

Policy Committee

Wednesday, 10 December 2014 at 10:30

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

AGENDA

- | | | |
|---|--|--------------|
| 1 | Minutes of last meeting held on 12 November 2014 | 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 | Implementation of the Raising of the Participation Age Strategy for Nottinghamshire | 7 - 22 |
| 5 | Economic Development Strategy - Progress Report | 23 - 34 |
| 6 | Annual Delivery Plan 2014-15 - Quarter 2 Progress Report | 35 - 96 |
| 7 | LEADER Rural Development Programme - Nottinghamshire Submission Results | 97 - 106 |
| 8 | Work Programme | 107 -
110 |

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, 12 November 2014 at 10:30am

membership

Persons absent are marked with `A`

COUNCILLORS

Alan Rhodes (Chairman)

Joyce Bosnjak (Vice-Chairman)

Reg Adair

Jim Creamer

Kay Cutts MBE

Glynn Gilfoyle

Kevin Greaves

Stan Heptinstall MBE

Richard Jackson

David Kirkham

John Knight

Diana Meale

Philip Owen

John Peck JP

Ken Rigby

Martin Suthers OBE

Gail Turner

Stuart Wallace

Muriel Weisz

ALSO IN ATTENDANCE

Councillor Alan Bell

Councillor Nikki Brooks

Councillor Steve Carroll

Councillor Kate Foale

Councillor Sheila Place

Councillor Liz Plant

Councillor John Wilkinson

Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Mick Burrows

Jon Wilson

Anthony May

Chief Executive

Adult, Social Care & Health

Children's, Families and Cultural Services

Philip Dent

Tim Gregory

Jas Hundal

Nigel Stevenson

Angela Wendels

Environment & Resources

Carl Bilbey

Martin Done

Keith Ford

Jayne Francis-Ward

Neil Robinson

Anthony May

Celia Morris

Catherine Munro

Anna Vincent

Michelle Welsh

Policy, Planning & Corporate Services

OTHER ATTENDEES

Martin Sleath
Gail Flack

} Unison

MINUTES

The Minutes of the last meeting held on 8 October 2014, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

REDEFINING YOUR COUNCIL – TRANSFORMATION AND SPENDING PROPOSALS 2015-16 – 2016-17

RESOLVED: 2014/060

- 1) That the progress made to date under the Redefining Your Council framework be noted.
- 2) That the Category A savings proposals, as appended to the committee report, be approved for implementation.
- 3) That consultation start on the category B and C savings proposals, as appended to the committee report, and a potential increase in Council Tax.

STAFFING STRUCTURE FOR PERFORMANCE, INTELLIGENCE AND POLICY TEAM

RESOLVED: 2014/061

- 1) That the work undertaken in developing the centralised Performance, Intelligence and Policy Team be noted.
- 2) That the proposed staffing structure for the Performance, Intelligence and Policy Team as set out in Appendix A to the committee report, be approved.

INFORMATION STRATEGY 2014-18

RESOLVED: 2014/062

- 1) That the Information Strategy be approved and adopted.
- 2) That it be recognised that additional resources and funding would be required to deliver this Strategy and appropriate business cases would be presented in respect of this. [Page 4 of 110](#)

NEW POLICY FOR PROVIDING PLANNED SHORT BREAKS FOR ADULT SERVICE USERS AND THEIR CARERS

RESOLVED: 2014/063

- 1) That the results of the Short Breaks Policy consultation be noted.
- 2) That the policy for providing planned short breaks for adult service users and their carers be approved.
- 3) That the policy be implemented from January 2015.

SCHOOLS FUNDING: AGREEMENT OF THE LOCAL FUNDING FORMULA FOR 2015-16

RESOLVED: 2014/064

That the recommendations of the Schools Forum to distribute available funding between Nottinghamshire schools and academies in 2015-16, as outlined in Appendix 1 and paragraphs 13,14 & 16 of the committee report, be approved.

APPOINTMENT TO OUTSIDE BODY

RESOLVED: 2014/065

- 1) That Nottinghamshire Advice Network Charitable Board be added to the Outside Body appointments list.
- 2) That Councillor Langton be appointed to serve on the Board on behalf of the Council until May 2017.

EUREKA! 12-MONTH REVIEW

RESOLVED 2014/066

That the progress made to date with Eureka! be noted.

COMMUNITY ASSET TRANSFER POLICY

RESOLVED 2014/067

That the Community Asset Transfer Policy be approved.

PROPOSED SCAPE GROUP REORGANISATION

RESOLVED 2014/068

- 1) That the reorganisation of the Scape Group of companies, be supported in principle, subject to details referred to in recommendation 3) below being finalised.
- 2) That the County Council's Shareholder representative be authorised to vote in favour of the reorganisation [Page 5 of 10](#) consultation with the Corporate Director of

Environment and Resources and the Group Manager, Legal and Democratic Services.

- 3) That authority be delegated to the Corporate Director for Environment and Resources to negotiate and approve final details of the terms of the transfer of the Council's shareholding from Scape System Build Limited (SSBL) to Scape Group Limited (SGL), as specified in paragraph 7 of the committee report, in consultation with the Group Manager, Legal and Democratic Services and the Section 151 Officer.
- 4) That the Council enter into the necessary legal agreements to effect the above recommendations.
- 5) That, subject to the transfer of shareholding taking effect, the list of Outside Bodies be updated as necessary.

WORK PROGRAMME

RESOLVED: 2014/069

That the work programme be noted.

The meeting closed at 12.45 pm.

CHAIRMAN

**REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S
COMMITTEE****IMPLEMENTATION OF THE RAISING OF THE PARTICIPATION AGE
STRATEGY FOR NOTTINGHAMSHIRE****Purpose of the Report**

1. This report seeks approval of the proposed Raising the Participation Age Strategy (attached as **Appendix 1**) as recommended by the Children and Young People's Committee.

Information and Advice

2. The Raising of the Participation Age came into effect from June 2013, when all young people completing year 11 became subject to a duty to participate in education or training until the end of the academic year in which they turn 17 years of age. RPA is being phased in and, as such, from 26 June 2015 the duty to participate will be extended to a young person's 18th birthday. The three primary routes for young people to participate are:
 - full-time study in a school, college or with a training provider
 - full-time work or volunteering combined with part-time education or training
 - an Apprenticeship/Traineeship.
3. Under RPA, the duty to participate resides with the young person. In order to satisfy that duty, young people in full-time learning will access 540 guided learning hours per year. Those in employment or volunteering will do so for an average of 20 hours per week as a minimum, and in addition will access 280 guided learning hours a year. Young people in an apprenticeship and the new traineeships also meet the duty to participate.
4. For young people who are being home educated, there is no hourly requirement of education, and the amount and content of that education is at the discretion of the home educator. In most circumstances it will be the young person themselves who will state that they are home-educated. Where a local authority believes there is some doubt in the matter they may wish to seek confirmation of this from the parent or guardian, but no on-going monitoring of the education is required.
5. Local authorities have existing responsibilities to support young people into education or training. These include a responsibility to:

- secure sufficient suitable education and training provision for 13-19 year olds
 - make available support to encourage, enable and assist young people aged 13-19 years and young adults aged 20-24 with a Learning Difficulty Assessment to participate in education and training.
6. In order to meet these responsibilities, local authorities are expected to track participation in line with National Client Caseload Information System (NCCIS) requirements and to ensure that young people who are not in education, employment or training (NEET) are supported.
 7. The Education and Skills Act (ESA) 2008 places two new duties on local authorities in relation to RPA:
 - promoting the effective participation of all 16 and 17 year old residents in the local authority area, and
 - making arrangements to identify young people resident in the local authority area who are not participating.
 8. Local authorities are expected to meet any costs incurred in the delivery of these duties from their overall budgets. In addition, local authorities are expected to lead the local implementation of the September Guarantee, which is an offer of a place in learning for young people leaving year 11 and all 17 year old Nottinghamshire residents.
 9. In relation to RPA, schools and colleges are under a duty to secure access to independent face-to-face careers guidance for pupils in year 8-13 where it is the most suitable support for young people to make successful transitions. The duty particularly applies for children from disadvantaged backgrounds or those who have special educational needs, learning difficulties or disabilities. An equivalent requirement applies to 16-18 year olds in colleges through funding agreements. Schools are expected to engage, as appropriate, in partnership with external, expert careers providers, but are otherwise free to make arrangements that fit the needs and circumstances of their students.
 10. Under the ESA 2008, providers of education or training for 16 and 17 year olds are under two duties in relation to RPA. They must:
 - promote good attendance of 16 and 17 year olds
 - inform local authority support services if a young person (aged 16 or 17 years) has dropped out of learning. This is so the young person can be contacted swiftly and offered support to help them re-engage.
 11. The Education and Skills Act 2008 also placed a requirement on employers to take certain actions in respect of young people who meet the duty to participate in order to enable and encourage them to combine work with education/training.
 12. Although the 2008 legislation contains an intention to apply enforcement options on young people and employers who fail in their duties, these are not being implemented at this stage. However, they remain in statute and could be introduced in the future.

13. In November 2012, the Local Authority assessed its readiness to implement RPA against a Department for Education (DfE) Toolkit and following this a Raising of the Participation Age 'Action Plan' was developed for Nottinghamshire to ensure that the Local Authority had adequate arrangements in place to meet its duties.
14. According to draft RPA participation data released by the DfE in March 2014, 92.7% of young people aged 16 and 17 in Nottinghamshire were participating in education and/or training compared to 90.8% regionally and 90.3% across England.
15. During 2014 the RPA Plan was reviewed and a more detailed Raising the Participation Age Strategy was developed. The proposed Strategy, attached as **Appendix 1**, describes the activities the Local Authority is committed to delivering through both its Targeted Support services and School Improvement service alongside its partners to ensure we can continue to deliver our obligations under RPA with more limited resources.

Other Options Considered

16. No alternative options have been considered.

Reason/s for Recommendation/s

17. The rationale for the recommendation is to ensure that the Local Authority with its key partners has in place a Strategy for the Raising of the Participation Age which enables us to continue to fulfil our duties under RPA and has engagement with key 14-19 partners and stakeholders.

Statutory and Policy Implications

18. 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) That the proposed Raising of the Participation Age (RPA) Strategy, attached as **Appendix 1**, be approved.

Councillor John Peck
Chairman of the Children and Young People's Committee

For any enquiries about this report please contact:

Denis A McCarthy
Targeted Support Operations Manager
T: 01623 434005
E: denis.mccarthy@nottscc.gov.uk

Constitutional Comments (LM 21/11/14)

19. The Policy Committee has delegate authority within the Constitution to approve the recommendations in the report.

Financial Comments (KLA 21/11/14)

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

Background Papers and Published Documents

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

Implementation of Raising the Participation Age Strategy in Nottinghamshire – report to Children and Young People’s Committee on 10 November 2014 (published)
Minutes of the Children and Young People’s Committee meeting – 10 November 2014 (published)

Electoral Division(s) and Member(s) Affected

All.

C0538



Policy Library Pro Forma

This information will be used to add a policy, procedure, guidance or strategy to the Policy Library.

Title: Raising the Participation Age Strategy

Aim / Summary:

Document type (please choose one)

Policy		Guidance	
Strategy	√	Procedure	

Approved by:

Version number:

Date approved:

Proposed review date:

Subject Areas (choose all relevant)

About the Council		Older people	
Births, Deaths, Marriages		Parking	
Business		Recycling and Waste	
Children and Families	√	Roads	
Countryside & Environment		Schools	
History and Heritage		Social Care	
Jobs		Staff	
Leisure		Travel and Transport	
libraries			

Author:

Denis McCarthy / Kathryn Wood

Responsible team:

TSYJ/EIS

Contact number:

Contact email:

Please include any supporting documents

1.

2.

3.

Review date

Amendments



Raising the Participation Age Strategy

Foreword

“We want Nottinghamshire to be a place where everyone is able to enjoy a good quality of life. Ensuring that children, young people and families are supported as an investment in our future, for all residents in Nottinghamshire. This investment needs to ensure that services that support attainment and achievement are primarily focussed toward those young people, families and communities in greatest need.” **Strategic Plan 2014-18**

Through the Local Authority Strategic Plan, Nottinghamshire has made clear its commitment to working in partnership with schools, academies, further education and skills providers and employers to ensure young people make a successful transition into adult life. This means young people gaining the skills, qualifications and experience they need to enter the labour market with confidence and ambition.

Our strategic Plan makes a particular commitment to use the increasingly scarce resources available to the Local Authority to direct support to children and young people from the most deprived areas and with the greatest need.

The case for raising the participation age was made by the Department for Education in their publication **“Raising Expectations: staying on in education and training post-16 From Policy to legislation”** (DfE November 2007) which stated:

‘The benefits of participating in learning post-16, both to individuals and to the economy and society at large, are significant and growing. Our ambition is to realise those benefits for all young people. It is time to make a reality of our long held ambition for all young people to stay on in learning until 18’.

‘Raising the Participation Age’ (RPA) was introduced through the Education and Skills Act 2008. The Legislation brought about a change in the minimum age at which young people in England can leave learning.

RPA is being introduced in two phases. Since September 2013, young people are required to continue in education or training until the end of the academic year in which they turn 17, or until completion of a full Level 3 (defined as two or more A Levels or their equivalent in vocational qualifications), whichever is the sooner.

From 2015, they will be required to continue in learning until their 18th birthday.

RPA does not necessarily mean young people must stay in school beyond the age of 16; they are able to choose from one of the following options:

- Full-time study in a school, college or with a training provider.
- Full-time work or volunteering combined with part-time education or training.
- An Apprenticeship.

The duty to participate resides with the individual young person. An intention outlined in the legislation to apply enforcement options on young people and employers who fail in their duties are not being implemented at this stage, but remain in statute and could be introduced in the future.

Responsibilities for Local Authorities:

The Education and Skills Act 2008 placed the following duty on Local Authorities:

- To promote the effective participation in education or training of young people in their area.
- To make arrangements to identify young people not participating in education, employment or training (NEET) – i.e. maintaining a comprehensive tracking system at primary, secondary and post 16.

These complement existing duties to:

- Secure sufficient suitable education and training provision for all 16-19 year olds.
- Have processes in place to deliver the September Guarantee.
- Track young peoples' participation.

Responsibilities for Schools, Academies and Post 16 Learning Providers:

The Act placed the following duty on learning providers:

- To promote good attendance of 16 and 17 year olds.
- To inform local authority support services if a young person has dropped out so that they can be contacted swiftly and offered support.

Responsibilities for Employers:

Employers must ensure that where a young person is employed for more than 20 hours per week, they allow them to undertake accredited training for a minimum of 280 guided learning hours per year (equivalent to one day per week). If the 16 or 17 year old is working less than 20 hours per week or less than 8 weeks in a row there is **no requirement**.

If the employer is not providing accredited training then they are required to:

- Check that the young person is enrolled on some accredited learning/training;
- Agree reasonable hours off work to allow access to training

1. Context

- ✓ There are 785,802 people living in Nottinghamshire County Local Authority Area.
- ✓ According to the 2011 ONS Census almost 20,000 of these are aged 16-17.
- ✓ Almost 40,000 young people aged 16-19 live in Nottinghamshire. (2011 Census)
- ✓ There are about 8,500 young people in the Year 11 cohort for all maintained schools and academies in Nottinghamshire.

