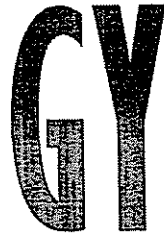


G R E A T Y A R M O U T H



LOCAL STRATEGIC PARTNERSHIP

Working with the Community

A G E N D A

for the

GREAT YARMOUTH LOCAL STRATEGIC PARTNERSHIP EXECUTIVE

19 December 2008

at 10.00 am

in the Supper Room, Town Hall, Great Yarmouth

G R E A T Y A R M O U T H



LOCAL STRATEGIC PARTNERSHIP

Working with the Community

**LARGER PRINT COPY AVAILABLE
PLEASE TELEPHONE: 01493 846325**

MEETING OF THE GREAT YARMOUTH LSP EXECUTIVE

Date: Friday, 19 December 2008
Time: 10.00 am
Venue: The Supper Room, Town Hall, Great Yarmouth*

* Please note the venue

A G E N D A

DECLARATIONS OF INTEREST

Members should declare interests in any items on the agenda when a decision on it could affect the financial position of himself, a relative or friend. Having declared an interest, the Member should not take part in the discussion of, or voting on, the item if the interest is significant. A "significant" interest is one which a member of the public would consider to be so significant as to prejudice the individual's consideration of the public interest.

- 1. APOLOGIES FOR ABSENCE**
- 2. MINUTES**

To confirm the minutes of the meeting held on 14 November 2008 (pages 1-7).

3. MATTERS ARISING

To consider any matters arising from the above minutes.

PRESENTATIONS

4. NORFOLK SKILLS ROAD MAP

Howard Foale will report further at the meeting (copy of relevant papers attached, pages 8-12).

5. PERFORMANCE AGAINST HOUSING PRIORITIES

To receive information relating to the above.

ITEMS FOR DECISION/DISCUSSION

6. WORKING NEIGHBOURHOODS FUNDING

To receive an update in relation to the above.

7. ITEMS FROM GYP/COMMUNITY PARTNERSHIPS

To consider any items from GYP/Community Partnerships.

8. GREAT YARMOUTH CONTRIBUTION TO THE ACHIEVEMENT OF NORFOLK'S LOCAL AREA AGREEMENT

The LSP Officer will report further at the meeting (copy of the LAA indicators are attached, page 13-19).

9. IMPACT OF THE CREDIT CRUNCH

The Chairman will lead a discussion on the above and Members will be asked to respond to the following:

- (a) the impact of recession on their organisation
- (b) impact of recession on their customers/clients
- (c) any mitigating action they are taking/have planned
- (d) things we could do collectively (as the LSP)

10. COMMUNITY COHESION – UPDATE INCLUDING STRATEGY DEVELOPMENT AND COMMISSIONING FUNDS FROM AREA BASED GRANT

Rob Gregory will report further at the meeting.

11. FUTURE AGENDA ITEMS

To agree any future agenda items.

ITEMS FOR INFORMATION

12. NEIGHBOURHOOD MANAGEMENT UPDATE

The Neighbourhood Manager will report further at the meeting.

13. enterpriseGY

A verbal update relating to the above will be given at the meeting.

14. FORA UPDATES

Forum Facilitators will report on any activity since the last meeting.

15. DATE AND TIME OF FUTURE MEETINGS

To confirm the following dates for LSP Executive meetings in 2009:

3 January, 27 February, 27 March, 24 April, 22 May, 26 June, 24 July, 21 August, 25 September, 23 October, 20 November, 18 December

16. ANY OTHER BUSINESS

To consider any other items of business.

* * * * *

**LARGER PRINT COPY AVAILABLE
PLEASE TELEPHONE: 01493 846325**

MEETING OF THE GREAT YARMOUTH LSP EXECUTIVE

14 November 2008 – 10.00 am

PRESENT:

J Ratcliffe (Great Yarmouth Borough Council) (in the Chair); T Aydin (Great Yarmouth People), L Blizzard (NHS Great Yarmouth and Waveney), C Congreve (Norfolk Constabulary), R Gregory (Neighbourhood Management), J Holt (Jobcentre Plus) and B Horner (Norwich and Norfolk Voluntary Services)

M Smith, G Hough, S Goodrum, R Darnell, P Wright, R Percy and S Davis (Borough Council Officials), T Leonard (LSP Officer) and D Stannard (Opportunities GY).

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from M Hartley, D Martin, A Cousins, H Foale, T Dadoun and N Sabberton.

