

County Plan Tracker

We will sustain a sharper, sustained focus on achieving the Council's four priorities.

Here we describe a set of whole-council improvements which we consider critical to the overall strategic direction of the Council in the next three years. For each, we give context and background, the measures we propose to use, and where we can, current baselines and targets.

Excellence in Education

Not enough of our schools give students a good education. Too many young people leave school without a set of good qualifications, and without the skills that employers are looking for. We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best.

Our whole council improvement areas for Excellence in Education are:

1. More children start secondary school (aged 11) at the expected level in reading and mathematics

- a. Reading well, and achieving a comfortable standard in maths is currently defined as Level 4b achievement by the age of 11. In 2015, one in five children in England did not reach this standard, but in Norfolk the figure is nearer one in four – just over 2000 children annually.
- b. We have selected this as a critical improvement theme because reading well and being comfortable with mathematics equips children with skills and confidence which opens doors to learning and sets them on a positive path for the future. Without these skills, children are at a major disadvantage – most likely for life.
- c. By the age of 11, a child's mathematical career is usually decided. 90% of youngsters who fail to reach the expected standard by 11 will not achieve a GCSE maths grade C or above.

We will measure this by:

Measure:	Increasing the percentage of pupils working at Level 4b in reading and mathematics
Baseline:	2015 64% of Norfolk pupils achieved the new 2016 'expected standard'
Targets:	July 2016 to reach 72% July 2017 to reach 75% July 2018 to reach 80% July 2019 to reach 85%

2. All schools and education establishments are judged good or better by Ofsted.

- a) All children in Norfolk have the right to attend a school which is judged good or better by Ofsted. Good and outstanding schools are environments where

young people can flourish and achieve their potential; they leave equipped with the life skills so they can take up opportunities for further learning and go on to find good jobs.

- b) In 2013, Ofsted found the Council's arrangements for supporting schools to be ineffective. At that time, 60% of primary and 47% of secondary schools were judged as good or better.
- c) By the time Ofsted returned in 2014 and judged our arrangements to be effective, those figures had increased to 70% for primary schools and 64% for secondary schools – the equivalent of a further 20,000 students being taught in schools judged good or better.
- d) The improvement journey continues and currently there are 81% of primary schools judged good or better (85 % nationally) and 76% of secondary schools judged good or better (75% nationally). This equates to a further 26,000 children.

We will measure this by:

Measure: Increasing the percentage of education establishments judged good or better by Ofsted.

Baseline:

Early Years Settings	90%
Primary schools	81%
Secondary schools	74%
Special schools	91%
Colleges	100%

	2017	2018	2019
Targets: Early Years Settings	95%	98%	100%
Primary schools	88%	92%	96%
Secondary schools	80%	86%	90%
Special schools	100%	100%	100%
Colleges	100%	100%	100%

- e) This measure goes beyond; it captures the whole educational system from early years' providers through to further education colleges.

Real Jobs

We want real, sustainable jobs available throughout Norfolk. Pay is relatively low in Norfolk, and behind the beautiful images of coastlines, windmills and beaches there are too many households relying on seasonal work and low income. Our role is to get the message out that Norfolk is open for business and is a good place to invest and grow a business. Our drive is to bring permanent jobs which offer security and a good level of pay.

Our whole council improvement areas for Real Jobs are:

1. More people have jobs that pay more have and have better prospects

- a) Security of employment gives people access to a mortgage and the housing market. Those in work are also less likely to need the support of services provided by the County Council. While Norfolk has good employment levels, those in work are more likely to be in low paid, part-time seasonal jobs.

