Norfolk County Council

Communities Committee

Date: **Wednesday, 29 June 2016**

Time: **10:00**

Venue: **Edwards Room, County Hall,**
Martineau Lane, Norwich, Norfolk, NR1 2DH

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mrs M Dewsbury- Chairman

Mr C Aldred	Mr H Humphrey - vice-Chairman
Mr R Bearman	Mr J Law
Mrs A Bradnock	Mr W Northam
Mrs J Brociek-Coulton	Ms C Rumsby
Mr J Childs	Mr M Sands
Mrs H Cox	Mr N Shaw
Mr N Dixon	Mr P Smyth
Mr D Harrison	Mr J Ward

For further details and general enquiries about this Agenda
please contact the Committee Officer:

Nicola LeDain on 01603 223053 or email committees@norfolk.gov.uk

A g e n d a

1. **To receive apologies and details of any substitute members attending**

2. **To agree the minutes from the meeting held on 16 May 2016**   **Page 5**

3. **Declarations of Interest**
   If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

   If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

   In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

   If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects
   -      your well being or financial position
   -      that of your family or close friends
   -      that of a club or society in which you have a management role
   -      that of another public body of which you are a member to a greater extent than others in your ward.

   If that is the case then you must declare such an interest but can speak and vote on the matter.

4. **Any items of business the Chairman decides should be considered as a matter of urgency**

5. **Local Member Issues/ Member Questions**
   Fifteen minutes for local member to raise issues of concern of which due notice has been given.

   Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 24th June 2016.**

6. **Public QuestionTime**
   Fifteen minutes for questions from members of the public of which due notice has been given.

   Please note that all questions must be received by the Committee

Team (committees@norfolk.gov.uk) by **5pm Friday 24th June 2016.**
For guidance on submitting public question, please view the
Consitution at www.norfolk.gov.uk.

Group Meetings

Conservative   9:00am Conservative Group Room, Ground Floor

UK Independence Party 9:00am UKIP Group Room, Ground Floor

Labour   9:00am Labour Group Room, Ground Floor

Liberal Democrats   9:00am Liberal democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 21 June 2016

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Norfolk County Council

Communities Committee

Minutes of the Meeting Held on Wednesday 11 May 2016
10:00am Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury - Chairman

Mr C Aldred	Mr H Humphrey – Vice-Chairman
Mr R Bearman	Mr J Law
Mrs A Bradnock	Mr N Wyndham
Mrs J Brociek-Coulton	Ms C Rumsby
Mr J Childs	Mr M Sands
Mrs H Cox	Mr N Shaw
Mr N Dixon	Mr P Smyth
Mr D Harrison	Mr J Ward

1.   Apologies and substitutions

1.1   Apologies were received from Mr C Aldred.

2.   Declarations of Interest

2.1   There were no interests declared.

3.   To agree the minutes of the meeting held on 16 March 2016.

3.1   The minutes of the meeting held on 16 March 2016 were agreed as an accurate record by the Committee and signed by the Chair.

4.   Urgent business

4.1   There were no items of urgent business raised.

5.   Public Question Time

5.1   There were no public questions raised.

6. **Local Member Issues / Members Questions**

6.1   There were no local members issues or questions.

7. **Update on Key Service Issues and Activities**

7.1   The Committee received the annexed report (7) from the Executive Director of Community and Environmental Services which provided the Committee with fortnightly updates on key issues and activities. The report also set out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Committee since the last meeting on 16 March 2016.

7.2   The Committee **RESOLVED** to:
- Review the latest service update at Appendices A to C and identify any areas where the Committee would like to see further information or update.
- To note the delegated decisions taken, as detailed in the report.

8. **Progress made in Norfolk Community Learning Services**

8.1   The Committee received the annexed report (8) from the Executive Director of Community and Environmental Services which provided the Committee with the latest information on service improvements and in particular the two strategic objectives previously determined for 2015/16 for the Service.

8.2   The Committee were assured that real progress had been made in the service and Ofsted had commended the commitment that Norfolk County Council has shown in terms of time, money and resources dedicated to the service. It was reported that the Ofsted inspection had been an intense time and it had been a whole team effort across the organisation.

8.3   It was confirmed that the new Head of NCLS would start mid-June and there would be an overlap with Helen Wetherall. Thanks were given to Helen for all her hard work and leadership of the service.

8.4   The Committee **RESOLVED** to;
- Approve the further improvement and development of NCLS as Norfolk's 'second chance' learning provider.
- Note the service's improvement and progress as acknowledged by Ofsted.

9. **Risk Management Report**

9.1   The Committee received the annexed report (9) from the Executive Director of Community and Environmental Services which provided the Committee with the latest full Communities risk data available as at the end of March 2016, following the latest review conducted during late March 2016.

9.2   The Committee highlighted that the single red risk on the register related to the capacity of mortuaries. The Director of Public Health explained the steps being

taken to mitigate this risk and identify the problems in the process – but with the DPH's advice that the risk should not be downgraded yet. Data had suggested that there was no significant rise in deaths over the past year but the increase in deaths could have been because the flu spike was late in the year as well as the late cold weather. More information would be circulated to the Committee.

9.3   The Committee **RESOLVED** to;
- Consider the progress with Risk Management since the last Communities Committee meeting
- Consider the latest risks being reported by exception as outlined in Appendix A and the reconciliation of risks from the last Committee report and the progress with mitigating the risks;
- Agree a workshop should be held to review the risks in more detail.

10.   Performance Management report

10.1   The Committee received the annexed report (10) from the Executive Director of Community and Environmental Services which reported the first performance management data that was based upon the revised Performance Management System which was implemented as of 1 April 2016, and the Committee's 29 vital signs indicators.

10.2   It was explained to the Committee that data was not available for some of the indicators due to factors such as infrequency, new indicators and time taken to present the data in the correct format. For the next meeting, it was hoped that there would be more comparative data to analyse.

10.3   Members asked for more detail for the number of people killed or injured and this information would be circulated. Members were also reminded that more data for the performance indicators was available on members insight and it was suggested that a link could be inserted into future agenda papers.

10.4   The delay in the data for teenage pregnancies was due to the data being cleaned by the department of health of those pregnancies which had reached full term and those that hadn't. Although there was a need for the data to be provided quickly, it was also important for it to be accurate.

10.5   The Committee **RESOLVED** to;
- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

11.   Finance Monitoring Report

11.1   The Committee received the annexed report (11) from the Executive Director of Community and Environment Services which provided the Committee with information on the out-turn position for the Committee for 2015-16. It provided information on any over and underspends and the use of reserves.

11.2   The Committee **RESOLVED** to;
- Note the revenue outturn position for 2015-16 and the variances as set out in section 2 of the report
- Note the capital outturn position for the 2015-16 capital programme
- Note the movement of reserves as shown in section 4 of this report.
- Approve the recommendation from the Executive Director of CES that the net underspend be carried forward in reserves to support the following:
  - Libraries – for Capital improvements at NML and Wymondham and additional trial sites for self-service technology - £0.200m.
  - Fire – provision for training in management of hazardous material £0.090m.
  - NCLS – provision to help manage the risk related to managing income across the academic year (which spans two financial years) and to support the ongoing transformation of the service - £0.100m.

12.   Revenue Budget 2016-17 – Proposals for Allocation of Transitional Funding and Rural Services Delivery Grant

12.1   The Committee received the annexed report (12) from the Executive Director of Communityand Environmental Services and the Executive Director of Resources which provided the Committee with details of proposals for the use of Transitional Funding and additional Rural Services Delivery Grant held in the budget for 2016-17, which had been identified in respect of the services for which the Committee was responsible. The report also set out the timetable for the process to agree the use of this funding in 2016-17.

12.2   The Committee felt that as much as possible should be done to protect the fire service. There had been so many savings implemented that performance could be affected if there were more savings realised.

12.3   Maintaining emergency cover in rural areas and sustaining retained firefighter availability levels were particular concerns for Members, who wanted to see proposals focused on maintaining public safety

12.4   The Committee were assured that all proposals in the written report met the criteria for spending the extra funding. Officers were currently working to the previously agreed budget which was a budget that would deliver the services required and would not put Firefighters lives at risk.

12.5   The Committee felt that the proposals that should have priority were;
1. Fire Service
2. Enabling Communities
3. Casualty reduction
4. Not alone in Norfolk

12.5   The Committee **RESOLVED** to;
- Agree to ask Officers to draw up a proposal which seeks to ask Policy and Resources to reinstate the £300k for the 16/17 revenue budget and remove

the cuts of £600k of the 2018/19 revenue savings budget which are currently planned for the fire and rescue service.

13.   Library and Information Service – Performance Sets (music sets)

13.1   The Committee received the annexed report (13) from the Executive Director of Community and Environmental Services which provided the Committee with an update on discussions between the Library and Information Service and representatives of music groups in the County which were aimed at developing a sustainable music sets library service for the future.

13.2   Officers and Members acknowledged the positive discussions that were taking place between music groups and the library service, and the support that music groups were giving to the music sets service.

13.3   The Assistant Director explained that it was too early to project the expected outturn for 2016/17 but if there was more use of the service more income would be received. Music groups were raising money to help to cover the costs of the service, and any deficit would be covered from other revenue budget for this year.

13.4   A report would be brought to Committee later in the year to review how the music sets were developing.

13.5   The Committee **RESOLVED** to;
· Authorise officers to continue to explore opportunities for developing an efficient way of delivering a music sets service that is cost neutral.

14.   Norfolk Fire and Rescue Service – water rescues, flood and shipping activities

14.1   The Committee received the annexed report (14) from the Executive Director of Community and Environmental Services which outlined whether NFRS should continue to provide water rescue and flood response capabilities for the period 2017-2020.

14.2   It was clarified for the Committee that as soon as a ship enters the harbour after developing a fire it would become the responsibility of the Norfolk Fire and Rescue Service to deal with any incidents. Although vessels carry their own fire-fighting equipment,the fire crew would take their own kit on-board.

14.3   The Committee heard that the public consultation heavily supported the water rescue service being provided by NFRS.

14.3   The Committee **RESOLVED** to;
· Support NFRS continuing to provide water rescues and flood response capabilities for the period 2017-2020, but tasked the Chief Fire Officer with arranging a meeting with the DEFRA Secretary of State, Rt Hon Elizabeth Truss MP, to press her to continue providing grant funding for flood/water rescue. Agree in relation to ship fires, that in order to fulfil our statutory

responsibilities for ship fires, on harbour and inland waters, in the short term, we participate in the national scheme. This would also allow the support of incidents offshore. There would be an additional cost of £12,000 which would be found from existing national resilience grant funding within the current NFRS budget.

The meeting closed at 12.55pm

Chairman

Communities Committee

Report title:	**Update on key service issues and activities**
Date of meeting:	**29 June 2016**
Responsible Chief Officer:	**Tom McCabe – Executive Director Community and Environmental Services**
Strategic impact	

Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.

Executive summary

Officers provide Committee Members with fortnightly updates on key issues and activities. These updates will also be reported to this Committee to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates (dated 29 April, 13 May, 27 May and 10 June) are included at Appendices A to D.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee. There are no relevant delegated decisions to report to this meeting.

Recommendations:

To review the latest service updates at Appendices A-D and identify any areas where the Committee would like to receive further information or update.

1.   Proposal

1.1.   Service updates

1.1.1.   Officers provide Members with a regular news update. These updates are also reported to this Committee, as a standard agenda item for each meeting, to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates are included at Appendices A-D (dated 29 April, 13 May, 27 May and 10 June 2016). Note that some of these updates included more detailed attachments with further information when they were originally shared with Members but these have not been included with this report.

1.2.   Delegated decisions

1.2.1.   The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are no such delegated decisions to report to this meeting.

2.   Evidence

2.1.   See update attached at Appendices A-D.

3.   Financial Implications

3.1.   There are no financial implications arising from this report.

4.   Issues, risks and innovation

4.1.   There are no other relevant implications to be considered by Members.

5.   Background

5.1.   N/A

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name :   Sarah Rhoden   **Tel No. :**   01603 222867

Email address :   sarah.rhoden@norfolk.gov.uk

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Community Committee Fortnightly News Update

This news update gives committee members a swift update on known plans/activities within their remit and highlights any new issues they may wish or need to take account of.

If a service has nothing significant to report, the relevant column will state '**NSTR'** (Nothing significant to report)

Committee Spokespeople continue to have the opportunity of receiving more detailed briefings, including those that may be of a more confidential or complex nature at the scheduled spokes meetings through which they are able to keep their own members further updated as necessary.

News Update for the period ending: 29/04/2016		
Service	**Service Update key bullet points**	**Contact**
Consultation & Community Relations	Delivered an induction for the newly elected members of Norfolk youth parliament (MYPs). Norfolk's MYPs will develop campaigns based on young people's priorities around mental health, transport and bullying in schools. Supporting Public Health and the Fire and Rescue Service with the evaluation of their Safe and Well pilot. Supporting Norfolk Library and Information Service with both an annual customer satisfaction survey and ongoing customer feedback mechanism. Developing and delivering training for staff across the authority on how to undertake focus groups.	Paul Jackson
Customer Services	NSTR	C Sumner F Grimmer
Cultural Services	**Library and Information Service** **Rural Writes** – the service has been successful in its application for a small grant of £9,738 from Arts Council England to deliver a creative writing project in three libraries in the County – Watton, Swaffham and Gorleston. Rural Writes will involve a series of 10 workshops for women in each library over the summer. The workshops will be led by professional writers and poets and will draw out local women's experience of living in a rural/coastal community and their relationship with the landscape or sea. The participants will be supported to improve their	J Holland

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digital skills by library staff. A blog will be set up for participants to share their work and at the end of the project the work will be edited in a printed anthology which will be available for people to borrow from Norfolk's libraries as well as being available for purchase as a "print on demand" book.

Librarian Theatre Tour - 5 Norfolk libraries will stage a night of professional theatre towards the end of May. A new company called Librarian Theatre is touring libraries throughout the region with an innovative production, specially designed to perform in library spaces. The tour is funded by a grant from the Arts Council.

"The Book's the Thing" is a rapid re-telling of Shakespeare's Hamlet, newly adapted from Shakespeare's text by the company's co-founders Tom Cuthbertson, who also directs, and Kelly Eva-May, who will play the lead role of Hamlet. It is a fast-paced, hour long play with a cast of three, and promises to be a unique experience. The performances will be at :-

Norfolk and Norwich Millennium Library - Friday 20 May, 7.30pm
Kings Lynn Library - Saturday 21 May, 7.30pm
Dereham Library - Monday 23 May, 7.30pm
Wymondham Library – Tuesday 24 May, 7.30pm
Gorleston Library - Wed 25 May, 7.30pm

Tickets cost £7 and can be booked through www.librariantheatre.com

Brave New Reads 2016 - Launching on 3 May, this is another project funded through Arts Council funding. It is an adult reading promotion delivered in partnership between Norfolk, Suffolk & Cambridgeshire libraries and the Writers Centre Norwich. In Norfolk this will take place at Millennium Library, Dersingham, Diss, Hunstanton, Swaffham & Wroxham libraries.

Norfolk Community Learning Services

Ofsted re-inspection – this took place from Monday 18th April until Thursday 21st April. Informal verbal feedback was given on Thursday 21st April by the lead inspector. The full report will be sent to NCC within approximately 30 working days for accuracy checks with the final report then published on the Ofsted website. The informal feedback confirmed that the service's self-assessment report was accurate and the position statement presented to inspectors was a true representation of the services' current strengths and weaknesses.

H Wetherall

Sensitivity Classification:

14

	Staff consultation – The consultation on the staff restructure and analysis of all feedback has been completed. It was a positive process in which staff have been actively involved and have contributed significantly to the final detailed structure and job descriptions. Trades Unions have thanked us for the quality of the process and the final structure. **Performance** - More detailed performance data and management information is becoming available each week. This information is being used actively in fortnightly Performance Boards and is delivering demonstrable improvements in service standards. Observations of teaching, learning and assessment are showing 92.1% as Grade 2 and above (Good and Outstanding) against a performance target of 92%. This is excellent performance. **Museums Service** ***Stories of Lynn -*** This joint project between West Norfolk Borough Council and Norfolk Museums Service opened on 25 March in King's Lynn Town Hall. It was made possible thanks to a grant of £1,850,600 from the Heritage Lottery Fund and £800,000 from the borough council. King's Lynn, once a port of medieval importance, has a rich history. This project brings the town's civic, social, economic and political past to life through the *Stories of Lynn* exhibition. Based on the archives stored in the building, an interactive, multi-media exhibition has been developed. The exhibition will give community access to the collections housed within the town hall, and acts as a platform for learning about the buildings' significance to local life. A new environmentally-controlled document storage area has been created to house the borough archives, along with a resource room and study area. The project involved re-modelling the three buildings that make up the town hall complex. The works have revealed the vaulted structure of the undercroft of the 15th-century Trinity Guild Hall, allowing visitors to appreciate the architecture of this stunning building at the heart of the complex. The works have also created an extensive exhibition space, with room to accommodate visiting exhibitions. A new extension, housing a lift and stairs, has been added to the rear of the Old Gaol House, providing easy access to the historic first floor of the building.	S Miller

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	Staff from the Museums Service worked closely with colleagues in the Borough Council on the planning and delivery of this important new development for the town. The revitalised complex acts as a gateway to the town's other heritage sites including the Red Mount Chapel, neighbouring King's Lynn Minster, Greyfriars Tower, True's Yard, King's Lynn Museum and Green Quay. For more information visit: www.kingslynntownhall.com **Norfolk Arts Service** **Exploring the Contribution of Arts and Culture to Education and Wellbeing in Norfolk Conference** – the Norfolk Arts Forum will be hosting this major conference on Thursday 19 May 2016 at Norwich Castle Museum and & Art Gallery. The conference will focus on presenting evidence which demonstrates the impact and benefit of using creative approaches in key commissioning arenas and on next steps in developing new collaborative initiatives in Norfolk. The conference will be chaired by Cllr Paul Smyth, and keynote speakers will include leading academics in the field, including Professor Norma Daykin, University of Winchester, Professor Venu Dhupa, Nottingham Trent University, and David McDaid, Associate Professorial Research Fellow, London School of Economics. The conference will include a range of local case studies across arts, libraries, museums, and archives, and a chaired panel discussion. The conference is aimed at commissioners from public health, adult social care, and children's services, arts and culture professionals, and local councillors. Booking is now open until Tuesday 3 May. There is no cost to attend but registration is required. For further information please contact arts@norfolk.gov.uk. **NRO - NSTR** **Active Norfolk - NSTR**	S Miller
Community Safety and Fire and Rescue Norfolk Fire and Rescue Service	NSTR	Roy Harold
Trading Standards	To coincide with Allergy Awareness Week, which ran from 25 April to 1 May 2016, Officers of the Trading Standards Service put out key messages on the subject to	Sophie Leney

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businesses and consumers via our social media channels. Recent changes to food law require that, where any of 14 allergens are present, they must be declared and highlighted in the ingredients list on the labelling of prepacked food. Information about the 14 allergens must also be available to customers when they are considering purchasing non-prepacked food, such as a restaurant or takeaway meal.

Trading Standards Officers inspected catering establishments during the week as part of a rolling programme, working with businesses in the food sector to highlight these requirements. In some cases, officers have found catering establishments with no knowledge of the allergens in their food nor the requirement to provide such information to consumers. In such instances officers have worked with the business to ensure compliance is achieved.

Around 10 people in the UK die from allergic reactions to food every year due to the presence of undeclared allergenic ingredients.

A recent audit of the Trading Standards' use of our intelligence system has confirmed that there are sound controls in place, which are operating consistently. The objective of the audit (which was carried out in March 2016 on behalf of the NCC Internal Audit team, as part of the planned internal audit work for 2015/16) was to gain assurance that the intelligence system in place is adequate and effective, by understanding how the Service receives and records intelligence and how this information is used to determine the areas that require investigation, how service activity and results are recorded and follow up actions managed and monitored to ensure action is taken. It was also to gain assurance that the Service can demonstrate that decisions taken during investigations are equitable, unbiased and based on objective intelligence, and how this is recorded and reported.

The audit did identify three minor areas for improvement; recommending that the Service adds links to supporting material when prioritising activities, completes the current review of processes for enforcement actions and tightens up the need for personal declaration of no conflict of interest.

The Trading Standards Calibration, Verification and Testing Services (CVTS) team was assessed by their ISO9001 certification body on 26 April. The auditor was complimentary of the organisation and its management

| | and was satisfied that the requirements of ISO9001 are being met on a continuing basis.

Following the recent Section 101 agreement with Cambridgeshire Trading Standards, the Calibration, Verification and Testing Services Team has signed a similar agreement with Peterborough Trading Standards, bringing the total number of S101 agreements currently in place with other local authorities in the eastern region to six.

The team will provide the statutory maintenance of Peterborough's working standards and testing equipment. The CVTS Manager is planning further developments to provide alternative and more affordable solutions that enable other local authorities to meet this statutory requirement, utilising the equipment that has been secured within the existing agreements. | |
|---|---|---|
| Emergency & Resilience | Norfolk hosts 5 Upper Tier COMAH (Centres of Major Accident Hazard) establishments for whom the Health & Safety Executive (HSE) are a competent overseeing authority. At an annual assurance meeting with the HSE the following were reviewed: COMAH live and table-top exercises, both planned and those that have been taken place; update of COMAH emergency plans in the light of new legislation; the work of the liaison groups that the NCC Resilience Team chairs. The HSE complimented NCC on its discharge of obligations under the regulations.

The Resilience Team recently directed two COMAH exercises at Brenntag, Thetford, an Upper Tier COMAH establishment. The live exercise on 7 March and the TCG table-top exercise on 26 April were successfully executed. The lessons identified will be included in an action plan which will be monitored by the Norfolk Resilience Forum.

The Health Principle Resilience Officer co-ordinated the monitoring of health related data to NHS England during the recent industrial action by Junior Doctors. This data is critical to monitoring the impact of the industrial action and contributes to the overall national picture. | Jan Davis |
| Public Health | **Road causalities down**

Data presented to the Road Casualty Reduction Partnership Board on 19th April showed five successive months of reductions. This is the first time is a significant trend and indicates that things might be turning in a positive direction. The results follow last year's record low | Louise Smith |

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of fatalities on Norfolk's road – just 33 – compared with 39 in the previous year.   Norfolk also had its lowest number of motorcyclist fatalities, just three in 2015. The figures showed that in year to the end of January, there were 371 people reported killed or seriously injured on the roads, which was a 20% drop from a baseline figure of 462 from 2005-2009.

The Road Casualty Reduction Partnership Board also approved plan for 2016/2017, as there is still work to be done. Road safety campaigns will continue to target key groups including motorcyclists, pedestrians, cyclists, young drivers and older drivers, who together made up 85% of all people either killed or seriously injured on the roads.

National Walking Month: #Try20inMay

To mark National Walking Month in May, Living Streets is launching #Try20 to encourage you to fit in 20 minutes walking each day. Living Streets is calling on people to pledge to walk more in May. You can register your pledge on the living street website: http://www.livingstreets.org.uk/what-you-can-do/campaigns/national-walking-month-2016

By pledging to the #Try20 campaign you will receive 20 tips as well as handy guides to add more walking into your day – all pledgers are entered into a prize draw to win £50.

NHS Sustainable transformation plan

Public health have been supporting health and social care transformation work developing a five year Sustainability and Transformation Plan (STP) for Norfolk and Waveney. The planning is being led by the STP Executive, composed of chief executives from across the health and social care system, and chaired by Wendy Thomson.

This work to transform the health and social care system is critical for Norfolk's future, and analysis of the health, care and finance gaps has used public health analysts. Our analysis shows health gaps due to:

1. Age: Norfolk and Waveney has an older population that is projected to increase at a greater rate than the rest of England. Due to age alone, by 2025 we will see about 9,000 additional people with diabetes, 12,000 additional people with heart disease, 5,000 additional people who have suffered a stroke and 7,000 additional people with dementia.
2. Inequality: more than 150,000 people in Norfolk and Waveney lived in the 20% most deprived areas in England. The life expectancy gap between the most deprived and least deprived was 7 years for men and

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	4.5 years for women. If the most deprived areas experienced the same rates as the rest of Norfolk then each year there would be 1,000 fewer emergency admissions for older people and there would be 60 fewer deaths due to preventable causes. 3. Lifestyle: in Norfolk and Waveney there are about 250,000 obese adults and about 34,000 obese children. Obesity is estimated to have contributed to an additional 5,800 patients with heart disease, 41,000 with diabetes, 84,000 with hypertension, 2,600 strokes, 260 incidences of cancer. In Norfolk smoking contributes about 11,000 hospital admissions per year at a cost of about £21.9m and about 4,400 deaths. Alcohol related mortality is showing an upward trend and alcohol is estimated to be responsible for over 6,700 hospital admissions per year at a cost of about £13.3 million. The final submission of the area plan is due in late June, and the current draft is being debated by the Health and Wellbeing Board on 26th April. One of the key work streams will be 'Prevention' with the need to upscale prevention work and make every contact with our services count.	
Registration Services	The service achieved its targets for the financial year and faces a significant challenge in 2016/17 to do likewise. This will require careful planning and the management team is currently revisiting the service strategic aims and setting operational objectives for the year, which will form part of the annual assurance report submitted to the Registrar General. Away from finance and focusing on Supporting Vulnerable People a 'Community Registrars' internal project is being scoped to build on the existing information work carried out by staff in partnership with Trading Standards and Libraries. A meeting with colleagues from Public Health has already uncovered some useful ideas.	Caroline Clarke

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Community Committee Fortnightly News Update

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News Update for the period ending: 13/05/2016		
Service	**Service Update key bullet points**	**Contact**
Consultation & Community Relations	• Supporting Adult Social Care with their consultation with the care providers market around the cost of care. • Supporting Norfolk Safeguarding Adults Board to engage with service users in the work of the Board and also to reach out to other stakeholders who have a role in recognising and reporting abuse, such as local businesses. • Supported Public Health colleagues to evaluate a project to give health advice about early years to children's centres, libraries and pharmacies.	Paul Jackson
Customer Services	The new website, Highways system and Customer Relationship Management (CRM) system all went live at the beginning of April and, on the whole, have been implemented successfully. The customer account within the website has attracted over 850 users in the first month, which is ahead of projections. As with any new initiative there are some elements which aren't working as effectively as we would like. We have received feedback to say that some people are finding the Highways defect form difficult to use, specifically: • the zoom function and use of the map (i.e. getting it to a point where you can drop a pin) • the need to click 'Use Map Point' – (also when you click on 'map point' nothing appears to happen and this is causing confusion)	C Sumner

Sensitivity Classification:

	These issue have been worked on by ICT and improvements are prioritised for implementation by the end of May. There will be additional small improvements to the usability of the web site and form over the coming months and we will continue to monitor customer feedback.	
Cultural Services	**Library and Information Service** **Google Digital Garage – funding success.** All of Norfolk's 47 libraries are UK online centres, part of a national network of organisations that support digital inclusion. Norfolk Library and Information Service has been awarded £2,100 from the Tinder Foundation to help 75 small businesses (sole traders, business start-ups or larger enterprises) to get online and take up the learning offered in the Google Digital Garage. Google Digital garage includes opportunities for businesses to learn more about building their web presence, search engine optimisation, search engine marketing, analytics, using social media, mobile and web apps as well as e-commerce. Google Digital Garage adds to existing NLIS business support activity and fits into the County Council's priority of Real Jobs. Sessions will take place across the county, in group or one to one sessions and will be offered on a variety of devices, fixed PCs and mobile devices, with an invitation to learners to bring their own devices if they wish. The aim of the sessions will be to increase digital confidence amongst the target audience and by the end of the sessions participants will have a greater knowledge of the tools available via Google Digital Garage to help them manage, develop and grow their business. The project starts in June 2016 and will run until January 2017. **Norfolk Community Learning Services** • Following the recent full Ofsted inspection of the Service, we await the inspection report for factual accuracy checks. This is likely to be received this week and with a 24 hour turn around for us to reply, it is likely that the report will be published week commencing 16 May. • Plans are being put in place for a week-long celebration of adult education in week commencing 31 May – 4 June.	J Holland H Wetherall

Sensitivity Classification:

- There will also be a fortnight of taster activities including lunch-time tasters at County Hall in the weeks commencing 6 June and 13 June. During these weeks the NCLS Taster bus will be travelling across Norfolk gaining new learner enrolments and giving short taster sessions.
- NCLS curriculum plans are being finalised for August 2016 with meetings taking place with local colleges to ensure alignment of offers, progression routes for learners and no duplication of provision.