2. MINUTES

The minutes of the meeting held on 17 October 2008 were confirmed, subject to the addition of S Goodrum and R Darnell in the list of Borough Council Officials present. Trish Aydin clarified that "volunteers" were not needed for the LSP and GYP joint event in March but this was an invitation to partners to take part in the event. The minutes of the joint meeting with the LSP Board held on 25 September 2008 were also confirmed, subject to the first sentence of the fourth paragraph of item 3 on the stocktake of the Great Yarmouth LSP being amended to reflect that there would be discussions on "cross cutting issues" in the Economic Forum rather than "cost cutting".

3. MATTERS ARISING

(a) Sustainable Community Strategy

Arising from the minutes of 25 September, it was noted that the document had now been to Cabinet and Council for approval. The Chairman reported that there were one or two amendments which still needed to be made and she felt the document was still slightly too long. She concluded that the final version would be circulated shortly and partners were asked to respond to the document direct to the Chairman. It was noted that work would then take place on producing the delivery plan.

4. RESHAPING THE LSP – CHANGE MANAGEMENT PROCESS

The Executive received the LSP Officer's report and it was noted that a Change Management Group had been set up comprising Barry Coleman, Jane Ratcliffe, David Martin, Brian Horner, Brian McDonnell, Carol Congreve and Mike Jackson. It was also reported that a Resources Advisory Group had now been formed, chaired by Councillor Steve Ames.

5. WORKING NEIGHBOURHOOD FUNDING – COMMISSIONING GROUP

The Executive received the LSP Officer's report which gave details of the recommended division of the funding from the Commissioning Group as follows:-

(a) Information and evidence gathering	£150,000
(b) Labour supply, soft skills, accredited skills and barrier removal	£3,000,000
(c) Employment demand and enterprise	£1,400,000
(d) Infrastructure projects	£1,100,000
(e) Small grants	£200,000
(f) Management and administration	£400,000
(g) Unallocated reserve	£350,000

Members noted that not all of the money had been allocated and some examples of proposed projects were given. The point was made that some of the project details were indicative rather than final for example

the soft skills for adults currently stated 25+ but it was felt that 16+ would be more appropriate. The Chairman reported that the LSP Officer and herself would shortly be attending a seminar in London relating to Tackling Inequalities and Worklessness. She stressed that Great Yarmouth had to be innovative rather than providing more of the same. Whilst she acknowledged that this would be difficult for a Local Authority of Great Yarmouth's size, she felt that, if there was low level engagement and support to start with, if jobs were not available presently, residents could be trained to take on jobs which would be coming on stream in the next few years ie from the Outer Harbour and Casino. Clarification was sought as to the timetable for commissioning and specifications. The Chairman reported that hopefully work would commence in the next 2-3 weeks and additional resource would be brought in to assist. It was hoped that most of the big projects would be in place at the beginning of the next financial year. She concluded that more detailed proposals would be considered at a future meeting.

6. NEIGHBOURHOOD MANAGEMENT – ROLL OUT OF LOCALITY WORKING

The Neighbourhood Manager reported on the current Comeunity programme which included the appointment of a Neighbourhood Environmental Management Officer for South Yarmouth. He also reported that the Target Opportunities project, which had received £20,000 funding allocated from the SSCF (neighbourhood element) for 2008/09, had resulted in 31 people now accessing employment. A Respect Action Week was held in October which saw the launch of a multi agency approved Middlegate Estate Action Plan and saw joint working with a range of partners with particular focus on Dorset Close. It was also hoped to undertake increased youth and community work. The Neighbourhood Manager reported that 150 residents were engaged in the Community Action Health Road Shows. A summary of the proposals for the roll-out of locality working across Great Yarmouth was circulated and partners were asked to comment by 18 December 2008.

7. UPDATE ON OPPORTUNITIES GY CAREERS GUIDANCE EVENT

The Executive received an evaluation of the recent Opportunities GY Careers and Training Fair held in October 2008, together with an outline proposal for a training and skills fair in June 2009. David Stannard

reported on the successes and negatives of the recent event and proposals for a way forward, including a proposed calendar of public events targeted to specific beneficiaries and capacity building work. The point was made that any proposals for using WNF funding could not be decided upon at this meeting and should be considered with all the other projects later. Clarification was sought as to how Opportunities GY fitted in terms of branding, particularly in relation to enterpriseGY. Richard Percy, the enterpriseGY Manager reported that, whilst skills would fit in, bearing in mind enterpriseGY projects with the UEA, he acknowledged that there could be an issue around confusing the two brands which should be considered.

8. COMMUNITY VIEWS ON PUBLIC SERVICES

The LSP Officer clarified that previously every agenda had an item for GYP issues and whilst it had always been intended to obtain views from communities on priorities, this had not always been successful. Trish Aydin reported that there was a need to deal with issues brought to meetings ie to action and monitor responses. She referred to the roll out of locality working and reported that consultation continued with the community partnerships and residents and she would discuss their response with the Neighbourhood Manager shortly. GYP was currently working on a communication strategy which would be completed in partnership with other strategies to ensure there was no duplication. The CDW team had improved the current model of community engagement to support partnership working and this will be presented and discussed with a number of partners for feedback and comments.