- b) There is no robust way to measure 'permanent' jobs and, in any event, attitudes to this type of employment are changing with many people having a preference for more flexible models. Some very affluent people are contractors, moving from one well paid contract to the next. Jobs advertised in both the public and private sector are also increasingly single or multi-year contracts.
- c) The key issue is to increase Norfolk's average earnings, which would benefit all residents. The county currently lags behind the national average, with median weekly pay for 2014 of £463.40, compared to the UK average of £518 and £546.10 for Cambridgeshire. The gap between Norfolk and the national average has also been widening, with the Norfolk weekly wage reducing from 84.65% of the national average in 2012 to 82.25% in 2015.
- d) While the County Council's sphere of influence over countywide average earnings is limited, we can encourage the creation of higher value jobs, e.g. by supporting the creation of a New Anglia ICT/Digital Creative sector group.
- e) In terms of having better prospects, better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and earnings. In turn, better paid jobs enable more people to get onto the housing ladder and have a better quality of life more generally.
- f) The New Anglia Local Enterprise Partnership Strategic Economic Plan (SEP) highlights the need to increase the number, level, range and quality of Apprenticeship delivery and generate 5000 additional Apprenticeships across Norfolk and Suffolk by 2019. With jobs becoming increasingly hi-tech, Norfolk has been assessed as needing fewer apprentices qualified to Level 2 and more qualified to Level 3 and 4.

We will measure this by:

Measure: Increasing the median full time weekly pay – comparison between Norfolk and the national average

Baseline: 82.25% (2015)

Targets:

2016/17	82.5%
2017/18	82.75%
2018/19	83%

Measure: Increasing the number of apprenticeships qualified overall and to level 3

Baseline:

2014/15	Overall	7,290	Level 3	2,590
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Targets:

2016/17	Overall	7,917	Level 3	2,885
2017/18	Overall	8,319	Level 3	3,190
2018/19	Overall	8,816	Level 3	3,576

Measure: Monitoring the job creation outputs of the projects and programmes that NCC manages or leads to ensure they increase

Baseline: To be confirmed

Targets:

2016/17	To be confirmed
2017/18	To be confirmed
2018/19	To be confirmed

2. People on benefits can find work quickly

- a) This issue is important in ensuring that all those people who want to work are able to and have access to a job that they are suitably qualified to do.
- b) The number of people claiming Job Seekers' Allowance (JSA) for more than 12 months has declined in line with the England average in the 5 years to March 2015, for those aged both under and over 25. This is largely due to macro-economic factors. However, the proportion of those claiming Employment & Support Allowance (ESA) for more than 12 months has risen over the same time period, and is now higher than the average for England (2010: England 32%, Norfolk 31%; 2014: England 69%, Norfolk 74%).
- c) Residents claiming ESA have a higher likelihood of receiving support from NCC services, so it is critical to embed employability activity into this work. Some specialist services within NCC exist to support this group in to work, but they have capacity to deal with only small numbers. Embedding employability awareness into the wider work of social workers and other support staff would significantly raise chances of these individuals living independently.

We will measure this by:

Measure:	Reducing the percentage of ESA claimants who claim benefit for more than one year	
Baseline:	74% (2015/16)	
Targets:	2016/17	73.5%
	2017/18	73%
	2018/19	72.5%

3. More people are supported to start and successfully grow their own businesses

- d) Self-employment also offers another route for individuals to access higher earnings than the Norfolk average. The county has a consistently higher percentage of self-employed people compared to the national average, and regularly above the regional average. Typically these are lifestyle businesses, beneath the VAT threshold.
- e) Norfolk also has a lower business failure rate than regional and national averages. This can illustrate that Norfolk businesses are more robust, but it could also suggest a lack of willingness to take risks – perhaps borne out by the increasing gap between national and Norfolk average weekly earnings.
- f) New Anglia Local Enterprise Partnership set a target, in their Strategic Economic Plan to 2026 of increasing business start-ups by 10,000 than would have happened anyway, 5,300 of these in Norfolk. The main mechanism for increasing these numbers is referrals to the Business Support Advisers at the NALEP Growth Hub, which aims to bridge the gap left by the Government's dissolution of the national Business Link service.

