

Policy Committee

Wednesday, 11 March 2015 at 10:30

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

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of last meeting held on 11 February 2015 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Annual Delivery Plan 2014-15 - Quarter 3 Progress Report | 7 - 68 |
| 5 | Outcomes from the Complaints Process - April 2014 to December 2014 | 69 - 74 |
| 6 | Local Government Association Annual Conference Exhibition
Harrogate 30 June - 2 July 2015 | 75 - 76 |
| 7 | Proposed Affiliation to External Rail Bodies | 77 - 80 |
| 8 | Work Programme | 81 - 84 |

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. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Paul Davies (Tel. 0115 977 3299) 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.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>



Meeting **POLICY COMMITTEE**

Date **Wednesday, 11 February 2015 at 10:30am**

membership

Persons absent are marked with 'A'

COUNCILLORS

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

Reg Adair
Richard Butler
Jim Creamer
Mrs Kay Cutts MBE
Glynn Gilfoyle
Kevin Greaves
Stan Heptinstall MBE
Richard Jackson

David Kirkham
John Knight
Diana Meale
Philip Owen
John Peck JP
Sheila Place
Ken Rigby
Martin Suthers OBE
Gail Turner

ALSO IN ATTENDANCE

Councillor Roy Allan
Councillor Alan Bell
Councillor Nikki Brooks
Councillor Steve Carroll
Councillor Steve Calvert

Councillor Alice Grice
Councillor Darren Langton
Councillor Sheila Place
Councillor Liz Plant
Councillor John Wilkinson
Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Anthony May

Children's, Families and Cultural Services

Tim Gregory
Kevin McKay

} Environment & Resources

Sara Allmond
Carl Bembridge
Carl Bilbey
Martin Done
Keith Ford
Jayne Francis-Ward
Sally Gill
Catherine Munro
Michelle Welsh

} Policy, Planning & Corporate Services

MINUTES

The Minutes of the last meeting held on 7 January 2015, having been previously circulated, were confirmed and signed by the Chairman.

MEMBERSHIP OF THE COMMITTEE

- Councillor Richard Butler had replaced Councillor Stuart Wallace for this meeting only.

APOLOGIES FOR ABSENCE

Councillor Philip Owen (medical).

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

ORDER OF AGENDA

The order of the agenda was amended with Item 6 taken ahead of Items 4 and 5, to enable the relevant officer to attend a prior commitment.

TRADING SERVICES: SCHOOL MEALS AND FACILITIES MANAGEMENT PRICING 2015/16

RESOLVED: 2015/006

- 1) That the cost of a school meal charged by Nottinghamshire County Council be set at £2.15 for 2015/16.
- 2) That the two year pricing structure for Cleaning and Landscape Services (FM) be approved with a 3% increase in 2015/16 and a further 3% increase in 2016/17, as outlined in the report.

BOUNDARY REVIEW SUBMISSION

RESOLVED: 2015/007

That the Council makes its submission to the Local Government Boundary Commission for England as detailed in the report, including views of elected Members expressed during the debate on the proposals on a district by district basis.

REVISED STAFFING STRUCTURE FOR THE BUSINESS SUPPORT CENTRE

RESOLVED: 2015/008

That the revised structure as set out in Appendix A to the report be approved with effect from 1 April 2015.

FINANCIAL SUPPORT FOR STUDENTS IN POST-16 EDUCATION

RESOLVED: 2015/009

That during the year 1 April 2015 – 31 March 2016 Regulation 3 (1) of the Local Education Authority (Post-Compulsory Education Awards) (Amendment) (England) Regulations 2000 shall not apply to Nottinghamshire County Council and that in consequence the County Council will have no powers to make post-compulsory education awards to post-16 students entering new courses in schools or in further or higher education in 2015-16 in any circumstances, other than for those children and young people for whom the Council acts as corporate parent.

PLANNING OBLIGATIONS PROTOCOL

During discussions, Members requested that an update on the implementation of the Protocol be submitted to a future meeting of Environment & Sustainability Committee.

RESOLVED: 2015/010

That the protocol be approved and each District / Borough Council in Nottinghamshire be approached to request formal agreement of this protocol.

DIGITAL TRANSFORMATION – PROGRESS UPDATE

Carl Bembridge gave a presentation on the potential ways of developing the Council's website, with reference to examples from elsewhere.

RESOLVED: 2015/011

- 1) That the progress made to date by the Digital First project be noted.
- 2) That the overall approach to digital improvement outlined in the report be approved.
- 3) That the digital design philosophy that will underpin a new digital policy be submitted to a future Policy Committee meeting for approval.
- 4) That the methodology used to identify the priority customer journeys be approved.
- 5) That the approach to member communications outlined in the report be agreed.

WORK PROGRAMME

RESOLVED: 2015/012

That the work programme be noted.

The meeting closed at 11.43 am.

REPORT OF THE LEADER OF THE COUNCIL

ANNUAL DELIVERY PLAN 2014 – 2015 - QUARTER 3 PROGRESS REPORT

Purpose of the Report

1. This report updates Policy Committee on the progress made towards the outcomes and actions set out in the Annual Delivery Plan 2014/15 during the nine month period ending 31 December 2014.

Background

2. The Strategic Plan 2014 - 2018 was agreed by County Council in January 2014 and provides a clear statement of the Council's vision, values and priorities. The five priorities set out a number of outcomes that the Council will seek to achieve or influence over the four years of the Plan.
3. As part of the Council's Strategic Management Framework, an annual Delivery Plan was agreed by Policy Committee in April 2014 identifying clear and specific activity to be undertaken in 2014-15 that would deliver, or contribute towards achievement of the outcomes set out in the Strategic Plan.
4. As part of the Council's Strategic Management Cycle the Council's progress in achieving the actions and outcomes set out in the Delivery Plan for 2014-15 is reported quarterly. The second quarterly report was considered in detail by Policy Committee on 10 December 2014. This report specifically focuses on the quarter 3 period of October to December 2014.

Annual Delivery Plan 2014 - 15 – Quarter 3 Progress

5. **Appendix A** provides Members with the latest available progress against the Annual Delivery Plan in the format introduced in December 2014. This is split into two sections:
 - § An Executive Summary providing an overview of high-level activity for each of the five priorities of the Strategic Plan. This enables Members to track the County Council's progress across a wide range of activity against the ambitions within the Plan.
 - § The second section relates specifically to the outcomes for each of the five priorities established within the Strategic Plan. The specific actions and measures that contribute to each of the planned outcomes are reported together. It also includes an overall summary of each outcome highlighting examples of progress or challenges identified between October – December 2014.

6. The appendix includes a brief explanation of progress against each ongoing action within the Delivery Plan. This has been prepared by the appropriate manager with lead responsibility for its achievement. Achievement of the stated actions involves a number of different services leading on individual tasks and also working in co-operation with each other. This achievement is therefore more often the shared accomplishment of a number of County Council services working together and may include a contribution made by partnership organisations.
7. Actions completed during Quarters 1 and Quarter 2 and highlighted in previous reports have been omitted from this report to enable a clearer focus on activity within the most recent period. The data included for each measure is from the most recent reporting period available up to 31 December 2014 and is dependent on the prescribed collection frequency for each measure (ie monthly, quarterly or annually).

Key Points

8. **Priority one – Supporting safe and thriving communities:** During Quarter 3, we have introduced “Together we are Better,” a new initiative in Mansfield/Ashfield which aims to prevent people living alone becoming isolated. We have also finalised the multi-agency Pandemic Flu Plan. In November, work began on site on the A38 Kingsmill Road West speed management scheme which aims to reduce the number of road casualties. It is expected enforcement will commence in Spring 2015.
9. There has been a small increase in the number of crimes recorded, particularly connected to violent crime where changes in classification have impacted on the position locally and nationally. All Crime remains at relatively low levels.
10. **Priority two – Protecting the environment:** Progress has been made at the new Worksop bus station with the steel works now erected, we have been successful in our application ‘From miner to Major – the real Sherwood Forest’ to the Heritage Lottery Fund with £119,000 of funding awarded for research and consultation, and together with Veolia (Nottinghamshire County Council’s waste contractor), a targeted recycling campaign took place during the quarter focussing on plastic recycling. Following the introduction of the green waste collection service in Newark & Sherwood the amount of waste sent for composting has increased and has now met the annual target.
11. **Priority three – Supporting economic growth and employment:** Since October the Economic Development Capital Fund has been re-launched to add to the 6 grants confirmed to date which are expected to create 66 new jobs, 15 new apprenticeships and lever in over £9 million of private sector investment. The planning application for Gedling Access Road was approved and the first ‘Exchange Only’ cabinet has gone live giving speedier, fibre based broadband service to premises in Cotgrave. At the end of December 2014, Better Broadband for Nottinghamshire had upgraded the infrastructure to 25,406 premises across the County.
12. **Priority four – Providing care and promoting health:** Focus this quarter has included the development of on-line tools to help pre-determine people’s care needs and assess the possible costs of care. This is due to be trialled early in the new year. Preparatory work has been completed to obtain agreement to tender for a new Information and Advice Hub for Carers and agreement to sign the Local Government Declaration on Tobacco Control. During the quarter NHS England also approved our Better Care Fund plan. The re-tendering of the Obesity Prevention and Weight Management Services has now been concluded.

13. Performance in relation to Carers assessments is positive with an increasing number of Carers being identified and assessed in relation to their own care needs. The Carers Survey, which provides invaluable feedback on how well supported and kept informed carers are, took place during Quarter 3 and the results are due to be presented to committee early next financial year
14. **Priority Five – Investing in our future:** Building on the learning from the ‘Together in Newark’ pilot, in November, the ‘Together in Worksop’ was launched which, in collaboration with schools and local partners in the Worksop area, aims to further improve outcomes and life chances for disadvantaged and vulnerable learners.
15. There have been 23 school inspections during Quarter 3 including one significant achievement of Holly Hill which was removed from Special Measures. Final Key Stage 2 (age 11) results have shown for the third year running, we have reduced the educational gap for children (eligible for free school meals at any point in the past six years) when compared with the rest of Key Stage 2 pupils.

Other Options Considered

16. None.

Reason/s for Recommendation/s

17. The Strategic Plan establishes the values and priorities of the Council for the next four years. The annual delivery plan has been developed in accordance with the Strategic Management Framework to commence the implementation of these values and priorities. Policy Committee has requested to be informed of progress on a quarterly basis.

Statutory and Policy Implications

18. 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.
19. The actions to be carried out as part of the Annual Delivery Plan will advance the Council’s policy in respect of a number of these areas. In particular the Annual Delivery Plan sets out the Council’s statutory equality objectives.

RECOMMENDATION/S

It is recommended that:

1. Policy Committee note quarter three progress against the Annual Delivery Plan 2014 - 2015.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Matthew Garrard, Performance, Intelligence and Policy Team Manager 01159772892

Constitutional Comments (CH 20/02/2015)

Because this report is for noting only no Constitutional Comments are required.

Financial Comments (NR 19/02/2015)

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 2014 – 2018 and Annual Delivery Plan 2014

Electoral Division(s) and Member(s) Affected: All

Annual Delivery Plan 2014 – 2015, Quarter 3 Executive Summary

This appendix contains highlights of specific activity on our progress against the actions and measures within the Annual Delivery Plan for the period October to December 2014. Updated information has been provided by the Service Director or Group Manager responsible for the action to enable Members to track and consider the County Council's progress across a wide range of activity against the ambitions within the Delivery Plan.

Priority one – Supporting safe and thriving communities

The Delivery Plan for 2014-15 focusses on activity in relation to the operation of the Multi-Agency Safeguarding Hub (MASH), the integrated work of Trading Standards and Community Safety, reducing casualties on Nottinghamshire roads and protecting the health and safety of local people. This is a priority area where effective working with partners, such as Nottinghamshire Police is essential to achieve the outcomes for communities. During Quarter 3, we have introduced an innovative new initiative "Together we are Better" in Mansfield/Ashfield which aims to prevent people living alone becoming isolated, we have finalised the multi-agency Pandemic Flu Plan and in November, work began on site on the A38 Kingsmill Road West speed management scheme which aims to reduce the number of road casualties. It is expected enforcement will commence in Spring 2015. There has been a small increase in the number of crimes recorded, particularly connected to violent crime where changes in classification have impacted on the position locally and nationally. All Crime remains at relatively low levels.

Priority two – Protecting the environment

For Priority Two the Delivery Plan focusses on activity in relation to our responsibilities to help protect and improve the environment and to encourage others to play their part. The service areas making specific contributions include Highways and Transport maintaining the road and transport infrastructure, Waste and Energy Management reducing the environment impact of providing our services and managing disposal of waste and Planning and Country Parks protecting and promoting Nottinghamshire's unique heritage. Progress has been made at the new Worksop bus station with the steel works now erected, we have been successful in our application 'From miner to Major – the real Sherwood Forest' to the Heritage Lottery Fund with £119,000 of funding awarded for research and consultation, and together with Veolia (Nottinghamshire County Council's waste contractor), a targeted recycling campaign took place during the quarter focussing on plastic recycling. Following the introduction of the green waste collection service in Newark & Sherwood, overall in the county the amount of waste sent for composting has increased and has now met the annual target.

Priority three – Supporting economic growth and employment

Supporting economic growth and employment is a priority within the four year Strategic Plan and is therefore a key feature of the annual Delivery Plan. Activity in this area is not confined to the work of Economic Development, but includes how the County Council acts as a major employer, the increased availability and promotion of apprenticeships and training, the capital investment schemes to improve our town centres, and help remove the barriers to growth. Since October, the Economic Development Capital Fund has been re-launched, two projects have emerged from the money awarded to the Mansfield Business Improvement District, the planning application for Gedling Access Road was approved and the first 'Exchange Only' cabinet has gone live giving speedier, fibre based broadband service to premises in Cotgrave. Engage2Employ is a new project for 2014/15 academic year aimed to provide a range of work experience supported internship and employment opportunities for learners with learning difficulties and/or disabilities, to date four young people have progressed onto work experience placements, with one person resulting in a positive job outcome.

Priority four – Providing care and promoting health

The provision of social care and support services represents the largest proportion of County Council expenditure and this importance is reflected within the Delivery Plan for 2014-15. The main areas of focus are helping people to remain living at home independently for as long as possible, helping people maintain a satisfactory quality of life and improving the integration of care services with health care to ensure people have a positive experience of support services. Focus this quarter has included the development of on-line tools to help pre-determine people's care needs and assess the possible costs of care which is due to be trialled early in the new year. Agreement to tender for a new Information and Advice Hub for Carers has been granted along with agreement to sign the Local Government Declaration on Tobacco Control. The re-tendering of the Obesity Prevention and Weight Management Services has now been concluded and NHS England approved our Better Care Fund plan. Performance in relation to Carers assessments is positive with an increasing number of Carers being identified and assessed in relation to their own care needs. The Carers Survey, which provides invaluable feedback on how well supported and kept informed carers are, took place during Quarter 3 and the results are due to be presented to committee early next financial year.

Priority Five – Investing in our future

The drive to improve educational attainment and help people reach their potential has been a long standing commitment by the County Council. The current Delivery Plan reflects this commitment with a sustained focus on education for key age groups, providing sufficient school places, developing early help services and then ensuring young people are helped to reach their potential through learning and training opportunities. Building on the learning from the 'Together in Newark' pilot, in November, the 'Together in Worksop' was launched which, in collaboration with schools and local partners in the Worksop area, aims to further improve outcomes and life chances for disadvantaged and vulnerable learners. There have been 23 school inspections during Quarter 3 including one significant achievement of Holly Hill which was removed from Special Measures. Final Key Stage 2 (age 11) results have shown for the third year running, we have reduced the educational gap for children (eligible for free school meals at any point in the past six years) when compared with the rest of Key Stage 2 pupils.

Priority one - Supporting safe and thriving communities

Outcome 1.1 - The most vulnerable children and adults will be effectively protected and supported

Over the four years of the Strategic Plan we said we would

- Improve the quality and robustness of our Safeguarding Plans
- Work with our partners from the Police, Health, Education and other agencies to ensure our Multi-Agency Safeguarding Hub is a success

Overall summary on progress of outcome

Work to ensure that vulnerable children and adults are effectively protected and supported is progressing well. A review of procedures at the Multi Agency Safeguarding Hub (MASH) is on-going with recent activity focussed on gathering the views of both customers and partners. The initial stage of implementation of Mosaic (our information sharing software solution) has gone well, and we are currently working with the supplier to plan for the more complex technical issues around the second phase of implementation. A number of important and innovative pilot schemes have proved successful and we will ensure that the lessons learned from these pilots inform improvements to our Safeguarding processes.