Museums Service

Norfolk Museums Service gets green light from Heritage Lottery Fund to transform Norwich Castle Keep

S Miller

Norfolk Museums Service has received earmarked funding from the Heritage Lottery Fund (HLF) for the *Norwich Castle: Gateway to Medieval England* project.

An initial development grant of £462,400 will be a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.

The project aims to re-present the historic Keep as it appeared during its heyday under the great Norman kings. Visitors will be able to engage fully with the building through greater access, exciting new displays and innovative learning and event programmes.

Visitors will be able to immerse themselves in the sights and sounds of King Henry I's lavish Castle by exploring the recreated Great Hall, complete with a banqueting table and minstrels' gallery, King's chamber and chapel. Newly-exposed Norman archaeology and architecture will tell previously untold stories of the Castle's fascinating past and a unique battlements experience will offer stunning views of medieval and present-day Norwich.

A unique form of partnership with the British Museum will bring national medieval treasures to Norfolk, displayed alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.

The initial grant from the HLF provides development funding to help Norfolk Museums Service progress these ambitious plans and undertake a major public fundraising campaign. This first award will enable a programme of study to record, interpret and understand the Keep fully, as well as identify essential repairs and conservation work. In terms of energy efficiency, the project aims to bring the

Sensitivity Classification:

	latest environmentally sustainable technologies into the building ensuring it is fit for the 21st century.	
	The revitalised Keep, displayed and interpreted as a Norman royal palace, is expected to open to the public by 2020. It will provide a state of the art events venue alongside a new corporate hire offer.	
	Educational and skills development programmes are planned to run throughout the duration of the building works (anticipated to start in 2018) and will continue well beyond the lifetime of the project. Training will be provided to volunteers and staff, including apprentices, internship students and trainees, so that they can care for the building and its collections and ensure that they are made as accessible as possible to the local community. Extensive archives relating to the Castle's long and distinguished history will be fully digitised, allowing online public access for the very first time.	
	This development is of great significance both to the Museums Service and to the wider cultural economy of Norwich and the county. *Norwich Castle: Gateway to Medieval England* will provide an unforgettable visitor experience worthy of the building's fascinating 900-year history. **Norfolk Arts Service - NSTR** **NRO - NSTR** **Active Norfolk - NSTR**	
Community Safety and Fire and Rescue Norfolk Fire and Rescue Service	• We have had a few changes to the NFRS Executive Team recently. Brigade Manager Karen Palframan finished on Friday 29 April after a long and distinguished service. • Following an interview panel we are pleased to announce the appointment of two new Brigade Manager posts Assistant Chief Fire Officer Operations David Ashworth and Assistant Chief Fire Officer Logistics Les Britzman. We are continuing with the restructuring process and will keep you up to date of future changes. • We have had several serious thatch fires in the last few weeks, namely Blickling Cottages, Belton; and then a large farm fire in Deopham. These large and protracted incidents have each required the deployment of large proportions of the service and all available Officers.	Roy Harold

Sensitivity Classification:

Trading Standards	The first meeting of the Norfolk & Suffolk Joint Service Business Case Project Team took place at County Hall, Norwich on 21 April 2016 following agreement from Members to put together a business case for a joint Trading Standards Service between this authority and Suffolk County Council. The team is made up of senior managers from both Trading Standards Services together with representatives of the respective Finance, HR, ICT and Communications Teams. The team has identified seven key areas of work and has allocated these to specific members of each authority to scope out the work required to put the business case together. These areas include Governance, HR matters, Legal implications and Working practices and arrangements. The timescale for producing the business case is as follows: - Business case finalised to be put before each authority - September 2016 - Members approve or reject the business case - October 2016 - If the business case is agreed by both authorities, implementation of joint service - April 2017 Norfolk and Suffolk share a very similar demography with similar demand needs on each service. There are many potential benefits from the joining up of the respective services across our two counties in terms of efficiency, effectiveness and resilience of service delivery. No significant risks have been identified in the early scoping of this project but those identified will be tackled in order that they can be carefully managed. Members will be updated as the team progresses this exciting opportunity.	Sophie Leney
Emergency & Resilience	**Resilience** Business Continuity Awareness Week (BCAW) runs from 16 – 20 May 2016. This year's theme for BCAW is return on investment. Time spent checking, exercising and updating Business Continuity (BC) Plans can help ensure council services continue to be delivered in the event of a disruption. The Resilience Team will be promoting Business Continuity through a variety of channels including posters, BC Tips, a BC quiz with prizes donated by business partners, and encouraging testing of BC plans through using a variety of scenarios available on the NCC intranet. Schools have been sent a BC and training needs survey aimed at headteachers and governors with a choice of training prize offered by Norfolk Safety.	Jan Davis

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	Exercise Raging Bull is a multi-agency exercise that took place on Thursday 12 May to test response, command and control arrangements to respond to an incident at RAF Marham. This exercise involved the RAF, the emergency services, other Category 1 responders including NCC and relevant district local authorities. For NCC this included the testing of internal communications and the availability of key staff to respond in the event of a real incident. This exercise is one of a series that are run to test arrangements to respond effectively to incidents that might occur where risk assessments have identified sites of particular hazard.	
Public Health	**Review of Tobacco Control and Smoking Reduction** Public Health are currently undergoing a voluntary Peer Review called 'CLeaR', this looks at tobacco control as a whole which includes the Tobacco Control Alliance, Trading Standards, Environmental Health, The Specialist Stop Smoking Services as well as the third sector. The CLeaR review is not an inspection of the tobacco control work but it allows us to benchmark our work, to look at areas of strengthens and areas of improvement. The peer reviewers visited us last Friday and are now reviewing the supporting documents we provided. On their visit they spoke with people from public health, the stop smoking services, environmental health, trading standards and the 0 – 19 Healthy Child Programme. Once the Peer Review is completed a report will be compiled by the CLeaR assessors for the Tobacco Control Alliance. The final report will identify areas where we are performing well and give recommendations for development. These improvements can then be measured year on year to add validation and robustness to the tobacco control work. Early indications are that the work of the Trading Standards team was particularly well received by the reviewers. **Health and Wellbeing Board Development** The Chairman of the H&WB has lead a review of the H&WB, and its ways of working, to ensure the Board is well placed to face the future challenges across the system – across health, social care and the 'wider determinants of health' (eg housing, environment, etc). The Board has held two workshops where members have worked together on developing the approach to system leadership, given the complexity of the landscape in which the Board is operating. The Board recognises that key	Louise Smith

Sensitivity Classification:

	drivers - and indeed challenges - for the system going forward include the developing Norfolk and Waveney Sustainability & Transformation Plan (STP). STPs are place-based, system-wide plans for health and social care which are being introduced across the Country and are intended to cover integration with local authority services "including, but not limited to, prevention and social care, reflecting locally agreed health and wellbeing strategies". The Board recognises that it has an important role to play in encouraging engagement in addressing the challenges and strengthening priority alignment, with members leading across the system.	
Registration Services	NSTR	Caroline Clarke

Sensitivity Classification:

Community Committee Fortnightly News Update

This news update gives committee members a swift update on known plans/activities within their remit and highlights any new issues they may wish or need to take account of.

If a service has nothing significant to report, the relevant column will state '**NSTR'** (Nothing significant to report)

Committee Spokespeople continue to have the opportunity of receiving more detailed briefings, including those that may be of a more confidential or complex nature at the scheduled spokes meetings through which they are able to keep their own members further updated as necessary.

News Update for the period ending: 27/05/2016		
Service	**Service Update key bullet points**	**Contact**
Consultation & Community Relations	Applications from young people wishing to form the next Future Voices editorial board, the council's online collaboration with the EDP, are now closed. Future Voices is a monthly double spread of EDP pages written by and for young people. The outgoing board will start their selection process to appoint to the nine strong board from next week. Sixty have applied for positions on the editorial board, including the editor in chief role, and a further 20 have applied to be photographers for the publication. You can read the latest edition of Future Voices at www.edp24.co.uk/futurevoices. The team has delivered a 'fabulous focus group' training session for colleagues, mainly in Children's Services, wishing to run focus groups in the future.	Paul Jackson
Customer Services	NSTR	C Sumner
Cultural Services	**Library and Information Service** **Business and Intellectual Property Centre** - Entrepreneurs, inventors and small businesses in Norfolk are set to benefit from a new support service. The Business Library at the Norfolk and Norwich Library has been chosen to pilot a Business and Intellectual Property Centre (BIPC) dedicated to supporting local entrepreneurs to start, run and grow their own businesses. Based in Norwich, the Centre will support businesses from across the County.	J Holland

Sensitivity Classification:

	The new centre will join the network of eight others created in city libraries in Birmingham, Newcastle, Leeds, Manchester, Sheffield, Liverpool, Exeter and Northampton, which are based on the successful British Library Business and IP Centre in London. When fully operational, it will provide a dedicated service for both aspiring and established entrepreneurs to take advantage of free intellectual property and business information and expertise. Customers will be able to access the library's valuable online collections such as market research, company and financial information, and patent and trademark specifications, spanning both the UK and global markets. Access to these core library collections, typically not affordable for small businesses, will be complemented by a face-to-face service, including practical workshops, networking events, and one-to-one advice and coaching sessions from business experts on how to protect their ideas, grow their businesses, and become commercially successful. The first major event linked to becoming a BIPC will be on Friday 17 June in Norwich with a visit by StartUp Britain/ NatWest's Routemaster bus providing free mentoring and advice to aspiring and early-stage entrepreneurs **Norfolk Community Learning Services** **Ofsted Inspection** – Ofsted has published its report of the full inspection of the NCLS which was carried out in April and the grades are 'Good' across the board. Many congratulatory emails have been received, as well as requests from other authorities to share knowledge and experience. It is planned to use this report as a strong marketing tool and public relations opportunity, raising the profile of the service and NCC across Norfolk and celebrating the hard-won success. A partnership conference is now planned for later in the summer, using Ofsted success as a further interest-raising opportunity **Restructure** – The way the staff consultation has been conducted has been commended by Trade Unions and staff with thanks from them for the honesty, transparency and efficiency of the process. The next stage of the restructure is the interviews for posts which has just commenced. **Norfolk Arts Service** **Conference Exploring the Contribution of Arts and Culture to Education and Wellbeing in Norfolk** - On Thursday 19 May 2016 Norfolk Arts Forum hosted this major conference at Norwich Castle Museum and & Art	H Wetherall S Miller

Sensitivity Classification:

	Gallery. The conference focused on presenting evidence which demonstrates the impact and benefit of using creative approaches in key commissioning arenas and on next steps in developing new collaborative initiatives in Norfolk. Chaired by Cllr Paul Smyth, keynote speakers included leading academics in the field, including Professor Norma Daykin, University of Winchester, Professor Venu Dhupa, Nottingham Trent University, and David McDaid, Associate Professorial Research Fellow, London School of Economics. The conference also included a range of local case studies across arts, libraries, museums, and archives, and a chaired panel discussion. Over 100 delegates, including commissioners from public health, adult social care, and children's services, arts and culture professionals, and local councillors, attended. Norfolk Arts Service are currently in discussion with key colleagues across Norfolk and the County Council to explore ways in which the work from the day can be taken forward. For further information on the conference please contact arts@norfolk.gov.uk **Museums Service - NSTR** **NRO - NSTR** **Active Norfolk - NSTR**	
Community Safety and Fire and Rescue Norfolk Fire and Rescue Service	NSTR **Regional Co Responding Pilot Update 25 May 2016** Further Ambulance service collaboration. NFRS crews in Norwich, Gt Yarmouth, Kings Lynn, Sheringham and North Walsham will begin a pilot in June on assisting the ambulance service at a wider range of incidents. As part of a national trial programme, firefighters will respond to 999 calls for adult cardiac arrests, using the defibrillators, oxygen and other first aid equipment carried on every fire engine. Firefighters will mirror the good work done by volunteer first responder schemes already operating across Norfolk, and will be in addition to the normal ambulance response - they will not be attending instead of paramedics, who will still respond as normal. The aim is to get a trained response to a casualty as fast as possible, to stabilise and provide life support until the paramedics arrive. NFRS already works closely with EAAST, including	Roy Harold

Sensitivity Classification:

	sharing accommodation at a number of stations as well as working together at a wide range of emergencies, so this is a natural progression which will undoubtedly improve public safety. Following the trial, EAAST will consider what long term arrangements it would like to propose, and we will ask Councillors to take a view and provide policy direction on any options put forward.	
Trading Standards	Norfolk and Suffolk Trading Standards are organising a joint conference on Wednesday 16 November 2016 (9am to 4:15pm) at Trinity Park Ipswich. The theme is scams and doorstep rogue trading, both forms of financial abuse. The conference is for partners such as those who care for vulnerable people, consumer and community champions and local councillors.

The National Trading Standards Scams Team will be presenting a workshop and Paul Maskall, Cybercrime Security Advisor at Norfolk & Suffolk Constabularies will be speaking; along with a number of others on the day.

We would be delighted if Members of the Communities Committee could attend. If you would like to attend the Conference or would like further information please contact Teresa Haxell, Lead Trading Standards Officer via email teresa.haxell@norfolk.gov.uk | Teresa Haxell |
| | The Trading Standards' 2015-16 food sampling programme highlighted a number of key areas of non-compliance, which were dealt with by the Service during the last service year. In total 214 food samples were subject to laboratory analysis with an overall non-compliance rate of 31%.

One of the highest non-compliance rates related to products making unauthorised nutrition and health claims. A nutrition claim is any claim which suggests or implies that a food has particular beneficial properties due to the presence, absence, increased or reduced level of a particular nutrient or substance. Only nutrition claims listed in the legislation can be made and only then if specific conditions, such as the level of a particular nutrient in the product, are satisfied. A health claim is any claim that suggests or implies that a relationship exists between a food or one of its constituents and health, for example "calcium helps maintain normal bones". Such claims can only be made if they appear on the approved register of claims. The route to approval involves the production of substantial supporting scientific data to validate the claim. Significant value can be added to a food product by making a nutrition or health claim, thus | Jon Peddle |

Sensitivity Classification:

	enabling the product to be sold at a premium price. The products are also often aimed at particular sectors of consumers who place great reliance on the claims, such as food products marketed for older people. It is essential therefore that any nutrition and health claims are compliant and can be relied upon. The Service also continues its work checking that food fraud is not committed with meat products and the replacement of high value products with lower value meat. 10 targeted meat samples were taken and 6 of the 10 were found to be contaminated with other meat species not mentioned on the product's labelling. However, in all cases, the level of contamination was low, pointing to cross contamination in the production process rather than the deliberate substitution of lower value meat to mislead the consumer. Other issues found included meat products with meat content lower than that declared, imported drinks with non-permitted additives, products with non-permitted food colours and products with higher than allowed levels of permitted food colours. In all instances Officers from the Service took appropriate action to ensure the non-compliant product was removed from the marketplace. Such action included raising food safety incidents with the Food Standards Agency and working directly with the supplier and/or their local Trading Standards Service to ensure compliance was achieved.	
Emergency & Resilience	Business Continuity Awareness Week (BCAW) ran from 16 – 20 May 2016. The promoted theme was investment in checking, exercising and updating Business Continuity (BC) plans. As part of the week the NCC Resilience Team facilitated internal BC exercises and delivered a Business Continuity Workshop for South Norfolk District Council, which also included participants from Broadland District Council.	Jan Davis
Public Health	**Customer service from the Public Health Team** We've been working to improve our accessibility and communications starting with a new public health directory which shows all of our team complete with lovely photographs of everyone. This online document is available on the intranet for anyone without access to our shared drive, and has been linked to the NCC phone book so that you can quickly identify who people are and their key areas of work. We have also reviewed all of our intranet content. Each team now has a contact page, again listing who works with who for each work area. We have also added a 'key	Louise Smith

Sensitivity Classification:

public health documents' page, which has been populated with our strategies and guidance from the team leads. We'd really welcome feedback (email PHComms@norfolk.gov.uk) on how you find the sites, and what more we can do to be accessible for customers and stakeholders.

Norfolk welcomes plain packaging for tobacco products

New Government legislation to standardise packaging on cigarettes and other tobacco products is now in force to highlight the dangers of smoking to health. The aim of standardised packaging is to remove any attractive promotional aspects to make tobacco products less appealing. The Tobacco Products Directives will require combined picture and text health warnings to cover at least 65% of the front and back of packaging. Health warnings must appear at the top of the packet.

Research suggests that making the appearance of packaging as plain as possible would reduce false and misleading messages, such as one type of cigarette being less harmful than another, and would increase the impact of health warnings and reduce the appeal of smoking to young people. Peer studies have also found that the removal of distinctive packaging is likely to reduce smoking uptake amongst children and young people. Established adult smokers tend to be brand loyal and the majority know which brand they will ask for before they walk into a shop. Therefore, new, young smokers are the primary target of industry marketing.

England is the third country to enforce this kind of legislation with Ireland and Australia already practising these preventative measures. Australia introduced this legislation in 2012 and since then, it has seen a real drop in the prevalence of smoking. The decline has been driven by both an increase in the proportion of Australians who have never taken up smoking, and also an increase in the proportion of people who have smoked, quitting.

In the UK alone, over 100,000 deaths a year are caused by smoking so the introduction of these measures, along with the revised Tobacco Products Directive, is hoped to have a stronger impact.

The move was welcomed: "The Tobacco Control Alliance in Norfolk consisting of various agencies including all the local authorities, NHS and voluntary sector partners has an aspiration to make Norfolk smoke free. We believe this legislation would help us protect vulnerable people and enable Norfolk to give every child the best start in life through creating an environment where smoking isn't seen as a cool thing anymore. This legislation helps to

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reinforce the important messages that we and other health agencies are trying to convey."

Keeping Physically Active Blog

Public Health submitted the County Council website blog for mid-May:

In 2016-17, the Department of Health will give local authorities £3.4 billion to fulfil their public health duties. In Norfolk, this equates to around £46 per head. So where does this money go and does it really make a difference? As a council we now have a duty to improve the health of our residents, and public health interventions can be good investments:

- Getting one more child to walk or cycle to school could pay back as much as £768 or £539 respectively in health benefits, NHS costs, productivity gains and reductions in air pollution and congestion.
- Smoking prevention programmes in schools can return as much as £15 for every £1 spent.
- Every £1 spent on motivational interviewing and developing supportive networks for people with alcohol or drug addiction returns £5 to the public sector in reduced health care, social care and criminal justice costs.
- The cost of the status quo is unsustainable – unhealthy lifestyles cost the NHS across the UK billions of pounds every year. Smoking costs £5.2 billion, obesity £4.2 billion, alcohol £3.5 billion and physical inactivity £1.1 billion.

Last month we launched our first public health strategic framework. The strategy commits us to promoting healthy living and healthy places, to protect people from harm, to provide the services they need to prevent ill health and to work in partnership to transform the way we deliver services. I welcome your thoughts and feedback on how we can make the vision become a reality over the next four years.

At a personal level, most of us could do with making a few small changes for a healthier lifestyle. In March, the Department of Health launched the national. Latest figures show that life expectancy at older ages is at record levels, yet many are spending their retirement living in ill health. Currently 15 million Britons are living with a long-term health condition, but studies show living healthily in middle age can double your chances of being healthy

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	when you are 70. Getting active doesn't have to mean being sporty. One of the simplest ways to get more active, lose weight and become healthier is walking. May is National Walking Month and the charity Living Streets are asking people to pledge to walk 20 minutes a day (if you need more encouragement, all pledgers will be entered into a prize draw to win a £50 shopping voucher). It's underrated as a form of exercise, but regular walking has been shown to reduce the risk of chronic illnesses such as heart disease, type 2 diabetes, asthma, stroke and some cancers. The easiest way to walk more is to incorporate it into your daily routine, for example taking a lunchtime stroll, having a walking meeting or using the stairs instead of the lift. If you're based at County Hall, why not join colleagues for Walk Wednesday – just meet in reception at 12:30 on Wednesdays for a short lunchtime walk. If you fancy something more than walking, why not get some colleagues together for one of Active Norfolk's Fit4Work workplace events? From canoeing and tennis to cricket and 'It's a Knockout', these fun and friendly events are the perfect way to spend a summer evening. Happy walking …	
Registration Services	Work has commenced on the new Norfolk Register Office in the Archive Centre building, with a due date at the end of June. The works are being carried out by local firm Gooch, and will transform the former public locker room and meeting rooms at the entrance to the Archive Centre into a purpose built facility for registering births and deaths, and giving notice of marriage. Weddings will mostly take place in the benefactors Room at the Norwich Castle, with a few statutory ceremonies carried out in meeting rooms in County Hall or in office spaces in the Register Office. A visit by the General Register Office inspector will take place once work is completed.	Caroline Clarke

Sensitivity Classification:

Community Committee Fortnightly News Update

This news update gives committee members a swift update on known plans/activities within their remit and highlights any new issues they may wish or need to take account of.

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Committee Spokespeople continue to have the opportunity of receiving more detailed briefings, including those that may be of a more confidential or complex nature at the scheduled spokes meetings through which they are able to keep their own members further updated as necessary.

News Update for the period ending: 10/06/2016		
Service	**Service Update key bullet points**	**Contact**
Consultation & Community Relations	Members of the youth parliament attended the Channel 4 News debate about the European Union referendum. You can watch it here if you missed it – Fleur, MYP for South Norfolk, raises the issue of the trade deficit. The team is supporting the Parish Paths Seminar to be held in Dereham on Monday 13 June. Over 85 representatives from town and parish councils will be meeting to discuss how we can work together to both maintain and make the most of public rights of way.	Paul Jackson
Customer Services	The Customer Service team continue to make improvements to the new website, launched at the end of March, and we are starting to gather some really useful information from the new CRM (Customer Relationship Management) system. A note was sent to all Members this week, outlining information on Highways defects by division, as well as a "how to guide" on setting up a customer account and reporting defects – these are attached again for your convenience. The Customer Service Centre has started the move from Vantage House to County Hall this week – the majority of Customer Service teams are now based in one place which will provide much better flexibility and sharing of information. The move has taken place in a phased approach to minimise disruption to customers. We continue to progress with the implementation of the Customer Service Strategy and are currently working on the detailed plan for the Registrars "Copy Certificate" process. We are also working closely with IM colleagues	C Sumner

Sensitivity Classification:

Cultural Services	to develop the customer account security to line up with the Care First reprocurement.	
	Library and Information Service	J Holland
	Festival of Stories – the Library service has been successful in obtaining £11k grant funding from the Arts Council to run a storytelling festival in September. The festival will include a variety of workshops and performances aimed at a wide cross-section of Norfolk residents including events for early years, older children, families and adults, taking place in as many Norfolk libraries as possible. Now that the grant has been awarded the detail of the Festival will be finalised.	
	Shelftalk books on prescription service - On 1 June around 30 people attended an open afternoon at Dereham Library to promote our support for young people's mental health. In particular we were showcasing the new Shelftalk books on prescription service, funded with support from Public Health, which includes titles on conditions like anxiety, body image and self-esteem. Young people read extracts of the books and there were also opportunities to try speed-stacking and the smoothie-bike, as well as for networking between organisations represented.	
	Norfolk Community Learning Services	H Wetherall
	Restructure – The new service structure has been finalised and interviewing for posts has begun. The new structure will be in place by 1 August. The new Head of Service, Ilgun Yusuf, will take up his new role on 13 June.	
	Plans are in place for service managers to be based at County Hall for some of the week to assist in networking and cross-council working.	
	Museums Service	S Miller
	Voices from the Workhouse: New workhouse galleries open at Gressenhall Farm and Workhouse - the completely redesigned *Voices from the Workhouse* galleries at Gressenhall Farm and Workhouse opened on 28 May. This follows the £1.8 million funding by the Heritage Lottery Fund (HLF) and others (including DCMS/Wolfson Museums & Galleries Improvement Fund, Breckland District Council, Friends of Gressenhall, Norfolk County Council and Arts Council England PRISM Fund) which will make Gressenhall a national centre for workhouse research and interpretation.	

Sensitivity Classification:

	The result of extensive public consultation, the new displays focus on the true stories of the people who lived and worked at Gressenhall over 200 years, immersing visitors in the sights, sounds and even smells of life in the workhouse. Cutting edge technology allows visitors to 'meet' real people from the workhouse's history through sophisticated projections. Evocative room recreations and authentically produced reproductions sit alongside displays containing rare surviving relics from Gressenhall's nationally important workhouse collections – the largest workhouse collection in the country – to provide visitors with a vivid impression of what life was actually like in the workhouse. Specially commissioned sculptures of real people associated with the workhouse – some of which are based on descendants' photographs – add extra visual interest and emotional resonance. Central to the redisplay is the focus on true stories from the building's past, many of which have only come to light during the research phase of the re-development project following the detailed study of original workhouse archives by a team of staff and volunteers. The voices and histories of members of staff and of inmates, of those responsible for the running of the workhouse and of those for whom it provided the only safety net in difficult times, breathe real life into the facts and statistics. The new galleries are set to be an important new tourist draw in Norfolk, broadening Gressenhall's audience beyond its traditional family base to attract visitors interested in heritage destinations and family history. **Norfolk Arts Service** **Arts Project Fund Awards 2015-16 -** The Norfolk Arts Project Fund supports initiatives and events in all art forms and multi-art form areas. This includes the development and promotion of a wide range of arts activity in communities throughout Norfolk. The Fund has three deadlines per year in May, September and January. This year, Norfolk Arts Service make awards of up to £500 to 72 projects, including: • **Growing Together – Scarecrow/Birdscarer Workshops:** which supports 15 service users from Dereham Community Hub, who are vulnerable adults and young people, people with learning disabilities, physical disabilities, sensory impairment, ASD and mental health issues. Participants took part in a series of 2 day-long workshops on scarecrow and birdscarer design and construction, with completed works installed in a 1.5 acres of vegetable garden. • **Suffolk Artlink – Clown Round:** Clown Round works	S Miller

Sensitivity Classification:

	with children disadvantaged by illness, and brings comfort, distraction, support, and fun to children/young people in hospitals and hospices. Artist-led activities engage children/young people in improvised play through puppetry, singing, music, balloon making, storytelling, bubble blowing, joke telling, magic, and circus skills.

The Arts Project Fund also supports several annual events including the annual Barrington Farm Norfolk & Norwich Open Studios event, the Young Norfolk Arts Festival, and the UEA FLY Festival. For further information please email: arts@norfolk.gov.uk.

Norfolk Record Office (NRO)

Norfolk Archives and Heritage Development Foundation - The NRO has been notified by the Charity Commission that its application to establish the Norfolk Archives and Heritage Development Foundation, known as NORAH, had been approved. This is a Charitable Incorporated Organisation which will raise funds so that it can support its stated charitable object of:

The advancement of education for the public benefit, in the history of Norfolk by working in conjunction with the Norfolk Record Office and its partner organisations, in particular but not exclusively by funding;
- The acquisition, preservation and processing of records and printed materials worthy of permanent retention so they can be made accessible to the public by the Norfolk Record Office and its partner organisations,
- Projects and activities which engage different audiences with records and printed materials worthy of permanent retention.

Active Norfolk – NSTR | G Tuson |
| **Community Safety and Fire and Rescue** | | |
| Norfolk Fire and Rescue Service | NSTR | Roy Harold |
| Trading Standards | On Friday 3 June, Trading Standards Officers dealt with an instance of a bat being brought in on a vessel landing at Great Yarmouth Port, following a call to our out of hours emergency contact line, managed by Highways.

