, young people and families. The HFP delivers the Department of Health's Healthy Child Programme and each family receives a schedule of universal checkpoint reviews, including a programme of screening tests, developmental reviews and information and guidance to support parenting and healthy choices, to ensure that children and families achieve optimum health and wellbeing. The workforce is configured to provide the highest level of support in areas of greatest need.
More families in work		
More families will live in good quality housing		
More children will achieve a good level of development by the end of reception year	C Implement a newly commissioned Healthy Families Programme for 0-19 year olds and their families which integrates with children's centre services	One of the key roles of the HFP is to identify children and young people with specific needs and risks and provide targeted support. Key stakeholders for the service include children's centre services, children's social care, early help unit, MASH and the Family Service. Children are identified, supported and protected using a multi-agency 'team around the child' approach which is integrated with the targeted offer provided by Children's centre services
	Working with CCGs, continue to transform our specialist community health services for children and young people (CCYPS)	The community Children and young People's service (CCYPS) which provides community based healthcare for children with complex needs continues to undergo transformation in order to meet the needs of Nottinghamshire children. New care pathways are being developed for children with behaviours indicative of ASD/ADHD with the introduction of 'Small Steps', an early intervention behaviour support service for children. In addition, a new pathway for children with cerebral palsy has been introduced with a view to providing enhanced physiotherapy.
	P Develop and deliver the 'Investing in Opportunity Areas' commissioning programme	A £1 million Digital Skills Innovation Fund (an initiative linked to the 2017 UK Digital Strategy) has recently opened for applications by the Department for Digital, Culture, Media & Sport (DCMS). As only LEPs are allowed to submit an application, partners are being sought to support a £500k D2N2-wide bid. The Fund is aimed at addressing gaps in digital skills, especially from underrepresented groups and/or disadvantaged backgrounds. This presents an opportunity for the LEP to build on the D2N2 Digital Growth Programme, extending a (LEP-wide) project to target, and focus on two main areas: challenging stereotypes and promoting women's participation in the digital economy. Place Departmental Officers will form part of the bid team.
	Bring forward developments on County Council land including: Rolleston Drive, Top Wighay, Wilford Lane and Broomhill Farm	The Council successfully secured an £11m grant offer from Homes England to kick-start development at key sites including Top Wighay and Rolleston Drive. This led to the approval of plans to accept the funding subject to final agreement over the terms in October 18. Delivery programmes are in place for both sites and the Council is now in detailed discussions with Homes England. Wilford Lane: Part of this site was sold to Galliford Try Partnerships who are in the process of developing 171 new homes including 51 affordable homes. The first homes are expected to be available for sale Oct 2018 and the scheme is due to be completed in January 2022. An area of 2 hectares was retained by NCC as it may be needed for a school in the future. Broomhill Farm: Phase 2 of this development has been marketed and a number of bids have been received. A report will be going to Committee on the 14th November to seek approval of an offer made by the highest bidder in respect of plans for this site.
	Deliver Phase 2 of the Lindhurst/Berry Hill scheme.	Sales completion of Phase One have now concluded with all the residential plots sold to house builders with a total plan to deliver 519 residential units. The first units have been completed and house sales to occupiers are well underway. An approach to the delivering of Phase Two has been considered by the Lindhurst Group and is now being programmed with a view to presenting to members shortly.



## Commitment 2 - Children are kept safe from harm

Success means	Activities to progress the outcome	Progress
Children at risk are appropriately identified, supported and protected	R The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement	Legal Services continues to actively manage the digital way of working with the Nottingham Family Courts. As soon as any issues are reported by staff, they are addressed immediately and resolved in consultation with the Nottingham Family Courts. This is so that issues do not adversely impact our ability to continue using e-court bundles in child safe guarding cases.
Improved outcomes for children, young people and families accessing our safeguarding and family services, as a result of high quality interventions	C Continue to review our social work practice in Nottinghamshire, including services for Looked After Children and Care Leavers, to ensure that we are delivering high quality social care at the best possible value	The quality of social work practice continues to be reviewed through both routine and thematic case audits and external audit. Practice issues identified through audit are addressed through bespoke support provided to teams by the department's Practice Consultants, as well as through additional training sessions. An example of the training provided to social workers over the April to September period includes "different conversation" training for looked after social workers and personal advisors to care leavers, which focusses on personalising care, and training on developing good quality, effective child protection plans.
Looked After Children and care leavers are well supported through improved placement provision, health services and learning opportunities	Continue to deliver a comprehensive set of recruitment and retention activities to enable further reductions in the number and cost of social work agency staff	During the 6-month period we have received 87 applications and recruited 28 new social work staff - though this period does include the summer months, when recruitment activity can quieten down considerably. Turnover within our hard to recruit to teams remains below 5% at the current time. Length of service statistics continue to improve, with 60% of the workforce in post for 5+ years. External advertising of our social work roles has been maintained via the BASW website, and recent inclusion in Professional Social Work magazine (a special focus on Court Team roles). Our link with local universities continues to generate a good level of graduate applications
Continued good quality, targeted youth services	Further improve the integration of social work and early help services so that families receive a more coordinated service and have the right level of support at the most appropriate time	In April 2018 a new step down process was launched, allowing for quicker transition of children from a Child Protection or Child in Need plan to an Early Help Plan with social workers able to pass directly to early help teams rather than coming via the Early Help Unit which lead to delays. To support the implementation of the changes managers from The Family Service have collocated with DCPT and Assessment teams on a regular basis. During Q2 a themed audit on cases stepping down from CSC was conducted and the results will be used to identify the strengths and areas for development of the current system.
	Transform our safeguarding board arrangements in accordance with the recommendations set out in the Wood Review	Work has been undertaken with the new 'safeguarding partners'(NCC/CCGs and Police) who have agreed to a new model to replace the existing NSCB arrangements. These arrangements will meet the statutory requirements of the children and social work Act 2017 and Working together 2018 (these reflect the accepted areas from the Wood review). The NSCB has been engaged in this process. The new arrangements will become live from January 2018 and formally replace the NSCB in April 2018.
	Cooperate with other East Midlands authorities to improve timeliness for children and young people waiting to be adopted	Nottinghamshire continue to engage with the East Midlands Adoption Consortium to ensure choice for children. Within the D2N2 partnership we are working co-operatively in the recruitment and assessment of adopters. Nottinghamshire, Nottingham, Derby and Derbyshire are working towards forming a regional adoption agency. Adoptive families are shared between these authorities, to maximise opportunity to place children without delay, and links are established with Leicester, Leicestershire, Lincolnshire and Rutland, to do the same. Nottinghamshire timeliness continues to improve, whilst also placing children who have waited a substantial period of time for the right adoptive placement.
	Launch a Social Impact Bond to help young people remain out of care and/or to transition from residential to foster care placements	The County Council has led and managed a joint procurement exercise with Nottingham City and Derby City Councils to procure a provider and social investor to deliver the SIB intervention programme to help young people remain out of care and/ or transition from residential to foster care placements. A preferred bidder has been selected work is progressing towards formal contract signature alongside the necessary mobilisation activity to enable referrals from the 3 Councils into the SIB programme.



