Your Nottinghamshire Your Future Council Plan
Resources Departmental Strategy

Our commitments measuring our success

Council plan approaches

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

Success means	Councili Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services are shaped around the people who use them to reflect the way that they live their lives	Review the customer access strategy by 31 March 2018.	**The Customer Access Strategy has been reviewed. A new Strategy is being developed with a view to presenting to members early 2019/20 (Q1)**				
	Develop a Council Transformation Strategy by June 2018	**Yes**	**-**	**High**	**-**	**n/a**
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	**33.0%**	**Increase**	**High**	**31.0%**	**n/a**
	% of people who are satisfied with the way the Council runs things	**63.0%**	**61.0%**	**High**	**64.0%**	**n/a**

Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council makes best use of resources to deliver value for your money	Implementation of the Medium Term Financial Strategy	**This is a live document that is regularly updated and reported to Committee**				
	Achieve monthly budget monitoring within 5 working days	**Monthly monitoring within 5 days has been dropped as a target. The Council will continue with the current 7 day cycle.**				
	Unqualified audit opinion on statement of accounts and value for money	**The Council has received an unqualified audit opinion on the 2017/18 accounts. The 2018/19 accounts are currently being audited.**				
	Regular updates of local government finances provided to committee	**Finance Service report monthly to Finance and Major Contracts Management (MCM) Committee on financial matters**				
	Investment portfolio out performs benchmark (based on FTSE indices in various markets)	**Reports on investment performance are reported to the Pension Fund Committee on a quarterly basis. Overall investment performance has been excellent with good returns.**				
		Yes	**-**	**High**	**Yes**	**n/a**
	Regular benchmark of services	**The Council subscribes and report annually to the Chartered Institute of Public Finance & Accountancy (CIPFA), through their benchmarking clubs. These assess our services as a value for money offer in addition to our costs and performance against other local authorities. We benchmark on Procurement, Legal Functions, Estate Management, Information and Communications Technology, Human Resources, Finance, Communications, Corporate Services, Social Care and Audit.** **The Council also works closely with other local authority to understand how our services, particular in children and adults benchmark with other areas.**				
	% of people who agree that the Council provides value for money	**48%**	**46%**	**High**	**46%**	**n/a**
	% of planned audits completed	**79%**	**90%**	**High**	**75%**	**n/a**
	% of audit recommendations implemented	**58% Priority 1 81% Priority 2**	**75%**	**High**	**81% Priority 1 90% Priority 2**	**n/a**
	Total debt level	**£34m**	**-**	**Low**	**£20m**	**n/a**
	% of debt greater than 6 months	**18%**	**-**	**Low**	**31%**	**n/a**
	% of services achieving their business objectives following completion of the Commercial Development Unit process					

Council plan approach - Be creative and work in new ways						
Success means	**Council Plan Key Measures of Success**	**Latest**	**Target**	**Good is**	**Previous**	**National**
The Council takes innovative and commercial approaches to service delivery	Income generated from sold services	**Across the Resources department income is generated through the following areas which sells their services:** **- Business Services Centre - Payroll, Recruitment, Advertising, DBS Services** **- HR Operations** **- Health and Safety**				
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	**100%**	**100%**	**High**	**100%**	**n/a**
	Completion of the Business Intelligence Strategy by March 2018	**Yes**	**-**	**High**	**-**	**n/a**
	Employee engagement index (under development as part of the workforce strategy)					