The bat had landed on the vessel whilst it was over 45 | Sophie Leney |

Sensitivity Classification:

miles off the coast in the North Sea. The vessel contacted land and advised that they had to come in to port with the bat on board. Bats are covered by the strict requirements imposed by rabies control legislation and Officers of the Service liaised with the Bat Conservation Trust to ensure that the bat was removed from the vessel at port and quarantined.

The bat has subsequently been examined and found to be a species native to the UK. The Bat Conservation Trust is now working with the Animal and Plant Health Agency (APHA) to see if and when the bat can be released from quarantine. The Trading Standards Service has the lead role for the enforcement of rabies control legislation and such work is essential in maintaining the country's rabies-free status.

The Norfolk and Suffolk Joint Service Project Team has begun putting together the business case for the two services to form a joint service. The project is running on time to a tight time schedule to put this case before members in October. At this stage the team is identifying questions to which it is seeking answers.

The key issue of who would be the host authority is being thoroughly researched but as yet there is no recommendation or preferred option at this stage. The host would employ the staff that will form the joint service and would provide the IT infrastructure to support it. There are a number of issues where there is no simple common approach at present. Examples of this include the fact that the two authorities use different databases to record and monitor their service activities. Each authority has its own way of managing its financial resources, with differences as to what is covered within each service budget. There are issues of the difference in the employment conditions between the authorities, their pay structures and line management. The team is carefully looking into each of these issues in order to find an agreed way forward.

The team has identified a number of common operational goals between the two services. Both Services want to tackle rogue trading and serious crime and both want to help and support businesses to comply with their legal responsibilities. How each Service achieves these objectives is different but the Project Team is finding examples of good practice across the two authorities. This project will enable the Joint Service, if it is agreed, to achieve these goals in a more efficient and effective way.

The team has identifying what is achieved independently

Emergency & Resilience	at present by the two authorities and the greater opportunities if the two were to pool resources and work collectively as a joint authority.

On the 8 June the NCC Resilience Team facilitated a table-top tactical level exercise for the Bacton Gas Terminal. This is one of several exercises based on site specific plans that the Resilience Team assist in developing and are carried out on a periodic basis to exercise a multi-agency response to a major incident.

At Kings Lynn North Fire Station on the 9th June a Tactical level multi-agency training course was delivered for Norfolk Resilience Forum members as part of an ongoing training programme to ensure preparedness to manage a major incident in Norfolk. The scenario for each course is different each time to gain experience tackling a range of incidents that might occur. In this case the scenario was a major fire at a large waste site.

Following a spate of hoax bomb threats to schools across the country, including Norfolk, the Resilience Team has been working with colleagues in NCC Communications and Children's Services to provide advice and guidance to schools to prepare for and respond to such threats. A reminder has been included in the e-courier schools newsletter to the information available on the Norfolk Schools website. | Jan Davis |
| Public Health | **Health Related Behaviour - Children's Survey**

Public Health published our bi-annual children's health related behaviour survey. 3,400 children across 25 schools, both primary and secondary schools, completed the survey telling us about their day to day lives.   The survey generated a lot of media interest - with interviews with EDP, Heart Radio and Radio Norfolk. The EDP article is attached.

Positive news from the survey:

Compared with pupils across England, Norfolk pupils appear less likely to use tobacco or drugs and more likely to eat 5 portions of fruit and vegetable a day.

Concerns from the survey:

Norfolk's pupils seem more likely to worry. Almost 3 out of 4 pupils in secondary school reported that they worry 'quite a lot'. Top worries were school work, exams, their own appearance and problems with friends and family. Almost 2 out of 3 said that they watch more TV when they have a problem they are worried about and less than half said they would talk to someone about it. Over 1 | Louise Smith |

Sensitivity Classification:

	in 20 (6 %) reported that they cut or hurt themselves.	
	If you wold like more information about the survey or to receive a summary of the results please contact:	
	Sarah Barnes, Public Health Commissioning Manager for Children and Young People, County Hall	
	sarah.barnes@norfolk.gov.uk	
	Tel: 01603 638484	
	Safe Lives : Beacon Site	
	The Norfolk Domestic Abuse Beacon project has been launched this week with a visit to Norfolk from Safe Lives.	
	The leading national domestic abuse charities Women's Aid and Safe Lives have joined forces to deliver and recommend radical system change to prevent domestic abuse. The Big Lottery Fund has awarded the partnership a £5.75 million grant over a five-year period. The Women's Aid and Safe Lives joint initiative will allow deeper insight and understanding into what works best when supporting survivors of domestic abuse. This will in turn inform policy and practice to ensure that all survivors of domestic abuse receive the most effective response.	
	NHS Sustainable Transformation Plan	
	Representatives from the Health and Wellbeing Board met with board members from all of the Norfolk NHS commissioning and provider organisation in a large joint meeting to consider the five year plans for the health and social care system. The joint event hosted by Norfolk County Council Managing Director Wendy Thompson discussed early proposals to develop locality based multi-speciality teams centred around general practice.	
	A key work stream for the STP is Prevention and Wellbeing. Public health are supporting the STO process with data and analysis, bringing forward proposals to promote healthy living through communities, voluntary sector groups and localities, and also to support employers to offer healthy workplaces.	
Registration Services	Work on de-commissioning the Norfolk Register Office at Churchman House is progressing speedily. Dilapidations of approx. £25,000 have been agreed with Norwich City Council and this will be paid as a lump sum. The staff team will move out once the work in the Archive Centre is complete, which is running to schedule. The service will formally hand over Churchman House on 31 July. Senior managers attended Swaffham Town Council meeting on 8 June to speak with councillors about the closure of the	Caroline Clarke

Sensitivity Classification:

	Swaffham service point.	

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Communities Committee

Report title:	Finance monitoring report
Date of meeting:	29 June 2016
Responsible Chief Officer:	Tom McCabe - Executive Director of Community and Environmental Services
Strategic impact	

This report provides the Committee with information on the budget position for the Committee for 2016-17. It provides information on any forecast over and underspends and the use of forecast use of reserves.

Executive summary

The approved 2016-17 net revenue budget for this Committee is £47.800m. At period 2 we are forecasting a balanced budget.

The 2016-17 Capital budget for this committee is £5.992m. We are currently anticipating full delivery of the programme.

The balance of Communities' unspent grants, contributions and reserves at 1st April 2016 is £12.600m. The planned use of reserves will be reviewed and reported to committee throughout the year.

Recommendations:

Members are invited to discuss the contents of this report and in particular to note:
   a) **The revenue budget for 2016-17**
   b) **The capital budget for the 2016-17 capital programme.**
   c) **The balance of reserves as shown in section 4 of this report**

1. Proposal

1.1. Members have a key role in overseeing the financial position of Communities services, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This monitoring report reflects the budgets and forecast position as at the end May 2016.

2. Evidence

2016/17 Revenue Monitoring

2.1. The table below summarises the budgets relevant to this committee as at May 2016

Table 1: Communities 2016-17 as at Period 02

	2016/17 budget £'000	Forecast £'000	Variance £'000	%
Community and Consultation	233	233		
Cultural Services	**13,468**	**13,468**		
Active Norfolk				
Cultural Services Management	47	47		
Norfolk Art Service	279	279		
Norfolk Community Learning Services	210	210		
Norfolk Libraries and Information Service	9,701	9,701		
Norfolk Museums Service	2,422	2,422		
Norfolk Records Office	809	809		
Customer Services	**5,616**	**5,616**		
Public Health	**(1,330)**	**(1,330)**		
FIRE: Service Delivery	27,854	27,854		
Resilience	274	274		
Trading Standards	1,872	1,872		
Registrars	(187)	(187)		
Total for Committee	47,800	47,800		

2.2. There are currently no variances or budget risks that are being reported by RBOs, should issue emerge throughout the year they will be reported to members.

3. Capital Programme 2016-17

3.1. The overall capital budget for the services reported to this Committee is £5.992m.

3.2. The capital programme is shown in the tables below:

Table 2: Communities Capital Programme				
Scheme or programme of work	**2016/17 capital Budget £m**	**2016/17 Forecast capital Outturn £m**	**Total Forecast (under)/ over spend £m**	
Norfolk Fire & Rescue Service	3.721	3.721	0.000	
Museums	1.933	1.933	0.000	
Libraries	0.338	0.338	0.000	
CommitteeTotal	**5.992**	**5.992**	**0.000**	

4. Communities Reserves, Provisions and Unspent Grants/ Contributions

4.1. The committees' unspent grants, reserves and provisions as at 1st April 2016 stood at £12.600m.

4.2. The planned use of reserves will be reviewed thoroughly to ensure that all reserves remain valid and will be reported to future committee meetings.

4.3. The use of Public Health reserves is to facilitate the agreed health projects programme and manage the delivery of large programmes over multiple financial years.

Table 3: Communities Reserves & Provisions				
Reserves & Provisions 2016/17	**Balance at 1 April 2016**	**Forecast Balance at 31 March 2017**	**Planned change reserves**	**Actual change of reserves**
	£m	**£m**	**£m**	**£m**
Norfolk Fire & Rescue Service	2.970	2.970		
Libraries, Museums, Record Office & Arts	2.142	2.142		
Trading Standards	0.113	0.113		
Norfolk Community Learning services	0.163	0.163		
Public Health	5.378	5.378		
Active Norfolk	0.638	0.638		
Customer Services	0.658	0.658		
Registration Services	0.460	0.460		
Consultation & Community Relations	0.078	0.078		
Committee Total	**12.600**	**12.600**		

5. Financial Implications

5.1. There are no decisions arising from this report. The financial position for Communities services is set out within the paper and appendices.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, e.g equality impact assessment, please get in touch with:

Officer Name: **Andrew Skiggs**
Tel No: **01603 223144**
Email address: **Andrew.skiggs@norfolk.gov.uk**

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Communities Committee

Report title:	Appointments to internal and external bodies
Date of meeting:	29 June 2016
Responsible Chief Officer:	Anne Gibson

Strategic impact

Appointments to Outside Bodies are made for a number of reasons, not least that they add value in terms of contributing towards the Council's priorities and strategic objectives. The Council also makes appointments to a number of member level internal bodies such as Boards, Panels, and Steering Groups.

Responsibility for appointing to internal and external bodies lies with the Service Committees. The same applies to the positions of Member Champion.

Executive summary

In the September 2014 cycle, Service Committees undertook a fundamental review of the Outside Bodies to which the Council appoints. The views of members who have served on these bodies together with those bodies themselves and Chief Officers were sought and reported back to Committees.

Set out in the appendix to this report are the outside and internal appointments relevant to this Committee together with the current membership.

Recommendation

- **That Members review and where appropriate make appointments to those external bodies, internal bodies and Champions position as set out in Appendix A.**

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1. Proposal

Outside Bodies

1.1   In the September 2014 cycle, all organisations and the current member representatives were invited to provide feedback on the value to the Council and the organisation of continued representation and to make a recommendation to that effect. In addition, Chief Officers were consulted.

1.2   Organisations were asked a number of questions about the role of the Councillor representative. Councillor representatives were asked questions such as how the body aligned with the Council's priorities and challenges and what the benefits are to the people of Norfolk from continued representation. Finally, both

were asked whether they supported continued representation. Committees considered this information and made decisions on appointments. The appendix to this report sets out the outside bodies under the remit of this Committee. Members will note that the current representative is shown against the relevant body. Members are asked to review Appendix A and decide whether to continue to make an appointment, and if so, to agree who the member should be.

Internal bodies

1.3   Set out in Appendix A are the internal bodies that come under the remit of this Committee. There is no requirement for there to be strict political balance as the bodies concerned do not have any executive authority. The current appointments are not made on the basis of strict political proportionality, so the Committee may, if it wishes to retain a particular body, change the political makeup. The members shown in the appendix are those currently serving on the body.

2. Evidence

2.1   The views of the Councillor representative, the organisation and Chief Officer were reported to the Committee when it undertook its fundamental review of appointments in 2014.

3. Financial Implications

The decisions members make will have a small financial implication for the members allowances budget, as attendance at an internal or external body is an approved duty under the scheme, for which members may claim travel expenses.

4. Issues, risks and innovation

4.1   There are no other relevant implications to be considered by members.

5. Background

5.1   The Council makes appointments to a significant number of internal bodies and external bodies. Under the Committee system, responsibility for these bodies lies with the Service Committees.

5.2   There is no requirement for a member of an internal body to be appointed from the "parent committee". In certain categories of outside bodies it will be most appropriate for the local member to be appointed; in others, Committees will wish to have the flexibility to appoint the most appropriate member regardless of their division or committee membership. In this way a "whole Council" approach can be taken to appointments.

Background Papers – There are no background papers relevant to the preparation of this report

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Officer Name:	Tel No:	Email address:
Chris Walton	01603 222620	chris.walton@norfolk.gov.uk

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Appendix A

Communities Committees/Boards/Working Groups/Outside Bodies

2015/16 Appointments shown

A.   Communities Committee Boards/Working Groups

1.   <u>Area Museums Committees:</u>

As below, plus 1 named substitute for each Group represented. These bodies are provided for in the Museums Agreement. They are area based committees so their composition will be determined by the group representation in the areas concerned.

<u>Breckland</u> – 5

3 Conservative - Will Richmond, Mark Kiddle-Morris; 1 Vacancy
2 UKIP - Vacancy, Paul Smyth

<u>Great Yarmouth</u> – 4

2 Labour - Pat Hacon and Mick Castle
2 UKIP - Rex Parkinson-Hare, Jonathan Childs

<u>King's Lynn & West Norfolk</u> – 5

1 Labour - David Collis
2 Conservative - Harry Humphrey and Michael Chenery
2 UKIP - Toby Coke, Stephen Agnew

<u>North Norfolk</u> – 5

2 Lib Dem - James Joyce, Eric Seward
2 Conservative - Michael Chenery, Tom FitzPatrick
1 UKIP - Michael Baker

<u>Norwich</u> – 6

3 Labour - Vacancy, Mike Sands, Bert Bremner
1 Lib Dem - Brian Hannah
2 Green - Adrian Dearnley, Elizabeth Morgan

2.   Fire Joint Consultative Forum – 7

        1 Labour (Emma Corlett)
        1 Lib Dem (Dan Roper)
        4 Cons (Wyndham Northam, Harry Humphrey, Nigel Dixon and Nigel Shaw)
        1 UKIP (Jonathan Childs)

3.   Joint Road Casualty Reduction Partnership Board (4 – 1 from Communities Committee)

        A partnership that brings together appropriate public, private and voluntary sector commissioner and provider organisations in Norfolk to reduce the number and severity of road traffic casualties on roads in Norfolk, and to increase public confidence that all forms of journeys on roads in the county will be safe.

        The Partnership Board requires a member from the following Committees

        Environment, Development and Transport
        Communities
        Health and Well-Being Board
        Children's Services

        Jonathan Childs represents Communities Committee

4.   Norfolk Community Safety Partnership Sub Panel (3 County and 7 District Members)

        3 County Councillors (1 Conservative, 1 Labour, 1 UKIP)

        1 Con (Harry Humphrey)
        1Labour (Mike Sands)
        1 UKIP (Colin Aldred)

   B. Communities Committee Outside Bodies

1.   Whitlingham Outdoor Education Centre Partnership (1)

        Roger Smith

        The Partnership exists to promote and co-ordinate the recreational activities delivered by forum members in the Whitlingham area, particularly in areas in and adjacent to Whitlingham Country Park.

2.   LGA Fire Services Commission (1)

        Paul Smyth

3.   Visit Norwich Limited (1)

Mike Sands

To make the Norwich area a competitive city area destination in domestic and international markets by developing, integrating and supporting all aspects of the visitor economy and attracting new investment, more visitors and increased spend.

4.   The Forum Trust Ltd (1)

Bert Bremner

The Forum Trust is the independent, self-financing, charitable organisation which manages The Forum building.

5.   Theatre Royal Trust – The Board (1)

Brian Hannah

6.   St. George's Trust (1)

Michael Carttiss

St George's Theatre Trust is a charity re-created in 2010 to operate St George's Theatre on behalf of Great Yarmouth Borough Council.

7.   Norfolk Rural Community Council (1)

Margaret Dewsbury

Norfolk Rural Community Council is an independent charity founded in 1986 to support communities across Norfolk. It lobbies on rural issues at strategic level, providing a voice for the local communities of Norfolk.

8.   Norfolk Playing Fields Association (2)

Richard Bearman
Will Richmond

The Association aims to encourage and develop the playing of all games, sports and pastimes, and to extend the benefits of playing fields, playgrounds and open spaces to all members of the community.

9.   Norfolk Association of Local Councils Executive Committee (1)

Paul Smyth

NALC represents and supports the work of Parish and Town Councils in Norfolk

10.   Norfolk and Norwich Association for the Blind (1)

Jonathan Childs

Aims are to provide accommodation and care, community visiting services and educational and recreational facilities for the visually impaired and blind in Norfolk.

11.   Norfolk and Norwich Novi Sad Association (NCC Chairman is Honorary Vice-President)

Chairman of the Council

The Norfolk and Norwich Novi Sad Association was set up in 1985 to support the twinning of the two cities and to further twinning links and activities.

12.   Norfolk Arts Forum (2)

Richard Bearman
Margaret Dewsbury

13.   Kings Lynn Festival – Vice President (1) (Chairman of Council)

Chairman of Council

14.   H.M.P. Bure Liaison Group (3 local members)

Local members:
Wroxham Division (Tom Garrod)
Hoveton and Stalham (Nigel Dixon)
Aylsham (David Harrison)

This Group acts as a channel of communication between those individuals, organisations and bodies whose policy and practice in relation to the operation of HMP Bure might affect local communities within close proximity to the prison establishment.
.
15.   Hunstanton Convalescent Trust (1)

John Dobson

The HCT is a charity who helps people who are on a low income, physically or mentally unwell and in need of a convalescent or recuperative holiday, with a preference for those living in Norfolk and Cambridgeshire.

16.   Great Yarmouth Sports and Leisure Trust (1)

Vacant

Established for public benefit primarily for the community and visitors to the Borough of Great Yarmouth and the surrounding area. To provide or assist in the provision of facilities for recreation or other leisure time occupation in the interest of social welfare and to promote and preserve good health through community participation in healthy recreational activities.

17.   Friends of Gressenhall Committee (1)

Mark Kiddle-Morris

18.   East of England Trading Standards Association Member Group (1)

Paul Smyth

- To develop a Member body of the EETSA to provide political engagement in relation to EETSA's activities.
- To provide governance and scrutiny for EETSA's activities through monitoring.
- To provide support to the development of EETSA across the region.
- To keep an overview of EETSA's activities and those of other regional Trading Standards Associations.
- To monitor EETSA and to receive regular reports on progress in the development and implementation of infrastructure.

19.   Broads Tourism (1)

John Timewell

20.   Active Norfolk Board (1)

Hilary Cox (as the Council's Cycling and Walking Champion appointed by EDT Committee)

The organisation provides a coherent and structured approach to the development of sport and physical activity in Norfolk through a strong and integrated partnership. The partnership involves all those involved in sport and physical activity but, principally, the Local Authorities, School Sports Partnerships and the National Governing Bodies of Sport. Funded mainly by Sport England but also receives funding and support from the County Council and all the Local Authorities.

21.   West Norfolk Partnership (1 plus 1 substitute)

Jason Law
Harry Humphrey (Sub)

The Partnership is a group of organisations that represent the public and voluntary sector. Current priorities include Health and Social Care, Improving Attainment and Rural Communities.

22.   South Norfolk Alliance (1)

Margaret Dewsbury

The South Norfolk Alliance is the Local Strategic Partnership (LSP) for South Norfolk.

23.   Norfolk Museums Development Foundation (2)

This Foundation has been established for the purposes of fundraising for the Museums Service

Elected members representation to be:

- Chair of the Joint Museums Committee (Cllr Ward)
- Elected Member with lead responsibility for Cultural Services at NCC

24.   Charles Burrell Benefit Society (1)

Ian Monson (3 year appointment, expires March 2018)

Administers the Charles Burrell Centre (formerly High School), in Staniforth Road, Thetford. The Society provides and manages the centre which provides the location and facilities for businesses, charities and community groups.

25.   Norfolk Tobacco Control Alliance (1)

Paul Smyth (Council representative chairs the Alliance)

A strategic partnership which can influence the health of the population and address Health Inequalities

Member Champions

Armed Forces – David Collis

Restorative Approaches – Brian Hannah

For information only, below is a list of the Member Working Groups reporting to this Committee:-

- Adult Education
- Public Health

Communities Committee

Report title:	Norfolk Community Learning Services: Update on Progress
Date of meeting:	29 June 2016
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services

Strategic impact

This report provides Communities Committee with the latest information on service improvements and in particular two strategic objectives:

- To build on the recent Grade 2 ('Good') Ofsted judgement and achieve a Grade 1 (Outstanding) service by July 2018
- To implement a new vision and operating model for the service from September 2016 onwards which will:-

    - Increase the range of NCLS services on offer to all Norfolk residents
    - Increase the accessibility of NCLS services for all Norfolk residents
    - Continue to improve the quality of NCLS services

Executive summary

Following the recent Ofsted inspection where the services offered by NCLS were rated as 'Good', NCLS managers have set out their plans to improve further and to reach a Grade 1 (Outstanding) rating by July 2018. To achieve this will require the current restructure to be fully implemented by August 1st this year and also the Quality Improvement Plan will need to include all the recommendations from Ofsted as well as the further on-going improvements identified by service senior managers. Progress towards these outcomes is detailed in this report.

Recommendation

Communities Committee is recommended to approve the further improvement and development of NCLS as Norfolk's 'second chance' learning provider through:

- **Completing all post Ofsted actions as set out in the service's current Quality Improvement Plan**
- **Fully implementing the new structure and operating model for the service**
- **On-going monitoring of achievement of targets including increasing numbers of learners from disadvantaged communities, achieving income targets for full cost ('Leisurestream') provision and increasing the number and quality of apprenticeships across Norfolk.**

1.   Proposal

1.1.   The aim of the Strategy for NCLS is to:

      I.   Align Norfolk Community Learning Services more effectively with the priorities of Norfolk County Council:

         a. Excellence in Education
         b. Real Jobs

c. Good infrastructure

d. Supporting Vulnerable People

II. Position the service in the best possible place to respond to the direction of travel for central government grant funding, in particular as a provider that specialises in the delivery of apprenticeships and second chance learning. This will also enable the service to attract further discretionary funding, for example, from European Social Funds.

III. Build resilience in the service that will enable it to survive in an era of austerity.

IV. Recognising the significant investment made by the Council so far, provide a return on this investment (ROI) for the Council with the service providing important parts of the following corporate outcomes for example:

a. Children's Services Early Help offer

b. Adult Social Care preventative strategy

c. Local Enterprise Partnership economic priorities

d. Devolution bid

1.2. Post Ofsted Action Plan

1.2.1 The service's Quality Improvement Plan now includes all the actions recommended by Ofsted. These are highlighted in the document presented at Appendix 1. It is fair to say that all these points had already been raised by service managers as areas to be addressed by the service and it was possible during the inspection week to evidence to inspectors, with confidence and conviction, that this was the case. This helped the service achieve its Grade 2.

1.2.2 The areas for the service to now turn its attention to, whilst ensuring that all other areas remain strong are:

- Deal quickly with the few weaknesses remaining from the previous inspection, such as the poor quality of written feedback to some learners

- Ensure that teachers have the skills, confidence and resources to help learners further their understanding of equality, diversity and British values

- Ensure that all teachers:
    - ✓ provide detailed written feedback to learners on how they can improve
    - ✓ use the results of assessments of learners' starting points well to plan learning
    - ✓ increase the rigour and effectiveness with which they set targets for learners, particularly to challenge them to achieve their full potential.

1.3. Summary of vision

1.3.1 The new vision and operating model for the service has previously been endorsed by Communities Committee and comprises a series of learning opportunities for individuals in Norfolk with the option to join at a point appropriate to individual prior experience and achievement. Students are able to progress and advance through levels of learning starting at community engagement level and, depending on individual ambition and aspirations, be

assisted through to higher level vocational qualifications and onto programmes delivered by partners including colleges and universities. At every point in their learning 'journey', learners are offered support to make the best of the 'second chance' opportunities that the service offers.

1.3.2   The service is currently doing moderately well in terms of addressing the learning needs of residents who require a 'second chance' to learn a new skill or advance their personal or career development. The following table shows the levels of socio-economic need of our learners from the year 2014/15 (last full year available). The aim of the service will be to increase both the numbers and proportions of learners from disadvantaged neighbourhoods. Targets for this will be set for 2016/17 by the new Head of Service once he takes up his post.

IMD 2015 (Norfolk)	Learners	% Total Learners
0-10% Most Deprived	868	14%
10-20% Most Deprived	646	10%
20-30% Most Deprived	561	9%
30-70% Most Deprived	2182	34%
30% Least Deprived	2156	34%
Totals	6413	100%

1.3.3   There is a commitment to expand and broaden the NCLS 'offer' across the whole of Norfolk. Currently Wensum Lodge provides a base for a wide range of courses across the city of Norwich and surrounding areas. In the future there will be an expectation that provision will be further developed in other parts of Norfolk with an emphasis on partnering with community groups, the voluntary sector and other parts of the Council and its partner organisations. New locality-based Programme Managers will be allocated areas of Norfolk with a remit to develop the provision according to need and in consultation with the local communities and agencies working in these areas such as Libraries, Childrens Centres, Children's Early Help Teams and Adult Social Care teams.

1.3.4   At Appendix 2 is a summary of the recent developments in each of the localities. Throughout the next academic year (August 2016 to July 2017) the Programme Managers allocated to particular localities will build on these developments and construct an offer that meets local needs as articulated by members of the community themselves. The plan is to keep elected Members fully informed of these developments and to celebrate local successes as they occur.

1.4   The 'full cost', 'Leisurestream' offer

1.4.1   The aim of Leisurestream provision is to ensure that there continues to be 'leisure and pleasure' courses on offer which meet the need for extended social learning in a range of disciplines, mainly arts and crafts and language courses. There is a clear need and demand for these courses with learners continuing to meet and learn together for many years (in some cases up to 15 years and still continuing). Through the engagement with learners that has taken place in the development of the new Vision, learners on these courses have made it very clear that they wish the service to continue to offer this provision and it is also clear to service managers that there is a market for the specialist teaching and skills development that falls within this area of the service's offer.

1.4.2   These courses do not however fit with central government and local priorities to up-skill the Norfolk workforce and improve the local economy including bringing reluctant and unconfident learners back into active learning and out of welfare benefit. This is the unique role of Norfolk Community Learning Services. There are currently 450 learners accessing the Leisurestream provision and the total fee income projected for the academic year (January 2016 to July 2016) is £112,000. Targets will be set for 2016/17 by the new Head of Service once he takes up his post.

1.4.3   The Wensum Lodge site is currently a hub of activity for the service and the central administrative base. There is potential for the site to become a vibrant artisan centre focused on craft skills and providing incubator units for small business set-ups and support. Recently, Norfolk Arts Forum received a presentation from NCLS managers outlining how this may be achieved and the benefits that might be realised.

1.5   Apprenticeships

1.5.1   In the recent inspection, Ofsted praised NCLS both for its rapid expansion of apprenticeship numbers and the continued high quality of delivery. They commented that *'Apprentices make a valued contribution to their employers' business and have a positive attitude to work.'*

1.5.2   The service is working with corporate colleagues to plan for the introduction of the Apprenticeship levy from April 2017 when all large organisations including Local Councils will be required to pay the levy and encouraged to use this levy for the expansion of apprenticeships within their geographic area.

1.5.3   This will be an opportunity for Norfolk County Council to demonstrate its local leadership and commitment to the Government's apprenticeship programme and significantly expand the number of young people and adults accessing apprenticeships across a broad range of vocational areas and achievement levels that are now available. Decisions on how NCC will respond to this opportunity are currently pending. Here is the link to government information about the apprenticeship levy. https://www.gov.uk/government/publications/apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-will-work

1.6   Publicity and marketing

1.6.1   To promote the new vision and operating model, a full re-branding of the service has taken place followed by an intensive publicity and marketing campaign. This has included:

- Articles in the local press (EDP)
- Articles in NCC staff and management newsletters
- Ten minute interview on Mustard TV by the Communities Committee Chairman and Interim Head of Service
- New-look service prospectus for 2016/17 (copies available at the Committee)
- New-look locality-based course listings (copies available at the Committee)
- Two week Taster courses at Wensum Lodge (460 new learners)
- Two week Taster courses at County Hall
- NCLS Learning bus touring around the county for two weeks. (Schedule of bus visits included at Appendix 3)

2. Evidence

Appendix 1 is the current service Quality Improvement Plan.

