

## Policy Committee

**Wednesday, 19 June 2013 at 10:30**

County Hall, County Hall, West Bridgford, Nottingham NG2 7QP

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### AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of last meeting held on 22nd May 2013  | 5 - 8   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Strategic Management Framework and Development of the New Strategic Plan   | 9 - 14  |
| 5 | Community Safety   | 15 - 20 |
| 6 | Communications and Marketing campaigns   | 21 - 40 |
| 7 | Work Programme   | 41 - 46 |

NOTES:-

(1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

(2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

(3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Chris Holmes (Tel. 0115 9773714) or a colleague in the Democratic Services prior to the meeting.

(4) Members are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

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Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Chris Holmes (Tel. 0115 977 3714) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.



## minutes

Meeting POLICY COMMITTEE

Date Wednesday, 22<sup>nd</sup> May 2013 at 10:30am

### membership

Persons absent are marked with `A`

### COUNCILLORS

Alan Rhodes (Chairman)  
Joyce Bosnjak (Vice-Chairman)

	Reg Adair	John Knight
	Chris Barnfather	Diana Meale
	Richard Butler	John Peck JP
	Kay Cutts	Martin Suthers OBE
	Glynn Gilfoyle	Gail Turner
	Kevin Greaves	Muriel Weisz
A	Stan Heptinstall MBE	John Wilkinson
	Richard Jackson	Jason Zadrozny
	David Kirkham	

### ALSO IN ATTENDANCE

Councillor Roy Allan	Councillor Alice Grice
Councillor Alan Bell	Councillor Darren Langton
Councillor Nicki Brooks	Councillor Sheila Place
Councillor Steve Carroll	Councillor Liz Plant
Councillor Kate Foale	

### OFFICERS IN ATTENDANCE

Carl Bilbey	(Policy, Planning & Corporate Services)
Mick Burrows	(Chief Executive)
David Ebbage	(Policy, Planning & Corporate Services)
Jayne Francis-Ward	(Policy, Planning & Corporate Services)
Chris Holmes	(Policy, Planning & Corporate Services)
Jo Kirkby	(Policy, Planning & Corporate Services)
Celia Morris	(Policy, Planning & Corporate Services)
Liz Pritchett	(Policy, Planning & Corporate Services)
Michelle Welsh	(Policy, Planning & Corporate Services)
Claire Yau	(Policy, Planning & Corporate Services)

### NEWARK FIRE

Councillor Alan Rhodes updated members on the recent fire tragedy in Newark and expressed condolences to the families and friends of the victims.

Councillor Glynn Gilfoyle briefly updated members on the County Councils involvement with the rescue process.

### **APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN**

#### **RESOLVED 2013/041**

That the appointment of Councillor Alan Rhodes as Chairman and Councillor Joyce Bosnjak as Vice-Chairman of the committee by Full Council on 16 May 2013 for the ensuing year be noted.

### **MEMBERSHIP OF THE POLICY COMMITTEE**

The following changes to the published membership were reported:-

Councillor Barnfather has been appointed in place of Councillor Wallace  
Councillor Butler has been appointed in place of Councillor Owen  
Councillor Wilkinson has been appointed in place of Councillor Creamer

#### **RESOLVED 2013/042**

That the membership of the committee as amended be noted.

### **MINUTES**

The Minutes of the last meeting held on 17<sup>th</sup> April 2013 having been previously circulated were confirmed and signed by the Chairman.

### **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Stan Heptinstall MBE (Other).

### **DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS**

None

### **PRESENTATION ON POLICY COMMITTEE OVERVIEW**

Jayne Francis Ward, Corporate Director, Policy, Planning and Corporate Services gave a brief presentation on the remit of the Policy Committee.

She explained that policies of significant council wide importance would be developed and agreed within the Policy Committee. Policies would be developed and discussed in the appropriate Committee were recommended to Policy Committee for approval.

### **PUBLIC HEALTH SERVICE DEVELOPMENTS**

The Chairmen withdrew this report and indicated that the issue would be brought back to a future meeting.

## **COMMUNITY SAFETY AGREEMENT**

### **RESOLVED 2013/043**

- 1) That the draft Community Safety Agreement be approved.
- 2) That the arrangements put in place for the agreement to be signed by the Responsible Authorities on the Safer Nottinghamshire Board be noted.

## **FREEDOM OF INFORMATION ACT AND ENVIRONMENTAL INFORMATION REGULATIONS UPDATE**

### **RESOLVED 2013/044**

That the progress being made in responding to Freedom of Information Act and Environmental Information Regulation requests and the contents of the report be noted.

## **TRANSLATION AND INTERPRETATION SERVICE PROPOSAL**

### **RESOLVED 2013/045**

That the Language Shop be commissioned to provide translation and interpretation services on behalf of the County Council for an initial twelve month contract and that a report be brought to the committee with a 6 month review of the service.

## **ANNUAL STRATEGIC PERFORMANCE REPORT 2012/13**

### **RESOLVED 2013/046**

That the report be noted.

## **WORK PROGRAMME**

### **RESOLVED 2013/047**

That the Committee's work programme be noted.

The meeting closed at 11.45 am.





**REPORT OF THE LEADER OF THE COUNCIL**

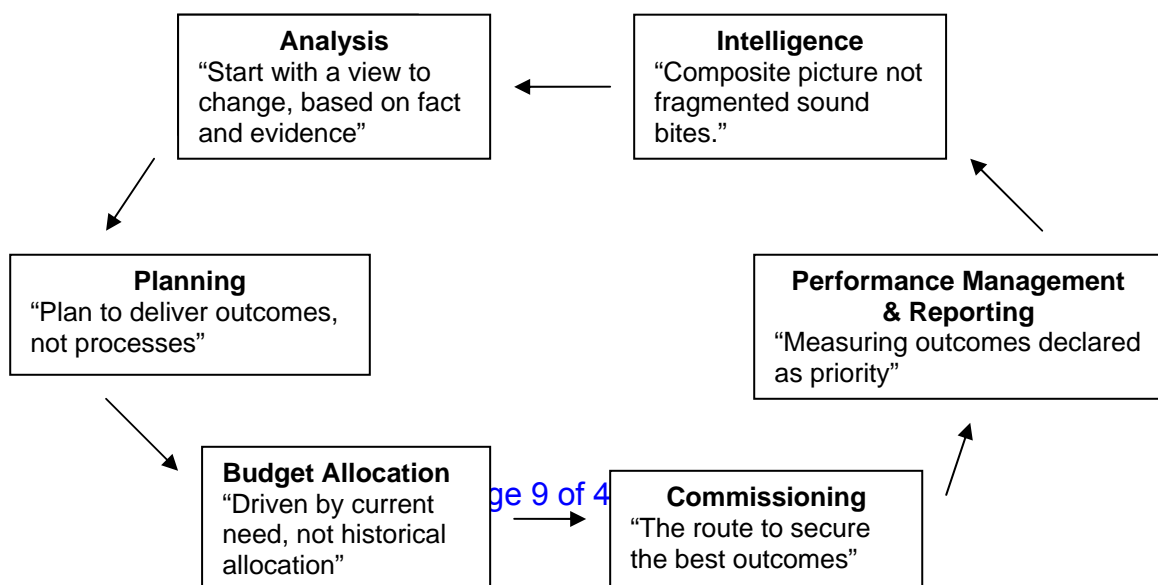
**STRATEGIC MANAGEMENT FRAMEWORK**

**Purpose of the Report**

1. This report outlines proposals to introduce a new approach to strategic planning and performance management and specifically seeks agreement to establish a new Strategic Management Framework (SMF) to govern this approach and to ensure that the new Strategic Plan drives the activities of the Council.

**Information and Advice**

2. A Strategic Management Framework is the process by which an organisation’s leadership defines a strategy and sets a course of action for long term improvement which takes place in an ongoing continuous cycle.
3. It is proposed that a SMF which defines this integrated approach to intelligence based strategic planning, service commissioning and performance management is developed and adopted. Through this cycle:
  - intelligence will inform analysis which identifies required outcomes, actions and plans
  - budget allocation to deliver these actions is based on need not history and subsequent commissioning identifies the route to secure the best outcomes
  - monitoring and reporting against outcome based performance indicators that matter further informs our intelligence pool, and so the cycle continues
4. The SMF outlines the key components of the cycle and how they interact;



5. The introduction of a Strategic Management Framework will result in a fundamental change in the council's approach to strategic planning and performance management. A number of factors have highlighted the need for this change including:
  - The LGA peer challenge review last July concluded that a stronger drive was required from the corporate centre to implement a cohesive organisational performance management culture, to facilitate more constructive challenge across departments and to support the political leadership in making difficult strategic choices regarding the future of the county and the council.
  - The peer review also identified that the council as a whole should consider having a more comprehensive performance management system in order to be able to confidently compare and contrast performance and cost across the council; that the council should review and improve the quality of information – cost, performance, customer feedback and benchmarking data - that Committees, CLT and managers receive.
6. The Council's current Performance Management Framework does not sufficiently integrate the planning and performance cycles and it does not effectively ensure that strategic decisions on priorities and spend are based on sound business intelligence.
7. It is therefore proposed that the council adopts a new Strategic Management Framework which better integrates these functions and enables robust, rigorous and evidence based strategic decision making.