Key actions being undertaken in 2014/15 that contribute to this outcome:

Action

- 1 The arrangements for the assessment of safeguarding concerns in the Multi-Agency Safeguarding Hub (MASH) will be reviewed with partners, to ensure that they support the appropriate referral and information sharing for the most vulnerable children and adults.

Progress

Working together with partners, the MASH is the county's first point of contact for new safeguarding concerns helping to protect the most vulnerable children and adults from harm, neglect and abuse. A review has been undertaken, including gathering views and satisfaction levels of MASH customers and partners to evidence effectiveness, and the MASH governance group due to receive a full report in February 2015. Other review activity has been deferred to allow the new IT information sharing solution (Mosaic) to bed in. The first phase of Mosaic is working well allowing information to be requested and returned within the system rather than through secure emails. The implementation of phase 2 of Mosaic has been rescheduled to allow for technical issues to be resolved with the supplier. It is expected that implementation may now commence June 2015, which will not affect partner agencies, but will delay benefits for County Council staff. The pilot of Encompass Nottinghamshire (which involves informing schools or children's centres the morning after a domestic abuse incident has taken place at a child's home or in their family) in Rushcliffe and Newark & Sherwood districts has been successful, enabling teachers and other professionals to provide additional support to children and families affected by domestic abuse. Feedback from head teachers and others continues to be positive and, following evaluation of the pilot, roll-out in Mansfield and Ashfield commenced in January. Following an appraisal of the accommodation options for co-locating the MASH and the Early Help Unit, plans are being progressed by Property services to secure new accommodation. High-level requirements have been gathered and an initial site visit has been conducted, with a delivery team being assembled to manage the move out of the current building by spring/summer 2015.

2 Assessment processes for children will be updated to reflect the single assessment process defined by Working Together 2013 and informed by learning from the trial of the Department of Education Safeguarding Assessment and Analysis Framework (SAAF).

Participation in the DfE research trial of the Safeguarding Assessment & Analysis Framework will continue to the end of March 2015. Further planning to implement the single assessment in Children's Social Care from April 2015 has been undertaken, including consultation with staff which has confirmed a preferred option for implementation. The department is continuing to evaluate a single assessment framework approach across all children's services to align with the establishment of the new Family Resilience Service from the summer of 2015.

3 To secure appropriate placements for children whilst reducing reliance on more expensive residential and external fostering placements. This may be achieved by placing more children within the internal fostering service; their extended family through kinship arrangements, or by achieving permanency for children and young people through long term fostering or adoption.

Performance continues to be strong in the recruitment of foster carers and adopters, and matching of children with adoptive and foster placements. In September the County Council approved the block purchase of residential care beds for children assessed as having a social, emotional and behavioural difficulty and meeting the threshold for residential care. As well as reducing costs, this provides an increase in the number of residential care placements that are in-county and close to the communities from which children enter care, thus reducing staff travel time / expenses and providing improved placement stability.

4 We will update our Adult Safeguarding processes to reflect changes in the Care Bill. This will improve our processes and practice to ensure the service user is at the centre of all we do.

We have reviewed our Safeguarding Adults procedures and guidance which were endorsed initially by ASCH Committee and then approved at Policy Committee in June 2014. The subsequent publication of statutory national guidance regarding the safeguarding elements of the Care Act has been issued and we are working to implement the changes required to become care act compliant.

We are supplementing this guidance with training, audit and team support. The MASH procedures have also been redrafted and were presented to ASCH Committee in November. Nottinghamshire continues to actively participate in the national "Making Safeguarding Personal" initiative.

5 In response to the findings of the Department of Health 'Transforming Care; A National Response to Winterbourne View Hospital' we will seek to return people who have been placed out of the county back into Nottinghamshire.

In line with the national response to Winterbourne, we have supported 22 people to move out of hospital and return to the County. It is expected that another 13 will move out by the end of March 2015. Work is continuing to ensure everyone remaining in hospital has a discharge plan and a date to move out.

6 We will consolidate the intelligence we have about our residential care homes, use this for the early identification of poor quality and work with these providers to improve standards of care.

A Risk Register has been developed, that is available to key stakeholders, and is now being used to prioritise the programming of audit visits to care homes. The Risk Register is also used (during the regular Information Sharing meetings between the County Council and the Care Quality Commission) to identify and agree any required actions where poor quality has been identified.

We will monitor our progress against this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Initial assessments for Children's Social Care carried out within timescales (Q) <i>Time taken to complete initial assessments</i> <i>NB Initial and core social care assessments carried out within timescales has not been combined into one measure and the target has been amended accordingly</i>	78.1%	75.0%	78.7% (provisional)	High	During December, there has been a drop in the number of initial assessments completed in timescale, bringing the rest of Quarter 3 to a consistent 78%. The 2014/15 accumulative year-to-date figure continues to be above the target, with only two months out of nine where the percentage slipped below the 75% target.
2 Core assessments for Children's Social Care carried out within timescales (Q) <i>Time taken to complete core assessments</i> <i>NB See comment above regarding target amendment</i>	89.6%	75.0%	89.6% (provisional)	High	Performance for this indicator continues to be very strong, with nearly 90% of core assessment completed within the timescale of 35 working days. Despite a large volume increase in December, and the subsequent surge in the number of core assessments resulting in a child in need plan, December saw the highest in month figure for 2014/15.
3 Re-referrals to Children's Social Care (Q) <i>Children who have had more than one referral within a year</i>	26.8%	25.0%	28% (provisional)	Low	<p>The quarter 3 figure of 26.8% is slightly below the target set, albeit improved from the previous quarter's figure. Historical analysis shows that despite the high figure predicted throughout the year, the final financial year's percentage drops after thorough data quality cleanses which remove inappropriate referrals on cases that are already open.</p> <p>In comparison to re-referrals, the level of repeat MASH enquiries is typically 10-15% higher over the previous 3 quarters, with domestic violence cited as the primary re-occurring reason. Work continues to be carried out through Encompass Nottinghamshire to identify early signs of domestic abuse in school and early years settings, although it is too early to measure the full impact of this relatively new process.</p>

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>4 Children becoming subject to a Child Protection Plan on more than one occasion (Q)</p> <p><i>Children who have had a child protection plan more than once</i></p>	31.2%	14.9%	28.0%	Low	<p>During October - December 2014 a total number of 199 children became subject to a child protection plan; of these, 62 had been subject to a plan for a second or subsequent time (31.2%). This represents a significant increase and was a particular feature in December when 44.3% of plans were repeat plans. During quarter 3, there were a number of large sibling groups - 18 children from just 3 families were subject to repeat plans. Of those 18 children, 12 (2 families) had been subject to a previous plan within the last two years. The common feature for these two families was the impact on the children of the parental relationship; the understanding that the relationship had ceased and then this being resumed - in one case new concerns were also identified. Domestic violence features in a number of repeat plans and neglect is the most frequent identified category of harm noted. The social care Quality Management Framework quarterly audit during October - December has looked at the issue of repeat plans and will report on the findings shortly. These findings will be shared with the NSCB.</p>
<p>5 Looked after children with 3 or more placements in any one year (Q)</p> <p><i>Measures the percentage of children who are having multiple placements</i></p>	11.3%	11.0%	12.7% (provisional)	Low	<p>There has been a slight decrease for this placement stability indicator, with only 97 children identified with three or more placements in the last 12 months compared with 107 children or young people last quarter. These 97 children largely remain the same children from Quarter 2, the majority of which have viable reasons for a placement change. Notwithstanding this, there has been an increase in those children aged 16+ moving into independent living, secure units or home/hostels who have effected this measure, but have only been looked after for a small period of time or were admitted into care at an older age.</p>

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>6 The percentage of children adopted placed with their adopters within 16 months of becoming looked after (Q)</p> <p><i>Measures the speed of children getting adopted</i></p>	<p>44.0% (cumulative 2014/15 figure)</p>	55.0%	37.0%	High	<p>This indicator not only measures those that have been adopted, it looks at those current children with an open plan so we have a full picture of existing children the Adoption Service are involved with and those historical children who have been adopted. This has steadily increased since the beginning of the year, nearing the target of 50% for this quarter. Out of 67 children adopted in the year to date and 112 waiting to be adopted with an open plan, 79 met the 16 month target.</p>
<p>7 Adults with two or more safeguarding assessments in 12 months (M)</p> <p><i>Measures where an adult has had two or more safeguarding assessments within a 12 month period. This is a new measure for 2014-15, the target is therefore aspirational and will be reviewed after sufficient data has been collected to inform future performance</i></p>	13.38%	6.0%	9.6%	Low	<p>The current level of performance has been attributed to changes in the procedure for recording safeguarding assessments. The revised process ensures that the service is now able to capture all referrals that leave MASH as a safeguarding assessment, without the option for teams to record the work they have done in case notes and then close the episode. The new process puts the person at the centre of our safeguarding work, working towards the outcomes that are important to the individual to manage the risk of future abuse or neglect. It is anticipated that, as this cultural shift is embedded in practice, empowering the person to manage risks in a way that they want, will reduce the number of incidences where the same person is repeatedly at risk of abuse or neglect. It is suggested that the year end figure is used as a benchmark for any future years performance indicator.</p>
<p>8 Percentage of completed cases where the adult at risk satisfied that their 'desired outcomes' have been met as far as reasonably possible under the Safeguarding Process (Q)</p> <p><i>Measures the outcomes of the safeguarding process for adults</i></p> <p><i>This measure has been amended</i></p>	-	New Measure		High	<p>No data is available as yet for this measure.</p> <p>Since July 2014, as the new process embeds and culture changes, staff are beginning to undertake safeguarding work in a more person centred way focusing on outcomes for the adult at risk. As this is a new measure it is suggested the year end figure is used as a benchmark for any future years performance.</p>

Priority one - Supporting safe and thriving communities

Outcome 1.2 - The public are confident that Nottinghamshire is a safe place to live and work

Over the four years of the Strategic Plan we said we would

- Improve the perception of how safe people feel in their local area
- Work with the Police and Crime Commissioner to reduce crime and the fear of crime

Overall summary on progress of outcome

The focus of our work is improving the public's confidence that Nottinghamshire is a safe place to live and work. Action plans are already in place to address local priorities in the areas of greatest need and to protect vulnerable residents in the community. These action plans are being supplemented by innovative new initiatives such as the 'Together we are Better' scheme in Mansfield/Ashfield which uses technology to bring people together in the community to prevent people living alone becoming isolated. The results of the Annual Residents Survey for 2013-14 have been published which demonstrate that 75% of those surveyed feel safe outside in their local area after dark and met this year's target. This is supported by the overall low level of crime,. However some types of crime are increasing and we are working with partners to address these. Members have also been consulted on the proposed changes to Neighbourhood Policing designed to provide a more effective Police service whilst making efficiency savings.

Key actions being undertaken in 2014/15 that contribute to this outcome:

Action

- 1 We will focus on 15 Partnership Plus Areas in Nottinghamshire (with Safer Notts Board partners including Police and Crime Commissioner (PCC)) providing administration of £392,000 of PCC funding for local priorities.
- 2 We will ensure effective spend of £364,000 Community Safety Budget including £25,000 for I-Pledge project to target 20 Nottinghamshire schools and £15,000 to work with three communities (Worksop, Mansfield and Eastwood) on the In our Hands project.

Progress

18 Partnership Plus areas agreed with allocation of £28k per area (Total from £369k PCC, £140k NCC). Each Partnership Plus Area has an action plan agreed by partners to track and evaluate actions to ensure effective use of funding to address local priorities.

Only £24.6k of the £262k community safety initiatives budget remains unallocated. Examples of spends (in addition to 2 projects mentioned) to date include £20k on a project working with Notts Police to protect vulnerable residents from mass marketing scams; £6k for Equalities work to expand the successful Show Racism the Red Card campaign to include other groups of people who are subject to discrimination; £3.3k on a campaign to tackle rural crime.

3 Work with partners in Public Health, Trading Standards and Community Safety to address issues with vulnerable people including mental health issues through local vulnerable people panel eg setting up an event to be attended by agencies who work with vulnerable people to identify improvements to outcomes.

The 'Together We Are Better' project is an innovative scheme to tackle loneliness by using psychometrics to identify suitable pairings amongst older people living alone in the Mansfield/Ashfield area. A pilot project started in October 2014 and is jointly funded by NHS Mansfield & Ashfield Clinical Commissioning Group and the County Council, with the overall costs of £100,000 shared equally.

The premise of the project is that for identified groups of patients/service users, their behaviour is often driven from extreme loneliness and a need for social interaction.

The success of the pilot will be evaluated by:

- Reduction in the number of times the participants present at Accident & Emergency without any particular clinical need
- Reduction in the number of times the participants attend GP Practices without any clinical need
- Measuring changes in participants' mental well-being by using the Warwick Edinburgh Mental Well-Being Scale

4 As part of the Neighbourhood Policing Review, we will work with the Police to ensure that the views of the Borough/District and County Councils in Nottinghamshire help to shape how Neighbourhood Policing will operate in the future.

During Quarter 3 Nottinghamshire Police concluded their consultation on their proposed future policing plans. The Police Lead for the work, Chief Superintendant Mark Holland recently presented the Police proposals to County Council Elected Members as part of this consultation process.

The proposed changes are intended to provide a more effective police service and to meet the force's future funding requirements and include the following:

- New teams with a mix of skills required to conduct investigations, allowing more officers to be in the community following active lines of enquiry
- Working together with partners to safeguard vulnerable people
- Prisoner handling teams who will deal with prisoners from start to finish
- Integrating partnership staff into local policing teams
- New ways of working in the control room to resolve calls at first point of contact wherever possible and free up resources
- Employing fewer people but increasing the number of staff in operational roles

We will monitor our progress against this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Residents feeling safe outside in their local area after dark (Y) <i>Measures through a survey how safe people feel after dark</i>	75%	75%	74%	High	The results of the Annual Resident Satisfaction Survey, which took place in October 2014, show that three quarters of those surveyed feel safe outside in their local area after dark and met this year's target. A report was taken to Policy Committee in January which provided more detail of the results.
2 All Crime Statistics (Q) <i>Measures the volume of crime recorded by the Police with the exception of fraud and forgery</i>	40,266	38,308	39,077	Low	<p>Violence Against a Person (VAP) continues to be the main reason behind the increase in the figures and in particular a rise in violence with injury offences. Compared to January - December 2013, there has been an increase of 1,610 offences during the period January -December 2014. There has also been a rise in the number of Sexual offences. However a proportion are due to Operation Yew Tree which suggests there is an increase in confidence to report historical offences in the current climate.</p> <p>Crime types which have seen a reduction during the quarter include Theft of Motor Vehicle and Burglary Dwelling crimes.</p>
3 Anti-Social Behaviour (ASB) statistics (Q) <i>Measures the level of anti-social behaviour recorded by the Police</i>	20,020	19,641	19,721	Low	<p>In October, new government legislation came into effect which streamlines the powers available to public bodies to tackle ASB faster and more effectively.</p> <p>There has been an increase during the quarter which shows the new ASB powers are impacting on the volume of ASB incidents reported and the main type of ASB is ASB Nuisance.</p>

Priority one - Supporting safe and thriving communities

Outcome 1.3 - Casualties on Nottinghamshire's roads continue to reduce

Over the four years of the plan we said we would

- Reduce the number killed or seriously injured on Nottinghamshire's roads
- Maintain roads in a serviceable condition and seek to change behaviour through engineering measures, awareness raising and enforcement

Overall summary on progress of outcome

Highway safety education and engineering projects are on track and continue to support our excellent progress towards reducing casualties on Nottinghamshire's roads. Work on site began in November on the A38 Kingsmill Road East speed management scheme, with enforcement expected to commence in Spring 2015.

Key actions being undertaken in 2014/15 that contribute to this outcome:

Action	Progress
1 As part of Nottinghamshire's Decade of Action for Road Safety we will implement and monitor the Annual Road Safety Plan for 2014/15. This plan has 40 actions which influence casualty reduction through engineering, enforcement or educational solutions and cover a wide variety of user groups such as young drivers, cyclists, pedestrians and motorcyclists.	The Road Safety Board meet quarterly to review the Action Plan. At the meeting in February, the funding of Integrated Transport Measures was discussed in association with the user groups which needed additional focus. Older road users and cyclists both need attention and will be moved forward through the Partnership. Actions currently are on target.
2 We will invest in highway safety improvement schemes, such as the project on the A38 Kingsmill Road East. This section of road has had a historically high number of accidents despite previous highway improvements and therefore speed management is the most appropriate course of action.	The Casualty Reduction Programme is currently on target. The A38 speed management scheme started on site in November and enforcement is expected to commence in Spring 2015.
3 We will introduce 20mph limits outside schools where appropriate, and provide enforceable school keep clear markings outside 160 schools during 2014/15.	Up to end of December 2014, 20mph speed limits outside schools have been introduced at 71 of the 173 locations planned for delivery during 2014/15.