She reported that some of the main issues from the community were the lack of communication/progress updating and reporting especially by the Borough Council. The BME Community was reluctant to access services as they did not feel empowered and felt that frontline services should be more friendly and helpful. It was possible that more equality and diversity training would address this. There were concerns about the use of WNF and whether the community would truly benefit. Caister Parish Council and the community were addressing the problem of litter by looking at the re-positioning of litter bins. A review of the perceived lack of support services for people with learning difficulties had taken place and found that people were excluded from sports activities due to lack of transport, 1:1 support, lack of accessible facilities and felt discriminated against as not allowed to participate. NORCAS had released their assessment report of BME communities and it had been

found that the excessive use of drugs and alcohol was a big problem, possibly one of the reasons being the lack of access to services.

Paul Cheeseman reported that the Voluntary Housing Network was concerned at the lack of services for street drinkers. A pilot project was being held in conjunction with NORCAS and it was hoped that this would be successful and information would be fed back from this.

Clarification was sought as to what sort of mechanism was in place to deal with issues brought to the Executive. The LSP Officer reported that the Executive could not address specific individual grievances but should focus on the larger generic issues. It was agreed that there appeared to be a need for some action around accessing of services particularly by BME Groups and it was suggested that this issue should be pursued whilst taking account of the Community Cohesion Strategy.

RESOLVED:

That the issue of access to services, particularly from BME Groups, be considered at the next meeting.

9. PERFORMANCE AGAINST TARGETS – CRIME/COMMUNITY SAFETY

The Executive received a report from Inspector Congreve giving details of the latest statistics for crime in the Borough. Inspector Congreve reported that this was year one of a three year rolling partnership plan, with the priorities in the plan identified by the data analysis and consultation with local residents. Two priorities for Great Yarmouth had been identified as violent crime and domestic violence.

Clarification was sought as to whether business crime was increasing in the area. She reported that specific focus had been given to business crime with the biggest issue being theft against shops but this was reducing. In response to a potential increase at Christmas, a special initiative would be in place. The largest amount of crime was around criminal damage.

It was noted that an analysis of the violent crime figures had been commissioned and details would be reported back to the Executive at a future meeting. A suggestion was made that GYROS should be invited to give a presentation at a future meeting bearing in mind the comments earlier around access to services. The point was made that there were

a lot of issues around hate crimes and faith/gay people crimes which were difficult to quantify as they were not generally reported as they did not understand how the system could support them.

RESOLVED:

That Inspector Congreve be thanked for her presentation.

10. FUTURE AGENDA ITEMS

It was agreed that GYROS should be invited to give a presentation around the problems of accessing services at a future meeting. Consideration would also be given to the LSC Skills Road Map exercise, impact of the credit crunch and community cohesion.

11. enterpriseGY

The Executive received a progress report in relation to enterpriseGY and the enterpriseGY Manager gave details of the current position, future direction and next steps.

RESOLVED:

That Richard Percy be thanked for his presentation and he be asked to produce a public newsletter for distribution to partners and communities.

12. FORA UPDATES

The Executive was informed that the next Economic Forum meeting would be held on 11 December and they had previously agreed four themed groups, three of which were now established, namely Skills and Employment, Infrastructure Group and Business Competitiveness. Each of the Groups would report their progress to the Economic Forum.

13. DATE AND TIME OF NEXT MEETING

It was agreed that the next meeting would be held on Friday, 19 December 2008 at 10.00 am.

14. ANY OTHER BUSINESS

Clarification was sought as to whether the LSP would be endorsing bids for the participatory budgetary scheme. The Neighbourhood Manager reported that a bid would be submitted from the Middlegate Steering Group working with young people in community cohesion through the Community Cohesion Group.

It was noted that an integrated youth centre stakeholder event would be held on Friday, 28 November at the King Centre. The Executive received the final NRF newsletter and the LSP Officer referred to a spatial planning meeting to be held shortly. He also reported that he was on the 16 to 19 group which linked education and training and it had been suggested there should be some joint working between Great Yarmouth and Waveney LSPs on this issue as well as a reciprocal arrangement for the Waveney Enterprise Partnership.

A deadline for inclusion within the Improving Access for Rural Communities Project was 27 November with the aim of identifying rural communities across Norfolk to develop better ways of access at a cost of £2,000 which could possibly be funded out of Second Homes Council Tax. Given that access and rural transport was an LSP priority, it was suggested that one of our communities should be put forward for inclusion.