We will measure this by:

Measure:	Delivery of New Anglia Growth Hub's business start-up targets
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Baseline: Work is underway to determine with New Anglia LEP

Targets: Work is underway to determine with New Anglia LEP

4. More people with learning disabilities secure employment

- g) Our track record on helping people with learning disabilities to find jobs is not good. Compared with the best performing counties, we are behind on this and there is more we could do. Alongside settled accommodation arrangements, having a job and income can bring about a step-change improvement in quality of life and independence for people with a learning disability.

We will measure this by:

Measure: Increasing the percentage of people with a learning disability in paid employment

Baseline: To be confirmed

Targets: To be confirmed

Good Infrastructure

By infrastructure we mean the fundamental facilities and systems necessary for the economy to function. Infrastructure is characterised by technical structures like roads, bridges, water supply, electrical grids, telecommunications and inter-related systems like a travel network. These are essential to enable, sustain and enhance living conditions, underpinning sustainable growth.

Norfolk is starting to get the investment it has long deserved in infrastructure. The A11 dualling is symbolic of Norfolk being better connected, and across the county the cranes and construction are evidence of progress. But there is still much catching up to do, and pushing for our fair share of the national cake is, and still remains, one of our top priorities.

Good infrastructure contributes to the ease with which people and businesses can move around the County effectively; it helps people get to work or places of learning, and is recognised as a key contributor to improving growth and economic prosperity. Our environment is a key contributor to Norfolk's economy and we need to ensure we protect and manage it as part of our growth, including dealing with the impact of climate change, e.g. flood risk. Broadband is essential for all and a basic requirement for the County to operate and compete globally.

Our whole-council improvement areas for infrastructure are:

1. A good transport network and journey times

- a) Transport is a key driver of economic growth in modern economies. Evidence shows that many businesses derive significant productivity benefits from close proximity to other businesses and to large labour pools. Better travel networks bring firms and workers closer together, and provide access to wider local markets. But they can also address many of the constraints on growth which face areas, such as land and housing availability, environmental quality and congestion.

- b) With a median benefit of £3.5 for every £1 spent (Jacobs 2011, PTEG 2013), the results suggest that small scale public transport investment delivered by local authorities can be very cost effective and have positive economic, health, social and environmental benefits.
- c) Public transport and access is important to the working age population: poorly connected employment sites; mismatches between working hours offered and available public transport; and limited travel horizons. It is also a key factor in maintaining and improving the health and wellbeing of the population and independence.
- d) Local bus punctuality is important because it reflects the operational performance of public bus services to keep to a timetable on the highway network. Bus services from all local bus operators are tracked throughout the day for all days of the week. As these vehicles are subject to the same conditions as other vehicles on the network it provides a good opportunity to monitor the effectiveness of the travel network for all road users.

We will measure this by:

Measure:	Increasing the percentage of bus services that are on schedule at intermediate time points	
Baseline:	75% (2014/15)	
Targets:	2016/17	76%
	2017/18	76%
	2018/19	78%

2. All of Norfolk is connected via fast broadband

- e) Broadband is the fourth utility, essential to all aspects of modern working, learning and home life. We need to ensure Norfolk moves from having one of the lowest levels of broadband coverage in the UK at 43% (the UK average is over 70%) to achieve the same levels as the best served places.
- f) Our work needs to 'Ensure Better Broadband' for Norfolk implementation continues.
- g) In addition to the 95% of properties expected to benefit from fibre optic improvements, all Norfolk properties will have access to Basic Broadband (2 Mbps+) therefore we must strive to find a Superfast solution for the final 5% of hardest to reach properties.