### Commitment 3 - Children and Young People go to good schools

Success means	Activities to progress the outcome	Progress
Children and young people are provided with sufficient early years provision and school places in their local communities	A We will commission a Healthy Families Programme to support school readiness, secure improved emotional and physical health of school age children, and contribute to reducing the number of young people not in education, employment or training due to unplanned pregnancy.	A HFP for 0-19's was commissioned and the contract commenced on 1st April 2017. The range of activity includes: <ul style="list-style-type: none"> <li>• Level one interventions for emotional and mental health issues including depression, low mood, self-harm, anxiety, risk-taking behaviour, and anger management, working closely with schools and families</li> <li>• Support around healthy relationships, contraception and sexual health, including pregnancy testing and chlamydia screening</li> </ul> In addition, bookable Healthy Child sessions for parents/carers of primary school age children provide further access to one to one support; drop-in sessions for young people are established in or near each secondary school.
Vulnerable children are less likely to miss education		
Educational outcomes for vulnerable children improve	C Create additional high quality sustainable childcare places, to ensure adequate sufficiency levels to meet increasing demand for funded childcare following new duties placed on LAs	The 2018 Childcare Sufficiency Assessment identified that there are sufficient childcare places to meet demand in all but 1 ward. The challenge for Nottinghamshire is to fill the childcare places already in existence and this is particularly problematic in areas of disadvantage. <p>Work to retain existing childcare provision is also a priority with many preschools and childminders now struggling financially since the launch of the new extended childcare offer. The Business Sustainability Officer is providing support and guidance to these settings to prevent the closure of childcare settings.</p>
More than 90% of Schools are classified as Ofsted "good" or "outstanding"		
Fewer young people are not in education, employment or training (NEET)	Work with key partners to successfully implement the Early Years Improvement Plan to close the attainment gap and prepare children for school	The Early Years Improvement Plan 2018-20 will be refreshed in the new financial year. Two priority work streams have been developed which focus on improving attainment of target groups; and increasing parental engagement in home learning. <p>The Early Years Foundation Stage Profile has identified that increasing numbers of children are achieving a good level of development, and the attainment gap between children eligible for FSM and their peers is starting to reduce. However, the challenge for Nottinghamshire is to increase the attainment of target groups and to consider the needs of summer born children who are the largest cohort who do not achieve a good level of development.</p> <p>There has been an increased focus by all partners on literacy in the early years, closing the word gap and speech, language and communication needs.</p>
	P Ensure delivery of high quality, good value school places to meet basic need	New School Bestwood: The project commenced on site on 28 August 2018, with a forecast completion date of 30 August 2019. The contractor on site is currently forming foundations for the structure. Replacement of Newark Orchard School and Newark Day Service: A new 140 place Special School to replace the existing Orchard School. The school is to be capable of expansion in the future, to at least 170 places. The County Council is also committed to providing a new, replacement Day Service. A series of stakeholder and public pre-planning information events took place week commencing 8 October 2018. These were positively received. The planning application for both the replacement school and Day Service has subsequently been submitted.
	Devise and agree a revised Developer Contributions Strategy	The revised Developer Contributions Strategy was adopted as council policy at the September meeting of Policy Committee. Work is underway with developers and partner authorities to ensure that the strategy is considered as part of any discussions about the impact of development proposals
	Review of the Catering and Facilities Management service delivery model including for the provision of school meals	The review of the Catering and Facilities Management service delivery model including the provision of is proceeded. A full management restructure has been completed. A business case has been commissioned to carry out an option appraisal. This will produce a draft report in December 18 for a final decision in March 19.