15. CLOSURE OF MEETING

The meeting ended at 12.00 noon.

LSC BRIEFING PAPER

NORFOLK SKILLS ROAD MAP BRIEFING for GREAT YARMOUTH LSP

NOVEMBER 2008

BY HOWARD FOALE
PARTNERSHIP MANAGER, LSC

Introduction

Our ambition is no less than that of making Norfolk a county famous for its learning and skills. This is an ambition that is challenging. But if we achieve it, the prizes are potentially very great indeed. This briefing (to be developed further and presented to you at a later date) is part of a consultation and starts the process of developing a Norfolk Skills Road Map. It attempts, at a headline level, to set out why skills matter, what we need to achieve and propose some very first thoughts on the sort of actions we will take. Key sources used to inform this piece of work are Sam Porter and Mike Campbell, Skills and Economic Performance Report, Published for the Sector Skills Development Agency by Caspian Publishing, 2006 and the Leitch Review of Skills, Prosperity for all in the global economy – world class skills HM Treasury/HMSO 2006. Local research and surveys undertaken in Great Yarmouth recently will be considered for the East.

We need to consider why skills matter in today's global economy and, crucially, emphasise the relationship within economies (be that national, regional or sub-regional) between skills and gross value added per head of population (GVA). In short, those economies with more and higher levels of skills will also have businesses that are more productive and communities that are more prosperous.

This link between skills and GVA is the relationship or proposition upon which the skills map is based.

We will need to know and describe the Norfolk economy, some likely trends and some of the key opportunities and challenges.

We will need to consider actions we will take. All actions will fall into two broad categories. Whilst there are interdependencies which are important, some will set out how we will promote and raise awareness amongst businesses of the benefits, or returns from, training and skills. Others, those actions we will take to make skills, and skills training really easy to access. The skills challenge will be addressed and met in a number of other and enabling contexts. Accordingly, the sector attempts to articulate the linkages between the skills challenge and economic development and worklessness.

We will also need to consider the nature of the partnership arrangements that will be required to make this work complimentary to the East Area Review underway now, looking at collaborations, provision and opportunity across Lowestoft and Great Yarmouth..

The Leitch Agenda

In late 2007 the Government published its acceptance of and response to the Leitch Review. The review recommends that the UK commit to becoming a world leader in skills by 2020, benchmarked against the upper quartile of the OECD and identified four key principles for delivery:

- (i) A shared responsibility for delivering the ambitions - employers, individuals and the Government must improve their efforts, through increased investment and action. Employers and individuals should contribute most where they derive the greatest private returns. Government investment should be focused on market failures, ensuring a basic platform of skills for all, increasing access and tackling market failures;
- (ii) A focus on economically valuable skills - that skills development must provide real returns for individuals, for employers and for society at large. Where possible, skills should be portable to deliver mobility in the labour market for individuals and employers;
- (iii) Demand-led skills – to ensure that the skills system meets the needs of employers and individuals by reducing the micro supply-side planning of vocational skills; and
- (iv) Build on existing structures – to improve the performance of the current structures through simplification, better performance management and clearer remits.

The review also made the following recommendations:

Increase adult skills across all levels - progress towards 'world class' is best measured by the number of people increasing their attainment;

Route all adult vocational skills funding through Train to Gain and Learner Accounts by 2010 - on adult skills, streamline the role of the Learning and Skills Council to become a funding body and promoter of provider competition;
Strengthen the employer voice - rationalise the existing bodies, strengthen the collective voice and better articulate employer views on skills by creating a new Commission for Employment and Skills, accountable to Government and the Devolved Administrations and responsible for managing the employer voice in the skills system within a framework of individual rights;

Increased employer engagement and investment in skills - reform, re-license and empower Sector Skills Councils (SSCs). Deliver more economically valuable skills by only allowing public funding for vocational qualifications approved by SSCs. Expand skills brokerage services;

A new 'Pledge' for employers to train all eligible employees up to level 2 in the workplace - if the improvement rate is insufficient by 2010, introduce a statutory entitlement to workplace training in consultation with employers and unions;

SSCs and brokers - working to increase employer investment in level 3, 4 and above qualifications in the workplace. Extend Train to Gain to higher levels: double apprenticeships, improve employer engagement with universities;

Increase people's aspirations and awareness of the value of skills - create high profile, sustained awareness programmes. Rationalise existing fragmented services and develop a new universal adult careers service, offering a skills MOT; and

Create a new integrated employment and skills service locally, to increase sustainable employment and progression - a new programme for basic skills improvements in helping disadvantaged people find and stay in work. A New programme to improve basic skills and a nationwide network of employment and skill boards.