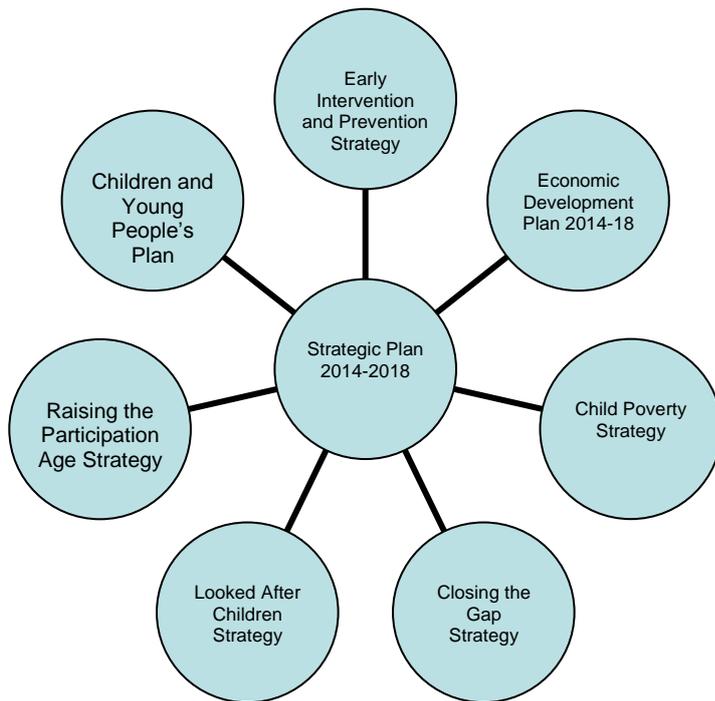


- ✓ NEET for 16-18 year olds in Nottinghamshire is low and remains below the England Average.
- ✓ Participation rates for 16 and 17 year olds remain stable at about 90%
- ✓ The proportion of young people whose Education, Employment or Training status is not known to the Authority is below the England average
- ✓ According to the new destination measures, Nottinghamshire is above the national and regional average for students leaving year 11 and moving into a sustained Year 12 Education and Training destination (sustained over two terms).

- ✓ Levels of persistent absence in Nottinghamshire declined slightly between the 2011-12 and 2012-13 academic years but remains above the England Average
- ✓ Overall absence rates are broadly in line with the England and Regional Averages
- ✓ KS4 Attainment has been improving year on year and is now above the England average for the proportion of pupils achieving 5 A*-C Grades at GCSE including English and Maths
- ✓ The proportion of young people with a L3 Qualification at 19 has been increasing year on year but remains below the England Average.



RPA Strategy and links to other Corporate and Partnership Plans and Strategies:



This Raising the Participation Age Strategy does not stand alone.

It is one of a number of plans and strategies for Nottinghamshire that aim to:

- ✓ increase aspirations within local communities
- ✓ address poverty and deprivation
- ✓ engage with employers and support the local economy
- ✓ close the attainment gap for young people
- ✓ ensure the most vulnerable children and young people are supported.

Within Nottinghamshire’s overarching Strategic Plan 2014-18, the Local Authority has made a number of commitments in relation to children and young people including that:

- The most vulnerable children will be effectively protected and supported
- More young people will be in work, education or training. Closer working relationships between schools, academies further education and skills, employers and higher education, to develop young people for early identifiable career pathways
- Our children and young people will attain higher educational standards than the national average in good and outstanding schools
- Additional school places will be available where they are most needed
- Children and young people receive the help and support they require to be safe and thrive
- Young people are supported to reach their potential.

Nottinghamshire Local Authority and its partners have committed to increasing the skills of its young people by offering:

- high quality information, advice and guidance and guidance (IAG), and
- support and provision that meets the needs of young people, and the demands of local employers.

In addition, through our ‘Early Help’ arrangements, there will be targeted support and early intervention for vulnerable young people and their families to address any issues which could become barriers to participation.

2. Our strategy for RPA for Nottinghamshire

Nottinghamshire Local Authority recognises it has a new relationship with schools, academies, further education and skills providers who enjoy increased autonomy.

Within this context, the authority remains committed to working together with partners to ensure young people have an experience of education which is positive, and that enables them to reach their potential, and that equips them with the skills, qualifications and confidence they need in readiness for the world of work.

The ambition is that partners will work together, with a common purpose, to help raise young people's aspirations and, to ensure the right opportunities and support are available to fulfil those aspirations.

To support this ambition the authority will:

- Maintain our drive to improve educational outcomes across the full range of providers serving Nottinghamshire's children and young people, with a particular focus on attainment at KS4 and at age 19.
- Maintain our understanding of the needs of young people in Nottinghamshire so that they are able to participate in learning up to the age of 18. with a particular focus on vulnerable groups.
- Influence wherever possible, the local education and training landscape to ensure that the appropriate provision is available, and in the right locations. So that it is accessible to all who need/wish to participate.
- Ensure that there is a variety of vocational pathways and accreditation models available which encourage young people to want to stay on in learning to develop the knowledge, skills, attitudes and understanding, that enables them to move on to the next stage of their lives at 19 years of age.
- Support the provision of high quality careers guidance from age 13 to all learners so they all make the right choices first time.
- Provide Strategic Leadership that encourages Nottinghamshire's education and training providers, and employers, to work together collaboratively to raise attainment, and support the most vulnerable learners.
- Maintain data and tracking mechanisms that support the early identification of young people at risk of becoming NEET, and, to support sustainable progression by putting in place early intervention strategies.
- Provide 'Early Help' to the most vulnerable young people that enables them to engage with and participate in learning.
- Ensure young people, parents, employers and education and training providers are clear about their duties under the Raising of the Participation Age.

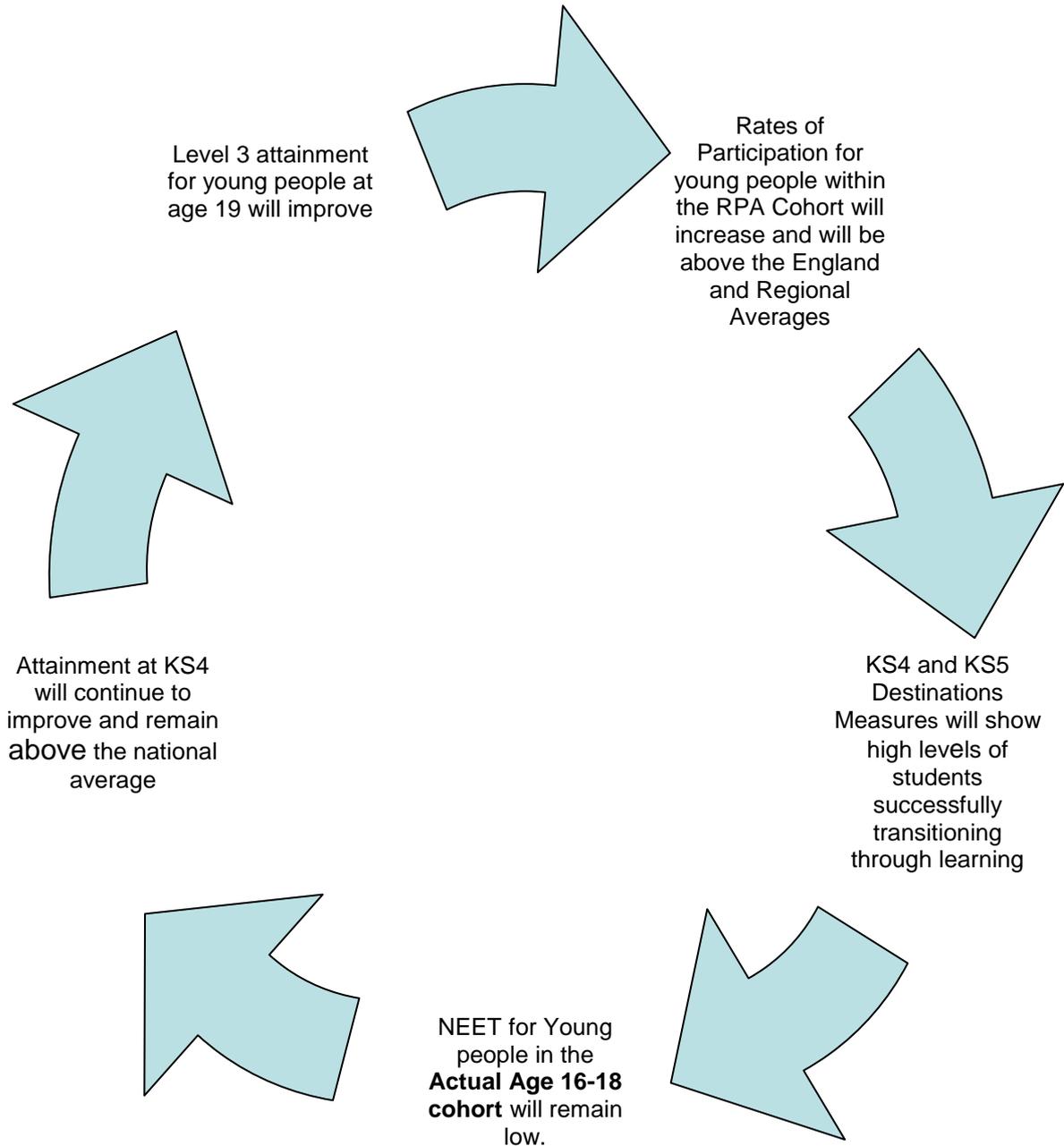
3. How we will deliver the Strategy

What we aim to achieve	What we will do	How we will measure success
Support the provision of high quality careers guidance from age 13 to all learners so they all make the right choices first time	<p>Provide support and challenge to schools and post 16 providers, to ensure they meet their duty to offer independent and impartial careers guidance</p> <p>Work with the National Careers Service provider to help broker links between schools, further education and skills and local employers</p> <p>Provide careers advice for Looked After Children who require support for their successful transition</p>	<p>The proportion of young people remaining in learning after KS4</p> <p>Post 16 progression measures for Nottinghamshire indicate a high level of retention in learning post 16</p> <p>The proportion of Looked After Children who are NEET</p>
Provide strategic leadership that encourages education and training providers, and employers to work together collaboratively to raise attainment, and support the most vulnerable learners	<p>We will work with schools to challenge poor standards and provide support to help deliver improvements</p> <p>We will ensure that support is targeted where there are the most profound gaps in educational attainment</p>	<p>Increase the % of children achieving 5 or more A* to C grades at GCSE - including both Maths and English</p> <p>Narrow the attainment gap at ages 11 and 16 between pupils eligible for free school meals and the rest</p>
Maintain our drive to improve educational outcomes across the full range of providers serving Nottinghamshire's children and young people with a particular focus on attainment at KS4 and at age 19	<p>Work in partnership with education and training providers and employers to ensure a varied and engaging post 16 curriculum is in place</p> <p>Work in partnership with schools through our 'Early Help' offer to address pupil absence</p>	<p>Increase level 3 Attainment at 19 to be above the England Average.</p> <p>Reduce overall and persistent absence to below the England average.</p>
<p>Influence wherever possible, the local education and training landscape to ensure the appropriate provision is available, in the right location. so that it is accessible to all who need to participate</p> <p>Ensure that there is a variety of vocational pathways and models of accreditation available which that encourage young people to want to stay on in learning to develop the knowledge, skills, attitudes and understanding which enables them to move on to the next stage in their lives at 19 years of age</p>	<p>We will work with post 16 skills providers to challenge poor standards and provide support to help deliver improvements</p> <p>Work in partnership with Providers delivers NEET reduction activity including the DWP, the Youth Contract and ESF.</p> <p>Work with employers to increase training opportunities for young people, particularly through traineeships and apprenticeships.</p>	<p>Nottinghamshire providers of further education and skills will be graded 'Good' or 'Outstanding' by Ofsted</p> <p>Reduction in the proportion of young people in NEET.</p> <p>Increase the number of young people engaged in traineeships and apprenticeships across Nottinghamshire.</p>

What we aim to achieve	What we will do	How we will measure success
Provide 'Early Help' to the most vulnerable young people that enables them to engage with and participate in learning	Implement a Risk of NEET Indicator tool using Family Fisher Trust Student Explorer data so that these young people can be targeted for support with transition during KS4.	Low levels of NEET at the end of KS4 particularly for vulnerable groups
	Reduce the % of children not in education, employment or training (NEET) in the Actual Age 16-18 cohort	Maintain low levels of NEET
	Reduce the numbers of young people who are missing education, with a focus on those not receiving their full education entitlement	Reduce the number of young people, known to the authority, not receiving their full educational entitlement.
	Introduce Education, Health and Care Plans for young people with complex SEND needs, and ensure that a local offer is in place, that can be easily understood by parents and young people.	
	Support young people with BESD through local behaviour partnerships that enable them to remain engaged with learning	Reduction in the number of young people who are excluded from school
Maintain data and tracking mechanisms which support early identification of young people at risk of becoming NEET and to support sustainable progression by putting in place early intervention strategies	Track young people who drop out of learning post 16 and provide support	Maintain relatively low levels of 'not known' within the available resources, and maintain low NEET.
Maintain our understanding of the needs of young people in Nottinghamshire so that they are able to participate in learning up to 18 years of age, with a particular focus on vulnerable groups	Share destinations data with schools and academies to support the identification of young people who are NEET. What about FE and skills?	Reduce the gap in the proportion of young people from vulnerable groups who are NEET compared to the overall cohort
Ensure young people, parents and education and training providers are clear about their duties under the Raising of the Participation Age	Deliver a communications plan that raises awareness of RPA for parents and young people and alerts education and training providers and employers of their duties	The duties and responsibilities around RPA are understood by: parents, young people, schools, academies, further education and skills providers and employers across Nottinghamshire

4. How you will know that we have achieved this

You will know that we are successfully implementing the Raising of the Participation age because:



Related Documents/Web links

- Increasing opportunities for young people and helping them to achieve their potential: <https://www.gov.uk/government/policies/increasing-opportunities-for-young-people-and-helping-them-to-achieve-their-potential>
- Increasing the participation of young people in education and training: <http://webarchive.nationalarchives.gov.uk/20130401151655/http://www.education.gov.uk/childrenandyoungpeople/strategy/laupdates/a00201156/participation-yp-in-et>
- Building Engagement-Building Futures; <http://webarchive.nationalarchives.gov.uk/20130401151655/http://education.gov.uk/childrenandyoungpeople/youngpeople/participation/a00200853/building-engagement-building-futures>
- Increasing the participation of young people in education and training; <http://www.education.gov.uk/childrenandyoungpeople/strategy/laupdates/a00201156/participation-yp-in-et>
- The Importance of Teaching: <https://www.gov.uk/government/policies/improving-the-quality-of-teaching-and-leadership>
- ‘Hidden Talents: exploiting the link between engagement of young people and the economy’; NFER; March 2011; http://www.nfer.ac.uk/publications/HITA01/HITA01_home.cfm
- Supporting Youth Unemployment: An overview of the Coalition Government’s Approach ; HM Government ; May 2011; <http://fskills.idoxgroup.com/sds/search/download.do;jsessionid=2222A8BA6170819A779914A780A15F83?ref=B20649>;
- Increasing the number of academies and free schools to create a better and more diverse school system; <https://www.gov.uk/government/policies/increasing-the-number-of-academies-and-free-schools-to-create-a-better-and-more-diverse-school-system>
- Reforming qualifications and the curriculum to better prepare pupils for life after school; <https://www.gov.uk/government/policies/reforming-qualifications-and-the-curriculum-to-better-prepare-pupils-for-life-after-school>
- Raising the achievement of disadvantaged children <https://www.gov.uk/government/policies/raising-the-achievement-of-disadvantaged-children>
- Increasing options and improving provision for children with special educational needs (SEN) <https://www.gov.uk/government/policies/increasing-options-and-improving-provision-for-children-with-special-educational-needs-sen>
- Improving the quality of further education and skills training; <https://www.gov.uk/government/policies/improving-the-quality-of-further-education-and-skills-training>

- Richard Review of Apprenticeships; <https://www.gov.uk/government/publications/the-richard-review-of-apprenticeships>
- Skills for sustainable growth: strategy document; <https://www.gov.uk/government/publications/skills-for-sustainable-growth-strategy-document>
- 16 to 19 study programmes: work experience; <https://www.gov.uk/government/publications/post-16-work-experience-as-a-part-of-16-to-19-study-programmes>
- Careers guidance provision for young people in schools; <https://www.gov.uk/government/publications/careers-guidance-for-young-people-in-schools>
- Careers guidance: advice for schools; <https://www.gov.uk/government/publications/careers-guidance-advice-for-schools>
- Research into the phase 4 locally-led delivery projects for raising the participation age; <https://www.gov.uk/government/publications/research-into-the-phase-4-locally-led-delivery-projects-for-raising-the-participation-age>
- Participation of young people: education, employment and training; <https://www.gov.uk/government/publications/participation-of-young-people-education-employment-and-training>
- Going in the right direction? Careers guidance in schools from September 2012 (Ofsted); <http://www.ofsted.gov.uk/resources/going-right-direction-careers-guidance-schools-september-2012>

REPORT OF CHAIR, ECONOMIC DEVELOPMENT COMMITTEE

ECONOMIC DEVELOPMENT STRATEGY: PROGRESS REPORT

Purpose of the Report

1. To update Policy Committee on progress towards achieving the actions outlined in the Council's Economic Development Strategy, 2014-18.