# Your Nottinghamshire Your Future Council Plan

## Priority 2 - A great place to fulfil your ambition

### Our commitments measuring our success

#### Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People leave education with better qualifications and skills	A Number of people supported by the Council in apprenticeships and placements related to social care and public health	43 (11 Public Health, 23 apprenticeships in ASCH, 9 Social Work placements)	-	Maintain at same level	-	-
More people are in higher paid and skilled jobs		328 (Number of people supported by I-work team at period end)	-	High	324	-
More apprenticeships available for people of all ages	P Number of apprenticeship opportunities available	Total: 4,720 Under 19: 1,460 19-24: 1,380 25+: 1,840	-	High	-	-
More graduates choose to stay in Nottinghamshire for further work or study		200+ new courses planned for Autumn term for ages 19+	-	High	-	-

#### Commitment 5 - Nottinghamshire is a great place to live, work, visit and relax

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People live in communities supported by good housing and infrastructure	A The fraction of deaths in adults attributable to air pollution	5.7% (2016)	Reduce	Low	-	5.3% (2016)
	Proportion of adults with learning disabilities who live in their own home or with their family	74.80%	76.0%	High	74.2%	75.4%
People enjoy a wide range of leisure and cultural activities	P % of household waste sent to reuse, recycling or composting	43.40%	45.50%	High	43.70%	-
	Number of flood risk projects completed within timescale	10	-	High	-	-
People can travel safely and quickly across urban and rural Nottinghamshire	Number of properties with enhanced levels of flood Protection	236	-	High	51	-
	Satisfaction levels at Rufford Abbey Country Park	97.90%	90%	High	93%	-
	Number of visits to libraries	1,262,601	2,500,000	High	1,317,931	-
People look after and enjoy the local environment	Total value of successful bids for government funding for transport and highways projects	£20,304,000	-	High	-	-
	% of transport projects within target	100%	-	High	100%	-

#### Commitment 6 - People are healthier

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Healthy life expectancy increases	A Average number of years people live in good health (male/female)	61.7 (male) 62.4 (female) 2014-16	Increase	High	61.7 (male) 62.4 (female) 2014-16	63.3 (male) 63.9 (female) 2014-16
Life expectancy rises fastest in those areas where outcomes have previously been poor	Reduction in the proportion of adults who smoke, are overweight, or who are physically inactive.	15.1% (2017) 64.4% (16/17) 23.2% (16/17)	Reduce	Low	15.7% (2016) 64.4% (16/17) 23.2% (16/17)	14.9% (2017) 61.3% (16/17) 22.2% (16/17)
We have a healthy workforce	Smoking prevalence   Overweight adults   Physically inactive adults					
	Proportion of eligible population who are offered / invited an NHS Health Check	Cumulative offered a health check: 57.7% Cumulative uptake of offer: 58.8% (2014/15 Q1 – 2018/19 Q1)	66% (invites) 66% (uptake) (Targets as from 2018/19)	High	Cumulative offered a health check: 56.4% Cumulative uptake of offer: 56.7% (2014/15 Q1 – 2017/18 Q1)	Cumulative offered a health check: 76.7% Cumulative uptake of offer: 48.3% (2014/15 Q1 – 2018/19 Q1)
	R Level of sickness absence	8.42	7.0	Low	8.42	-
	% uptake of flu vaccinations	27.5% (2017/18)	40%	High	16.5% (2016/17)	70%



# Your Nottinghamshire Your Future Council Plan

## Priority 2 - A great place to fulfil your ambition

### Key activities that support delivery of the council plan

#### Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Activities to progress the outcome	Progress
<p>People leave education with better qualifications and skills</p> <p>More people are in higher paid and skilled jobs</p> <p>More apprenticeships available for people of all ages</p> <p>More graduates choose to stay in Nottinghamshire for work or further study</p>	<p>A We will promote careers in social care and public health for young people, through apprenticeships and placements</p>	<p>The Adult Social Care Workforce Plan for 2018-20 was approved at committee in September 2018. One of the key priorities within this is to focus on recruitment and retention of core roles, ensure effective leadership and succession planning in relation to an ageing workforce and career pathways, and this will involve improvement in the number and range of apprenticeships and range of work experience available in the Department. There have been 2 interns from the Change 100 programme in the department and both have secured fixed term contracts with the Adult Social Care and Health department. Change 100 brings together the UK's top employers and talented disabled students and graduates to offer three months of paid work experience. Public Health provides placements as part of rotational training programmes for Public Health Consultants and for doctors. In the period April-Sept the division hosted two FY2 doctors, three Public Health Registrars, and two GPs on a fellowship placement. Public Health also provides shorter work experience placements for local students. From July to September it provided part-time placements for three students on the Masters in Public Health course at Nottingham University. There was also one short term work experience placement for a local graduate interested in a career in Public Health analysis. The Public Health division continued to contribute to development of a national apprenticeship framework for Public Health practitioners. The full apprenticeship standard was submitted on 26 September. Once the framework is approved, the division will examine arising vacancies for suitability to be offered as apprenticeships.</p>
	<p>We will work with partners and the wider community to improve the number of adults with disabilities in meaningful employment</p>	<p>The Council has approved considerable investment from the capital programme to support the redevelopment of the County Horticulture service which provides employment and training opportunities for people with disabilities. This will involve some rationalisation of the existing service model, but expansion plans at the main Brooke Farm site will increase the number and range of work experience opportunities available. The Council's I-Work Team continues to support more people into employment on a year on year basis. The NES team for younger adults with disabilities works with individuals to increase their independence and reduce their reliance on social care services for up to 12 weeks; this includes preparing for and connecting people with opportunities for voluntary and paid work, and there have been a number of success stories with regard to this.</p>
	<p>P Work with partners and business to develop the Apprenticeship programme</p>	<p>This is proceeding via the Compact Agreement with the local Universities and internal teams within Place, plans afoot to regularise meetings to develop a County position.</p>
	<p>Develop an action plan for expanded delivery with Futures Advice, Skills &amp; Employment and INSPIRE, related to skills</p>	<p>A dedicated 'skills' lead has been appointed to the Growth and Economic Development Team to develop the action plan for expanded delivery with Futures and INSPIRE. Work is underway in developing bid submissions aligned to Council priorities, following the recent launch of EU funds</p>
	<p>Implementation of the Area Based Review's recommendations, including addressing quality and the alignment of the curriculum with employer needs</p>	<p>The reviews were intended to enable a transition towards fewer, larger, more resilient and efficient providers, which are more specialised and collaborate more effectively. The college mergers took place and colleges have developed their strategies and relationships to other colleges. This has acted as a stimulus for working collaboratively and the additional skills resource within the Growth &amp; Economic Development Team will have as part of her responsibility reaching out to the FE sector to align with working with our internal education, learning &amp; skills section.</p>





