

REPORT OF THE LEADER OF THE COUNCIL

DEPARTMENTAL STRATEGIES & COUNCIL PLAN LEVEL DATA SET

Purpose of the Report

1. This report seeks approval for the refreshed four Departmental Strategies which have been produced to support the delivery of the Council plan outcomes, *Investing in Nottinghamshire*. The report also proposes the core data set against which performance of Council Plan level commitments will be reported.

Background

2. The Council Plan 2017-2021 was agreed by County Council in July 2017 and articulates the ambition to provide the best possible services for local people, improve the place in which we live, and give good value for money. The Plan sets out our 12 commitments for Nottinghamshire and how we will measure our success in delivering them.
3. Policy Committee approved a refresh of the Council's Planning and Performance Management Framework at its meeting in April 2019. The Framework sets out a tiered approach to planning and performance management, with each tier demonstrating clear links with the tier above. In this way, there is a congruent flow of the Council Plan commitments down to the most detailed level of operation with the objectives and targets for each employee.
4. The Departmental Strategies sit just below the Council Plan in the hierarchy and set out the aspirations, priorities and outcomes that each Department will work towards in support of the Council Plan. A template was produced in order to ensure there was consistency in the manner in which these strategies were produced. Therefore all these strategies include:
 - the strategic and partnership context in which each Department operates;
 - its commissioning challenges;
 - the operating model for the relevant department;
 - the key activities to be undertaken that will support the delivery of the commitments in the Council Plan and success measures;
 - the departmental improvement and change portfolio ;
 - a core data set against which the overall department's performance can be measured.
5. The original Departmental Strategies were approved by Policy Committee on 24 January 2018 with a commitment to review these on an annual basis and to update key areas as appropriate. The refreshed Departmental Strategies are attached as appendices.

Performance Highlights and ambitions

6. During 2018/2019, across the County Council, there were many examples of successes where services are delivered to make a positive difference to people's lives, to the economy and the environment. Some key performance highlights from across the council's priorities are framed below.

Children & Families

The successful leadership and establishment of the Regional Adoption Agency across Nottinghamshire, Derbyshire, Derby City and Nottingham City, hosted by NCC.

The continued provision and expansion of a high quality universal youth service including a bespoke package of support for looked after children.

Positive leadership of the Partnership Strategy for looked after children and care leavers (2018 -2021) and the successful political leadership of the local offer for care leavers; Nottinghamshire is the first 2 tier Council area to secure council tax exemption for all its care leavers up to 25 years. Five care leaver apprentices are currently employed by the department paid at the living wage.

Admissions to primary and secondary schools for September 2019 confirm that more parents have secured their first preferences; for primary 94.1% and for secondary 92.2% of parents secured their first preference with 98.9% at primary and 97.7% of parents securing one of their four preferences.

The creation of secondary and primary school places between 2013 and September 2020. New schools are currently being built to meet the increased demand for school places. This includes the rebuilding and expansion of the Orchard Special School in Newark; the relocation and extension of The Bestwood School in Bestwood (opening September 2019); The building of the Flying High Academy Free School in Hucknall (opening September 2019); the building of a new primary school on the Sharphill Development (opening September 2020); the expansion of Rushcliffe School and Carlton Academy to provide additional school places from September 2020.

Working in partnership with publicly funded schools, and other education providers within the private and public sector to ensure that:

- More Nottinghamshire pupils (45.6%) achieved a 9-5 grade in GCSE English and Mathematics in 2018 compared with the national average (43.2%).
- 85.1% of all Notts schools (primary, secondary and special) are rated good or outstanding (85.1% nationally)
- 88.6% of all Notts secondary schools are rated good or outstanding (75% nationally).

Adults' Social Care & Public Health

Early resolution work to improve first response to people with social care needs - proportion of people whose social care needs are met at first point of contact continues to be around 75%, and the 3 Tier approach is fully implemented at the Customer Service Centre and Adult Access Service.

Social care clinics are operating across all 7 districts for older adults and the majority of younger adults with the aim of providing a response as quickly as possible.