We will measure this by:

Measure:	Increasing the percentage of Norfolk homes with superfast Broadband coverage	
Baseline:	84% (September 2015)	
Targets:	2016/17	87%
	2017/18	90%
	2018/19	91%

3. Growth from housing developments is delivered sustainably

- h) Planned population growth (16% in next 20 years) requires new infrastructure including housing (65,000 new homes planned in next 10 years), roads and community/recreation facilities. This growth requires careful planning to ensure it is sustainable, such as reducing flood risk, managing impact on our roads and on Norfolk's important natural environment.
- i) Norfolk County Council needs to ensure that our actions, planning advice and consultation responses effectively influence and support decisions by planning authorities and developers to agree necessary infrastructure growth in a way that protects Norfolk's people, built and natural assets, for now and the future.
- j) Norfolk is the 10th greatest area in England most at risk from surface water flooding, with 38,000 (10%) of homes at risk. A similar number of properties are at risk from coastal flooding and erosion.

We will measure this by:

Measure: Reduction of new and existing properties at high risk (1 in 30 years) of surface water flooding

Baseline: 14,514 (2014/15)

Targets:

2016/17	4% reduction*
2017/18	4% reduction*
2018/19	4% reduction*

*4% year on year decrease based on 2014/2015 levels

Measure: Reducing the percentage of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway

Baseline: 25% (2015/16)

Targets:

2016/17	24%
2017/18	22%
2018/19	20%

Measure: Reducing the number of special natural areas for conservation and protection (Natura2000 sites) adversely affected by development/use

Baseline: 55% (2015/16)

Targets:

2016/17	44%
2017/18	33%
2018/19	22%

4. Households produce less waste and we have lower costs of dealing with it

- k) Norfolk local authorities deal with around 400,000 tonnes of waste a year, with housing growth over the next 10 years expected to increase this figure by 15%. Managing increasing costs will require a step change in reducing the amount of waste produced **per household** and increasing the proportion of waste that is re-used, recycled and used as a resource.

- l) This requires improved effort on waste reduction, better recycling, behavioural change of residents and close partnership working on the whole system of waste. We will need to implement acceptable and efficient treatment services for residual waste. To contain the expected growth we need to reduce the amount of waste produced by individual households by 10-15% in the next 3-5 years

We will measure this by:

Measure: Decreasing the kilograms of residual household waste per household per week

Baseline: 10.4kg (September 2015)

Targets:

2016/17	10.1kg
2017/18	9.75kg
2018/19	9.4kg

5. Fewer people are killed or seriously injured on Norfolk roads

- m) With 6000km of roads – many of which are rural – in Norfolk, keeping people safe remains a significant challenge. Over the last 20years, the County Council, with partners, has invested many millions in structural changes to make roads safer – new junctions, new road lay-outs, pedestrian crossings.
- n) Great improvement have been made from the all-time high in the late 1990's (*baseline is 1994-98) when 862 were killed or seriously injured. However, since 2011, the rate of improvement has reduced and we have seen minor changes in recent years. The main challenge now is driver behaviour, keeping speed down, and alerting people to the dangers of using mobile phones whilst driving.
- o) Close analysis of data has also shown some specific groups of road users who are at most risk - moped and motorbike riders; pedestrians and cyclists; older drivers (70 and above); younger drivers (17-25). Of these, there has been a renewed focus upon the pedestrian and cyclists group.

We will measure this by:

Measure: Reducing the number of people killed or seriously injured on Norfolk's roads

Baseline: 402 (December 2015 – subject to confirmation)

Targets:

2016/17	361
2017/18	347
2018/19	333

Supporting Vulnerable People

As our funding diminishes, we need to get even better at targeting the people who most need our help and support. We need to prevent problems happening in the first place and intervene early when they do to make sure we don't allow things to get any worse. In this sphere, more than ever, we need to galvanise our forces, joining up with colleagues in health and other agencies the best support possible, promoting independence, dignity and respect.