Review and monitor Flood Risk Assessments and plans for towns and villages at risk	Flooding experienced throughout Nottinghamshire over the past decade has demonstrated the vulnerability of local communities. The Flood Risk Management Team are actively undertaking and reviewing flood risk assessments and planning matters throughout the county, working with other risk management authorities to manage all flood risk in a join-up way. We are developing initiatives in partnership with other organisations, including the seven District and Borough Councils, the Environment Agency, Severn Trent Water and Town and Parish Councils to help ensure the residents of Nottinghamshire more resilient.
Deliver a comprehensive and efficient Public Transport network in partnership with commercial providers, community providers and County Council fleet	Communities and Place Committee has approved a new staffing structure to support the Transport Review and the development of future transport provision. TTS continues to work with commercial operators and Community Transport providers to identify opportunities to improve transport provision across the County.
Bid for Clean Bus Technology Fund and Low Emission Bus Scheme to reduce NOX emissions and improve Air Quality	The bid for the Clean Bus Technology Fund was successful and the operators have started their retrofit programmes to reduce exhaust Emissions. A second bid to the Low Emission Bus Scheme has been completed for four electric buses and the outcome of the bid should be known by December 2018.
Invest in reducing our own energy usage, increasing energy efficiency and reducing cost	We are launching a '4PM Power Down' campaign across Council offices. This will be trialled during Green Great Britain Week, 15-19 October. It aims to save energy and cut costs at the most expensive time of the day. We are also continuing to invest available capital, including that from our revolving load fund, LAEF, in energy saving projects. These include a low energy lighting and an upgraded and networked Building Energy Management System to control heating across our major sites.
Support the continued operation of the Greenwood Community Forest partnership	The Greenwood Community Forest Partnership continues to operate, although in a different format, support for the community groups continues. The 2018 Greenwood awards ceremony will be held at the beginning of October 2018.
Bring forward revised Minerals and Waste Local Plans for approval	Minerals Local Plan – the six week consultation for the draft local plan has just ended. The consultation responses are currently being considered prior to the production of the Submission draft plan. Waste Local Plan – This is a joint plan with Nottingham City Council. A cross authority members working group has been established. The first stage of the plan, an Issues and Options consultation will take place early 2019
Review and monitor Local Transport Strategy (LTP) to ensure efficient use of entire network	The LTP contains an extensive set of outcomes to monitor progress towards its stated objectives and targets. Data is collected annually to allow the efficient use of the network to be reviewed.

### Commitment 6 - People are healthier

Success means	Activities to progress the outcome	Progress
<p>Healthy life expectancy increases</p> <p>Life expectancy rises fastest in those areas where outcomes have previously been poor</p>	<p>A We will commission services which provide support for residents seeking a healthier life-style including reducing their exposure to substance misuse, tobacco, excess weight and low physical activity, and sexually transmitted infections.</p>	<p>The Council has continued to review and commission services which provide support for residents seeking a healthier life-style including reducing their exposure to substance misuse, tobacco, excess weight and low physical activity, and sexually transmitted infections.</p>







# Your Nottinghamshire Your Future Council Plan

## Priority 3 - A great place to enjoy later life

### Key activities that support delivery of the council plan

#### Commitment 7 - People live in vibrant and supportive communities

Success means	Activities to progress the outcome	Progress
Older people are treated with dignity and their independence is respected	A We will work with people to connect them to their community and local networks in order to remain as independent as possible.	The Connect services are aimed at older people and people with long term conditions to provide early interventions to promote good self-care and continued self-management. The service is provided by three external organisations, who each cover one part of the county. They provide brief interventions and up to three months' support to improve health management; promote independence; address the impacts of social isolation; support people to live in safe and suitable accommodation; and improve economic well-being. Feedback shows that the most common achieved outcome is around income maximisation, with the people in Mid Notts alone supported to access over £20,000 in additional weekly benefits, the equivalent of over £1 million per year during 2017/18. The service also works closely with the Council's Falls Prevention project to identify individuals at risk of falls and advise and support on actions to reduce this risk.
Our most vulnerable residents will be protected and kept safe from harm	We will work with people to ensure they feel safe in their homes and communities. Where people experience abuse and neglect, we will provide support that is responsive to their needs and personalised	The department continues to undertake a regular audit three times a year whereby peers review the safeguarding practice of their colleagues and provide feedback. This allows the department to identify good and excellent practice which can be shared as well highlighting areas that require attention and improvement, such as increasing the number of people who felt their outcomes had been fully met as above. There has been an increase in the number of advocates involved in safeguarding enquiries where this is relevant, meaning those individuals who have difficulty in engaging with the safeguarding process are supported to do so.
Communities will support each other through volunteering and involvement in local organisations	Deliver and evaluate the Age Friendly pilot	Evaluation has now been completed by Nottingham Trent University, and has identified the project as being a unique approach to Social Prescribing combining a resident-centred model with a programme of community activation. Analysis identifies that an overall saving of £1.26 per £1 spent (£243k spent) has been delivered from improved health and reduced care costs. In addition, the economic benefit of volunteering as a result of the programme may be £200k. The evidence demonstrates the fundamentally important service now provided to older isolated individuals, and the transformative impact it has had. Quantitative evidence demonstrates the improvements in participants' health.
	Using Trading Standards powers and our community safety service to protect vulnerable residents, build resilience and independence	Nominated Neighbour - this scheme now has 53 Nominated Neighbours giving vulnerable individuals support, and has recently been set up for residents in a retirement housing complex with the complex manager acting as the Nominated neighbour. The Service is currently engaging with other complex housing managers to join the scheme. Leaflet for the Bereaved - a new leaflet is being developed on 'Doorstep Crime and Scams' which informs residents on what to look for and how to protect themselves from uninvited doorstep callers and be aware of the various forms of scams.
		Friends Against Scams - these vulnerable residents have been supported where concerns have been raised by friends or relatives to help prevent the victims from handing further monies to the perpetrators. Prosecution - One individual recently received a 21 month prison sentence following an investigation where 2 victims were targeted and paid £12,800 in total for unnecessary and substandard roofing work. The service are working with Nott's Watch volunteers to support local residents to overcome isolation and loneliness. Together they are encouraging people to volunteer more within their communities.