We will monitor our progress against this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 People killed or serious injured in road traffic collisions (ten year target 40% reduction from the 2005-2009 baseline of 517) (A) <i>Measures the reduction in people killed or seriously injured from road accidents from a baseline figure</i>	-	434	345	Low	Annual measure. Data available in March 2015.

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
2 Number of children killed or seriously injured in road traffic accidents (ten year target for a 40% reduction from the 2005-2009 baseline of 54) (A) <i>Measures the reduction in children killed or seriously injured from road accidents from a baseline figure</i>	-	43	28	Low	Annual measure. Data available in March 2015.
3 Number of children receiving cycling training at specific levels (A) <i>Measures the number of children receiving cycling proficiency training per year</i>	-	2700	2500	High	Annual measure. Data available in March 2015.

Priority one - Supporting safe and thriving communities

Outcome 1.4 - Nottinghamshire is a fair and safe place to do business

Over the four years of the plan we said we would

- Increase the number of partnerships with businesses to support the local economy and help them to trade lawfully.
- Champion the rights of the consumer and target our support to protect the vulnerable

Overall summary on progress of outcome

The Council's Trading Standards service have continued to expand our support of local businesses by increasing the number of partnerships with businesses who pay for our advice and support. During this Quarter we successfully entered into new partnerships with local businesses and those outside Nottinghamshire and we are on track to meet our annual target. In order to help protect vulnerable residents, Trading Standards have improved their joint-working with Social Care colleagues and now have officers based with the MASH Safeguarding Hub.

Key actions being undertaken in 2014/15 that contribute to this outcome:

Action

- 1 We will promote a fair, safe and thriving local economy by:
 - a) providing high quality basic trader advice and guidance
 - b) expanding our tailored advice to and partnerships with legitimate businesses (on a cost recovery basis) and
 - c) tackling those rogue traders who adversely impact legitimate businesses.

Progress

The County Council's Trading Standards service has entered into a new partnership with Thaymar Ice Cream from Bothamsall, near Retford. The Service will now be providing advice and support to this family run business, and in return the business will pay for the service. The new Food Information Regulations soon to come into force will require us to work with Thaymar and other food businesses to ensure consumers get all the information they need to make food purchase choices. A particular focus of the new rules is allergy labelling and information for food purchased from takeaways and restaurants.

Trading Standards have recently been approached by three businesses outside of Nottinghamshire wishing to enter into Primary Authority partnerships with us. To date we have signed up a Leicestershire based business, New Zealand Honey Europe Limited in December and are hopeful to have the remaining two businesses signed up before the end of March 2015.

- 2 We will increase our work with other agencies and organisations to protect more vulnerable residents from frauds, scams and other crimes. We will tailor our intervention dependent on the type of problem and those most at risk from it and this will include working with colleagues across the social care spectrum and working more closely with the Police and others.

Trading Standards work in this area is intelligence led. There are a number of large investigations ongoing in the Service against traders suspected of defrauding vulnerable residents. We are working with Social Care colleagues to provide suitable intervention and support to over 180 vulnerable residents from falling victim to future scams and related crimes. Officers are based one day a week in the MASH and continue to develop our links with partner agencies to protect vulnerable residents.

3	We will expand our use of a variety of communication channels, including emerging technologies such as social media, to share key messages/alerts to empower individuals and businesses to protect themselves.	Trading Standards now uses the email me facility to send targeted monthly consumer advice and business advice emails also scam alert emails as required. This is in addition to regular warning press releases through the normal communication channels.
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We will monitor our progress against this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Number of interventions with businesses (Q) <i>Measures Trading Standards interventions with businesses per year</i>	881	1640	522	High	Work is intelligence driven and can therefore vary significantly from month to month. Work is focussed on those problems causing most detriment hence is currently focussed on a number of larger cases involving relatively few companies. Consequently the volume of interventions for 2014-15 is unlikely to be achieved as resources are being directed into the more complex/greater impact. Work is often seasonal and shows an increase for the firework sales period.
2 Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual (Q) <i>Measures Trading Standards interventions with</i>	293	300	179	High	We are on track to exceed this target which reflects the high priority the service is currently placing on protecting the most vulnerable, working jointly with social care colleagues and other related agencies.
3 Number of messages/alerts communicated via Neighbourhood Alerts to targeted audiences (Q) <i>Measures number of alerts per year</i>	95	100	69	High	Alerts are sent out proactively based on intelligence coming into the service. We need to ensure we maintain a high quality with these messages in terms of impact and usefulness.
4 Number of Primary Authority Partnerships (Q) <i>Measures Trading Standards formal partnerships with local businesses part or in whole</i>	28	32	26	High	We are on track to meet this target and currently have 28 companies who pay for advice/support. This includes some very large national companies.

Priority one - Supporting safe and thriving communities

Outcome 1.5 - The health and safety of local people are protected by organisations working together

Over the four years of the plan we said we would

- Develop a multi-agency plan is agreed to lead a response across partners to health emergencies from infectious diseases, environmental and chemical
- Provide leadership through the Director of Public Health across partner organisations to protect the health and safety of local people.

Overall summary on progress of outcome

Significant progress in ensuring the health and safety of local people is protected has been made during this period. The Pandemic Flu Plan has now being finalised and an enhanced Community Infection Prevention and Control Service has been defined and approved for implementation by Public Health Committee.

Key actions being undertaken in 2014/15 that contribute to this outcome:

Action	Progress
1 We will agree updates to multi-agency Pandemic Flu plan.	The planned update of the Pandemic Flu Plan is now complete
2 We will implement arrangements for protecting people against healthcare associated infections in community settings.	A proposal for an enhanced Community Infection Prevention and Control Service (CIPC) was approved by Public Health Committee in November 2014. This secures increased investment in a service to be hosted by Clinical Commissioning Groups, which will deliver improved outcomes for people in Nottinghamshire. Arrangements for the new service are on track to be in place in early 2015/16.

We will monitor our progress against this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Multiagency outbreak management plan will be agreed and implemented across partners (A) <i>Measures the completion of a partnership management plan to deal with public health outbreaks</i>	-	Plan fully implemented	Current plan is out of date	-	Annual measure. Data available in March 2015
2 Pandemic Flu plan will be agreed and implemented across partners (A) <i>Measures the completion of a partnership management plan to deal with flu pandemic</i>	-	Plan fully implemented	Current plan is out of date	-	Annual measure. Data available in March 2015
3 New arrangements for community infection prevention and control are in place (A) <i>Measures the implementation of community infection controls</i>	-	Sustainable arrangements implemented to meet needs of population	Current arrangements reflect historical legacy	-	Annual measure. Data available in March 2015

Priority two - Protecting the environment

Outcome 2.1 The countryside is protected and attracts more visitors

Over the four years of the Strategic Plan we said we would

- Increase satisfaction levels with our Country Parks and most visited sites (Rufford and Sherwood)
- Work with partners to act as a champion protecting the environment within Nottinghamshire

Overall summary on progress of outcome

Protecting the countryside is one of the key priorities of the council. During quarter 3, we and our partners, have been successful in our application 'From miner to Major - the real Sherwood Forest' to the Heritage Lottery Fund's Landscape Partnership programme. It is anticipated that Stage 1 'Development Phase' will start early in 2015 and will be a programme of research, consultation and planning with a range of community engagement activities. Following the conclusion of Stage 1, the aim is to submit a further bid to invest in the Sherwood Landscape Partnership Scheme area.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will develop the framework for the designation of Nature Improvement Areas to benefit biodiversity, local people and the economy during 2014/15, leading to successful designating of sites in 2015/16.	Work is underway with the Biodiversity Partnership to identify areas of Nottinghamshire which would benefit most from designation as a Nature Improvement Area. This work is being underpinned by the Biodiversity Opportunity Mapping and is part of a co-ordinated approach through the Lowland Derbyshire and Nottinghamshire Local Nature Partnership.
2 Develop our heritage tourism offer and a Nottinghamshire prospectus in partnership with English Heritage and the Heritage Lottery Fund.	<p>In May 2014, the County Council submitted a Stage 1 application 'From miner to Major: the real Sherwood Forest' to the Heritage Lottery Fund's Landscape Partnerships (LPS) programme on behalf of a broad group of partners. Confirmation has now been received that the application has been successful and it is anticipated that the Stage 1 development phase will start early in 2015. The County Council will be providing the lead body role.</p> <p>Heritage Lottery Fund will provide £119,000 of funding for an 18 month programme of research, consultation and planning. Activities during the Development Stage will include confirmation of the area and the strategic projects, securing match funding and ensuring that all necessary consents are in place. There will also be a range of community engagement activities to seek local views and ideas for community-based projects. The conclusion of the development work will be the submission of a Stage 2 application for the delivery phase, which will aim to unlock more than £3million of investment in the Sherwood LPS area.</p>

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 The number of visitors to our Country Parks at Rufford and Sherwood (Q) <i>Measures the number of visitors who visit Rufford Country Park and Sherwood Forest Country Park per year</i>	684,350	820,000	441,000	High	Visitors to our country parks at Rufford and Sherwood are on track to meet the annual target.
2 Country Parks and Green Estates Service: service user and customer satisfaction levels achieved across the service area (A) <i>Measures the satisfaction of visitors to our country parks and green spaces using an annual survey</i>	99% (Rufford Park)	95%-98%	98%	High	The 2014 Rufford Country Park Visitor Satisfaction Survey took place over 7 days during August (avoiding the Robin Hood Festival) to mirror the methodology used in 2013. The survey comprised of 18 questions concerning all aspects of the visitor experience and were conducted using face to face interviews. A total of 345 parties were interviewed. The headline finding from this year's survey was an increase in the percentage of visitors who rated their overall visit as "Good or Very Good". This increased from 98% in 2013 to 99% in 2014 of respondents rating their visit either "Good" or "Very Good". Results for the survey at Sherwood are not yet available.

Priority two - Protecting the environment

Outcome 2.2 - People in Nottinghamshire are encouraged to help protect the environment

Over the four years of the Strategic Plan we said we would

- Increase the amount of household waste that is recycled and the amount sent to landfill will reduce.
- Increase the number of people in local communities working to improve the environment.
- Work in partnership with district councils and the private sector to provide waste management facilities and encourage changes in behaviour.

Overall summary on progress of outcome

We continue to encourage people to help protect the environment. This quarter, in partnership with Veolia (our waste contractor), we launched a targeted recycling campaign aimed at encouraging residents to recycle more and in particular focussing on plastic recycling. There are now approximately 5,000 households in Newark & Sherwood district which have subscribed to a green waste collection service and discussions are still continuing around the introduction of green waste collections with Bassetlaw District Council. However, this is unlikely to progress further this financial year.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We aim to reduce the amount of waste sent to landfill and save on landfill tax costs through the introduction of a series of measures. During 2014/15 we will work with 2 specific Waste Collection Agencies to introduce additional kerbside green waste collections.	The County Council continues to discuss the introduction of green waste collections with Bassetlaw District Council to increase their recycling performance. However, at this stage this is not something that Bassetlaw are looking to progress. In Newark & Sherwood District Council, approximately 5,000 households now subscribe to a green waste collection service.
2 We will support schools to deliver the Reduce, Reuse, Recycle message, and will work with Veolia to deliver 3 Love Food Hate Waste "Big Lunches" within local communities, and a wider campaign to reduce contamination and increase capture rates on plastic bottles during summer 2014.	The targeted recycling campaign took place in November 2014. The County Council in partnership with Veolia (Nottinghamshire County Council's waste contractors) launched a new and improved 'Are you Bin Smart?' leaflet in November which is designed to encourage local residents to recycle more and make sure that they put the right things in their recycling bin. The new leaflet and supplementary guide on plastic recycling was distributed to about 2,000 households per district and is available at: www.areyoubinsmart.co.uk
3 We will enhance and promote Greenwood Community Forest through continued support of the Friends of Greenwood Forest/other Volunteer Groups and by implementing the Community Tree Planting scheme across Nottinghamshire	The Community Tree Planting grant scheme was launched in September for the 2014/15 tree planting season. Work continues to support Country Parks and Green Estates in the development and ongoing support for Friends groups on NCC owned and managed sites. On 22 September an awards evening was held to celebrate the contribution of volunteers through the Friends of Greenwood Community Forum. It was attended by 130 people from across the County and 11 awards were given to volunteers of all ages and abilities who had made an outstanding contribution to their local environment.

- 4 We will develop the Biodiversity Action Plan to encourage volunteers to assist with the surveying of key sites and help combat invasive species.

Volunteer action has been co-ordinated along the rivers Trent, Maun and Meden to survey and remove Himalayan Balsam. A project to engage volunteers in surveying for, and improving the habitat of the grizzled skipper butterfly has now been completed. Biodiversity opportunity mapping is underway to help inform future biodiversity action.

- 5 We will lead the Sherwood Landscape Partnership Scheme to develop the scheme with key partners, bid for Heritage Lottery funding in October 2014 and engage with local communities.

Confirmation has now been received that the application submitted in May to Heritage Lottery has been successful. NCC is the lead partner and chairs the Partnership Board. There have been a number of community events taking place during this financial year focussing particularly on the key target audiences, including 16-19 year olds and family groups through library events and consultation.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Percentage of waste sent for composting increased from 13/14 outturn (Q) <i>Measures the increase in household waste composted as a percentage of total waste</i>	16.52%	16.50%	11.88%	High	The current value relates to October 2013 - September 2014. Exceptionally mild, good weather in April - June quarter has been beneficial.
2 Number of volunteer hours for natural and historic environment projects (A) <i>Measures the level of volunteering for natural and historic projects in hours</i>	-	2364	2251	High	Annual measure. Data available March 2015.
3 Number of friends groups supported through Greenwood Community Forest (A) <i>Measures how many environment groups are supported by Greenwood Community Forest</i>	-	36	36	High	Annual measure. Data available March 2015.

Priority two - Protecting the environment

Outcome 2.3 - The environmental impact of providing County Council services is reduced

Over the four years of the Strategic Plan we said we would

- Reduce our level of carbon dioxide emissions, especially from the use of energy in our buildings and street lighting.
- Act as a community leader, by using the resources and expertise of the council to reduce our environmental impact.

Overall summary on progress of outcome

We continue to invest in sustainable technologies in particular around the use of energy in our buildings and street lighting. An energy saving street lighting project was approved by Policy Committee which, together with two interest-free loans, will fund a county-wide dimming and LED lighting replacement programme which is expected to be completed by March 2016 and generate further savings.

Workshop bus station works commenced in September, with the steel work now erected and on track to complete by August 2015. Sharing resources is ongoing and we are awaiting results on the condition of Sir John Robinson Way before further progression with the Police and detailed negotiations are taking place with Mansfield District Council around accommodating the MASH/Customer Service Centre

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action

- 1 We will invest in sustainable technologies, such as solar panels, low energy LED street lighting and energy efficiency measures to help reduce energy use. Examples of this include:
 - a) Install £250,000 of photovoltaic panels on county council buildings to generate electricity/income and reduce carbon emissions
 - b) Install £250,000 of energy efficiency measures across county council buildings to reduce energy/gas use and carbon emissions.

Progress

To date, 11 County Council buildings with solar panels have generated 762,000kWh of electricity, raising more than £180,000 in income for the Council and saving over £55,000 in electricity costs since the SunVolt programme began in late 2011. A further 8 recent installs are expected to generate an additional 200,000kWh of electricity, raise £21,000 in income and save £18,000 in electricity each year.

Up to the end of January 2015, the Council's £1.3million recycling energy efficiency fund (LAEF scheme) had invested £2.4million over its lifetime in the Council's schools and other buildings, saving around 3,000 tonnes of carbon dioxide and £564,617 in energy costs per year. Measures funded include low energy lighting, energy management systems, improved heating controls and voltage optimisation, with the lifetime savings from investment in such measures amounting to over £6.7million and 37,000 tonnes of carbon dioxide. The Council is on track to spend the £253,000 available in 2014-15 for further investment.

A substantial street lighting energy saving project was approved by Policy Committee in September 2013. To date approximately 4,600 dimming units have been installed and 453 250W have been changed to 150W. Mansfield and Ashfield areas are now complete and work is ongoing in Newark, Edwinstowe/Old Clipstone and surrounding villages. LED retro-fits have been installed in Newark and various villages in the Gedling area. Installations continue in Carlton and will soon commence in West Bridgford and Edwalton area.