Council plan approach - Stand up for local people						
Success means	**Council Plan Key Measures of Success**	**Latest**	**Target**	**Good is**	**Previous**	**National**
Local people feel more in control of the work taking place to improve their communities and engage with councillors	Review and revise the Communications and Marketing Strategy	**A revised Council Communications and Marketing Strategy is under development pending Member approval to support the delivery of the Council Plan and Departmental Strategy.**				
	% of people who feel well informed about the services and benefits the Council provides	**52%**	**55%**	**High**	**51%**	**n/a**
	Number of urgent decisions taken	**1**	**-**	**Low**	**None**	**n/a**
	Approval of the Annual Governance Statement	**Yes**	**Yes**	**Yes**	**Yes**	**n/a**
	Number of waiver of financial regulations approved	**15**	**-**	**Low**	**3**	**n/a**
	Number of events attended by the Chairman	**153**	**-**	**High**	**43**	**n/a**
	% FOIA requests responded to within deadlines	**86%**	**85%**	**High**	**84%**	**n/a**
	% of complaints upheld	**23.9%**	**n/a**	**Low**	**26.4%**	**n/a**
	% of people who agree that they can influence decisions affecting the local area	**33%**	**Increase**	**High**	**31%**	**n/a**
	% of divisional fund applications dealt within 10 days	**83.20%**	**65.0%**	**High**	**75.26%**	**n/a**

Council plan approach - Empower people and support their independence						
Success means	**Council Plan Key Measures of Success**	**Latest**	**Target**	**Good is**	**Previous**	**National**
Fulfil our responsibilities and support those who need our services the most	% of first call resolution	**84.3% overall**	**-**	**-**	**85% overall**	**-**
	% of assessments completed at the front door	**77.5% of Tier1 conversations resolved during the first call**	**-**	**-**	**70-80% of Tier1 conversations resolved during the first call**	**-**
	% of employees who have successfully completed the Council's Equality training module					
	Quarterly progress report to Improvement and Change Sub-Committee	**Yes**	**-**	**High**	**Yes**	**n/a**

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Success means	Council Plan Key Measures of Success	Progress
Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	The Customer Access Strategy has been reviewed and some changes made. The recent changes in the Chief Executive's department has meant that we now need to look at this along with our Digital and Social Media Strategy, and combine these. Work is underway with a view to having this ready for members to review during Q1 2019/20.
	The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	Next phase of the Transformation & Change was approved by the Improvement & Change Sub-Committee 30 April 2019. A new Governance Group has been established to progress and oversee the new changes. A further report on proposals for a new operating model will be presented at the Improvement & Change Sub-Committee on 24 June 2019.
Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	A number of high quality marketing campaigns have been undertaken throughout this period which are high performing against objectives. All campaigns are fully evaluated.

Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Progress
The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	The County Council continues to face significant financial pressures, but has delivered a balanced budget for 2018/19. The MTFS is regularly reviewed and updated and savings proposals are being identified to meet the budget gap over the next 4 years. The CIPFA draft Financial Management Code has been issued and an assessment of the Council against this will be reported to Finance & Major Contracts Committee
	Regular updates of local government finances provided to committee	Monthly reports are provided to Finance & MCM Committee. In addition regular reports are provided to Policy Committee.
	We will support the pension pooling process and ensure that the Nottinghamshire Pension Fund assets are protected.	The pooling process is well underway with the setting up of the jointly owned company LGPS Central Ltd. The transition of assets to the company has commenced. Regular reports on progress are taken to Pension Fund Committee.
	Through the Planning and Performance Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.	The County Council has an ambitious vision. The Council Plan, Your Nottinghamshire, Your Future, which sets out our priority outcomes for the people and businesses of the county. The Planning and Performance Management Framework supports the delivery of the Council Plan which is monitored and reported regularly to Members and Senior Officers on the effectiveness of service delivery against agreed targets. Work carried out to refresh the four Departmental Strategies has identified scope to improve the current Framework which will be reported from quarter 1 in 2019/20.
	We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance.	Internal Audit continues to deliver its termly, four-monthly plans. Recurrent resourcing difficulties have been hampering the service's ability to deliver all of the planned work. A recent period of staff turnover has coincided with a period of difficulty in recruiting replacement staff.

| | We will aim to reduce debt levels and long-term debt. | **The debt recovery process covers Sundry Debtors and Statutory debtors where charges are levied in accordance with the Care Act Legislation.**

Reminder cycles for overdue accounts are fully automated in the BMS system with staff workloads refreshed and allocated daily. These processes ensures that no overdue account goes unchallenged.