Promoting short term services to help older people recover, recuperate and maximise independence after an illness or crisis:

- the Home First Response Service, a short term rapid response service for people who need social care support to remain at or return to home.
- Additional investment in the reablement service, which provides therapeutic short term support to enable people to achieve their independence goals.

Improved services as a result of better integration with health

- best performing Council nationally for performance on delayed transfers of care.
- Roll-out of integrated care teams across the county.
- Nottinghamshire is one of three sites nationally to pilot health and social care taking a pro-active and joined-up approach with the aim of personalised and joined up care. Health and social care staff in Rushcliffe and two Mansfield integrated care teams are involved in the pilot.

Nottinghamshire County Public Health team has led work across the local system to develop and promote healthy places and communities. This includes work to:

- Reduce the impact of air pollution on health
- Develop a food charter to improve access, availability and affordability to healthy food for residents
- Develop a system-wide approach to reducing alcohol related harm, resulting in the Nottinghamshire Alcohol Harm Reduction Plan and ongoing oversight from the Nottinghamshire Alcohol Pathways Group.

Place

Maintained 2,774 miles of roads and 94,000 street lights delivering year one of the Council's £20m investment in Highways.

Secured £18m investment from the D of T for improving the A614.

The new Sherwood Forest Visitor Centre opened, a partnership with the RSPB.

Successfully secured a grant from Homes England to kick-start development at key sites including Top Wighay and Rolleston Drive.

The 2018 Nottinghamshire Stage of the Tour of Britain cycle race was successfully delivered with over 250,000 people watching the event live. The event provided a £4 million boost to the local economy.

118 local talented athletes supported, including five para athletes, with grants of up to £400, worth a total of £21,000.

The percentage of municipal waste sent to landfill has continued to reduce with latest figures showing this at 5.0%, below the County Council target of 8%.

98% of premises in the County are able to access superfast broadband.

Over £2 million awarded to support 203 local community projects.

Chief Executive's & Cross-Cutting

The Council is reviewing its office accommodation and modelling future portfolio options.

The Council continues to support businesses by ensuring that over 95% of supplier invoices are paid on time.

The Council's Business Intelligence Strategy provides a platform for developing understanding of need to inform future Transformation.

More than 80% of Nottinghamshire residents said they identified with the county and were happy with their local area as a place to live in a comprehensive County Council survey.

Supporting major infrastructure and capital projects costing over £200m to help boost prosperity for its residents and local economy. The new projects include the new Gedling Access Road and A614 improvements, three new schools builds and supporting the garden village and enterprise development around the proposed HS2 station and growth zone at Toton.

New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH.

The Council has championed the equalities agenda and been particularly successful in gaining recognition for this through the charity Stonewall (ranked 30th).

The Council resolved that determining shale gas exploration applications for Nottinghamshire should remain within the jurisdiction of the Council.

The Council became an accredited Disability Confident employer.

7. We want to build on these successes and drive through further benefits for the people and businesses of Nottinghamshire in the remainder of the current Council Plan period. Our refreshed Departmental Strategies identify and detail a number of wide-ranging ambitions for the authority for the next 2-years. Key areas of focus for each department are highlighted below.

Children & Families

Implement the Future in Mind plan to improve services for children and young people with emotional and mental health difficulties.

Remodelling Children's Care including implementing new services for children on the edge of care and delivering new sub-regional arrangements for procuring residential and foster care.

Investing £20 million in primary and secondary place provision by 2020.

Opening new schools and childcare provision as a result of housing developments.

Children, young people and their families will experience improved physical and mental health outcomes.

Adults' Social Care & Public Health

Develop an employment strategy for disabled people.

Work will be undertaken to commission services to address the needs of people who experience domestic violence.

Establish an integrated wellbeing service which delivers improved healthy lifestyle outcomes for groups with the greatest need.

Promote the use of technology, equipment and adaptations that support people to stay in their own homes and community.

Roll out the three-tier conversation so that more people will be supported to resolve their care needs as early as possible.

Work with health partners to reduce delays to discharge and implement the 'Discharge to Assess' model.

Place

Bring forward plans to deliver a new recycling centre to serve Rushcliffe.

Complete a whole system review of public transport arrangements.