This is a comprehensive and ambitious programme of development and change which is aimed at delivering a strong positive impact on the UK's economic and social performance so that the UK will be able to compete with the best in the world, its productivity and employment rates will increase and poverty and inequality will decrease.

This, also, is the policy context within which the Norfolk Skills Road Map is being developed. It is a propitious and highly positive one.

Never has the skills challenge been higher on the national agenda. Never before has the direct link between skills, economic wellbeing and wealth creation been more sharply drawn. And never before has so much investment been made available to meet the challenge.

The Norfolk Skills Conference, held in February 2008, was in part a response to a shared view that Norfolk too needs to operate very differently if its economy is to sustain itself and ensure future prosperity as part of a rapidly changing and increasingly competitive world economy.

It was concluded at the conference that we need to secure step, or frame-breaking change, to get there. Incremental change, of the sort we have managed to secure in the past, simply won't be enough. But how do we do it?

Challenges

a number of key observations are emerging. Norfolk's (as opposed to Norwich's) GVA per employee is weak when compared with regional comparators. Whilst levels of employment have remained buoyant in recent years, the level of skills and qualifications held by the workforce compare relatively poorly with other areas. Perhaps we should not, as a consequence, be surprised by these relationships, nor that the axiom 'low skill, low wage' is often used to describe the Norfolk economy overall.

Despite these challenges, there are opportunities. Whilst there is more we need to know and understand, it is clear that Norfolk hosts a very highly diversified economy. And perhaps the high levels of employment say something about its resilience. Also, overlaid on top, are some strong geographical dimensions.

Our response, or the Skills Road Map, needs to address several key challenges simultaneously.

Challenge 1 - At a headline level, we need to increase the overall quantity, level and quality of skills in the Norfolk economy. We will aim to explain that in terms of quantity, the number of skills delivered each year in Norfolk will need to triple if we are to meet our ambitions expressed in the LAA and by a significantly higher factor if we are to make progress in relation to the Leitch ambitions.

Challenge 2 - We will not successfully increase the demand for skills from employers unless the responses or solutions our providers make available - in terms of the content, design and deliver of programmes - are acutely sensitive or attuned to the demands or needs of employers.

Challenge 3 - Finally, we also need to ensure that the offer we make available is sufficiently differentiated and then targeted to reflect the very important sectoral and geographical dimensions.

Skills and Economic Development

There would seem to be some great opportunities if we could link skills and economic development more effectively.

Economic development teams in the district, borough and county councils have the very strongest understanding of the businesses in their area – who they are, where they are, the opportunities and challenges confronting them. Often this understanding has been developed through conversations and dialogue, often over years and is articulated in local economic develop strategies, plans and ambitions. North Norfolk District Council hosts, for example, a North Norfolk Business Forum and King's Lynn and West Norfolk has commissioned an excellent document Recruitment and Skill Needs of Manufacturing Businesses in Kings Lynn and West Norfolk, from the West Norfolk Learning Partnership. In the East the Economic Forum has re-shaped itself better to meet needs as part of an LSP stocktake exercise.

We need to be much better, however, at ensuring skills are positioned as part of the solution or response to the changes, challenges or opportunities that businesses encounter through, for example, process re-engineering, new product development, merger, growth or retrenchment etc., etc.

As suggested above, economic development teams and sub-groups could play a leading role in promoting skills with employers as part of the overall package of support that is available.

Leadership

It is proposed that the delivery of the Skills Road Map is led, overseen and championed by the Norfolk Leitch Steering Group, comprising:

Edward Libbey – LSC East of England
David White – Chief Executive, Norfolk County Council
Mike Campbell – Research & Policy Director, UK Commission for Employment and Skills
Peter Barry – President, Norfolk Chamber of Commerce & Managing Director, Pasta Foods
John Fry – Chairman, Shaping Norfolk's Future & Chief Executive, Archant
John Vigar – Continuous Improvement Manager, Lotus Cars
Richard Hughes – The Lavender House
Michael Thorne – Vice Chancellor, Anglia Ruskin University

This group will be supported by a Working Group comprising:

Chris Starkie – Chief Executive, Shaping Norfolk's Future
Robin Smith – Economic & Tourism Development Manager, North Norfolk DC
Caroline Williams – Chief Executive, Norfolk Chamber of Commerce
Fiona McDiarmid – Chief Executive, Connexions
Norman Jennings – Operational Director, Train to Gain Brokerage
Dick Palmer – Principal & Chief Executive, City College Norwich
Mike Burrows – Deputy Chairman, Shaping Norfolk's Future
Rob Hetherington – Manager, Job Centre Plus

In order to ensure join-up with the wider strategic partnership structures in Norfolk, it is proposed the programme is formally sponsored by the County Strategic Partnership.

Much of the activity suggested or described in the developing Road Map is already in place or underway. Perhaps the key contribution of the Skills Road Map is to: (i) articulate more sharply the rationale for the work and the context within which it is being developed; (ii) describe some ways in which the potential of a stronger partnership might add further value; and (iii) identify some gaps in current activity that would add significantly. To that end, a number of thematic groups and leads will be proposed.

Consultation

A formal report is being produced for distribution and comment to all partners in the county; I would like to present work to date on this at a future LSP Executive meeting, date to be confirmed, to show where we are on this, illustrated with Great Yarmouth data, and to encourage contribution and comment.

Howard Foale

NI Number/ Local Indicator	Description	In Norfolk LAA	Proposed by GYLSP Dec/Jan 08	Derived from latest GYSCS Jul 08	District Level Target Set	Lead Organisation
1	% of people who believe people from different backgrounds get on well together in their local area	√	√	√	Yes	Norfolk County Council
2	% of people who feel that they belong to their neighbourhood					
3	Civic participation in the local area					
4	% of people who feel they can influence decisions in their locality	√	√	√		District Councils (GY Lead)
5	Overall/general satisfaction with local area					
6	Participation in regular volunteering	Local		√		Voluntary Norfolk
7	Environment for a thriving third sector	√	√	√		Voluntary Norfolk
8	Adult participation in sport	√		√		Norfolk County Council
9	Use of public libraries					
10	Visits to museums or galleries					
11	Engagement in the arts					
12	Refused and deferred Houses in Multiple Occupation license applications leading to immigration enforcement activity					
13	Migrant English language skills and knowledge			√		
14	Avoidable contact: the average number of customer contacts per resolved request					
15	Serious violent crime rate					
16	Serious acquisitive crime rate					
17	Perceptions of anti-social behaviour			√		
18	Adult re-offending rates for those under probation supervision	Local		√		Norfolk Probation
19	Rate of proven re-offending by young offenders	Local		√		Youth Offending Team
20	Assault with injury crime rate		√			
21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	√	√	√		Norfolk Constabulary
22	Perceptions of parents taking responsibility for the behaviour of their children in the area					
23	Perceptions that people in the area treat one another with respect and consideration					
24	Satisfaction with the way the police and local council dealt with anti-social behaviour					
25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour					
26	Specialist support to victims of a serious sexual offence					
27	Understanding of local concerns about anti-social behaviour and crime by the local council and police					
28	Serious knife crime rate					
29	Gun crime rate					
30	Reoffending rate of prolific and priority offenders	Local	√	√		Norfolk Probation
31	Reoffending rate of registered sex offenders					
32	Repeat incidents of domestic violence	√				Norfolk Constabulary
33	Arson incidents					
34	Domestic violence murder					
35	Building Resilience to violent extremism					

36	Protection against terrorist attack					
37	Awareness of civil protection arrangements in the local area					
38	Drug related (Class A) offending rate					
39	Alcohol-harm related hospital admission rates	√	√	√		Norfolk Drug & Alcohol Action Team
40	Drug users in effective treatment	Local				Norfolk Drug & Alcohol Action Team
41	Perceptions of drunk or rowdy behaviour as a problem		√	√		
42	Perceptions of drug use or drug dealing as a problem		√	√		
43	Young people within the Youth justice System receiving a conviction in court who are sentenced to custody					
44	ethnic composition of offenders on Youth Justice System disposals					
45	Young offenders engagement in suitable education, employment or training					
46	Young offenders access to suitable accommodation					
47	People killed or seriously injured in road traffic accidents	√			Yes	Norfolk County Council
48	Children killed or seriously injured in road traffic accidents					
49	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks					
50	Emotional health of children		√			
51	Effectiveness of child and adolescent mental health (CAMHS) services	√				Norfolk County Council
52	Take up of school lunches					
53	Prevalence of breastfeeding at 6-8 weeks from birth					
54	Services for disabled children	Local				Norfolk County Council
55	Obesity among primary school age children in Reception Year	Local		√		Primary Care Trusts
56	Obesity among primary school age children in Year 6	√		√		Primary Care Trusts
57	Children and young people's participation in high quality PE and sport					
58	Emotional and behavioural health of children in care					
59	Initial assessments for children's social care carried out within 7 working days of referral					
60	Core assessments for children's social care that were carried out within 35 working days of their commencement	√				Norfolk County Council
61	Timelines of placements of looked after children adopted following an agency decision that the child should be placed for adoption					
62	Stability of placements of looked after children: number of moves					
63	Stability of placements of looked after children: length of placement					
64	Child protection plans lasting 2 years or more					
65	Children becoming the subject of a Child protection Plan for a second or subsequent time					

66	Looked after children cases which were reviewed within required timescales					
67	Child protection cases which were reviewed within required timescales					
68	Referrals to children's social care going on to initial assessment					
69	Children who have experienced bullying					
70	Hospital admissions caused by unintentional and deliberate injuries to children and young people					
71	Children who have run away from home/care overnight					
72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Mandatory	Mandatory	Mandatory		Norfolk County Council
73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	Mandatory	Mandatory	Mandatory		Norfolk County Council
74	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)	Mandatory	Mandatory	Mandatory		Norfolk County Council
75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths (Threshold)	Mandatory	Mandatory	Mandatory		Norfolk County Council
76	Achievement at level 4 or above in both English and Maths at KS2 (Floor)					
77	Achievement at level 5 or above in both English and Maths at KS3 (Floor)					
78	Achievement of 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)					
79	Achievement of a Level 2 qualification by the age of 19	√				Learning & Skills Council
80	Achievement of a Level 3 qualification by the age of 19					
81	Inequality gap in the achievement of a Level 3 qualification by the age of 19					
82	Inequality gap in the achievement of a Level 2 qualification by the age of 19					
83	Achievement at Level 5 or above in Science at Key Stage 3	Mandatory	Mandatory	Mandatory		Norfolk County Council
84	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent					
85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)					
86	Secondary schools judged as having good or outstanding standards of behaviour					
87	Secondary school persistent absence rate	Mandatory	Mandatory	Mandatory		Norfolk County Council
88	Number of extended schools					
89	Number of schools in special measures	√				Norfolk County Council
90	Take up of 14-19 Learning Diplomas					
91	Participation of 17 year-olds in education or training					
92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Mandatory	Mandatory	Mandatory		Norfolk County Council
93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Mandatory	Mandatory	Mandatory		Norfolk County Council
94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Mandatory	Mandatory	Mandatory		Norfolk County Council

95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3	Mandatory	Mandatory	Mandatory		Norfolk County Council
96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	Mandatory	Mandatory	Mandatory		Norfolk County Council
97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	Mandatory	Mandatory	Mandatory		Norfolk County Council
98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	Mandatory	Mandatory	Mandatory		Norfolk County Council
99	Children in care reaching level 4 in English at Key Stage 2	Mandatory	Mandatory	Mandatory		Norfolk County Council
100	Children in care reaching level 4 in Maths at Key Stage 2	Mandatory	Mandatory	Mandatory		Norfolk County Council
101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	Mandatory	Mandatory	Mandatory		Norfolk County Council
102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4					
103	Special Educational Needs – statements issued within 26 weeks					
104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold					
105	The Special Educational Needs (SEN)/non-SEN gap achieving 5 A*-C GCSEs inc. English and Maths					
106	Young people from low income backgrounds progressing to higher education					
107	Key Stage 2 attainment for Black and minority ethnic groups					
108	Key Stage 4 attainment for Black and minority ethnic groups					
109	Number of Sure Start Children Centres					
110	Young people's participation in positive activities	√		√		Connexions Youth Offending Team
111	First time entrants to the Youth Justice System aged 10-17	√				
112	Under 18 conception rate	√	√	√		Norfolk County Council
113	Prevalence of Chlamydia in under 20 year olds					
114	Rate of permanent exclusions from schools					
115	Substance misuse by young people	√		√		Norfolk Drug & Alcohol Action Team
116	Proportion of children in poverty					
117	16-18 year olds who are not in education, training or employment	√	√	√	Yes	Connexions
118	Take up of formal childcare by low-income working families					
119	Self reported measure of people's overall health and well-being		√			
120	All-age all cause mortality rate					
121	Mortality rate from all circulatory diseases at ages under 75	√	√		Yes	Primary Care Trusts
122	Mortality rate from all cancers at ages under 75					
123	16+ current smoking rate prevalence	√	√	√	Yes	Primary Care Trusts