## **Key plans and timetable**

8. Within the Framework it is proposed that the key plans of the council will be
  - a Strategic Plan;
  - a Council Delivery Plan and
  - Service Plans.

An outline of these plans is provided at Appendix 1 to the report.

9. These plans will be supported by a number of resource strategies setting out how key support services will be focused on supporting the achievement of the Council's outcomes.
10. A timetable and process for developing the plans, resource strategies and the framework is outlined below:

## **Strategic Management Framework**

11. It is proposed that the SMF and the Strategic Plan 2014-18 are considered at full Council in September 2013 and that further to approval of these the SMF is implemented from September 2013.

## **Strategic Plan**

12. The Strategic Plan will define the Council's vision, values and priorities; and the outcomes the council wishes to achieve for its communities between 2014 and 2018.

13. For the Strategic Plan to be ready for consideration by Council in September 2013 it is proposed that a draft plan be developed by August 2013. Consideration and agreement

will need to be given to the key priorities of the Strategic Plan taking into account manifesto commitments, budget position and the outcomes sought for communities and customers.

14. The Strategic Plan would then be considered by Policy Committee with approval sought from full Council in September.

### **Delivery Plan**

15. Detailed planning and prioritisation will be required to ensure the actions, service delivery and resources required to achieve the outcomes sought in the Strategic Plan over its four year cycle are achieved.
16. To ensure clarity and focus on council wide priorities it is proposed that an annual Delivery Plan is produced. This will replace Departmental Business Plans. It will outline the actions and resources required to deliver, or work towards, achievement of the Strategic Plan outcomes on an annual basis and will be developed as part of an overall cycle to be set through the SMF.

### **Service Plans**

17. It is proposed that a consistent service planning approach is adopted across the council with service plans prepared annually. This will be scheduled to allow plans to inform budget setting and the Council's Annual Delivery Plan. This approach would build on the service plan process that has been undertaken this year and use feedback from managers about what has worked well and what improvements could be made.
18. Service Plans will be produced at the appropriate level for individual services but would predominantly be at Group level. These plans would set the level and quality of service that would be provided within the available resources; operational objectives for the year and outcomes sought for each service.
19. Service performance will be scrutinised by Members through reporting to the appropriate committee. Progress against service plans will be managed through the management process at Team, Group and Service Director level.

### **Resources Strategies**

20. The Council's Resources Strategies such as the Medium Term Financial Strategy; ICT Strategy, Procurement Strategy and Workforce Development Plan will outline how these functions will support service delivery and the Council's outcomes.

### **Implementation of the Framework**

21. To enable the SMF to be successfully implemented it is proposed that a programme to implement the framework be established through the Business Transformation Board, to be sponsored by the Corporate Director, Policy, Planning and Corporate Services.
22. To support the implementation of the Framework it is proposed that a strategic management support function is established - working directly with services, managers and leadership teams across the authority in a similar way to finance and HR officers. The strategic management function would provide business intelligence, community intelligence and support to allow directors and managers to use data to assess performance; consider actions and opportunities and predict future issues.

23. In addition the function will ensure that the organisation has accurate performance, benchmarking, policy, research and customer insight data for services, managers and members to consider and report. Future service pressures and priorities will also be considered.

### **Other Options Considered**

24. None.

### **Reason/s for Recommendation/s**

25. Policy Committee required the development of a new performance management framework as part of the action plan agreed in September 2012 following a peer challenge. The recommendation progresses this requirement.

### **Statutory and Policy Implications**

26. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.
27. In addition the Council will need to have regard to any statutory and policy considerations in the future development of the key plans that will be required through the implementation of the Strategic Management Framework.

### **RECOMMENDATION/S**

It is recommended that

1. The Policy Committee agree the development of the Strategic Management Framework.

**Councillor Alan Rhodes**  
**Leader of the Council**

**For any enquiries about this report please contact:**

Celia Morris, Group Manager Corporate Strategy x 72043

### **Constitutional Comments (KSK 11/06/2013)**

28. The proposal in this report is within the remit of the Policy Committee.

### **Financial Comments (DJK 11/06/2013)**

29. There are no specific financial implications arising directly from this report.

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Nottinghamshire County Council Strategic Plan 2010 - 2014  
Nottinghamshire County Council LGA Peer Challenge – September 2012  
Nottinghamshire County Council Performance Management Framework

## **Electoral Division(s) and Member(s) Affected**

All

DRAFT

## Strategic Planning

The outcomes that the Council's wishes to see for communities and customers will be agreed as part of a framework of connected plans. The plans will set out the activity to be undertaken to achieve the outcomes, the indicators or measures of progress and the resources required:

The **Strategic Plan** sets out the long term vision for Nottinghamshire. It establishes the Council's

- Vision and Ambition
- Values
- Priorities
  - Outcomes for communities
  - Indicators

over a four year period.

The **Resources Strategies** outline the Council's capacity to deliver services over a four year period. They include the:

- Medium Term Financial Strategy
- Capital Programme
- Property Strategy and Asset Management Plan
- ICT Strategy
- Workforce Strategy
- Procurement Strategy
- Risk Management Strategy

The **Annual Delivery Plan** identifies clear and specific activity to deliver, or work towards achievement of the outcomes for communities set out in the Strategic Plan.

- sets action to implement Strategic Plan
- sets the Outcomes for customers and measures for Council services
- the service commissioned to deliver the outcomes
- the commissioning choices available for each service

The council's **Annual Budget** sets out the Council's spending plans over a one year period.

The setting of the budget includes consideration of the Council tax to be levied during the year.

Our **Service Plans** provide a yearly evaluation of

- how well our services are contributing to the achievement of our community and Outcomes for customers.
- the pressures and risks faced by the service in achieving those outcomes
- the activity to be undertaken by the service in the coming year to progress the Council's outcomes.

The council's **Policies** establish a set of principles that the County Council will follow in providing services, developing services and taking decisions about services

The council's **Strategies** will define a course of action or improvement to achieve an outcome for communities.

Policies and Strategies will have a plan for implementation or delivery.



**REPORT OF CHAIRMAN OF COMMUNITY SAFETY COMMITTEE**

**COMMUNITY SAFETY**

**Purpose of the Report**

1. To provide an overview of community safety, to enable Members to scrutinise performance over the past year, and to outline the key priorities in this area of work for 2013/2014, as is required under the Crime and Disorder (Overview and Scrutiny) Regulations.

**Information and Advice**

**2. Performance Headlines (2012/2013)**

- 2.1 There has been a significant reduction in crime figures within the County compared to this time last year. Specifically, there have been year to date (YTD) reductions (2011/12 – 2012/13) in the following headline crime categories:

Category	% Reduction 2011/12 -2012/13	Actual Reduction in Offences
• All Crime	14%	6149
• Domestic Burglary	10.8%	244
• Vehicle Crime	4.6%	207
• Robbery	24.3%	89
• Violent Crime	4.6%	412
• Criminal Damage	23.3%	1994

- 2.2 Since 2011, in addition to a countywide approach to tackle crime, disorder and anti social behaviour, the Safer Nottinghamshire Board has adopted a geographic approach and each year identifies 15 “Partnership Plus Areas” in the County. These are the areas of the County that experience the highest levels of crime, disorder and anti social behaviour and where Community Safety Partnerships are required to particularly target their efforts and resources. In 2012/2013 there has been a 16.9% reduction in all crime in the 15 Partnership Plus Areas.

- 2.3 Other important reductions to note, which have a significant and positive impact on the confidence of the communities of Nottinghamshire, are:



- Anti-social behaviour incidents down by 27.5%
- Racial hate crime offences down by 14.6%
- Total hate crime overall down by 26.3%
- Youth crime performance continues to be outstanding, with a 45.5% reduction in the number of First Time Entrants (FTE) when compared to the previous year.
- The rate of re-offending down by 14.7% to 13.2%.

### 3.0 Performance Risks (2013/2014)

#### 3.1 Performance risks to highlight for 2013/2014 are:

- **Violent Crime.** The highest violent crime rates are in Ashfield and Mansfield, which accounts for 40% of violent crime in the county. There are increasing trends in domestic violence offences in Bassetlaw over the last 12 months. Domestic violence offences account for approx. 40% of Violence Against the Person (VAP) offences this quarter and approx. 50% over the last 12 months.
- **Substance Misuse.** 25% of clients in drug treatment have been in treatment for over 6 years. Re-presentations of those who had successful completions continue to exceed the national average by some margin.
- **Reducing Re-offending.** An ongoing risk to SNB performance is the violent offenders who are aged 18-21 years old. County performance is in line with national averages but shows a declining picture over the last 4 cohorts. Quarter 3 has seen an increase in reconviction rates, with 8 out of the 15 SNB priority areas not meeting their target. This compares to the previous quarter, where only 1 SNB priority areas did not meet their target. However, this performance has not had an overall impact on reconviction rates for the districts linked to these wards, which are all performing within target.