## Commitment 8 - People live independently for as long as possible

Success means	Activities to progress the outcome	Progress
Carers receive the support they need	A We will provide support for carers	Following considerable consultation work with carers, partners and the Council's workforce to identify what carers value and how they would like to see services develop in the future, a new Carers' Strategy has been produced to cover the period 2018-2020. It has also informed development of a revised carers support offer, to be implemented by April 2019. This will include changes to the Council's assessment and support planning process as well as its commissioned information, advice and support services.
People will have the opportunity to live independently in their local community		Up to end of August a total of £2.4m in benefits has been achieved as a result of support from the Council's benefits advice staff in the Adult Access Service. The Adult Care Financial Service teams have supported people to claim £6,000 per week in eligible benefits.
Better access to financial advice so that older people can make more informed decisions	We will provide information, advice and guidance to support people to live independently	Following a review of the Independent Financial Information and Advice Service delivered by Age UK Nottingham and Nottinghamshire, a decision was taken to bring the sign-posting and support function in-house, utilising more effectively the existing skills and capacity held within the Customer Service Centre, the Benefits Advice Team and NottsHelpYourself. From June 2018 the Customer Services Centre began providing information regarding the importance of receiving independent financial information and advice directly to people contacting the Council. Between July and Sept 2018 50 self-funders received advice and were directed to independent financial advisers and other sources of information and advice.

## Commitment 9 - People can access the right care and support

Success means	Activities to progress the outcome	Progress
People's needs are met in a quick and responsive way  Services improve as a result of a better integration of health and social care	A We will provide good quality advice, information and support to people with disabilities and long term health conditions to enable them to lead productive and independent lives for as long as possible	The department continues to roll-out the implementation of the three tier model, which is a new way of delivering social care whereby staff have a conversation with an individual to identify the reason for their initial phone call and to see what short term solution or community resource will be available to meet that need. In addition social care clinics are operating across all 7 districts for older adults and the majority of youngers adults with the aim of providing a response to people as quickly as possible after they contact the Council.
	We will provide intensive support at times of crisis and care needs will be reviewed once the immediate crisis has passed.	The Home First Response service is a short term rapid response home care service which supports people who have social care needs in their own home for up to seven days. There are two parts to the service: hospital discharge and community crisis, which is for people who are at home but at risk of being unnecessarily admitted to hospital or short term care due to a short term crisis. The service has a reablement and enablement approach to service delivery. Within this period 729 people have been supported by the service.
	We will work with the health service colleagues to provide more seamless services (where there is a benefit), with people at the centre of the care and support provided.	Nottinghamshire has continued with its good performance in relation to delayed transfers of care from hospitals across the county. In July we were 11th best performing council (of 151 local authorities) in the country. In March 2018 Nottinghamshire was announced as one of three sites to pilot a proactive and joined up approach to assessment and support planning for people with health and social care needs, and offering more integrated personal budgets for health and social care funding. the aim of this work is to ensure people receive better and more joined up care across health and social care boundaries.
	R One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services.	Following the successful implementation of workflow automation with King's Mill Hospital, including automatic referrals for patients who require a supported discharge, this has been successfully extended to Mansfield Community and Newark Hospitals ahead of target. Implementation in Bassetlaw hospitals is planned for early 2019 and the scope of work required to support implementation at Nottingham University Hospitals Trust has now been agreed.



# Your Nottinghamshire Your Future Council Plan

## Priority 4 - A great place to start and grow a business

### Our commitments measuring our success

#### Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
An increased amount of inward investment in the county	P Number/value of successful investments - Business births - Five year survival rates	Business Births: 3,475  Survival rates: 1,085 (45.1%)	-	High	Business Births: 3,840  -	-
High quality business accommodation is available for businesses to start and grow						
Increased economic productivity across the county	R Payment of invoices within timescales	95%	95%	High	98%	-
More visitors spending more money in our count						
Increased economic vibrancy and improved appearance of market						

#### Commitment 11 - Nottinghamshire is a well-connected county

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Improved roads and transport infrastructure with better connectivity across the county and region	P % of highway capital programmes delivered on target	100%	-	High	-	-
Improved superfast broadband coverage	Total value of successful bids for broadband	Awaiting EAFRD bid results - £1,000,000	-	High	-	-
Local people have the right skills to benefit from employment opportunities	Total value of NCC investment on broadband programme	£163,589	-	-	£1,332,833	-
	Total value of successful bids for government funding for transport and highway projects	£20,304,000	-	High	-	-

#### Commitment 12 - Nottinghamshire has a skilled workforce for a global economy

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People have a higher level of skills	P Number of apprenticeship opportunities taken up	Under 19: 1,460 19-24: 1,380 25+: 1,840 Total: 4,720	-	High	-	-
There is a flexible and varied workforce that is able to meet the needs of local businesses in the future	Number of adult learners	825 enrolments with a further 1653 course bookings	7000	High	2,427	-
	Care Leavers in employment	18.50%	-	High	-	-