Maximising the economic and social impacts of the Midlands Engine and HS2 with the East Midlands Growth Zone at Toton having at its heart a new innovation campus and a 'garden village' development at the nearby Chetwynd Barracks site.

Delivery of the Visitor Economy Strategy with a particular emphasis on the 2020 Mayflower 400th anniversary.

A new Corporate Environment Strategy will be developed, strengthening our approach to sustainability.

Bringing forward proposals for an iconic development on the County Hall campus and commence the development of Top Wighay Farm including new County Council offices.

Roll out fibre broadband services to the remaining 2% of properties in Nottinghamshire without superfast speeds.

The Council will operate Enterprise Coordinators in schools to inspire and prepare young people for work.

Chief Executive's & Cross-Cutting

The Council will increase the use of the local supply market and support more organisations to feel empowered about tendering for locally available work.

The People strategy and sporting action plan will be used to identify the knowledge and skills required for the future and plan how to achieve this.

Take advantage of emerging technologies to improve customer experiences through a new programme of work and digital strategy.

Review the customer access strategy including use of social media and digital channels.

Bring together people and place data to provide spatial analysis for services and inform demand management.

Undergo a Local Government Association Peer Review.

Transition a range of applications and databases to off-site solutions.

Review and revise the Communications and Marketing Strategy to ensure messages are communicated clearly and effectively.

Champion fairness and ensure that appropriate equality impact assessments are carried out to

Performance reporting

8. The April report to Policy Committee on the refresh of the Planning & Performance Management Framework introduced the principle of a hierarchy of performance measures to strengthen the reporting of progress against the Council Plan. It was proposed that the high-level measures for the Council Plan commitments would be set out in this report; these are detailed in Appendix E.
9. These measures are proposed with the following aims and principles in mind:
 - a) To reduce significantly the number of measures used in reporting progress against the Council Plan to the Improvement & Change Sub-Committee. The large number and diverse nature of measures currently reported have made it challenging to present a digestible picture of how the Council is progressing.
 - b) The high-level measures should be focused on providing a primary indicator of our communities' experience of residing and working in the county. The following key principles have been used:
 - It must be possible to measure the outcomes, either with data the Council currently holds or by collecting new sources of data which are available;
 - The frequency with which up-to-date data can be collected should enable meaningful reporting at appropriate intervals within the life of the Council Plan;
 - For most commitments in the Council Plan, it may prove difficult to identify one single measure which effectively encapsulates the essence of the commitment. The measures selected should make the most significant contribution towards measuring the desired outcomes. A composite of measures may be appropriate, comprising two or three key measures for each Council Plan commitment;
 - Both direct and proxy measures may be used.
10. In accordance with the planning and reporting cycle set out in the Framework, progress against the High-level core data set will be reported to the Improvement & Change Sub-Committee on a six-monthly basis. Progress against the Departmental Strategies will also be reported six-monthly, to the relevant service committees.

Communication

11. Whilst the main purpose of the production of these strategies is for internal use it is of course necessary for Adults, Children's and Place to communicate more widely with their main stakeholders and the general public as these are outward facing, front line services. Rather than provide the detailed strategies as attached to this report it is proposed that refreshed executive summaries are produced for public distribution and will be available on the Council's website. These summaries will clearly set out the activities that will be undertaken in these service areas to fulfil the ambitions of this Council as set out in the Council Plan.

Other Options Considered

12. None. The production of Departmental Strategies is a requirement under the Council's Planning and Performance Management Framework.

Reason/s for Recommendation/s

13. To approve the required Departmental Strategies and agree the core data and relevant communication and reporting mechanisms in order to comply with agreed Council policy.

Statutory and Policy Implications

14. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

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

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Approve the refreshed Departmental Strategies
- 2) Agree that refreshed executive summaries are produced for communication with stakeholders and the general public
- 3) Agree the core set of place-based measures for reporting progress against the Council Plan

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact:
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Constitutional Comments (SLB 08/05/2019)

Policy Committee is the appropriate body to consider the content of this report.

Financial Comments (GB 09/05/2019)

As part of the 2019/20 Annual Budget Report to Full Council in February 2019, a net revenue budget of £487.4m was approved to enable the delivery of all Council services in 2019/20.

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