Appendix 2 is a summary of the most recent developments in different localities across Norfolk.

Appendix 3 is the schedule for the learning bus.

Link to guidance on the Apprenticeship levy.
https://www.gov.uk/government/publications/apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-will-work

3. Financial Implications

There are no direct financial implications arising from this report.

3.1 The Skills funding agency allocations for 2016/17 are as follows:

	2016/17
Adult Skills	893,928
24+ Advance learning	371,332
16-18 Apprenticeships	27,196
Community learning	552,885
Discretionary learner support	15,874
24+ advance learner bursary	9,973
Adult education Block Grant	2,279,357
Adult Apprenticeships	105,249
16 to 18 Apprenticeships	50,677
Advance learner	130,751
Advance learner bursary	29,919
	4,467,141

3.2 In order to continue to offer 'leisure stream courses for continuing social learning groups and at the same time increase the funds generated by the service, the new operating model describes this offer as 'full cost'. The aim of this offer is to ensure that charges for these courses:

- Will fully cover the cost of delivery so that they do not require any grant funding and will be based on the assumption that:
- The operating model is sustainable;

- The pricing structure we enable a subsidy to those learners on means-tested benefits who wish to take part in these types of courses (In 2014/15, 43% of learners who joined 19+ classroom-based qualification programmes were resident in the 30% most deprived LSOAs)

- That there will be sufficient funding, that can be used by the service to offer additional opportunities to 'hard to reach' learners

- Generate funds that can be used by those who require additional learning support whilst on their learning programmes with NCLS. In 2014/15, 18% of learners with NCLS had stated additional learning needs e.g. dyslexia, mental health difficulties etc.

4. Issues, risks and innovation

4.1 Risks

Recent changes in national funding arrangements means that the service may face competition from other providers for first step learners. To mitigate this risk the positive Ofsted grade and continued strong partnership working will position the service as the second chance provider of choice in the county.

5. Background

5.1 Ofsted Inspection and Monitoring Reports –
http://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/53545
Previous Committee Report and Vision document –
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/372/Committee/12/Default.aspx

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix 1

Objective Ref	Action Ref	CIF Aspect	Date Objective Added	Source of AfI	Area for Improvement	Objective	Date Action Added	Action	Deadline	Action Complete? Y/N	Responsible	Review Progress/Impact against Objective with dates	Objective Complete? Y/N
					This new Quality Improvement Plan (QIP) has been established with effect from 1st June 2016, following the service's Ofsted inspection in April 2016, to manage the improvements that will enable NCLS to become an outstanding provider.	Objective with effect from 1st June 2016: The aim of this Quality Improvement Plan is that the service will be an outstanding provider by July 2018.			31/07/18		IY		
1		L&M	31/05/2016	Ofsted	The collection and analysis of information about learners' progression are neither well established nor used fully to improve the provision.	Information about learners' progression is systematically collected, analysed and used regularly and fully to inform future planning and improve the service's provision.					JM		
1		Outcomes	31/05/2016	Ofsted	Leaders have only just started analysing progression in detail.	Information about learners' progression is systematically collected, analysed and used regularly and fully to inform future planning and improve the service's provision.					JM		
1		Adult Learning	31/05/2016	Ofsted	Managers do not analyse progression information well enough to inform future planning.	Information about learners' progression is systematically collected, analysed and used regularly and fully to inform future planning and improve the service's provision.					JM		
1	1.1						31/05/16	Procure an external provider to collect and report on learner destinations	01/09/16		JM		
1	1.2						31/05/16	Produce regular internal progression data	01/09/16		JM		
1	1.3						31/05/16	Information on the progression and destinations of learners is available and used regularly at management and steering group meetings to inform future planning and improve the service's provision	31/07/17		JM		
2		L&M	31/05/2016	Ofsted	Leaders are aware that underperformance in a few areas needs to be dealt with, such as in creative arts.	Leaders, managers and governors focus on consistently improving outcomes for all learners and securing provision of very high quality across all areas of delivery.					DS		
2	2.1	L&M	31/05/2016				31/05/16	QIP reviewed on a monthly basis at management and steering group meetings and new objectives and actions are added where further improvement areas are identified.	31/07/18		DS		
3		L&M	31/05/2016	Ofsted	Senior leaders and managers evaluate thoroughly the quality of provision through comprehensive self-assessment. However, self-assessment by programme managers is less effective because their assessments are largely descriptive.	All leaders, managers and governors use highly effective self-assessment to throughly evaluate the quality of provision and focus their actions on improving the provision and reviewing the impact of their actions.					DS		
3	3.1	L&M					31/05/16	Complete NCLS restructure so as to ensure that the service has an effective structure and management team in place.	01/08/16		IY	Interviews are complete and appointments to new structure have commenced. DS 10/06/16	
3	3.2	L&M					31/05/16	Review self-assessment process in the light of the new NCLS structure and implement the new process.	01/09/16		DS		
3	3.3	L&M					31/05/16	Provide report writing training for managers, focusing on effective use of data, how to use actions to improve provision and review the impact of actions.	01/09/16		DS		

3	3.4	L&M							Monitor the quality of self-assessment against the objective and provide support for staff who need further training.	31/05/16	31/07/17		DS
4		L&M	31/05/2016	Ofsted	Managers do not check that safeguarding referrals are effectively resolved by partner agencies. As a result, records remain open and managers cannot confirm if an effective resolution has been achieved.	Managers check that safeguarding referrals are effectively resolved by partner agencies and records confirm that a referral has been resolved and closed in a timely manner.					**31/07/16**		**JY**
4	4.1	L&M							Revise safeguarding referral management process so that referrals are effectively closed.	31/05/16	31/07/16		JY
5		QTLA	31/05/2016	Ofsted	Teachers of adult learning programmes do not always correct English errors in learners' written work. Teachers do not use written feedback well enough to help learners to achieve at the highest level of which they are capable.	Teachers correct and provide high quality, detailed written feedback on learners' written work so that learners know how they can improve and are encouraged to achieve at the highest level of which they are capable.							**DS**
5	5.1	QTLA							Develop and complete delivery of mandatory CPD programme for teaching staff.	31/05/16	31/12/16		DS
5	5.2	QTLA							Carry out a programme of learning walks in the spring term 2017 to assess progress and provide additional developmental support to teaching staff and performance manage where necessary.	31/05/16	31/03/17		DS
5	5.3	QTLA							Assess progress using feedback from formal observation and learning walk data and develop further actions as required.	31/05/16	31/07/17		DS
6		QTLA	31/05/2016	Ofsted	A minority of teachers do not use the results of assessments of learners' starting points well enough to plan learning and set challenging targets and help learners to achieve at the highest level of which they are capable. The quality of learners' work meets the requirements of their qualification aims. However, teachers do not challenge learners to produce the very best work of which they are capable consistently.	Effective initial assessment of learners' starting points is used well to plan learning. Teachers have increased the rigour and effectiveness with which they set targets for learners, particularly to stretch and challenge learners to consistently produce the very best work of which they are capable and achieve their full potential.							**DS**
6		Adult Learning	31/05/2016	Ofsted	Teachers do not always provide sufficient challenge to all learners. Teachers do not always provide more difficult work for those learners who make progress more quickly than others.	Effective initial assessment of learners' starting points is used well to plan learning. Teachers have increased the rigour and effectiveness with which they set targets for learners, particularly to stretch and challenge learners to consistently produce the very best work of which they are capable and achieve their full potential.							**DS**
6		Apps	31/05/2016	Ofsted	Apprentices are not always challenged by the sometimes insufficiently detailed targets set by teachers, to achieve their full potential.	Effective initial assessment of learners' starting points is used well to plan learning. Teachers have increased the rigour and effectiveness with which they set targets for learners, particularly to stretch and challenge learners to consistently produce the very best work of which they are capable and achieve their full potential.							**DS**
6		Apps	31/05/2016	Ofsted	Teachers do not always help apprentices develop their vocational skills beyond the level required by the qualification.	Teachers support apprentices to develop vocational skills beyond the level required by the qualification.							**DS**
6	6.1	QTLA							Develop and complete the delivery of a mandatory CPD programme for teaching staff.	31/05/16	31/12/16		DS

6	6.2	QTLA					31/05/16	Carry out a programme of learning walks in the spring term 2017 to assess progress and provide additional developmental support to teaching staff and performance manage where necessary.	31/03/17		DS	
6	6.3	QTLA					31/05/16	Assess progress using feedback from formal observation and learning walk data and develop further actions as required.	31/07/17		DS	
7		**QTLA**	**31/05/2016**	**Ofsted**	**A few teachers make insufficient checks on learning to ensure that learners have understood before moving on. They often do not check thte understanding of less confident learners.**	**Teachers check regularly for learning and ensure that all learners, including less confident learners, have understood before moving on.**					**DS**	
7	7.1	QTLA					31/05/16	Develop and complete the delivery of a mandatory CPD programme for teaching staff.	31/12/16		DS	
7	7.2	QTLA					31/05/16	Carry out a programme of learning walks in the spring term 2017 to assess progress and provide additional developmental support to teaching staff and performance manage where necessary.	31/03/17		DS	
7	7.3	QTLA					31/05/16	Assess progress using feedback from formal observation and learning walk data and develop further actions as required.	31/07/17		DS	
8		**QTLA**	**31/05/2016**	**Ofsted**	**The majority of teachers do not extend learners' understanding of equality and diversity in society, and their role in modern Britain based on British values. Teachers make brief references to these subjects in lessons and include relevant points in lesson plans. However, most staff lack the confidence to deal with these subjects in detail.**	**All staff have the skills, confidence and resources to routinely and effectively develop learners' understanding of equality, diversity and British values.**					**DS**	
8	8.1	QTLA					31/05/16	Complete appointment of Lead Practitioner Equality and Diversity	01/08/16		DS	Interviews in progress DS 10/06/16
8	8.2	QTLA					31/05/16	Following implementation of the new structure, hold a management workshop to review Ofsted feedback, discuss the issues and develop a detailed plan of action.	01/09/16		DS	
8	8.3	QTLA					31/05/16	Lead Practitioner to support the development of resources and support tutors to embed Equality and Diversity and British values with confidence	31/07/17		DS	
8	8.4	QTLA					31/05/16	Develop and deliver a comprehensive, mandatory CPD programme to all staff - teaching and non-teaching.	31/03/17		DS	
8	8.5	QTLA					31/05/16	Carry out a programme of learning walks in the spring and summer terms 2017 to assess progress and provide additional developmental support to teaching staff and performance manage where necessary.	31/07/17		DS	
8	8.6	QTLA					31/05/16	Assess progress using feedback from formal observation and learning walk data and develop further actions as required.	31/07/17		DS	

9		Outcomes	31/05/2016	Ofsted	Leaders are aware that in a very few subjects, such as creative arts, learners' success rates are not improving quickly enough.	Success rates are consistently good and at or above national rates in all subject areas and types of provision.			31/07/17		IY	NB. Data will not be available to evidence this outcome until November 2017.	
9	9.1	Outcomes					31/05/16	Ensure subject and tutor level attendance, retention and outcome data is available for learning managers and for analysis at management meetings.	01/08/16		JM		
9	9.2	Outcomes					31/05/16	Learning managers report on attendance, retention and outcome data in the BRAG and use this data to inform the BRAG rating of each member of teaching staff and to discuss and manage performance with teaching staff.	01/09/16		DS		
9	9.3	Outcomes					31/05/16	Learning managers report on performance within the teaching staff team at each monthly QI meeting.	01/10/16		DS		
9	9.4	Outcomes					31/05/16	Teaching staff with below target attendance, retention and outcomes are supported to improve and performance managed if they do not improve. This will be evidenced through observations and learning walk evidence, the BRAG and performance data.	31/07/17		DS		
9	9.5	Outcomes					31/05/16	Monitor attendance, retention and outcome data by subject area and type of provision regularly at management meetings and implement improvement actions where issues are identified.	31/07/17		IY		

Objective Ref	Action Ref	CIF Aspect	Date Objective Added	Source of AfI	Area for Improvement	Objective	Date Action Added	Action	Deadline	Action Complete? Y/N	Responsible	Review Progress/Impact against Objective with dates	Objective Complete? Y/N
						Objective: November 2015 to May 2016: The aim of this QIP is that the service improves to Good at re-inspection (PIAP-OR-52)						The service was judged to be Good at its re-inspection by Ofsted 18th-21st April 2016. For this reason, the aim of this QIP has been achieved. A new QIP will be established incorporating a new over-arching objective and new areas for improvement. This QIP has been closed as at 31/05/16	Y
1		L&M	16/11/2015	SAR	The scrutiny and management challenge provided by the Adult Education Steering Group has improved, however, there is not yet sufficient, effective challenge to improve the quality of provision and outcomes for learners	The Adult Education Steering Group has created a culture that enables learners and staff to excel; and systematically challenge senior leaders so that the quality of provision is consistently good and so as to secure excellent outcomes for learners (links to PIAP-OR-53)			31/07/16		HW	Ofsted confirmed (21st April 2016): The governance of the provider –Senior council members, elected officials and steering group members, who constitute the governing body, support and challenge the head of service robustly to bring about rapid improvements. –Governors have a clear vision for the service and use their knowledge and skills well to ensure that priorities are closely aligned to those of the council and the needs of Norfolk's residents. –Governors monitor the performance of the provision regularly and in detail. They monitor attendance and the quality of teaching, learning and assessment particularly well.	Y
1	1.1	L&M					01/12/15	Put in place a performance dashboard for the Steering Group to approve targets set by service managers and track performance at each Steering Group meeting	31/01/16	Y	HW	November Steering Group minutes show iteration 1 considered. December SG shows this item on agenda. Monitoring on Jan 2016 agenda - further discussion at SG on refined targets and data to indicate value added by NCLS interventions.	
1	1.2	L&M					01/12/15	Put in place monthly budget/funding monitoring	31/01/16	Y	HW	Andrew Skiggs' report on Jan 2016 SG agenda and will be a regular report. From February 2016 will include monthly funding report (JM). Feb 16 performance dashboard presented to SG by JM. AS gave a verbal budget update in Feb 16 and SG requested that a written budget report be presented from March 16. 08/04/16: AS presented written budget report to March steering group meeting and JM presented monthly funding report. This action is now in place and complete. DS	
1	1.3	L&M					21/01/16	Monthly review by JH and HW confirms that effective governance arrangements provide oversight and robust challenge to improve the performance of the service (Transfer from PIAP-OR-03)	31/07/16	Y	HW	To be increased in frequency to a monthly review after each SG. Cllr Law attended an Ofsted Improvement Seminar 25/02/16 and gave feedback to SG on 29/02/16. Performance dashboard 29/02/16 has improved the opportunities for challenge by the SG. Chair of SG Cllr Bearman attended the NCLS Performance Board 09/03/16 to discuss performance. 08/04/16: JH has discussed with Steering Group Chair RB how to develop and progress Steering Group membership, knowledge and involvement. Decisions were made about an annual SG member development programme, how to exploit the strengths of SG members and to add to SG membership with 2 learners and 1 business representative. New actions to be added. DS Close and manage as part of normal business in future. DS 31/05/16	
1	1.4	L&M					08/04/16	Improve and maintain the knowledge base within the Steering Group so as to ensure robust challenge through a series of steering group briefings between May (after AGM) and July each year.	31/07/16	Y	HW	08/04/16: JM delivered a KPI CPD session to steering group members prior to March meeting. HW/DS to develop an ongoing programme of CPD. To be managed as part of normal operational business wef 31/05/26	
1	1.5	L&M					08/04/16	Implement more specific invitations to Members to particular events that relate to their field of experience rather than generic, open invitations to all members, so as to improve relevance.	31/07/16	Y	HW	08/04: JH agreed with Chair RB to implement more specific invitations to Members to particular events. To be managed as part of normal operational business from 31/05/16	

No	Ref	Area	Date	Source	Area for Improvement	Strength	Date	Action	Target Date	Y	Owner	Progress	Complete
1	1.6	L&M					08/04/16	Recruit two learners (One apprentice and one other adult learners) and one business sector representative to the steering group membership.	31/07/16	Y	HW	08/04: JH has asked DS to develop role descriptions and consider how to take forward recruitment of volunteer members. To be managed as part of normal operational business from 31/05/16	
2		L&M	31/12/2015	Ofsted Nov 15	**Operational links between the service and its key community partners, such as children's centres, are not sufficiently secure**	**Excellent operational links between the service and its key community partners, such as children's centres, inform the service's planning of provision and enable learners to access a wide range of learning opportunities that meet their needs very well.**			31/03/16		JY	**Ofsted April 2016: Leaders use well their effective partnerships with local employers, other council departments and partners to ensure that learners have access to a wide range of courses. These partnerships focus well on engaging learners from the most deprived areas of the county to improve community relationships and learners' employment prospects. Leaders have increased the participation of these learners significantly and the proportion who receive useful employment-related training.**	Y
2		L&M	31/12/2015	PIAP		**The service provides a good offer and service to learners (PIAP-OR-55)**			31/03/16		JY	**Complete as per objective 2**	Y
2	2.1	L&M					07/12/15	Meet with Children's Centre Cluster Leads and assign a programme manager to each Cluster to act as a single point of contact for operational planning	31/01/16		JY	Meeting held with Children's Centre Cluster Leads 06/01/16. Programme Managers attending first of a series of planning meetings 18/01/16. Programme Managers attending Children's Centres Cluster leads quarterly meeting 28.4.16	
2	2.2	L&M					02/02/16	A programme manager has been assigned to work in partnership with each Children's Centre Cluster and has planned a programme for 2016/17	31/03/16	Y	JY	Programme managers assigned to Children's Centre Clusters and initial meetings have been held to inform planning. 02/02/16. Planning is complete, planning spreadsheets have been submitted and are being checked by JM/JYand are due to be signed off by 30/04/16. Signed off JY	
2	2.3	L&M					02/02/16	Children's Centres/NCLS partnership agreement for 2016/17 agreed and signed off	31/03/16	Y	JY	Initial draft reviewed 06/01/16. Informed by all Children's Centre managers. Children's Centre Improvement Officer preparing first draft 02/02/16. 20/02/16 Draft agreement received and reviewed, returned to Tracey Andrews, Children's Centre Development Manager with comments. 6.4.16 Partnership agreements will be signed by each cluster lead at meeting 28.4.16 SIgned and complete JY	
2	2.4	L&M					02/02/16	Strategic links have been made with key locality partners and have informed the 2016/17 planning	31/03/16	Y	JY	02/02/16: Each programme manager has met with Library Service Locality Manager, Early Help Locality Managers, Museums Service and Norfolk Records Office and third sector organisations in their locality. 2.3.16 Team meeting planned for 1/03/13 to review locality plans. 6.4.16 Core programme planning completed. 08/04: Planning spreadsheets are being checked and will be signed off by 30/04/16. Planning complete JY	
3		L&M	16/11/2015	SAR	**The use of performance data to effectively monitor and manage performance and improve quality and outcomes for learners has significantly improved, but is not yet fully embedded and this means that some learners are at risk of not completing their programme of learning**	**The effective use of performance data has secured consistently good or better quality of teaching, learning and assessment and has resulted in substantial improvements in outcomes for learners (links to PIAP-OR-53)**			31/07/16		JM	**Ofsted April 2016: ☐ Leaders and managers monitor learners' attendance and achievements closely. They use regular and comprehensive data to measure progress towards meeting challenging targets. Their improvement actions are swift and effective. As a result, learners' attendance has improved significantly and the large majority of current learners are making strong progress. Leaders and managers assess and improve the performance of staff very effectively. They deal swiftly and robustly with underperforming staff and partners.**	Y

3		PDBW	16/11/2015	SAR	Learner attendance is not yet monitored sufficiently to ensure that learners at risk are supported to complete their programme of study and achieve their outcomes	Through regular monitoring of learner attendance, the service is able to demonstrate that attendance is consistently good and that no groups of learners are disadvantaged by low attendance (links to PIAP-OR-07)	SEE REF 3 L&M FOR ACTIONS	31/07/16		JM		Ofsted April 2016 ☐ Leaders and managers monitor learners' attendance and achievements closely. They use regular and comprehensive data to measure progress towards meeting challenging targets. Their improvement actions are swift and effective. As a result, learners' attendance has improved significantly and the large majority of current learners are making strong progress.	Y
3	3.1	L&M					Regular performance data at tutor/assessor level is available to subject teams and used to manage performance	30/11/15	29/02/16	Y	JM	22/02/2016 - All performance data is available via Pro-Achieve and SSRS with the underlying data updated weekly.	
3	3.2	L&M					Performance data for apprenticeships is available to subject teams and used to manage performance	30/11/15	29/02/16	Y	JM	29/02/2016 - Need to arrange a member of staff to attend the Pro-Achieve Apprenticeship training in order to complete this action. 08/04/16: Complete JM	
3	3.3	L&M					Weekly Beyond Expected End Date (BEED) reports sent to programme managers and discussed at weekly performance boards. Programme managers expected to comment to JM within 2 days	30/11/15	29/02/16	Y	JM	29/02/2016 - Weekly BEED Reports are now available and need to be discussed at weekly performance boards. The reports need to be transferred over to SSRS so they can be scheduled and forwarded to staff automatically. 08/04/16: Reports will be sent out weekly wef 11/04/16 and will be discussed at Performance Boards wef 13/04/16. JM	
3	3.4	L&M					Attendance is monitored by all subject managers through the electronic absence tracking lists	30/11/15	24/03/16	Y	JM	29/01/16: Audit planned for March 16 DS. 15/02/2016 - Reports on 2, 3 and 4+ week absences available for Subject Managers to track learners with. 08/04/16: Data team is currently carrying out an audit to check compliance. Keep open pending outcome of audit.	
3	3.5	L&M					Electronic reports are available to monitor attendance	30/11/15	29/02/16	Y	JM	15/02/2016 - All attendance reports are available on SSRS.	
3	3.6	L&M					Weekly performance boards are used effectively to challenge performance	30/11/15	29/02/16	Y	HW	Performance is challenged effectively at the NCLS Performance Boards evidenced in the minutes.	
3	3.7	L&M					Data analysis is available and effectively used to improve service performance and learner outcomes (PIAP-OR-24)	21/01/16	31/07/16	Y	JM	SSRS Reports and ProAchieve are currently being used to improve service performance. Managers are attending data management training. Feb 16 JM 08/04/16: On-going development work and audits taking place. Final training session 21/04/16.Final training delayed to 09/06/16 due to inspection but all is now complete JM	
3	3.8	L&M					Reasons for learners leaving are used to improve provision further (PIAP-OR-49)	21/01/16	31/07/16	Y	JM	2014-15 learner destinations are in the process of being tracked by the business support team Feb 16 JM 08/04: Still in process of being tracked. JM Learner destination tracking will be included within hew QIP so closing this reference down. DS	
4		L&M	16/11/2015	SAR	The service's process for the performance management of teaching staff is fully implemented, but its use is inconsistent and this means that some teaching staff are not yet managed effectively so as to improve the quality of teaching, learning and assessment for learners	The service's process for the performance management of teaching staff is used consistently in accordance with the service's policy across all subject areas and has resulted in consistently good or better quality of teaching, learning and assessment for learners (Links to PIAP-OR-63)		31/07/16		DS		Ofsted April 2016: Teaching, learning and assessment are good across all types of provision. Leaders monitor the quality of teaching, learning and assessment robustly. Observations are accurate and improvement action is prompt and highly effective. Managers' analysis of observations identifies the few weaknesses found by inspectors correctly. Leaders and managers assess and improve performance of staff very effectively. They deal swiftly with underperforming staff and partners.	Y
4	4.1	L&M					Continue monthly audit of BRAG, including cross-referencing with formal observation outcomes and follow up with subject teams where performance issues are identified	16/11/15	31/07/16	Y	GR	QI meeting. GR is following up regularly with subject teams. DS. 07/04: BRAG audit presented to Performance Board 23/03/16 and showed 43% of BRAG reviews either overdue or not covering minimum criteria. To be brought to next QI meeting for discussion on 13/04/16. DS 14/04/16: BRAG was discussed at QI meeting 13/04/16 and a significant improvement was reported by GR. Following management action BRAG reviews requiring improvement reduced to 15.9%. Continue to review at monthly QI meeting. DS	
4	4.2	L&M					Report BRAG audit outcomes to Monthly QI Meeting	16/11/15	31/07/16	Y	GR	Outcomes of BRAG audit are reported every month at QI meeting. 07/04: BRAG issues identified at Performance Board 23/03/16 will be on the agenda on 13/04/16. DS 14/04/16: BRAG audit reported to QI meeting 13/04/16. Continue to review monthly DS	

#	Ref	Area	Date	Type	Strength/Weakness	SAR Judgement		Action	Start	Target	Complete	Owner	Progress	RAG
4	4.3	L&M						Ensure management support and performance management of staff is in place where use of BRAG is inconsistent or performance requires improvement	16/11/15	29/01/16	Y	DS	BRAG audits are reported at the monthly QI Meeting and followed up through line management. Support is provided by the Quality Manager 29/01/16. 08/04: BRAG issues to be discussed at QI meeting 13/04/16 and agreement reached on how to support staff and performance management implications. Ultimately the new service structure will manage this issue but in the meantime staff need to comply with policy. DS 14/04: continue to manage through line management and	
4	4.4	L&M						Implement appraisals for sessional staff	16/11/15	31/07/16	Y	DS	08/04: currently considering most appropriate way forward and whether to link with BRAG monitoring and management. DS. This action is closed as the new Learning Manager team will implement 1-1 appraisals	
4	4.5	L&M						Review service needs in relation to a database of teaching staff and produce an action plan to put in place a solution that meets service requirements	08/02/16	01/08/16	Y	DS	07/04/16: Planning underway with proposed launch 1/8/16. AS to update plan with additional field requirements to be followed by confirmation of reporting requirements for SMT for next stage of the build. Next meeting end of April. Action plan to follow April meeting by 06/05/16. DS This piece of work has become a separate project wef May 2016 so is now closed on the QIP. DS 31/05/16	
5		L&M	16/11/2015	SAR	High quality professional development is used to improve the quality of teaching, learning and assessment for learners, however, not all teaching staff value the benefits of continuing professional development and this means that some learners experience a quality of provision that is not consistently good or better	Professional development encourages, challenges and supports staff improvement. Managers provide an appropriate environment and climate that supports teaching staff with their continuing professional development and it is having a positive impact on their teaching and the progress learners make. The quality of teaching, learning and assessment is improving rapidly and is good or better in the majority of provision				31/07/16		DS	Ofsted April 2016: Leaders and managers have invested heavily in providing high-quality, comprehensive staff training and development, which is aligned closely to the services' key areas for improvement. Managers monitor closely and accurately the impact of training through observations of teaching, learning and assessment and the development of learners' skills, such as in English and mathematics. Teaching, learning and assessment are good across all provision types.	Y
5	5.1	L&M						Identify key afis through observation.	16/11/15	18/12/15	Y	GR	Afls identified and presented to CPD review meeting 18/12/15	
5	5.2	L&M						Review autumn 2015 CPD and establish methodology for 2016 spring term	16/11/15	18/12/15	Y	DS	Methodology established through review and discussion at CPD review meeting 18/12/15	
5	5.3	L&M						Ensure mentoring and coaching available and taken up by subject staff to support teaching staff with improvement activity	18/12/15	29/01/16	Y	DS	CPD programme, including mentoring and coaching support through KK, is in place and recorded in the CPD database 29/01/16	
5	5.4	L&M						Implement Spring term CPD programme	18/12/15	24/03/16	Y	DS	Spring term CPD programme, linked to emerging themes from observations, has been developed and	
5	5.5	L&M						Decide approach and implement timeline for online E&D training	18/12/15	30/04/16	Y	DS	Currently reviewing options as the ETF online course may not be the most appropriate option. CPD programme includes E&D workshops. 29/01/16 Workshop programme to continue in the summer term and make online resources available to staff by 30/04/16.	
5	5.6	L&M						Implement training through subject teams	18/12/15	24/03/16	Y	DS	Programmes in place through subject team meetings. 08/04	
5	5.7	L&M						Involve teaching staff who have been observed delivering outstanding TLA in the delivery of CPD and support	18/12/15	31/07/16	Y	DS	Meeting with observation team 05/05/16 at which the team were asked to identify tutors who would be appropriate to support key CPD themes. Follow up by end of May 16. DS This work will be carried forward by the learning managers as part of normal operational	
5	5.8	L&M						Create an academic year CPD record for teaching staff	18/12/15	31/07/16	Y	DS	08/04: AS has created and populated a spreadsheet to log all staff CPD	
5	5.9	L&M						Identify key afis through observation.	18/12/15	15/04/16	Y	GR	Key AFIs through observation have been identified and are being considered so as to inform summer term CPD planning 03/03/16 DS	
5	5.10	L&M						Review spring 2016 CPD and establish methodology for 2016 summer term	18/12/15	15/04/16	Y	DS	Review complete and summer CPD programme to be in place by 30/04/16	
5	5.11	L&M						Develop and implement summer 2016 CPD programme	18/12/15	30/04/16	Y	DS	Summer CPD programme to be in place by 30/04/16. Include new two part supporting learners with mental health issue workshops and British values DS Delayed due to Ofsted inspection and needs to consider Ofsted feedback. New target date 31/05/16. DS Summer CPD programme is in place. DS 31/05/16	
5	5.12	L&M						Improve the professional development culture	18/12/15	31/07/16	Y	DS	Take up of CPD to be reviewed end of year including evaluation by teaching staff. As at 14/04/16: in April 15-April 16 period, 1,432 attendances on CPD. DS See Ofsted feedback against this objective. Closed. DS	
5	5.13	L&M						Provide training to all tutors and assessors in online health and safety incident reporting through staff team meetings	20/01/16	31/07/16	Y	JY	5.2.16 Reminder issued to all staff via Staff Briefing about how to access Oshens online health and safety incident reporting system. Check progress by 30/04/16 JY	