- 2 Develop a strategic Asset Management Plan (in line with the Ways of Working Phase 2 project) to rationalise the property portfolio, share resources and reduce the environmental impact:
- a) Invest in renewable heating boilers, replacing coal fire boilers with more sustainable biomass boilers
 - b) Worksop's new bus station will be built during 2014/15 utilising low energy heating and lighting, photovoltaic solar panels and will reuse rain water for sanitation
 - c) We will consider the feasibility of sharing specific resources, for example - sharing Sir John Robinson Way with colleagues from Gedling Borough Council and in ongoing negotiation to share with further organisations such as the Police.

Three renewable heating boilers have been completed with a further four anticipated to be completed by March 2015. There have been three schemes placed on hold due to planning issues and one cancelled due to affordability.

Worksop Bus Station works commenced in September and steel work has now been erected. The current anticipated end date is August 2015.

The feasibility of sharing resources is an ongoing process through work with One Public Estate and monthly rotating cycle of meetings with partners. We are awaiting results on the condition of Sir John Robinson Way before progressing with the Police who wish to move staff into the property. There are detailed negotiations ongoing for the use of Mansfield District Council's Civic Centre to accommodate MASH/Customer Service Centre allowing the vacation of Mercury House by 2017.

- 3 We will use in-house expertise to work with other Nottinghamshire County Council services to understand and evaluate the biodiversity/environmental impact of existing and proposed future service delivery.

Approaches to a number of different service areas are currently in the planning stage and will be rolled out over the coming months.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Operational office space as a percentage of the total portfolio (National Property Performance Measures the percentage of usable county council office space)	-	New measure		High	Annual measure. Data available in March 2015.
2 Annual income from Feed in Tariff payments from photovoltaic installations on Council buildings against 2013/14 (A) <i>Measures income from solar panels on county council buildings</i>	-	£80,000	£55,000	High	Annual measure. Data available in May 2015.
3 Change in average annual Display Energy Certification score for Council buildings above 1000m ² against 2013/14 (A) <i>Measures the energy efficiency of county council buildings</i>	-	New measure		High	Annual measure. Data available in May 2015.
4 Weather corrected carbon emissions from Council buildings (A) <i>Measures the carbon emissions from county council buildings - adjusted for extreme weather</i>	-	67,457	69,543	Low	Annual measure. Data available in July 2015.

Priority two - Protecting the environment

Outcome 2.4 - The roads and transport infrastructure in Nottinghamshire is fit for purpose

Over the four years of the Strategic Plan we said we would

- Maintain the condition of roads and footways.
- Deliver a road and transport infrastructure that seeks to meet the needs of our residents and businesses.

Overall summary on progress of outcome

Work to maintain the County's road and transport infrastructure is progressing in line with the schedules detailed in the Highways Maintenance and Integrated Transport capital programmes. Work on new projects includes major capital schemes such as the new bus station in Worksop and more routine programmes of work, such as replacing bus stop poles

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will develop and deliver the Highways Maintenance Capital Programme.	Work on the current maintenance capital programme is on track and the provisional 2015/16 structural maintenance programme was approved at Transport & Highways Committee in October
2 We will develop and deliver the Integrated Transport Measure Capital Programme (approx 250 schemes).	Delivery of the 2014/15 integrated transport programme is substantially on track and should be delivered as planned. Schemes that are delayed but are still required will be programmed for delivery during 2015/16. The provisional 2015/16 programme was approved by the Transport & Highways Committee in October and the final 2015/16 programme is due to be presented to Transport & Highways Committee in March for approval.
3 We will complete flood studies in Southwell, Hucknall and Cropwell Butler to assess available options for reducing flood risk in those communities.	In Southwell, we are working closely with key partners to develop details of schemes and it is intended to consult on possible options in Summer 2015. Development of schemes for Hucknall are underway and it is proposed the Town Centre (Thoresby Dale) scheme is carried out in conjunction with the proposed Hucknall Town Centre Improvement Scheme due to commence in Summer 2015. The Titchfield Park Brook scheme is currently programmed to start in 2017, however consideration is being given to see if this flood reduction scheme can be carried out at the same time as the Town Centre scheme. In Cropwell Butler, consultants are well advanced in the development of a hydraulic model for the village which will allow a better understanding of the flooding mechanisms as well as allowing the development of a future bid for flood mitigation measures.
4 We will undertake travel planning with developers and local residents to address journey time delay and maximise efficiency of the highway network.	We continue to offer this service and Travel Plans are approved on an ad hoc basis following submission from Developers. To date, 47 travel plans have been received during 2014/15, of which 12 have been approved. In addition to the plans received during 2014/15 a further plan received in previous years has been approved during this financial year.

5	We will work to commence in spring 2014 building the new bus station in Worksop, to be completed during 2015. A much needed infrastructure development that will increase passenger numbers (by at least 3% in the first full year of operation) and be a regeneration boost to the town.	Building work has started on the new bus station in Worksop and is progressing well. Current work is focussing on the construction of the bus station building, bus turning area and landscaping. The overall project is on track to be completed during August 2015.
6	We will introduce Bus Priority schemes at traffic signalled junctions and to continue deliver of the programme of bus stop and shelter improvements.	A programme to replace bus stop poles has been developed and is scheduled for delivery during February and March through our partnership arrangement with the company, Clear Channel.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Percentage of the local authority road network, where structural maintenance should be considered: a) Principal (A) b) Non-Principal (A) c) Unclassified (A) <i>Measures the percentage of different types of road where maintenance is required using an annual survey</i>	-	4%	1.7%	Low	Annual measure. Data available in March 2015
2 Satisfaction with reliability of electronic display information (A) <i>Measures satisfaction with electronic bus information using an annual survey</i>	-	63.0%	63.2%	High	Annual measure. Data available in March 2015
3 Satisfaction with the local bus service overall (A) <i>Measures satisfaction of local bus services using an annual survey</i>	-	70.0%	68.6%	High	Annual measure. Data available in March 2015
4 Satisfaction with the frequency of bus services (A) <i>Measures satisfaction of frequency of buses using an annual survey</i>	-	67.0%	66.6%	High	Annual measure. Data available in March 2015

Priority two - Protecting the environment

Outcome 2.5 - Connectivity across the county and into the region will be improved

Over the four years of the Strategic Plan we said we would

- Work to improve bus punctuality and ease congestion on key routes within the county.
- Increase the proportion of people walking or cycling for short journeys.
- Work in partnership with bus companies and community transport providers to improve usage of public transport.

Overall summary on progress of outcome

Progress continues to be made on our highway investment programmes and is on track to deliver to timescale. A public consultation will be taking place on the Statutory Quality Bus Partnership for Beeston early in 2015 and negotiations are ongoing for arrangements in Worksop.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 A453 Major Road Improvement - we will be focussing on major works to widen the A453 and improve its junctions with side roads. The overall scheme will contribute to help residents and businesses by reducing journey times, alleviating congestion and improving connections to the M1, Airport and East Midlands Parkway station.	The A453 project continues to be on programme with the following planned opening dates: urban section - March 2015; rural section - May 2015. Traffic was switched to the new off line westbound lane between Parkway junction and West Leake junction in August with two-way single carriageway traffic in force. Works have begun at the West Leake North roundabout. The West Leake to Mill Hill Roundabout carriageway is expected to be completed by the end of December. Works are to commence on the link diversion between Barton Lane, Thrumpton and Manor Road, Barton in Fabis. Bridge construction is ongoing. Mill Hill to Crusader Roundabout is nearing completion. Urban works continue with the new eastbound road nearing completion.
2 We will contribute to the Highways Agency scheme on the A1 at Elkesley to help improve safe access to and from the A1 and link the village to the wider County Road Network.	Detailed design and preliminary works have been completed. Main construction started on 7 May 2014 and is due to be complete during June 2015
3 We will support Bus Quality Partnerships including the Mansfield Statutory Quality Bus Partnership, and introduce voluntary Quality Bus Partnerships for Worksop and Beeston.	The Mansfield Statutory Quality Bus Partnership (SQBP) is on-going, with all parties complying with the quality standards required. The SQBP legal agreement for Beeston will go out to public consultation in January 2015, while the negotiations continue with the bus operators for the Worksop QBP arrangements.
4 We will refresh the Bus Priority Improvements to tackle congestion hotspots to improve journey and punctuality.	The bus priority improvements to be delivered during 2014/15 have been briefed for construction. The 2015/16 programme is currently in development and will be briefed for construction by the end of January 2015

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Percentage households within 800m of bus service (A) <i>Measures the accessibility of bus services in rural areas</i>	-	94%	94%	High	Annual measure. Data available in March 2015.
2 Bus services running on time: % of non-frequent services on time (Q) <i>Measures the number of buses running on time for non-frequent services</i>	84.0%	84.0%	84.0%	High	The 3rd quarter is meeting its target
3 Bus services running on time: Excess waiting time of frequent services (Q) <i>Measures if frequent bus services are running on time</i>	1.03	1	0.95	Low	Given the good performance of this indicator and ongoing partnership working with operators it is likely to be met in the future. Analysis of the routes with delays identifies that some of these may be due to tram and A453 works. Reductions in Central Government funding for integrated transport measures (reduced by almost 50% in 2015/16) could, however, potentially impact on future performance of this indicator.
4 Levels of cycling activity across Nottinghamshire (indexed against 2009 baseline) (A) <i>Measures the level of cycling in Nottinghamshire against a baseline along key routes</i>	-	105	108	High	Annual measure. Data available in March 2015.
5 Customer satisfaction with overall walking and cycling facilities (A) <i>Measures satisfaction with walking and cycling facilities using an annual survey</i>	52.9%	54.0%	53.1%	High	The County Council continues to invest significant funding in cycling and walking facilities. In 2013/14 this amounted to approx £3 million including pedestrian facilities such as pedestrian crossings, footway improvements, cycle routes, smarter choices measures to encourage active travel and 20mph speed limits outside schools. In 2014/15 this investment increased to £4.5 million. It is expected that this investment will see increased customer satisfaction in future years.

Priority three - Supporting economic growth and employment

Outcome 3.1 - Economic growth is stimulated by unlocking employment sites

Over the four years of the Strategic Plan we said we would

- Increase the number of employment sites.
- Lead on securing additional investment from the government, D2N2 and Europe to unlock physical redevelopment and invest council resources in key capital investments that deliver growth.

Overall summary on progress of outcome

We continue to make good progress to achieve the targets to stimulate economic growth by unlocking employment sites. To date, six grants to companies have been confirmed following the launch of the Economic Development Capital Fund which will create new jobs and apprenticeships and bring in private sector investment, and a further six applications are currently undergoing consideration. Announcement of proposed schemes submitted as part of the D2N2 Growth Deal are also expected later this financial year.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will launch and manage the Council's Economic Development Capital Fund.	The Economic Development Capital Fund was launched in April 2014 with an initial closing date of end of May. 6 grants to companies have now been confirmed with a further 6 applications still undergoing due diligence. The 6 grants confirmed to date will create 66 new jobs, 15 new apprenticeships and lever in over £9 million of private sector investment. Total grant confirmed to date £830,000. The fund was relaunched in January 2015 and we anticipate an initial sift of applications will take place in mid February.
2 We will complete feasibility/masterplanning on key development sites in Nottinghamshire to identify barriers to growth.	A contract for this feasibility work was let in the summer of 2014 to Arup following a competitive tendering exercise. The final report for the study is due to complete in March 2015
3 We will support Nottinghamshire projects to access capital investment through D2N2 Strategic Economic Plan, Growing Places Fund, Regional Growth Fund and the Nottingham Investment Fund (eg Rolls Royce Hucknall, Enterprise Zone, FuturePoint Newark).	Nottinghamshire schemes successful in round 1 of the D2N2 Growth Deal were: Harworth Bircotes access improvements; Rolls Royce Hucknall; Enterprise Zone transport improvements; Newark Southern Link Road and Vision West Notts University Centre. Proposals submitted for further consideration at the beginning of September include the A46 Employment Corridor, Sherwood Growth Corridor and Worksop Vesuvius site. An announcement on those proposals is anticipated by the end of January.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
Number of employment site schemes brought forward through direct County Council investment (A)	-	3	Nil	High	Annual measure. Data available March 2015.
<i>Measures the number of employment site schemes the county council invests in per year</i>					
Number of jobs created/safeguarded (A)	-	40	Nil	High	Annual measure. Data available March 2015.
<i>Measures the number of jobs protected per year</i>					
Capital funding secured for key schemes (A)	-	£1,000,000	Nil	High	Annual measure. Data available March 2015.
<i>Measures the total amount of external capital funding for key schemes per year</i>					
Number of strategic projects included in the D2N2 Strategic Economic Plan as a result of County Council support/lobbying (A)	-	3	Nil	High	Annual measure. Data available March 2015.
<i>Measures county council input into the D2N2 Strategic Economic Plan</i>					

Priority three - Supporting economic growth and employment

Outcome 3.2 - We have attractive and economically vibrant towns

Over the four years of the Strategic Plan we said we would

- Invest in new physical redevelopment schemes in town centres.
- Identify relevant towns and work in partnership with town centre groups to co-ordinate activities.

Overall summary on progress of outcome

Progress to have attractive and economically vibrant towns has continued with two projects emerging from the money award to the Mansfield Business Improvement District. These two projects are currently both in development and will work with Further Education (FE) establishments to support practical skills development. The Economic Development Capital Fund has also recently been relaunched and we are working closely with Borough and District Councils to identify potential schemes.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will support Business Improvement District priorities in Beeston and Mansfield.	The Mansfield Business Improvement District has been awarded £20,000 by the Economic Development Committee to undertake a scoping study of Mansfield's heritage assets, in particular industrial heritage. This work is almost complete. It is the first phase and is intended to lead to an expression of interest to the Heritage Lottery Fund. In Mansfield, there are now 2 emerging projects. The first is that The Townscape Heritage initiative, this is focused on buildings around the Market Square and Leeming Street, partners and business owners have been involved in conversations and a stage 1 application to the HLF is under development. The 2nd project is the Mansfield Town Mill, a Heritage Enterprise Application is under development in partnership with the building owner. Both projects are seeking to work with FE establishments to support practical skills development. In Beeston, an initial meeting has taken place with the Beeston Business Improvement District manager but there are no specific projects to report on at this time.
2 We will promote the Council's Economic Development Capital Fund to Borough and District Council partners.	The Economic Development Capital Fund was launched in April 2014 and was actively promoted with Borough and District Council partners, both in terms of them promoting the scheme to their networks and in terms of seeking bids directly from Borough and District Councils. Two bids were forthcoming from Borough and District Councils but these were both subsequently withdrawn by the applicants. The fund relaunched in January 2015 and we are working closely with Borough and District Councils again to identify potential schemes.

<p>3 We will complete feasibility/masterplanning on Mansfield town centre.</p>	<p>The Economic Development service is working with Mansfield Business Improvement District and Mansfield District Council (see Outcome 3.2 Action 1). The heritage asset study will form a key aspect of any future master-planning exercise. The initial survey work is now complete</p>
<p>4 We will invest in town centre improvement schemes - delivering a major transport scheme for Hucknall which will pedestrianise the High Street, improve transport links and promote the regeneration of the town centre by creating an attractive and prosperous retail centre.</p>	<p>Subject to the necessary statutory procedures being carried out, it is anticipated that works in Hucknall will commence in Autumn 2015 with an anticipated 18 months construction period.</p>

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>1 Number of town centre projects receiving capital investment (A) <i>Measures the number of town centre projects receiving capital investment per year</i></p>	-	1	Nil	High	Annual measure. Data available March 2015.
<p>2 Number of town centre investment plans developed and agreed (A) <i>Measures the number of town centre investment plans agreed per year</i></p>	-	1	Nil	High	Annual measure. Data available March 2015.

Priority three - Supporting economic growth and employment

Outcome 3.3 - Barriers to growth are minimised by improving countywide infrastructure

Over the four years of the Strategic Plan we said we would

- Increase the percentage of people with access to high speed broadband.
- Invest in major local transport schemes.
- Champion for growth in the county - influencing the government, business community and partners to create the best conditions for sustainable growth.

Overall summary on progress of outcome

Progress on the Better Broadband for Nottinghamshire continues to remain on target with Phase 2 almost completed and survey work for Phase 3 completed. The first 'Exchange Only' cabinet has now gone live giving speedier, fibre based service to premises in Cotgrave.

The planning application for the new Gedling Access Road was approved in December with the first phase of a new roundabout junction, proposed to commence in spring 2015. There have been delays in the legal process in relation to the former industrial site at Rolls Royce in Hucknall which has resulted in a delay of commencement of work on site.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action

- 1 We will continue with the planned development of the Gedling Access Road (GAR) working in conjunction with key strategic partners.