Information and Advice

2. Policy Committee approved the Council's Economic Development Strategy at its meeting in December 2013. The strategy sets out the Council's key roles in terms of the local economy, the strategic context for economic development in the local area and statistical information showing trends in employment, earning and skills levels.
3. On the basis of this strategic context and the commitment made by the Council to economic growth as one of the main themes of its Strategic Plan, high level objectives for economic development were drafted and grouped under the headings of *Jobs, Skills and Training; Enabling Business Growth and Infrastructure and Assets*. More specific actions were also proposed and agreed by Policy Committee. The strategy sets the context for the work of the Economic Development Committee and a more detailed delivery plan and budget were approved by Economic Development Committee in March 2014 to support the actions outlined in the Economic Development Strategy.
4. The appendix to this report offers an update to Members of progress to date and outlines proposed actions for the next 12 months to support the wider objectives of the strategy.

Taking the strategy forward

5. The update provided reflects activity undertaken since the Economic Development Strategy was agreed by Policy Committee in December 2013. The Strategy forms the basis of the Economic Development Committee's annual delivery plan and budget setting. A more detailed report on performance against the Economic Development Delivery Plan will be discussed at Economic Development Committee in Q4 2014-15. Areas of underperformance or of limited progress will be reviewed and potentially allocated additional targeted staff or financial resources to ensure that progress against the overall strategy is maintained.

Other Options Considered

6. None.

Reason(s) for recommendations

7. Policy Committee agreed to consider an annual update on the Council's Economic Development Strategy when it approved the overall strategy in December 2013.

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. Financial implications of delivering the Economic Development Strategy are considered by the Economic Development Committee through its annual budget setting exercise.

RECOMMENDATION/S

10. It is recommended that Policy Committee:
 - a. notes the update on the Council's Economic Development Strategy;
 - b. agrees to consider a further update in 12 months' time

Report of the Chair, Economic Development Committee, Cllr Diana Meale

For any enquiries about this report please contact Celia Morris extension 72043

Constitutional Comments

This report is for noting only.

Financial Comments [SEM 28.11.2014]

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

Background Papers and Published Documents

Nottinghamshire County Council's Economic Development Strategy: report to Policy Committee, 11 December 2013, published.

Minutes of Policy Committee, 11 December 2013, published.

Economic Development Strategy, Delivery Plan and Budget 2014-15: report to Economic Development Committee, 11 March 2014, published.

Minutes of Economic Development Committee, 11 March 2014, published.

Electoral Division(s) and Member(s) Affected

All divisions

Jobs, skills and training

The priorities agreed under this theme are as follows:

- a. Ensuring the County’s young people have the right skills and aspirations to deliver and benefit from economic growth;
- b. Promoting sustainable growth and good employers;
- c. Tackling the barriers faced by people in disadvantaged areas within the County and improving employment and wage rates

Actions to deliver these priorities are cross-cutting and involve various Council services and functions. Progress against these actions is outlined below.

Action	1 year progress update	Plan for next 12 months
<p>Promote apprenticeships as a key route to skilled work by increasing the number and quality of apprenticeships and companies that offer them. We will reduce the number of young people not in employment, education or training and support companies to ‘home grow’ the skills that they require.</p>	<p>At the end of October, 60 apprenticeship places have been created with SMEs who are recruiting an apprentice for the first time.</p> <p>The County Council’s work with Small and Medium sized Enterprises (SMEs) and apprenticeships is promoted widely e.g. presentations to Business Clubs including Newark and Gedling; promotion at Jobs Fairs including Mansfield and Kirkby.</p> <p>The County Council’s project to support young learners who have disabilities and/or learning difficulties (LLDD) is underway and the project co-ordinator is now in post. So far, 4 young people have benefited from work experience and 1 of these has progressed to a supported internship.</p>	<p>The apprenticeship project will continue over the next 12 months and until the full 166 apprenticeship grants have been allocated. We will maximise the use of promotional activities and case studies to show examples of good practise with local employers.</p> <p>Delivery of the LLDD project will continue over the next 12 months.</p> <p>Looking ahead to the new EU funds from 2014-2020, we are aiming to secure further funding to expand this area of work so that more young people from the LLDD group can benefit from work experience and supported internships.</p>

Economic Development Strategy annual update - 2014

Action	1 year progress update	Plan for next 12 months
<p>Improve educational attainment and strengthen links to the world of work. The County Council will work with partners to stimulate the demand from employers to offer work experience or traineeships to young people. This will mean that young people are leaving education with greater employability skills and a real understanding of the workplace.</p>	<p>The newly formed Nottingham and Nottinghamshire Skills and Employment Board (N2 SEB) has developed a 'Skills Framework' for 2014-2020. The SEB is employer led and aims to enable employers to influence the design and delivery of adult skills and employment activity across the County. The framework means that employment and skills interventions across N2 will be market led and there will be improved collaboration between employers, providers, and the workforce.</p> <p>Through the Nottinghamshire Business Engagement Group, a pilot project to offer work experience to under graduates is being delivered.</p>	<p>Looking ahead to the new EU funds from 2014-2020 and the proposed interventions within the Skills Framework, examples of best practise across N2 will be replicated. For example, the Mansfield Learning Partnership model for employability skills is under consideration.</p> <p>Depending on the outcome of the graduate pilot, the model could be rolled out more widely across N2.</p>
<p>Increase the number of good employers. We will promote the importance of good employment practices including the Living Wage to employers across the County. As a result, we will see an increase in the number and visibility of Nottinghamshire employers who invest in their workforce and who actively demonstrate a commitment to wider social responsibilities.</p>	<p>Regular meetings take place with 'Nottingham Citizens' on areas of common interest including the Living Wage.</p> <p>As a result of the first round of the Nottinghamshire Economic Development Capital Fund, 43 new jobs at the Living Wage will be created.</p>	<p>To increase PR activities in the area of the Living Wage and good employment practices.</p> <p>We will also continue to work with successful applicants to the Capital Fund and 'key accounts' to promote the benefits of the Living Wage.</p>

Economic Development Strategy annual update - 2014

Action	1 year progress update	Plan for next 12 months
<p>Promote participation in community learning. The Council invests in Adult and Community Learning Services (ACLS) throughout the County, utilising local infrastructure. This learning often represents the first step towards further training or employment for individuals and families and is important in breaking down perceived barriers to learning and earning.</p>	<p>Joint working with ACLS has increased, for example development of module content to improve employability skills for adults.</p> <p>The Work Clubs regularly refer people to ACLS for additional support.</p> <p>In academic year 2013/14 ACLS enrolled 9751 adults (19+) of which 73% came from the top 250 Super Output Areas in Nottinghamshire. This meets the requirements of the Department for Business Innovation and Skills to target those most in need and least able to access other learning.</p>	<p>To increase levels of joint working and referrals between the Work Clubs and ACLS.</p>
<p>Reduce the number of people who are economically inactive. We will increase the levels of participation in training and support services and this will ultimately lead to higher rates of employment in target areas.</p>	<p>The County Council delivers 9 Work Clubs in libraries across the county.</p> <p>The Work Clubs support local Jobs Fairs, promote local vacancies and invite local employers to present to members of the Work Clubs.</p>	<p>Looking ahead to the new EU funds from 2014-2020 and the proposed interventions within the Skills Framework, there will be further support available to enable more people to become economically active.</p>

Enabling business growth

This theme recognises the Council’s role as a champion for Nottinghamshire companies, large and small, and the work that the Council does to promote growth within indigenous companies. The priorities agreed in the strategy are as follows:

- a. Creating the conditions for business start-up and sustained growth;
- b. Focussing our work on identified areas of growth that align with the D2N2 Local Enterprise Partnership’s (LEP) priorities;
- c. Promoting the County’s assets and opportunities to potential investors

Most of the actions under this theme are delivered directly through the Council’s Economic Development Service, either through staff time or activities commissioned through the Economic Development Committee’s budget.

Action	1 year progress update	Plan for next 12 months
<p>Trial innovative financial products to increase access to finance for Nottinghamshire businesses. We will assess where there are gaps in the market and invest in some financial products to tests their viability for Nottinghamshire’s business community. We will ensure there is a diverse range of financial products for Nottinghamshire businesses and that Nottinghamshire gets its fair share of Government investment in firms.</p>	<p>Investments have continued in Nottinghamshire loans made via the Funding Circle platform. To date, a total of just under £37,000 has been invested in 25 Notts companies seeking to expand. The total value of the loans is £1.65M; the average loan being c. £133,000</p> <p>With the demise of existing Regional Growth Fund (RGF) Programmes impacting on the County, the County Council has worked with the remaining RGF Round 5 programme to encourage applications from Nottinghamshire businesses and worked with partners to submit a programme fund under RGF Round 6 which if successful will make further business funding available.</p> <p>The Foresight Nottinghamshire Fund (supported by the County Pension Fund) has invested over £4 million in 4 separate companies in Nottinghamshire since its launch in 2013.</p>	<p>The Economic Development Committee at its meeting in May 2014 agreed to continue support to the partnership with Funding Circle in 2014/15 until the initial agreed investment of £45,000 was exhausted While re-payments continue, there remains c. £7,000 to support another 4/5 companies.</p> <p>If the application is successful, the RGF6 Fund will commence from April 2015.</p> <p>The Foresight Fund continues to operate in Nottinghamshire and is widely promoted by the Council and its partners.</p>

Action	1 year progress update	Plan for next 12 months
<p>Signpost businesses to quality advice and finance opportunities. We will utilise the key account management process to support businesses, which will enable the Council to take a proactive and long-term approach to identifying and meeting a range of business needs.</p>	<p>The Economic Development team has developed links with a number of Government and other providers delivering support and offering finance to businesses across the County and is making referrals and encouraging businesses to review the support available</p> <p>A report on the Council’s approach to key account management is scheduled for Economic Development Committee in January 2015.</p>	<p>Plans are being developed with partners which will see the creation of a more formalised one-stop shop arrangement via the D2N2 LEP. A Growth Hub is under development which will deliver seamless business advice and guidance across D2N2 in line with national objectives. The Council is supporting its development which should be running as a pilot from December 2014, prior to a more formal launch in April 2015.</p>
<p>Utilise our own procurement to drive local business growth and supply chain collaboration. We will aim to increase the number of local companies who secure contracts from the Council and seek to build ‘good employer’ clauses into new contracts.</p>	<p>The re-drafted corporate procurement strategy has a focus on Supporting Economic Growth and Employment through the embedding of the Social Value Act into all our procurements. It is intended to have the final strategy ready for the end of 2014.</p> <p>The Public Services (Social Value) Act 2012 sits alongside other procurement laws. Value for money is the over-riding factor that determines all public sector procurement decisions. However there is a growing understanding of how value for money is calculated, and how “the whole-life cycle requirements” can include social and economic requirements.</p> <p>In the reporting of the Small Business Procurement Index 2014 Nottinghamshire County Council was reported as one of one of the top 10 performing authorities in new small business procurement index, awarding just under 20 per cent of procurement to small firms. We want to retain the top ten status and improve our overall percentage spend with small firms.</p>	<p>Going forward into 2015, a working group has been set up within the Procurement function to focus on Social Value and how we can better implement this into our procurement activities and work along-side commissioners when writing specifications to ensure its inclusion. The group is working on:</p> <ul style="list-style-type: none"> • Further developing weightings to be applied to contribute to the social value criteria in each specification and develop criteria to judge the most advantageous tender • Reviewing the implications of the EU Directives which allows and encourages the splitting of large contracts into smaller Lots that will be more appropriate to smaller suppliers. • Work with commissioners to manage the contract with the successful contractor in a way that enables the maximum social value to be realised from the contract - inevitably, this requires a partnering culture and approach

Economic Development Strategy annual update - 2014

Action	1 year progress update	Plan for next 12 months
<p>Develop sector plans to underpin investment priorities. Sector plans will be developed for Low Carbon, Advanced Manufacturing and Food and Drink. The County Council will work with the D2N2 LEP to influence sector planning with practical projects and explore funding opportunities for Nottinghamshire businesses.</p>	<p>The Low Carbon Plan has been completed and the Advanced Manufacturing Plan is being facilitated via collaboration with the D2N2 LEP, ensuring that a Nottinghamshire perspective is factored into its development.</p> <p>Economic Development Committee approved a report on sector development at its July meeting confirming the collaborative approach with the D2N2 LEP and agreeing a new additional focus on health and social care</p>	<p>For sectors prioritised by D2N2 that are also priorities for Nottinghamshire, the Council will work with D2N2 sector groups to secure investment in Nottinghamshire firms through both capital and revenue programmes and discrete sectoral business support and advice.</p> <p>The sector plan for social care will be developed by Nottinghamshire County Council. The sector plan for health will be developed in conjunction with the N2 Skills and Employment Board and Nottingham City Council.</p>
<p>Continue our support for new start-ups and the growth of small and micro firms through our Innovation Centre network and start-up business support commissioned by the Council. We expect to see business start-up and survival rates keeping pace with the national average.</p>	<p>Nottinghamshire's Innovation Centre network continues to support a large number of small businesses to thrive and grow in the County. As at the end of October 2014, 92 businesses were housed in the centres in Mansfield, Newark and Worksop supporting a total of 614 jobs. Graduations from the centres are strong, running at an average of 5% of the tenant businesses per year.</p> <p>The Council supports start-up activity through a contract with Nottingham Business Venture. To date in 2014, 55 new start businesses have been established.</p>	<p>The County Council holds an out-sourced innovation centre management contract for the three Nottinghamshire centres with Oxford Innovation. This contract runs to March 2016, with the opportunity for two one-year extensions. Partners to the contract are currently considering options for the contract going forward. Support for start-up activity will be considered in the light of the D2N2 European programme which is due to be launched in the spring of 2015.</p>
<p>Consider approaches to place marketing (for visitors, investors and growing firms) with our partners. We will focus our energies on indigenous companies with growth potential, reflecting our aspiration to support 'home grown' talent and to sustain local jobs.</p>	<p>Work is underway to establish a single place marketing organisation for Nottingham and Nottinghamshire which will deliver on both visitor economy and inward investor activity. Economic Development Committee approved the Council's in principle support for this in April 2014.</p> <p>Growth related support for indigenous companies is provided through a 'key account' approach which is led by the Council's Economic Development Service.</p>	<p>Final decisions on the structure, governance and funding arrangements for the proposed place marketing organisation are expected to be taken in the early part of 2015. Transitional arrangements to the new organisation will be outlined at the same time.</p>

Infrastructure and assets

This theme recognises Nottinghamshire’s enviable location within the UK and the opportunities that this presents in terms of connectivity and access to markets. It also focuses on site development given that the County has a number of high profile brownfield sites that offer major opportunities for mixed-use development and contributions towards housing targets.