6		L&M	16/11/2015	SAR	The quality of self-assessment is variable and requires further improvement so as to secure improvements in the quality of provision and outcomes for learners in all subject areas	Self-assessment is accurate and robust and is used to plan, monitor and refine actions to improve all key aspects of the service's work. The service we provide to learners is good and supports learners to access our provision and achieve their outcomes in a timely manner (PIAP-OR-56)			31/07/16		GR	Ofsted April 2016: "Senior leaders and managers evaluate thoroughly the quality of provision through comprehensive self-assessment. They use information from a wide range of sources to assess the provision and make accurate judgements about the quality of the provision. However, self-assessment by programme managers is less effective because their assessments are largely descriptive." The issue identified will be managed through the new QIP.	Y
6	6.1	L&M					16/11/15	Finalise 15-16 SAR writing cycle	30/11/15	Y	GR	15-16 SAR Cycle finalised and shared with managers at Performance Board 16/12/15	
6	6.2	L&M					16/11/15	Finalise 15-16 report format	15/01/16	Y	GR	15-16 SAR report process and format have been finalised and implemented 15/01/16	
6	6.3	L&M					16/11/15	Refocus contributory subject report format and issue templates to subject teams	15/01/16	Y	GR	Subject area report format has beeen redesigned to focus self assessment with the new CIF. Templates have been issued 15/01/16	
6	6.4	L&M					16/11/15	Improve the SLT SAR moderation process to increase the robustness of senior management scrutiny	15/01/16	Y	GR	A new validation process, led by the SMT and Quality Manager, has been developed and implemented 15/01/16. Validation of autumn term subject SARs is complete and subject teams have updated their reports following feedback.	
6	6.5	L&M					16/11/15	Review and refocus learner, tutor/assessor and other stakeholder involvement	31/07/16	Y	GR	This will be managed as normal operational activity 31/05/16 DS	
6	6.6	L&M					21/01/16	All non subject-related support departments to develop an area specific action plan which feeds into the key QIP themes and this action plan is monitored in line with the SAR process (PIAP160)	31/07/16	Y	DS	This will be developed as normal operational activity 31/05/16 DS	
7		L&M	16/11/2015	SAR & Ofsted Nov 15	While learners are now able to access comprehensive, impartial information, advice and guidance, the service is not yet able to evidence the impact on learners in terms of their future career plans and destinations (SAR). Arrangements are now in place with an external adult guidance company to provide careers advice to learners, but contract monitoring is not yet secure (Ofsted Nov 15)	The provision of accurate, timely and impartial careers guidance enables learners to make informed choices about their learning programme and learners are very well prepared for the next stage of their education, training or employment (links to PIAP-OR-22)			31/07/16		AN	Ofsted April 2016: "Learners receive good careers advice and guidance before they start their programmes, which ensure that these meet their intended career or learning goals and prepare them for their next steps. Learners receive good ongoing advice and uidance during their coursee, which helps them to make well-informed decisions about future learning and employment choices". Matrix Accreditation assessment June-July 2016 will further assess the service's IAG processes and a new admissions process willl be implemented wef 01/08/16. Learner destination tracking will be carried into the new QIP	Y
7	7.1	L&M					07/12/15	Contract monitoring of Realise Futures arrangement is in place	29/01/16	Y	AN	Contract review meetings are booked on 8th February 2016, 21st March 2016, 2nd April 2016, 13th June 2016, 25th July 2016 with Realise Futures to ensure contract monitoring is robust and learners are benefiting from the provision. 29/01/16	
7	7.2	L&M					07/12/15	Put in place observations of IAG sessions delivered by Realise Futures and use the outcome to inform future IAG delivery	29/01/16	Y	AN	Realise Futures have been informed that we will be conducting 'no notice' observations of IAG sessions which their staff are facilicating/delivering. The outcomes of these sessions will be discussed at the contract review meetings to continually quality assure the service offered to our learners. The first observation has taken place. 29/01/16 The first batch of observations have taken place and the quality of the service is generally good, however, there have been a number of redundancies within Realise Futures and as such the number of advisers has decreased. 08/03/2016	
7	7.3	L&M					07/12/15	Put in place observations of internally delivered IAG sessions and use the outcome to inform future IAG delivery	29/01/16	Y	AN	Internal observations of IAG provision offered by the Learner Services team are taking place from January 2016. Actions from this will be built into CPD offer for the LSS team as we move through the year. 29/01/16 This work is ongoing, currently three observations have taken place and actions and good practice are being discussed with the team to inform the development of the team as we move through the academic year. 08/03/2016	

Ref	Sub	Area	Date	SAR			Action	Start	Due	Achieved	Owner	Progress	
7	7.4	L&M					Review format of learner feedback from IAG sessions delivered by Realise Futures	07/12/15	29/02/16	Y	AN	Learner feedback is currently collated by Realise Futures by curriculum area. This is returned to the service on a termly basis. AN to discuss further reporting requirements with RF in contract meeting in February. Discussed with DK at contract meeting, at this point there is little more information gathered other than learner satisfaction scores. AN considering alternatives to capture measurable data to measure outcomes and effectiveness. 08/03/2016. 08/04: AN to complete this task by 30/04/16 Feedback received as provided by Realise Futures. This is limited feedback at this stage, new management of RF is now in place as they have undergone restructure. AN meeting with new lead from RF in w/c 25th April 2016. 15/04 Delayed due to Ofsted inspection. Completed AN 31/05/16	
7	7.5	L&M					Complete procurement of external provider to monitor learner destinations	07/12/15	31/07/16	Y	AN	The service is aware that other departments within NCC are using an external organisation to support with destinations capture and reporting reqirements. It is anticipated that a joint opportunity to tender for the work is moved forward through the procurement team by May 2016. In the interim period the service is looking to capture destinations evidence for learners from the 14/15 academic year internally. Work to capture destinations internally continues, however NCC have informed the service that our intention to opt for a joint tendering process cannot now happen, therefore NCLS will be looking to work through a procurement process of its own in the near future. AN to discuss with SMT regarding previous quotes which had originally been obtained. 08/03/2016 AN & DS to discuss this procurement exercise and put in place an action plan with JM by 31/05/16. DS This will be carried into the new QIP. DS 31/05/16	
7	7.6	L&M					Use learner destination data effectively to inform the curriculum and planning	07/12/15	31/07/16	Y	AN	Currently the service is looking to capture destinations data realting to the 14/15 academic year via internal data teams. Once this information is collated and assured it will be used to inform the future curriculum planning across the service. This work is ongoing via JM and the data team. 08/03/2016. To be informed by external procurement exercise. 05/05/16 DS This will be carried into the new QIP DS 31/05/16	
8		L&M	16/11/2015	SAR	Leaders actively promote equality of opportunity and diversity and ensure that learners experience an inclusive learning environment, however, there is further work to do with teaching staff to promote equality of opportunity and diversity and support learners to promote the fundamental British values	Leaders promote equality of opportunity and diversity very well so that the ethos and culture of the service counters any form of direct or indirect discriminatory behaviour. Leaders, staff and learners do not tolerate prejudiced behaviour. The promotion of fundamental British values is at the heart of the service's work			31/07/16		DS	Ofsted April 2016: "Teachers do not routinely and effectively develop learners' understanding of equality, diversity and British values." This issue will be carried into the new QIP	Y
8		QTLA	16/11/2015	SAR	The promotion of equality and British values and raising awareness of diversity through teaching and learning have improved but are inconsistent and this means that not all learners are well prepared for successful life in modern Britain	Staff promote equality of opportunity and British values and raise awareness of diversity through teaching and learning and provide learners with a good understanding of people and communities beyond their immediate experience	SEE REF 8 L&M FOR ACTIONS		31/07/16		DS	Ofsted April 2016: "Teachers do not routinely and effectively develop learners' understanding of equality, diversity and British values." This issue will be carried into the new QIP	Y
8		PDBW	16/11/2015	SAR	The service does not enable all learners to explore personal, social and ethical issues through their learning programmes so that they are able to take part in life in wider society and in Britain	Learning programmes, including enrichment activities, allow all learners to explore personal, social and ethical issues and take part in life in wider society and in Britain	SEE REF 8 L&M FOR ACTIONS		31/07/16		DS	Ofsted April 2016: "Teachers do not routinely and effectively develop learners' understanding of equality, diversity and British values." This issue will be carried into the new QIP	Y
8	8.1	L&M					All staff to complete ETF online E&D course	16/11/15	31/07/16	Y	DS	Currently reviewing approach as ETF course may not be the best option. In process of securing resources from the FE Equality Provider Network. CPD programme includes E&D workshop. 29/01 New E&D /British Values training materials purchased and due to arrive by 09/03/16. These materials will inform decisions about the best approach to this training. DS Following Ofsted inspection April 16, a review of how this training will take place for teaching staff who will be teaching in 16/17 will be carried out and is likely to lead to a change in this action . 05/05/16 DS. Closed and issue transferred to new QIP 31/05/16 DS	

8	8.2	L&M					Implement coaching with KK for tutors with actions identified through formal observation	16/11/15	31/07/16	Y	DS	KK is available to provide coachng 29/01 Need to check that tutors are being referred to KK by 31/05/16 DS	
8	8.3	L&M					Produce and disseminate Equality and Diversity calendar and select key themes for the remainder of the 2015-16 academic year	04/12/15	29/02/16	Y	DS	Draft calendar has been produced and is in the process of being reviewed prior to further disseminaton. 29/01/16 Calendar is now available for staff on Moodle. 05/05/16: New 16/17 calendar is available and we will review how to use it as part of the overall post-Ofsted review DS	
8	8.4	L&M					Develop CPD plan and resources to support teaching staff with the promotion of British values	16/11/15	24/03/16	Y	DS	Currently securing resources through the FE Equality Network 29/01 Resources due to arrive 09/04/16. Resources received and to be uploaded by 30/04/16 DS. 05/05/16: Further work to be established as part of post-Ofsted feedback DS This will be continued in new QIP DS 31/05/16	
8	8.5	L&M					Promote learner understanding through a Keeping Safe and Healthy Booklet	16/11/15	29/04/16	Y	DS	Contents of booklet have been developed and finalised and draft booklet is currently being produced by RR 29/01 Draft booklet has been produced and is being reviewed by the team 09/03/16 DS Booklet received from printers and is being distributed with guidance from tutors and assessors 14/04/16 DS. Booklet has been distributed to all learners 05/05/16 DS	
8	8.6	L&M					Appoint Lead Practitioner Equality and Diversity	16/11/15	31/07/16	Y	DS	Staff Consultation March 16 includes Lead Practitioner Equality and Diversity post in the proposed structure. DS Interviews in progress. This will be tracked through new QIP 31/05/16 DS	
9		L&M	16/11/2015	SAR	While staff working with vulnerable groups of learners have completed face to face WRAP training, other staff are not yet fully informed as to how to protect learners from radicalisation and extremism	Leaders protect learners from radicalisation and extremism and respond swiftly where learners are vulnerable to these issues. All staff have completed training to develop their vigilance, confidence and competency to challenge learners' views and encourage debate			29/04/16		DS	Current objective and actions are complete. A new objective and actions, which aim to increase staff and learner confidence, will be developed in response to Ofsted inspection feedback April 2016	Y
9	9.1	L&M					All staff who were not required to complete the face to face WRAP training complete the ETF online Prevent course and pass the assessment test	07/12/15	29/02/16	Y	JY	As at 19/01/16: 370 active staff; face-to-face WRAP training completed by 123 with 6 waiting; Online prevent training completed by 97 with 150 outstanding. 09/03/16 4 x Steering group members, 1 tutor (not currently teaching) and 1 subcontractor staff member outstanding to complete Prevent training. 6.4.16 All Steering Group members have now completed online training or WRAP and tutor scheduled to attend WRAP. 05/05/16: All training is complete and training will be part of induction process for all new staff from	
9	9.2	L&M					Develop guidance for learners as part of a Keeping Yourself Safe and Healthy booklet. Promote as part of a Safeguarding and Prevent Awareness raising campaign in Spring 2016	07/12/15	29/04/16	Y	JY	Contents of booklet have been developed and finalised and draft booklet is currently being produced by RR 29/01. Draft booklet has been produced and is being reviewed by the team 09/03/16 DS. 6.4.16 booklet signed off and currently at printers. Booklet received from printers and sent out for distribution 14/04/16. DS. 05/05/16: Booklet distributed to all learners. DS	

10		QTLA	16/11/2015	SAR	The quality of teaching, learning and assessment is inconsistent between different subject areas. This means that while in some subject areas, learners are set challenging targets, teachers and assessors have high expectations and provide good support for and motivate learners well and the use of ILT is good; in other areas, learners are not well supported to achieve their outcomes and are more likely to drop out of their course	The quality of teaching, learning and assessment is consistently good or better across all subject areas (links to PIAP-OR-54 and OR-57)			31/07/16		DS	Ofsted April 2016: "Teaching, learning and assessment are good across all provision types" New QTLA actions following inspection will be added to the new QIP	Y
10	10.1	QTLA					Continue and complete quality assurance of teaching and learning through the formal observation programme of all teaching staff, including follow-up, CPD and performance management in line with Observation Policy. Target observation profile by end of academic year is at least 90% consistently good or better	16/11/15		31/07/16	Y	DS	Formal observation programme is in place and on track to achieve service target observation profile. Reported monthly at QI Meeting and to Steering Group. 29/01 As at 09/03/16: 92.23% of current observation outcomes were Good/Outstanding. As at 04/04/16: 92.19% of current observation outcomes were Good/Outstanding. As at 31/05/16 95.14% observations good or better. This will continue to be monitored wef 31/05/16 as part of normal operational busienss. DS	
10	10.2	QTLA					Review Assessor Practice Observation (APO) process and ensure that judgements are accurate and robust. Monitor profile through Monthly QI Meeting. Target observation profile by end of academic year is at least 90% consistently good or better	16/11/15		31/07/16	Y	DS	Process reviewed 11/01/16. As a result: Grade profile to be reported to and collated by GR. Monthly report to GR one week prior to QI meeting. GR to present profile at monthly QI meeting. HH to update form by 01/02/16 to include new CIF elements. KK to carry out paired APOs with each IQA and report on quality. Actions to be monitored through BRAG. Prepare APO form to upload onto Curriculum Observer for 2016/17 academic year by 31/07/16. DS 11/01/16. APO form updated by HH and KK has commenced paired APOs with each IQA 29/01 APO profile reviewed at QI meeting 13/04/16 This will continue to be monitored wef 31/05/16 as part of normal operatitonal business.	
10	10.3	QTLA					Involve practitioners who have been observed delivering outstanding teaching and learning in sharing their good practice across all subject areas	16/11/15		31/07/16	Y	DS	Meeting held with observation team 05/05/16 to ask them to establish a list of tutors who could support improvements in key areas. To take further by 31/05/16 DS This action will be taken forward by new learning manager team as part of operational business. Closed on QIP. DS 31/05/16	
10	10.4	QTLA					Ensure that the Learning Walk programme is robust, responds to emerging observation themes and is reported through BRAG and the QI Meetings in a timely manner	16/11/15		31/07/16	Y	DS	First report at QI Meeting November 2015 indicated programme is on track. Half yearly report to be submitted by subject teams after February half-term. Process to validate quality of learning walks to be developed. DS 05/02/16 Paired learning walks (manager with subject manager) to be in place by 30/04/16 DS 09/03/16 Ofsted confirmed management judgements in relation to learning walks 21/04/16 DS	
10	10.5	QTLA					Strengthen the line and performance management of teaching staff through the implementation of a new service structure with line management of teaching staff through the Quality lead and a team of Learning Managers	16/11/15		31/07/16	Y	DS	Staff consultation March 2016 includes proposal to introduce Learning Managers to manage teaching staff DS 09/03/16. 08/04/16: Consultation has closed and final structure is under consideration. Implementation will be complete by 31/07/16 as part of operational business DS 31/05/16	

10	10.6	QTLA						Ensure that formal observation actions are followed up promptly and robustly by subject staff and that they are complete within the target timescale.	09/03/16		30/04/16	Y	DS	At Performance Board 09/03/16 a review of the timely completion of post-observation action points highlighted there is an issue. All overdue actions will be discussed with the responsible manager at the next Performance Board DS. 08/04/16: At Performance Board 23/03/16 managers were asked to explain overdue actions (27 overdue or 67.5% of open actions). The outcome was that the discussion between the observer and the subject manager needs to be more focused on agreeing the actions and the target completion dates so that everyone is on board. Evidence shows that where this is taking place effectively there are no overdue actions. All subject managers and observers were advised of this clarification of the process on 30/03/16. This will be further reinforced at the QI Meeting on 13/04/16. Current performance as at 07/04/16 shows 22 overdue actions or 73.33% of open actions. Revised target date for no overdue actions is 30/04/16. Training for new Learning Managers once in post will be scheduled both looking at quantitative and qualitative aspects of managing post-observation actions. DS 05/05/16: Follow up of learning walk actions is now robust and timely and reasons for overdue actions are known. We will continue to monitor closely. DS	
11		**QTLA**	**16/11/2015**	**SAR**	**Support for learners to develop their skills in English and mathematics has improved but is not yet embedded across all subject areas**	**Staff develop, where appropriate, learners' English and mathematics skills across all subject areas**					**31/07/16**		**DS**	**Ofsted April 2016: "Teachers place a high importance on the development of learners' English and mathematics skills in lessons". Further development work will be managed as part of normal operational business. DS 31/05/16**	**Y**
11	11.1	QTLA						Appoint a subject manager with responsibility for embedding English and maths to work with support staff and tutors to ensure that our learners make sustained progress in developing their English and maths, achieving a qualification where relevant	16/11/15		01/02/16	Y	AR	Katherine Shaw appointed 0.5 FTE Subject Manager Basic Skills - Embedding and has taken up her post on 01/02/16	
11	11.2	QTLA						Ensure service vision for English and mathematics is communicated clearly to all staff	16/11/15		29/01/16	Y	DS	Service vision communicated by HW at staff conference 05/11/15. Further reinforcement will be needed. The service's English, Mathematics and ICT Strategy has been updated, ensuring that the service has a clear vision. This has been communicated to all staff through Staff Briefing (15/01/16), the service's website and Moodle. CPD for tutors who need further training will continue in the Spring term 2016.	
11	11.3	QTLA						Continue CPD programme and post-observation coaching and performance management of tutors who need support	16/11/15		31/07/16	Y	DS	English and maths workshops. Subject managers have been asked to refer tutors identified as needing support through observation. 29/01/16 Kathy Shaw, Subject Manager Embedding is working 1-1 with staff to support them 08/04/16. CPD and support from Kathy Shaw will continue as part of normal operational business. DS 31/05/16	
11	11.4	QTLA						Develop English and maths action plan to secure implementation of the service's vision	01/02/16		12/02/16	Y	AR	05/02: Draft action plan developed to be consulted on at Performance Board 10/02 and finalised by 12/02 and new actions to be added to QIP by 24/03	
11	11.5	QTLA						Arrange peer observations for tutors identified through formal observation as needing support	16/11/15		31/07/16	Y	DS	Peer observations are in place and have been promoted through Staff Briefing 29/01	
11	11.6	QTLA						Develop good practice resource bank for tutors	16/11/15		24/03/16	Y	AR	Functional Skills team have commenced development of resource bank. Feb 16 Moodle has been updated HMS - 6/4/2016 some good practice has been entered. Tutor meeting for Functional Skills 11/13th April 2016 - sharing good practice in on the agenda.	
11	11.7	QTLA						Reinforce service priorities in relation to English and maths and the implementation of actions through a Summit on 02/03/16	22/02/16		02/03/16	Y	DS	English and Maths Summit held at QI Meeting on 02/03/16 with all Programme and Subject Managers present. Detailed discussion of actions needed to ensure learners attending vocational programmes are supported to gain the English and maths skills they need took place and will be followed up with each team at the next Performance Board.	

11	11.8						02/03/16	Action plans demonstrate that effective action is being taken in every vocational subject area to address issues with the take up of maths and English	31/07/16	Y	DS	08/04/16: English and maths delivery will be embedded within all vocational courses summer term 2016. Further follow up with subject staff at QI meeting on 13/04/16. Immediate implementation of FS delivery to all vocational learners who need to work towards L2 functional skills. Check through learning walks and observations. Ofsted inspection confirmed 21/04/16 DS	
12		QTLA	16/11/2015	SAR	While the process for Recognising and Recording Progress and Achievement (RARPA) in non-accredited learning has been re-developed in consultation with tutors and learners, the impact of the changes on learners will not be evidenced until the 2015-16 academic year	All learners receive effective initial assessment and agree both course and personal objectives. Learners also have the opportunity to review and renegotiate their objectives with their tutor regularly throughout the course and are supported to achieve their learning goals			31/07/16		GR	developed an effective system for recognising and recording progress and achievement in non-accredited provision. Managers review teachers' assessments regularly and with great rigour. As a result, leaders have a very accurate picture of learners' progress. Learners on these courses	
12		Outcomes	16/11/2015	SAR	While there has been a significant improvement in the success of learners on community learning programmes, the impact on learners of changes to the Recognising and Recording Progress and Achievement (RARPA) process needs to be verified in the 2015-16 academic year so as to ensure that learner progress and achievement is fully evidenced	RARPA evidence demonstrates that across the large majority of provision, current learners make consistently strong progress from their different starting points, developing secure skills, knowledge and understanding		SEE REF 12 QTLA FOR ACTIONS	31/07/16		GR	Ofsted April 2016: "Leaders and managers have developed an effective system for recognising and recording progress and achievement in non-accredited provision. Managers review teachers' assessments regularly and with great rigour. As a result, leaders have a very accurate picture of learners' progress"	
12	12.1	QTLA					16/11/15	Develop and disseminate RARPA moderation timetable	30/11/15	Y	GR	Timetable developed and disseminated 23/11/15 GR	
12	12.2	QTLA					16/11/15	Use RARPA moderation to establish issues and identify and share good practice	31/07/16	Y	GR	Moderation 10/12/15. Next moderation due 14/03/16. 08/04: Moderation meeting took place 14/03/16. Further work is needed to focus staff on the rigour of RARPA, in particular SMART objectives and completion of personal goals. GR to develop action plan by 30/04/16. 05/05/16: Following Ofsted feedback 21/04/16 further work will be scheduled to manage issues with initial assessment and SMART targets. 31/05/16: Issues with SMART targets will be included in the new QIP. Moderation will continue as part of normal operations. DS 31/05/16	
12	12.3	QTLA					16/11/15	Focus Learning Walk programme Spring term 2016 on use of RARPA to support learners to achieve their individual learning goals	24/03/15	Y	DS	Learning walk programme in place 29/01 08/04: Outcomes to be checked by 30/04	
12	12.4	QTLA					21/01/16	RARPA is reliable and used effectively on all non-accredited learning programmes (PIAP-OR-58)	31/07/16	Y	DS	By 30/04/16 review proress and develop actions as necessary GR. 05/05//16: Following Ofsted feedback 21/04/16, further actions will be scheduled to improve initial assessment and target setting in new QIP. DS 31/05/16	
12	12.5	QTLA					21/01/16	ILPs have SMART targets that include English and maths skills (PIAP-OR-14, 23, 25 and 43)	31/07/16	Y	AN	08/04: AN to provide report on ILP moderation outcome by end of April 2016. 05/05/16: Further actions will be scheduled by 31/05/16 to improve target setting by tutors and assessors. DS Target setting will be included in new QIP DS 31/05/16	
13		QTLA	16/11/2015	SAR & Ofsted Nov 15	Support for learners has improved, however, the timely provision of additional learning support to support learners with specific needs requires improvement (SAR). Inconsistencies remain in the management of processes for learners with additional needs (Ofsted Nov 15). In a minority of instances support needs are not identified or interventions poorly timed, with learners a long way through a course before receiving the help they needed (Ofsted Nov 15).	Staff identify learners' support and additional learning needs quickly and accurately and this leads rapidly to the provision of high quality and effective support to help learners achieve as well as they can (PIAP002)			31/07/16		AN	Ofsted April 2016 said: "Learners benefit from very good support, both during and outside lessons. Teachers provide additional individual coaching if needed. Learners lacking the confidence to attend group classes benefit from these sessions. In addition, a specialist support team is extremely effective at helping most learners deal well with a range of challenges, such as mental health, domestic violence and homelessness. As a result, many of these learners stay on, or rejoin, their programme and achieve their goals."	Y
13	13.1	QTLA					16/11/15	Revise and disseminate process for applying for support	31/12/15	Y	AN	Process revised and disseminated AN 29/01	