# Your Nottinghamshire Your Future Council Plan

## Priority 4 - A great place to start and grow a business

### Key activities that support delivery of the council plan

#### Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Activities to progress the outcome	Progress
<p>An increased amount of inward investment in the county</p> <p>High quality business accommodation is available for businesses to start and grow</p> <p>Increased economic productivity across the county</p> <p>More visitors spending more money in our county</p> <p>Increased economic vibrancy and improved appearance of market towns</p>	P Deliver the D2N2 Growth Hub business support programme	In July 2018, Policy Committee approved the County Council as a partner in the Growth Hub 2.0 bid for European funds and a contribution of up to £193,561 to be allocated from the Growth and Economic Development base budget over the period 2019-2022, towards the £11.7 million total programme. Officer negotiations currently underway to decide the operational management arrangements to consider and finalised the partner agreement and outcomes
	Generate investment opportunities and trade as part of the Midlands Engine and Friendship Agreement with China	The Council's Friendship Agreement and links with the Zhejiang province have been central to the Midlands Engine China Strategy, particularly because the Friendship Agreement complements the work of the City of Nottingham and the University of Nottingham in Ningbo, which is the second city of Zhejiang. The Chief Executive has been invited to join a Midlands Engine Trade Mission to China from 23 to 30 November 2018
	Develop and deliver the 'Investing in Economic and Social Regeneration' programme	Work is progressing to develop our proposition relating to Investing in Economic and Social Regeneration' programme. Performance management of the programmes constituent parts and ensuring that robust mechanisms are in place to ensure effective oversight and accountability
	Develop a Visitor Economy Strategy and delivery plan	The emerging themes of the Council's Strategy to grow Nottinghamshire's Visitor Economy (supported by Blue Sail Consultants) were presented to September 2018 Policy Committee. Two primary market have been identified (a) Country loving traditionalists and (b) active family fun seekers. There are additional opportunities via the forthcoming 202 400th commemoration of the sailing of the Mayflower to help capitalise on international tourism via the US and domestic market
	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work	All procure that involve a full tendering process ie over the value of £25k have pre-market engagement events scheduled in as a standard approach. Generic meet the buyer events are run on a bi annual basis in collaboration with the East Midlands Chamber of Commerce and other local Public Sector Partners. Notts CC specific supplier engagement events are held on a more ad hoc basis as required. All events are advertised in the public domain at Source Notts <a href="http://www.sourcenottinghamshire.co.uk/">http://www.sourcenottinghamshire.co.uk/</a>
	Develop and adopt a D2N2 Town Centre Strategy	The N2 Town Centre Programme was approved in January 2018. Agreements are in place. External assessors - Genecon - have undertaken business case assessments for all the projects within the Programme. A Programme Board has been established and the inaugural meeting held. We have now reached the stage where projects are being approved and delivery is getting underway. The first project being Mansfield Old Town Hall.
	Develop a Property Strategy and Asset Management Plan to align use of Council Assets to strategic priorities	A Property Transformation Programme commenced in April 2018 with the appointment of Turner & Townsend in June 2018. One Strand of this programme is the Corporate Property Strategy. The Strategy will be presented at Policy committee in October 2018. The Strategy will provide an overarching, coherent plan to set out how the Council estate will support the delivery of Council and Place targets.
	Lead the Nottinghamshire strand of the OPE North Midlands Partnership	The County Council continues to play a pivotal leadership role as a lead partner in the governance of the OPE North Midlands Partnership and is hosting the N2 OPE Programme Manager post. A key outcome of the N2 element of this partnership is providing a structure and practical support for all public sector partners across the county area to work more collaboratively to make the most effective and efficient use of their property assets as well as developing specific proposals.



**Commitment 11 - Nottinghamshire is a well-connected county**

Success means	Activities to progress the outcome	Progress
Improved roads and transport infrastructure with better connectivity across the county and region	P Develop and deliver the 'Investing in Opportunity Areas' and 'Economic and Social Regeneration' commissioning programmes	Progress against this commissioning programme is listed under commitment 1.
Improved superfast broadband coverage	Lead the development of HS2 at Toton Nottinghamshire, including the Innovation Campus and network of 'garden villages'	First meeting of Toton Delivery Board has been held . Policy committee has agreed a partnership arrangement with LCR to bring forward delivery on the site. HIF bid has been developed and submission is pending. A programme team has also been established and a planning and delivery route map established. We have received £2m from government for the creation of a development body plus 1.8m from government to develop plans for the site.
Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments	Deliver contract 3 of the Better Broadband for Nottinghamshire programme	£2.7m deal signed with BT £1.3m of County Council and Broadband Delivery public funding PLUS £1.4m Openreach match private investment) to deliver fibre to the premises broadband to 2,500 premises in Bassetlaw and Rushcliffe by September 2019. Officers are currently preparing a business case to receive a £10,000 grant to provide an interactive map on the Council's online postcode checker webpage
	Develop plans for the County's first terabit school and (if appropriate) apply to the Government's Local Full Fibre Network (LFFN) Challenge Fund	The Department for Education (DfE) and DCMS estimate that 1200 schools in the UK receive below Superfast broadband speeds. They are running a pilot to connect 100 schools with 1 gigabyte so that the results can help build the business case for the other 1100. Work is underway to identify schools in Nottinghamshire which meet the sub-superfast definition and would be eligible to be part of the pilot. Bringing gigabyte capable infrastructure to the County would be the building block towards terabyte availability
	Work with operators to establish a 5G testbed for the Midlands Engine to trial Augmented Reality (AR) on the rural visitor experience	Discussions underway with Openreach to explore full fibre broadband options to some of our key visitor attractions/assets with a view to developing immersive visitor attractions
	Develop a significant programme of investment in the highway network using Council resources and by accessing Government funding	The Investment Programme has previously been approved by Communities and Place Committee and has now been delivered. An update is going to C&P Committee in November.
	Review Highway maintenance and integrated transport measures policy framework including with Via East Midland	The review of Highway Maintenance has been completed and has resulted in the adoption of a new Code of Practice. This was approved by C&P Committee.