Progress

The planning application for the new access road was submitted by the Homes and Communities Agency (HCA) and was approved in December 2014. GAR is being provided as supporting infrastructure for the mixed use residential and employment development on the Gedling Colliery/Chase Farm site which will be the subject of a separate planning application(s) in 2015. A financial package has been assembled including contributions from the D2N2 Local Enterprise Partnership and HCA as well as Nottinghamshire and Gedling Borough Council's. Subject to all necessary planning approvals and favourable completion of statutory processes the construction of a first phase of the new access road (a new roundabout junction onto Arnold Lane incorporating a development site access) is proposed to start in spring 2015; with the main construction of the road planned for 2017. It is currently anticipated that GAR would be fully complete and open to traffic in summer 2019.

- 2 We will help to unlock the former industrial site at Rolls Royce in Hucknall through significant investment in the local road infrastructure.

Subject to signing of Section 278 agreements as well as other financial and legal agreements, site clearance works for the highway improvements are scheduled to start in spring 2015 - with main highway construction works to start soon after. Delays to the legal processes mean that no work will start on site this financial year.

3 We will deliver phases 1-3 of the Better Broadband for Nottinghamshire programme to address fibre-based broadband 'market failure' across Nottinghamshire.

Phase 2 of the Better Broadband for Nottinghamshire programme has almost completed, taking the total number of homes and premises now able to access fibre broadband to over 25,000 across Nottinghamshire. In total, over 115 street cabinets are now connected to the network with close to 300 cabinet surveys already completed. The first 'Exchange Only' cabinet has also gone live, giving a speedier, fibre based service to premises that connect direct to their local telephone exchange. Delivery of infrastructure in phase 2 has almost completed, survey work for phase 3 complete and work is underway in relation to network phase 3. The programme remains on target to hit agreed outputs to time and on budget.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>1 Total number of premises passed by a fibre-based broadband infrastructure (Q)</p> <p><i>Measures the number of premises benefitting from faster broadband</i></p>	25,406	35,582	11,277	High	By the end of December 2014, Better Broadband for Nottinghamshire had upgraded the infrastructure to 25,406 premises across the County. Homes and businesses can now either (a) shop around and choose a fibre broadband package from a wide range of Internet Service Providers (ISP) or (b) opt to 'do nothing' and remain with their current broadband connection and ISP, albeit with their current download speeds. The target to date has been exceed by 296 premises and the programme has achieved delivery of speeds of up to 80Mbps. Even the most isolated properties are getting between 2 and 24Mbps. The programme is fully mobilised and the Council's delivery partner continues to build infrastructure at a pace. There are no forecast performance issues at this stage.
<p>2 The percentage of schemes in the Integrated Transport Measures Capital Programme delivered (A)</p> <p><i>Measures the delivery of the Integrated Transport Management Capital Programme</i></p>	-	92%	90%	High	Annual measure. Data available March 2015.

Priority three - Supporting economic growth and employment

Outcome 3.4 - Ensure all council employees are paid a fair rate of pay and increase the spending power of local communities

Over the four years of the Strategic Plan we said we would

- Ensure all centrally employed staff to be paid the living wage with effect from April 2014.
- Be a good employer and encourage other employers in the county to adopt good employment practices including payment of the living wage.

Overall summary on progress of outcome

This has been implemented to help ensure all council employees are paid a fair rate of pay and increase the spending power of local communities. As part of a commitment to ensure fair pay for all, the County Council applied a decision to pay the national Living Wage to those of its centrally employed staff whose rate of pay was less than the current Living Wage rate. This was implemented as an allowance for all qualifying County Council employees with effect from 1st April 2014 and equated to around 2,200 staff, the bulk of whom are part time, female, workers in key frontline roles such as school catering and cleaning and school crossing patrols. The majority of staff receiving this allowance live within 3 districts (Mansfield, Ashfield and Bassetlaw) with the highest levels of deprivation in the County. The revised Living Wage rate for 2015 of £7.85 was implemented for all qualifying staff in November 2014.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 Demonstrate good practice in ensuring fair pay and encourage other local employers to follow suit and adopt the Living Wage.	The Economic Development Service continues to promote the benefits of the Living Wage through its work with Nottingham Citizens, the Nottinghamshire Business Engagement Group and key account managed employers across the county. In addition, programmes such as the Youth Employment Strategy (apprenticeships) and Nottinghamshire Economic Development Capital Fund encourage employers to pay the Living Wage as part of their grant agreements.
2 Promote the benefits of the Living Wage to encourage Nottinghamshire schools and academies to adopt the Living Wage for their employees and offer support to those who do so.	As of January 2015, 116 schools and 22 academies had either adopted or intended to adopt, the Living Wage (based on the new rate). The decision to adopt the Living Wage ultimately sits with the Governing Body.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Percentage of centrally employed staff being paid at or above the Living Wage (A) <i>Measures the implementation of the living wage for centrally employed staff</i>	100.0%	100.0%	76.4%	High	Living Wage was implemented in April 2014 - this equates to around 2,200 employees, the majority of whom live within the 3 districts (Mansfield, Ashfield and Bassetlaw) with the highest levels of deprivation in the County

Priority three - Supporting economic growth and employment

Outcome 3.5 - More young people will be in work, education or training - Training and apprenticeship opportunities for the local workforce are provided that reflect the needs of business

Over the four years of the Strategic Plan we said we would

- Increase in the number of apprenticeships and training opportunities.
- Reduce the percentage of children not in education, employment or training (NEET)
- Use our procurement of goods and services to drive sustainable business, improved local supply chains and more opportunities for a skilled workforce.
- Work with partners to increase the competitiveness of Nottinghamshire by creating the conditions to grow an increasingly skilled and productive workforce. We will provide additional apprenticeship places for young people.

Overall summary on progress of outcome

We have now created two new partnerships to work across the County to provide a range of work experience and opportunities for learners with learning difficulties and/or disabilities. As part of the set up, an information event for employers is due to take place later this financial year explaining the project and how they can get involved. Progress is expected to be seen from July 2015.

Since September, we have continued to increase the number of new small and medium businesses who offer an apprenticeship for the first time. We have also been delivering an intensive "Not Known Reduction Plan" for those young people who completed Year 11 in 2014 to identify their destination which has seen significant improvement in the percentage of 16-18 year olds where their destination is unknown.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action

- 1 We will create two new partnerships across the County to provide a range of work experience supported internship and employment opportunities for learners with learning difficulties and/or disabilities (LLDD).
- 2 We will work with Futures to promote the benefits of apprenticeships, encouraging take-up across Small and Medium Enterprises (SMEs). We will also support young people to be 'employment ready' through the provision of pre-apprenticeship training.

Progress

The project co-ordinator has been appointed and commenced the role in October 2014. A seminar was hosted by the Linney Group in September 2014 to introduce the project to relevant education providers to enable them to start supporting identified learners who may benefit from work experience. A number of potential employers have been identified and the project co-ordinator will now be making contact with these to determine interest. Four young people are now benefitting from work experience and one of these learners has progressed onto a supported internship of six months. The project is now branded as Engage2Employ and an information event for employers to get involved in the project will be held in February, some 20 employers are expected to attend. The 2 new partnerships have been established.

To date 66 apprenticeships have been allocated. Grants are awarded to SMEs who are new to apprenticeships, the sector criteria has now been broadened to include all sectors. So far, the pre-apprenticeship training has not been required. A flexible approach to the use of this pre-apprenticeship funding has been agreed at Economic Development Committee, to enable the funding to be used for additional grants and individual support as required.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 The percentage of young people age 16-18 not in education, employment or training (NEET) (Q) <i>Measures the percentage of 16-18 year olds not in education, training or employment</i>	1.8%	5.0%	1.8%	Low	This commentary covers these two measures. The percentage of young people not in Education, Employment or Training (NEET) in academic years 12-14 remains low, and has continued to remain at 1.8% in December. However, we are in the process of confirming the destinations of young people who completed Year 11 in July 2014. Following an intensive "Not Known Reduction Plan" being implemented, the proportion whose current destination was classified as unknown at the end of December has reduced to 9.3% from 14.3% in September.
2 The percentage of young people age 16-18 where the education, employment or training destination is unknown (Q)	9.3%	6.0%	14.3%	Low	
3 The number of learners with learning difficulties and/or disabilities benefitting from work experience (Q) <i>Measures the numbers benefitting from work experience</i>	5	20	4	High	This commentary relates to these two measures. This project commenced in April 2014 and runs across the 2014-15 and 2015-16 academic years. A short seminar hosted by the Linney Group in Mansfield was held in September 2014 to introduce the project to education providers to enable them to support identified learners on to the programme. Potential employers have been identified and the project co-ordinator is working with these to secure work experience placements and internships. To date, four young people have progressed on to work experience placements, with one of these resulted in a positive job outcome, and one young person has progressed on to a supported internship. There has been one new starter in Q3. 4 young people are due to start work experience January 2015, all with employers new to the project. It is anticipated that 20 placements will have been completed by the end of the academic year in July. The focus this quarter has been on establishing the new partnerships and bringing in new employers to the project. In addition work has been going on in the partner schools and colleges to identify and prepare the young people for their work experience placements.
4 The number of learners with learning difficulties and/or disabilities progressing into a 'Supported Internship' of six months (Q) <i>Measures the numbers progressing to supported internship of six months</i>	1	14	1	High	

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
5 The number of Small and Medium Enterprises offering apprenticeships for the first time through the Economic Development Strategy (Y) <i>Measures the number of small and medium businesses offering apprenticeships for the first time</i>	61	45	39	High	61 SMEs have so far taken on apprentices through the scheme.
6 The number of young people taking up apprenticeship opportunities through the Economic Development Strategy (Q) <i>Measures the Economic Development Strategy success in young people taking up apprenticeships</i>	66	70	41	High	Up to end of December, a total of 66 young people have taken up apprenticeships through the scheme. The scheme targets companies who have never previously employed an apprentice. Marketing activities have been agreed which will target SMEs. Increasing take-up of apprenticeships in employers who have not previously engaged is a key objective of the Council's investment.

Priority four - Providing care and promoting health

Outcome 4.1 - People with health and social care needs are able to maintain a satisfactory quality of life

Over the four years of the Strategic Plan we said we would

- Improve feedback from service users and use of surveys.
- Provide leadership, with an emphasis on developing individual and community resources, designed to prevent, delay or reduce the need for care and support.

Overall summary on progress of outcome

To help enable people with health and social care needs to maintain a satisfactory quality of life, there are a range of services actively supporting this outcome. Earlier this financial year, the Council commissioned Notts Healthcare Trust to recruit 6.5 Compass Workers who will provide support for Carers looking after people with dementia. During quarter 3, the remaining Compass Worker in Bassetlaw was recruited and these workers will provide both practical and emotional support to the person being cared for and the Carer. The annual Adult Social Care Survey, which asks service users specific questions to find out their perceptions and satisfaction of services provided, is currently being carried out with the survey results available in summer 2015.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will support the development of new Extra Care Housing and Supported Living Services for older and disabled adults.	The County Council has a commitment to provide 160 new units of Extra Care accommodation by March 2017. So far in 2014/15, plans are in place to create 137 new units across a number of new Extra Care schemes - with further work ongoing with District and Borough Councils in order to deliver additional schemes required to meet the March 2017 target.
2 We will work with health and social care colleagues around the issue of falls and to improve transfers of care for older adults leaving hospital, including campaigns to promote the increased use of assessment beds and increased awareness of falls support services.	Work is continuing with health and the Institute of Public Care to identify the cohort of people most at risk of falls. This will therefore enable the appropriate support service to be targeted at the individuals who are in the high risk category. The development and promotion of appropriate support services is being undertaken in partnership with health.
3 We will develop the range of preventative services to support adults to remain living at home safely for longer and promote these through the County Council and health partners.	The early intervention and prevention service is to be targeted at individuals identified as being most at risk of needing support thus enabling them to be supported on a short term basis so that they can maintain their independence for as long as possible.

4 We will fund a specialist 'Compass Worker' within each Intensive Recovery Intervention Service to support Carers looking after a person with dementia through practical help, information and emotional support.

The County Council have commissioned Notts Healthcare Trust to recruit 6.5 Compass Workers to help support Carers looking after a person with dementia. The Compass workers provide a range of support; from providing practical help with cooking or attending medical appointments to emotional support and helping to encourage shared activity for the person with dementia and their Carer. This range of support is greatly appreciated by the Carer and is helping improve the quality of life of the person being cared for.

5 We will implement and evaluate the Carers' Crisis Prevention Service as part of the Home Based Services contract.

The new Crisis Prevention scheme started in September 2014. All new Home Based Services provide this scheme as part of the contract. Commissioning Officer has met with and briefed all appropriate organisations.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Social care-related quality of life (A) <i>Measures the quality of life of service users of social care using a combination of a variety of measures</i>	18.9	19.3	19.3	High	Although this indicator result reduced last year our performance is still in line with that of our neighbours. The Adult Social Care Survey will be carried out again between January and March 2015. We will be able to update these indicator results in June 2015.
2 Proportion of people who use services who have control over their daily life (A) <i>Measures perception of control of their daily life using an annual survey</i>	74.4%	80.3%	79.5%	High	This indicator reduced last year however the Adult Social Care Survey will be carried out again between January and March 2015. We will be able to update these indicator results in June 2015.
3 Overall satisfaction of people who use services with their care and support (A) <i>Measures overall satisfaction of service users by an annual survey</i>	68.6%	65.5%	64.7%	High	Overall satisfaction increased and we are performing well compared to our neighbours. The Adult Social Care Survey will be carried out again between January and March 2015. We will be able to update these indicator results in June 2015.
4 The proportion of people who use services who feel safe (A) <i>Measures the perception of feeling safe using an annual survey</i>	65.9%	70.7%	69.8%	High	This indicator result reduced last year, however our performance is still good and in line with that of our neighbours. The Adult Social Care Survey will be carried out again between January and March 2015. We will be able to update these indicator results in June 2015.

Priority four - Providing care and promoting health

Outcome 4.2 - Enable people to live independently and reduce their need for care and support

Over the four years of the Strategic Plan we said we would

- Reduce the number of people in long-term residential care.
- Work together with partners to develop the social care market in Nottinghamshire, offering more affordable and high-quality choices in the types of care available to enable people to live independently in their own homes for longer.

Overall summary on progress of outcome

As part of the requirements of the Care Act to provide local people with information and advice, in November the Council agreed to tender for a new Information and Advice Hub for Carers. This tender proposal will replace three existing services with a revised single integrated service which is expected to be running by August 2015. The aim of the new service is to provide a single point of contact for carers.

Permanent admissions to residential and nursing homes, particularly younger adults (18-64 years), continues to be off target with a higher level of admissions than predicted. Following the introduction of a monthly Accommodation Panel to review all admission requests, the rate of increase in the number of admissions has stabilised from the position in quarter 2.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will maximise the number of both Younger and Older Adults who are able to remain living in their own home through refining the reablement process for Physical Disability and closer monitoring of all requests for admissions and revising panel processes.	A strategic view of Younger Adults reablement is being undertaken to harmonise the pathways and to take account of Care Act requirements. An Accommodation Panel is now held monthly to scrutinise all requests across Younger Adults, including residential/nursing care, supported living and Shared Lives. The Panel comprises of a combination of operational and strategic officers.
2 We will help people to remain at home for as long as possible by providing a suitable period of reablement and rehabilitation to help maximise and maintain their independence.	We continue to provide Older Adults with appropriate Reablement services designed to ensure they remain as independent as possible. 94% of Reablement clients continue to live at home 91 days after hospital discharge, and for those who receive START Reablement, 64% of clients need no further ongoing care.

<p>3 We will provide assistance to Carers so they are able to continue to provide the essential support for the people they care for.</p>	<p>During November the County Council agreed to tender for a new Information and Advice Hub for Carers. A key requirement of the Care Act is for the Council to establish and maintain a service for providing local people with information and advice relating to care and support for carers.</p> <p>The tender proposal is to replace the existing three separate services with an integrated new specification developed jointly by the Council and CCGs. This would lead to a tender in early 2015 with the new service starting in August 2015. The service will cover all seven districts of Nottinghamshire and encompasses all adult carers. The aim of the new service is to provide a single point of contact for carers for advice and information, training and development and engagement and consultation. The provider may also help carers to go online for a Carer's Assessment in 2015.</p>
<p>4 Though our 'Living at Home Programme' and specifically our Extra Care schemes we will continue to reduce the amount of permanent admissions to residential and nursing homes</p>	<p>The 'Living at Home' (LAH) Programme provides community-based alternatives to residential care via a number of key interventions (services such as Extra Care Housing & Assistive Technology). To date in 2014/15, the LAH Programme is currently on track to meets its annual target for reduced admissions to residential and nursing care.</p>

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>1 The number of permanent admissions to residential and nursing care homes for older adults (Q) <i>Measures number of permanent admissions to long term care for adults over 65</i></p>	590	900	364	Low	Performance is on track to meet the annual target.
<p>2 The number of permanent admissions to residential and nursing care homes for adults aged 18-64 (Q) <i>Measures number of permanent admissions to long term care for adults 18-64</i></p>	65	75	57	Low	Performance for younger adults' continues to be off target with a higher level of admissions than predicted. To ensure that all admissions are carefully managed, an Accommodation Panel is now held monthly to scrutinise all requests across younger adults, including residential or nursing care, supported living and Shared Lives. Selected admission decisions are then reviewed at the highest level to ensure that a consistent and rigorous approach is being adopted across the whole department.