13	13.2	QTLA						Strengthen the rigour of the formal LSA observation process	16/11/15	29/01/16	Y	AN	Observation team fully staffed (7 team members), each team member is allocated a caseload to observe. First observation completed by each team member by mid February. Report on findings from subsequent observations will be submitted to Performance Management meeting on March 3rd 2016 for review 29/01/16. Initial tranch of observations have been completed, feedback did not take place as 03/03 Performance Meeting was adjusted for Basic Skills summit. AN to present 16/03 meeting. 08/03/2016	
13	13.3	QTLA						Provide CPD for teaching staff on Dyslexia Awareness	16/11/15	31/07/16	Y	AN	CPD workshop developed and delivery commenced autumn 2015. Records of attendance are held centrally by SMT Administrator.29/01	
13	13.4	QTLA						Strengthen dyslexia and access arrangements screening processes	16/11/15	24/03/16	Y	AN	Capicity issues addressed by appointing an additional team member to support Learner Support Officer in completing dyslexia screenings and access arrangements across the service. Work commencing February 2016. 29/01 Revised process working well and capicity issue has been addressed. 08/03/2016	
13	13.5	QTLA						Recruit additional LSAs to meet demand	16/11/15	31/03/16	Y	AN	External recruitment advert has closed 08/01/16. 28 applications currently being shortlisted. 29/01 Interviews taking place on 15/03 & 16/03 for the new roles - this will help to address capicity issues of the LSA team and ensure learner needs are met. 9 new additional LSAs have been appointed to the pool, currently working through the HR process to enable them to commence work for the service, anticipated	
13	13.6	QTLA						Improve the use of LSA skills aligned to curriculum areas	16/11/15	24/03/16	Y	AN	LSA Team completing a Skills Scan task to identify qualifications held across the team. Once completed, LSAs will be utilised and offered work (where possible) according to their given expertise as part of the recruitment process. 29/01 Skill Scan hosted within Moodle, LSAs required to complete and return by 31/03 - once complete the findings will be reviewed and actions will be taken accordingly. 08/03/2016 LSAs have experienced issues in accessing moodle. A number of LSAs have returned their documents, those that have not completed will be requested to bring these along to the LSA teem meeting on 21st April 2016. 15/04 05/05/16: Delayed due to Ofsted inspection 18th-21st April 16. Complete and will be managed by Learning Manager team in the 2016/17 year DS 31/05/16	
13	13.7	QTLA						Complete review of Learner Support Services team and management of LSA team as part of service restructure so as to ensure high quality and effective support is available to all learners	16/11/15	31/07/16	Y	DS	Ongoing review of team structure. Further work to complete on this action following the consultation via HR team at county hall. 29/01. 08./04: service consultation has closed and feedback is currently being reviewed to inform final structure. DS Recruitment to new structure underway and will be managed as part of normal operational business. DS 31/05/16	
13	13.8	QTLA						Establish a good practice area for LSAs on Moodle	16/11/15	24/03/16	Y	AN	Moodle site has been redesigned. Initial ammendments presented to the LSA team at their 1st meeting of the year in January 2016. Further developments to follow. 29/01 Good practive section in place - as each batch of observations are completed this is updated and all LSAs are alerted via a news item within Moodle. 08/03/2016	
14		PDBW	16/11/2015	SAR	Learners' understanding of their rights and responsibilities needs to be further developed	Learners understand their rights and responsibilities as a learner and, where relevant, as an employee and in the wider community and demonstrate their understanding through their attitudes, conduct and behaviour				29/04/16		DS	Objective complete.	Y
14	14.1	PDBW						Improve dissemination of the code of conduct and rights and responsibilities of learners to both learners and staff through the development of a Keeping Yourself Safe and Healthy booklet and awareness raising campaign Spring 2016	07/12/15	29/04/16	Y	DS	Contents of booklet have been developed, to include Code of Conduct and rights of learners, and finalised and draft booklet is currently being produced by RR 29/01. Draft booklet has been produced and is being reviewed by the team 09/03/16 DS. 08/04/16: booklet is complete and at the printers. Delivery is imminent. 14/04/16: Booklet delivered from printers and sent out to tutors and assessors for distribution to learners. DS 05/05/16: Leaflet distributed to all learners. DS	

15		PDBW	16/11/2015	SAR	The take up of English and mathematics by learners as an additional qualification is low and this means that learners are not supported to improve their wider skills so as to enhance their employment opportunities	The achievement of English and mathematics by learners as an additional qualification, to enhance their future employability, is good			31/07/16		DS	Ofsted Apil 2016 said: Learners develop good skills in English and mathematics. Success rates in qualifications in these subjects are high. Learners on vocational programmes develop these skills well. Learners develop their personal, socail and employment skills well.	Y
15	15.1	PDBW					Reinforce communication of the service's vision for English and mathematics	16/11/15	29/01/16	Y	DS	Service vision was communicated at staff conference 05/11/15. The service's English, Mathematics and ICT Strategy has been updated, ensuring that the service has a clear vision. This has been communicated to all staff through Staff Briefing (15/01/16), the service's website and Moodle. CPD for tutors who need further training will continue in the Spring term 2016. 29/01/16	
15	15.2	PDBW					Assess take up of English and mathematics by learners as an additional qualification and develop further QIP actions, as necessary, once assessment complete	16/11/15	29/02/16	Y	DS	Draft action plan has been produced and will be shared at the Performance Board 10/02 **SEE QIP 11 FOR FURTHER ACTIONS**	
15	15.3	PDBW					Develop MI reports to enable robust monitoring of the take up of English and mathematics as an additional qualification in different subject areas	16/11/15	29/02/16	Y	JM	08/03/2016 - Reports not finalised so not as yet published. 08/04/16: Reports are available but not yet published onto SSRS. Waiting for timeline. JM 05/05/16: Reports were available for Ofsted inspection 18-21 April 16 and the service was able to demonstrate good progression. DS	
15	15.4	PDBW					Develop courses where English and maths qualifications are embedded within the main programme	11/01/16	31/07/16	Y	DS	This work has commenced as part of the 2016/17 programme planning. 09/03 12/04/16: 2016-17 planning meeting held and curriculum plans evidence embedding of English and maths qualifications within vocational programmes. Review detail prior to signing off. DS Planning for embedded English and maths within vocational qualifications is complete. DS	
16		PDBW	16/11/2015	SAR	The service needs to improve learner awareness of safeguarding and the dangers of radicalisation and extremism, so that learners are able to protect themselves from these risks	Learners understand how to keep themselves and others safe in different situations and settings and in particular in relation to safeguarding and the dangers of radicalisation and extremism. They trust leaders to take rapid and appropriate actions to resolve any concerns they have			29/04/16		JY	This objective is complete. A new objective will be developed in response to Ofsted inspection April 2016.	Y
16	16.1	PDBW					Develop a Keeping Yourself Safe and Healthy booklet and awareness raising campaign Spring 2016	07/12/15	29/04/16	Y	JY	Contents of booklet have been developed and finalised and draft booklet is currently being produced by RR 29/01. Draft booklet has been produced and is being reviewed by the team 09/03/16 DS. 08/04/16: Booklet signed off and gone to print. 14/04/16: booklet delivered from printers and sent out to tutors and assessors for distribution to learners. DS.05/05/16: Distribution of booklet to learners is complete. DS	
17		PDBW	16/11/2015	SAR	While the service provides opportunities for learners to experience sports activity tasters, it needs to improve how well learners know how to keep themselves fit and healthy	The service provides learners with the knowledge and understanding to know how to keep themselves fit and healthy, both physically and emotionally			31/07/16		AN	Ofsted April 2016 said: "Learners use the clear advice and guidance provided by staff, for example about the benefits of healthy diets, to help them stay healthy and safe. They use information such as a well-written and informative booklet about staying safe and healthy to increase their knowledge, for example of healthy eating recipes. Learners' awareness of internet safety is high because of the good focus by staff on this topic. Learners feel safe and know how to keep themselves safe."	Y

17	17.1	PDBW					07/12/15	Develop a Keeping Yourself Safe and Healthy booklet and awareness raising campaign Spring 2016	29/04/16	Y	AN	An initial draft of the booklet has been developed by JY, DS, KK and AN. Quotes for the production of the booklet have been gathered and the marketing department are currently designing the booklet based on the information collated to date. 29/01 Drafts have been produced and a follow up meeting is in place to discuss this before final copies are sent to the printer. 08/03/2016. Draft booklet has been produced and is being reviewed by the team 09/03/16 DS. 08/04/16: Booklet is at the printer being printed. DS Booklet received and disseminated to learners to promote the Active Norfolk offer and the 'keep healthy and safe agenda'. 14/04/2016
17	17.2	PDBW					07/12/15	Promote Active Norfolk programmes to NCLS learners	24/03/16	Y	AN	Active Norfolk courses are promoted to all NCLS learners within the Keeping Healthy and Safe booklet. Further work is to take place on hosting links to the Active Norfolk webpage on the NCLS internal and external facing websites. 29/01 Information included within the Keeping Healthy and Safel Leaflet to promote the Active Norfolk offer - with the introduction of a revised admissions process this wider offer of partners who work with the service can be combined within this work. 08/03/2016. 08/04/16: awaiting delivery of booklet which will promote Active Norfolk offer to all learners. Booklet received and disseminated to learners to promote the Active Norfolk offer and the 'keep healthy and safe agenda'. 14/04/2016
17	17.3	PDBW					07/12/15	Review use of Every Learner Matters themes by teaching staff through formal observation programme	31/07/16	Y	GR	05/05/16: Review to be commenced by 31/05/16 by GR This will be managed by the Learning Manager team as part of normal operational business. DS 31/05/16
17	17.4	PDBW					07/12/15	Establish process for Learner Support Services to support learners to access emotional support	24/03/16	Y	AN	Learners can access emotional support internally by speaking with the LSS team who will then signpost learners to appropriate external agencies to access the required support according to the need identified 29/01. Further work to be done to ensure learners Aare aware of the support that is available. Keeping Healthy and Safe booklet will support this. 29/01 Clarifying the support availalble to all learners from the point they start on programme is a key factor in the new admissions process, as such this is under development and will be trialed within the Basic Skills team in May 2016. 08/03/2016 08/04/16: Keeping Yourself Safe and Healthy booklet is at the printers and will be distributed to all learners in April 2016. 14/04/16: booklet received from printers and sent out to tutors for distribution to learners. AN
17	17.5	PDBW					07/12/15	Identify opportunities to promote fit and healthy themes through calendar events delivered through teaching and learning in all subject areas	29/02//16	Y	AN	The LSS team are updating a noticeboard in reception on a monthly basis which will promote health and wellbeing themes to staff and students alike. This promotion will also take place on the internal and external facing websites - work ongoing to develop this aspect of the provision. Teaching teams can access this resource to support embedding into their own teaching activities 29/01/16 Work continues on noticeborads, however, work still to complete on development of external and external facing web resources. This wok has been limited due to a hold on I.T. work completed by NCC. 15/04/2016 05/05/16 Following good feedback from Ofsted in April 2016, the service will continue to promote fit and healthy themes through its normal operational planning and delivery. DS 31/05/16
18		PDBW	16/11/2015	SAR	While learners are now able to access comprehensive, impartial information, advice and guidance, the service is not yet able to evidence the impact on learners in terms of their future career plans and destinations	The service is able to evidence the positive impact of information, advice and guidance on learners in terms of their future career plans and destinations			04/02/16	Y	AN	Case studies are available, to demonstrate the effectiveness of internal IAG, through the Learner Support Services team. 29/01/16	Y

18	18.1	PDBW						07/12/15	Learner Services to provide case studies to demonstrate the effectiveness of internal IAG	04/02/16	Y	AN	Case Studies are recorded and available for evidencing. LSS team are completing 3 per term as a benchmark. 29/01/16 9 Case Studies have been completed to date and are stored by the LSS team if required. 08/03/2016	Y
19		Outcomes	16/11/2015	SAR	While the rate of improvement in learner success is increasing rapidly, and is now good in some types of provision and subject areas, there are some subject areas, types of provision and/or groups of learners who are less likely to complete their programme of learning and/or achieve their outcomes and this means that some learners will not have the opportunity to progress in their learning or into work	The rate of improvement in the proportion of learners who complete their courses and achieve qualifications, including, where appropriate, in English and mathematics, is good and increasing rapidly				31/07/16		HW	Ofsted April 2016 said: "Qualification success rates are high. Success rates for courses in English and mathematics are high with a high proportiton of learners achieving a grade A* to C in GCSEs in English and mathematics." Success rates will continue to be monitored and managed as part of normal operational business.	Y
19	19.1	Outcomes						16/11/15	Establish KPIs for 2015-16 academic year	21/12/15	Y	HW	KPI dashboard complete and approved by Steering Group 16/12/15 HW
19	19.2	Outcomes						07/12/15	Ensure regular reporting of performance against KPIs	31/07/16	Y	JM	29/02/2016 - Attendance is reported on at all Performance Board meetings and other KPIs are included when relevant, e.g success, retention and achievement at the beginning of each term.
19	19.3	Outcomes						07/12/15	Use the weekly Performance Board to monitor and manage performance against KPIs	31/07/16	Y	HW	Performance against KPIs is discussed at the weekly Performance Board.
19	19.4	Outcomes						21/01/16	Service target KPIs achieved in 2015-16 academic year (PIAP-OR-02 and OR-61))	31/07/16	Y	HW	Attendance at 86% (KPI 85%) as at 09/03/16. 05/05/16: Data reviewed during Ofsted inspection April 16 demonstrated service is on track to achieve KPIs. DS Continue to manage as part of normal operational business. DS 31/05/16
19	19.5	Outcomes						21/01/16	Achievement gaps have been narrowed to less than 5% across all demographic groups (PIAP-OR-01)	31/07/16	Y	HW	Data as at 18-21 April 16 shows no achievement gaps between different groups of learners and confirmed by Ofsted. DS 05/05/16 Ofsted April 2016 said: " Different groups of learners achieve equally well". This will continue to be monitored as part of normal operational business. DS 31/05/16
20		Outcomes	16/11/2015	SAR	As a result of the current low return of learner destination information for 2014-15, the service is not yet in a position to judge whether learners progress to relevant further learning and employment or gain promotion at work	A high proportion of learners progress to further/higher education, employment or training at a level suitable to meet appropriate career plans (PIAP-OR-22)				31/12/16		HW	Carried into the new QIP wef 31/05/16	N
20	20.1	Outcomes						07/12/15	Use comprehensive learner destination data to evidence progression of 14-15 learners	31/07/16	Y	JM	Internal tracking of 14-15 learners has commenced through the business support team. 05/02/16 08/04: still in process of being tracked. JM Closed as focus is now on getting the 2015-16 data right DS 31/05/16
20	20.2	Outcomes						07/12/15	Use comprehensive learner destination data to evidence learner progression for 15-16 and beyond	31/12/16	N	JM	Discussions with procurement to secure an external provider to track learner destinations from 15-16 are ongoing as at 09/03/16 DS 08/04: Still in discussion with procurement. JM Carried over to new QIP DS 31/05/16
20	20.3	Outcomes						21/01/16	Where appropriate, learners progress to an altternative course or onto a higher level programme tailored to their individual needs (PIAP-OR-12)	31/07/16	N	HW	Once internal tracking of 14-15 learners is complete, a report on the effectiveness of the 14-15 programme to inform future planning will be produced by JM 05/02 and 08/04. 05/05/16: Data reviewed during Ofsted inspection April 16 showed that there is good learner progression. Needs to be reviewed more systematically by management team. DS Carried over into the new QIP DS 31/05/16

Norfolk Community Learning Services

Summary of 2015-16 developments reaching into areas of Norfolk where the Service does not currently deliver

locality	Responsible Programme Manager	New partnerships and developments in 2015-16	Future plans
North Norfolk	Sharon Lock	• Member of Children's Centre Adult Learning Cluster working in partnership to develop learning opportunities that respond to local needs analysis. • Working in partnership with Early Help Hub and liaising with Community Capacity Co-ordinators. • Working in partnership with libraries in the locality to develop tasters that will progress to formal learning opportunities • Links established with Broadland District Council and in particular Grow your Own Community and North Norfolk District Council. • Planning meeting held with Libraries to establish tasters in: Wells, Sheringham, Fakenham • Community engagement taster held in **Melton Constable**.	• Tasters planned in the following locations where do not currently have a presence: o **Kiptons** o **Melton Constable** o **Stalham** • Information sessions planned in Drayton/Taverham Children's Centre
South Norfolk	Ellen Ellwood	• Member of Children's Centre Adult Learning Cluster working in partnership to develop learning opportunities that respond to local needs analysis, Two engagement events held and two introductory courses run in Diss.	• Follow on courses for Diss for planned for Sept. • Short introduction course to run in

			July followed by courses in September.
		• Working in partnership with Early Help Hub to identify and respond to need.	
		• Working in partnership with libraries in the locality to develop tasters that will progress to formal learning opportunities	
		• Links Developed with Wymondham College, **Morley** and Introductory course in basic ICT held.	
		• Partnership with Library services in South Norfolk – taster events planned to link in with Festival of Learning in June.	• Follow on Entry 3 ICT course to follow in September. Further courses to be developed.
		• Family Learning course held in **Harleston.**	
		• Textiles and Lipreading courses running successfully in **Loddon**.	
		• Early Help Hub in South Norfolk has created further opportunities and NCLS is now part of project on Heath, Well-being and Employment. ICT courses already running in Diss Jobcentre.	• Follow up courses will be planned based on interest.
			• Further links to DWP in Diss – engagement event to run end of June linked to courses in Food Safety.
			• Taster event to be set up for late June/early July in Lipreading, Digital photography, Art/Craft topic.
West Norfolk	Heather Habbin	• Member of Children's Centre Adult Learning Cluster working in partnership to develop learning opportunities that respond to local needs analysis. Engagement events held at King's Lynn, Downham Market and **Emneth** CCs.	• Engagement events throughout summer term.
			• Widen offer of Pathways to

		• Working in partnership with Early Help Hub to identify and respond to need. • Working in partnership with libraries in the locality to develop tasters that will progress to formal learning opportunities. Engagement events held at all libraries in Autumn, Spring and Summer terms. NCLS staff regularly attend library cluster meetings. New courses offered: Indian Head massage, British Sign Language, Work with Children, increased number of Get Digital learners. • Working partnership established with Job Centre Plus. 'Work with Children' Pop-Up events held in Autumn, Spring and Summer; with good progression onto Work with Children transition course and Childcare and STL courses. Attending regular meetings with wider JCP management including Sarah Reed. Following success of ICT mandated JCP courses (now delivered to all but 1 JCP in Norfolk), at the request of Sarah Reed, the partnership between NCLS (West) and JCP have developed the 'Pathways to Employment Project'; aimed at improving English skills among the unemployed and moving them closer to employment. Pilot course starting in May 2016. Mandated JCP clients will attend 4 days a week, for 4 weeks and will take English, ICT and Employability qualifications. • Early Help English project. Partnership and working group established between NCLS and Children's Services Early Help team and other related agencies to provide targeted support for families/learners to move them closer to learning and engagement with improving English skills. Regular meetings every 6 weeks. Project now in place. • Partnerships established with Freebridge Community	Employment JCP provision – Fakenham then wider Norfolk • Implement Early Help English Project and continue to develop networks. • Increase ESOL offer

		Housing and RAF Marham; Work with Children, Basic Skills, ESOL, crèche provision now in place. Attending the 100th Anniversary event on 15th June for furthe promotion and engagement	

Breckland	Andy Norman	• Member of Children's Centre Adult Learning Cluster working in partnership to develop learning opportunities that respond to local needs analysis, Two engagement events held and two introductory courses run in Diss.
		
		• Working in partnership with Early Help Hub to identify and respond to need.
		
		• Working in partnership with libraries in the locality to develop tasters that will progress to formal learning opportunities
		
		   • New partnerships developed within the locality in Thetford at the Meet Up Cafe and Robertsons Barracks in Swanton Morley – identified as areas of deprivation and high need.
		
		   • Large offer of taster sessions due to take place across libraries in Watton, Swaffham, Thetford and Dereham in June 16.
		
		   • Work has taken place with Norfolk Leisure Provider Partnership to develop links with Employers/Gyms and Leisure Centres to identify training and support needs across the county/locality.
		   •
		   • Relationship developed with 'Parkwood Leisure' in Dereham to support training of staff. Offer to be broadened to members of the community as the
			• Carbrook Estate in Watton/Thetford – identified by Early Help team as an area of significant need. Initial meetings planned for June which will support us to build partnerships within community and support residents to reengage with education.
			• Partnership being developed with the 'Building and Craft Conservation Trust' to address the skills shortage in this industry.

		relationship matures	
East Norfolk and Great Yarmouth	Amanda Reeve	• Member of Children's Centre Adult Learning Cluster working in partnership to develop learning opportunities that respond to local needs analysis. • Working in partnership with Early Help Hub and liaising with Community Capacity Co-ordinators. • Working in partnership with libraries in the locality to develop tasters that will progress to formal learning opportunities., for example Health and Social Care in Gorleston and Martham libraries, GCSE and Basic Skills tasters in Gorleston Library. • Collaborative English for Speakers of Other Languages provision with Great Yarmouth College – we have established a referral system with GYC referring Adult learners where they have exceeded the colleges adult funding allocation and we are referring back to GYC 16-19 learners	• Health and Social Care Taster planned for Acle Library or Children's Centre leading to L1 Award Health and Social Care • GCSE Is it for you – Acle Library or Children's Centre – Leading into GCSE Maths and English • Fun with Maths and English Taster – Acle Library or Children's Centre – Leading into Functional Skills Maths and English Working with Early Intervention team in GY on two projects x1 working with parents of excluded children from Great Yarmouth High School, x1 working in Southtown and Cobholm with clients who would not normally engage with the wider community.
Norwich	Annie Goff	• Member of Children's Centre Adult Learning Cluster working in partnership to develop learning opportunities that respond to local needs analysis. • Working in partnership with Early Help Hub and liaising with Community Capacity Co-ordinators. Roll out of Connecting Families being planned. • Working in partnership with libraries in the locality to develop tasters that will progress to formal learning	• Working with Ex-service men groups. Looking into volunteering quals and further opportunities. • Liaising with the probation service and Norwich prison. Looking into prevention/education strategies.

			opportunities has led to Monthly rollout of tasters with Norwich smaller libraries	• City Council. Meetings planned for NCLS to participate in their well-being programmes.
			• New partnership developed with The Forum and The Forum Trust.	
			• Taster courses delivered in specific Wards where there is little to no provision i.e. NR5, Lakenham, Milecross etc.	• Working on a project with the records office. Also working to make their service more accessible for people with Learning disabilities/Mental Health. (Norwich initially)
			• Pilot being rolled out in Norwich to enable adults with learning disabilities to access (with support) family history.	
			• Piloting new 'Understand How to Vote' programme for vulnerable/hard to reach cohorts of learners in Norwich, to roll out to other localities.	

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Bus Route	9.00AM - Midday	1:00PM - 5:00PM
Monday 6th June	Great Yarmouth, Market Gates	Great Yarmouth, Market Gates
Tuesday 7th June	Wymondham Central Hall, Back Lane, Wymondham NR18 0QB	Sainsburys, High Street, Attleborough NR17 2EH
Wednesday 8th June	Norwich Tesco, Ipswich Road, Norwich NR4 6DZ	Long Stratton, Swan La, Norwich NR15 2UY
Thursday 9th June	Harleston Leisure Centre, Wilderness Ln, Harleston IP20 9DD	Loddon Library pay and display carpark
Friday 10th June	Tesco Supermarket, Kilverstone, Thetford IP24 2RL	Morrisons Supermarket, Victoria Rd, Diss IP22 4XF
Monday 13th June	Norwich Forum, Millennium Plain, Norwich, NR2 1TF	Norwich Forum, Millennium Plain, Norwich, NR2 1TF
Tuesday 14th June	Morrison's Supermarket, Holt Rd, Cromer NR27 9SW	North Walsham, Sainsbury's Supermarket
Wednesday 15th June	Tesco, Oak St, Fakenham NR21 9DX	Tesco Supermarket, Kingston Rd, Dereham NR19 1W
Thursday 16th June	Tesco, Hardwick Road, King's Lynn, PE30 4NA	Morrisons Supermarket, Coburg St, King's Lynn PE30 1QB
Friday 17th June	Tesco Supermarket, London Rd, Downham Market PE38 9AW	Asda Supermarket Lynn St, Swaffham PE37 7AU

Communities Committee

Item No.

Report title:	Norfolk Library and Information Service - report on self service access pilot
Date of meeting:	29 June 2016
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services

Strategic impact

This report considers the impact of the pilot of self service access at Acle library and proposes extensions to self service access to increase access to libraries for customers.

Executive summary

The first phase of the pilot of self service access to Acle Library has been completed with valuable lessons learned. Use of computers has increased and there have been positive outcomes for customers. The proposal is to extend the hours of self service access to Acle library to attract new users.

At its meeting on 11 May the Communities Committee agreed that Norfolk Library and Information Service (NLIS) should install self service access equipment at a number of additional libraries. Proposals for further installations are outlined

Recommendations:

The Communities Committee is recommended to comment on the initial outcomes of the pilot at Acle Library and to note the installation of self service access technology at further libraries.

1.   Proposal

1.1   The first phase of the pilot of self service access to Acle Library has been completed with valuable lessons learned. The proposal is to now extend the hours of access to Acle library to attract new users.

1.2   At its meeting on 11 May the Communities Committee agreed that Norfolk Library and Information Service (NLIS) could install self service access equipment at a number of additional libraries. Proposals for further installations are outlined.

2.   Background

2.1   In 2009 NLIS introduced self service issue and return kiosks in all 47 libraries. Around 90% of issue and return transactions are carried out by customers at these kiosks. This has enabled library staff to spend more time supporting those people who need help to use the service, supporting literacy and learning and the County Council priorities.

2.2   In 2011 library opening hours were reduced by 10%. The majority of the opening hours that were removed were late afternoon and evening times. In 2014 staffing levels were reduced, and 34 libraries now have lone-working sessions for some or all of their opening hours.

2.3   At the same time, the number of library buildings has remained the same, with the effect

that significant amounts of library 'capital' – buildings, stock and other resources are not available to residents at times that may be convenient to them. We know from feedback that residents would like to use libraries when they are not currently available.

2.4   Self service access is a means of increasing access to a valuable community resource and enables people who don't need help or support with reading or ICT to use the library at times of their choice.

2.5   This does not negate the need for staffed opening times and there is strong evidence of the many interactions between staff and customer that result in positive outcomes for the customer and a contribution towards the NCC priorities.

2.6   The other benefit of self service access relates to the library role as a place that contributes to social cohesion and the vitality of local communities. Libraries can be seen as a location which provides people with a safe place to meet and the chance to create a sense of community. Libraries deliver and host a wide range of services, events and activities, as well as providing safe spaces to meet people and contribute to community life.

2.7   Opening the library using self service technology can enable people to make the most of their local library, taking advantage of the space to run their own book groups, craft groups and learning groups for example as well as giving increased access to public computers.

3.   Initial results from the pilot

3.1   Acle Library was selected as the pilot site for self service access due to:
- The size of the library
- The availability of parking
- The large catchment area and the use of the library by a large community of users
- The shared use of the library building with a Children's Centre

3.2   The installation at Acle library was intended to test the viability of the technology as a way of extending access to customers to their local libraries for limited ongoing revenue costs.

3.3   Acle Library's opening hours were increased in August 2015 from 23 to 37 taking advantage of self service access.

The opening hours are set out below with the Open+ hours highlighted:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9 – 2	9 – 10		9- 10	9 – 2		
	10 – 1	Closed	10 - 1		10 - 1	
	1 - 2		1 - 2			
2 – 5	2 - 5	Closed	2 - 5	2 - 7		

3.4   The pilot project did not set out to radically alter the pattern of opening hours at Acle. The main additions were Monday and Friday mornings and ensuring that the library was accessible at lunchtimes.

3.5   To address security concerns for the purposes of the pilot, the self service access sessions all end at a point when the library opens for a staffed session.

3.6   At the beginning of the project it was acknowledged that the risk of simply extending day-time opening was that the use of the library would be simply spread over the time available and the Open+ times would not grow or expand the audience at Acle. Offering 'more of the same' during the day time could result in the same customers adapting their library use rather than attracting new people to use the library.   In addition, because of the nature of the pilot, self service access was only made available to existing users of the service.

3.7   The anticipated pattern of use has materialised, with analysis of self service access use showing that the previous level of visits and book issue activity is now more evenly spread across the week. More women have used the facility than men and use of computers has increased.

3.8   Below is a comparison of the Performance of Acle Library in 2013/14 compared with 2015/16

	Acle 2013/14	Acle 2015/16	Commentary
Opening hours	23	37	Self service access for 14 hours
Square metres (Public)	146	146	
Issues (all)	68,269	68,443	Issues increased slightly at a time when material issues in the county decreased by c17% - please see note below*
Visitors	48,365	47,426	Visits decreased by 2% compared to an overall decrease in library visits in the county by 11%.
Issue/hour	57	35.5	As a result of increased opening hours the issues per hour at Acle have reduced, but issues in open+ time is small.
Visits/hour	40.4	24.64	As above
Number of PCs	4	6	
PC Use	28% of available time	44% of available time	PC use at Acle library has increased
Printer	Staff assisted	Wireless	

*A problem with the location of book renewals made by the customer service centre may have skewed the performance of Acle library upwards. In addition in 2013/14 the LMS in use was Axiell Galaxy which appears to have skewed performance upwards by a factor of 10%.