Our whole-council improvement areas for supporting vulnerable people are:

1. Fewer children are unable to live with their families

- a) Norfolk has historically been an authority with a high rate of Looked After Children. Norfolk's Looked After Children numbers are reducing but it remains a challenge.
- b) Wherever possible, children need to be brought up safely within their own families or with alternative families who are able to offer legal permanence (eg as a result of adoption) The Norfolk philosophy in line with social work and signs of safety values is that families should be assisted to identify the help they need to safely parent their children. The authority believes that families are the experts and as a result they should be at the centre of everything we do.
- c) There will always need to be a number of children in public care and for those children we need to ensure that their holistic needs are met and that they are offered security and stability. In Norfolk we are committed to improving the quality of our assessment, planning and decision making to ensure that children do not experience delays.
- d) Through a strategy of early help and prevention, and a clear strategy to improve the quality of intervention at all stages of a child's life, the number of children and young people coming into care and staying in care will be reduced.
- e) We aim to do better for children and get closer to other comparable councils.

We will measure this by:

Measure: Reducing the rate of Looked-After Children per 10,000 of the overall 0-17 population

Baseline: To be confirmed

Targets: To be confirmed

Measure: Reducing the number of Looked After Children

Baseline: To be confirmed

Targets: To be confirmed

- f) We are also looking to develop measures to monitor children who have their permanence plans by second review and the point the permanence plans are achieved and also placement stability data.

2. More people live in their homes for as long as they wish

- a) Compared with other similar councils, we admit proportionately more people to residential care. This is increasingly at odds with what people want; people tell us that they much prefer to stay in their own homes, closer to neighbourhoods and friends and family where this is possible for them. As part of our strategy Promoting Independence we aim to reduce the proportion of people (whose care we fund) who go into permanent residential care, by supporting more people in community settings.

We will measure this by:

Measure: Decreasing the rate of admissions of people to residential and nursing care per 100,000 (18-64yrs)
Decreasing the rate of admissions of people to residential and nursing care per 100,000 (64+)
Increasing the rate of people in receipt of community-based care, broken down by: Supported living and Housing with Care; Home Care; Direct Payments; Day Care; and Other.

Baseline: To be confirmed

Targets: By the end of three years, our target is to be in line with the average of our comparator family group on the first two measures.

For people aged between 18 and 64, this a significant stretch; we place at a rate of 31 per 100,000 where the comparator average is currently 15 per 100,000.

For people aged 64 and over, the family comparator average rate is currently 640 per 100,000; we place at a rate of 724 per 100,000

- b) We will work up precise metrics to take account of predicted movement in the family group average. The rate of people in community-based care is new, and we are currently finalising a baseline and targets.

3. Fewer people need a social care service from NCC

- c) We have compared our Adult Social services with other similar councils and know that our pattern of service indicates that on a rate per 100,000 population, we do more assessments and we have more people receiving services. It is clear that the substantial change we need to make is in how we respond to people's needs to reduce their call on formal services from Norfolk County Council.
- d) Work has been undertaken to understand the best practice from around the country and to consider how these models could be applied in Norfolk. There is good evidence from other authorities, that approaches which promote independence and community support can be effective in better managing the demand for services and therefore costs.
- e) Our approach therefore is to manage demand for services better by ensuring that people remain independent from public services as long as possible and are provided with preventative, community alternatives to council social care where appropriate. This approach would be consistent with the responsibilities relating to wellbeing and prevention in the Care Act.
- f) When people do need formal services our approach will always be to maximise their independence as far as possible. This is the key principle of the Promoting Independence strategy. The aim is to support as many people as possible to live safely at home and to recognise that at different stages people need different types of intervention.

- g) Currently there are some 13,000 service users receiving support by Norfolk County Council – a higher proportion than comparator councils. Over the three-years of this plan we aim to reduce the number of service users receiving support by 22%. This breaks down in the following way:
- **Older People** receiving support reduced from 5650 to 4393 per 100,000. In absolute terms this equates to 1785 fewer service users receiving support.
 - **For people aged 18-64** the target reduction will be from 1031 to 806 per 100,000. In absolute terms this equates to 1090 fewer service users receiving support.

Precise annual targets for these measures will be confirmed as soon as possible.