### 4.0 County Strategic Assessment for 2013/14

- 4.1 The 2013/14 Nottinghamshire County Strategic Assessment informs the Safer Nottinghamshire Board (SNB) strategic planning and commissioning process, through the identification of key priorities which will have a significant impact on crime, disorder and substance misuse.
- 4.2 This Strategic Assessment continues to utilise geographic prioritisation, the 15 Partnership Plus Areas, which have been refreshed using the latest data for 2013/2014. The approach will enable the causes of crime as well as symptoms to be addressed in each geographical area. Given current financial and resource concerns, this offers an efficient means of tackling crime; ensuring resources are targeted where they will have the largest impact on crime reductions and on communities.
- 4.3 At the SNB meeting on 15th February 2013, it was agreed that the following county wide thematic priorities and refreshed geographic Partnership Plus Areas will be the focus of work for 2013/14.

### County Wide Priority Themes for 2013/2014



- Domestic Violence
- Violent Crime
- Reducing Re-offending
- Anti Social Behaviour
- Substance misuse
- Youth Issues
- Hate crime

In addition, SNB will be concentrating work in the area of Business Crime, an emerging area of concern, and will be formalising its links to the County Road Safety Partnership in order to maximise actions to tackle and reduce serious and fatal road traffic accidents/casualties.

### **Geographic Partnership Plus Areas for 2013/2014**

- Worksop South East  
Bassetlaw
- Portland  
Mansfield
- Worksop North West  
Bassetlaw
- Sutton-in-Ashfield East  
Ashfield
- Carr Bank  
Mansfield
- Castle  
Newark & Sherwood
- Kirkby-in-Ashfield East  
Ashfield
- Hucknall East  
Ashfield
- Sutton-in-Ashfield Central  
Ashfield
- Netherfield & Colwick  
Gedling
- Woodlands  
Mansfield
- Hucknall Central  
Ashfield
- Magnus  
Newark & Sherwood
- Eastwood South  
Broxtowe
- Worksop South  
Bassetlaw

## **5.0 Safer Nottinghamshire Board – Champions**

5.1 The Safer Nottinghamshire Board has designated a senior officer, (from within partner agencies), to act as “Champion” for each of the countywide priority themes. Each Champion will act as the ambassador for their thematic area, developing relationships with partners to enable an effective alignment of activity to hot spot areas within the County. Working closely with the County Council Community Safety Team, Champions will promote an understanding of the key issues concerning their themed area, ensuring the use of good practice, a consistency of approach and the most effective use of resources to maximise results.

## **6.0 Targets for 2013/2014**

6.1 Targets for reductions in crime and disorder and anti social behaviour have been agreed for 2013/2014. Wherever possible, these have been aligned with those of Nottinghamshire Police and the Police and Crime Commissioner. The targets reductions (from that of 2012/2013) are:

- |                                       |     |
|---------------------------------------|-----|
| • All Crime                           | 10% |
| • All Crime in Partnership Plus Areas | 18% |
| • Violent Crime                       | 4%  |
| • Business Crime                      | 5%  |

In addition, targets are currently under negotiation to achieve reductions in domestic violence, reducing re-offending, hate crime, substance misuse, youth offending and casualties resulting from road traffic collisions.

## 7.0 Perception and Residents' Satisfaction

7.1 An important indicator to the success of efforts to improve community safety and reduce crime, disorder and anti social behaviour, are the views of the residents of Nottinghamshire. This demonstrates how safe people feel, a key indicator to their ability to feel able to be part of the development of their local communities. The Nottinghamshire annual residents' satisfaction survey was undertaken in late 2012 and included several key questions relating to crime and anti-social behaviour and public perceptions of both.

7.2 It was planned to undertake 150 face-to-face interviews in each of the seven districts, making a total county sample size of 1,050. However, slightly more interviews were conducted and a sample size of 1,063 was achieved.

7.3 The initial findings indicate that the significant level of recorded reductions in crime and anti-social behaviour of the last few years are now being reflected in the public's perceptions. The table below compares some key results of the 2012 survey with the 2008 Place Survey.

	<b>2012</b>	<b>2008</b>
Feeling safe outside in local area <b>after dark</b>	74%	49%
Feeling safe when outside in local area <b>during the day</b>	95%	88%
<b>Perceptions of ASB</b>		
Rubbish /litter lying around	19%	34%
Groups (teenagers) hanging around the streets	16%	46%
People being drunk/rowdy in public places	14%	29%
People using or dealing drugs	14%	35%
Vandalism, graffiti, deliberate damage to property or vehicles	11%	35%

## **8. Key Challenges**

8.1 There are some key challenges to maintain and improve the momentum of increasing community safety for 2013/14 onwards. These challenges will be addressed through the work of the County Council and the Safer Nottinghamshire Board in the year to come.

- Maintaining and improving the reductions in crime, disorder and anti-social behaviour will be challenging in light of continuing financial constraints and associated staffing pressures across all partnership agencies.
- The new arrangements involving the Police and Crime Commissioner (PCC) are continuing to develop. Building effective relationships with the PCC, especially through the programmes the PCC office will be funding directly, will be important to ensure continued positive performance development.
- Ensuring the adoption of good practice across the county, to ensure consistency of service and the most effective use of resources.
- Strengthening the relationships between key agencies that impact on the community safety agenda

### **Other Options Considered**

9. The report is a requirement under the Crime and Disorder (Overview and Scrutiny) Regulations.

### **Reason/s for Recommendation/s**

10. To provide Members with the opportunity to scrutinise the performance and strategic arrangements, as per the Regulations.

### **Statutory and Policy Implications**

11. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Recommendation**

It is recommended that:

- i) Members consider whether current community safety performance in Nottinghamshire is satisfactory
- ii) Members consider whether current strategic partnership arrangements in Nottinghamshire are satisfactory

**Councillor Glynn Gilfoyle,  
Chairman of the Community Safety Committee**

**For any enquiries about this report please contact: Chris Walker, Temporary Group Manager, Safer and Engaged Communities, x 72460 or Tony Shardlow, Community Safety Officer, Safer and Engaged Communities x 73846.**

**Background Papers**

12. Strategic Assessment 2013/14

**Electoral Division(s) and Member(s) Affected**

13. All.



## **REPORT OF THE LEADER OF THE COUNCIL**

### **COMMUNICATIONS AND MARKETING CAMPAIGN RESULTS 2012-13**

#### **Purpose of the Report**

1. To report on the outcomes achieved by delivering communications and marketing campaigns in the last financial year, between April 2012 and March 2013.

#### **Information and Advice**

2. Since the centralisation of Communications and Marketing in April 2011, better results have been achieved with significantly reduced resources.
3. In April 2011 when centralisation took place, marketing budget for activity (non-staffing) was reduced by 70% from £1.3m to £385,000. The marketing budget has been further reduced and is £278,500 for 2013-14, which represents less than a penny (0.4p) per county resident (with the population estimated as 779,900 people in 2010).
4. Improved outcomes have been achieved through:
  - Marketing strategies with SMART objectives that directly support key business objectives and are clearly evaluated.
  - An audience approach (focussing on 5 key audiences rather than marketing 500 individual services).
  - Improved integration of marketing, digital, media and other channels (rather than a single, channel specific approach).
  - Quality advice (better strategies, tactics and joining up of promotional activity).
  - A consistent 'One Council' approach (control over communications and marketing activity has been achieved through centralisation and the establishment of council policies e.g. Corporate Identity, Social Media etc.).
5. After the Communications and Marketing service was centralised, CLT agreed that marketing resources should be prioritised according to the following criteria:
  - Strength of alignment with Strategic Plan objectives
  - Strength of alignment with national policy, statutory need and performance targets
  - Potential to save money, improve efficiency or generate income
  - Potential to protect or enhance the Council's reputation
  - Contribution communications and marketing can make to achieve the desired outcome