Barriers to recovering charges which lead to higher debt levels are mainly associated with Statutory Debtors where benefit claim delays, access to managing financial affairs in cases of mental incapacity and income due from property assets prevent timely payments from debtors.

However, Cipfa benchmarking returns do show that NCC are performing well in respect of costs, debtor days and recovery performance. |
| | We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review. | **The development of a commercial strategy is being progressed which will set a framework for the development of commercial opportunities. A review of the Commercial Development project upon its completion will inform the future approach of commercial development.** |

Council plan approach - Be creative and work in new ways		
Success means	**Council Plan Key Measures of Success**	**Progress**
The Council takes innovative and commercial approaches to service delivery	We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.	**Analysis on the progress of the Services for Schools portfolio following last years review is currently being undertaken and will be completed once all year end financial work has been completed. Individual services are being supported in the areas where they felt further development was needed such as pricing. Further development areas will be identified following the analysis.**
	Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options.	**This is an ongoing process and success so far have included:** **- Adding an online booking and payment facility for the removal of asbestos** **- Adding an online booking facility and payment to enable people to book onto 15-17 driver training** **- Enhancements to the Blue Badge process enabling customers to be able to order, be validated and apply over the phone for badges (this was a purely paper and cheque based service prior to this).** **- Scope and build work on an online form for professional safeguarding referrers (testing and go live in Q3)** **- Review and scoping the work required for the School Admissions pages** **- The development of social media campaigns raising awareness of what can be done online and how to do so**
	We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.	**Support for the further adoption of mobile working and automatic scheduling has continued. Multi disciplinary team environments have been supported in Mid Notts. The ICT business analysts have been supporting the central and departmental transformation teams in defining how the technology available to them can enable new process and efficiency improvements. Using Heatlh data to support delivery of Social Care is impacting in a number of different areas including a pilot enabling Social Workers to view GP and Hospital data and passing referrals and assessments directly from Health to Social Care Systems.**
Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	**New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH. These include technology solutions to better integrate our citizen facing technology such as the firmstep platform, with our back end systems such as Mosaic and Confirm (HAMS).**
	The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	**Phase 4 of the BRMI project is nearing towards a successful conclusion and is planned to come to an end by the end of May 2019. Knowledge transfer to Council staff from the project's technical partner, Acuma is still underway and completion is also expected by the end of May 2019. The Development of incorporating other systems data (Capita ONE) is now complete, this functionality is expected to be in the LIVE data warehouse environment at the end of this phase.**
	The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	**The Council's Business Intelligence Strategy, which establishes a framework for the development of the way data and information is effectively managed, continues to make greater use of Business Intelligence to inform the delivery of services and joint working to develop the provision of high quality data leading to evidenced based decision making and identify areas for improvement.**
	We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy.	
Council plan approach - Stand up for local people		
Success means	**Council Plan Key Measures of Success**	**Progress**

Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively.	**Press releases issued to the media communicating key council messages and priorities** **199 press releases (updated)** **Social media posts issued to support key council messages, priorities and campaigns** Facebook: 842 posts (+ 438) Twitter: 949 posts (+ 378) LinkedIn : 40 posts (+ 14) Instagram: 102 posts (+ 26) **Total social posts: 1933 (+ 856)** **The number of people we have been following our social media channels (growth from previous figures in brackets)** Facebook: 13,000 page likes (+ 1,515) Twitter: 46,000 followers (+ 1,038) Instagram: 1,829 followers (+ 541) LinkedIn: 8,679 followers (+ 1,394) **Total social followers: 69,508 (+ 4,488)** **The number of Emailme bulletin issued to residents who have subscribed to various topics about Council information: 433 bulletins.** **The total number of Emailme bulletin subscribers: 61,061**
	Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.	**All agendas for the Council's public Committee and Full Council meetings continue to be published in line with legislative requirements. The public are able to access the agenda and reports online and to attend such meetings. Details of how Councillors can be contacted are maintained on the Councillors web pages on the internet.**
	The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.	**The Chairman continues to attend a significant number of community events throughout the County, as well as representing the Council at other public and civic occasions.**
	We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.	**The Council responds to complaints in accordance with the Council's complaints procedures and responds to Freedom of Information and Environmental Information Regulation requests in a timely manner.**
	We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.	**Phase one of the Information Governance Improvement Programme (focus on GDPR compliance) completed. Annual Information Governance Action Plan for 2019/20 agreed by Governance and Ethics Committee. Over 1,000 social care staff received face-to-face training on information governance and data protection. Approach to the next stage of te Information Governance Improvement Programme (focus on document and records management) agreed**
	We will consult with residents around important decisions, especially those linked to significant financial plans.	**From October to March** **145 consultations were carried out with a total of 7,610 responses. 71 of these consultations were in regard to Traffic Regulation Orders.**
	We will support Elected Members in the work they do for their local communities.	**Democratic Services continue to support all 66 County Councillors, enabling them to represent their local communities to the best of their abilities.**