The priorities agreed under this thematic heading are:

- a. Releasing Nottinghamshire’s investment and growth potential
- b. Maximising opportunities provided by capital investment in digital infrastructure
- c. Creating more vibrant and sustainable town and service centres

All of the actions supporting this theme are led by the Economic Development Service.

Action	1 year progress update	Plan for next 12 months
<p>Establish a new long-term capital growth programme aligned to the D2N2 LEP and EU funds. Through this action we will deliver infrastructure improvements, new private sector jobs and the creation of new workspace</p>	<p>The Nottinghamshire Economic Development Capital Fund has been launched. £3 million over 3 years is available to projects which prioritise job creation and business growth.</p> <p>Following the opening of the Fund earlier this year, a total of 26 applications were received with 13 of those being progressed through a detailed assessment.</p> <p>Of the 5 awards made from these 13 applications to date, the impact may be summarised as follows:</p> <p>Grant awarded – £780,000 Jobs to be created – up to 80 Jobs sustained – 237 Investment leveraged as a consequence of the grant award – £8.39M</p> <p>Types of companies supported – engineering & metal fabrication; design & advanced engineering; packaging for the food industry; manufacture & supply of fluid transfer solutions; precision engineering for the aerospace industry.</p>	<p>The Economic Development Committee considered the initial outcome of the first round at its meeting in September 2014. Depending on the final outcome of the initial assessment process, a further £1.5M will be available to support business growth projects and the Committee agreed to re-open the Fund to new applications subject to certain amendments to the criteria and the process and in line with its initial objectives.</p>

Economic Development Strategy annual update - 2014

Action	1 year progress update	Plan for next 12 months
<p>Develop a collective approach to public sector property and land-holding assets which focuses on enabling growth and sustainable development. This will assist Nottinghamshire to secure a fair share of resources through the D2N2 / Sheffield City Region LEPs and related sources</p>		<p>This will be considered as part of the Work Programme of the Nottingham and Nottinghamshire Economic Prosperity Committee.</p>
<p>Launch the Nottinghamshire Business Investment Zones initiative, showcasing major development opportunities in the County to investors and funders</p>	<p>Arup has been commissioned to develop a review of the key development sites across the County, factoring in barriers to development and market assessments. This work has now secured contributions from the District Councils.</p>	<p>The review will be completed by February 2015. It will support local and inward investment decision-making and see a collaboration with developers in addressing need. It will also support the Councils in bringing forward funding plans to unlock new investments through D2N2 LEP and related external funding opportunities.</p>
<p>Deliver and promote improved broadband access to over 6,000 Nottinghamshire businesses and 50,000 homes and enable further roll-out of fibre broadband solutions and close the 'superfast gap' for the 5% of premises not covered by the existing programme</p>	<p>By the end of September 2014, a total of 11,312 premises had been passed by a fibre-based broadband network. This will rise to over 25,000 by the end of December 2014.</p>	<p>The programme is on track to deliver access to fibre broadband to over 52,000 premises in Nottinghamshire by the end of the 2015-16 financial year.</p> <p>In addition, the County Council is currently tendering for the second contract, which will target investment in rural parts of the County and will ensure that up to 20,000 additional premises will have access to fibre broadband.</p>

Economic Development Strategy annual update - 2014

Action	1 year progress update	Plan for next 12 months
Design and deliver a market stimulation programme to ensure Nottinghamshire maximises the benefits of new digital infrastructure and that it is reflected in the inward investment offer for the County	A demand stimulation package is being developed in conjunction with D2N2 and Derbyshire County Council. Funding has been secured from D2N2 to support this. Economic Development Committee will consider the demand stimulation package at a future meeting. A specific post to support broadband adoption has been created by the County Council and was recruited to during November.	Activity to support business engagement with broadband and the digital agenda will be designed and commissioned in conjunction with Derbyshire and part-financed by D2N2. In addition, a package of measures relating to take-up by residential customers will also be developed and rolled out, including a Digital Champions programme.
Continue to develop proposals and lobby for investment in Nottinghamshire's transport networks through D2N2 and the Government ensuring that key transport priorities are addressed	<p>The D2N2 Growth Deal, announced in July 2014, includes investment in the following Nottinghamshire transport projects:</p> <ul style="list-style-type: none"> • Newark Southern Relief Road • Rolls Royce, Hucknall • Harworth Access Road <p>This is in addition to previously agreed investment in the Gedling Access Road and Worksop A57/A60 improvements.</p>	Announcements on the D2N2 Enhanced Growth Deal are expected to be made in the Chancellor's Autumn Statement. Nottinghamshire projects put forward for consideration include the A46 Employment Corridor, Sherwood Growth Corridor and accelerated investment at Rolls Royce Hucknall. This is alongside a D2N2 wide package of investment in sustainable transport and connectivity.
Work with District and Borough Council partners to identify and prioritise town and service centres that would benefit from a master-planning approach. We will deliver a range of joint projects and investment proposals to enhance the viability of town and service centres.	<p>Relationships have been established with Mansfield Business Improvement District (BID) and Beeston BID.</p> <p>Scoping activities and an audit of Mansfield's 'industrial heritage assets' has taken place, with a view to submitting a bid for Heritage Lottery Funds in 2015.</p> <p>Quantitative economic base line data collection, undertaken by People and Places Consultancy is near completion in;</p> <ul style="list-style-type: none"> • Hucknall • Worksop • Retford • Westdale Lane - Gedling 	<p>As a result of the scoping activities in Mansfield, a review of next steps is underway and recommendations will be made on future project development to enhance the town centre.</p> <p>This data will result in effective monitoring of proposed integrated transport and local centre improvement schemes. It also facilitates measurement of economic impact and can assist in developing a business case and create an evidence base, for future external funding bids.</p>

REPORT OF THE LEADER OF THE COUNCIL

ANNUAL DELIVERY PLAN 2014 – 2015 - QUARTER 2 PROGRESS REPORT

Purpose of the Report

1. This report invites Policy Committee to note progress in achieving the outcomes and actions set out in the Annual Delivery Plan 2014/15 for the period ending 30th September 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.
3. As part of the Council's Strategic Management Framework, a Delivery Plan for 2014 – 2015 was agreed by Policy Committee in April 2014 identifying clear and specific activity that would deliver, or work towards achievement of the outcomes for communities 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 will be reported quarterly. The first quarterly update report was considered by Policy Committee on 10th September. Feedback from Policy Committee to this initial report has been incorporated into the revised format and content of this report.
5. This report specifically covers the period July to September 2014 which takes us to the mid-point of the Annual Delivery Plan. Having reached this mid-point we are able to highlight key areas of achievement or areas where progress to date has been limited and, in these cases, outline mitigating actions. The actions that were previously reported as complete within the Quarter 1 Report have been omitted from this report to enable a clearer focus on activity within the most recent period. This information is included in **Appendix A**, with an Executive Summary providing an overview of high-level activity within the five priority areas accompanied by more detailed updates against the actions and measures within the current Delivery Plan.
6. The targets within the current plan for performance measures were agreed by Policy Committee in April 2014, as part of the approval process of the Delivery Plan. The targets themselves were determined based on provisional performance data for 2013-14 in conjunction with guidance from the relevant service area and performance teams. The targets for next year's Delivery Plan will be based on how we have performed during 2014-15 and will be formally agreed by Policy Committee as part of the approval process for the new Plan.

Annual Delivery Plan 2014 - 15 – Quarter 2 Progress

7. In response to the feedback received from the Quarter 1 Report, the format of the information presented for Quarter 2 has been revised. The five appendices to this report now relate specifically to the five priorities established within the Strategic Plan. Within each priority area the specific actions and measures that contribute to each of the planned outcomes for communities, are now reported together on the same page. This page also includes an overall summary of progress to date written by the Service Director or Group Manager responsible for this outcome. The new format provides an improved combination of specific updates with a high-level overview, to enable Policy Committee to better track progress against the Delivery Plan.
8. Each ongoing action within the Delivery Plan now includes a brief explanation of progress to date from the appropriate Group Manager with lead responsibility for its achievement. In some instances an action may already be complete (and have been reported previously) or in other instances, only initial activity may have been completed as the action is scheduled to be completed during the autumn or winter months.
9. The 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 with a key contribution made by partnership organisations. The vital role of our partners in achieving these outcomes was previously highlighted within the Strategic Plan.
10. The data included for each measure is from the most recent reporting period that we have available. This is dependent on the prescribed collection frequency for each measure. Certain measures such as surveys are only collected on an annual basis and therefore until a new survey is completed and validated for the current year, the previous year's figures will continue to be reported as part of the Delivery Plan. The appendices now include a simple explanation underneath each measure, explaining in broad terms what the indicator is measuring and how the data is collected. This explanation is to enable better understanding of what the data means, the wider context and how this measure contributes to the achievement of the specific outcome.
11. An overall summary has been included to provide oversight of progress against each outcome from a wider perspective. The summary may include contextual information or activity not specifically detailed within the Delivery Plan. This provides for a more dynamic aspect to the reporting, allowing recent legislative, financial or policy changes to be incorporated in the overall summary.

Other Options Considered

12. None.

Reason/s for Recommendation/s

13. 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

14. 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.
15. 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 two 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, Policy, Performance and Research Team Manager Ext 72892

Constitutional Comments (LM 1/12/2014)

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

Financial Comments (SEM 1/12/2014)

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.

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

Annual Delivery Plan 2014 – 2015, Quarter 2 Executive Summary

This appendix contains a detailed update on our progress against the actions and measures within the Annual Delivery Plan for the period up to 30 September 2014. Within the update information has been provided by the Service Director or Group Manager responsible for the action to enable Members to track the County Council's progress across a wide range of activity against the ambitions within the Delivery Plan. However, the information is comprehensive and wide ranging and therefore this Executive Summary seeks to provide a brief snapshot of specific activity within the five priority areas of the Strategic 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. Progress to date has been positive for all outcomes, with activity and improved coordination with partners a key feature. A key aspect of supporting safe communities is the ongoing review of the Safeguarding procedures around the MASH ensuring they are as robust and efficient as possible. Work is also underway to ensure that MASH, is better aligned with Early Help services and information is shared effectively between key partners, such as the police, health and schools, as seen within the Encompass Nottinghamshire project.

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. Work is progressing well for all outcomes, however the scale of these ambitions means that it is difficult to see an immediate improvement in performance. Investing in new technology or preventative work to combat invasive species in our rivers is an activity that we will benefit from in the longer term and lead to overall cost savings.

Priority three – Supporting economic growth and employment

Supporting economic growth and employment was 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 and capital investment schemes to improve our town centres and help remove the barriers to growth. We have implemented some actions immediately, such as the introduction of the Living Wage which over 2,000 centrally employed staff now benefit from. The capital schemes to increase the coverage of broadband and deliver integrated transport measures are on track to meet their targets. In this first year of the Strategic Plan work has been started on our longer term projects around ensuring our town centres remain vibrant and unlocking employment sites across the county.

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. A number of new initiatives to provide alternatives to long-term care have been commenced, such as the building of Extra Care units throughout the County. Additional help and services are being developed to help support Carers and the people they care for, such as the funding of specialist 'Compass Workers'. Other ambitions are much more long-term, such as the work of Public Health and our strategic partners in helping to reduce the inequalities gap in health. Whilst good progress is being made, this remains a long-term objective which will require sustained investment and commitment.

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. Existing strategies to help achieve these outcomes have been aligned and incorporated into the 2014-15 Delivery Plan, particularly around School Improvement and 'Closing the Gap' and work has progressed well, in line with these strategies. The innovative pilot scheme 'Together for Newark' has been externally evaluated and the benefits of this approach for joint working are being incorporated to sustain this learning and embed this new way of working. Vital preparatory work around School Places and Family Support has been completed during the first six months of the Delivery Plan, which will come into effect during the next academic year to help us achieve our stated ambitions.

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

Overall our safeguarding arrangements with partners have been strengthened through the establishment of the Multi-Agency Safeguarding Hub (MASH) which is now operating with stability and consistency. Protection services are also being supported by simplifying children and families' access to services through the creation of the Early Help Unit, and a simplified approach to early help assessments. As a result we are keeping children safer and making timely and appropriate assessments of need. Our focus remains on developing consistent, high quality practice in social work, with a focus on assessments and care planning. We are also reducing the number of looked after children in residential care and external placements, and developing placement options appropriate to meet the needs of looked after children.

A review is taking place of our safeguarding adult arrangements following the publication of the Care Act guidance in mid October. This is likely to result in amendments to our processes. A report was presented to Adult Social Care & Health Committee on 3 November to seek secured support for a realignment of MASH staffing and processes. A Risk Register has been developed and shared with partners to agree any remedial actions where poor quality has been identified and to inform activity to improve the quality of care to residents of Nottinghamshire.

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

The Lean+ review of processes in the MASH has been progressed with work in the last six months focussing on the review of key processes in both the Early Help Unit and the MASH to ensure they are better aligned. Work has also been carried out with partners, particularly with the Police around the domestic abuse process. Encompass Nottinghamshire was launched in September to widen information sharing on domestic abuse incidents with schools, early years and health services. A new information sharing IT solution was introduced in July 2014. Implementation was successful and partners have commented on the benefits, such as allowing them to receive requests for information and respond to them using Mosaic, instead of via secure email. Plans have been developed for the phase 2 of the system implementation from November 2014. The Information Sharing Agreement and Security Protocol which underpin the MASH are being reviewed to provide greater clarity for partners. A barrister has also been commissioned to undertake a review of the approach to consent and information sharing within the MASH.

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).

The Safeguarding Assessment and Analysis Framework trial commenced in September 2014. Planning for the introduction of the single assessment is being carried out within Children's Social Care, as part of a departmental approach to a single assessment framework across children's services. Desk based research on models of assessment has been completed with CFCS Leadership Team making a decision on a preferred model of assessment by the end of 2014.

3 Improve the quality of child protection planning, ensuring the appropriateness of children becoming subject to a plan, the ending of plans and the delivery of the identified outcomes during the plan.

Training for managers in outcome led child protection planning was delivered in May 2014, and has been followed up to embed new processes and practice. Guidance has been issued and is being supported by staff briefings during September 2014.

4 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.

Fostering and adoption performance has been strong in the first half of 2014/15. 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.

5 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. The subsequent publication of draft national guidance regarding the safeguarding elements of the Care Act has led us to conclude our processes will require only minor amendments. However until the final guidance is produced (by Government) we are unable to progress further amendments.

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.

6 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.

7 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
<p>1 Initial assessments for Children's Social Care carried out within timescales (Q)</p> <p><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></p>	78.7% (provisional)	75.0%	77.7%	High	Slightly weaker performance in the timely completion of initial assessments in August (73.6%) impacted on overall quarterly performance, although this still remains above the target figure. This reduction in performance in August was mainly due to staff absence during the traditional holiday period, but the number of initial assessments being completed each month has remained consistent providing assurance that appropriate thresholds are being consistently applied in the MASH.
<p>2 Core assessments for Children's Social Care carried out within timescales (Q)</p> <p><i>Time taken to complete core assessments</i> <i>NB See comment above regarding target amendment</i></p>	89.6% (provisional)	75.0%	82.1%	High	Performance in the timely completion of Core Assessments was strong throughout the quarter, even though the number completed in July (258) and August (230) were the highest in 2014.
<p>3 Re-referrals to Children's Social Care (Q)</p> <p><i>Children who have had more than one referral within a year</i></p>	28% (provisional)	25.0%	23.4%	Low	The re-referral rate was above target in both July and August, but reduced in September to the target rate of 25%. The number of re-referrals was actually only high in July (220), with August (147) and September (134) being the lowest number in the last 12 months. Management analysis has shown why work comes back into the system, highlighting patterns of families experiencing domestic abuse and challenging adolescent behaviour as the two main causes of repeat MASH enquiries. The pilot of Encompass Nottinghamshire began in September to offer support to children affected by domestic abuse in their school and early year settings, and the pathway for teenagers with challenging behaviour is also included in the review of Family Support Services which has just begun, as part of the Children's Social Care Transformation programme.