124	People with a long-term condition supported to be independent and in control of their condition		√			
125	Achieving independence for older people through rehabilitation/intermediate care	√		√		Norfolk County Council
126	Early access for women to maternity services					
127	Self reported experience of social care users					
128	User reported measure of respect and dignity in their treatment					
129	End of life care- access to appropriate care enabling people to choose to die at home					
130	Social Care clients receiving Self Directed Support	√				Norfolk County Council
131	Delayed transfers of care from hospitals					
132	Timeliness of social care assessment					
133	Timeliness of social care packages					
134	The number of emergency bed days per head of weighted population					
135	Carers receiving needs assessment or review and a specific carer's service, or advice, and information.	√		√		Norfolk County Council
136	People supported to live independently through social services	Local				Norfolk County Council
137	Healthy life expectancy at age 65		√			
138	Satisfaction of people over 65 with both home and neighbourhood					
139	The extent to which older people receive the support they need to live independently at home					
140	Fair treatment by local services	Local		√		District Councils (GY Lead)
141	Number of vulnerable people achieving independent living	√	√	√		Supporting People
142	Number of vulnerable people who are supported to maintain independent living	Local		√		Supporting People
143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence					
144	Offenders under probation supervision in employment at the end of their order or licence					
145	Adults with learning disabilities in settled accommodation					
146	Adults with learning disabilities in employment					
147	Care leavers in suitable accommodation					
148	Care leavers in employment, education or training					
149	Adults in contact with secondary mental health services in settled accommodation					
150	Adults in contact with secondary mental health services in employment					
151	Overall employment rate		√			
152	Working age people on out of work benefits	√	√		Yes	Jobcentre Plus
153	Working age people claiming out of work benefits in the worst performing neighbourhoods		√			
154	Net additional homes provided	√	√		Yes	District Councils

155	Number of affordable homes delivered	√	√	√	Yes	District Councils
156	Number of households living in temporary accommodation		√			
157	Processing of planning applications as measured against targets for major, minor, other		√			
158	% decent council homes					
159	Supply of ready to develop housing sites					
160	Local authority tenants' satisfaction with landlord services					
161	Learners achieving a Level 1 qualification in literacy			√		
162	Learners achieving an Entry Level 3 qualification in numeracy			√		
163	Working age population qualified to at least Level 2 or higher	√	√			Learning & Skills Council
164	Working age population qualified to at least Level 3 or higher					
165	Working age population qualified to at least Level 4 or higher		√			
166	Average earnings of employees in the area	√	√	√		Norfolk County Council
167	Congestion average journey time per mile during the morning peak		Local			
168	Principal roads where the maintenance should be considered					
169	Non-principal roads where maintenance should be considered					
170	Previously developed land that has been vacant or derelict for more than 5 years					
171	VAT registration rate	√	√			Business Link
172	VAT registered businesses in the area showing growth					
173	people falling out of work and on to incapacity benefits		√			
174	Skills gaps in the current workforce reported by employers		√			
175	Access to services and facilities by public transport, walking and cycling	√		√		Norfolk County Council
176	Working age people with access to employment by public transport (and other specified modes)		√			
177	Local bus passenger journeys originating in the authority area					
178	Bus services running on time					
179	Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of 2008-09 financial year					
180	Changes in Housing Benefit/Council Tax benefit entitlements within the year					
181	Time taken to process Housing Benefit/Council Tax benefit new claims and change events					
182	Satisfaction of business with local authority regulation services					
183	Impact of local authority regulatory services on the fair trading environment					
184	Food establishments in the area which are broadly compliant with food hygiene law					
185	CO ₂ reduction from local authority operations					

186	Per capita reduction in CO ₂ emissions in the LA area	√		√	Yes	District Councils
187	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating	Local		√		District Councils
188	Adapting to climate change	√				District Councils
189	Flood and coastal erosion risk management		√			
190	Achievement in meeting standards for the control system for animal health					
191	Residual household waste per head					
192	Household Waste recycled and composted		√	√		
193	Municipal waste land filled	√			Yes	Norfolk County Council
194	Level of air quality - reduction in NO _x and primary PM ₁₀ emissions through local authority's estate and operations					
195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)	Local	√	√	Yes	District Councils
196	Improved street and environmental cleanliness - fly tipping			√		
197	Improved local biodiversity - active management of local sites	√				Norfolk County Council
198	Children travelling to school - mode of travel usually used					
1.6	Better Business Regulation	Local				Norfolk County Council
1.7	Employment in Higher Level Occupations	Local				Norfolk County Council
3.4	Decent Homes in Private Sector	Local				District Councils
3.5	Homelessness Measure	Local				District Councils
3.6	Housing Adaption Measure	Local				District Councils
4.5	Ecological Networks	Local				Norfolk County Council
5.7	Participation in Cultural Activities	Local			Yes	Norfolk County Council
6.11	Reduction in Overall Crime	Local			Yes	Norfolk Constabulary
6.12	Safeguards Against Poor Treatment of Vulnerable Adults	Local				Norfolk County Council
7.8	Advice and Advocacy	Local				Voluntary Norfolk
8.1	Mental Health of Adults & Older People	Local				Primary Care Trusts
	Third River Crossing		Local			
	A47 Dualling		Local			
	Nos of Small Businesses (Beta Model)		Local			
	Bed Nights & Visitors to GY		Local			
	Tonnages Through GY Port		Local			
	Historic Buildings at Risk		Local			
	Economically Vulnerable in Private Sector Housing		Local	Local		