Council plan approach - Empower people and support their independence		
Success means	**Council Plan Key Measures of Success**	**Progress**
Fulfil our responsibilities and support those who need our services the most	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	**The 3 Tier project has been successfully launched within ASCH with the Customer Service Centre picking up Tier 1 conversations (resolution, where possible, during the first call into the Authority). Current resolution rates have increased from 50-60% to 70-80%.**
	We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	**The Council contiues to champion the equalities agenda which is led by the Corporate Equality Group and supported by three staff networks (LGBT, BME & Disabled) to recognise the diversity of our service users and staff. The Council has been particularly successful in gaining awards such as Stonewall for its work with the LGBT staff network. Equalities officers continue to monitor any proposed service changes to ensure, where appropriate, equality impact assessments are correctly carried out and published in a timely manner.**
	We will explore better use of technology to support people to remain as independent as possible for longer.	**Techology has been delivered to support provider services through improved processes and automation where possible. Business Analysis has supported new ways of working using technigques to delever efficcines, maximising automated workflows and reducing the need to manusal processing in a number of service areas such as START.**

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Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services are shaped around the people who use them to reflect the way that they live their lives	Review the customer access strategy by 31 March 2018.	The Customer Access Strategy has been reviewed. A new Strategy is being developed with a view to presenting to members in early 2019/20 (Q1)				
	Develop a Council Transformation Strategy by June 2018	Yes	-	High	-	n/a
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	33.0%	Increase	High	31.0%	n/a
	% of people who are satisfied with the way the Council runs things	63.0%	61.0%	High	64.0%	n/a

Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council makes best use of resources to deliver value for your money	Implementation of the Medium Term Financial Strategy	This is a live document that is regularly updated and reported to Committee.				
	Achieve monthly budget monitoring within 5 working days	Monthly monitoring within 5 days has been dropped as a target. The Council will continue with the current 7 day cycle.				
	Unqualified audit opinion on statement of accounts and value for money	The Council has received an unqualified audit opinion on the 2017/18 accounts. The 2018/19 accounts are currently being audited.				
	Regular updates of local government finances provided to committee	Finance Service report monthly to Finance and Major Contracts Management (MCM) Committee on financial matters.				
	Investment portfolio out performs benchmark (based on FTSE indices in various markets)	Reports on investment performance are reported to the Pension Fund Committee on a quarterly basis. Overall investment performance has been excellent with good returns.				
	Regular benchmark of services	Yes	-	High	Yes	n/a
		The Council subscribes and report annually to the Chartered Institute of Public Finance & Accountancy (CIPFA), through their benchmarking clubs. These assess our services as a value for money offer in addition to our costs and performance against other local authorities. We benchmark on Procurement, Legal Functions, Estate Management, Information and Communications Technology, Human Resources, Finance, Communications, Corporate Services, Social Care and Audit. The Council also works closely with other local authority to understand how our services, particular in children and adults benchmark with other areas.				
	% of people who agree that the Council provides value for money	48%	46%	High	46%	n/a
	% of planned audits completed	79%	90%	High	75%	n/a
	% of audit recommendations implemented	58% Priority 1 81% Priority 2	75%	High	81% Priority 1 90% Priority 2	n/a
	Total debt level	£34m	-	Low	£20m	n/a
	% of debt greater than 6 months	18%	-	Low	31%	n/a
	% of services achieving their business objectives following completion of the Commercial Development Unit process		-	High	67%	n/a

Council plan approach - Be creative and work in new ways						
Success means	**Council Plan Key Measures of Success**	**Latest**	**Target**	**Good is**	**Previous**	**National**
The Council takes innovative and commercial approaches to service delivery	Income generated from sold services	**Across the Resources department income is generated through the following areas which sells their services:** **- Business Services Centre - Payroll, Recruitment, Advertising, DBS Services** **- HR Operations** **- Health and Safety**				
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	**100%**	**100%**	**High**	**100%**	**n/a**
	Completion of the Business Intelligence Strategy by March 2018	**Yes**	**-**	**High**	**-**	**n/a**
	Employee engagement index (under development as part of the workforce strategy)					

Council plan approach - Stand up for local people						
Success means	**Council Plan Key Measures of Success**	**Latest**	**Target**	**Good is**	**Previous**	**National**
Local people feel more in control of the work taking place to improve their communities and engage with councillors	Review and revise the Communications and Marketing Strategy	**A revised Council Communications and Marketing Strategy is under development pending Member approval to support the delivery of the Council Plan and Departmental Strategy.**				
	% of people who feel well informed about the services and benefits the Council provides	**52%**	**55%**	**High**	**51%**	**n/a**
	Number of urgent decisions taken	**1**	**-**	**Low**	**None**	**n/a**
	Approval of the Annual Governance Statement	**Yes**	**-**	**Yes**	**Yes**	**n/a**
	Number of waiver of financial regulations approved	**15**	**-**	**Low**	**3**	**n/a**
	Number of events attended by the Chairman	**110**	**-**	**High**	**43**	**n/a**
	% FOIA requests responded to within deadlines	**86%**	**85%**	**High**	**84%**	**n/a**
	% of complaints upheld	**23.9%**	**n/a**	**Low**	**26.4%**	**n/a**
	% of people who agree that they can influence decisions affecting the local area	**33%**	**61%**	**High**	**31%**	**n/a**
	% of divisional fund applications dealt within 10 days	**83.20%**	**65.0%**	**High**	**75.26%**	**n/a**

Council plan approach - Empower people and support their independence						
Success means	**Council Plan Key Measures of Success**	**Latest**	**Target**	**Good is**	**Previous**	**National**
Fulfil our responsibilities and support those who need our services the most	% of first call resolution		**-**	**-**	**85% overall**	**-**
	% of assessments completed at the front door		**-**	**-**	**70-80% of Tier1 conversations resolved during the first call**	**-**
	% of employees who have successfully completed the Council's Equality training module					

Priority 1 - A great place to bring up your family

Commitment 2 - Children are kept safe from harm

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Children at risk are appropriately identified, supported and protected	% of child protection matters completed within 26 weeks of commencement	46.67% (2018/19)	26 Weeks	Low	48.31% (2017/18)	48% (2018/19)
Looked After Children and care leavers are well supported	Number of targeted apprenticeships and work placements			Developing a programme of work readiness to assist care leavers in securing employment opportunities in the future	The Council has currently 3 care leavers on apprenticeships within NCC with a further 2 to commence employment in January 2019	
	% of care leavers under taking a targeted apprenticeship who go on to achieve a job/further education					

Priority 2 - A great place to fulfil your ambition

Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
More people are in higher paid and skilled jobs	Number of apprenticeships					
More apprenticeships available for people of all ages	% of apprentices who go on to get a job or further education				This measure requires review from an internal/external employment perspective how this would measure success	

Commitment 6 - People are healthier

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
We have a healthy workforce	Level of sickness absence	8.52	7.0	Low	8.50	
	% uptake of flu vaccinations		40%	High	27.5% (2017/18)	70%
	Employee health checks	28 (Welbeck House, Lawn View House)	-	High	29 (Welbeck House, Lawn View House)	n/a

Priority 3 - A great place to enjoy later life

Commitment 9 - People receive the right care and support at the right time

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services improve as a result of better integration of health and social care	Quarterly progress measures reported to Improvement and Change SubCommittee	Yes	-	High	Yes	n/a

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

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

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Increased economic productivity across the county	Payment of invoices within timescales	95%	95%	High	95%	n/a

Commitment 12 - Nottighamshire has a skilled workforce for a global economy

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Having a workforce with the right level of skills that the Council needs now and for the future	A revised workforce strategy by 31 March 2018					

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Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	**The Customer Access Strategy has been reviewed and some changes made. The recent changes in the Chief Executive's department has meant that we now need to look at this along with our Digital and Social Media Strategy, and combine these. Work is underway with a view to having this ready for members to review during Q1 2019/20.**
	The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	**Next phase of the Transformation & Change was approved by the Improvement & Change Sub-Committee 30 April 2019. A new Governance Group has been established to progress and oversee the new changes. A further report on proposals for a new operating model will be presented at the Improvement & Change Sub-Committee on 24 June 2019.**
Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	**A number of high quality marketing campaigns have been undertaken throughout this period which are high performing against objectives. All campaigns are fully evaluated.**

Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Progress
The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	**The County Council continues to face significant financial pressures, but has delivered a balanced budget for 2018/19. The MTFS is regularly reviewed and updated and savings proposals are being identified to meet the budget gap over the next 4 years. The CIPFA draft Financial Management Code has been issued and an assessment of the Council against this will be reported to Finance & Major Contracts Committee**
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	Through the Planning and Performance Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.	**The County Council has an ambitious vision. The Council Plan, Your Nottinghamshire, Your Future, which sets out our priority outcomes for the people and businesses of the county. The Planning and Performance Management Framework supports the delivery of the Council Plan which is monitored and reported regularly to Members and Senior Officers on the effectiveness of service delivery against agreed targets. Work carried out to refresh the four Departmental Strategies has identified scope to improve the current Framework which will be reported from quarter 1 in 2019/20.**
	We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance.	**Internal Audit continues to deliver its termly, four-monthly plans. Recurrent resourcing difficulties have been hampering the service's ability to deliver all of the planned work. A recent period of staff turnover has coincided with a period of difficulty in recruiting replacement staff.**

	We will aim to reduce debt levels and long-term debt.	**The debt recovery processeses are divided between Sundry Debtors and Statutory debtors where charges are levied in accordance with the Care Act Legislation.** **Reminder cycles for overdue accounts are fully automated in the BMS system with staff workloads refreshed and allocated daily. These processes ensures that no overdue account goes unchallenged.** **Barriers to recovering charges which lead to higher debt levels are mainly associated with Statutory Debtors where benefit claim delays, access to managing financial affairs in cases of mental incapacity and income due from property assets prevent timely payments from debtors.** **However, Cipfa benchmarking returns do show that NCC are performing well in respect of costs, debtor days and recovery performance.**
	We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.	**The development of a commercial strategy is being progressed which will set a framework for the development of commercial opportunities. A review of the Commercial Development project upon its completion will inform the future approach of commercial development.**