Gender split

OpenPlus Age Profile
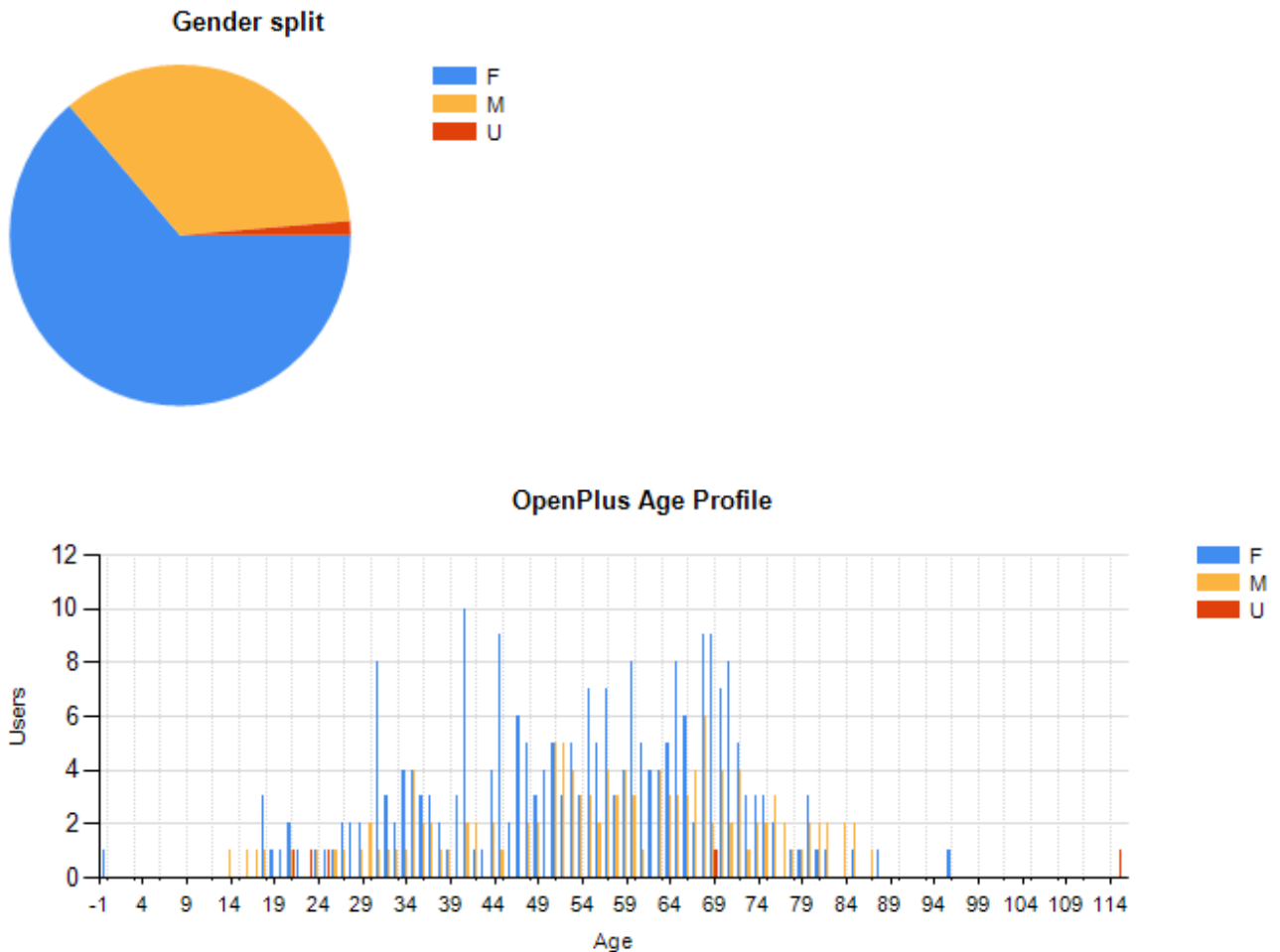
4. Outcomes of self service access

4.1 Increasing the availability of the service at Acle Library has resulted in a range of positive outcomes for residents including the following examples:

4.1.1 **Support for vulnerable people**
Libraries are lifelines for people who live alone. One example is a vulnerable customer who previously spent many hours in the library when it was open for 23 hours a week. He lives alone and going to the library is one of the few contacts he had with people each week. Now the library is open for 37 hours this customer has stated he has "benefited" from the company of other self service library customers and a "group" has formed. They support him with his isolation issues and with job searching.

4.1.2 **Support for job seekers**
Libraries are often used by jobseekers who use library computers to apply for jobs online. An example at Acle library is a customer who spotted a job advertised and was able to access the library during self service time to complete and submit her job application by the closing date. She was successful in her application and now has a job. She says that 'this would not have been possible before as the deadline was really tight'

4.1.3 **Supporting children and families**
The premises at Acle are shared with the Children's Centre. The Children's Centre ran a course making story sacks in the children's area while the library was running in self service mode. The result has been that now the course has finished the group continues to meet and is described by one of the attendees as a "wonderful safe environment to meet up with other mums so that I don't feel so isolated".

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4.1.4   In addition, a library customer who home schools her three children uses the library in self service time as she would like them to recognise the library as their 'learning for pleasure' time.

5.   Next Steps

5.1   Extension of opening hours

5.2   Now that the service is comfortable with how the system operates, it is proposing to extend the opening hours at Acle library to make the library more accessible to people who work during the day. The proposal is to open until 7pm on some evenings and on Saturday afternoons. There will be a cost of around £1100 to this as the service will need to pay for a member of staff to close the library at the end of the additional sessions. This will be found from current revenue budgets.

5.3   In October 2015, library users across the County were surveyed. While only a small Number (34) of customers from Acle responded to the survey the appetite for increased opening hours is set out below.

	Before work / school in the morning	Morning	Lunchtime	Afternoon	Early evening	Late evening
Weekdays - Mondays to Fridays	0.0% (0)	24.2% (15)	9.7% (6)	41.9% (26)	16.1% (10)	8.1% (5)
Saturdays	0.0% (0)	40.9% (18)	22.7% (10)	29.5% (13)	4.5% (2)	2.3% (1)
Sundays	4.8% (1)	38.1% (8)	23.8% (5)	23.8% (5)	9.5% (2)	0.0% (0)

5.4   The catchment area for Acle library shows heavy use in the communities surrounding the library indicating that people are willing to travel to visit the library.

5.5   The catchment data for Acle indicates that a significant number of customers travel by car to the library, taking advantage of the large free car park close by and the proximity of services such as the GPs surgery. Opening in the evenings and for longer at weekends would help those who are able to call in on their way to or from work.

6.   Introduction of self service access to additional libraries

6.1   At its meeting on 11 May 2016, the Communities Committee agreed that the NLIS could use £200k of funding held back from its 2015/16 budget to install self service access equipment to further libraries.

6.2   The reasons for extending the technology to more libraries are to:

- Increase access to libraries and therefore increase issues, visits and use of computers
- Increase use of libraries buildings as safe spaces in communities.

6.3   It is proposed that the installations will be at up to 6 medium-sized libraries in communities

where there is significant housing development or where current opening hours do not appear to match the potential need in the catchment area. The first libraries are likely to be those in Poringland, Attleborough and Hethersett.

7. Conclusions

7.1 The self service access pilot at Acle library allowed the service to pilot the new technology.

7.2 The chosen opening hours were cautious and have not had the impact of increasing use significantly, growing the customer base or indeed getting the most value from operating self service access.

7.3 There have been individual and group outcomes from having increased access to the library.

7.4 The catchment population mosaic indicates that the audience potentially has the appetite for extended opening hours during the evening and weekends.

7.5 To expand the audience we would need to look at increasing service availability in the evening and on weekends. There are of course risk and insurance issues to be dealt with if the self service access hours were extended into the evenings and weekends.

7.6 The activity at Acle library shows that people will use the library if it is available.

7.7 The service will extend self service access to further sites where there is significant housing development or where current opening hours do not appear to match the potential need in the catchment area.

8. Issues, risks and innovation

8.1 Self service access technology is an innovative way of increasing access to valuable NCC assets including library buildings and stock, for limited revenue costs

8.2 The key risk is the integration of all the elements of technology with any building issues and each property has different issues. However, the service has the experience of having installed the technology and two very different sites and there will be clear deadlines within the project scheduling.

9. Background

9.1 Final report of the Member steering group on libraries

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name :   **Jennifer Holland**   **Tel No. :**   **01603 222272**

Email address :   **Jennifer.holland@norfolk.gov.uk**

If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

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Communities Committee

Report title:	**Performance management report**
Date of meeting:	**29 June 2016**
Responsible Chief Officer:	Tom McCabe (Executive Director of Community and Environmental Services)
Strategic impact	
Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This is the second performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 27 vital signs indicators.

Details of the revised Performance Management System are available in the 16 March 2016 Communities Committee 'Performance monitoring and risk report' on the Norfolk County Council web site at http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/471/Committee/12/Default.aspx

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are available on the Members' Insight intranet pages as follows - http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm

Of the 27 vital signs indicators that fall within the remit of this committee, the following 6 indicators have met the exception criteria and so will be discussed in depth as part of the presentation of this report:

- Status of Norfolk Resilience Forum plans where Norfolk County Council is the lead agency
- Library visits – physical and virtual
- % of positive attendance instances versus the total number of available instances
- Quality of Looked After Child Review Health Assessments (Under 5 years)
- HIV late diagnosis
- Successful completion of drug treatment.

The implementation of the new performance management system has tested the suitability of some of the vital signs indicators. As such, it is proposed that the 'Apprenticeships Funding Utilisation' vital signs indicator is removed from the Communities Committee list.

Recommendations:
1. Agree that the 'Apprenticeships Funding Utilisation' vital sign identified in section 2.2 can be removed from the list for this committee
2. Consider whether it is appropriate to extend the exception reporting criteria, as suggested in section 2.3
3. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

1.   Introduction

1.1.   This is the second performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 27 vital signs indicators.

1.2.   This report contains:

- A Red/Amber/Green rated dashboard overview of performance across all 27 vital signs indicators
- Report cards for those 6 vital signs that have met the exception reporting criteria.

1.3.   The full list of vital signs indicators is in Appendix 2.

1.4.   The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

2.   Performance dashboard

2.1.   The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 27 vital signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.

2.2.   The full list of vital signs indicators was presented to committee at the 16 March 2016 meeting. Since then, the indicators have been subject to ongoing review, by the Chairman and Vice-Chairman and the Community and Environmental Services departmental management team. As anticipated, the implementation of the new performance management system has tested the suitability of some of the vital signs indicators. As such, it is proposed that the 'Apprenticeships Funding Utilisation' vital sign is removed from the Communities Committee list. The rationale being that it provides service level, operational management information that is already reviewed at the Norfolk Community Learning Services steering group.

2.3.   The current exception reporting criteria are as below:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive periods (months/quarters/years)
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.

In the course of monthly performance reporting to the CES departmental management team, these exception reporting criteria have not identified some known performance issue. As such, it is proposed that an additional criteria is added: 'Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

If this criteria were to be added and based upon current performance data, it would mean that the following vital signs would have been also have been reported to this Committee:

- % of older people who are active library users against population
- Performance against our Emergency Response Standards
- Retained fire station availability.

Norfolk County Council

NOTES:
Indicators are usually reported on a monthly, calendar year or financial year basis, the colour of the different headings below corresponds with the colour of the indicator title.
In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
The target displays the latest target from the latest period shown. That target may be different from the target for the latest actual value shown due to profiling.

Monthly	Bigger or Smaller is better	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Target
Income and external funding successfully achieved as a % of overall revenue budget	Bigger	4.0%	6.0%	8.0%	10.0%	12.0%	14.0%	16.0%	20.0%	22.1%	18.0%	19.0%			17.8%
Library visits – physical and virtual	Bigger	0.78m	0.84m	0.95m	0.81m	0.81m	0.86m	0.76m	0.77m	1.07m	1.11m	1.08m	0.97m	0.84m	
% of active children and young people library users against population	Bigger									33.6%		33.6%	33.7%		
% of older people who are active library users against population	Bigger									19.3%		19.3%	19.3%		
NCLS - % of positive attendance instances versus the total number of available instances	Bigger				96.83%	92.81%	89.36%	87.66%	87.75%	87.68%	87.35%	86.88%	86.66%	86.27%	85.00%
NCLS - % of people supported into employment	Bigger														
Norfolk Records Office Visits – physical and virtual including learning groups	Bigger	10.2k	10.3k	11.1k	10.3k	11.0k	12.2k	11.1k	8.4k	11.2k	12.1k	11.1k	11.6k	9.9k	10.2k
Museums visits – total visitors and school visits	Bigger	36.6k	29.6k	40.9k	49.7k	35.6k	38.9k	21.9k	17.7k	22.8k	32.8k	33.3k	33.0k		31.8k
Performance against our Emergency Response Standards	Bigger	81.5%	79.5%	73.8%	73.1%	76.2%	78.0%	77.6%	79.3%	78.2%	78.1%	79.4%	78.6%		80%
Retained fire station availability	Bigger	84.3%	84.3%	85.9%	81.5%	85.3%	86.4%	87.5%	87.3%	89.0%	86.6%	86.8%	85.2%		90%
% of businesses that are compliant	Bigger	94.4%	94.1%	93.5%	93.1%	94.9%	94.3%	93.6%	93.5%	96.8%	96.3%	96.4%	95.6%		95%
Status of Norfolk Resilience Forum plans to where NCC is lead agency	Bigger	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	75.0%	75.0%	75.0%	81.0%	71.4%	68.2%	85.7%	100%
TBD - The percentage of contacts using electronic access - or similar	Bigger														
Customer satisfaction with access channels	Bigger	92%	91%	94%	95%	95%	95%	96%	95%	95%	95%	96%	96%	95%	90%

Quarterly	Bigger or Smaller is better	Jun 13	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Target

Indicator	Bigger or Smaller is better	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Target
% of Integrated Developmental Reviews at age 2 – 2½ delivered as part of the single integrated review of the Health Developmental Reviews and the Early Years Progress Checks	Bigger														
% of Looked After Children Review Health Assessments (0-4) that were fully completed within timescales, with all previously identified actions completed	Bigger											35.0%			**100%**
Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17	Smaller				23.1	22.2	21.9	20.3	19.8						**17.7**
Successful completion of drug treatment - % of adult substance misuse users that left drug treatment successfully who do not re-present to treatment within 6 months	Bigger	13.2%	12.3%	11.4%	11.7%	12.0%	12.4%	12.7%	11.8%	11.0%	10.7%				**11.6%**
Reducing inequity in smoking prevalence - % of 4 week quits coming from the 20% most deprived areas in Norfolk	Bigger					32.9%	32.8%	31.3%	34.7%	36.0%	30.6%	33.7%			**29%**
Smoking status at time of delivery - % of women who smoke at time of delivery	Smaller					13.2%	13.5%	13.8%	14.1%	13.4%	14.0%	13.0%			**12.4%**

Annual (calendar)	Bigger or Smaller is better	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Target
HIV late diagnosis performance - % of adults newly diagnosed late with HIV	Smaller									43.6%	47.3%	50.4%	54.6%		**<25%**

Annual (financial / academic)	Bigger or Smaller is better	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Target
Individuals, communities and public service working better together	Bigger														
Provisional overarching Health and Wellbeing Index for Norfolk (in development)	Bigger														
Active People participation data	Bigger			32.50%		35.80%	34.90%	33.00%	31.00%	33.70%	32.50%	34.70%	33.00%		
The number of inactive people who are supported to access sport and physical activity by Active Norfolk	Bigger														
Investment in sport & physical activity levered in by Active Norfolk	Bigger														

Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk	Bigger											£4.07m	£5.62m	£7.0m

- AN – Active Norfolk
- CS – Customer Services
- CES – Community and Environmental Services Department
- HW - Highways
- NCLS – Norfolk Community Learning Service
- NFRS – Norfolk Fire and Rescue Service
- NLIS – Norfolk Library and Information Service
- NMAS – Norfolk Museums and Arts Service
- NRO – Norfolk Record Office
- PH – Public Health
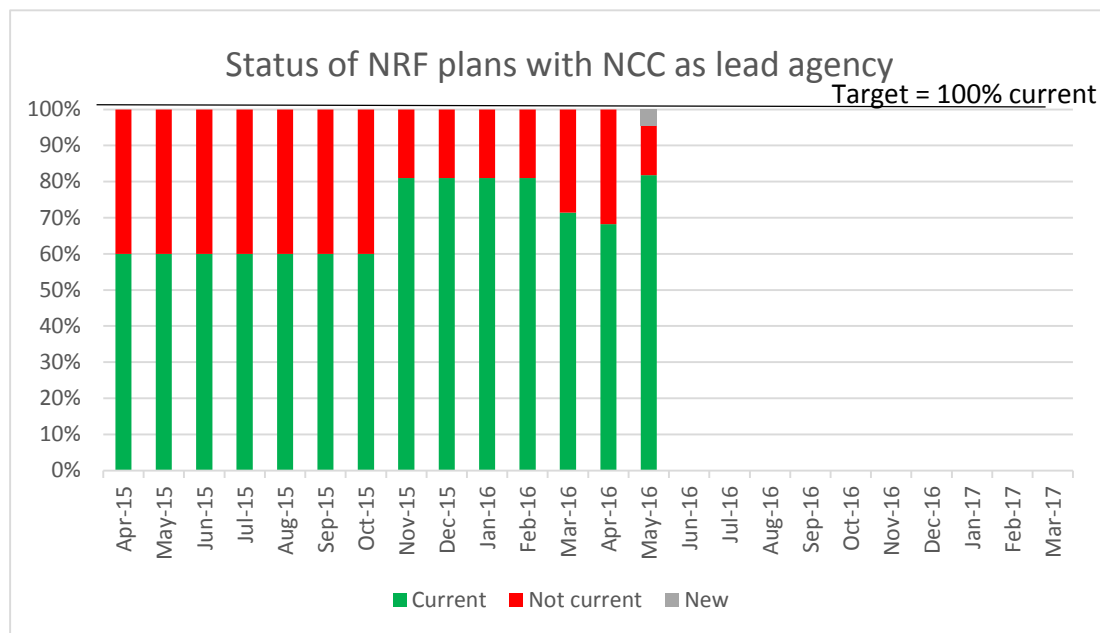- RES - Resilience
- TS – Trading Standards.

3. Report cards

3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and it is updated on a monthly basis.

3.2. Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.

3.3. Vital signs are reported to committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are available on the Members' Insight intranet pages as follows
- http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm

3.4. Provided in Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the report cards. There is also a list of suggested options for further actions where the committee requires additional information or work to be undertaken.

Status of Norfolk Resilience Forum (NRF) plans where NCC is the lead agency

<table>
<tr><td colspan="2" align="center">Why is this important?</td></tr>
<tr><td colspan="2">Norfolk needs to be prepared to respond effectively on a multi-agency basis to emergencies when they occur by having developed, up-to-date and tested plans in place.</td></tr>
<tr><td>Performance</td><td>What is the background to current performance?</td></tr>
</table>

Performance | **What is the background to current performance?**

Status of NRF plans with NCC as lead agency — Target = 100% current

Legend: ■ Current ■ Not current ■ New

What is the background to current performance?

- The number and type of NRF emergency plans is based on a risk assessment summarised in the Norfolk Community Risk Register (NCRR).
- The NCRR takes into account the national risk register and central government, Cabinet office, planning assumptions and local situations.
- The NCRR is regularly reviewed and NRF plans updated accordingly.
- In the last two years there has been a substantial review of NRF plans and plan review periods to take account of changes in the risk environment. New COMAH regulations were issued in 2015 which impact on the content of such plans.
- NRF Plans have been updated based on the changing risk environment and regulations.
- NCC is the lead agency for 22 of the NRF plans. The figures suggest an improvement in performance. This is due to 3 plans being signed off this period.

What will success look like?

- Compliance with the Civil Contingencies Act 2004 requires these plans to be up-to-date.
- Norfolk's confidence in a multi-agency ability to prepare for, respond to and recover from emergencies.
- The degree of public confidence in the ability of responders to manage and recover from emergencies in a timely and effective manner.

Action required

- Regular monitoring of the status and progression of emergency plans with multi-agency input.
- Regular review of the NCRR.
- Review and updating of plans based on the NCRR, central government planning assumptions and regulations.
- Debrief, review and updating of plans following major emergencies/incidents.
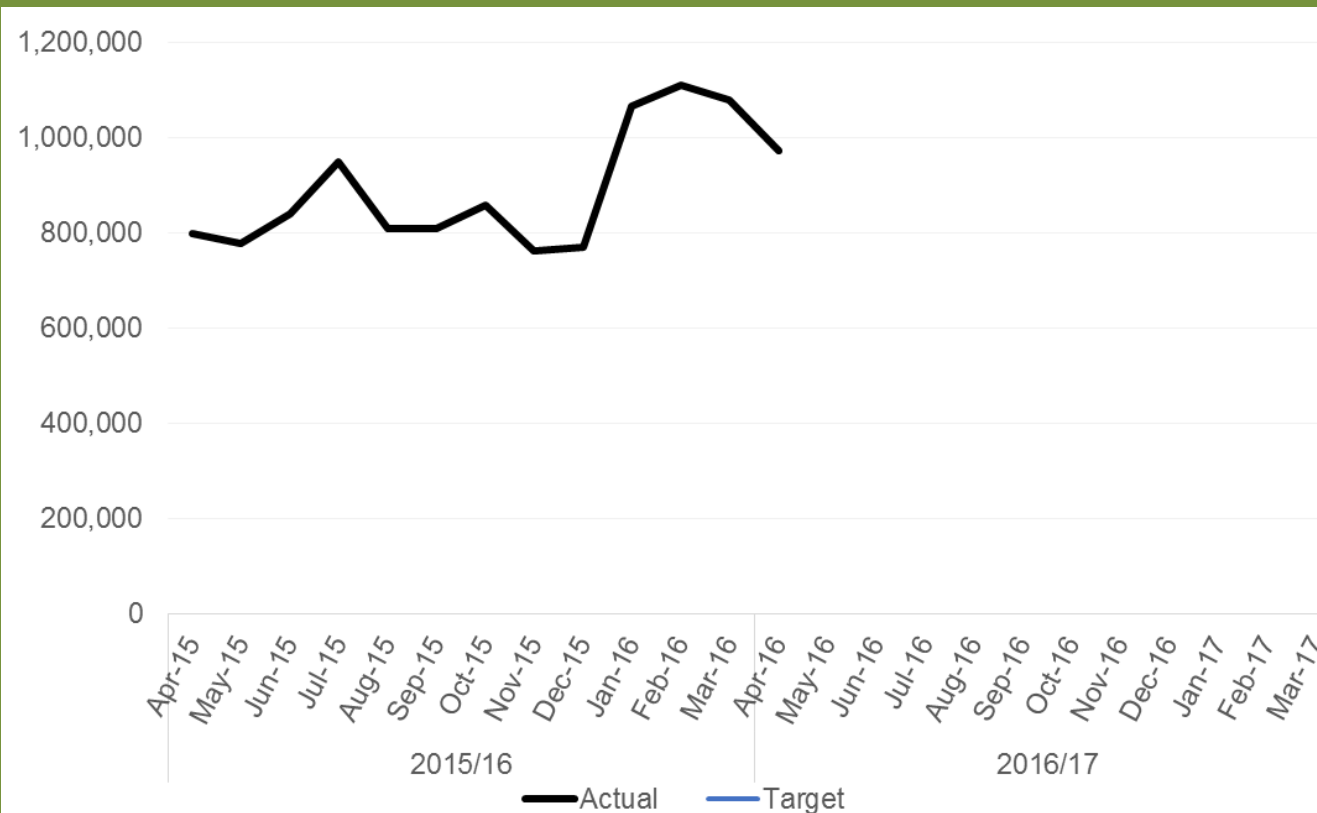
Responsible Officers | Lead: Jan Davis   Data: David Rimmer, Emma Tipple, Jayde Robinson (Principal Resilience Officers)

NLIS Visits physical and virtual

Why is this important?
To demonstrate ongoing relevance and delivery of NCC priorities and to meet income targets.

Performance	What is the background to current performance?
	• Active library use includes all aspects of library use including use of library computers. • Physical visits have been declining from a high of 5.4million in 2009/10 as more services become available on line and most library functions can be carried out on line. • Library opening hours reduced by 10% in October 2011 and this had a further negative impact on physical visits • In 2013/14 more transactions and contacts were carried out by customers remotely and on-line than were carried out by people physically visiting libraries. • An increase in activities for older and vulnerable people is helping the service to deliver outcomes that contribute directly to the NCC priorities. However, these are high impact low volume in terms of visitor numbers.

| What will success look like?	Action required
• Visitor numbers are maintained or increased despite reduction in stock, and staffing • Effective outcome measures show the impact of the library visit on individual children, young people and vulnerable people	• Re-instate virtual visitor count. • Continue to develop role of libraries as hubs in communities and as access points for learning and literacy in all its forms.

Responsible Officers	Lead: Jennifer Holland – Assistant Director Community and Environmental Services (Cultural Services) Data: Marlene Peachey – Analyst (BIPS, Resources)

NCLS – Attendance Rate

Why is this important?
Retention, achievement and success rates are one of the key ways how the service's performance is measured by OFSTED and the Funding Agencies.
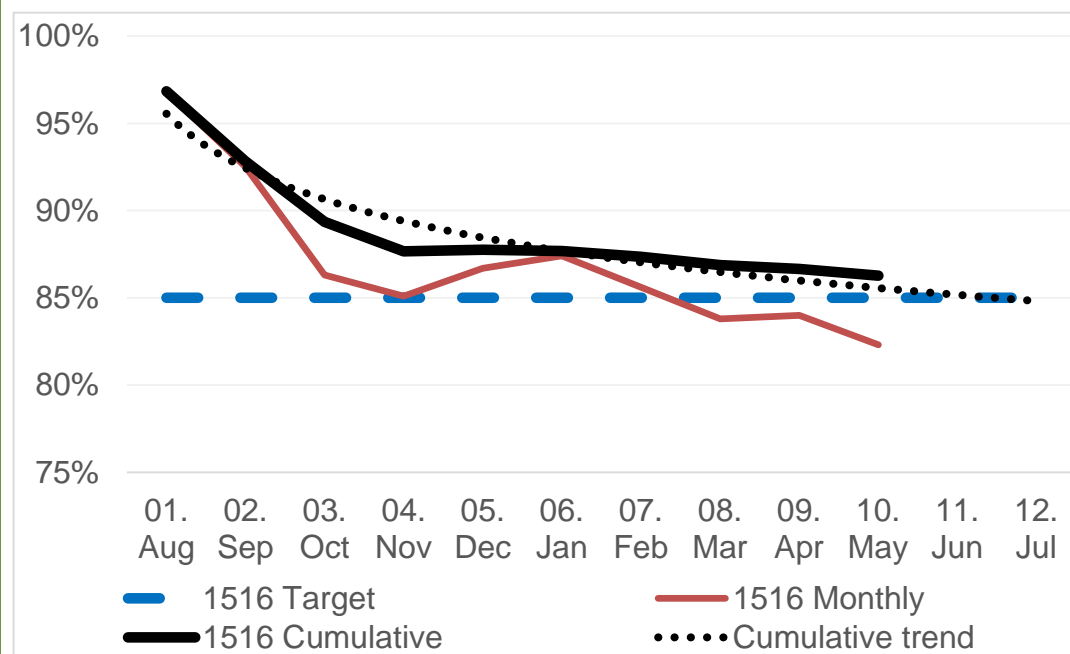
Performance	What is the story behind current performance?
	- The formal OFSTED measurement rates are only published annually after the end of the academic year. A proxy to this success can be measured through a learner's attendance patterns in class as there is an intrinsic link between good attendance and good levels of success. - As this is the first year of collecting this data there are no trends to compare against. The target of 85% has been set by comparing our service with that of other comparable providers.