6. Following consultation with departments and by applying the above criteria, CLT agreed in August 2011 on twelve priority marketing 'campaigns' to support services. These were:
- Recruit adopters and fosterers
  - Reduce household waste and increase in-house energy saving
  - Promote independent living/avoidance of care
  - Increase use of library services and facilities
  - Increase use of bus services and reduce road congestion
  - Increase take-up of school meals
  - Promote road safety
  - Increase visits to country parks
  - Increase income for registration services
  - Increase use of community sports and arts/extra curricular education
  - Increase staff engagement in strategic change
  - Consult about council budget plans
7. In reality, some of these were treated as 'campaigns' (i.e. stand alone projects) and some involved regular and seasonal promotion. A variety of delivery methods were used to achieve communications and marketing targets in the twelve priority areas, to support these services to achieve their business objectives. This ranged from routine promotional activity such as updating web content and proactive media releases, to large scale marketing campaigns and projects which involved the whole Communications and Marketing team.
8. Please refer to [Appendix A](#) for summary of the headline outcomes achieved over the last financial year between April 2012 and March 2013, along with a variety of supporting case studies and evaluation reports on specific campaigns. Please note this only captures a sample of the total overall activity undertaken.
9. These reports clearly show that Communications and Marketing has achieved positive outcomes which have directly contributed to services achieving their business objectives. Through effective planning, implementation and evaluation of campaigns, the significant return on investment delivered by effective communications and marketing activity can now be reported to Policy Committee.
10. The learning from 2012-13 has been captured and will be used to inform future communications and marketing delivery. The Communications and Marketing team will be liaising with all relevant stakeholders to establish future Council priorities for communications and marketing activity. These will be captured in a future paper for submission to Policy Committee.
11. It is proposed that the priority criteria previously applied (listed in paragraph 5 above) will be applied to communications and marketing campaigns in 2013-14, but with a higher weighting on two of these criteria due to the financial challenges that the Council faces:
- Strength of potential to save money, improve efficiency or generate income
  - Potential to protect or enhance the Council's reputation

NB The words 'strength of' have been added in front of the potential to save money and generate income, to indicate that activity with the greatest return on investment will be prioritised.

**Other Options Considered**

n/a

**Reason/s for Recommendation/s**

n/a

**Statutory and Policy Implications**

12. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required

**Equalities Implications**

Equalities implications have been considered as part of compiling this report. As no negative impacts are anticipated on any protected group, an Equality Impact Assessment is not necessary at this stage.

**RECOMMENDATIONS**

- 1) Policy Committee notes the progress and outcomes achieved in marketing activity during 2012-13.
- 2) The criteria previously used to prioritise communications and marketing activity should be applied to campaigns in 2013-14, but with a higher weighting on two of the criteria (the strength of potential to save money, improve efficiency or generate income; and the potential to protect or enhance the Council's reputation).

**Alan Rhodes**  
**Leader of the Council**

**For any enquiries about this report please contact:**

Clare Yau, Group Manager Marketing and Engagement. Telephone: 0115 9773851, email: [clare.yau@nottsc.gov.uk](mailto:clare.yau@nottsc.gov.uk)

**Constitutional Comments [NAB 10/6/13]**

The Committee has the authority to consider the matters set out in this report by virtue of its Terms of Reference.

**Financial Comments [SEM 11/6/13]**

There are no specific financial implications arising directly from this report.

**Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

**Electoral Division(s) and Member(s) Affected**

All





## APPENDIX A COMMUNICATIONS AND MARKETING CAMPAIGN RESULTS 2012-13

See below for a list of highlight results for the twelve priority areas.

Please refer to any referenced ([items shown in blue](#)) accompanying case studies and campaign evaluation reports for further details.

Please note the highlight results listed and accompanying reports provided only capture **a sample** of the total overall activity undertaken, so is not an exhaustive list of campaigns or activity undertaken.

### 1. Recruit adopters and fosterers

See the [evaluation report on National Adoption Week](#).

Other campaigns/activity achieved:

- **Effective tracking and monitoring of enquiries in place for the first time** – individuals are tracked through from an enquiry generated directly from promotional activity to if a conversion is achieved. Better information than ever before is available on how people heard about the Council, which directly informs promotional activity methods.

Adoption:

- **Best ever conversion rate from enquiries to visits** – 50% conversion rate achieved, based on 104 adoption enquiries to end November 2012. Whilst the number of enquiries is comparable to 2011, the quality of enquiries has increased due to improved targeting of promotion. The total number of approval is currently unknown.
- **86% increase in enquiries during September and October 2012** (compared to same period on 2011) – directly attributable to the 'back to school' campaign.
- **99% month on month increase web page visits** – as a direct result of increased promotion.

Fostering:

- **Improved quality of enquiries** – based on 645 enquiries to end December 2012. There were 198 requests for further information following initial enquiry; 4 applications have gone on to be approved; and 9 applications are still in assessment/info gathering stage. Whilst the number of enquiries is comparable to 2011, the quality of enquiries has increased due to improved targeting of promotion. For example, the majority of enquiries are coming from the more affluent South of the county due to deliberate targeting of campaigns.
- **27% of enquires in September and October 2012 was a direct result of media activity** - directly attributable to the 'back to school' campaign.
- **58% month on month increase in web page visits** – as a direct result of increased promotion.

### 2. Reduce household waste and increase in-house energy saving

- **100% increase in awareness of local Love Food Hate Waste (LFHW) road show** - following a campaign which took place in November 2012. This is compared to awareness levels in 2011. A 1,470% increase in unique web visits was also achieved from 110 in August 2012 to 1,727 in September 2012.

### **3. Promote independent living/avoidance of care**

See the [case study on County Enterprise Foods](#) - this campaign was a short-listed finalist in the national LGcommunications Reputation Awards in May 2013.

Other campaigns/activity achieved:

- **81% increase in Handy Person Adaptation Scheme jobs** - in the three month period after the campaign.
- **Target almost doubled for generating enquiries from people interested in becoming Shared Lives carers.** The target was 50 enquiries between November 2012 to March 2013 and 72 enquiries were received. Web page views were also the highest ever recorded, with 4,161 unique page views compared to 219 in the same period previously.
- **£5k saving on leaflet distribution** - promoting a range of services for elderly residents, delivered to 110,000 residents aged over 60 years old (included in their concessionary bus pass renewal letter).

### **4. Increase use of library services and facilities**

See the [evaluation report for West Bridgford library](#) opening - this campaign will be shortly entered into the Chartered Institute of Library and Information Professionals' PPRG Marketing Excellence Awards.

Other campaigns/activity achieved:

- **14% increase in Summer Reading Challenge participants in 2012** - 4,973 completed the challenge compared to 4,359 in 2011. 100 volunteers were also recruited, which equates to 1,365 hours or 189 days of volunteering.
- **78% of people attending Southwell Poetry Festival 2012 knew this event was organised by the County Council** – with 97% of attendees rating the festival as 'very good' or 'good'.

### **5. Increase use of bus services and reduce road congestion**

See the [case study for Notts Bus Connect](#) - this campaign was a short-listed finalist in the national LGcommunications Reputation Awards in May 2013.

See the [case study for the Mansfield bus station launch](#).

### **6. Increase take-up of school meals**

See the [School Meals case study](#) - this campaign was a short-listed finalist in the national LGcommunications Reputation Awards in May 2013. The research undertaken for this campaign also made a significant contribution to the Council winning the national LACA Catering Business of the Year award.

### **7. Promote road safety**

See the [Road Safety case study on the Ditch the Distraction campaign](#) - this campaign won a Silver award at the national LGcommunications Reputation Awards in May 2013. On 10 June 2013, the Council will find out whether this campaign has been short-listed for a national Network Rail Partnership Award.

### **8. Increase visits to country parks**

See the [Robin Hood Festival 2012 evaluation report](#) - this campaign was a finalist in the national Chartered Institute of Marketing Excellence Awards in October 2012.

### **9. Increase income for registration services**

- **High awareness achieved for naming ceremonies** – there were almost 3 million opportunities to see the naming ceremony Facebook advert (2,895,703 impressions), with 598 click throughs to the Council's website as a direct result of this advertising.

## **10. Increase use of community sports and arts/extra curricular education**

Other campaigns/activity have achieved:

- **£28,384 income from the 2012 Earth and Fire event** – improved promotion also generated a 36% increase in Earth and Fire online searches and 71% increase in the Earth and Fire web page visits.
- **£54,000 income for Notts Performing Arts** – helped the service achieve its income targets ahead of schedule.
- **1,000 local people volunteered to give at least ten hours to organising or leading sporting activities in 2012** – as part of the Sport Makers campaign. The campaign target of 1,000 sign ups was met and the scheme's success meant it was continued into 2013.
- **£1,950 saving on the Rufford Craft Guide** – through an improved format.

## **11. Increase staff engagement in strategic change**

- No specific 'campaign' has taken place, although there has been a variety of ongoing internal communications and engagement activity.
- New communications products included: Team Talk for managers to deliver face to face messages; a redeveloped staff magazine (**91% of Frontline readers were happy with the magazine content**); and a comments facility was established on the Chief Executive's Bulletin on the intranet.

## **12. Consult about Council budget plans**

- **13% increase in online response as a result of the consultation on the 2012/13 budget** – which demonstrates that channel shift has been achieved through the budget consultation campaign. A total of 1,431 responses (from a mixture of online and offline channels) were gathered.