Council plan approach - Be creative and work in new ways		
Success means	**Council Plan Key Measures of Success**	**Progress**
The Council takes innovative and commercial approaches to service delivery	We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.	**Analysis on the progress of the Services for Schools portfolio following last years review is currently being undertaken and will be completed once all year end financial work has been completed. Individual services are being supported in the areas where they felt further development was needed such as pricing. Further development areas will be identified following the analysis.**
	Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options.	**This is an ongoing process and success so far have included:** **- Adding an online booking and payment facility for the removal of asbestos** **- Adding an online booking facility and payment to enable people to book onto 15-17 driver training** **- Enhancements to the Blue Badge process enabling customers to be able to order, be validated and apply over the phone for badges (this was a purely paper and cheque based service prior to this).** **- Scope and build work on an online form for professional safeguarding referrers (testing and go live in Q3)** **- Review and scoping the work required for the School Admissions pages** **- The development of social media campaigns raising awareness of what can be done online and how to do so**
	We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.	**Support for the further adoption of mobile working and automatic scheduling has continued. Multi disciplinary team environments have been supported in Mid Notts. The ICT business analysts have been supporting the central and departmental transformation teams in defining how the technology available to them can enable new process and efficiency improvements. Using Heatlh data to support delivery of Social Care is impacting in a number of different areas including a pilot enabling Social Workers to view GP and Hospital data and passing referrals and assessments directly from Health to Social Care Systems.**
Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	**New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH. These include technology solutions to better integrate our citizen facing technology such as the firmstep platform, with our back end systems such as Mosaic and Confirm(HAMS).**
	The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	**Phase 4 of the BRMI project is nearing towards a successful conclusion and is planned to come to an end by the end of May 2019. Knowledge transfer to Council staff from the project's technical partner, Acuma is still underway and completion is also expected by the end of May 2019. The Development of incorporating other systems data (Capita ONE) is now complete, this functionality is expected to be in the LIVE data warehouse environment at the end of this phase.**
	The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	**The Council's Business Intelligence Strategy established a framework for the development of the way data and information is effectively managed. This continues to make greater use of Business Intelligence to inform the delivery of services and joint working to develop the provision of high quality data leading to evidenced based decision making and identify areas for improvement.**
	We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy.	

Council plan approach - Stand up for local people		
Success means	**Council Plan Key Measures of Success**	**Progress**

Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively.	**Press releases issued to the media communicating key council messages and priorities** **199 press releases (updated)** **Social media posts issued to support key council messages, priorities and campaigns** Facebook: 842 posts (+ 438) Twitter: 949 posts (+ 378) LinkedIn : 40 posts (+ 14) Instagram: 102 posts (+ 26) **Total social posts: 1933 (+ 856)** **The number of people we have been following our social media channels (growth from previous figures in brackets)** Facebook: 13,000 page likes (+ 1,515) Twitter: 46,000 followers (+ 1,038) Instagram: 1,829 followers (+ 541) LinkedIn: 8,679 followers (+ 1,394) **Total social followers: 69,508 (+ 4,488)** **The number of Emailme bulletin issued to residents who have subscribed to various topics about Council information: 433 bulletins.** **The total number of Emailme bulletin subscribers: 61,061**
	Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.	**All agendas for the Council's Public Committee and Full Council meetings continue to be published in line with legislative requirements. The public are able to access the agenda and reports online and to attend such meetings. Details of how Councillors can be contacted are maintained on the Councillors web pages on the internet.**
	The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.	**The Chairman continues to attend a significant number of community events throughout the County, as well as representing the Council at other public and civic occasions.**
	We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.	**The Council responds to complaints in accordance with the Council's complaints procedures and responds to Freedom of Information and Environmental Information Regulation requests in a timely manner.**
	We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.	**Phase one of the Information Governance Improvement Programme (focus on GDPR compliance) completed. Annual Information Governance Action Plan for 2019/20 agreed by Governance and Ethics Committee. Over 1,000 social care staff received face-to-face training on information governance and data protection. Approach to the next stage of te Information Governance Improvement Programme (focus on document and records management) agreed**
	We will consult with residents around important decisions, especially those linked to significant financial plans.	**From October to March** **145 consultations were carried out with a total of 7,610 responses. 71 of these consultations were in regard to Traffic Regulation Orders.**
	We will support Elected Members in the work they do for their local communities.	**Democratic Services continue to support all 66 County Councillors, enabling them to represent their local communities to the best of their abilities.**

Council plan approach - Empower people and support their independence

Success means	Council Plan Key Measures of Success	Progress
Fulfil our responsibilities and support those who need our services the most	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	**The 3 Tier project has been successfully launched within ASCH with the Customer Service Centre picking up Tier 1 conversations (resolution, where possible, during the first call into the Authority). Current resolution rates have increased from 50-60% to 70-80%.**
	We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	**The Council contiues to champion the equalities agenda which is led by the Corporate Equality Group and supported by three staff networks (LGBT, BME & Disabled) to recognise the diversity of our service users and staff. The Council has been particularly successful in gaining awards such as Stonewall for its work with the LGBT staff network. Equalities officers continue to monitor any proposed service changes to ensure, where appropriate, equality impact assessments are correctly carried out and published in a timely manner.**
	We will explore better use of technology to support people to remain as independent as possible for longer.	