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
3 Proportion of service users using social care who receive self-directed support and/or a direct payment (Q) <i>Measures the take up of self directed support and direct payments</i>	100.0%	100.0%	99.4%	High	Performance has marginally improved from the previous quarter and we anticipate that performance will be very close to the annual target of 100% by the end of the financial year.
4 Proportion of service users using social care who receive self-directed support as a direct payment in full or in part (Q) <i>Measures the take up of direct payments</i>	51%	41%	46%	High	Performance for the percentage of service users choosing to receive support as a direct payment during Quarter 3 continues to be positive and exceed the annual target.
5 No on-going package following START Reablement (Q) <i>Measures the success of the reablement process to enable individuals to remain in their own homes with no ongoing support</i>	64%	65%	64%	High	Performance for Quarter 3 shows that 64% of people require no ongoing package of support following the Reablement process. We are on track to meet the annual target and are consistently performing at a level that compares favourably with similar authorities nationally.

Priority four - Providing care and promoting health

Outcome 4.3 - People have a positive experience of care and health support

Over the four years of the Strategic Plan we said we would

- Have more people living independently in their own home for longer.
- Regularly consult and involve local people to ensure that they have more say in the type of care and how they receive it.

Overall summary on progress of outcome

Work has progressed in a number of areas during quarter 3 to ensure people have a positive experience of care and health support. The development of on-line tools to help pre-determine people's care needs and assess the possible costs are progressing well. Work on the Carers Survey started in October and was completed at the end of December. The Carers Survey is a national survey conducted every two years and was sent out to a random sample of 996 Carers with an anticipated response rate (to meet the national requirement) of 35%. We have had a response of 53% which is our best response rate since the survey was first launched in 2009-10. The Survey results will be formally submitted to Health and Social Care Information Centre and the preliminary results will be presented to Adult Social Care and Health Committee in April.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will develop a tool that determines people's eligibility to be checked in advance. This will enable decisions to be made quicker and allow us to target our services to support the users and carers in greatest need.	Tools are being developed to help with the pre-determination of people's care and support needs and estimating the possible associated costs. The initial tool is an online contact that automates the provision of information and advice to those people where information and advice can meet their needs. For those people who are likely to need further support, work on a financial ready reckoner has been progressing well. A test version is due to be trialled at the Customer Service Centre during February and following evaluation of this trial, it is hoped it will go live for the public before the end of the financial year.
2 We will make key information available to enable providers who are considering developing or setting up businesses in Nottinghamshire, to ensure there is a range of providers to meet social care needs.	Market Position Statement currently being reviewed and a Housing Strategy for both older and younger adults is being developed with District and Borough Council partners.
3 We will improve access to and review information provided on Choose My Support online directory. We will establish future needs and options for a web based information and directory through joint working with Special Educational Needs and Disability.	In light of the Care Act, we need a different online solution which will encompass information and advice about social care, health, and housing; self assessments (including community care assessments, carer assessments and financial assessments); statements of needs, etc. 'Choose My Support' cannot provide all these functions, therefore the County Council is working with a new provider and 'Choose My Support' will cease in February 2015.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Overall satisfaction of people who use services with their care and support (A) <i>Measures overall satisfaction of service users by an annual survey</i>	-	65.5%	64.7%	High	Overall satisfaction increased and we are performing well compared to our neighbours. The Adult Social Care Survey will be carried out again between January and March 2015. We will be able to update these indicator results in June 2015.
2 Proportion of carers who report they have been included or consulted in discussion about the person cared for (A) <i>Measures perception of carers feeling consulted using an annual survey</i>	-	77.8%	72.7%	High	We survey carers every 2 years. We have sent out questionnaires for 2014-15 and will have an update by Q4.
3 Proportion of service users and carers who found it easy to find information about support (A) <i>Measures ease of access to information using an annual survey</i>	-	78.0%	70.3%	High	The Adult Social Care Survey (for service users) will be carried out again between January and March 2015. We will be able to update these indicator results in June 2015.
4 Proportion of people who use services who have control over their daily life (A) <i>Measures perception of control of their daily life using an annual survey</i>	-	80.3%	79.5%	High	The Adult Social Care Survey (for service users) will be carried out again between January and March 2015. We will be able to update these indicator results in June 2015.
5 Carers receiving assessments or reviews (Q) <i>Measures the percentage of carers who have received an assessment or review in relation to the number of service users during the year</i>	28%	38%	14%	High	Performance in relation to Carers assessments is positive with an increasing number of Carers being identified and assessed. This measure helps to monitor the number of Carers who are receiving an assessment/review in relation to their own care needs, separate from the assessment for the person they look after.
6 Assessment timescales (Q) <i>Measures the percentage of assessments for older adults completed with timescales</i>	57%	80%	60%	High	Performance levels have fluctuated throughout the year dependant on increases in demand and seasonal variations linked to the holiday periods. Work is ongoing on a number of connected initiatives to improve performance in this area, through streamlining processes, providing improved management information and the adoption of emerging mobile technologies to increase productivity.

Priority four - Providing care and promoting health

Outcome 4.4 - Improved integration within health care delivers improved services focussed on those with the greatest need

Over the four years of the Strategic Plan we said we would

- Improve the satisfaction of people using services and carers
- Use our influence and set an example to encourage people to change their behaviour and positively affect their health and well-being.

Overall summary on progress of outcome

The Council, all Nottinghamshire CCGs, and local provider trusts have been working together to agree a plan for delivering integrated care. During quarter 3, NHS England approved the Better Care Fund plan. The vision in Nottinghamshire is to create a new model of care that will deliver more health and social care services outside of hospitals, with care professionals working seamlessly across organisations. A radical change in the way that health and social care work together in Nottinghamshire will lead to an integrated care and support system focussed on the people it serves and delivering better outcomes. Nottinghamshire's plan was one of five nationally to be 'fast tracked' as an exemplar to other local authority areas. This is the only two-tier local authority area plan to be fast tracked.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action

- 1 In line with the Better Care Fund, working with the health service, GP's and other organisations we will reduce avoidable admissions to hospital. When people are admitted, we will work together to reduce the length of their stay and enable them to return home sooner.

Progress

The Better Care Fund plan was submitted by Nottinghamshire Health & Wellbeing Board in August and has now been approved by NHS England. The vision combines county-wide transformation with locally tailored services. In five years time, the shared aspiration is that:

- People will only be in hospital if that is the best place - not because there is nowhere else to go
- Services in the community will allow people to be rapidly discharged from hospital
- New technologies will help people to self-care
- Specialist workforce teams will be concentrated in one place
- The workforce will be trained to offer more flexible care
- Services from the NHS, social care, voluntary sector, care homes, and home care will deliver a continuum of care, working to a single set of processes
- People will understand and access the right services in the right place at the right time
- People will be living longer, more independent and better quality lives, remaining at home for as long as possible

2 By 2015, we will reduce the amount of people admitted directly to a Care Home from hospital by ensuring that all people are considered for a period of reablement or rehabilitation.

The Council's START Reablement service prioritises people who are ready for discharge from hospital and who will benefit from reablement. Following a tender process, new home care contracts are now in place with 4 core providers in order to increase home care capacity and to avoid people being placed in short term care. The Living At Home programme continues to work with hospital health and social care staff in order to reduce the numbers of people being admitted in to residential care directly from hospital.

3 We will implement the Health and Well-Being Strategy to enable people with health and social care needs to be able to maintain a satisfactory way of life.

The strategy is being delivered through the Health and Wellbeing Implementation Group and will incorporate the additional requirements of the Care Act.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>1 Permanent admissions of older people (aged 65 and over) to residential and nursing care homes per 100,000 population (Q)</p> <p><i>Measures number of permanent admissions to long term care for adults over 65 in relation to population to enable comparison</i></p>	383	601	244	Low	<p>This commentary relates to measures 1 and 2. The volume of permanent admissions for Older Adults (as measured in the indicator 1) is on track to meet the annual target. However measure 2 specifically considers admissions of Older Adults to long term care directly from a hospital setting and performance needs to improve to meet the annual target. Work is ongoing with health colleagues to provide appropriate alternatives to admission to residential or nursing care following release from hospital.</p>
<p>2 Permanent admissions of older people (aged 65 and over) to residential and nursing care homes directly from a hospital setting per 100 admissions of older people (aged 65 and over) to residential and nursing care homes (Q)</p> <p><i>Measures number of permanent admissions to long term care for adults over 65 in relation to population to enable comparison</i></p>	44.0	34.5	34.7	Low	
<p>3 Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (Q)</p> <p><i>Measures the success of reablement services following hospital discharge</i></p>	92.0%	89.8%	89.6%	High	<p>There has been consistent performance from the previous two periods. This is a new measure for 2014/15 and forms part of the Better Care Fund suite of performance indicators. We aim to perform at this consistent level throughout the current financial year and the results of improved integration will make a positive and sustained impact for service users.</p>

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
4 Delayed transfers of care from hospital per 100,000 population (average days per month) (Q) <i>Measures the delay in transfer between hospital care and county council social care per population</i>	1135	1218	1210.00	Low	<p>The value of integrated working between health and social care is well recognised and currently across Nottinghamshire the six Clinical Commissioning Groups (CCGs) are working closely together and with Nottinghamshire County and in some cases District Councils to transform discharge processes, pathways and community services.</p> <p>One example of innovative and integrated working which is accelerating discharges from hospital is a pilot project that is being undertaken with Mansfield District Council. A named Housing Officer is now working alongside health and social care staff at King's Mill Hospital as part of the discharge service and is able to directly pick up work and provide solutions to issues such as inappropriate housing, homelessness etc.</p> <p>In South Notts the discharge process for people requiring support on discharge has been simplified and streamlined across wards at Nottingham University Hospitals Trust. A link Social Worker has been provided for high referring wards to ensure patients are identified for ongoing needs assessment early in their stay.</p>
5 Total non-elective admissions into hospital (general and acute) all-age per 100,000 population (Q) <i>Measures avoidable admissions to hospital per population</i>	2589	2546	-	Low	Overall performance is slightly above target, however this is being carefully monitored by CCGs and schemes are currently being implemented which should impact on this indicator, for example extended GP opening hours.
6 Delayed transfers of care from hospital which are attributable to adult social care (Q) <i>Measures the delay in transfer between hospital care and social care where the delay is attributable to county council social care rather than the NHS</i>	2.29	2.80	2.45	Low	Performance has improved significantly from 2013/14 levels through ongoing improved liaison and co-operation with the NHS Trusts in Nottinghamshire and is currently better than the annual target.

Priority four - Providing care and promoting health

Outcome 4.5 - The health inequalities gap is narrowed improving both health and wellbeing

Over the four years of the Strategic Plan we said we would

- Ensure effective health and well being interventions are targeted to where they are most needed.
- Work in partnership to maximise the use of resources to target the areas of greatest need, highest demand and tackle inequality.

Overall summary on progress of outcome

This outcome is a long term objective seeking to narrow health inequalities. During quarter 3, progress has continued with the re-tendering and procurement of the Obesity Prevention and Weight Management Services. This is due to be operational for the beginning of the next financial year and will be based on a three tier approach.

In November, Full Council agreed to sign the Local Government Declaration on Tobacco Control. This is a response to the ongoing damage smoking causes to our communities and demonstrates a commitment to take action. The Nottinghamshire County and Nottingham City Declaration on Tobacco Control is an extension of the Local Government declaration which enables local partners outside the local government family to sign up to the principles of the Local Government Declaration and develop an action plan. Several local organisations have already made commitments to sign the local declaration and have started work on individual action plans to support this.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action

- 1 We will implement the Nottinghamshire Health & Wellbeing Strategy agreed by the Health & Wellbeing Board.

Progress

The Health and Wellbeing Strategy Delivery Plan has been agreed by the Health & Wellbeing Board and launched as an online resource for partners and the public. It was agreed that an online resource should be available as a live document to be owned and updated by the Integrated Commissioning Groups responsible for its delivery.

The Delivery Plan is now being refined to ensure that it reflects current priorities and that it focusses on those areas where the Health & Wellbeing Board can have most impact. Actions and performance measures are also being agreed.

An initial report on the delivery of the Health and Wellbeing Strategy was presented to the Health and Wellbeing Board in December 2014.

2 We will maximise the use of resources to deliver health improvements and identify opportunities to make value for money improvements, whilst still delivering public health outcomes:

- a) Tobacco control - Use a targeted approach to reach people from priority and hard to reach groups (eg routine and manual workers, pregnant women and young people) enabling them to receive stop smoking support;
- b) Alcohol misuse - Establish new services across Nottinghamshire to support recovery from substance misuse;
- c) Obesity & Health Weight - Establish equitable obesity prevention and weight management services in each district across the county.

The timeline for the re-commissioning of Tobacco Control Services has been extended to allow for a thorough review of future service and public needs. During the re-commissioning process, services will continue to deliver support to those who access the service. In addition, smoking cessation services will also explore some pilot activity working with young people to prevent them starting to smoke.

It was agreed at Full Council in November that the County Council would sign the Local Government Declaration on Tobacco Control. The Nottinghamshire County and Nottingham City Declaration on Tobacco Control is an extension of the Local Government declaration which enables local partners to sign up to the principles of the Declaration and develop an action plan. This opportunity to develop the work has been identified uniquely by Nottinghamshire County and Nottingham City and offers the chance for local innovation and leadership across the whole community. Several local organisations have already made commitments to sign the local Declaration and have started work on individual action plans to support this, including CCGs, Secondary Care Trusts and Public Health England.

As previously reported, the Obesity Prevention and Weight Management services had been out to tender but it was not possible to award the contract as the preferred provider withdrew from the process. During Quarter 3 the service has been re-tendered and the procurement process concluded. The new service will be operational from April 2015 based on a three tier approach; Tier 1: Healthy eating and physical activity interventions targeted at those most in need, Tier 2: Lifestyle community weight management services, Tier 3: Specialist multi-disciplinary weight management services (required for service users to access weight loss surgery).

3 We will agree five evidence based interventions that target areas of greatest need and are known to address health inequalities, as recommended by the Health & Wellbeing Board.

The report to the Health & Wellbeing Board outlining priorities for action to tackle Health Inequalities has been deferred until the New Year. However, each Public Health report presented to the Board and Public Health Committee describes actions that will address health inequalities.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 The Nottinghamshire Health & Wellbeing Strategy is published and Year one target of the strategy is delivered (A) <i>Measures the Nottinghamshire Health & Wellbeing Strategy is delivered and on target</i>	-	Strategy published and performance of delivery reported	Health & Wellbeing Strategy under development	-	Annual measure. Data available March 2015
2 Obesity prevention and weight management services available to all Nottinghamshire residents (A) <i>Measures the availability to weight management services are available across each district of Nottinghamshire</i>	-	Services available in each district of county	Inconsistent access to services across the county	-	Annual measure. Data available March 2015
3 Current level of delivery in stop smoking services maintained alongside value for money improvements (A) <i>Measures the continued delivery of stop smoking services and improvements</i>	-	7,077 people have quit smoking in the year (recorded at 4 weeks)	Year end estimate 5,770 people have quit smoking in the year (recorded at 4 weeks)	High	Annual measure. Data available March 2015
4 Baseline alcohol misuse measures and monitoring systems agreed in new service contracts allowing consistent monitoring of recovery from substance misuse across the County (A) <i>Measures new service contracts in relating to substance misuse against a baseline</i>	-	New service contracts in place with baseline measures set and collected for use in monitoring future performance	Range of services in place and no consistent measure available to monitor recovery	-	Annual measure. Data available March 2015

Priority five - Investing in our future

Outcome 5.1 - Children and young people will attain higher educational standards than the national average and attend good and outstanding schools

Over the four years of the Strategic Plan we said we would

- Increase the percentage of children achieving 5 or more A*-C grades at GCSE including both maths and English
- Work with schools to challenge poor standards and provide support to help deliver improvements.

Overall summary on progress of outcome

During the autumn term there have been 23 school inspections including one significant achievement of Holly Hill which was removed from Special Measures. The Council is currently directly supporting 23 high risk schools and 50 medium risk schools through a number of strategies to help raise standards. We have also delivered 153 bespoke courses to almost 5,500 delegates which are part of the universal sold services and are on track to achieve an income target of £500,000.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 Implement the School Improvement Strategy to ensure that all schools become good and outstanding.	The service is currently directly supporting 23 high risk schools and 50 medium risk schools. Over the autumn term there have been 23 inspections including some of our most vulnerable schools. The proportion of these schools that are good or better (including unpublished results) has increased from 83% to 88%. Three schools requiring improvement were supported directly by Education Improvement Service (EIS) to become good. Significant achievements include Holly Hill which was removed from Special Measures. One satisfactory school supported by EIS still Requires Improvement. Two schools previously judged as good now Require Improvement, although these were considered High Risk schools which without support would most likely have been placed in an Ofsted category. Two schools previously judged as good are now judged as outstanding. All of the schools, where we have full reports, have had behaviour judged as good while over 94% of schools had good leadership.
2 Commission and facilitate effective school to school support through partnership with Teaching Schools, National Leaders of Education, partnership leaders and other external support agencies.	73 schools have received partnership support in the autumn term. Impact as above action (action 5.1.1).
3 Deliver a universal sold offer to schools to support effective development of leadership and quality first teaching, based on up to date local, national and international research.	To date, we have delivered 153 courses to 5465 delegates. All courses are bespoke to local need identified through data analysis and consultation with schools. Feedback shows that the vast majority of courses have been evaluated as good or better by delegates. The income target has been increased to £500,000 and we are on track to achieve this target.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 The percentage of pupils achieving a good level of development in the Early Years Foundation Stage Profile (Y) <i>Measures achievement in Early Years Foundation Stage</i>	61.7%	58% (6% above the 2012/13 national average)	56.6%	High	<p>In 2014, 61.7% of Nottinghamshire pupils achieved a good level of development. This represents an increase of 4.9 percentage points on the 56.8% reported in 2013.</p> <p>Bassetlaw schools witnessed the greatest increase of 10.1 percentage points (to 58.0%) between the years followed by Mansfield schools at 6.0 percentage points (60.3%).</p>
2 Pupils achieving a good Level 4 (4B or above) in reading, writing and mathematics combined at age 11 (Y) <i>Measures achievement at Level 4B or above for 11 year olds</i>	67.2%	70.0%	64.6%	High	<p>Final figures for 2014 show that 67.2% of Nottinghamshire pupils achieved a good level 4 (level 4B) or above in combined reading, writing and mathematics. This represents an increase of 2.6 percentage points from 2013. This places Nottinghamshire in-line with the national average for 2014.</p> <p>Analysis by district shows that Newark & Sherwood schools increased the most from 2013 by 6.1 percentage points to 68.4% of pupils achieving this level in 2014. Rushcliffe schools had the highest level of attainment at 80.4%.</p>
3 Achievement of 5 or more A*+C grades at GCSE or equivalent (inc. English and maths) BEST (Y) <i>Measures achievement of best result of GCSEs taken</i>	-	4% above national average	63.4%	High	Annual measure. Data available in March 2015
4 Achievement of 5 or more A*+C grades at GCSE or equivalent (inc. English and maths) FIRST (Y) (New measure) <i>Measures achievement first time GCSEs are taken</i>	-	New Measure		High	Annual measure. Data available in March 2015.

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
5 The percentage of pupils attending good or outstanding a) primary and b) secondary schools (T) <i>Measures the percentage of pupils able to attend outstanding or good schools</i>					<p>The percentage of Nottinghamshire pupils attending good or outstanding schools remains good when compared with national averages. For primary schools 83% of pupils are in good or outstanding schools as at the end of August 2014 which is above the national average of 81%. Comparisons against our statistical neighbours place Nottinghamshire 5th out of 11 authorities.</p>
	a) 83% b) 81%	a) 82% b) 82%	a) 81% b) 80%	High	<p>81% of Nottinghamshire pupils attend a good or outstanding secondary school. Nationally this figure is 74%. Comparisons against our statistical neighbours place Nottinghamshire 2nd out of 11 authorities on this measure. Nationally there was a slight fall of 1% between end of August 2013 and the same period in 2014. Nottinghamshire however witnessed an increase of 1% point over this period.</p>

Priority five - Investing in our future

Outcome 5.2 - The attainment gap in education continues to close for all ages

Over the four years of the Strategic Plan we said we would

- Narrow the attainment gap at ages 11 and 16 between pupils eligible for free school meals and the rest.
- Ensure that support is targeted where there are the most profound gaps in educational attainment.

Overall summary on progress of outcome

Building upon the learning from the "Together in Newark" pilot, a full consultation has taken place with schools and local partners in the Worksop area. "Together in Worksop" was launched in November, and all primary and secondary schools in Worksop, along with the local college and children's centres are fully signed up to work in collaboration to further improve outcomes and life chances for disadvantaged and vulnerable learners.

Results from Key Stage 2 (age 11) have continued to reduce the educational gap for children (eligible for free school meals at any point in the past six years) for the third year running when compared with the rest of Key Stage 2 pupils. Comparisons against a provisional national figure place Nottinghamshire 1.4 percentage points above the national average. However we continue to narrow the gap at a rate faster than is witnessed nationally.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action

- 1 Implement, monitor and review the Closing the Educational Gaps Strategy through the effective delivery of revised yearly action plans.

Progress

Headline statement for 2014 attainment gap at age 11 for L4+ in reading, writing and mathematics between pupils for whom pupil premium provides support and the rest: 26.0% of the pupils in the cohort were eligible for free school meals at some point in the past 6 years (FSM6).

The gap between FSM6 pupils achieving level 4 or above in combined reading, writing and mathematics against those not eligible has narrowed for the third year running. 66.0% of FSM6 pupils achieved this measure compared to 83.4% who were not FSM6 representing a gap of 17.4 percentage points. This is a 2.5 percentage point decrease from the 19.9 reported in 2013.

2014 final results show that FSM6 pupils witnessed the greatest increase in those achieving level 4 or above in reading, writing and mathematics (3.9 percentage points increase on 2013 to 66.0%) vs those who were not FSM6 (1.4 percentage point increase to 83.4%).

Greatest increase in FSM6 outcomes was in Mansfield district. 59.9% of FSM6 pupils achieved level 4 or above in reading, writing and mathematics; an increase of 8.2 percentage points from 51.7% reported in 2013.

- 2 Deliver the Newark town pilot and evaluate its impact with a view to sharing good practice and building collaborative capital in relation to effective early intervention, increased progression and improved behaviour and attendance for vulnerable learners.

Since the last report, the Authority has conducted a full consultation with schools and local partners in the Worksop area. Building upon learning from the "Together for Newark" pilot, a second Closing the Gap cross-phase/service locality collaboration is about to begin with partners in Bassetlaw district. The initial launch of "Together for Worksop" took place in November 2014 and was positively received by a wide range of local partners. All primary and secondary schools in Worksop, along with the local college and children's centres are fully signed up to working in collaboration to further improve outcomes and life chance for disadvantaged and vulnerable learners. A Steering Group is already in place and an external HE evaluation partner (Manchester University) has been commissioned to support strategic planning and ongoing evaluation of impact. An initial Listening Activity has been designed and conducted with a range of Worksop children, young people and parents/carers to identify the views of local people. The outcomes of this activity will be used to inform the set of cross phase/service working groups who will then pilot a range of collaborative closing the gap activities over the coming year.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 Achievement gap for those with a good level of development in the Early Years Foundation Stage Profile between pupils eligible for free school meals and the rest (Y) <i>Measures the gap in achievement at Early Years Foundation Stage between those eligible for free school meals and the rest</i>	27.1%	21.0%	23.0%	Low	<p>16.2% of the pupils in the cohort were eligible for free school meals (FSM).</p> <p>The gap between FSM pupils achieving a good level of development (GLD) against those not eligible has widened slightly in Nottinghamshire for 2014.</p> <p>Bassetlaw schools have seen the most positive reduction in the gap reducing to 17.4 percentage points, a 4.7 percentage point reduction from 2013. When looking at attainment only of the FSM cohort, Bassetlaw schools achieve best with 43.5% of the FSM pupils achieving a GLD.</p>

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>2 Attainment gap at age 11 for L4+ in reading, writing and mathematics between pupils for whom pupil premium provides support and the rest (Y)</p> <p><i>Measures the gap for 11 year olds receiving pupil premium support and the rest</i></p>	17.4%	18.0%	19.9%	Low	<p>The gap between Free School Meals at some point in the past 6 years (FSM6) pupils achieving level 4 or above in combined reading, writing and mathematics against those not eligible has narrowed for the third year running. 66.0% of FSM6 pupils achieved this measure compared to 83.4% who were not FSM6 representing a gap of 17.4 percentage points. This is a 2.5 percentage point decrease from the 19.9 reported in 2013. With the exception of Broxtowe district which witnessed a slight widening of the gap, all other districts managed to narrow the gap from what was reported in 2013, with Rushcliffe witnessing the greatest decrease in the gap. Comparisons against a provisional national figure places Nottinghamshire 1.4 percentage points above the national average and we continue to narrow the gap at a rate faster than is witnessed nationally.</p>
<p>3 Attainment gap at age 16 for 5 A*+C (inc English and maths) between pupils for whom the pupil premium provides support and the rest BEST (Y)</p> <p><i>Measures the gap for 16 year olds receiving pupil premium support and the rest on the best result of the GCSEs taken</i></p>	-	28.0%	31.5%	Low	Annual measure. Data available in March 2015.
<p>4 Attainment gap at age 16 for 5 A*+C (inc English and maths) between pupils for whom the pupil premium provides support and the rest FIRST (Y)</p> <p><i>Measures the gap for 16 year olds receiving pupil premium support and the rest on the first time the GCSE is taken</i></p>	-	New Measure		Low	Annual measure. Data available in March 2015.

Priority five - Investing in our future

Outcome 5.3 - Additional School Places will be available where they are needed

Over the four years of the Strategic Plan we said we would

- Increase the number of children getting their first choice primary school.
- Identify areas with the greatest pressure and demand for school places and prioritise these schools for future investment.

Overall summary on progress of outcome

The 2014 school places programme delivered 1,100 new places for the start of this academic year increasing capacity in areas of most demand. The Basic Needs funding for beyond 2015 is yet to be decided which will assist to provide new, high quality school places in locations that need more school places.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will secure sufficient funding to provide additional school places through effective analysis of place planning data to secure Basic Need funding from Central Government. We will also work with partners to secure fair and appropriate financial contributions for education provision from housing developments, via the planning process.	Basic Need funding for beyond 2015 is yet unknown and therefore no further update at this time.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 The number of new school places created (Y) <i>Measures the number of new school places created per year</i>	840	800	New Measure	High	All projects in the 2014 programme were delivered on time. Property colleagues are reviewing project costs in preparation for the publication of a new basic need scorecard by the DfE.
2 The percentage of Nottinghamshire families receiving their first preference offer on national offer day (Y) <i>Measures the percentage of families receiving their first preference school choice</i>	a) 91.3% b) 96.5% c) 96.5%	93%-98%	91.5% 98.1% 95.9%	High	Nottinghamshire continues to remain above the national average for the percentage of families receiving their first preference for primary and secondary school. Nationally, the primary figure is 87.7% and secondary is 85.2%.
3 The percentage of Nottinghamshire families receiving an offer for one of their preferences on national offer day (Y) <i>Measures the percentage of families receiving an offer for one of their preference school choices</i>	a) 97.7% b) 98.1% c) 99.1%	95%-100%	97.5% 99.5% 99.2%	High	Nottinghamshire continues to remain above the national average for the percentage of families receiving an offer for any of their preferences for primary and secondary school. Nationally, the primary figure is 96.4% and secondary is 96.8%.

Key for measures 2 and 3 above

- a) First Admission
- b) Infant to junior
- c) Secondary

Priority five - Investing in our future

Outcome 5.4 - Children and young people will receive early help and the support they require to be safe and thrive

Over the four years of the Strategic Plan we said we would

- Increase the proportion of children achieving a 'good level of development' in the Early Years Foundation Stage.
- Target our resources to provide services that help children and young people to thrive to areas of greatest need.

Overall summary on progress of outcome

Progress against this outcome is on track. Of particular note, is the pilot activity which has taken place to develop a model of structured assessment and planning across Early Help and Children's Social Care services.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action

- 1 Align early help and social care services in localities so that families receive a joined up service.
- 2 Improve the multi-agency help offer to children, young people and families simplifying and improving access to services and developing clear pathways into support.
- 3 Review and refresh our common assessment approach for individual children, young people or families who need integrated early help support.

Progress

A review of Family Support services is underway with the intention of establishing the new integrated service arrangements from April 2015. Following its completion, a review of the senior management arrangements for Early Help and Children's Social Care services will then start. Also underway is a pilot for co-located service delivery in Bassetlaw. The lessons learnt from the Bassetlaw pilot will be used to inform the future integrated service arrangements for Family Support service.

The Nottinghamshire Early Help offer was published in October 2014, and a revised Pathway to Provision document incorporating the Education, Health and Care Pathway will be published in April 2015

Work to develop a model of structured assessment and planning across our Early Help and Children's Social Care services has progressed with some pilot activity undertaken by practitioners in January 2015. An implementation plan for the rollout has been developed in line with the plans for integrating early help services and developing a single assessment in social care. An e-learning package has been commissioned to support practitioners across the partnership undertaking assessment and planning using the Early Help Assessment Framework.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
1 The percentage of children aged 0-4 living in low income areas and target groups seen at children's centres (Q) (cumulative) <i>Measures the percentage of targetted children aged 0-4 seen at children's centres</i>	58.0%	65.0%	46.5%	High	The proportion of families seen during 2014/15 Quarter 3 was 58%, compared with 48% in 2013/14 Quarter 3 (as this indicator is cumulative). This represents an increase of 20.1% over the 12 months.
2 The percentage of children who had an Early Help Assessment who have had their needs met (Y) <i>Measures the percentage of children who have had their needs met through an Early Help Assessment per year</i>	-	New Measure		High	Annual measure. Data available in March 2015
3 First time entrants to the Youth Justice System aged 10-17 (per 100,000) (Q) <i>Measures the number of 10-17 year olds entering the Youth Justice System for the first time per population</i>	133	320	65	Low	First time entrants to the youth justice system continue to be low and stable in overall countywide terms. Within this context, there were 4 more actual first time entrants to the youth justice system than during the corresponding period last year, with the districts of Mansfield and Bassetlaw experiencing the greatest proportion amongst the seven district areas. Some 41% of the offences committed by the first time entrant population was violence; the next largest volume, accounting for 16%, was theft and handling.

Priority five - Investing in our future

Outcome 5.5 - Young people are supported to reach their potential

Over the four years of the Strategic Plan we said we would

- Reduce the percentage of children not in education, employment or training (NEET).
- Ensure that effective advice and guidance is available to support children in choosing the most appropriate career pathway.

Overall summary on progress of outcome

Work is ongoing to make representation to Government regarding regional Youth and European Social Fund (ESF) contract performance from providers.

Key actions being undertaken in 2014/15 that contribute to the achievement of this outcome:

Action	Progress
1 We will work with Futures to improve the impartial information, advice and guidance provided to young people.	Futures continues to develop its sold careers offer to schools, and remains the National Careers Service provider for the East Midlands, in respect of post 18 careers advice.
2 We will support and monitor the Youth and European Social Fund contracts to ensure eligible young people have the opportunity to engage with good quality learning and training opportunities.	The number of young people involved (in learning and training) remains relatively low across the East Midlands, including in Nottinghamshire. The County Council does not have direct influence over this activity, as the Youth and ESF contract providers are directly contracted by central government.
3 We will maintain a comprehensive Youth Service offer focused on areas in most need.	This action is on track and has been successfully implemented and embedded through the Youth Service's new structure (from October 2014) which is based on areas of the most need.

We are monitoring our progress in achieving this outcome through these measures:

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
The percentage of young people who have attained a full level 3 qualification by 19 (Y) <i>Measures the percentage of young people attaining full level 3 qualification by age 19</i>	-	To move from fourth to third quartile	47.9%	High	Annual measure. Data is available March 2015
Percentage of young people who have not attained a Level 2 qualification in English and mathematics at age 16 who go on to attain Level 2 or higher in both by the end of the academic year in which they turn 19 (Y) <i>Measures the percentage of young people who did not initially achieve level 2 but who went on to achieve level 2 by age 19</i>	-	To reach national average	16.0%	High	Annual measure. Data is available March 2015

REPORT OF LEADER OF THE COUNCIL**OUTCOMES FROM THE COMPLAINTS PROCESS - APRIL 2014 TO
DECEMBER 2014****Purpose of the Report**

1. The purpose of this report is to present a summary of complaints made to the County Council and the Local Government Ombudsman (LGO) between 1 April 2014 and 31st December 2014.

Background

2. The Complaints and Information Team (C&IT) is based at County Hall and deals with all the formal complaints made to the Council including those made through the Local Government Ombudsman, it is also responsible for handling requests made under the Freedom of Information Act and Access to Records requests. C&IT is distinct from the Customer Service Centre which handles, amongst other things, fault reporting, formal complaints are those which require some element of investigation and a formal response under one of the Councils complaints procedures.
3. Members will be aware that the Council has three complaints processes; two of which, children's and adults social care processes, are statutory. The corporate complaints process deals with all other areas of Council service.
4. The statistical information relating to the numbers of complaints is set out in Appendix A to this report. It should be noted that although trend information (total number of complaints year by year) for children's and adult social care is provided, it is not possible to provide trend information for each area of service easily, as the structures have changed significantly in recent years.

Children's Social Care

5. It is important to understand complaints in the context of whole service provision. Children's Social Care dealt with **8716** referrals in the period during the last financial year. At the end of March 2014 there were **590** children on child protection plans, and **830** Looked After Children

6. The number of complaints received during the first 9 months of the year is 197 and this represents a slight reduction in the number of complaints received last year during the same period.
7. The statutory children's social care complaints process has 3 stages: initial response, independent investigation, and finally a review by a panel of 3 independent people. It is very pleasing to note that 99% of complaints were resolved at stage 1 of the procedure. It is much better that complaints are resolved as soon as possible.
8. 75% of the complaints received were either not upheld or only partially upheld.
9. There have been a number of complaints about the contents of assessments when family members disagree with the contents and/or conclusions; about the way in which referrals have been handled: both about the decision to investigate further and the decision not to take further action. There have also been a small number of complaints about data breaches. The majority of complaints related to individual assessments when families were unhappy with the conclusions reached. These can only be dealt with on an individual basis, and have no ongoing procedural implications or lessons that can be drawn from them.

Adult Social Care

10. Adult Social Care dealt with 32,600 referrals in 2013/14 and provided services to 11,087, older adults (65+) and to 4,746 younger adults. The support services to older adults include: help with mental health problems (2,407); help to people with physical disabilities (8,395); and support to other vulnerable adults (285). The support for younger adults includes: learning disability (2,158); physical disability (1,836) and remainder support to younger adults with mental health and other vulnerabilities (752).
11. The number of complaints received in the first 9 months of the year is 197 (it is a coincidence that the figure is the same as children's social care) which is also a reduction in the number received during the same period the year before. There are no set timescales in this process as these are negotiated individually with complainants as required by law.
12. There have been a number of complaints that related to the decisions not to fund long term care for service users, about hospital discharge arrangements, and about reduction in care packages. In a similar way to children's social care complaints about assessments where families are unhappy with the conclusions reached are very individual and have no ongoing lessons that can be drawn from them.

Corporate Complaints

13. The number of corporate complaints received during the first 9 months of the year was 439 which is comparable figure with the number received in the same period during 2013. The proportion of complaints resolved at stage 1 was 98%.

14. During the period there have been a significant number of complaints relating tree and hedge maintenance and the lack of response to fault reporting in this area of work. Unfortunately there had been a vacant post of tree inspector, which has now been filled. In addition separate, temporary, funding has been made available to deal with the nationwide problem of ash tree die back which has placed an additional burden on the capacity of officers. It is however inevitable that as budgets reduce it is not possible to do the same volume of work as previously. Every effort is being made however to find innovative ways of delivering services.
15. In response to complaints about communication and responses to fault reporting, in Highways services, the automated acknowledgements and response letters produced by HAMS, the Highways asset management system, have been reviewed and amended to explain response times and the next steps in resolving issues.
16. Officers from the Customer Service Centre and the Pensions team have also met to review how pension queries are handled and a new “duty desk” system has been established, as there were some complaints about the response times for pension enquiries.
17. There were a number of complaints which highlighted that there were occasions when recorded and special delivery mail went missing. As a result the central mail team at County Hall have revised procedures for dealing with this type of incoming post.
18. Regular feedback about complaints is given to each Department’s leadership team and appropriate follow up action is taken. In addition the Service Director for Children’s Social Care receives all reports from the independent panels who review the complaint at the last stage of the statutory process, and approves an action plan to carry out any recommendations.

Complaints to the Local Government Ombudsman

19. The Local Government Ombudsman (LGO) looks at complaints about councils and some other authorities and organisations, including education admissions appeal panels. During this period 32 complaints about this Council to the Ombudsman have been concluded of these 81% were not upheld or were closed after initial enquiries either because there was insufficient evidence of fault to conduct an investigation, or the complaint was out of the jurisdiction of the Ombudsman.
20. The Council has accepted the Ombudsman’s recommendations in the other cases, these included:
 - reducing the outstanding bill for a user of adult social care;
 - an apology and ensuring staff receive feedback about issues raised;
 - a revision of letters for parents applying “in year” for a school place;
 - offering places at schools in two cases;

- and a payment, in recognition of uncertainty caused to a service user and her family, as a result of errors in the assessment process.

21. The LGO is very much aware that all Councils are considering alternative methods of service delivery and will be commissioning services and entering into partnerships of many different kinds to provide services for residents. The Ombudsman has made it clear however that if a particular service is an administrative function of the Council the LGO will expect the Council to deal with any complaint about the service and the LGO will only enter into communication with the Council, rather than any provider, about the complaint.

Statutory and Policy Implications

22. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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

Policy Committee is asked to note the contents of this report,

Cllr Alan Rhodes Leader of the Council

For any enquiries about this report please contact: Jo Kirkby, Team Manager Complaints and Information Team 9772821

Constitutional Comments (CH 23.2.15)

The report is for noting purposes only.

Financial Comments (SES 25/02/15)

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

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

- All

Breakdown by Category of Complaint April 2014 – December 2014

Children's Social Care Complaints received by Service Area	2012/13	2013/14	2014/15 9 Months
Access to Resources			7
Safeguarding & Independent Review			7
Social Work Services (MASH& Assessment teams)			42
Social Work Services (Childrens Disability Teams, District Child Protection Teams, Regulated Services, OT)			77
Social Work Services (Looked After Children, Permanence and Court work , Distict Child Protection Teams, Leaving Care)			64
	249	289	197

Of 194 Children's Social Care complaints completed in the period 192 (99%) were completed at Stage 1

Adult Social Care Complaints received by Service Area	2012/13	2013/14	2014/15 9 Months
Access & Public Protection			34
Day Services & Employment			5
North & Mid Nottinghamshire			97
Residential Services			3
South Nottinghamshire			55
Strategic Commissioning			3
Total	218	245	197

Corporate Complaints Process	2012/13	2013/14	2014/15 9 Months
Environment & Resources	426	453	359
Children Families & Cultural Services (excluding Children's Social Care)	67	63	47
Policy Planning & Corporate Services	11	9	9
Public Protection	10	4	8
Adult Social Care Health and public Protection (excluding adult social care)	10	10	7
Public Health	0	1	5
Total	524	540	435

Of 393 complaints completed in the period 386 (98%) were completed at Stage 1

REPORT OF THE LEADER**LOCAL GOVERNMENT ASSOCIATION ANNUAL CONFERENCE &
EXHIBITION HARROGATE 30 JUNE - 2 JULY 2015****Purpose of the Report**

1. To seek approval for the attendance of three Members and the Chief Executive at the Local Government Association (LGA) Annual Conference & Exhibition, Harrogate, 30th June to 2nd July 2015.

Information and Advice

2. The LGA covers every part of England and Wales, and is the voice of local government. The Local Government Association's annual conference is the largest event in the local government calendar, regularly attracting over 1,200 delegates.
3. The 2015 conference will take place 50 days in to the new Government, halfway through their first crucial 'first 100 days' of office and in the lead up to one of the most important Comprehensive Spending Reviews of the recent years. The conference will also be an opportunity to take stock and see how far the call for greater local powers and devolution has come since Scotland's historic vote in 2014.
4. The conference will provide delegates with an opportunity to challenge and debate the progress made by the new Government with Ministers and shadow spokespersons alongside other key players from central and local government, and private and voluntary sector partners.
5. It is proposed that the Leader and Deputy Leader attend the conference along with the Chief Executive. The remaining place will be offered to the main Opposition group.

Other Options Considered

6. No other options considered.

Reasons for Recommendation

7. To ensure the County Council's attendance at this years annual conference.

Statutory and Policy Implications

8. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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

9. The cost of each conference place is £495 (which reflects a reduced rate for LGA Members). The costs for Member attendance and related travel and accommodation will be met from the Democratic Services budget for Member conference fees and will be in accordance with the requirements and rules within the Travel and Accommodation Policy.

RECOMMENDATION

That approval be given for the attendance of three Members and the Chief Executive at the Local Government Association Conference and Exhibition in Harrogate on 30 June – 2 July 2015.

COUNCILLOR ALAN RHODES
Leader of the Council

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services T: (0115) 9772590 E: keith.ford@nottsc.gov.uk

Constitutional Comments (CEH 04/02/15)

The recommendation falls within the remit of Policy Committee by virtue of its terms of reference.

Financial Comments (SEM 06/02/15)

The financial implications are set out in the report.

Background Papers

- Electronic bulletin from the LGA

Electoral Division(s) and Member(s) Affected

All

REPORT OF CHAIR OF TRANSPORT & HIGHWAYS COMMITTEE**PROPOSED AFFILIATION TO EXTERNAL RAIL BODIES****Purpose of the Report**

To seek approval for the Council to be a member of Rail North.

Information and Advice**Devolution of rail services to 'Rail North'.**

1. Since 1969 England's 6 largest conurbations have had Passenger Transport Authorities (PTAs) which have had significant responsibilities for local bus and rail services. In March 2012 the Government published a White Paper which proposed the possibility of devolving full responsibility for some rail franchises to local authorities including outside of the PTA areas.
2. At the initiative of a number of PTAs, a group called Rail North is being set up to take forward devolution of rail services across the whole of the north of England which are run by the Northern and Trans-Pennine franchises. The Northern franchise services include 2 in Nottinghamshire:-
 - Nottingham – Sheffield - Leeds, and
 - Sheffield – Worksop – Retford – Lincoln,so Nottinghamshire County Council is eligible to participate in Rail North.
3. The PTAs have proved to be very effective in promoting rail services in their areas with generally more investment, services at higher frequencies and lower fares than in non-PTA areas. Rail North offers the possibility of such benefits being rolled out across the whole Rail North area, including to the 2 Rail North services through Nottinghamshire.
4. The Council has long-standing aspirations for improvement of both the potential local Rail North services.

a) Nottingham – Sheffield – Leeds

This service was introduced in December 2008, in response to the substantial campaign by Nottinghamshire County Council and South Yorkshire PTA in recognition of which the inaugural train was formally named 'County of Nottinghamshire'. However, because of various limitations to the infrastructure and timetabling, journey times are extremely slow, with the 81 miles taking 2 hours at an end-to-end speed of just 40½mph, so the Council has been working towards a 2-stage reduction of journey time initially to 1 hour 40 minutes, then to 1 hour 20 minutes, hopefully by December 2019.

b) Sheffield – Worksop – Retford – Lincoln,

The existing service consists of 1 train an hour throughout the day plus 1 additional service between Sheffield and Worksop in the morning and evening peak periods. This is far lower than on equivalent services in PTA areas, where at least 2, and often 3 or 4 trains per hour throughout the day is standard. Because trains call at 5 intermediate stations between Worksop and Sheffield, including Shireoaks in Nottinghamshire, average speeds are very low, with the 15¾ miles between Worksop and Sheffield taking 30 minutes at an average speed of just 31½mph. The Council therefore has an aspiration to have 2 trains an hour throughout the day between Worksop and Sheffield, and to have significantly quicker journey times with one non-stop train per hour taking just 20 minutes (47mph); and one train per hour calling at the intermediate stations taking around 25 minutes (38mph).

5. The Council has done a lot of detailed work towards its aspirations for these two services. Some investment in the infrastructure would be required to enable higher speeds and so quicker journey times. Crucially, making the services faster would make them cheaper to operate, as the service would need fewer train sets and train crews to operate (because each train set and crew could operate more trips each). Rail North support for these proposals will add weight to the Council's position, and is likely to help secure these improvements.
6. The emerging Rail North proposals include opportunities to influence future services, including securing improvements on both the Nottinghamshire routes. Following intensive liaison between the Council and Rail North, it was announced on 27th February that there are to be some significant improvements to the Worksop – Sheffield service
 - an enhanced Sunday service by 2017, with more than double the current number of trains; and
 - An increase from 1 train per hour to a train every 30 minutes on Mondays – Saturdays by 2019
7. The Rail North proposals have been worked on since 2012 with involvement from the Council. The proposals have now reached the stage of being sufficiently developed so that Rail North is being formally constituted and formal membership sought. Around 30 Councils are eligible for membership of Rail North, and it looks as if all are choosing to participate, in recognition of and to benefit from any improvements that are likely to arise.

Financial Implications

8. It is proposed that Rail North should have an annual budget of £36,000 for 2015/16, which would be shared between the affiliated Authorities pro-rata to the proportion of Rail North services in an Authority's area. For Nottinghamshire that proportion is just 0.3%, resulting in an annual subscription fee of £108 in 2015/16 which is the year from which subscriptions would start. Funding would come from the Transport Policy & Programmes Team rail revenue budget.
9. The governing body of Rail North is a Leader's board, which would meet annually or more often if required. Nottinghamshire would be represented by either the Leader or the Chair of Transport & Highways committee

10. It would be possible at any stage for the Council to withdraw from Rail North, simply by giving 6 months' notice of an intention to withdraw.

Other Options Considered

11. The only alternative to joining Rail North would be for the Council to try to lobby on its own for improvements on the Sheffield – Worksop – Retford – Lincoln line and on the Nottingham – Sheffield – Leeds line. However, without the collective strength given by having 30 Councils supporting the enhancements to which Nottinghamshire aspires, the Council's chances of securing those improvement would be considerably less

Reasons for Recommendations

12. Being a member of Rail North will significantly enhance the ability of the Council to secure enhancements to the rail services on the Sheffield – Worksop – Retford – Lincoln line and on the Nottingham – Sheffield – Leeds line

Statutory and Policy Implications

13. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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) It is proposed that Nottinghamshire County Council affiliates to Rail North.

Councillor Kevin Greaves
Chairman of Transport & Highways Committee

For any enquiries about this report please contact:
Jim Bamford 0115 97773172

Constitutional Comments (HD 03/03/2015)

14. Policy Committee has the authority to deal with the recommendations.

Financial Comments ([NDR 03/03/2015])

15. The financial implications are set out in paragraph 8 of the report.

Background Papers and Published Documents

'None'

Electoral Division(s) and Member(s) Affected

'All'

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2014/15.

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: Keith Ford, Team Manager, Democratic Services T: (0115) 9772590 E: keith.ford@nottsc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

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 (AS AT 24 FEBRUARY 2015)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
22 April 2015			
Corporate Branding update	To seek approval for the next steps in relation to corporate branding.	Martin Done	Clare Yau
City of Nottingham and Nottinghamshire Economic Prosperity Committee	Annual report on this joint committee between the County Council, City Council and Borough/District Councils in Notts.	Jayne Francis-Ward	Matt Lockley
Social Media Policy and Strategy	Update on the use of social media and approval for a new strategy and policy	Martin Done	Clare Yau
Annual Delivery Plan 2015-16	Consideration of key actions and measures to support delivery of the Council's strategic plan priorities in 2015-16.	Celia Morris	Matthew Garrard
Income Generation through Advertising and Sponsorship	Progress report on income generation through advertising and sponsorship revenues	Martin Done	Clare Yau
20 May 2015			
Complaints and Information Update	Summary of complaints, FOI/EIR, and compliments received and outcomes	Celia Morris	Jo Kirkby
Performance against priorities	Review of final position against the first annual delivery plan and progress against the four year strategic plan.	Celia Morris	Matthew Garrard
17 June 2015			
Redefining Your Council	Evaluation of first phase of new transformation framework.	Anthony May	
Senior Leadership Team	To seek approval for restructuring proposals.	Anthony May	
15 July 2015			
Transformation Programme – Progress Update	Quarterly report on the progress of the Council's Transformation Programme.	Jayne Francis- Ward	Caroline Agnew