## **Other**

In addition to the above, there were a range of other key campaigns and activity delivered in 2012-13, including:

- Diamond Jubilee Beacon event promotion
- Olympics Torch Relay communications
- Broadband campaign
- Services to Schools catalogues (hard copy and online)
- School admissions promotion
- MASH communications

## **Individual case studies and evaluation reports now follow...**

**Marcomms activity evaluation  
Fostering and Adoption Campaign: National Adoption Week**

Background

Activity date/s: 5 – 11 November 2012

Target audience:

- County residents - particularly empty nesters and residents in South Nottinghamshire who fall into Nottinghamshire's mosaic groups 'settled suburbia' and 'symbols of success'
- People who can look after or adopt sibling groups; teenagers and; children/young people with additional needs
- Employees of Nottinghamshire County Council/partner organisations
- People working in caring professions, specifically education or health
- Current foster carers who may wish to adopt children in their care
- Current adoptive families/second time applicants

Marcomms objectives:

- Increase enquiries from people interested in both fostering and adoption by 2% during November
- Achieve a 2% conversion on enquiries received during the campaign into applications

Evaluation summary

Average cost to the council:

- £300-400 a week to place children with county council carers
- £3k a week for external placements

Total cost: £2589.87 – less than 1p per resident (766,400 residents) and approx £30 per enquiry

Overall ROI:

For the **£2,590** (rounded to the nearest pound) campaign cost we have saved the council:

- £300 (minimum saving for external placement) x 86 (enquiries) = £25,800 per week x 52 (weeks) = £1,341,600 or **£1.3m a year min saving**
- £3k (maximum saving external placement) x 86 (enquiries) = £258,000 per week x52 (weeks) = £13,416,000 or **£13.4m a year max saving**

This means **for every £1 spent on promotion we have potentially saved the council between £502** (£1.3m divided by campaign cost) **and £5,174** (£13.4m divided by campaign cost). We need to say that obviously not every enquiry brings a conversion.

86 enquiries in total received (adoption and fostering), broken down as follows:

32 enquiries received by adoption

54 enquiries received by fostering

	<b>Adoption enquiries</b>	<b>Fostering enquiries</b>
<b>November 2012</b>	32	54
<b>November 2011</b>	20	47

- 60% year on year increase in adoption enquiries during November
- 15% year on year increase in fostering enquiries during November
- 28% overall increase year on year combined

- Fostering enquiries for November were below the average monthly figure (based on 2011 data – 65 a month average, 780 in total)
- Adoption enquiries for November were 3.5 times the average monthly enquiry figure (based on 2011 data – 9 a month average, 109 in total)
- PR accounted for 40% of enquiry sources during the campaign period
- Digital media analysis shows there were more than 2000 visitors to the adoption and fostering landing page during November (almost 1000 during National Adoption Week)

*NB: Conversion data to be supplied by adoption and fostering about enquiries during the campaign period resulting in applications*

### Marcomms activity

#### Marketing materials

- A4 poster (2 kinds – 1 general, 1 appealing for foster carers during weekends and school holidays)
- A5 flyer
- 6 vinyl banners (2 kinds – 1 general, 1 appealing for foster carers during weekends and school holidays)

#### Advertising

- Bus back advertising – 20 lower rears predominantly targeting South Nottinghamshire
- Google adwords
- Facebook advertising
- Netmums homepage web advert – displayed for 3 months
- Plasma screens in libraries
- Plasma screens at County Hall
- Advertorial in Primary Times

#### External communications and media

- County News
- Advertorial style ‘talk up’ with presenters
- Media releases and case studies focusing on particular priorities ie. support care for weekends and during holidays; types of children who need placing
- Columns in local newspapers
- TV and radio interviews with case studies

#### Digital media

- Update to the council's Facebook page
- Twitter
- Library e-shot footer message

#### Partner channels

- Message for schools and circulation of materials via wired appealing to schools to support us
- Publicity materials circulated via partners (district/borough council's; police and health) with some re-tweeting the council's messages and displaying information on their websites

### Activity results – channel evaluation

#### Media:

- **22 enquiries were generated as a result of media activity accounting for 40% of all enquiries during the campaign period - the second most popular source of enquiry.**
- 9 items of coverage were received during the campaign period across the County's main newspapers and radio stations:
  - 9 items of coverage were received across the County's main newspapers resulting in 22 enquiries. News items featured both in hard copy and on their websites. Readership across the County's main newspapers is around 399,560 their websites are global.
  - Coverage included a feature on Gem 106 (reach of approx 404,000)
- A breakdown of all media coverage received during the campaign is shown below.

Date	Media	Headline
05/11/12	Gem106.co.uk	Adoption in the East Midlands
06/11/12	Gem106.co.uk	Adoption Week

13/11/12	Mansfieldpeople.co.uk	Equal rights for adopters
14/11/12	Chad.co.uk	NCC backs better deal for adoptive parents
15/11/12	Carltonpeople.co.uk	NCC welcomes equal rights for adopters
19/11/12	Nottingham Evening Post	Maternity leave for adoptive parents backed by council
21/11/12	Ashfield Chad	Council welcomes adoption changes
22/11/12	Retfordpeople.co.uk	Council welcomes adoption change
22/11/12	Retford Times	Council welcomes adoption change

#### Paid for advertising:

- There was 1 enquiry for fostering that is known to be as a result of paid for advertising.
- No enquiries confirmed netmums as the source, and there were no referrals from this site to the council's web pages.

#### Social and digital media:

- 950 visits during National Adoption Week to the council's adoption and fostering landing pages. In total there were 2185 visits to this page during the whole of November, a 93% increase compared to the previous month. There is no year on year comparison available because the landing page is new for 2012.
- 297 visits to the council's adoption pages during National Adoption Week, a year on year decrease of 3% (compared to National Adoption Week 2011 308 visits).
- 791 visits to the council's adoption pages for the whole of November, a month on month increase of 93% (compared to October 408 visits), but a year on year decrease of 48% (compared to November 2011).
- 252 visits to the council's fostering pages during National Adoption Week, a year on year increase of 1% (compared to National Adoption Week 2011 249 visits).
- 697 visits to the council's fostering pages for the whole of November, a month on month increase of 37% (compared to October 508 visits), but a year on year decrease of 22% (compared to November 2011).
- 476 click throughs were generated via Google Adwords (24,229 impressions).
- 707 click throughs were generated via Facebook advertising (reaching an audience of 281,240).
- A small number of visits came via partner websites including district/borough councils; police and health. Some also came via schools indicating they had acknowledged the information and messages sent out via wired.

#### Enquiry analysis

The cost per enquiry was approximately £30.

#### Enquiries – adoption

Total number of adoption enquiries during November was 32. This is a 60% year on year increase when compared to November 2011.

10 enquiries were received via the internet.

#### Enquiries – fostering

- Total number of fostering enquiries November was 54. This is a 14% increase when compared to the same period in 2011.
- The highest number of enquiries was received from South Nottinghamshire (18), the area with the greatest concentration of activity.
- 22 enquiries or 40% were received via the internet, this was the most popular source of enquiry.
- 8 enquiries were generated via newspaper articles (the second most popular source of enquiry after the internet).
- Additional cited sources of enquiry were: friend (5); an existing foster carer (4); unknown/other (4); bus advert (1); leaflet (1)



# County Enterprise Foods

## 1. Brief and Objectives

- Timing:** April - December 2012
- Objective:** Increase by 2% the number of meals ordered and by 3% the income generated (by new customers between April and December 2012)
- Budget:** £5,000

## 2. Challenges

- Maintaining customer numbers as people go into care homes or pass away.
- An increasingly competitive marketplace with private sector competitors.

## 3. Research and planning

- Campaign strategy was based on competitor analysis.
- Audience segmentation was as follows:
  - Vulnerable/frail residents who cannot make meals for themselves
  - Lifestyle users i.e. people in their 60's who are still active and want convenience
  - Families/carers of potential service users

## 4. Delivery and tactics

- New high quality images - by a specialist food photographer.
- Key message of 'Simply the best' - delivering delicious meals straight to your door.
- Marketing materials redesigned - from a folder with 7 inserts to one 32pp A5 booklet; plus a promotional A5 flyer.
- Integrated promotion - including: wider distribution, targeted advertising, digital strategy, heavy-weight PR plan and word of mouth promotion.

## 5. Evaluation

- Results:** Targets were far exceeded with a 6.1% increase in meals and 8.1% increase in revenue as a result of new customers.
- The highest number of monthly referrals ever achieved happened during the campaign period in October 2012 (this represents 106 new customers).

## 6. Value for money and cost effectiveness

- Return on investment:** For every £1 spent on promotion, £2.50 income was achieved.
- Enabling people to live at home longer diverts high costs to public sector organisations plus reduces the burden and financial costs to family members for looking after relatives
  - The campaign came in under budget at a total cost of £4,990 - this represents a cost of less than 1p per resident.
  - £7,400 print saving was made by consolidation of 7 leaflets into one.