**Commitment 12 - Nottinghamshire has a skilled workforce for a global economy**

Success means	Activities to progress the outcome	Progress
People have a higher level of skills	P Develop a European Social Investment Funding (ESIF) Skills programme	Two ESIF funding call windows, the first in October 2018 and other in Spring 2019 will provide the opportunity for the County Council to consider options to supporting the skills development of Nottinghamshire residents at all levels. Discussions in advanced stages with Council owned, Futures, Employment, Skills & Employment around collaborative bids.
There is a flexible and varied workforce that is able to meet the needs of local businesses in the future	Support the delivery of the County Council Apprenticeship Scheme	All business support practitioners are directed to the NottsHelpYourself online advice pages. This is promoted via the Growth Hub, the Council's business advisers, the Building Better Opportunities Stakeholder Manager and the Nottinghamshire Business Engagement Group membership.
	Develop a series of pathways to work and progression routes into higher value employment	The award winning Careers Local Programme is hosted by the Growth & Economic Development Team. The success of this project which has entered its final stages of a 2 year programme aims to reduce the number of young people who are not in education, employment and training (NEET). A UK first of a kind, multi-funded project operating across 4 East Midlands local authorities, will be expanded as part of future EU funding calls.
	Support the NTU Anchor Institution programme	Nottingham Trent University continues to play a significant and recognised role in the locality by making a strategic contribution to the economy. To support NTU's graduate retention strategy, the Council is exploring how it can offer assessed employment related placements as part of NTU students courses



# Your Nottinghamshire Your Future Council Plan

## Council plan approaches

### Our approaches measuring our success

#### Council plan approach - Put local people at the heart of everything we do

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services are shaped around the people who use them to reflect the way that they live their lives	Review the customer access strategy by 31 March 2018.	The Customer Access Strategy has been reviewed. A new Strategy is to develop this further with a view to presenting to members in early 2019/20 (Q1)				
	Develop a Council Transformation Strategy by June 2018	Yes	-	High	-	-
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	31.0%	Increase	High	30.0%	-
	% of people who are satisfied with the way the Council runs things	64.0%	61.0%	High	59.0%	-

#### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council makes best use of resources to deliver value for your money	Achieve monthly budget monitoring within 5 working days	Monthly monitoring within 5 days has been dropped as a target. The Council will continue with the current 7 day cycle.				
	Regular updates of local government finances provided to committee	Finance Service report monthly to Finance and Major Contracts Management (MCM) Committee on financial matters.				
	Regular benchmark of services	Yes	-	High	Yes	-
		The Council subscribes and report annually to the Chartered Institute of Public Finance & Accountancy (CIPFA), through their benchmarking clubs these assess our services as a value for money offer in addition to our costs and performance against other local authorities. We benchmark on Procurement, Legal Functions, Estate Management, Information and Communications Technology, Human Resources, Finance, Communications, Corporate Services, Social Care and Audit.				
	% of people who agree that the Council provides value for money	46%	46%	High	45%	-
	% of planned audits completed	75%	90%	High	92%	-
	% of audit recommendations implemented	Priority 1: 81% Priority 2: 90%	75%	High	88%	-
	Total debt level	£20m	-	Low	£26.2m	-
	% of debt greater than 6 months	31%	-	Low	22%	-
	% of services achieving their business objectives	67%	-	High	-	-



### Council plan approach - Be creative and work in new ways

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council takes innovative and commercial approaches to service delivery	Income generated from sold services	The Business Support Centre (BSC) generates income throughout the year this not reported on a quarterly basis and the vast majority of the income is confirmed at year end.				
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	100%	100%	High	100%	-
	Completion of the Business Intelligence Strategy by March 2018	Yes	-	High	-	-

### Council plan approach - Stand up for local people

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Local people feel more in control of the work taking place to improve their communities and engage with councillors	Review and revise the Communications and Marketing Strategy	A revised Council Communications and Marketing Strategy is under development pending Member approval to support the delivery of the Council Plan and Departmental Strategy.				
	% of people who feel well informed about the services and benefits the Council provides	51%	55%	High	52%	-
	Number of urgent decisions taken	None	-	Low	None	-
	Approval of the Annual Governance Statement	Yes	-	Yes	Yes	-
	Number of waiver of financial regulations approved	3	-	Low	4	-
	Number of events attended by the Chairman	43	-	High	47	-
	% FOIA requests responded to within deadlines	90%	85%	High	86%	-
	% of complaints upheld	26.4%	n/a	Low	27.3%	-
	% of people who agree that they can influence decisions affecting the local area	64%	61%	High	59%	-
	% of divisional fund applications dealt within 10 days	75.26%	65.0%	High	80.71%	-

### Council plan approach - Empower people and support their independence

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Fulfil our responsibilities and support those who need our services the most	% of first call resolution	85% overall	-	-	-	-
	% of assessments completed at the front door (Tier 1 conversations resolved during the first call)	70-80%	-	-	-	-





# Your Nottinghamshire Your Future Council Plan

## Council plan approaches

### Key activities that support delivery of the council plan

#### Council plan approach - Put local people at the heart of everything we do

Success means	Council Plan Key Measures of Success	Progress
Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	The Customer Access Strategy has been reviewed and some changes made. The recent changes in the Chief Executive's department has meant that we now need to look at this along with our Digital and Social Media Strategy, and combine these. Work is underway with a view to having this ready for members in Q4 with a launch in Q1 of 19/20.
	The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	The Council's Business Intelligence Strategy provides a platform for developing understanding of need to inform future Transformation. The Corporate Leadership Team and Extended Leadership Team have begun the process of reviewing the Council's approach to transformation and change.
Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	A number of high quality marketing campaigns have been undertaken throughout this period which are high performing against objectives. All campaigns are fully evaluated.

#### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Progress
The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	The County Council continues to face significant financial pressures, but has delivered a balanced budget for 2018/19. The MTFS is regularly reviewed and updated and savings proposals are being identified to meet the budget gap over the next 4 years.
	We will aim to reduce debt levels and long-term debt.	The debt recovery processes are divided between Sundry Debtors and Statutory debtors where charges are levied in accordance with the Care Act Legislation.  Reminder cycles for overdue accounts are fully automated in the BMS system with staff workloads refreshed and allocated daily. These processes ensures that no overdue account goes unchallenged.  Barriers to recovering charges which lead to higher debt levels are mainly associated with Statutory Debtors where benefit claim delays, access to managing financial affairs in cases of mental incapacity and income due from property assets prevent timely payments from debtors.
	We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.	The development of a commercial strategy is being progressed which will set a framework for the development of commercial opportunities. A review of the Commercial Development project upon its completion will inform the future approach of commercial development.



## Council plan approach - Be creative and work in new ways

Success means	Council Plan Key Measures of Success	Progress
The Council takes innovative and commercial approaches to service delivery	We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.	Three more services have been identified to undertake the Commercial Development Unit process as an outcome of the Services for Schools review. Services having already undertaken the process continue to be monitored and further services are being explored.
	Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options.	This is an ongoing process and success so far have included: - Adding an online booking and payment facility for the removal of asbestos - Adding an online booking facility and payment to enable people to book onto 15-17 driver training - Enhancements to the Blue Badge process enabling customers to be able to order, be validated and apply over the phone for badges (this was a purely paper and cheque based service prior to this). - Scope and build work on an online form for professional safeguarding referrers (testing and go live in Q3) - Review and scoping the work required for the School Admissions pages - The development of social media campaigns raising awareness of what can be done online and how to do so
	We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.	Support for the further adoption of mobile working and automatic scheduling has continued. Multi disciplinary team environments have been supported in Mid Notts. The ICT business analysts have been supporting the central and departmental transformation teams in defining how the technology available to them can enable new process and efficiency improvements. The Council is also progressing with new data visualisations and types of business intelligence to support service delivery.
Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH. These include technology solutions to better integrate our citizen facing technology such as the firmstep platform, with our back end systems such as Mosaic and Confirm(HAMS).
	The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	Phase 4 of the BRMI project was tendered and contracted for. Delivery has progressed to support key Council areas of work, in particular the ASCH Change programme, the CFCS Change Programme and the revised Homecare service. Work is also focussed on knowledge transfer to Council staff from the project's technical partner, Acuma Solutions, and the potential incorporation of data from other council systems in the data warehouse, which will enable new and better analysis and reporting to be delivered.
	The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	The Council's Business Intelligence Strategy has been agreed creating a framework for how the Council's data and information is effectively managed. Through implementation of the Strategy the Business Intelligence is being developed to inform the delivery of services and high quality analysis leading to evidenced based decision making and experimentation with new data driven technology and data science techniques.



### Council plan approach - Stand up for local people

Success means	Council Plan Key Measures of Success	Progress
Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively.	<p>Press releases issued to the media communicating key council messages and priorities 124 press releases</p> <p>Social media posts issued to support key council messages, priorities and campaigns Facebook: 404 posts Twitter: 571 tweets Instagram: 76 posts LinkedIn: 26 posts Total social posts: 1,077</p> <p>The number of people we have been following our social media channels Facebook: 11,485 page likes Twitter: 44,962 followers Instagram: 1,288 followers LinkedIn: 7,285 followers</p>
	Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.	All agendas for the Council's Public Committee and Full Council meetings continue to be published in line with legislative requirements. The public are able to access the agenda and reports online and to attend such meetings. Details of how Councillors can be contacted are maintained on the Councillors web pages on the internet.
	The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.	The Chairman is attending an increasing number of community events throughout the County, as well as representing the Council at other public and civic occasions.
	We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.	The Council responds to complaints in accordance with the Council's complaints procedures and responds to Freedom of Information and Environmental Information Regulation requests in a timely manner.
	We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.	Data Protection Officer and new Information Governance Team in place. E learning for all PC-using staff rolled-out and specific training undertaken for groups of staff, including elected members. Data protection impact assessments being undertaken for all new high risk personal data use. Discover and design work on an NCC-wide document management system initiated.
	We will consult with residents around important decisions, especially those linked to significant financial plans. We will support Elected Members in the work they do for their local communities.	<p>From 2 July to 30 September 42 consultations were carried out with a total of 2663 responses. 20 of these consultations were in regard to Traffic Regulation Orders.</p> <p>Democratic Services continue to support all 66 County Councillors, enabling them to represent their local communities to the best of their abilities.</p>

### Council plan approach - Empower people and support their independence

Success means	Council Plan Key Measures of Success	Progress
Fulfil our responsibilities and support those who need our services the most	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	The 3 Tier project has been successfully launched within ASCH with the Customer Service Centre picking up Tier 1 conversations (resolution, where possible, during the first call into the Authority). Current resolution rates have increased from 50-60% to 70-80%.
	We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	The Council has championed the equalities agenda and been particularly successful in gaining recognition for this through the charity Stonewall. Proposed service changes are actively reviewed to ensure, where appropriate, equality impact assessments are correctly carried out and published in a timely manner.