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>	28.0%	14.9%	22.9%	Low	<p>For this quarter there were 54 children who had at least one previous Child Protection Plan, equating to 28% of the total number of children becoming subject of a plan. This figure is significantly above the local target of 14.9% and considerably higher than the overall annual figure for 2013-14 of 18.3%. Recently published figures for other local authorities show our statistical neighbours stand at 14.7% and England at 15.8%. Although the statutory definition states that the measure is calculated for all those children with a previous plan regardless of how long ago the plan started, if only focussing on those children whose previous plan was within the last two years, the quarterly figure reduces to 11.9%. This issue has been raised with Child Protection Co-ordinators and social care managers to promote close monitoring of those children re-entering the child protection process.</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>	12.7% (provisional)	11.0%	12.1%	Low	<p>Performance remains consistently high for Nottinghamshire this quarter, although only just above England and Statistical Neighbour averages. Even though, this was anticipated as the service looks to move children and young people from expensive independent providers to our own provision. We still have 45 out of the 108 children (42%) with three or more placements that are currently still in placements provided by external suppliers.</p>
<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>	37.0%	55.0%	32.0%	High	<p>There has been an increase in the percentage of children who have waited less than 487 days (16 months) between coming into care and moving in with their prospective permanent family. 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. As we shift to focus on those children with newer plans it is anticipated we will eventually improve with the thresholds set by government. However, we still have 29 children with plans older than 2013 who are still at some stage in the adoption process and will have an effect on all Adoption Scorecard measures when adopted.</p>

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<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 measure has been amended</i></p>	9.6%	6.0%	9.0%	Low	The current level of performance has been attributed to changes in the procedure for recording safeguarding assessments. The revised process ensures that the service now are 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 does however, put the person at the centre of all 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, it will reduce the number of incidences where the same person is repeatedly at risk of abuse or neglect.
<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. This measure has been amended</i></p>	-	New Measure		High	No data is available as yet for this measure

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

Work during the first six months has continued to focus on improving the public's confidence that Nottinghamshire is a safe place to live and work. Action plans are in place to address local priorities in the areas of greatest need and to protect vulnerable residents in the community.

All crime has increased and this is primarily due to increases in Violence Against Person, both violence with and without injury. The main issues in the county are the levels of Violence Against Person and the correlation with alcohol and night time economy violence. There have also been changes to the recording practices which means more offences are being recorded than previously which has significantly impacted on Violence Against Person offences.

The Annual Resident Satisfaction Survey commenced in October and included residents' perception of feeling safe outside and is a key means for measuring how safe they feel within their local area. Results from the survey are expected early 2015.

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

Action

Progress

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.

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.

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.

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.

Vulnerable People's Panel (VPP) Review event held on 28 April. Feedback from partners about how to improve outcomes from VPPs collated into a report that went to Safer Notts Board (SNB) in September. Paul McKay appointed as SNB champion for Vulnerable People and will drive forward the report's recommendations, with support from Community Safety officers.

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.

NCC Group Manager Trading Standards has liaised with and represented the views of local councils at neighbourhood policing review meetings. Notts Police public consultation on future policing plans was launched on 11 September 2014, with a closing date of 30 November 2014.

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%	74%	High	Annual Resident Survey to take place in October 2014, data available early 2015.
2 All Crime Statistics (Q) <i>Measures the volume of crime recorded by the Police with the exception of fraud and forgery</i>	39,077	38308	38473	Low	The main reason behind the increase in the figures is due to the increases in Violence Against Person VAP, both violence with and without injury. Compared to 2012-13 there has been an increase of 1,049 VAP related offences within the County, this is an increase of 14%. The area affecting this increase is Mansfield, where historically most of the VAP related offences have occurred, and is one of the priority areas. The main issues in the County are the levels of VAP and the correlation with alcohol and night time economy violence. There is also been a change to the recording practices which means that more offences are being recorded than in the previous period.
3 Anti-Social Behaviour statistics (Q) <i>Measures the level of anti-social behaviour recorded by the Police</i>	19,721	19641	19978	Low	Anti-Social Behaviour (ASB) has seen a decrease during this quarter, but remains a significant issue. Mansfield and Ashfield remain the areas with the highest levels of ASB reported proportionally within the County. The overall level of ASB is strongly influenced by alcohol related issues

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

The County Council continues to make excellent progress towards this outcome of reducing casualties on Nottingham's roads. Highway safety education and engineering projects are well on track to support the current performance. This good performance is further evidenced through the recent recognition of national best performance in a report by the Institution of Advanced Motoring and by winning a prestigious national award for the Best Road Safety Project 2014 for improvements to the A614 - an approach being followed for this year's improvements to the A38 as part of key action 2 below.

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. The next meeting is 14 October. 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, with the A38 due to start on site in November.
3 We will introduce 20mph limits outside schools where appropriate, and provide enforceable school keep clear markings outside 160 schools during 2014/15.	Current progress is on target to complete the programme of 160 schools 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
<p>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)</p> <p><i>Measures the reduction in children killed or seriously injured from road accidents from a baseline figure</i></p>	-	43	28	Low	Annual measure. Data available in March 2015.
<p>3 Number of children receiving cycling training at specific levels (A)</p> <p><i>Measures the number of children receiving cycling proficiency training per year</i></p>	-	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 work of Trading Standards to make Nottinghamshire a fair and safe place to do business is steered by intelligence received from key partners such as Notts Police, this will therefore impact on the level of demand and performance, which varies significantly from month to month. Interventions with businesses can also be seasonal and it is predicted that there will be more interventions in the latter half of the year.

We have continued to expand our support of local businesses by increasing the number of partnerships with local businesses who pay for our advice and support and we are on track to meet our end of year target. There are a number of large investigations ongoing against traders suspected of defrauding vulnerable residents and to date over 180 vulnerable residents have been protected from falling victim to future scams and other related crimes.

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.

- 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.

- 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.

Progress

Trading Standards continue to expand our Primary Authority (PA) provision and now have 26 PA companies who pay for our advice/support. Our Public Health funded work to tackle the supply of illicit tobacco protects the interests of legitimate tobacco sellers in addition to providing Public Health benefits. Progress is on track with our programme of high risk food, feed and safety inspections to support local businesses.

Trading Standards work in this area is intelligence led. A number of large investigations ongoing in the Service against traders suspected of defrauding vulnerable residents (working with social care colleagues). To date this year we have intervened (with partner agencies when appropriate) to protect over 180 vulnerable residents from falling victim to future scams and other related crimes. Officers are now based one day a week in the MASH and continue to develop our links with partner agencies to protect vulnerable residents. To improve this joint working they have now read/write Framework access (social care record system).

Trading Standards focus has been on developing our use of the "Email Me" facility sending out targeted monthly "consumer advice" and "business advice" emails, which include advice/warnings and updates about our work. We also send out more regular "Scam Alert" emails as required. In the first six months we have increased the number of subscribers to our email bulletins as follows: Scams Alert: 258 to 2531, Consumer Advice: 437 to 1313; Business Advice: 372 to 966.

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>	522	1640	264	High	Our work is intelligence driven and as a result can vary significantly from month to month. Work is currently focussed on a number of large cases involving just a few businesses rather than more smaller cases which would result in more interventions with businesses. Our interventions with businesses can also be seasonal and we predict that this year we will do more interventions in the latter half of the year (eg fireworks inspection late October/November).
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 vulnerable residents based on risk assessment per year</i>	179	300	69	High	We are on track to exceed this target which reflects the high priority the Service is currently placing on protecting vulnerable residents, 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>	13	100	8	High	Whilst Trading Standards endeavour to be very protective we rely on the necessary intelligence coming in that forms the basis of alerts and warning messages. We need to ensure we maintain high quality with these messages in terms of impact and usefulness to residents.
4 Number of Primary Authority Partnerships (Q) <i>Measures Trading Standards formal partnerships with local businesses part or in whole</i>	26	32	-	High	We are on track to meet this target.

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

Work is on-going on the multi-agency Pandemic Flu Plan and is due to be agreed and adopted during Quarter 3. We are working in partnership with Clinical Commissioning Groups to implement arrangements for protecting people from healthcare associated infections and a formal proposal will be brought to Public Health Committee during Quarter 3

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 Plan remains under review by NHS England who intend to incorporate learnings from a multi-agency exercise. The Final draft of the Plan is expected in Quarter 3.
2 We will implement arrangements for protecting people against healthcare associated infections in community settings.	Health needs assessment indicates the need for some additional capacity. Clinical Commissioning Group (CCG) stakeholders have signalled their provisional agreement to an approach which reflects the shared interests of CCGs and the Council in this agenda and the need for transformation. A formal proposal will be brought to the Public Health Committee in Quarter 3.

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 affected 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

Progress against this outcome is currently on track.

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

Action

- 1 Implement the Rufford Park development Plan by maintaining Visitor Accreditation Quality Assurance Scheme (VAQAS) accreditation and developing a comprehensive Conservation Management Plan.
- 2 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.
- 3 Develop our heritage tourism offer and a Nottinghamshire prospectus in partnership with English Heritage and the Heritage Lottery Fund.

Progress

Rufford Country Park has maintained its VAQAS accreditation for 2014/15, following an inspection in August. The Conservation Management Plan (CMP) is complete and being used to support the process of seeking a new operating model for the site. The CMP will also support future funding applications with external bodies (particularly English Heritage) who have sited the lack of a CMP in the past as a key barrier.

Work has started 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.

To help develop our heritage tourism offer, exploratory work has been undertaken around a number of key themes, including Nottinghamshire's industrial, rebellion and sporting heritage. September saw the inaugural National Sports Heritage Day and we were the only county to offer a coordinated approach with activities and events. Using Mansfield/Mansfield Woodhouse as a pilot area, a range of partnership projects are being developed with a view to attracting external funding. Opportunities for students in further education to gain practical skills relating to heritage and tourism are also being developed and trialled at NCC sites.

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 visitors to our Country Parks at Rufford and Sherwood (Q)</p> <p><i>Measures the number of visitors who visit Rufford Country Park and Sherwood Forest Country Park per year</i></p>	441,000	820,000	198,600	High	Visitors to our country parks at Rufford and Sherwood is on track to meet the annual target.
<p>2 Country Parks and Green Estates Service: service user and customer satisfaction levels achieved across the service area (A)</p> <p><i>Measures the satisfaction of visitors to our country parks and green spaces using an annual survey</i></p>	99% (Rufford Park)	95%-98%	98%	High	Survey results from the visitor satisfaction at Rufford Country Park has continued to remain high and has exceeded the annual target range for this year. 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

Work has progressed on a number of fronts to encourage people to help protect the environment. We continue to work with schools and communities to increase awareness of recycling issues. We have worked in conjunction with District / Borough Councils to introduce kerb side green recycling which will help reduce the amount of waste sent to landfill.

We continue to support community initiatives and Friends of Country Parks. We coordinate volunteer activity to help protect our local rivers Trent, Maun and Meden from invasive species. We have celebrated the contribution to protecting the environment through an annual awards ceremony, held in September where 11 awards were given for their outstanding contribution to their local environment.

We continue to play a lead role with partners to seek national funding, such as through the recent successful bid to the Heritage Lottery Fund as part of the Sherwood Landscape Partnership scheme. This could ultimately see the £3.7m restoration of ancient woodland and celebration of Sherwood's cultural heritage.

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.	Newark & Sherwood District Council have now introduced a number of new kerbside green waste collection services in partnership with Mansfield District Council, Gedling Borough Council and Rushcliffe Borough Council. Discussions are still on-going with Bassetlaw District Council to introduce this form of collection
2 We will finalise the Veolia Revised Project Plan to reduce landfill in 2015/16.	The Revised Project Plan proposed by Veolia was approved by Environment & Sustainability Committee on 4 September. It is the intention that the Revised Project Plan will be concluded and a variation to the existing contract signed by the end of 2014.
3 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.	We continue to work with schools, undertaking educational events and visits to the Mansfield Materials Recovery Facility, and the wider community through events such as the "Love Food Hate Waste Feed the 1000". The targeted recycling campaigns to address contamination were delayed until October 2014.

4 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.

5 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.

6 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.

The bid was submitted in May and was due to go before the national Heritage Lottery Fund Board on 28 October. NCC is the lead partner and chairs the Partnership Board. In the interim, there have been a number of community events taking place 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
<p>1 Percentage of waste sent for composting increased from 13/14 outturn (Q)</p> <p><i>Measures the increase in household waste composted as a percentage of total waste</i></p>	11.88%	16.50%	-	High	Good progress was made in the first quarter of the year with high recycling rates for garden waste linked to mild, good weather.
<p>2 Number of volunteer hours for natural and historic environment projects (A)</p> <p><i>Measures the level of volunteering for natural and historic projects in hours</i></p>	-	2364	2251	High	Annual measure. Data available March 2015.
<p>3 Number of friends groups supported through Greenwood Community Forest (A)</p> <p><i>Measures how many environment groups are supported by Greenwood Community Forest</i></p>	-	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 are investing in sustainable technologies and work innovatively in order to reduce harmful CO₂ emissions and thus help to safeguard the environment.

We are installing photo-voltaic cells, renewable heating boilers, water re-use and LED lighting systems to reduce energy consumption. A number of schemes have successfully been completed or are scheduled for future years.

We are in talks with key public sector partners as a part of the One Public Estate initiative to share and jointly use properties across the county. This will not only reduce cost of property occupation but also improve public access to services.

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

The Council is continuing with its on-going £1.8 million PV investment programme, with installations under Phase 2 of the SunVolt scheme now underway or completed on a further eight non-school buildings, representing an additional £300,000 of investment. A further tranche of sites is being lined up following onsite technical assessment.

Investment of the recycling energy efficiency fund (LAEF scheme) continues to support quick payback energy efficiency measures in schools and non-school buildings, including LED lighting at Meadow House, with the Council on track to spend its available funding of around £300,000.

- 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.

On-site enabling works at Worksop Bus Station commenced in September. All parties are working towards a contract agreement by October, with a current anticipated end date of August 2015.

The feasibility of sharing resources is an ongoing process through work with OPE 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 also detailed options being considered for the use of Police or Mansfield District Council property to meet the long term needs of MASH/Customer Service Centre currently based at Mercury House.

- 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 March 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 March 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 March 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

The programmes of highways investment for 2014/15 are well on track for delivery to achieve the outcome of maintaining the road and transport infrastructure in a fit for purpose condition. Whilst levels of investment remain and will continue to remain below those needed to sustain the current condition of road and transport infrastructure, good asset management arrangements are in place to manage our infrastructure. Future performance indicators will require revising to reflect future affordable performance.

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).	Work on the current integrated transport programme is on track and the provisional 2015/16 programme was approved at Transport & Highways Committee in October
3 We will complete flood studies in Southwell, Hucknall and Cropwell Butler to assess available options for reducing flood risk in those communities.	The three flood studies have been commissioned and the work is scheduled for completion before the end of March 2015.
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
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, it is planned that the work will be completed during August 2015. The highway junction improvement works (Watson Rd/Newcastle Street/Memorial Avenue) that were required to facilitate the new bus station have now been completed. Wates Construction have been appointed as the main contractor for the project.
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 agreed and is ready for delivery. Bus shelters improvements are delivered 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

The programmes of highways investment for 2014/15 are well on track for delivery to achieve the outcome of improving connectivity. However future levels of investment will be below those needed to sustain this improvement and future performance indicators will require reducing to reflect future affordable performance.