What will success look like?	Action required
Cumulative attendance rate over 85% at a service level	- Survey Students to find out reasons behind attendance patterns - Use information collected to inform course design and planning - Use information collected to inform student services policies and procedures

Responsible Officers	Lead: Helen Wetherall	Data: John Morgan

Quality of Looked After Child Review Health Assessments (Under 5 years)

Why is this important?
Looked After Children (LAC) are one of the most vulnerable groups in society. Most children become looked after as a result of abuse and neglect. Although they have many of the same health issues as their peers, the extent of these is often greater because of their past experiences. Every LAC must have an up-to-date individual health plan, the development of which should be based on the written report of the health assessment. By law, every child who becomes Looked After must have an Initial Health Assessment (IHA) by a registered medical practitioner within 28 days of becoming Looked After. LAC under five years require six-monthly LAC Review Health Assessments (RHA), these may be carried out by a registered nurse or midwife. The content of the RHA should be age-sensitive and developmentally appropriate. The LAC RHA is undertaken using a national framework and guidance; it is a holistic assessment, identifying any health needs and actions required by health or social care practitioners. RHA must be high quality, timely and comprehensive to support the best interests of the child and ensure optimum outcomes.

Performance	What is the story behind current performance?

Indicator is: *% of Looked After Children Review Health Assessments (0-4) that were fully completed within timescales, with all previously identified actions completed.*

- 2015/16 Q4 (first audit) represents the old delivery model.

- 2016/17 Q1 expected improvement with the new delivery model.

	2015/16 Q4	
Total with timescales met	17	85%
Total with all fields complete	7	35%
Total - Percentage with actions that are completed	8	40%
Total where all conditions met	**7**	**35%**

- The Norfolk Integrated 0-19yrs Healthy Child Programme (HCP) is provided by Cambridgeshire Community Services NHS Trust (CCS).
- Norfolk LAC RHA for under-fives are delivered by Health Visitors.
- CCS are not commissioned to deliver the RHA for children over 5yrs
- CCS will audit the quality of under 5yrs LAC RHA every quarter.
- 20 RHA are sampled from different localities using a specifically designed tool, reporting to the HCP Performance Board
- A new model of delivery was implemented in early 2016; data lag reflects the historical legacy of the old model of delivery.
- Quality is expected to improve dramatically in 2016/17 Q1 with the new delivery model.

What will success look like?	Action required

- 100% of under 5yrs LAC RHA are undertaken within statutory timeframes; they are of high quality and identify child-focused health related actions which are completed in a timely fashion to deliver the optimum health outcomes for the child.

- Support CCS to implement the new model of delivery. This is underway and will begin to be reflected in the data from Q1 2016/17.
- Partnership working to ensure that the under 5yrs RHA process is clear, timely and high quality with the best outcomes for the child – not hampered by confusion, conflicting priorities or historical legacy
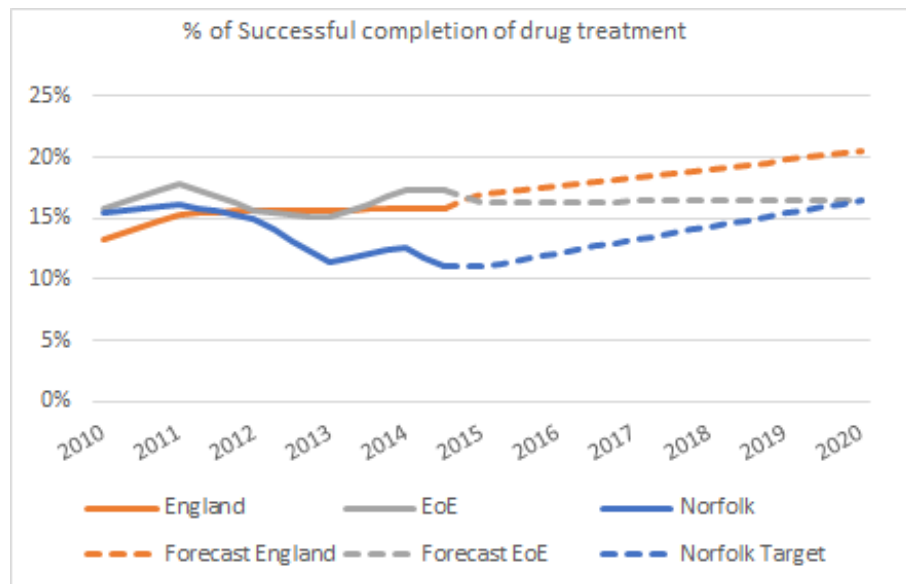
Responsible Officers	Lead: Suzanne Meredith - Consultant in Public Health Data: Claire Gummerson - Public Health Officer

Successful completion of drug treatment

<table>
<tr><td colspan="2" align="center">Why is this important?</td></tr>
<tr><td colspan="2">Individuals successfully completing drug treatment demonstrate significant improvements to their physical and mental health. Treatment also supports their wider well-being by helping them to address issues of housing, employment and family life. As well as benefitting the individual, drug-treatment benefits the wider community by reducing offending and anti-social behaviour and the transmission of blood-borne viruses.</td></tr>
<tr><td>Performance</td><td>What is the background to current performance?</td></tr>
</table>

% of Successful completion of drug treatment

Legend: England, EoE, Norfolk, Forecast England, Forecast EoE, Norfolk Target

- 303 adult substance misuse users left the drug treatment in July 2014 - June 2015 and did not re-present to treatment within 6 months, out of a total of 2,753 users (11% successful completion).
- Prior to 2012 drug treatment in Norfolk was provided by multiple organisations, leading to a complex and inequitable system. The service was re-commissioned and a single integrated service commenced in October 2012.
- The new service experienced an expected dip in performance during the transition period, but continued to decline prompting a Contract Query and followed by a Performance Notice in 27/03/14 to drive improvement.
- Performance improved following the Performance Notice but started to decline again after the Performance Notice was lifted 27/11/14.
- The provider has again been advised of performance issues and an action plan is now in place.
- Each data point requires 18 months' worth of data (12 months of completions and 6 months of re-presentations), this means it takes a long time for service changes to show in the data.

What will success look like?	Action required
- Closing the gap between England and Norfolk. - Increase the percentage of successful completion of drug treatment to greater than 16.5% by 2020.	- An action plan has been implemented with objectives set to improve successful completions by focusing on aspects of service entry and assessment, prison discharges and the services offered to clients. - Shared accountability by each of the partner agencies.

| Responsible Officers	Lead: Dr Martin Hawkings - Consultant in Public Health Data: Sandra Davies - Public Health Officer

HIV late diagnosis

<table>
<tr><td colspan="2" align="center">**Why is this important?**</td></tr>
<tr><td colspan="2">Late diagnosis is the most important predictor of morbidity and mortality among those with HIV infection and is essential to evaluate the success of expanded HIV testing. This indicator directly measures late diagnoses; over time it will show whether there is a trend towards earlier diagnosis. This indicator, as a measure of the time between infection and diagnosis, also indirectly informs our understanding of the proportion of HIV infections undiagnosed.</td></tr>
<tr><td>**Performance**</td><td>**What is the background to current performance?**</td></tr>
</table>
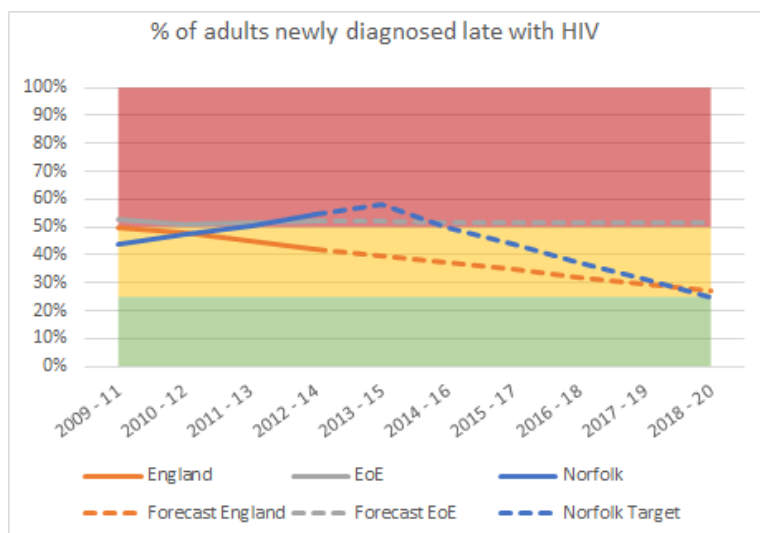
% of adults newly diagnosed late with HIV

- In 2012-14, in Norfolk there were 71 people with HIV late diagnosis, out of 130 new cases (54.6%).
- Norfolk's percentage of adults newly diagnosed with late HIV has increased, whilst England's has decreased.
- The chart shows Public Health England's (PHE) RAG rating: Green <25%, Amber 25% to 50% and ≥50%. New Sexual Health provider started in 2015/16 and we would expect improvements in the results from 2014-16.
- In 2014 Norfolk's HIV prevalence is 1.11 per 1000, whilst Norwich's prevalence is 1.99 per 1000 (having dropped to from being a high prevalence area during the last two years). A prevalence of 2 is considered a high prevalence and BHIVA guide lines suggest expanding HIV testing.

What will success look like?

Action required

- Reduction in % of HIV late diagnosis
- Reduce the gap between England and Norfolk in % HIV late diagnosis.
- Reduce the rate of HIV late diagnosis to 50% in 2014-16 (PHE RAG rate amber) and reduce to <25% by 2018-20 (PHE RAG rate green).
- Reduction in prevalence of HIV.

- Extend HIV testing services to pharmacies, GPs and internet.
- Procurement of 3rd sector organisations that will target vulnerable, hard to reach groups who are at high risk.
- Marketing campaign, aimed to high risk groups, promoting STI testing.
- Our sexual health provider will be extending services to universities, gay venues, educational institutions and public places with high numbers of people.
- Provider is changing the process to improve communication of diagnosis results.

Responsible Officers   Lead: Dr Augustine Pereira - Consultant in Public Health   Data: Sandra Davies - Public Health Officer

4.   Recommendations

4.1.   Committee Members are asked to:

1. Agree that the two vital signs identified in section 2.2 can be removed from the list for this committee
2. Consider whether it is appropriate to extend the exception reporting criteria, as suggested in section 2.3
3. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

In support of this last recommendation, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken.

5.   Financial Implications

5.1.   There are no significant financial implications arising from the development of the revised performance management system or the performance management report.

6.   Issues, risks and innovation

6.1.   There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance management report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Performance: **Officer name :**   Daniel Harry   **Tel No. :**   01603 222568
                   Email address :   daniel.harry@norfolk.gov.uk

If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the vital signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1.   Why are we not meeting our target?
2.   What is the impact of not meeting our target?
3.   What performance is predicted?
4.   How can performance be improved?
5.   When will performance be back on track?
6.   What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

Performance improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported performance levels require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

	Action	Description
1	Approve actions	Approve actions identified in the report card and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources committee for action.

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough vital signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are 27 vital signs indicators for the Communities Committee, seven of which relate to Public Health. Those in bold, 5 out of a total of 27, are vital signs indicators deemed to have a corporate significance and so will be reported at both the Communities Committee and the Policy and Resources Committee. All of the vital signs indicators will be reported to the CES Departmental Management Team and the Public Health Management Team.

Key to services:
- AN – Active Norfolk
- CS – Customer Services
- CES – Community and Environmental Services Department
- HW - Highways
- NCLS – Norfolk Community Learning Service
- NFRS – Norfolk Fire and Rescue Service
- NLIS – Norfolk Library and Information Service
- NMAS – Norfolk Museums and Arts Service
- NRO – Norfolk Record Office
- PH – Public Health
- RES - Resilience
- TS – Trading Standards

Service	Vital Signs Indicators	What it measures	Why it is important	Data
CES	**Norfolk's communities are resilient, confident and safe**	**Individuals, communities and public service working better together**	**Having an integrated approach to demand management and asset based community development, which targets agencies' investment at the most vulnerable localities, is critical to the Council and the delivery of the Re-Imagining Norfolk strategy.**	**TBD**

Service	Vital Signs Indicators	What it measures	Why it is important	Data
NLIS	Library service use	Library visits – physical and virtual	To demonstrate ongoing relevance and delivery of NCC priorities and to meet income targets.	Monthly.
NLIS	Active use of library resources	% of active children and young people library users against population	Contributes to the sub outcome that 'all vulnerable people who live, work learn and are cared for will be safe and are more resilient and independent'.	Monthly.
NLIS	Active use of library resources	% of older people who are active library users against population		Monthly.
NCLS	Attendance Rate	% of positive attendance instances versus the total number of available instances	To meet funder and Ofsted requirements (improvement curve: All schools and education establishments are judged good or better by Ofsted). To contribute to excellence in education sub outcomes.	TBD
NCLS	Transition to employment	Number of learners supported into employment	Contributes to specific target to increase the number of people with Learning disabilities in work. Real jobs sub outcome – everyone who is able to work has the opportunity to.	TBD
NRO	Norfolk Record Office use	Norfolk Records Office Visits – physical and virtual including learning groups	Ensures that NRO collection is being utilised to deliver NCC priorities.	Cumulative monthly.
NMAS	Museum use	Museums visits – total visitors and school visits	Demonstrates contribution to Excellence sub outcomes and improvement curve.	Cumulative monthly.
TS	Business compliance with trading standards	% of businesses that are broadly compliant with trading standards	Helps ensure that poor business practice is corrected and consumers and legitimate businesses are protected.	Monthly.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
NFRS	Response to emergencies	Emergency Response Standards	Responding quickly to an emergency can reduce the impact of the incident and save lives. We aim to get to a fire engine to 80% of 'Fires where life may be at risk' within 10 minutes and for 'Other emergencies where life may be at risk' within 13 minutes.	Monthly.
NFRS	Response to emergencies	On call fire station viability	Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.	Monthly.
RES	Response to emergencies	Status of Norfolk Resilience Forum plans to which NCC contributes	Ensure that plans and procedures are in place to prepare, respond and recover from emergencies.	Monthly.
CS	Customer satisfaction	Customer satisfaction with access channels	This measures the organisation's ability to respond efficiently and effectively to customer contact that are made.	Monthly.
CS	**Channel shift**	**The percentage of Norfolk Households with an online account**	**This measures the percentage of our customer contacts that are made using electronic access as opposed to contact in person or by phone.**	
AN	Active People participation data	Number of people involved in physical exercise and sport	Main measure for Sport England, the service's primary funder. Links with: health & well-being, academic attainment, jobs, good infrastructure.	TBD
AN	Physical inactivity	Inactive populations engaged across all programmes (<30 minutes per week at baseline) (%)	Key health & well-being measure as reducing inactivity is associated with significant savings to NHS and social care bill.	TBD
AN	Investment in Norfolk sport	Investment in sport & P.A. levered in by AN (£)	Demonstrates value Sport and physical activity brings to Norfolk economy, the role in employment, tourism and as a sector in its own right. Measure shows value added by service.	TBD

Service	Vital Signs Indicators	What it measures	Why it is important	Data
CES	External funding achievement	Income and external funding successfully achieved as a % of overall revenue budget	High quality organisations are successful in being able to attract and generate alternative sources of funding.	Cumulative monthly.
NMAS	Leverage of arts funding	Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk	Supports a diverse range of arts and cultural activity and events using minimal NCC direct investment.	TBD
PH	**2.5 years integrated developmental review**	**% of Health and Developmental Reviews at age 2 – 2½ years that are delivered as part of the single integrated review with Early Years' Foundation Stage two year old summary.**	**Early intervention works best when the support systems operate in a co-ordinated manner.**	**Quarterly.**
PH	**Proportion of LAC aged 0-5yrs for whom health plan actions are complete at subsequent review**	**% of Looked After Children (LAC) aged 0-5yrs receiving a Review Healthcare Assessment in the last 12 months for whom all the actions due on their current Health Plan have been completed.**	**Looked after children have higher health needs due to their previous experiences with higher rates of mental health issues, emotional disorders such as anxiety and depression, hyperactivity and autistic spectrum disorder conditions.**	**Quarterly sample.**
PH	**Health and wellbeing measure**	**An overarching rank sum comprised of domains**	**This measure enables the overall health and wellbeing of people in different parts of Norfolk to be measured over time.**	**TBD**
PH	Smoking Status at Time of Delivery / Smoking in pregnancy	The percentage of mothers smoking during pregnancy	Smoking in pregnancy can cause serious pregnancy-related health problems. Smoking in pregnancy is five times more likely in deprived areas so disproportionately impacts on deprived communities.	Quarterly.
PH	Engagement and retention of adult substance misuse clients	% of adult substance misuse users that left drug treatment successfully who do not re-present to treatment within 6 months	Poor parental mental health, exposure to domestic abuse and alcohol/drug abuse by parents strongly affect children's outcomes.	Quarterly.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
PH	HIV late diagnosis performance	% of adults newly diagnosed late with HIV	Late diagnosis is associated with poorer outcomes, infection transmission and higher NHS and social care costs.	Annual.
PH	Reducing inequity in smoking prevalence	% of 4 week quits coming from the 20% most deprived areas in Norfolk.	Smoking is the most important cause of preventable ill health and premature mortality in the UK.	Quarterly.
PH	Teenage pregnancy	The rate of teenage pregnancies per 1,000 girls aged 15-17 years	Unplanned early parenthood can have devastating impacts on young parents' educational outcomes and aspirations, and on their future employment.	Quarterly, but significantly in arrears.

One of the vital signs indicators listed above also appear on the EDT Committee list:
- 'Income and external funding successfully achieved as a % of overall revenue budget'.

Communities Committee

Report title:	Risk Management report
Date of meeting:	29 June 2016
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services

Strategic impact
The Communities Committee's role is to consider the risk management of Communities risks. Assurance on the effectiveness of risk management and the Communities departmental risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives, and is a key part of the performance management framework.

Executive summary

This report provides the Committee with the latest Communities Risk Register as at the beginning of June 2016, following the latest review conducted at the beginning of June 2016. The reporting of risk is aligned with and complements the Performance and Financial reporting to the Committee.

Progress since the last Communities Committee meeting (11 May 2016)

The Communities risk register was last reported to the Communities Committee in mid-May 2016, prior to being refreshed at the beginning of June 2016. Since the last Communities Committee meeting, reporting on the Communities risk register has been updated to show the latest developments, with risk reporting by exception (those Communities risks at a score of 12 or more, with prospects of meeting the target score by the target date at red or amber) shown in **Appendix A**. A reconciliation of Communities risks from mid-May 2016 is shown at **Appendix B.**

Recommendations:

Committee members are asked to consider;
   a) **The progress with Risk Management since the last Communities Committee meeting;**
   b) **The changes to the exceptions risks (Appendices A and B), and the progress with mitigating the risks; and**
   c) **Review and comment on the risk data, information, and analysis presented in the risk register report in Appendix A, and determine whether the recommended actions identified are appropriate, or whether another course of action is required (please refer to the list of such possible actions, in Appendix C).**

1.   Proposal

1.1.   The recommendations are in the Executive summary above.

1.2.   The Communities and Environmental Services (CES) Departmental Management Team (DMT) has been consulted in the preparation of the

Communities Risk Register.

As part of the overall development of the performance and risk management framework for the Council, a new approach to corporate and departmental risk management is being adopted. This new approach involves the development of corporate and departmental level risks that are: outcome focussed; linked to strategic priorities; business critical, identifying areas where failure places the organisation in jeopardy; linked to financial and performance metrics. It is dependent upon a shared understanding of the risk appetite of the council.
A key element of this work is cultural change and absolute clarity of roles, responsibilities and process. Specifically, clarity of what these risks are, who is responsible for them, what they are doing to actively manage the risks and what measures are in place to hold people to account.

To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a new list of such possible actions, suggested prompts and challenges are presented for information and convenience in **Appendix C**. Definitions of the different categories of risks can be found in **Appendix D.**

The lead officers for those areas of risk management that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the risk management framework and how it operates.

2.   Evidence

2.1.   The Communities Committee risk data detailed in this report reflects those key business risks that are managed by the CES Departmental Management Team, and Senior Management Teams of the services that report to the Committee including; Cultural Services, Customer Services, Trading Standards, Public Health, and Norfolk Fire and Rescue. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Communities risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's "Well Managed Risk – Management of Risk Framework".

2.2.   The current risks are those identified against departmental objectives for 2016/17. The Exceptions Report in **Appendix A** focuses on risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red.

2.3.   There are no risks for this Committee that are of corporate significance.

2.4.   The Communities departmental risk register contains 11 risks, with 1 of these risks with both a current score of 12 or more and the prospect of meeting the target score by the target date at Red or Amber, which falls into the exception reporting category. **Appendix E** provides the Committee members with a summary of the risks on the Communities risk register.

2.5.   Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed

by the risk owner, taking into consideration the progress of the mitigation tasks

- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks this can be seen as the risk appetite.

2.6. The prospects of meeting target scores by the target dates are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the "Prospects of meeting the target score by the target date" column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addresses and/or new tasks are introduced.

2.7. There are no risks that the risk owner has identified as 'prospects of meeting the target score by the target date' as Red. A pie chart showing the breakdown of the prospects scores can be located in **Appendix E** with the risk summary.

2.8. The evidence is that risks are being managed to an appropriate level with mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that risk scores and target dates reflect the current position against current service objectives. Risk registers are challenged by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

3. Financial Implications

3.1. There are no significant financial implications arising from this Risk Management report.

4. Issues, risks and innovation

4.1. There are no significant issues, risks, and innovations arising from the development of the revised Risk Management report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name :   **Adrian Thompson**   **Tel No. :**   **01603 222784**

Email address :   **adrian.thompson@norfolk.gov.uk**

Risk Number	RM13974		Date of update	01 June 2016
Risk Name	Failure to assure standards of operational competency for fires in the built environment.			
Risk Owner	Les Britzman		Date entered on risk register	13 October 2011

Risk Description

Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm. Why is it important to manage this risk area? It is essential to manage the operational competency of Fire Officers operating in the built environment, and ensure that the facilities and training are in place that support the development of skills required for Fire Officers to operate as safely as possible

Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	**16**	3	4	**12**	3	2	**6**	31/09/2016	**Amber**

Tasks to mitigate the risk

Workforce Development programme delivered to schedule.
Development and delivery of BA training.
Introduction of "Live Fire" training.
Risk file information accurate and up to date - format for all key risk premises.
Undertake incident command BA training and associated monitoring.
Implementation of "Lessons learnt" from local and national incidents integrated into review processes.
Operational reviews and actions undertaken for all significant incidents.
Quarterly monitoring of core skills levels.
PDRPro and training plans via Team Performance Meetings 1:1.

Progress update

Live Fire Unit Update. The contract for the unit has been awarded and first stage payment made. Estimated completion early summer, with new risk critical skills programmes being delivered following commission from early Autumn. Flag for removal once building is commissioned.
The live fire unit as well as other Scottow associated building work is underway and is currently on target. All planning permissions are in place.
Discussions are underway with a view to agreeing a way forward to enable all relevant planning conditions to be met.

Appendix B – Risk Reconciliation Report

1. Significant changes to the risk register since the last Communities Committee Risk Management report was presented in May 2016.

    Risk additions:

    There are no risk additions since the last Communities Committee Risk Management report.

    Risk Closures:

    One risk closure:

    RM14253 – 'Provision for out of hours response to an emergency or business continuity disruption'. This risk has been amalgamated into corporate risk RM016 – 'Failure to adequately embed Business Continuity into the organisation'. RM016 is reported to Policy and Resources Committee.

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1.   Why are we not meeting our target risk score?
2.   What is the impact of not meeting our target risk score?
3.   What progress with risk mitigation is predicted?
4.   How can progress with risk mitigation be improved?
5.   When will progress be back on track?
6.   What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for risk management improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee for action.

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Appendix D – Risk Definitions

A **corporate risk** is one that requires:
- strong management at a corporate level, thus the County Leadership Team should direct any action to be taken.
- input or responsibility from more than one Executive Director for mitigating tasks; and if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key objectives and/or suffer a significant financial loss or reputational damage.

A **departmental risk** is one that requires:
- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

A **Service Risk** is one that requires:
- strong management at a service level, thus the Head of the Service should direct any action to be taken.
- input or responsibility from the Head of Service for mitigating tasks; if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.

Norfolk County Council, Communities Risk Management Summary (Appendix E) - June 2016

Risk Register Name	Communities Committee			
Prepared by	Thomas Osborne		**Red**	⬇ Worsening
Date updated	June 2016		**Amber**	⬌ Static
Next update due	September 2016		**Green**	⬆ Improving
			Met	

Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting Target Risk Score by Target Date	Direction of travel from previous review	Risk Owner
			Departmental Risks									
Customer Service Centre	RM14223	PCI compliance of call monitoring	Call monitoring system currently not fully PCI compliant, leaving organisation open to risk of fines	2	5	10	1	1	1	Amber	⬌	Andrew Blaxter
Trading Standards	RM14181	Single points of knowledge	Limited service capacity leads to areas where there are single points of knowledge. Loss of key individuals then results in an inability to deliver the appropriate service and increased pressure on remaining staff. Whilst this risk is currently managed by Trading Standards, the scope of this risk extends to other Communities services.	3	3	9	1	3	3	Green	⬌	Sophie Leeney
Cultural Services	RM14130	Lack of capacity in ICT systems and services	A lack of capacity in ICT Services to support Cultural Services delivery could lead to a breakdown in services to the public. This could result in a loss of income and business.	3	3	9	2	3	6	Amber	⬌	Jennifer Holland
			Service Risks									
NFRS	RM13974	Failure to assure that standards of operational competency for fires in the built environment.	Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.	3	4	12	3	2	6	Amber	⬌	Les Britzman
Public Health	RM14249	Winter Capacity Mortuaries	There is a risk that there is not enough provision within hospitals and funeral parlours / crematoria to deal with mass casualty events, or a spike in deaths over the winter period.	3	4	12	3	4	12	Met	⬆	Louise Smith
Norfolk Community Learning Services (formally Adult Education).	RM14252	Competition from other providers	Recent changes in national funding arrangements means that the service may face competion from other providers for first step learners.	3	2	6	2	2	4	Green	⬆	Helen Wetherall
Norfolk Community Learning Services (formally Adult Education).	RM14251	Staff morale	Staff restructure of the service leads to reductions in staff morale and reduced impetus for change and improvement.	1	4	4	1	1	1	Green	⬆	Helen Wetherall
NFRS	RM14064	Financial liability for P/T RDS firefighters.	The inability to fund the additional costs of retained firefighter pensions following court ruling. Payments to be backdated to1999 and firefighters are not expected to contribute until retirement.	5	1	5	5	1	5	Met	⬆	Steve Aspin
Trading Standards	RM14240	Lack of capacity to respond to major incidents	Existing staffing has limited ability to respond to a major incident (such as food safety or animal disease outbreak like 'foot and mouth')	2	5	10	1	5	5	Green	⬌	Sophie Leeney
NFRS	RM14137	Failure to provide protective security	The failure to provide robust physical and IT security at NFRS buildings against criminal and terrorist activity will result in the loss of equipment and secure information.	3	3	9	1	2	2	Amber	⬌	Roy Harold
NFRS	RM14119	Failure to secure availability of operational individuals and crews.	Non availability of Retained Duty System (RDS) stations leading to next nearest resource being mobilised with negative impact on performance standards. Non availability of Whole-time Duty System (WRS) staff leading to extended response times and reduced specialist capability. Emergency Response Service (ERS) being stretched with a negative impact on the service's emergency response capability and performance.	3	3	9	2	3	6	Amber	⬌	David Ashworth

Prospects of meeting target score by the target date

- Red
- Amber
- Green
- Met

0 — 0%
2 — 18%
5 — 46%
4 — 36%