Menu guide

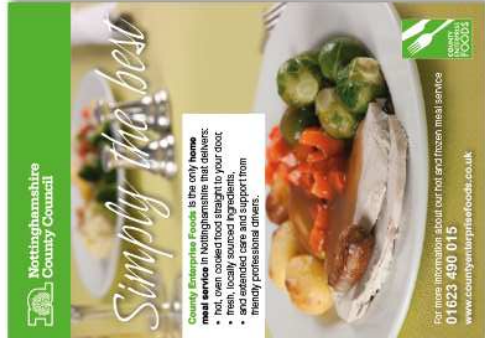
## A5 Flyer



Facebook icon



Web banner



## MARKETING CAMPAIGN EVALUATION

# West Bridgford Library and Young People's Centre Launch 2013

### Background

West Bridgford Library is the most well used library in Nottinghamshire, serving a population of 41,430 residents (109,800 in Rushcliffe). Following a £5.3 million construction project, West Bridgford Library re-opened to the public on Saturday 16 March 2013.

A comprehensive marketing campaign took place from January 2013 to March 2013 to inform existing users of the closure of the temporary library and the re-opening of the new library. The campaign aimed to encourage and recruit new members and increase book issues. Key communications and marketing activity included a strong proactive media campaign, direct mail shot to existing users, advertising on hoardings, bus shelters and lamppost banners and digital activity.

### Campaign Results

- In the first month of opening, the library:
  - attracted 37773 visitors compared to 7350 visitors during the same period in 2012 (414% increase) and 21131 visitors during the same period in 2011 (79% increase). The target increase was 25%
  - recruited 1559 new members compared to 88 during the same period in 2012 (1672% increase) and 144 during the same period in 2011 (982% increase) ). The target increase was 25%
  - issued 51605 books compared to 16479 during the same period in 2012 (213% increase) and 27456 during the same period in 2011 (88% increase). The target increase was 20%
- 208 of 8694 library users returned the direct mailer to the library (2.4%)
- Bus shelter advertising around Loughborough road, Wilford Lane, Bridgford Road and Rectory Road ran over a two week period giving over 32,150 opportunities to see the advert (based on traffic flow data)
- the West Bridgford Library web page received 10,846 views over an eight week period surrounding the launch;
- 1049 eshots were sent out and 646 were opened (62%)
- 583 visits to the West Bridgford Library webpage were as a result of Facebook advertising and information about the opening appeared 5,684 times on search results pages via 'Google Adwords';
- Between February and April, seven press releases were issued and 18 media enquiries were received. This led to strong press and media attention with over 25 features in the press, online and in trade media. The new West Bridgford Library and Young People's Centre also featured on BBC East Midlands Today, Radio Nottingham and ITV national news.
- 73 people completed the West Bridgford Library Customer Survey; 88.5% were white, 3.3% mixed heritage, 6.6% Indian and 1.6% Caribbean.
- 92% of evaluation respondents knew that West Bridgford Library is run by the County Council
- evaluation respondents indicated they had found out about the library opening as follows:
  - 12% leaflets and posters
  - 32% word of mouth
  - 22% press, broadcast media and wrap
  - 14% website, facebook, twitter, e-shot
  - 50% advertising on hoardings, bus shelters, lamppost banners and ABoards
- 88% of respondents said they were either 'Very Satisfied' or Satisfied' with West Bridgford Library (75% were 'Very Satisfied' whilst 13% were 'Satisfied');
- 32 % of respondents said they would like to be kept informed about council events in the future



- campaign spend amounted to £7105.84 ( 0.17 pence per West Bridgford resident; 0.06 pence per Rushcliffe resident / 0.18 pence per visitor attracted).
- This investment contributed to a smooth transition from the temporary library to the new one, ensured the library was promoted positively and the reputation of the County Council enhanced.
- Feedback from the Libraries Service reveals that the number of visitors to West Bridgford Library's opening day was considerably more than expected and attendance at the first event sold out by the second day.

# Nottsbus Connect

## 1. Brief and Objectives

**Timing:** March to December 2012  
**Objective:** Achieve £1m savings in 2012-13 by reconfiguring and integrating bus services  
**Budget:** £19,000

## 2. Challenges

- Meeting the needs of local communities with a reduced budget.
- Working with key stakeholders to change behaviour:
  - Enabling children and young people to use public transport for school journeys wherever possible
  - Supporting those using specialist transport to travel independently if possible
  - Using increased voluntary and community transport services

## 3. Research and planning

- Target audiences were: people in rural areas, older people, parents with children receiving specialist transport, patients attending hospital appointments, those using public transport to get to work.

## 4. Delivery and tactics

- Strategic decision to undertake a pilot in one of the Districts before roll-out across the whole county.
- A two stage approach was taken to ensure the most effective consultation and engagement:
  - Stage one (March to May) - consultation document produced to ask the public how they wanted to see transport provided in their area, with awareness-raising activity.
  - Stage two (June to September) - network plans drawn-up based on stage one findings, with further consultation and engagement via a series of roadshows including rural venues.

## 5. Evaluation

- Results:** £1m savings were made by the end of December 2012.
- The most extensive and thorough consultation ever undertaken by the Council - everyone had the chance to influence the final routes and several changes were made to the plans as a direct result of feedback.
  - A high response rate - over 500 responses received in stage one and 180 people attended stage 2 roadshows.
  - Satisfied customers - no complaints received, a major achievement given the sensitivity of the proposals.
  - Positive reputation for the Council - savings achieved without detriment to travelling public and with support from the commercial sector.

## 6. Value for money and cost effectiveness

- Return on investment:** The key objective was achieved just under budget at a total cost of less than 1p per resident.
- Promotion in stage one cost £6,000. The total cost of consultation in stage two, plus the new route information and promotion, cost just under £13,000.
  - A further £1.8m is expected to be saved by 2014 - by equipping vulnerable people with the skills and confidence to undertake independent travel.

## Campaign Posters

## Route Posters

## Leaflets

## Web banner

## Web graphic

**MARKETING CAMPAIGN EVALUATION**

**Mansfield Bus Station – May 2013**

**Background**

The new Mansfield Bus Station opened for business on 31 March 2013. The day before the station was opened up to the public for a 'Family Fun Day' where they could see the new facilities. The £9m project was developed in partnership with Mansfield District Council with the majority of the funding coming from central Government. An official opening ceremony was held on March 11 with the station being officially opened by the Secretary of State Patrick McLoughlin.

A large and comprehensive marketing and communications campaign took place from February to March 2013 to inform residents and visitors about the new bus station opening and its new facilities, and from which bay bus journeys will now depart. The campaign featured a strongly designed creative which was featured on a range of materials and channels.

Key activity included leaflet distribution (including direct mail sent to 25,000 bus users in Mansfield), lamp post banner and bus shelter advertising in Mansfield town centre, an exhibition in the Four Seasons shopping centre, various digital activities including a bespoke Facebook page that showed the development in progress, and advertising on the local radio station Mansfield 103.2. A heavy-weight PR Plan which included which included timed press releases, targeted photo call opportunities and media interviews supported all the activity.

**Campaign Results**

The campaign results can be divided into three stages of the project: the official opening, the family day, and post opening operations.

**The Official Opening**

A plaque showing the date of the opening and logos of the partner organisations was unveiled by the Secretary of State Patrick McLoughlin.

- The ceremony was covered extensively in the local media, with features on East Midlands Today lunch and evening TV broadcasts, interviews on Radio Nottingham and Mansfield 103.2, the event was also reported in the local press including the Nottingham Post and the Mansfield Chad.
- In the period from 1 March to 19 April 7 press issues were issued, 14 media enquiries were received with the result of 19 pieces of media coverage, including 3 on TV.
- This TV and press coverage also showed the extensive on site branding of the County Council.

**Family Fun Day**

On the Family Fun Day over **1,500 people attended** to look at the new station and also enjoy live music, tours, a play bus and other attractions for the whole family.

101 of these visitors completed a survey, which had the following results:

- **65% of respondents knew the bus station is jointly managed by Nottinghamshire County Council and Mansfield District Council.**
- **81% of respondents rated the new bus station as 'good' or 'very good'.** This compared with a previous survey of the old bus station where only 7% rated the general appearance as 'good' or 'very good' and 43% rated it as 'poor'.
- 70% of respondents thought the location of the new bus station was better than the location of the old one.
- Evaluation respondents indicated they had found out about the festival as follows:

30% Newspaper	21% Leaflet picked up
27% Bus shelter poster	39% Leaflet through door

22% Poster	12% Lamp post banners
22% Word of mouth	10% Advertisement on a bus

## Post Opening Operations

After becoming operational on March 31, the transition of moving from the old to the new bus station has been smooth with all 5,800 weekly bus movements continuing but with little complaint or confusion from service users. This was achieved by:

- Production of 60,000 copies of a leaflet that included information about the new bus departure bays; this was distributed directly to 25,000 service users and also distributed to all the main public buildings in Mansfield and the surrounding districts.
- Extensive signage at the old bus station with directions of how to get to the new one and again information about the new bus departure bays.
- Up to the minute operational information published on the County Council website.