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.	The Highways Agency completed the tendering process and awarded the design and build contract to Carillion Plc in October 2013. Detailed design and preliminary works have been completed. Main construction started on 7 May 2014 and is due to be complete by early 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 is on-going, with all parties complying with the quality standards in the legal agreement. The other Quality Bus Partnership's for Beeston and Worksop, are being processed and each one is programmed to be completed before each facility opens.
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 December 2014

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

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
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.
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%	83.0%	High	Performance for quarter 2 has improved from the previous quarter and is on track to meet the annual target
Bus services running on time: Excess waiting time of frequent services (Q) <i>Measures if frequent bus services are running on time</i>	0.95	1	0.99	Low	Performance for quarter 2 has improved from the previous quarter and is on track to meet the annual target
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.
Customer satisfaction with overall walking and cycling facilities (A) <i>Measures satisfaction with walking and cycling facilities using an annual survey</i>	-	54.0%	52.9%	High	Annual measure. Data available in March 2015.

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 are making good progress to achieve the targets to stimulate economic growth by unlocking employment sites. There have been four Nottinghamshire schemes which were successful in round 1 of the D2N2 Growth Deal and further proposals have been submitted for consideration at the beginning of September. The Economic Development Capital Fund was launched in April with 13 bids successful in the first round, collectively allocated up to £1.5 million of the fund. Economic Development Committee has approved the re-opening of the capital fund which was actioned in October.

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. 13 bids have been successful in this first round and are currently undergoing final assessments before the grant is released. Up to £1.5 million of the fund will be allocated to these projects, which will collectively deliver 189 new jobs, 371 safeguarded jobs and £12.5 million of investment secured in Nottinghamshire. Economic Development Committee has approved the re-opening of the capital fund as a rolling bidding programme and this was actioned in October.
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 in the New Year.
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.

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

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 is being made in the delivery to have attractive and economically vibrant towns. Preliminary work is currently underway to meet statutory procedures ahead of commencement of a major transport scheme for Hucknall, which is due to start in Autumn 2015.

Following Mansfield Business Improvement District being awarded money to undertake a scoping study of Mansfield's heritage assets, which is almost complete, it is intended this will lead to further funding through the Heritage Lottery Fund and will be key to any future master-planning exercise. An initial meeting with the Beeston Business Improvement District has taken place and it is too early to report on at this time.

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 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 is due to relaunch in November and we will work closely with Borough and District Councils again to identify potential schemes.
3 We will complete feasibility/masterplanning on Mansfield town centre.	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.
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.	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.

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

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

The programmes of infrastructure investment for 2014/15 are well on track for delivery to achieve the outcome of supporting economic growth.

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

Action	Progress
1 We will continue with the planned development of the Gedling Access Road (GAR) working in conjunction with key strategic partners.	The planning application for the new access road has been submitted by the Homes and Communities Agency (HCA) and is expected to be determined in November 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.
3 We will deliver phases 1-3 of the Better Broadband for Nottinghamshire programme to address fibre-based broadband 'market failure' across Nottinghamshire.	Phase 1 of the Better Broadband for Nottinghamshire programme has completed, with fibre broadband access delivered to 10,959 homes and premises across Nottinghamshire. Delivery of infrastructure in phase 2 has commenced and survey work for phase 3 is also underway. The programme is 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
Total number of premises passed by a fibre-based broadband infrastructure (Q) <i>Measures the number of premises benefitting from faster broadband</i>	11,277	35,582	847	High	11,277 premises passed by the end of September 2014, which represents an over-achievement of 682 premises on the target agreed in the contract. The programme is fully mobilised and the Council's delivery partner is building infrastructure for phase two of the programme and undertaking survey work for phase three. There are no forecast performance issues at this stage.
The percentage of schemes in the Integrated Transport Measures Capital Programme delivered (A) <i>Measures the delivery of the Integrated Transport Management Capital Programme</i>	-	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

Work is progressing well 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 the 3 districts (Mansfield, Ashfield and Bassetlaw) with the highest levels of deprivation in the County. The revised Living Wage rate for 2015 has recently been announced by the Living Wage Foundation, and is set to rise to £7.85. This rate will be implemented for all qualifying staff from 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 though 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 July 2014, 94 schools and 16 academies had either adopted or intended to adopt, the Living Wage (based on the old rate). The decision to adopt the Living Wage ultimately sits with the Governing Body. We will know the number of schools and academies that propose to adopt the new Living Wage rate of £7.85, by December 2014.

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 continue to support young people by providing training and apprenticeship opportunities to enable them to be in either work, education or training. A new project commenced late summer which targets young people with learning difficulties and/or disabilities offering work experience with the opportunity for some to progress into a 'Supported Internship' for six months. As this runs in academic years, it is just being rolled-out for 2014/15.

As part of the Economic Development Strategy, 41 grants have been allocated to small and medium enterprises who have not previously employed an apprentice enabling young people an opportunity to gain skills and training which they may not otherwise have got. A partnership arrangement with the National Careers Service provides advice and support to young people up to 18/19 year old who are Not in Employment, Education or Training (NEET) and proactive work is taking place with schools to identify young people who are likely to become NEET at the end of Year 11. Work to address the short term growth of the 16-18 Not Known cohort over recent months is currently a priority action, as set out in the commentary section below.

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

Action

- 1 Working with key external stakeholders (to include further education and skills providers, the National Apprenticeship Service, Education Funding Authority, Skills Funding Agency, our regional Ofsted link) we will ensure young people, adults, parents and employers have opportunities to gain an appreciation of the training, education and employment opportunities that are available across Nottinghamshire.

Progress

Work with key stakeholders continues, with good engagement and outcomes. This includes the development of a strong professional relationships, and a greater appreciation of the range of the work of the post 16 sector has developed. Regular meetings with the Learning & Enterprise Partnership, Education Funding Agency, Skills Funding agency and the national Apprenticeship Service have proved invaluable. Keeping abreast of changes has ensured that the provision of advice, guidance and support in response to enquiries has been reliable and upto date. The engagement of key stakeholders at secondary head teacher and heads of sixth form networks has been well received. To support young people who are NEET, there is a partnership arrangement with the National Careers Service, who provide advice and support to 18/19 year old NEETS. A Risk of NEET indicator list, and the tracking of students for Destinations and the September Guarantee offers continues. There is proactive work with schools to identify young people who are likely to become NEET at the end of Year 11, and some work with schools to highlight the duties around the Raising of the Participation Age and the duties in relation to Information, Advice and Guidance.

2 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).

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. Potential employers have been identified for the project co-ordinator to make contact with. Four young people are now benefitting from work experience and one of these learners has progressed onto a supported internship of six months.

3 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.

To date 41 grants 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 plan will be discussed at the next monitoring meeting regarding this budget area.

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 percentage of young people age 16-18 not in education, employment or training (NEET) (Q)</p> <p><i>Measures the percentage of 16-18 year olds not in education, training or employment</i></p>	1.8%	5.0%	3.6%	Low	<p>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 reduced to 1.8% in September compared with 3.6% in June. However, we are in the process of confirming the destinations of young people who completed Year 11 in July 2014, the proportion whose current destination was classified as unknown at the end of September increased to 14.3%. A short term, intensive "Not Known Reduction Plan" is currently being implemented however, and is already having a significant positive impact upon the volume of young people whose post 16 destination is Not Known. This improved performance will be reflected in the third quarter performance information presented to Committee.</p>
<p>2 The percentage of young people age 16-18 where the education, employment or training destination is unknown (Q)</p> <p><i>Measures the percentage of 16-18 year olds where we do not know if they are in education, training or employment</i></p>	14.3%	6.0%	14.0%	Low	

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>The number of learners with learning difficulties and/or disabilities benefitting from work experience (Q)</p> <p><i>Measures the numbers benefitting from work experience</i></p>	4	20	N/A	High	<p>This commentary relates to these two measures. This project commenced in late summer 2014. To date there are limited learner outcomes for this project. Whilst officially commencing in April 2014, the bulk of the project runs from 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.</p>
<p>The number of learners with learning difficulties and/or disabilities progressing into a 'Supported Internship' of six months (Q)</p> <p><i>Measures the numbers progressing to supported internship of six months</i></p>	1	14	N/A	High	
<p>The number of Small and Medium Enterprises offering apprenticeships for the first time through the Economic Development Strategy (Y)</p> <p><i>Measures the number of small and medium businesses offering apprenticeships for the first time</i></p>	-	45	N/A	High	Annual measure. Data available March 2015.
<p>The number of young people taking up apprenticeship opportunities through the Economic Development Strategy (Q)</p> <p><i>Measures the Economic Development Strategy success in young people taking up apprenticeships</i></p>	41	70	9	High	Up to end of September, a total of 41 young people have taken up apprenticeships through the scheme. The scheme targets companies who have never previously employed an apprentice and this has resulted in a relatively slow start. 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

A range of work is progressing well to help enable people with health and social care needs to maintain a satisfactory quality of life. We have plans already in place to create 137 new Extra Care units in a variety of locations, significant progress against our commitment to provide 160 new units by March 2017. We have made continued progress with colleagues from Health to help prevent the need for services by improving the way we target our resources to enable people to remain living in their own homes for longer. The primary means for measuring whether people are helped to maintain 'a satisfactory quality of life' is by surveying service users through the annual Adult Social Care Survey. The results for 2013-14 demonstrated we are meeting people's needs and expectations in many areas, but with some key areas of improvement. Work is scheduled to commence on the 2014-15 Survey to be completed by March, with the results available in the summer 2015.

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

Action

- 1 We will support the development of new Extra Care Housing and Supported Living Services for older and disabled adults.
- 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.
- 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.

Progress

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.

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.

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.

NCC have commissioned Notts Healthcare Trust to recruit 6.5 Compass Workers to help support Carers looking after a person with dementia. Posts were recruited in September and were in operation by mid October 2014 (with the exception of Bassetlaw who are in the process of recruiting currently).

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

A range of different initiatives that support this outcome are brought together under the 'Living at Home' programme. Interventions such as the use of Extra Care places and Assistive Technology are two key ways of avoiding the need for long-term care and using technology to enable people to remain in their own homes longer. The success of 'Living at Home' is demonstrated by reducing the numbers of long term admissions to residential care and the continued strong performance for the START reablement process. Currently 64% of people who have benefitted from the process are able to remain in their own homes with no on-going package of formal care. Linked to providing alternatives to long-term care, is the careful monitoring of admissions. Younger Adults now have a monthly Accommodation Panel made up from all relevant professions and disciplines that carefully scrutinise all admission requests for Younger Adults. Performance information is being used to interrogate the information stored on the Framework system to identify any variances and ensure we are able to accurately monitor the numbers of services users in long-term care.

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.
3 We will provide assistance to Carers so they are able to continue to provide the essential support for the people they care for.	Carers who are eligible, may now be offered Carers' Personal Budget, NHS Carers' Break, Emergency Card, referral to Carers Federation for extra support, and information and advice about training, carer support groups, etc.
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	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 meet its annual target for reduced admissions to residential and nursing care.

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>	364	900	229	Low	Admissions of older people to long term care is currently on target. The monthly target for admissions is 75 a month, and so far this year the average number of admissions per month is within this 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>	57	75	29	Low	Admissions of younger adults to long term care is currently projected to be over target at year end. Group Managers are currently carefully monitoring admissions and there is potential for some of the people placed into long term care to be moved into independent living when suitable accommodation is found.
<p>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></p>	99.4%	100.0%	100.0%	High	The shortfall from target represents the small number of records on Frameworki which contain data quality issues and require updating. These are being followed up with Team Managers.
<p>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></p>	46%	41%	42%	High	We continue to target service users to receive direct payments where appropriate.
<p>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></p>	64%	65%	66%	High	Performance remains good, however it has fallen to just under target this quarter and the reasons for this slight decrease are being investigated.

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

Ensuring all people have a positive experience of care and support is a priority but also a big challenge. A key aspect of this positive experience is developing tools and using technology to improve people's initial interaction with the Council, as this often shapes their overall perception of the service they receive. An on-line tool has been developed, designed to automate the provision of advice and support specifically to satisfy those people who only require information and advice at this stage. For people with more complex needs, an on-line 'ready reckoner' is being developed to inform people upfront of the potential costs of the services they require and their possible contribution to paying part or all of this cost. Supporting Carers is a key area for development during 2014-15 with an number of new support initiatives having been introduced to help ensure that they and the people they care for, have a positive experience of care and support. Carers may now be offered a personal budget, NHS Carers Breaks, Emergency Cards and improved advice and training.

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

Action

- 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.
- 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.
- 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.

Progress

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 is in its early stage of development to help inform people whether they will need to contribute towards the cost of their care and support and if they are likely to have to pay the full cost.

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.

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
<p>1 Overall satisfaction of people who use services with their care and support (A)</p> <p><i>Measures overall satisfaction of service users by an annual survey</i></p>	-	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.
<p>2 Proportion of carers who report they have been included or consulted in discussion about the person cared for (A)</p> <p><i>Measures perception of carers feeling consulted using an annual survey</i></p>	-	77.8%	72.7%	High	We survey carers every 2 years. We have just sent out questionnaires for 2014-15 and will have an update by Q4.
<p>3 Proportion of service users and carers who found it easy to find information about support (A)</p> <p><i>Measures ease of access to information using an annual survey</i></p>	-	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.
<p>4 Proportion of people who use services who have control over their daily life (A)</p> <p><i>Measures perception of control of their daily life using an annual survey</i></p>	-	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.
<p>5 Carers receiving assessments or reviews (Q)</p> <p><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></p>	14%	38%	9%	High	We are continuing to identify and assess a high number of carers. Performance is on track to meet the annual target. Following assessment, the majority of carers become eligible to receive a carers direct payment.
<p>6 Assessment timescales (Q)</p> <p><i>Measures the percentage of assessments for older adults completed with timescales</i></p>	60%	80%	64%	High	Work is underway to clear the backlog of older cases and a number of initiatives are due to commence in the coming months to improve waiting times.

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

Work to improve the integration with health care continues on many different fronts. Through formal mechanisms such as active participation in the Health and Wellbeing Board, this has led to the agreed development and adoption of a 'Leaving Hospital' policy that will help reduce delays in discharge from hospitals and free-up beds. We are working in partnership with Clinical Commissioning Groups (CCG's), as demonstrated through the recent joint commissioning of interim home care. Work is underway within the department, corporately and across partnerships in response to the national initiatives around improved integration such as the implementation of the Care Act and Better Care Fund. The development of shared performance measures remains at an early stage with significant further work required to improve the sharing of data and expertise to ensure that increasingly limited resources are targeted at the areas of greatest need.

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 6 CCG's and social care have formed into 3 main planning areas with programmes of activity. Bassetlaw, Mid-Notts Better Together Programme and South Notts. Each area has an integrated Health and Social Care Programme. Although these areas are geographically different and the needs of the residents may vary slightly the suggested models for service delivery have common themes. These are the establishment of:

- proactive GP led care of the over 75s and patients at risk of admission
- multi-disciplinary working across health and social care boundaries, including multi-professional care
- systematic profiling of the local population and targeting of services at people most at risk
- new models for community services
- prevention, early intervention, information and advice services that can evidence that they support independence,
- voluntary sector support to encourage people to become more self-reliant by developing skills to manage their own health and care

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>	244	601	156	Low	Admissions of older people to long term care is currently on target. The monthly target for admissions is 75 a month, and so far this year the average number of admissions per month is within this target.
<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</i></p>	24.7	34.5	35.1	Low	Overall performance is on target for this indicator
<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>	89.6%	89.8%	93.7%	High	Although performance has marginally decreased this quarter, it is anticipated that we will still meet the annual target.
<p>4 Delayed transfers of care from hospital per 100,000 population (average days per month) (Q)</p> <p><i>Measures the delay in transfer between hospital care and county council social care per population</i></p>	1210	1218	-	Low	Overall performance is on target for this indicator.