Priority 1 - A great place to bring up your family

Commitment 2 - Children are kept safe from harm

Success means	Council Plan Key Measures of Success	Progress
Children at risk are appropriately identified, supported and protected	The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement	**Legal Services continues to actively manage the digital way of working with the Nottingham Family Courts. As soon as any issues are reported by staff, they are addressed immediately and resolved in consultation with the Nottingham Family Courts. This is so that issues do not adversely impact our ability to continue using e-court bundles in child safe guarding cases.**
Looked After Children and care leavers are well supported	Targeted apprenticeships and work placements for care leavers	

Priority 2 - A great place to fulfil your ambition

Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Council Plan Key Measures of Success	Progress
More people are in higher paid and skilled jobs More apprenticeships available for people of all ages	As one of the largest employers in Nottinghamshire we aim to be an employer of choice providing good quality employment and opportunities to develop and gain skills and qualifications. We are committed to increasing the number and range of apprenticeships and work experience placements across the Council for a wider age range	**Following the succesful recruitment to the new in house graduate development programme, further work is underway to establish a talent development and management programme which will see a focussed approach to the retention of graduates from our local universitites and those returning to Nottinghamshire as their home County. the range of apprenticeships across the county has seen a significant increase and will continue to do so as further apprenticeship standards are released**

Commitment 6 - People are healthier

Success means	Council Plan Key Measures of Success	Progress
We have a healthy workforce	Implement the Health and Wellbeing Action Plan in partnership with Public Health colleagues to help employees make healthy choices for themselves, their families and their communities to enable them to live long, healthy and productive lives	**The Council continues to participate in the Wellbeing at Work accreditation scheme and has created an intranet page on the NCC website which brings together a health of supportive information on wellbeing at work.**

Priority 3 - A great place to enjoy later life

Commitment 9 - People receive the right care and support at the right time

Success means	Council Plan Key Measures of Success	Progress
Services improve as a result of better integration of health and social care	One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services.	**Following the successful implementation of workflow automation with King's Mill Hospital, including automatic referrals for patients who require a supported discharge, this has been successfully extended to Mansfield Community and Newark Hospitals ahead of target. Automatic referrals has recently gone live at QMC and City Hospitals. Bassetlaw Hospitals have now got access to live social care information. Projects in development will delivery automated assessments and discharge notices to improve patient flow through all acute hospitals. A pilot enabling Social Workers to view GP and Hospital data has gone live in the Rushcliffe Social Care Teams.**

Priority 4 - A great place to start and grow a business		
Commitment 10 - Nottinghamshire is a great place to invest and do business		
Success means	**Council Plan Key Measures of Success**	**Progress**
Increased economic productivity across the county	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work	**All procurements that involve a full tendering process ie over the value of £25k have pre-market engagement events scheduled in as a standard approach. Local suppliers are encouraged to attend.** **Generic meet the buyer events are run on a bi annual basis in collaboration with the East Midlands Chamber of Commerce and other local Public Sector Partners. These are well attended by the local supply market.** **Notts CC specific supplier engagement events are held on a more ad hoc basis as required.** **All events are advertised in the public domain at Source Notts http://www.sourcenottinghamshire.co.uk/ or through a partner agency**
Commitment 12 - Nottighamshire has a skilled workforce for a global economy		
Success means	**Council Plan Key Measures of Success**	**Progress**
Having a workforce with the right level of skills that the Council needs now and for the future	We will use the Workforce strategy and workforce plan to identify the knowledge and skills required for the future and plan how to achieve this	