The bus operators calculate the number of passengers on their journey; this will be available later in the year for further evaluation.

## Digital

Information, news and plans for the new Mansfield bus station were published on the County Council website from the beginning of March 2013.

- In the period March 1 to April 16 2013, there were 5,817 page views and 4,193 unique page views of the Mansfield bus station webpage.
- Page views peaked on March 18 (when residents received the direct mail) and March 31 (the Family fun day).

The Mansfield bus station Facebook page received 224 likes and also had the following success:

- From 24 March to 5 April 2013 an average of 9,150 unique people per day saw content associated with the page.
- From 29 March to 4 April 2013 56 people created a story about the page.
- The top five posts in terms of reach all contained photo updates of the work.

## Costs

The total communications and marketing budget for the campaign was **£24,500**. This was split as follows:

- £7,900 - Nottinghamshire County Council
- £7,900 - Mansfield District Council
- £5,000 - from the capital budget.
- A further £2,000 was added to the budget as contribution from the 'Switch and Save' campaign that included their promotional material in the direct mail that was already being sent out to service users.
- Once passenger numbers are compiled later in the year further evaluation will be able to determine if there as been an increase, an increase will help support the local economy and the promotion of sustainable transport.
- The campaign largely focused on residents in the Mansfield District, with approximately 100,000 residents the **campaign cost less than 8p per person** based on the County Council's contribution. This however is a conservative estimate, as the campaign would have reached and affects many more residents in the other districts.
- This investment contributed to a smooth transition from the old bus station to the new one, ensured the facility was promoted positively and in the process enhanced the reputation of the County Council and its partners.



# School Meals

## 1. Brief and Objectives

**Timing:** February - December 2012

**Objective:** Increase by 2% the total number of pupils receiving school meals between April and December 2012

**Budget:** £8,000

## 2. Challenges

- A competitive market as schools become academies.
- Persuading parents and pupils that the Council's school meals offer good value for money.
- Competition from fast food retailers near the school gates.

## 3. Research and planning

- A survey was conducted with primary school children and their parents to inform the campaign.
- The results showed high satisfaction rates from existing customers but potential customers needed persuading of the value, quality and other benefits of the service.
- Segmentation of the market revealed a need for different messages and formats targeted at the relevant audience.
- Parents were the decision makers for primary school meals and it was the young person themselves for secondary school meals.

## 4. Delivery and tactics

- Printed menus were redesigned into different formats to reduce costs and target the relevant audiences.
- The design of the secondary menus was developed to be competitive with fast food chains (e.g. Subway and McDonalds).
- The design of the primary menus were focussed on parents and promoted the fresh, tasty and good value food.

## 5. Evaluation

**Result:** The campaign exceed its objective with a 3.6% increase in the number of pupils having school meals between April 2012 and December 2012.

## 6. Value for money and cost effectiveness

- Return on investment:** For every £1 spent on promotion, £39 income was generated.
- The increase in business meant that the Council was able to maintain the cost of meals to customers (despite inflation and rising costs of food).
  - 91,000 copies were produced for the same cost as 72,000 copies previously (by segmenting the audiences and redesigning the menus).



## Secondary menu



## Primary menus

## Menu posters





# Ditch the Distraction

## 1. Brief and Objectives

**Timing:** 3 - 28 September 2012

**Objective:** Reduce by 2% the number of 11 – 18 year old pedestrian casualties during the activity period (through behavioural change).

**Budget:** £8,000

## 2. Challenges

- Ensuring the design and messages appealed to young people.
- Working with road safety colleagues to plan an effective campaign with a SMART objective.

## 3. Research and planning

- Focus groups were held with the target audience to test the reaction to the creative and messages.
- Campaign strategy and targeting was based on research and trends shown by Nottinghamshire Stats 19 Road Casualty data.

## 4. Delivery and tactics

- Awareness was raised through:
  - Pavement art and signs installed at the main entrances of 44 schools, 6th forms and colleges.
  - A4 posters and A6 postcards distributed as part of the road safety educational programme.
  - Facebook advertising, Twitter messages and web content
  - Media releases issued to local press, radio and TV.

## 5. Evaluation

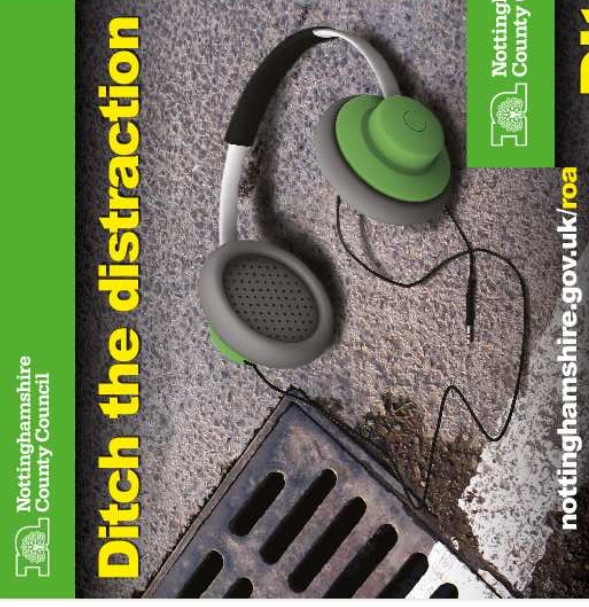
**Result:** The campaign objective was significantly exceeded with a 23% reduction achieved.

- Facebook advert was seen 3,193,610 times.
- Road safety web page received 113% more visits in September 2012 (compared to September 2011).
- Media coverage achieved in two local newspapers with a combined circulation of 76,703 copies.

## 6. Value for money and cost effectiveness

**Return on investment:** For every £1 spent on promotion, an estimated £14,000 was saved for the taxpayer.

- The campaign was delivered under budget at £5,510 - this represents a cost of only 12p per pupil (reaching 47,550 students).
- Department for Transport data shows the cost of a road accident to wider public services can be up to £1,9m.
- This means the Council also reduced the cost to attend accidents – saving up to an estimated £7.6m.
- Network Rail has used the campaign nationally to reduce railway crossing accidents.



Nottinghamshire  
County Council

nottinghamshire.gov.uk/roa

# Ditch the distraction

## A6 postcard



## A4 correx panels



## Facebook icon



## Web banners

## Pavement art



Don't let your mobile phone distract you when crossing the road

nottinghamshire.gov.uk/roadsafety



## MARKETING CAMPAIGN EVALUATION

# Annual Robin Hood Festival - August 2012

### Background

The 28th Annual Robin Hood Festival was held at Sherwood Forest, Nottinghamshire from Monday 13th August – Sunday 19th August 2012. The festival is the largest event in authority's calendar and one of the biggest celebrations of the Robin Hood in the world, attracting visitors from around the country and globe.

A large and comprehensive marketing and communications campaign took place from July to August 2012 aiming to inform previous visitors and attract new visitors. The campaign's strongly designed creative featured on a range of materials and channels. Key activity included leaflet distribution, banner advertising in Sherwood & Rufford Abbey country parks, various digital activity including an e-shot to last year's visitors, a bespoke Facebook page, a life-sized Robin Hood with QR code and a number of 'Ye Olde Tweets'. A heavy-weight PR Plan included timed press releases, targeted photo-call opportunities and media interviews with a local, national and international focus underpinned and supported all the activity.