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
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>	2636	2546	-	Low	Overall performance is below 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>	2.45	2.80	2.43	Low	Although there has been an increase since the last period this indicator is still on target. A larger number of delays than normal were recorded for social care in July which led to the increase, however the number recorded has reduced again in August.

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

The outcome seeks to narrow health inequalities which is a long term objective and not something immediately measurable over a 6 month period. However, progress has been made in relation to the launch of the Health and Wellbeing Strategy - Delivery Plan and the ongoing development of performance measures to monitor progress. Similarly, a number of key health outcome areas have been re-commissioned or are in the process of seeking to award new contracts. A full report on tackling health inequalities will be presented to the Health and Wellbeing Board in the New Year.

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 is due to be 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.

Following the re-tender of the substance misuse service, mobilisation of the new contract has been completed and services went live on 1 October 2014.

Following the re-procurement exercise earlier in the year, it was not possible to award the contract for obesity prevention and weight management services due to the withdrawal of the preferred bidder. A new tender exercise is being run and the new service will be in place on 1 April 2015.

3 We will agree five evidence based interventions that target areas of greatest need and are know 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

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>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)</p> <p><i>Measures new service contracts in relating to substance misuse against a baseline</i></p>	-	<p>New service contracts in place with baseline measures set and collected for use in monitoring future performance</p>	<p>Range of services in place and no consistent measure available to monitor recovery</p>	-	<p>Annual measure. Data available March 2015</p>

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

The percentage of Nottinghamshire schools where their latest Ofsted inspections awards them 'good' or 'outstanding' remains above national averages. For secondary schools, comparisons to statistical neighbours place Nottinghamshire in second place for this measure.

Schools continue to be monitored through a combination of data, latest Ofsted inspections as well as termly meetings of ongoing concerns to assess levels of risk. School leaders are supported by Education Improvement through a number of strategies to raise standards ensuring high outcomes for all young people attending Nottinghamshire schools. Universal sold services remain popular amongst schools and are consistently rated good or better by those attending. Attainment data will be available in March 2015.

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

Action

- 1 Implement the School Improvement Strategy to ensure that all schools become good and outstanding.

Progress

The revised School Improvement Strategy was agreed in 2013, following consultation with head teachers. An overview of school effectiveness has been maintained through an annual review of data for all schools, a termly meeting of emerging concerns and recent Ofsted inspections / interim assessments.

This information has been used to identify the degree of risk presented by each school of being found 'Requiring Improvement' or being deemed a 'School Causing Concern'. 'High' risk schools receive 15 to 20 days support and challenge from an Education Improvement Adviser in preparation for the next inspection. 'Medium' risk schools i.e. Requiring Improvement (RI) or likely to be RI at the next inspection have received between 3 and 9 days support and challenge, dependent on the relative strengths of the school leadership team to drive improvement. Schools with 'Low/Some Risk' i.e. a good/outstanding school where recent data indicates further field knowledge is needed to accurately categorise the school have received a monitoring visit to determine whether further support was required. Schools with 'Low/No Risk' – a good/outstanding school where data indicates it has maintained/improved its performance have received a quality assurance visit on a rolling programme available to all good and outstanding maintained schools.

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.

An agreed brokerage protocol has been developed with teaching school alliances (TSAs), which ensures effective deployment of national (NLEs) and local leaders (LLEs) and other partnership leaders (PLs) to support all high and medium risk schools to secure rapid improvements in the quality of teaching and learning, curriculum, behaviour and safety and standards of attainment and progress. Education Improvement Advisors (EIAs) broker all partnership plans for maintained schools in collaboration with TSAs where the schools are part of an alliance. EIAs monitor and evaluate the impact of the support provided on a termly basis working in partnership with the NLEs, LLEs and PLs. HMI reports for schools in Ofsted categories of concern or requiring improvement judge that LA support for maintained schools is fit for purpose.

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.

47 courses were run in Quarter 2, attended by 1728 delegates, contributing £136k to the £320k gross income raised by the Universal sold offer over this period. Feedback from courses indicate the quality and relevance of events has been good or better. Governor Services and Achievement and Equality Services are now part of the universal offer to schools.

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 percentage of pupils achieving a good level of development in the Early Years Foundation Stage Profile (Y)</p> <p><i>Measures achievement in Early Years Foundation Stage</i></p>	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>
<p>2 Pupils achieving a good Level 4 (4B or above) in reading, writing and mathematics combined at age 11 (Y)</p> <p><i>Measures achievement at Level 4B or above for 11 year olds</i></p>	-	3% above national average	64.6%	High	Annual measure. Data available in March 2015.
<p>3 Achievement of 5 or more A*+C grades at GCSE or equivalent (inc. English and maths) BEST (Y)</p> <p><i>Measures achievement of best result of GCSEs taken</i></p>	-	4% above national average	63.4%	High	Annual measure. Data available in March 2015

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>4 Achievement of 5 or more A*+C grades at GCSE or equivalent (inc. English and maths) FIRST (Y) (New measure)</p> <p><i>Measures achievement first time GCSEs are taken</i></p>	-	New Measure		High	Annual measure. Data available in March 2015.
<p>5 The percentage of pupils attending good or outstanding a) primary and b) secondary schools (T)</p> <p><i>Measures the percentage of pupils able to attend outstanding or good schools</i></p>	<p>a) 81%</p> <p>b) 80%</p>	<p>a) 82%</p> <p>b) 82%</p>	<p>a) 81%</p> <p>b) 80%</p>	High	<p>The percentage of Nottinghamshire pupils attending good or outstanding schools remains good when compared with national averages. From primary schools 81% of pupils were in good or outstanding schools as at the end of March 2014 which is above the national average of 79%. Comparisons against our statistical neighbours place Nottinghamshire 5th.</p> <p>80% of Nottinghamshire pupils attend a good or outstanding secondary school. Nationally this figure is 73%. Comparisons against our statistical neighbours place Nottinghamshire 2nd on this measure.</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

Nottinghamshire has managed to reduce 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 (end of primary phase) and at Key Stage 4 for GCSE and equivalent qualifications. Figures for 2014 will be available in March 2015.

The Education Improvements Service (EIS) continues to support schools to close the gap and improve outcomes for all pupil groups. School leaders continue to access guidance and training in effective strategies to achieve this. Funding to schools through the Pupil Premium has also increased for the 2014-15 year and year 7 catch up funding (provided to secondary schools for those pupils not achieving the expected standards at the end of primary education) have provided schools with increased funding to further support disadvantaged pupils. The work of the Together for Newark project has strengthened partnerships between all providers and encouraged the sharing of resources and best practices to support the needs of young people and their families in the town.

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

The Closing the Gap Strategy (2012-14) is entering its 3rd year - A Closing the Gap Performance Board meets termly to monitor the impact of each LA team's contributions to this strategy. Six monthly impact reports are presented to CYP committee, Children's Trust Board and CFCS Leadership Team (a detailed report is available for 2013-14). Refreshed actions/success criteria for the Closing the Gap Strategy 2014-16 was presented for approval to the CYP committee in November 2014. The Closing the Gap Strategy is underpinned by a comprehensive data strategy, led by Data and Performance Team in partnership with the Education Improvement Service (EIS). Provisional KS2 data indicates that Notts L4+ Reading, Writing and Mathematics has improved by 4.4 percentage points in 2014 compared with a rise of 1.9 percentage points in the previous year. The gap has reduced 5.8 percentage points and now stands at 16.5 which is below the national gap in 2013 (17 percentage points). The majority of Notts schools continue to access guidance and/or training on effective strategies to close educational gaps. The EIS has successfully designed and delivered an annual Closing the Gaps leadership conference for 2 consecutive years. The EIS continues to commission and support a range of Closing the Gap research projects to enable Notts schools to work collaboratively with other local and external strategic partners. EIAs are allocated to schools which are not yet 'Good' (Ofsted) to provide support and challenge to senior leaders and governors to improve the progress of all including vulnerable learners.

- 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.

Interim evaluations were conducted by 2 external HE partners - Manchester University reported "During its pilot phase, Together for Newark (TfN) has generated a considerable range of activity which has been inclusive of a wide range of partners and responded to a wide range of concerns. Those involved have reported positive impacts for children and families, and for professional practices and relationships."

In the forthcoming report, Professor Gill Richards from Nottm Trent University states that "Focused activities have led Newark's schools and services to collectively address the barriers, concerns and issues identified by local families in professionals. Joint responsibility for positive action is increasingly being accepted by the Town, resulting in developments and shared activities becoming embedded across provision for children, young people and families". She notes that "Future success will require consolidation of activities, embedding of lessons learned and overcoming remaining challenges. There will be undoubtedly new challenges arising as TfN consolidates Pilot activity and becomes consistent 'Newark practice'. Lessons learned from the Pilot can be utilised in other similar, locality based work." The level of LA co-ordination and facilitation has now been scaled back to enable the TfN Steering Group to take on local leadership of this collaboration - to embed learning and sustain new ways of working.

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

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<p>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)</p> <p><i>Measures the gap in achievement at Early Years Foundation Stage between those eligible for free school meals and the rest</i></p>	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>
<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>	-	18.0%	19.9%	Low	Annual measure. Data available in March 2015.

Indicator	Current Value	Annual Target	Previous Period	Good is ...	Commentary
<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

Nottinghamshire continues to remain above the national average for the percentage of families receiving their first/any of their preference offers for admissions into schools. The 2014 school places programme has delivered 1100 new places for the start of this academic year with Place Planning working with all schools regardless of the type of governance in order to increase capacity in areas of most demand.

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

Action

- 1 Develop, publish and implement the School Places and Capital Strategy to ensure there are sufficient school places of the requisite quality and in the right location. Key to this will be identifying emerging hotspots areas around the county as early as possible and developing new ways of working with schools irrespective of governance to deliver additional places as required.

Progress

The School Places and Capital Strategy was approved by the CYP Committee in July 2014. This sets out the areas around the county that will require additional school places from the academic year beginning in September 2015. It also sets out a revised process for establishing a brand new school, in line with the current legislative framework and DfE guidance. Work is also underway to identify the emerging need over the longer term, as it is recognised that there will be diminishing scope for continuing to meet the pressure on school places by increasing the capacity of existing popular schools, thus placing a greater need to identify land for developing new schools in key hotspots.

In the meantime, the 2014 school places programme has delivered almost 1100 new places for the academic year beginning September 2014. As has been the case for the past 2 years, the programme includes traditional capital projects managed by the Council, together with providing funding towards projects managed by academies themselves where these serve to meet the strategic need for additional places.

A measure of success of our school place planning activity is evidenced by the school admissions outcomes. The latest data shows that 92% of parents receive their first preference, with 98% obtaining a place at one of their preferred choices of school.

2 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 allocation from DfE totalled nearly £36m for the next two years. The 2014 School Capacity Survey return has been completed, which may qualify NCC for Basic Need top-up funding. The September 2014 programme of expansions were completed on time with two exceptions, which were duly managed. The September 2015 programme is now in the feasibility stage and includes 33 potential projects. Section 106 discussions have increased in quantity and difficulty; two major enterprise zones - one in Beeston, the other in Hucknall - are nearing agreement, with education contributions towards new schools and expansions being negotiated across the county. No child was without a place in September 2014.

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 continuing reduction in First Time Entrants to the criminal justice system.

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

Action	Progress
1 Align early help and social care services in localities so that families receive a joined up service.	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.
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.	The Nottinghamshire Early Help offer was published in October 2014, and a revised Pathway to Provision document incorporating the Education, Health and Care Pathway in April 2015
3 Review and refresh our common assessment approach for individual children, young people or families who need integrated early help support.	A Task-and-Finish Group has been established to recommend a model of structured assessment and planning across our Early Help and Children's Social Care services. A decision on the preferred model of assessment will be reached by the end of December 2014. A range of revised tools will be part of the implementation of the chosen model for assessment and planning. An e-learning package is being developed to support practitioners across the partnership undertaking assessment and planning.

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 percentage of children aged 0-4 living in low income areas and target groups seen at children's centres (Q)</p> <p><i>Measures the percentage of targetted children aged 0-4 seen at children's centres</i></p>	46.5%	65.0%	27.8%	High	<p>The proportion of families seen during 2014/15 Quarter 2 was 46.5%, compared with 41.6% in 2013/14 Quarter 2 (as this indicator is cumulative). This represents an increase of 11.8% over the 12 months.</p> <p>Ashfield Children Centres saw the greatest proportion of children aged 0-4 living in low income areas with 52% of the population seen by the end of quarter 2.</p>
<p>2 The percentage of children who had an Early Help Assessment who have had their needs met (Y)</p> <p><i>Measures the percentage of children who have had their needs met through an Early Help Assessment per year</i></p>	-	New Measure		High	Annual measure. Data available in March 2015
<p>3 First time entrants to the Youth Justice System aged 10-17 (per 100,000) (Q)</p> <p><i>Measures the number of 10-17 year olds entering the Youth Justice System for the first time per population</i></p>	65	320	298	Low	The latest data shows there were just 47 first time entrants to the youth justice system (which equates to 65 per 100,000 population). This is slightly lower than the same period last year. When broken down by district, Bassetlaw, followed by Mansfield have the highest numbers of First time entrants.

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

Further work needs to be undertaken 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 the Youth Service's new structure (from October 2014 onwards) is even more clearly 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 THE CHAIR, ECONOMIC DEVELOPMENT COMMITTEE**LEADER RURAL DEVELOPMENT PROGRAMME – NOTTINGHAMSHIRE
SUBMISSION RESULTS****Purpose of the Report**

1. To advise Policy Committee of the success of two LEADER programme bids in Nottinghamshire and outline the implications of the decisions to the authority. In addition the report requests Policy Committee's support for the establishment of an internal project team to develop appropriate accountable body systems and proposes that future reports on LEADER should be considered by Economic Development Committee.

Information and advice

2. LEADER ['Liaison Entre Actions de Développement de l'Économie Rurale' or 'links between the rural economy and development actions'] is a European rural economic development programme managed by the Department for the Environment, Food and Rural Affairs (DEFRA). In the spring of 2014, DEFRA invited local areas to consider developing bids for the forthcoming 2014-2020 programme period.
3. On 2nd July 2014 Policy Committee agreed to submit two LEADER Bids for eligible areas in Nottinghamshire and for the County Council to act as Accountable Body should both bids be successful – with alternative provisions if only one bid were successful. This was preceded by reports to the Economic Development Committee outlining the LEADER opportunities.
4. Of the bids one was new – covering eligible areas in the south of the county in Rushcliffe, Gedling and small parts of Ashfield. The other was a bid to continue and expand work undertaken under the previous LEADER Programme in the north of the county. This bid included eligible populations in Bassetlaw (including the market town of Retford), Newark and Sherwood and parts of Mansfield. As reported to Committee previously, the rural areas that could be included in the LEADER bids were very narrowly defined by DEFRA. Maps showing the eligible areas are appended to this report. (Appendices 1 and 2 refer)

South Nottinghamshire LEADER Local Development Strategy

5. The South Nottinghamshire LEADER Local Action Group (LAG) submitted a bid for £1.9m of LEADER funds for the period 2015-2020. An assumed match

(primarily from the private sector) of £1.9m was anticipated giving a total programme value of £3.8m.

6. The bid, known as the Local Development Strategy (LDS), outlined priorities that the LAG identified to create local jobs and growth in the rural economy. This was heavily influenced by public meetings, stakeholder groups and an online survey within the framework of what DEFRA indicated could be supported by the LEADER Programme.
7. The submission identified Nottinghamshire County Council as Accountable Body on the basis of providing the same service for the North Nottinghamshire LAG in order to achieve enhanced value for money in administration and project animation through the economies of scale achieved through shared services. This enabled both bids to be competitively pitched with administrative costs capped at 16.5% of the total grant sought against a maximum allowable of 18%. This was seen as a vital component of the bids in order to best place them for success against 85 competing bids nationally.
8. The LDS submission was required to demonstrate the types of activities and targets for the proposed programme in South Nottinghamshire. These cover the 6 priorities indicated in guidance issued by Defra up to the time of the submission. On this basis the South Nottinghamshire LDS was built around the following priorities:
 - I. To facilitate, develop, and grow new and existing rural businesses – to reduce the barriers to sustainable economic growth - thereby supporting SMEs to grow and home workers and would-be entrepreneurs to develop career and employment potential through, for example, the establishment of micro businesses locally to mitigate further economic leakage and promote skills retention
 - II. To support land based farm businesses to boost productivity and resilience – including support to realise diversification opportunities, promote innovation and boost income and support job growth in farming
 - III. To strengthen the tourism offer by increasing visitor awareness, understanding and enjoyment of the products and experiences already available. This revolves around product development and joining up the diverse stories (textile history/coal mining/ waterways/ farming/food/ sport/ country parks/geology and built heritage) by providing opportunities for businesses to lead on tourism in their locality and drive initiatives within rural areas – within the context of the Destination Management Plan and with the support of Experience Nottinghamshire
 - IV. To promote the natural and built heritage in South Nottinghamshire – encouraging local business and communities to celebrate and market sites – linking clearly to the tourism offer whilst ensuring environmental sustainability
 - V. To bring more woodland into active sustainable management – building the capacity of existing businesses and encouraging cooperation and innovation in new techniques and products.
 - VI. To develop innovative approaches to the improvement, expansion and delivery of rural services – bespoke services that target local needs and have the potential for income generation

North Nottinghamshire LEADER Local Development Strategy

9. The North Nottinghamshire bid built on experience and knowledge gained from the previous programme but with an expanded population inclusion – by agreement with DEFRA just above the 150,000 maximum. This enabled the bid to be pitched at an award of £2,063,000 split £1.7m to support direct activity (matched primarily by private sector applicants to deliver £3.4m of growth activity to the local rural economy) and the £363,000 balance for project animation and facilitation.
10. As required by DEFRA the North Nottinghamshire LDS focused activities on the 6 priorities outlined in Paragraph 8 of this report.
11. The main difference in the North Nottinghamshire programme is its ability to build on work undertaken to date which has enabled the LAG's confidence to support projects to a higher value than will potentially be the case in the south and to achieve a higher VFM in respect of jobs created targets – based on evaluated activity from 2007-13.

LEADER Decisions

12. On 27th November the County Council received confirmation that both of the LEADER bids for the county had been approved by DEFRA subject to contract. The exact amount offered to each area is yet to be finalised as an appeals process is currently underway.
13. This is an excellent result for Nottinghamshire and the rural economy given the competitive bidding process with around 85 bids being submitted. Officers will now work with DEFRA to finalise the contract details and award amounts with DEFRA anticipating having contracts signed with accountable bodies by the end of March 2015. However, DEFRA also hopes that management and administration costs can be incurred and classed as eligible expenditure from 1st January 2015. This will enable the County Council as the accountable body to establish the required financial systems and staffing resources to deliver the programmes in advance of a formal launch in April 2015.

Accountable Body Role

14. In formulating the bids and in line with the delegated authority approved by Policy Committee in July 2014, a risk assessment was undertaken in terms of the County Council undertaking the role of the accountable body for both programmes – if both bids were successful. In association with the Corporate Director, PPCS, the Section 151 Officer and colleagues in Finance and Internal Audit it was concluded that, based on the information released by DEFRA, the risks were within acceptable, manageable levels.
15. It is proposed that a small internal project team, led by Economic Development, is now established to develop the accountable body function as a matter of some urgency. This will need to involve officers from Finance, Internal Audit

and HR (the latter due to the creation of new posts and the potential transfer in (through TUPE) of the existing North Nottinghamshire LEADER post-holder).

Positioning the Rural Economy to Maximise Growth Potential

16. In addition to LEADER activity that will impact the rural growth agenda, the main D2N2 European Structural Investment Fund Programme and other government initiatives such as the Manufacturing Advisory Services, Growth Accelerator, Technology Strategy Board etc all exist and can be accessed by rural businesses. It remains a key objective therefore to ensure that the LEADER funds do not displace these mainstream funding sources and that where appropriate mainstream programme access is achieved to maximise the opportunities for rural growth.

Reason(s) for recommendations

17. Two Nottinghamshire bids were submitted to Defra for funding from the LEADER programme 2014-2020 with the County Council acting as the joint Accountable Body for both bids. Policy Committee approved this in June 2014. This report updates Policy Committee on the outcome of the bids and the accountable body implications for the County Council.

Statutory and policy implications

18. 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.

RECOMMENDATIONS

19. It is recommended that Policy Committee:
 - a) Welcomes the successful bids for two LEADER programmes in Nottinghamshire and the investment in rural economic growth that they will deliver;
 - b) Agrees that a small internal project team be established to develop the Council's accountable body role as a matter of urgency
 - c) Agrees that final funding confirmations and all future updates on the Nottinghamshire LEADER programmes will be considered by the Council's Economic Development Committee

Report of the Chair, Economic Development Committee, Cllr Diana Meale

For any enquiries about this report please contact: Mandy Ramm, 72685.

Constitutional Comments [LM 28.11.2014]

The Policy Committee has delegated authority within the Constitution to approve the recommendations in the report.

Financial Comments [SEM 28.11.2014]

The financial implications are set out in the report.

Background Papers

DEFRA guidance: <http://rdpenetwork.defra.gov.uk/funding-sources/leader-resources>

LEADER Rural Development Programme – opportunity to submit application: report to Economic Development Committee, 1 April 2014, published.

Minutes of Economic Development Committee, 1 April 2014, published.

LEADER Rural Development Programme – Nottinghamshire proposed submissions: report to Policy Committee, 2 July 2014, published.

Minutes of Policy Committee, 2 July 2014, published.

South Nottinghamshire Local Development Strategy submission.

North Nottinghamshire Local Development Strategy submission

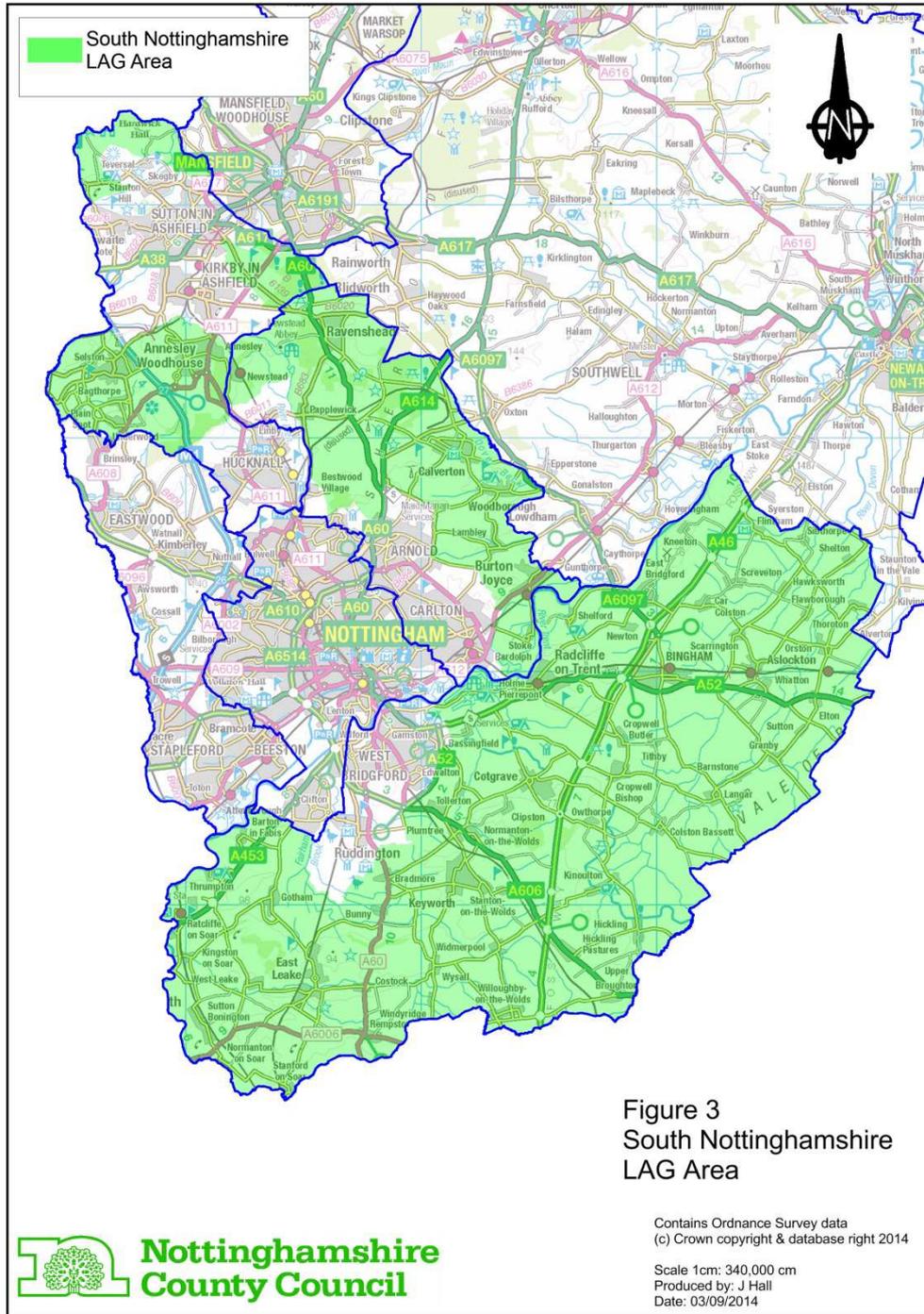
Electoral Division(s) and Member(s) Affected

Eligible rural communities in Ashfield, Bassetlaw, Gedling, Mansfield, Newark and Sherwood and Rushcliffe (see maps at appendices 1 and 2)

APPENDIX 1 – South Nottinghamshire LEADER Bid Area.

REPORT TO POLICY COMMITTEE – 10th December 2014

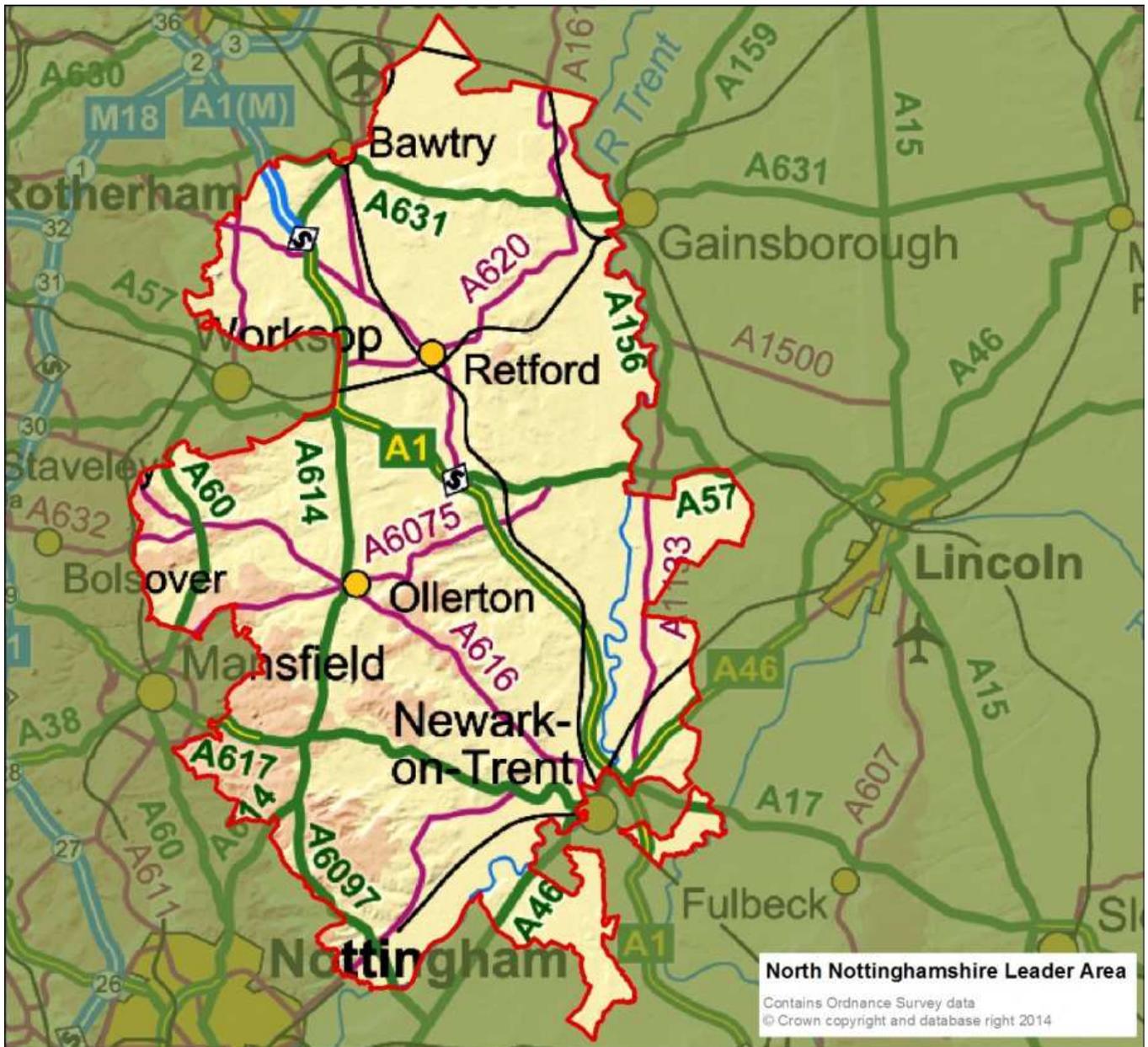
LEADER RURAL DEVELOPMENT PROGRAMME – NOTTINGHAMSHIRE SUBMISSION RESULTS



APPENDIX 2 – North Nottinghamshire LEADER Bid Area.

REPORT TO POLICY COMMITTEE – 10th December 2014

LEADER RURAL DEVELOPMENT PROGRAMME – NOTTINGHAMSHIRE SUBMISSION RESULTS





**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 1 DECEMBER 2014)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
7 January 2015			
Transformation Programme – Progress Update	Quarterly report on the progress of the Council's Transformation Programme.	Jayne Francis- Ward	Caroline Agnew
Better Broadband for Nottinghamshire	To seek delegated authority for the Corporate Director, PPCS, to enter into a contract with BT for the second phase of the Better Broadband for Nottinghamshire programme.	Jayne Francis- Ward	Celia Morris
Annual Residents Survey	Results of the Annual Residents Survey	Jayne Francis- Ward	Raj Sharma
11 February 2015			
Performance against priorities	Progress update of actions underway to deliver strategic plan priority outcomes, potential risks and indications of impact.	Celia Morris	Matthew Garrard
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
11 March 2015			
The Care Act 2014	To seek approval for new and/or revised local policy in response to the enactment of the Care Act 2014.	Jon Wilson	Caroline Baria
Results of 2014 Annual Nottinghamshire Residents' Satisfaction Survey	Consideration of the outcomes of the latest annual survey.	Jayne Francis- Ward	Martin Done
22 April 2015			
Economic Prosperity Committee	Annual report on the Economic Prosperity Committee which is a joint committee between the County Council, City Council and Borough/District Councils in Notts.	Jayne Francis-Ward	Matt Lockley
Transformation Programme – Progress Update	Quarterly report on the progress of the Council's Transformation Programme.	Jayne Francis- Ward	Caroline Agnew

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
20 May 2015			
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
20 June 2015			
15 July 2015			
Transformation Programme – Progress Update	Quarterly report on the progress of the Council's Transformation Programme.	Jayne Francis- Ward	Caroline Agnew