### Campaign Headlines

The campaign was challenged by visitors being influenced by bad weather forecasts for the week and some festival days suffering heavy downpours, however by working together in an integrated way, the Communications & Marketing Team were able to achieve the following results:

- the seven-day festival was attended by 25k visitors compared to 20k in 2011's five-day festival (a 25% increase / target was 10%);
- 53% of visitors were from outside Nottinghamshire County (target was 40%). This works out at between an estimated £396,970 and £2,763,022 financial benefit to the local economy (based on 53% of 25k visitors being 13,250 visitors and using STEAM data figures that the average day visitor brings £29.96 and the average overnight visitor brings £208.53 to the local economy, to work out the minimum and maximum estimated amount of economic benefit through tourism to the festival);
- 49% of survey respondents were first time visitors;
- 97% of survey respondents rated the event as either 'Very Good' or 'Excellent';
- 76% of survey respondents knew the event was organised by NCC;
- a 28% increase in total income was generated (£140,866 in 2012 compared to £116,332 in 2011);
- 89% of survey respondents travelled to the festival by car resulting in a 43% increase in car parking income and generating £40,560 (compared to £28,188 in 2011);
- there was a £24.32 return on investment and £5.63 income generated per visitor;
- campaign spend amounted to £6,511 (26p per festival visitor attracted) taken from the central communications and marketing budget (£5,411 design & print and £1,100 advertising);

### Channel Evaluation

- Evaluation of survey respondents indicated visitors became aware of the festival as follows:
  - 30% word of mouth
  - 28% leaflets & posters
  - 25% website
  - 15% What's On Guide
  - 14% press and media
  - 13% banners/signs
  - 10% have been before
  - 8% Facebook and Twitter
- This year's festival also saw high press and media attention, eight proactive press releases were released with 20 positive and one reactive media enquiry received. As a result, 25 positive features on & offline covered the festival, as well as listings in a range of press and media:

- **pre-festival** - media interviews included Robin Hood and Friar Tuck appearing on Radio Nottingham's afternoon show, BBC News Online, Nottingham Post, Gem 106FM, listings in a range of What's On magazine titles nationally;
  - **during the festival** – ITV Central Tonight, BBC East Midlands Today, Radio Nottingham, Country File, Big Issue magazine, Mansfield Chad, Gem 106FM and Mansfield 103FM covered the event, it was also featured on ITV's 'This Morning' as part of a piece of free events taking place around the country;
  - the festival was attended by **6 international journalists** from Dubai, Russia, South Africa and London who were in the country reporting on the Olympics Games (organised by Experience Nottinghamshire);
  - **post-festival** – various local media articles reporting the event with photographs, including a spread in the Nottingham Post, articles in the Mansfield Chad, Newark Advertiser and the Worksop Guardian, plus a front page picture of Robin Hood in the Retford Times.
- This year's festival embraced the most digital channels in its history, as follows:
    - over an eight week period the Robin Hood Festival **web page** received 36,380 visits (compared with 27,974 in 2011 - a 30% increase / target was 20%) and 29,562 unique visits (compared with 21,493 in 2011 - a 31% increase);
    - circa 860 visits to the Robin Hood Festival webpage were as a result of **Facebook advertising** and a further 6,133 visits were generated via **Google Adwords**;
    - two key e-shots were issued, 50% of recipients opened the first (announcing the dates), whilst 43% opened the second (announcing the event programme);
    - a new Robin Hood Facebook page was created attracting 204 'likes' in 3 weeks, 70 were as a direct result of scanning a QR code on a life-sized Robin Hood placed onsite at the Festival;
    - 21 tweets (including 12 'Ye Olde Tweetes') were issued;
  - Partnership working resulted in a variety of FREE and reciprocal marketing activity as follows:
    - **Nottingham City Homes:** FREE activity including - article in tenant and leaseholder newsletter circulated to over 30k homes, flyer distribution in eight city housing offices, articles on the website & staff intranet site and messages via Twitter;
    - **Nottingham Playhouse:** reciprocal activity included a banner stand in reception area, half page colour advert in the 'BBC's CBeebies Grandpa In My Pocket' programme, 1k flyers to exiting audience members, link on their website, staff intranet and Facebook, a tweet to over 4,700 Twitter followers, an e-shot to 14k people on their mailing list, flyer e-shot to 2k Infish staff and flyer on E-On's staff intranet.
    - **Nottingham City Council:** reciprocal activity including a half page advert in their What's On Guide, re-Tweets of Twitter messages and a note on the staff intranet.
    - **Experience Nottinghamshire:** FREE e-shot and website advertising, FREE PR activity aimed at the national and international media, FREE half page advert in 'All About Tourism' e-magazine, listing on Visit England website.
  - 483 visitors completed the Festival Visitor Survey: of the parties visiting 58% were male whilst 42% were female, 93% of respondents were white;
  - Mosaic analysis reveals two key visitor groups: **Group J:** *Owner occupiers in older-style housing in ex-industrial areas* and **Group B:** *Residents of small and mid-sized towns with strong local roots*;
  - 61% of respondents said they would like to be kept informed in the future about similar events (235 email addresses were gathered, with permissions);
  - A variety of visitor feedback was received which is available from the service.

This year's festival benefited from a strong integrated marketing campaign whose success will be replicated and built upon next year.





**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND  
CORPORATE SERVICES**

**WORK PROGRAMME**

**Purpose of the Report**

1. To review the Committee's work programme for 2013/14.

**Information and Advice**

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. Such decisions will be included in the work programme on an annual basis and as specific decisions of interest arise.
5. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

**Other Options Considered**

6. None.

**Reason/s for Recommendation/s**

7. To assist the committee in preparing and managing its work programme.

## **Statutory and Policy Implications**

8. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

- 1) That the Committee's work programme be noted, and consideration be given to any changes which the Committee wishes to make;

**Jayne Francis-Ward**

**Corporate Director, Policy, Planning and Corporate Services**

**For any enquiries about this report please contact:** Matthew Garrard, Team Manager, Policy, Performance and Research T: (0115) 9772892 E: [matthew.garrard@nottscc.gov.uk](mailto:matthew.garrard@nottscc.gov.uk)

## **Constitutional Comments (SLB 30/04/2012)**

9. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

## **Financial Comments (PS 2/5/12)**

10. There are no financial implications arising directly from this report.

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

## **Electoral Division(s) and Member(s) Affected**

All

## POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
<b>July 2013 – 17<sup>th</sup></b>				
Social Media Usage	Policy Review following six months since the commencement of the Social Media Policy	Information	Martin Done	
Review of Complaints	Bi-annual service report to provide an overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
Flooding	To review flood risk management in accordance with the statutory requirement	Decision	Gary Wood	Andy Wallace
Public Health Contract Performance and Quality Management	To approve the Quality and Risk Management Policy to support Health Contracts	Decision	Cathy Quinn	
<b>September 2013 – 18<sup>th</sup></b>				
Strategic Plan	To consider the Strategic Plan of the Council.	Refer to Council	Mick Burrows	Celia Morris
Strategic Management Framework	To consider a framework for the strategic management of the authority.	Refer to Council	Celia Morris	
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Debra Hinde	
ICT for Members	Review of costs of ICT for members	Information	Ivor Nicholson	
<b>October 2013 – 16<sup>th</sup></b>				
Economic Development Strategy	To consider proposals from the Economic Development Committee for an economic development strategy for Nottingham	Decision	Celia Morris	
Welfare Assistance Scheme	Report on first 6 months of operation of scheme and proposals for operation beyond April 2014	Decision	Paul McKay	
Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Workforce Strategy	Implementation review of the Workforce strategy Page 43 of 46	Information	Marje Toward	

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
<b>November 2013 – 13<sup>th</sup></b>				
Healthwatch Nottinghamshire	Progress report of the introduction of Healthwatch	Information	Caroline Agnew	
Initial Committee Budget and Capital Proposals for 2014-15	To consider initial budget proposals for services within the terms of reference of the Policy Committee	Decision	Mick Burrows	
Protection of Property & Funerals Policy	To agree revisions to the Policy	Decision	Caroline Baria	
<b>December 2013 – 11<sup>th</sup></b>				
Strategic Performance Report	Report on the overall progress of the County Council towards its strategic priorities since the introduction of the Strategic Plan	Information	Celia Morris	Matthew Garrard
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Debra Hinde	
<b>January 2014 – 8<sup>th</sup></b>				
Social Media Usage	Policy Review following 12 months since the commencement of the Social Media Policy	Information	Martin Done	
<b>February 2014 – 5<sup>th</sup></b>				
Budget 2014-15 - Proposals	To receive the budget recommendations of the Finance and Property Committee	Refer to Council	Paul Simpson	
Pay Policy Statement	To receive the recommendations of the Personnel Committee on the Pay Policy Statement	Refer to Council	Marje Toward	
Translation & Interpretation Service provision	Review of the new service provision			
<b>March 2014 – 5<sup>th</sup></b>				
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Debra Hinde	
Review of Complaints	Bi-annual service report to provide an overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
Equalities Plan	To consider the annual equalities plan in accordance with statutory duties arising from equalities legislation	Decision	Celia Morris	Matthew Garrard
<b>April 2014 – 2<sup>nd</sup></b>				
Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Freedom of Information and Data Protection	Annual report and review of freedom of information and data protection performance and processes	Information	Celia Morris	Jo Kirkby
<b>May 2014 – 7<sup>th</sup></b>				
Annual Performance Report 2013/14	Report on the overall progress of the County Council on its strategic priorities over the final quarter of the year and across the whole year.	Information	Celia Morris	Matthew Garrard
<b>June 2014 – 4<sup>th</sup></b>				
Improvement Programme – Annual Report 2013/14	Annual report of achievements for 2013-14.	Information	Deborah Hinde	
Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
<b>July 2014 – 2<sup>nd</sup></b>				
Review of Complaints	Bi-annual service report to provide an overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby

