

# Communities Committee

Date: **Wednesday, 11 May 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**

Mr P Smyth - Chairman

Mr C Aldred                      Mr D Harrison

Mr R Bearman                Mr H Humphrey - vice-Chairman

Mrs A Bradnock              Mr J Law

Mrs J Brociek-Coulton      Mr W Northam

Mr J Childs                    Ms C Rumsby

Mrs H Cox                     Mr M Sands

Mrs M Dewsbury             Mr N Shaw

Mr N Dixon                    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](mailto:committees@norfolk.gov.uk)

**Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.**

## **A g e n d a**

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

**2. 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.

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

**Page 5**

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

**5. Public Question Time**

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](mailto:committees@norfolk.gov.uk)) by **5pm Friday 6th May 2016**. Guidance can be found in the Norfolk County Council constitution [www.norfolk.gov.uk](http://www.norfolk.gov.uk)

**6. 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](mailto:committees@norfolk.gov.uk)) by **5pm on Friday 6th May 2016**.

<b>7. Update on key service issues and activities</b>	<b>Page 11</b>
Report by the Executive Director of Community and Environmental Services	
<b>8. Progress made in Norfolk Community Learning Services</b>	<b>Page 43</b>
Report by the Executive Director of Community and Environmental Services	
<b>9. Risk management report</b>	<b>Page 49</b>
Report by the Executive Director of Community and Environmental Services	
<b>10. Performance management report</b>	<b>Page 61</b>
Report by the Executive Director of Community and Environmental Services	
<b>11. Finance monitoring report</b>	<b>Page 79</b>
Report by the Executive Director of Community and Environmental Services	
<b>12. Revenue Budget 2016-17 – Proposals for Allocation of Transitional Funding and Rural Services Delivery Grant</b>	<b>Page 91</b>
Report by Executive Director of Community and Environmental Services	
<b>13. Library and Information Service – Performance Sets (music sets)</b>	<b>Page 99</b>
Report by the Executive Director of Community and Environmental Services	
<b>14. Norfolk Fire and Rescue Service – water rescue, flood and shipping activities</b>	<b>Page 103</b>
Report by the Executive Director of Community and Environmental Services	

### **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: 03 May 2016



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

## **Communities Committee**

**Minutes of the Meeting Held on Wednesday 16 March 2016  
10:00am Edwards Room, County Hall, Norwich**

### **Present:**

Mr P Smyth (Chair)

Mr R Bearman

Mr C Aldred

Mrs A Bradnock

Mrs J Brociek-Coulton

M Chenery of Horsbrugh

Mr J Childs

Mrs M Dewsbury

Mr N Dixon

Mr T Garrod

Mr H Humphrey (Vice-Chair)

Mr J Law

Ms C Rumsby

Mr M Sands

Mr N Shaw

Mrs M Stone

### **1. Apologies and substitutions**

- 1.1 Apologies were received from Mrs H Cox (substituted by Mr T Garrod), Mr J Ward (substituted by Mrs M Stone), Mr W Northam (substituted by M Chenery of Horsbrugh) and Mr D Harrison.

### **2. To agree the minutes of the meeting held on 27 January 2015.**

- 2.1 The minutes of the meeting held on 27 January 2016 were agreed as an accurate record by the Committee and signed by the Chair.

### **3. Declarations of Interest**

- 3.1 Mr R Bearman declared that his daughter-in-law worked as a casual employee at Castle Museum.

### **4. Urgent business**

- 4.1 The Chair reminded the Committee that a conference in late May was being organised in order to encourage the use of arts and culture in the County to promote well-being. Members were in agreement that this went ahead.

## **5. Local Member Issues**

- 5.1 The Chairman agreed to accept a question by a member of public regarding a budget savings consultation in 2014 on music session. Individuals and organisations wishing to speak on this matter were invited to speak outside the meeting and the Committee would re-consider the options at a meeting in May.

## **6. Update on Key Service Issues and Activities**

- 6.1 The Committee received the annexed report (6) from the Executive Director of Community and Environmental Services which provided Members with fortnightly updates about key service issues and activities. The update enabled Members to discuss the latest position and identify any areas where the Committee would like to receive further information or updates.
- 6.2 It was confirmed that Active Norfolk were involved in the Town and Country workshop and would be involved in future events and included on the action plans.
- 6.3 The record breaking attendance at the Castle Museum during half term was particularly noted by the Committee and was a credit to the museum service and the attractions.
- 6.4 The Committee recognised the latest development in the Fire and Police collaboration of senior managers moving into shared office space at Wymondham.
- 6.5 The Chair briefly reported on the progress of the strategic plan of the Committee.
- 6.6 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.

## **7. Appointment – Norfolk Safety Community Interest Company**

- 7.1 The Committee received the annexed report (7) from the Executive Director of Community and Environmental Services which set that a need had arisen for the Committee to agree a Member to represent Norfolk County Council on the newly created community interest company, 'Norfolk Safety.'
- 7.2 The Committee **AGREED** to appoint Cllr Harry Humphrey to this role.

## **8. Public Health Member Working Group – Public Health Strategic Framework 2016-2022**

- 8.1 The Committee received the annexed report (8) from the Executive Director of Community and Environmental Services which set out the agreed terms of reference for the working group and the reviewed Public Health Strategic Framework which set out the public health aims.

- 8.2 There was concern expressed by committee that there was too many organisations involved with looked after children in this context that it could be easily left aside with no one body looking after it. The Committee was assured that although it as a complicated system it was the role of Public Health to co-ordinate the relevant organisations.
- 8.3 Members felt there needed to be a bigger emphasis on a more active lifestyle and air quality needed to be improved. It was felt by some councillors that public transport was not moving quickly enough towards upgrading to a more energy efficient source.
- 8.4 The strategic framework would be launched on 7<sup>th</sup> April 2016 to coincide with World Health Day.
- 8.5 The Committee **RESOLVED** to agree;
- The proposed Public Health Strategic Framework as set out in paragraphs 1.2-1.4.
  - An amended terms of reference for the Public Health Working Group to that set out in appendix A of the report.
- 9. Trading Standards Service Plan including Food and Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales Plan (EARSP)**
- 9.1 The Committee received the annexed report (9) from the Executive Director of Community and Environmental Services which presented recommendations to Committee on the proposed policies and priorities for 2016/2017 for consideration and comment prior to making recommendations on adoption of the plan to Full Council.
- 9.2 The Committee heard that when individuals had become victims of scams, the families or carers were engaged into the process and it was helpful when the victims were publicised to alert others. A scam alert system operated which could be signed up to, and this was covered by community champions within the library service. The Committee expressed that this was made clearer and suggested it could be mentioned in ‘silver surfer’ sessions.
- 9.3 The Committee heard that there was a cold calling citizen’s advice consumer helpline which filtered the calls through to the correct trading standards team. Often, the cold calls were from outside the UK and therefore enforcement action could not be taken.
- 9.4 The Committee **RESOLVED** to;
- Review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council
  - Approve the Business Services Policy and its adoption by the Trading Standards Service.
- 10. Trading Standards Service – future service delivery model**

- 10.1 The Committee received the annexed report (10) from the Executive Director of Community and Environmental Services which set out a model of a proposed joint service between Norfolk and Suffolk Trading Standards Services which could increase resilience, better enabling them to deliver protective services to vulnerable individuals and communities and to support economic growth across both counties.
- 10.2 I The Committee felt that as Norfolk and Suffolk were already working well together in this area, it made sense to explore potential solutions in greater detail.
- 10.3 The large geographical area of the counties would realise savings in areas such as travel.
- 10.4 It was confirmed that the terms and conditions of staff were slightly different so HR had been consulted to try and will consider these issues.
- 10.5 The Committee **RESOLVED** to agree;
- The development of a full business case for a joint service between Norfolk Trading Standards and Suffolk Trading Standards.
  - The establishment of a joint Norfolk and Suffolk project board and project team to develop the business case.
  - The presentation of the full business case to the Communities Committee at the meeting in October 2016 and,
  - The timetable such that, subject to approval of the business case by both authorities, the joint service could be implemented with effect from April 2017.

## **11. Performance Monitoring Report**

- 11.1 The Committee received the annexed report (11) from the Executive Director of Communities and Environmental Services which provided an overview of the key performance issues facing those services that are covered by the Communities Committee in quarter 3 (October to December 2015). The risks presented in the report were the latest risks from March 2016.
- 11.2 It was agreed that there had been a useful workshop in the previous year which looked at targets and it would be beneficial to repeat this exercise with the addition of vital signs. There were potential risks that the Committee felt could be added and this would also be discussed. It was confirmed that if there was a committee level risk that the Committee felt should be on the corporate risk register, they could recommend this to Policy and Resources Committee.
- 11.3 Work was carried out in conjunction with Human Resources to analyse the sickness absence data. The data could be split into many ways relating to length of absences, teams and time.
- 11.4 There were various factors that affected the sickness absence figures and HR were able to identify if a department was significantly higher than others and work alongside them to help reduce it.



- 11.5 The Committee **RESOLVED** to;
- Review and comment on the performance and risk information
  - Agree to hold a workshop to review the performance criteria and the risk pertaining to the Communities Committees remit.
- 12. Norfolk Armed Forces Community Covenant Annual Report 2015-16**
- 12.1 The Committee received the annexed report (12) from the Executive Director of Communities and Environmental Services which detailed the action undertaken to support the Norfolk Armed Forces Communities Covenant (NAFCC) in the past 12 months. The voluntary agreement was signed by all Norfolk local authorities on 7<sup>th</sup> March 2012.
- 12.2 A report on work carried out was due to be presented to the Healthwatch board, and a link to the research would be made available on the Norfolk County Council website.
- 12.3 It was hoped there would eventually be a single point of contact for any ex service personnel including ex US personnel and any from the Commonwealth but there was still work to do to achieve this. There could also be more work carried out with regards to the re-settlement scheme as there was concern that individuals could miss out on some of the support they deserved.
- 12.4 The Committee **RESOLVED** to;
- Note the progress of the Norfolk Armed Forces Community Covenant.
- 13. Finance Monitoring Report**
- 13.1 The Committee received the annexed report (13) from the Executive Director of Communities and Environmental services which provided the Committee with information on the latest monitoring position for the Committee for 2015-16. It provided information on emerging issues and the position on the expected use of reserves for Communities purposes.
- 13.2 It was clarified that Active Norfolk were externally funded but some of their funding is from Public Health.
- 13.3 The Committee **RESOLVED** to;
- Note the forecast revenue outturn position for 2015-16 as at period 10.
  - Note the forecast capital outturn position for the 2015-16 capital programme.
  - The current forecast for use of reserves.

The meeting closed at 1.05pm

Chairman



**If you need this document 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.**

# Communities Committee

Item No.

<b>Report title:</b>	<b>Update on key service issues and activities</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director Community and Environmental Services</b>
<b>Strategic impact</b> 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 11 March, 1 April and 15 April 2016) are included at Appendices A to C.

This report sets out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee, since the last meeting on 16 March 2016.

### Recommendations:

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

**To note the delegated decisions taken, as detailed in this report.**

## 1. Proposal

### 1.1. Service updates

1.1.1. Officers provided 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 11 March, 1 April and 15 April 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 sets out below 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. Future delegated decisions

will also be reported to this Committee for information.

**Subject: Norfolk Fire and Rescue Service Integrated Risk Management Plan (IRMP)**

Decision taken: To publish the revised IRMP.

Full Council considered a revised IRMP on 22 February 2016 and approved it, subject to the Chief Fire Officer and Executive Director amending it to reflect the outcomes of the Council's deliberations at the meeting. The meeting did not identify any issues that would require the IRMP to be amended and therefore no changes in content were needed. Some small changes, i.e. to formatting, were made.

Taken by: Executive Director (Tom McCabe) and Chief Fire Officer (Roy Harold).

Taken on: 17 March 2016

Contact for further information: Roy Harold (Chief Fire Officer)  
Email [roy.harold@fire.norfolk.gov.uk](mailto:roy.harold@fire.norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Customer Relationship Management System – partnership working with London Boroughs of Newham and Havering**

Decision taken: To formalise partnership working arrangements by signing a Memorandum of Understanding (MoU). This formalises the partnership working arrangements that have been in place for some time and working well. In particular, the arrangement has enabled us to jointly fund, develop and implement a new Customer Relationship Management (CRM) system.

Taken by: The MoU was signed under seal by the Head of Law, with the approval of the Executive Director (Tom McCabe)

Taken on: 21 April 2016

Contact for further information: Ceri Sumner (Customer Services Manager)  
Email [ceri.sumner@norfolk.gov.uk](mailto:ceri.sumner@norfolk.gov.uk)  
Phone 0344 800 8020

## **2. Evidence**

2.1. See update attached at Appendices A-C.

## **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



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.



## 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: 11/03/2016		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>We have supported the Public Health teams from Norfolk, Suffolk, Peterborough and Cambridgeshire councils to commission research into the attitudes, perceptions and behaviours of people from BAME communities towards smoking and tobacco. The research findings will be used to make improvements to services and to run a targeted public health campaign across the region.</p> <p>Voting in the Norfolk Youth Parliament elections will take place between the 14 and 20 March. There are nine constituencies, which mirror those of our MPs. All 11 to 18 year olds can vote in the elections for free, via text message. In 2014, 37,679 11 to 18 year olds voted, which is a turnout of 48%. Information about all the candidates and how to vote will be live on our <a href="#">website</a> on Monday morning. You are welcome to come along to the results event which will take place in the Edwards Room, 5-6.30pm on 22 March.</p>	Paul Jackson
Customer Services	NSTR	C Sumner F Grimmer
Cultural Services	<p><b>Library and Information Service</b></p> <p><b>Language is Power- Norfolk School Library Service conference 2016</b> - Taking place on Thursday 10 March 2016, our third annual conference will explore the importance of language across the curriculum, as well as</p>	J Holland





	<p>practice for those lucky enough to be offered one of the roles and a useful experience for everyone who took part. It's not only the appointment of the new cohort which represents a successful outcome but the fact that those who were ultimately disappointed enjoyed their day and found the experience useful and enjoyable.</p> <p>The new trainees will start on Wednesday 20 April in Curatorial, Learning, Keep Development, Costume and Textiles, Business Development and Natural History.</p> <p><b>Norfolk Arts Service</b></p> <p><b>Norfolk Skills and Careers Festival – 9-10 March 2016 -</b>  The <a href="#">Norfolk Skills and Careers Festival</a> is a new interactive event aimed at 14-24 year olds to help inspire them for their future career and to demonstrate the various options available. It will be the only major skills and careers event to take place in Norfolk in 2016. The Festival is a partnership initiative involving a wide range of organisations including Norfolk County Council, the Royal Norfolk Agricultural Association, Norfolk Chamber of Commerce, and the New Anglia Local Enterprise Partnership.</p> <p>Norfolk Arts Service (NAS) will be present at the festival in a joint stand with Norfolk Museums Service. NAS will be providing information on current internship opportunities available via the Norfolk Creative Employment Programme and a range of other relevant employment and work experience opportunities offered by Norfolk Arts Service client organisations.</p> <p><b>Active Norfolk</b></p> <p><b>Sport England Elected Member Resources - Cllr Hilary Cox</b> (in her role as Cycling and Walking Member's Champion) recently attended a 2-day workshop, hosted by Sport England, which focussed on providing elected members with relevant information pertaining to the role that sport and physical activity plays in delivering local government outcomes.</p> <p>Sport England has developed a number of tools and resources which demonstrate the importance of sport and physical activity on health and well-being, educational attainment, community development and economic development. <b>The attached document</b> illustrates some of the most powerful statistics for Norfolk linked to these outcomes. For further information contact Ben Jones,</p>	<p>S Miller</p> <p>Ben Jones</p>
--	---	----------------------------------

	<p>Director of Active Norfolk 01603 732331 or <a href="mailto:ben.jones@norfolk.gov.uk">ben.jones@norfolk.gov.uk</a></p> <p><b>NRO - NSTR</b></p>	
<p><b>Community Safety and Fire and Rescue</b></p> <p>Norfolk Fire and Rescue Service</p>	<p>Following on from previous sitrep updates, the senior management team are now moving across to join their police colleagues at what will shortly become a joint headquarters in Wymondham.</p> <p>The Chief Fire Officer attended the LGA Fire conference in Bristol on 8/9th March.</p> <p>USAR Watch Manager Duncan Barrow is now into his second week of a one month tour with a rescue vessel operating off the Turkish coast. On his first night as a life boat coxswain, Duncan rescued more than 100 casualties. He is doing this work through a charitable organisation, in his own time, and we anticipate that other USAR team members will follow him as the refugee crisis continues. There is the potential that we may also be asked to provide command and control specialists to support operations, again on a voluntary basis.</p> <p><b>ESMCP update</b></p> <p>The emergency services mobile communications programme has been established by the government to replace voice communications across the UK emergency services. The delivery of the Emergency Services network will provide a cheaper and more flexible voice and data communications capability.</p> <p>Funding has been provided to enable Norfolk Fire and Rescue Service, along with all other blue light services, to manage the transition process and roll out of new equipment.</p> <p>Funding will commence from April 2016 through to March 2019, this will involve replacing all radios in fire engines and cars and the interface within Control.</p> <p>Area Manager David Ashworth</p>	Roy Harold
Trading Standards	Trading Standards has signed a Section 101 agreement with Cambridgeshire County Council Trading Standards to	Sophie Leney

	<p>maintain their metrological working standards and testing equipment, following the closure of their laboratory. The Calibration, Verification &amp; Testing Services laboratory is now the only one offering calibration support and services to businesses with their weighing and measuring requirements across Norfolk, Suffolk, Cambridgeshire and Bedfordshire.</p> <p>The team continues to be recognised as a centre of excellence, demonstrating their excellent reputation for quality and service, recently attracting calibration work from the Netherlands, on a ship at Great Yarmouth for the Centre for Environment, Fisheries and Aquaculture Science and at three sites in England for a Norfolk based national business. Closer to home the laboratory is also able to provide support for fellow businesses based at the Hethel Engineering Centre. Recent assistance has included the loan of an environmental monitoring kit for assessing emergency shelters, the loan of weights for testing electric vehicles and the calibration of pallet weighers.</p> <p>The Psychoactive Substances Act 2016 is expected to be enacted on 6 April. While this Act gives powers to county and district councils as well as the Police for dealing with “legal highs”, it is seen as an extension to existing drugs regulation legislation and the expectation is that the Police will take the lead in enforcement. Trading Standards Services will have a role to play in how the Act impacts legitimate high street retailers who sell household products which can have a psychoactive effect. However, the major thrust of enforcement will be by the Police, enabling them to tackle both the ‘head shops’ which currently openly sell psychoactive substances (NPS/legal highs) and also the under the counter/community based clandestine sellers of these substances. Trading Standards is currently working with Norfolk Constabulary to agree the joint action/protocols required to enforce the legislation in the county.</p>	
Emergency & Resilience	<p>The Resilience Team supported a Crucial Crew event at Letton Hall in Breckland this week. Crucial Crew, organised by Norfolk Fire &amp; Rescue Service, is a multi-agency safety education event aimed at 10-11 year old children. This involves several “sets” on a variety of topics. The Resilience Team supports district colleagues in delivering an interactive session on being prepared for emergencies. There are more events planned to run during the year covering all districts. A total of 794</p>	Jan Davis

	<p>schoolchildren took part in the Breckland event.</p> <p>The Resilience Team supported a multi-agency collaborative exercise at Brenntag in Thetford on 7<sup>th</sup> March. As a producer of industrial bleach Brenntag is classified as a COMAH (Centre of Major Accident Hazard) site. Each COMAH site requires testing of the external off-site emergency plan every three years. Under COMAH Regulations NCC is required to ensure the development and testing of COMAH external plans. The exercise successfully tested the plan and demonstrated effective collaborative working between emergency responders. Part two of the exercise takes place in April.</p>	
Public Health	<p><b>Launching our Public Health Strategy</b></p> <p>We would like to invite you to a stakeholder event to mark World Health Day and look at how together we can build upon previous work to maximise health and wellbeing opportunities.</p> <p>Date: Thursday 7th April</p> <p>Venue: The Auditorium at The Forum, Millennium Plain, Norwich, NR2 1TF</p> <p>Time: 11:30am for a 12 o clock start – the event will last approximately an hour with a chance for further networking afterwards</p> <p>The event will be a chance to launch our new public health strategic framework, which will outline:</p> <ul style="list-style-type: none"> <li>• our public health vision for Norfolk</li> <li>• our principles and ways of working</li> <li>• Norfolk's public health priorities</li> <li>• the actions we will take</li> <li>• how success will be measured</li> </ul> <p>Norfolk County Council is responsible for co-ordinating action to prevent illness and to improve the health of our communities. No one organisation or person has the answer. It needs all of us working together in partnership across Norfolk to make the changes we need to make, to improve the health of Norfolk residents.</p> <p>Please RSVP to Lesley Johnson 01603 638418 or <a href="mailto:lesley.johnson@norfolk.gov.uk">lesley.johnson@norfolk.gov.uk</a> by Friday 1st April.</p>	Louise Smith

	<p><b>Norfolk wins bid to be a first wave National Diabetes Prevention Programme site</b></p> <p>In September 2015 we submitted a joint expression of interest for the National Diabetes Prevention Programme to Public Health England along with the three central Norfolk CCGs and the Norfolk and Norwich University Hospital. We are pleased to hear that our joint submission was viewed as being very strong, and we are now invited to become a first wave site. As a part of the first wave sites, central Norfolk will now be offered lifestyle and behaviour change interventions for diabetes prevention by a nationally appointed provider. In our bid we outlined how we would support vulnerable people such as those with learning disability. This is really good news for developing our targeted prevention services.</p> <p><b>Seasonal flu</b></p> <p>The flu season is now officially with us – a bit later than usual possibly due to the relatively mild early winter. The main type circulating this year is H1 N1 which was dubbed ‘swine flu’ when we first came across it. The good news is that it is that this strain is already covered in the current vaccine. As the current vaccine is well matched with the circulating strains, it is likely to be more effective than the one used during last season.</p> <p>Health services are finding that there are more hospital admissions in the younger age group (&lt;65 years), than expected and so GPs and other health services are being encouraged to continue actively finding and vaccinating ‘at risk’ individuals. At risk individuals eligible for vaccination include:</p> <ul style="list-style-type: none"> <li>• People aged 65 years or over</li> <li>• People all ages with certain serious medical conditions</li> <li>• All pregnant women and some age groups of children</li> <li>• People living in long-stay residential care homes or other long-stay care facilities</li> <li>• Those who are the main carer of an older or disabled person</li> </ul>	
Registration Services	Following the decision by council to close some offices Registrars will leave Swaffham and Watton at Easter. A review of the service structure to accommodate the office changes and changes to posts is underway. The staff	Caroline Clarke

	<p>consultation runs until 22 March after which implementation will begin. A second office at the Norfolk and Norwich University Hospital has opened, giving us a total of three registrars in community offices around Norwich ahead of the move into the Norfolk Records Office which is now likely to take place in mid-June. Liberty Bell (Avalon) filmed registrars and their customers over two days in Norwich and Cley Windmill. The resulting film will be used as a 'taster' to encourage BBC or ITV to commission a series.</p>	
--	--	--

## 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: 01/04/2016		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>The team have supported a record number of Norfolk's young people to vote and elect nine new Members of Youth Parliament (MYP) representing each of the county's political constituencies.</p> <p>A total of 39,938 of Norfolk's 11-18 year-olds cast their vote for free on their mobile phones for their preferred candidate. The figure represents 51% of the county's 11-18 year-olds, the last election in 2014 saw a turnout of 48%. This is one of the highest turnouts nationally.</p> <p>The election count event was held at County Hall with outgoing MYPs, all election candidates, family members, Norfolk County Councillors and officers. MD Wendy Thomson acted as returning officer and results were tweeted as each constituency was called.</p> <p>Media coverage in the run up to and post-election was good with articles in the EDP, interviews on Radio Norfolk and coverage in the local press.  <a href="http://www.edp24.co.uk/news/education/mental_health_obesity_and_bullying_among_priorities_for_new_members_of_the_youth_parliament_1_4473379">http://www.edp24.co.uk/news/education/mental_health_obesity_and_bullying_among_priorities_for_new_members_of_the_youth_parliament_1_4473379</a></p> <p>Following their induction, the new MYP cohort will immediately start work on delivery of the priorities identified in the Make Your Mark ballot of Norfolk young people. They can also look forward to regional and national events such as the November House of</p>	Paul Jackson

	Commons sitting.	
Customer Services	<p>Our new Norfolk County Council website is now live.</p> <p>The new site is the result of six months' extremely hard work led by Customer Services and supported by teams across the organisation. It's far more than just a cosmetic exercise as it allows us to make best use of a new and more dynamic platform which will help all those use our services in a much better way. There are still some "broken links" and areas which need to be developed, and these will be addressed over the coming weeks.</p> <p>The new website will complement the new Customer Relationship Management (CRM) system which also comes into operation from 1 April. This will allow customers to track enquiries (highways at first) or alerts they have made to us, and provides a more personalised offer when they use our website – over time, offering proactive information of services in their area, or which fit their particular interests. It will also deliver much better management information about our customers and our performance. The new CRM system makes use of the DNA information hub and "golden record" developed by the Information Management team</p> <p>The new look and feel, and ways of working via the CRM, have also had the benefit of considerable user testing – involving groups of users, such as Highways, Business Support, PAs, Customer Services teams and FOI teams - as well as useful input from Members - giving their views and helping us deliver a new online presence which meets the needs of a widely varied audience.</p>	C Sumner F Grimmer
Cultural Services	<p><b>Library and Information Service</b></p> <p><b>Norfolk's Great Big Read 2016</b> - This annual reading promotion, which is aimed at encouraging adult readers to pick up a book, read more and try something new, started on 21 March and will run until 24 April. This year's promotion will tie in with the 400th anniversary of the death of Shakespeare.</p> <p>Every library will highlight a range of 20 books, written by modern authors. Each title references one of Shakespeare's works and they have been selected for</p>	J Holland



	<p>their immediate appeal to a wide audience - male, female and young adult customers. Libraries will hold shared reading sessions, offering an accessible and social way for customers to engage with some of the themes in Shakespeare's work.</p> <p>The Norfolk and Norwich Millennium, Wymondham, Gorleston, King's Lynn and Dereham Libraries will also be hosting productions of Hamlet at the end of May.</p> <p><b>Museums Service</b></p> <p><b>Museums &amp; Heritage Awards Nomination</b> - The Norfolk Teaching Museum programme has been shortlisted for a Museums and Heritage Award in the Educational Initiative category. The Museums and Heritage Awards are highly competitive and prestigious, the Oscars of the heritage world, so being shortlisted is a significant achievement.</p> <p>The winners will be announced at an awards ceremony in London on 18 May. The Norfolk Teaching Museum Traineeship Programme was a key element in the Service's successful bid for Major Partner Museum funding to Arts Council England in 2015 and one of the factors which led to the Service being given a national leadership role in the area of workforce development.</p> <p><b><i>Halfway to Paradise: The Birth of British Rock, at the Time and Tide Museum from 19 March until 2 October 2016</i></b> - This new exhibition helps visitors to re-live the excitement and energy of the early years of rock and roll through the exceptional photography of Harry Hammond, the music photographer who documented the emergence of Rock 'n' Roll music in post-war Britain.</p> <p>The heart of the exhibition is a touring photography display from the Victoria and Albert Museum, London, which features more than 60 portraits by Harry Hammond, including behind the scenes and performance shots of leading musicians in the 1950s and 1960s.</p> <p>His era-defining images of popular music icons such as Roy Orbison, Ella Fitzgerald, Cliff Richard and Shirley Bassey will go on show alongside rare memorabilia exploring Great Yarmouth's thriving music scene of the early 1960s, including posters, programmes and star autographs, which have come to light following a call for local stories by staff at Time and Tide Museum.</p> <p><i>Halfway to Paradise</i> should appeal strongly to both local</p>	S Miller
--	---	----------

	<p>residents and visitors coming to Great Yarmouth over the summer months. A Rock 'n' Roll themed Museums at Night on 14 May and numerous talks and other events will keep interest in the exhibition high.</p> <p><b>Norfolk Arts Service</b></p> <p><b>New Norfolk Arts Project Fund Awards</b>  The Norfolk Arts Project Fund supports initiatives and events in all art forms and multi-artform areas. This includes the development and promotion of a wide range of arts activity in communities throughout Norfolk. Each year Norfolk Arts Service makes awards of up to £500 to around 70 projects. The Fund has three deadlines per year in May, September and January.</p> <p>Norfolk Arts Service has just completed the third round of funding for 2015/16, making awards to 28 projects, including;</p> <ul style="list-style-type: none"> <li>• <b>Spindrift – Curious Directive:</b> a production which follows three sisters as they untangle what happened to their father when he disappeared whilst sailing around the world, 25 years ago. A number of related activities will benefit the wider community. For example, young people will be recruited for Assistant Director and Production Assistant posts to provide them with an introduction to the skills needed to run a touring theatre company, and the company will collaborate with the Nancy Oldfield Trust and the Corton Residential Care Home to provide various <i>Spindrift</i> related activities for residents.</li> <li>• <b>Purple Tomatoes, Life in Science – Malca Schotten:</b> An artist-in-residence project which aims to challenge common pre-conceptions of scientists as being eccentric, odd, and hard to relate to by presenting the life stories of biomedical scientists working at the John Innes Centre. A series of large images and accompanying text will be exhibited in various Norwich locations, and the artist will also collaborate with the Teacher Scientist Network to share the artworks and stories with young people.</li> <li>• <b>Great Yarmouth Day Trip – Original Projects:</b> A day-long event in Great Yarmouth to coincide with the British Art Show 8, working with artists who have connections to Great Yarmouth as well as historians and experts, to deliver a roving promenade for community members and tourists exploring the British</li> </ul>	S Miller
--	---	----------

	<p>idea of the day trip from Victorian times to modern day.</p> <p>If you would like any further information on the Norfolk Arts Project Fund, please visit our <a href="#">website</a> or email: <a href="mailto:arts@norfolk.gov.uk">arts@norfolk.gov.uk</a> .</p> <p><b>NRO</b></p> <p><b>Regional Collaboration on Digital Preservation</b> - The Norfolk Record Office has been working with other members of the East of England Regional Archive Council (EERAC) to set up a pilot project, which will explore ways of collaborating in order to keep digital archives accessible for the long term. Norfolk is taking a leading role in this project and is acting as host organisation. It has secured funding from EERAC of £4000 and from the National Archives of £7000 towards project costs. Alongside the Norfolk Record Office, the project partners will be Cambridgeshire Archives, Hertfordshire Archives, Peterborough Archives and the History of Advertising Trust.</p> <p><b>Norfolk Community Learning Services</b></p> <p><b>Service Restructure</b> - The consultation document for the service restructure was published on 1 March and staff consultation events have taken place across Norfolk - two in Norwich, one in Attleborough and one in Kings Lynn. Staff have been encouraged to present their views and concerns in an open and transparent dialogue with managers. As a result of the feedback from staff, managers have already made a number of changes to the proposals.</p> <p><b>Developing partnerships and joint-working</b> - NCLS managers have met with the Norfolk Arts Forum and explained the vision for the service and in particular how the service wishes to develop its cultural tourism offer and take forward the Wensum Lodge site as a vibrant arts, crafts and language centre of excellence. Further discussions are planned to advance these proposals.</p> <p>A Service Level Agreement has been signed with NCC Children's Services to cover our work with Children's Centres. Partnership development work is continuing with the libraries, Norfolk Records Office, Museums Service, Active Norfolk and Children's Service Early Help teams. There are excellent case studies emerging from this work which demonstrate the positive impact that this joint working is having.</p>	<p>G Tuson</p> <p>H Wetherall</p>
--	--	-----------------------------------

	<p><b>Apprenticeships</b> - NCLS is working closely with corporate colleagues to plan for the introduction of the apprenticeship levy which will have far-reaching implications for all large organisations. It is likely that NCC will have to host up to 450 new apprenticeships each year and plans and structures are being put in place to manage this programme.</p> <p><b>Active Norfolk - NSTR</b></p>	
<p><b>Community Safety and Fire and Rescue</b></p> <p>Norfolk Fire and Rescue Service</p>	<p>Fire, Norwich Airport. On Sunday 20<sup>th</sup> March, NFRS attended a roof fire in a hangar at Liberator Way, Norwich Airport. This was a complex incident, 20m above two airliners which were undergoing maintenance inside the hangar, one carrying 3000l of fuel. Operating in collaboration with the airport fire service over a 24 hour period, more than 30 fire engines and 150 firefighters were used in total. The fire was contained to a relatively small area, and neither aircraft was damaged. Airside operations were able to continue without disruption. Specialist vehicles and officers had to be redeployed to the airport from an exercise which was underway at Tattersett, and other staff were recalled to duty to maintain cover.</p> <p>On Monday 21<sup>st</sup> March, more than 70 guests attended a workshop in the Council Chamber, on joint working in emergency management organised by the NCC Resilience team on behalf of the Norfolk Resilience Forum. Guest speakers from New York Fire Department and the International Association of Fire Chiefs in Washington DC gave presentations sharing the American experience of inter-agency management of major incidents such as wide area floods. Both speakers are in the UK to address an international conference, and offered to travel to and speak in Norfolk free of charge, on the back of the good links and relationships we have been able to build around a shared risk.</p> <p>The Fleet and Workshops functions have been successfully re-certificated under the ISO9001 quality assurance scheme, with favourable comments received from the independent assessors.</p>	Roy Harold

Trading Standards	<p>The formal opening of the joint Fire &amp; Police HQ at Wymondham took place on the 24<sup>th</sup> March, attended by Cllr Paul Smyth and PCC Stephen Betts. The building, formerly known as the Police Operations &amp; Communications Centre (aka 'OCC'), will now be the Joint Operations &amp; Communications Centre ('JOCC'). Fire &amp; Police senior management teams are working alongside each other in a single suite of offices, in a move that will help ensure better join up of emergency service operations. Home Office Minister Mike Penning issued a statement supporting the move.</p> <p>In parallel with the Communities Committee decision the previous week, on 22 March Suffolk County Council's Cabinet agreed to the development of a full business case for a joint service between Norfolk Trading Standards and Suffolk Trading Standards. Senior managers of both Services will meet on 4 April to plan the project work necessary over the next 6 months.</p> <p>The Trading Standards Manager has been working with the Better Regulation Delivery Office (BRDO), regulators in Suffolk and the New Anglia Local Enterprise Partnership and Growth Hub to launch the Better Business for All (BBfA) initiative on 23 March at a workshop for local regulators.</p> <p>Better Business for All (BBfA) is a local partnership between businesses and regulatory services to promote economic growth. Through developing a new relationship between regulatory services and businesses, Better Business for All aims to reduce both real, and perceived, regulatory barriers to business growth. The key objectives of the programme are:</p> <ul style="list-style-type: none"> <li>○ Providing advice and support to businesses</li> <li>○ Increasing the business awareness of regulatory officers</li> <li>○ Effective coordination across regulatory services</li> <li>○ Simplifying the local regulatory system and processes</li> <li>○ Establishing an ongoing partnership between regulatory services and local businesses</li> </ul> <p>The workshop was attended by representatives from Trading Standards, Environmental Health, Fire &amp; Rescue, Licensing, Planning and Economic Development from both Norfolk and Suffolk and it was agreed to progress BBfA across both counties.</p>	Sophie Leney
-------------------	--	--------------

Emergency & Resilience	<p>The Trading Standards' Calibration, Verification and Testing Services team has generated income totalling £360,840 this year, exceeding their annual target of £327,500 by 10%.</p> <p>The Resilience Team was represented at a "Better Business for All" event held in Diss on 23<sup>rd</sup> March. Better Business for All is a means for local authorities to engage with local businesses and deliver the support they need to grow. The NCC Resilience Team promotes Business Continuity and can provide specific advice and guidance for small to medium size businesses on how to simply plan for business disruptions and emergencies.</p>	Jan Davis
Public Health	<p><b>Sugary Drinks Levy</b></p> <p>In the budget the Chancellor announced a new soft drinks industry levy or tax on soft drinks that contain added sugar. This is fantastic news and something that Public Health England, the Association of Directors of Public Health and the Faculty of Public Health all support. The links between sugar, and sugary drinks in particular, and Britain's obesity crisis are well documented. Sugar drinks account for 29% of 11- to 18-year-olds' daily sugar intake. There will be two tiers to this sugar tax: one will apply to drinks with sugar content above 5g per 100ml and another to drinks with more than 8g per 100ml. Drinks below 5g of sugar per 100ml, such as Lucozade Sport and Volvic Touch of Fruit, will be exempt; as will fruit juices and milk-based drinks.</p> <p>The tax will be effective in reducing the consumption of sugar in soft drink, even if the drinks industry says that it won't. If the tax is passed on to consumers there will be a reduction in sales. There is evidence from California, Denmark and Mexico showing reductions in consumption linked to price, and here in the UK there is a strong link between increasing cigarette taxes and reducing cigarettes sales.</p> <p>If the tax isn't passed on to consumers it will encourage manufacturers to reformulate products to reduce sugar content. Either option is a win for public health and will reduce the risks of obesity, tooth decay and other life threatening diseases. This is public health in action and a great foundation ahead of the child obesity strategy later this summer.</p> <p>To further boost support for this policy the Chancellor has said that the money raised will be used for funding school</p>	Louise Smith

	<p>based exercise and sport. Again – really good news. The only downside I’ve found so far is that the tax won’t be introduced until 2018.</p> <p><b>Tobacco research</b>  On 8th March, we awarded a tender for a research project that seeks to understand the tobacco habits within Lithuanian, Portuguese and Polish communities. The project was awarded to Cragg Ross Dawson (CRD) Research LTD, and will cover Norfolk, Suffolk, Peterborough and Cambridgeshire. Research will begin week commencing 21st March and will look at tobacco habits as well other aspects of health within these communities, which will feed into a communications campaign across the four geographical areas.</p> <p><b>Diabetes prevention programme</b>  Central Norfolk, along with University East Anglia and Public Health have been informed that they have been successful in a bid to be a pilot area for a new national diabetes prevention programme.</p> <p>Up to 100,000 people in England will be offered places on the world’s first nationwide programme to stop them developing Type 2 diabetes. Healthier You: the NHS Diabetes Prevention Programme will start this year with a first wave of 27 areas covering 26 million people, half of the population, and making up to 20,000 places available. This will rollout to the whole country by 2020 with an expected 100,000 referrals available each year after.</p> <p>Those referred will get tailored, personalised help to reduce their risk of Type 2 diabetes including education on healthy eating and lifestyle, help to lose weight and bespoke physical exercise programmes, all of which together have been proven to reduce the risk of developing the disease.</p>	
Registration Services	NSTR	Caroline Clarke





### 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.

<b>News Update for the period ending: 15/04/2016</b>		
<b>Service</b>	<b>Service Update key bullet points</b>	<b>Contact</b>
David Collinson - Assistant Director Communities & Environment	<p><b>Enabling Communities</b></p> <p>We have begun work in developing our approach to Enabling Communities, building on a growing recognition across the public sector that we need to better support the development of stronger communities, using their own community leadership and assets to work on preventative activities that reduce future need on public authorities, and to support priorities for local communities that enable them to be more resilient. Cllr Smyth has previously highlighted to Committee the size of the problem our communities and public services face with the paradigm of increasing need and reducing resources.</p> <p>Of course developing and supporting stronger communities needs to be everyone's business and Norfolk County Council cannot nor should not do this alone. Indeed many of our partners have been successfully active in this for a while. Success in this endeavour will include how we all work better with each other across local services and the voluntary and community sector, sharing assets and skills on shared priorities. The pressures facing Norfolk County Council in particular mean that we need to be part of and give strong support to a cohesive plan of action.</p> <p>We have begun working on the work themes and plans to develop this work and as part of this are speaking with leaders in the voluntary sector and across local</p>	David Collinson

	<p>authorities/bodies to develop a shared proposal for how we should to take this forward.</p> <p>Looking forward to discussing this work further at committee.</p>	
Consultation & Community Relations	<p>The consultation and community relations team has been:</p> <ul style="list-style-type: none"> <li>• Supporting Adult Social Services to engage with key stakeholders by helping to facilitate the Promoting Independence Partnership Group.</li> <li>• Identifying and supporting the consultation needs of the Future Carers Service Commissioning Project.</li> <li>• Advising the Total Transport project on gathering a strong evidence base through primary research in order to further their thinking around community transport.</li> </ul>	Paul Jackson
Customer Services	<p>The new corporate web site, Customer Relationship Management system and “my account” functionality are all now live and available for use. The implementation has gone very well with minimal disruption to customers. The new web site is already starting to received positive feedback, some examples include:</p> <ul style="list-style-type: none"> <li>• I really like the new design, makes it easier to navigate and is pleasing to the eye. Keep up the good work!</li> <li>• Brilliant for finding walks/maps, well done! I just wish all County Councils had this service! (Trails pages)</li> <li>• The new website looks great. I find it really easy to use and especially like the hideaway boxes.</li> <li>• I like the language in which the info is presented. It is friendly and informal while at the same time being clear and fairly complete. I guess "I like the way in which you speak to me". This has the advantage that the things I don't actually want to hear become more acceptable - crafty lot that you are! (Recycling)</li> <li>• I was so pleased to find a list of books so well reviewed and gave me lots of ideas for new reads. (Big Read, libraries)</li> <li>• Website loads faster with little lag. Impressed today for somebody who uses this website 6 days a week for work requirements</li> <li>• Got straight to the route map. (NDR pages)</li> </ul> <p>As with all new systems, there have been a few teething problems, some of which were unrelated to the site</p>	C Sumner F Grimmer

	<p>launch, and we have summarised some of the issues members experienced, alongside any required actions.</p> <p><b>Summary of recent/ current issues with members IT</b></p> <p><b>The 404 message on members' iPads</b></p> <p>This is due to hardcoded links/ bookmarks to the old website on members' iPads. Links were redirected to the new website as soon as a technical issue with redirects was fixed. But it emerged that not all members had the same link to the old site on their iPads, so the web content team has been redirecting these as and when we were made aware of them.</p> <p><i>Action: We now believe we have redirected all old urls hardcoded on members' iPads, however in the future we recommend replacing a friendly url instead, so this can be easily redirected and updated as and when needed.</i></p> <p><b>The message seen when some members try to open email links to committee papers: 'Your IT administrator has blocked this url, do you want to use Safari?' (button to open in Safari).</b></p> <p>This message was a result of an update from Good on 29 March. ICT have advised that Good has always used Safari for the committee paper web link, but unfortunately the message text has now changed as a result of the latest Good update and suggests the url was 'blocked'. The confusion was compounded because updates are not happening across all the iPads at the same time, so not all members were getting the new message.</p> <p><i>Action: Regardless of the message, members need to proceed as before (click on the link to safari). ICT does not directly manage which updates are accepted on the iPads and Good does not manage the updates. ICT have advised that the new Updata service, to be rolled out to members, will make it easier to manage these updates.</i></p> <p><b>Reconfiguration needed for wifi to work with new website</b></p> <p>When the new Norfolk County website went live on 30 March, a technical change should have been included to allow people on our wifi to connect to <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p> <p><i>Action: This has been identified and fixed</i></p> <p><b>Recent capacity issue with members wifi (server not found message)</b></p>	
--	---	--

	<p>The members' wifi server is sometimes overloaded because it is shared with libraries. Plus some members use the guest wifi which is also sometimes over capacity.</p> <p><i>Action: Networks have now been asked to check the members' wifi daily and restart it if necessary. ICT have advised members should be encouraged to use the members' wifi, not the guest one.</i></p>	
Cultural Services	<p><b>Library and Information Service</b></p> <p>Below is a link to a consultation document that has been produced by the Leadership for Libraries Taskforce at the request of the Department for Culture, Media and Sport. It sets out a draft vision of the value and impact of libraries and starts to outline what might be expected from libraries across the country in the coming years.</p> <p><a href="https://www.gov.uk/government/consultations/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021">https://www.gov.uk/government/consultations/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021</a></p> <p>If you have any comments on the consultation please will you email them to Jennifer Holland at <a href="mailto:Jennifer.holland@norfolk.gov.uk">Jennifer.holland@norfolk.gov.uk</a> by the 2 May.</p> <p><b>Reading Well for young people - 'Find Shelf Help in Your Local Library'</b> - This new national scheme for young people 13 – 18 years launches nationally on 12 April while a Norfolk launch is planned for June. Building on the successful adult mental health and dementia schemes, this new booklist for young people has been developed by The Reading Agency with the Society of Chief Librarians and the Association of Senior Children's and Education Librarians.</p> <p>With support from Norfolk County Council Public Health, the full range of 35 titles will be available in Norfolk Libraries with a selection of titles at each library along with a User guide leaflet to promote the new Shelf Help scheme. The titles provide 13 to 18 year-olds with support and advice on common mental health conditions, such as depression, anxiety and stress. The books, which include self-help, psycho-education, memoirs, graphic novels and fiction, have all been chosen by young people and health professionals.</p> <p><b>World Book Night 2016</b> - World Book Night is an annual celebration of books and reading and takes place on 23</p>	J Holland

	<p>April, which is also the 400th anniversary of Shakespeare's death. Every year people all over the country sign up to be World Book Night volunteers, the <a href="#">Reading Agency</a> provide volunteers with books to give out in their local communities, to share their love of reading with people who don't regularly read. For more information on the selection of books that will be gifted by volunteers, take a look <a href="#">here</a>.</p> <p>As part of the World Book Night celebrations the Norfolk and Norwich Millennium Library will be hosting Simon Floyd's One Man Macbeth, in which the play is performed in one hour by one man. There will also be a World Book Night book swap in the library.</p> <p><b>Norfolk Community Learning Services</b></p> <p><b>Head of Service appointed</b> – Following a recruitment exercise held on 17 March, Ilgun Yusuf has accepted the role of Head of Service for NCLS. Ilgun, who is currently the interim Community Learning Manager for Hounslow Adult and Community Education, will take up his new post in mid-June.</p> <p><b>Museums Service</b></p> <p><b>First weddings held in the Benefactors Room, Norwich Castle</b></p> <p>On the 1 April the first wedding took place in the Benefactors Room at Norwich Castle which has now become the main wedding venue for the Norwich Registration Office. This was the culmination of months of planning between the Norfolk Registration Office and the Castle team, following the decision to close Churchman House in Norwich after 25 years of providing registration services and ceremonies.</p> <p>A considerable amount of work has been carried out by the Castle team to make the Benefactors Room ready, including a full redecoration of the ceremony and waiting rooms as well as new furniture and signage. The arrangement has also required a new way of working for both the Castle and ceremony teams.</p> <p>The new arrangements are part of a Service-wide strategy to develop income streams through venue hire, and the ceremonies themselves will also promote the Castle to many people who may return as paying visitors.</p>	<p>H Wetherall</p> <p>S Miller</p>
--	--	--

	<p><b>Norfolk Arts Service</b>  <b>SeaChange Arts Receives ACE Funding for Coasters</b></p> <p>SeaChange Arts in Great Yarmouth has received £987,500 from the Arts Council England Strategic Touring Programme to deliver <i>Coasters</i>, a three-year project that will take innovative, high quality international indoor and outdoor circus and street arts work to coastal towns across England. SeaChange Arts will lead a consortium of organisations, with the aim of building stronger relationships with audiences in areas of lower arts engagement and to help transform perceptions of coastal towns.</p> <p>SeaChange Arts is one of Norfolk County Council's regularly funded arts organisations, and local authority support is essential in helping organisations like SeaChange to leverage in grant funding from Arts Council England and other funding bodies.</p> <p><b>NRO - NSTR</b></p> <p><b>Active Norfolk</b></p> <p>The Aviva Women's Tour will return to East Anglia for the opening stage of the race, as the world's top riders head from Southwold to Norwich on Wednesday 15 June.</p> <p>It will mark the first occasion that the Aviva Women's Tour has visited Norfolk and the work to enable this to happen is being delivered by Active Norfolk.</p> <p>Active Norfolk will be working with sponsors and partners to promote the event and get thousands of people out lining the streets and attending the grand finale in Norwich City Centre.</p> <p>More details of the route were announced in the media last week:</p> <p><a href="http://www.edp24.co.uk/news/aviva_women_s_tour_arrival_times_and_route_for_the_southwold_to_norwich_leg_1_4485070">http://www.edp24.co.uk/news/aviva_women_s_tour_arrival_times_and_route_for_the_southwold_to_norwich_leg_1_4485070</a></p>	B Jones
<p><b>Community Safety and Fire and Rescue</b></p>		

Norfolk Fire and Rescue Service	<p>Norfolk Fire and Rescue Service received and successfully dealt with two challenging incidents on Sunday 10 April:</p> <p><b>Roudham near Thetford.</b> A train travelling at 90mph collided with a tractor and trailer crossing the line. This caused significant damage to the tractor and train. Both drivers were taken to hospital with minor injuries along with 4 of the 135 passengers. NFRS assisted Ambulance and British Transport Police colleagues with triage and casualty care and transfer of passengers.</p> <p><b>Seething.</b> Later that evening at 2300 NFRS received a call to a vehicle recycling yard on fire containing 2000+ cars. NFRS successfully extinguished the fire overnight by restricting fire spread by using foam and sheer hard work of the 10 crews who attended, as these incidents often go on for days. In doing so we worked closely with the environment.</p>	Roy Harold
Trading Standards	<p>Trading Standards launched our 150<sup>th</sup> No Cold Calling Zone (NCCZ) in Boyd Avenue, Dereham on Tuesday 12 April.</p> <p>An NCCZ is a residential street or development where a large majority of people living there has requested that Trading Standards designate it as a place where the residents have said 'no' to being cold called by traders. Doorstep cold callers can prey on the most vulnerable members of our communities and cause misery for householders, so No Cold Calling Zones are a welcome and effective way for the County Council's Trading Standards team to help protect communities against such criminals. Evidence from other zones is that the numbers of cold calls reduce and residents feel more confident to turn away those traders who ignore the zone and attempt to cold call regardless.</p> <p>Boyd Avenue resident, Kirsty Heath, who has organised and co-ordinated the new zone said: "Lots of residents here in Toftwood were getting fed up with cold callers, with some becoming quite fearful and anxious. So we decided to get together and do something about it". Kirsty and a number of the Avenue's residents were present to show their satisfaction that their home area is now a No Cold Calling Zone.</p> <p>Excellent publicity was generated on the day with Wally Web of Radio Norfolk interviewing Stephen Maunder, Community Protection Officer, on site at 07:10am and the</p>	Sophie Leney

Emergency & Resilience	<p>EDP attending the official launch at 9:30am.</p> <p>Operation Rogue Trader took place on Wednesday 13 April; bringing together Norfolk Trading Standards, Norfolk Police, HRMC and the Department of Work and Pensions to track down and tackle rogue traders who prey on the elderly and vulnerable in the community.</p> <p>This nationally organised operation saw teams of officers at three roadside sites across the county, at the A11, A47 and A140, stopping traders' vehicles to check for evidence of rogue trading. Trading Standards Officers dealt with 60 vehicles. Whilst no rogue traders were identified on the day, the Service was able to deliver advice and information to all those who were stopped to assist them in complying with their legal responsibilities. Our partner enforcement agencies were also able to pursue a number of lines of enquiry as a result of the operation.</p> <p>Another team of Trading Standards Officers visited the county's household waste sites where rogue traders are likely to dump materials they have taken from vulnerable people's homes they have targeted. This enabled the Service to cement its relationship with the site management and give them advice about a wide range of Trading Standards responsibilities.</p> <p>Two officers from Norfolk also joined Suffolk Trading Standards on Thursday 14 April, when the operation was continued over the border.</p> <p>The Calibration, Verification and Testing Services team has agreed a contract with NorseCare to inspect medical weighing instruments at their care homes. The contract will ensure these instruments are accurate and thus protect residents' health in ensuring that any medication that is dependent on body weight is administered in the correct dosage. The contract also sees financial savings for NorseCare.</p> <p>NSTR</p>	Jan Davis
Public Health	<p><b>Public health strategy launched:</b> On Thursday 7 April, public health marked World Health Day by launching the council's first public health strategy. A launch event,</p>	Louise Smith



	<p>hosted by Dr Louise Smith and Cllr Paul Smyth, was held at The Forum in Norwich, giving stakeholders including local authorities, charities, police, the NHS and the many agencies public health partner with the opportunity to engage and exchange ideas. The strategy commits us to promoting healthy living and healthy places, to protect people from harm, to support them to improve their health and to provide the services they need to prevent ill health. We can only achieve this by working in partnership and we will be looking at how we can build upon previous work to maximise health and wellbeing opportunities across Norfolk.</p>	
Registration Services	<p>The launch in King's Lynn and Norwich of an extended Nationality Checking Service to include Citizenship and Passport checking is proving popular. Plans are in place to extend this service to Great Yarmouth and Thetford shortly.</p> <p>Some minor structural changes to the management team of the service have been consulted upon and are now being implemented.</p> <p>The closure of Watton and Swaffham offices took place at the end of March, with the registrar moving to work out of the Dereham office which has extended hours. Both Downham Market and Fakenham offices, which were also under threat, remain open for a single day each week to support the local community. The Norwich move is pressing ahead with tenders for building work at the Records Office about to close. The first wedding took place at the Castle Benefactors Room on 1 April and received good, positive coverage from radio, TV and printed press. Churchman House is no longer a venue for any but the smallest statutory ceremonies.</p>	Caroline Clarke



# Communities Committee

Item No.

<b>Report title:</b>	<b>Progress made in Norfolk Community Learning Services</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> <p>This report provides Communities Committee with the latest information on service improvements and in particular the two strategic objectives previously determined for 2015/16 for the Service:</p> <ul style="list-style-type: none"><li>• To achieve a Grade 2 ('Good') at Ofsted re-inspection</li><li>• To implement a new vision and operating model for the service from September 2016 onwards</li></ul>	

## Executive summary

With oversight and scrutiny from the all-party Steering Group, the new vision and operating model for the service have previously been presented to this Committee and comprise a series of learning opportunities with the option for individuals to join at a point appropriate to their prior experience and achievement. Also now on offer is a programme of commercially delivered 'Full cost' courses. The aim of the 'Full cost' 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.

The focus of the grant-funded provision is gradually changing over the 2015/16 academic year so that by September 2016, the courses on offer will be those which engage and inspire those 'hard to reach' and 'second chance' learners who would not normally, and easily, access provision offered by other educational institutions in Norfolk. The service will also offer educational provision, some of it higher level (up to Level 5) that others do not offer and in a flexible way that they would not be able to offer. In this way the service will fulfil its vision and mission to provide learning opportunities that other organisations are not able to provide and so meet the educational needs of learners in Norfolk that would not otherwise be met.

In order to deliver the new vision more effectively and easily, a full service re-structure proposal is reaching its conclusion, and implementation of the new structure will commence on 1<sup>st</sup> May. Previously the decision to appoint a new permanent Head of Service was made and the new appointee will commence in post in mid-June to oversee the latter stages of re-structure implementation. This appointment and the new structure will secure the service for the future.

In order to effectively and confidently deliver this vision and also so that the service can seek and secure additional funds and contracts, it is important that the current Ofsted Grade 4 ('Inadequate') judgement is converted to a Grade 2 (Good) as soon as possible. Grade 3 ('Requires Improvement') would still mean that the service was subject to intervention and would not provide the security and sustainability of provision that Norfolk County Council seeks. In April the service was subject to a full re-inspection by Ofsted and the progress made was acknowledged.

## Recommendation

Communities Committee is recommended 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 .**

## **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. Service funding**

The service receives a grant from central government which is administered through the Skills Funding Agency (SFA) and amounts to £4.97 million for the academic year 2015/16 (1<sup>st</sup> August 2015 to 31<sup>st</sup> July 2016). Of this approximately £350,000 is top-sliced for central service costs. The remaining budget is currently used to deliver a range of 'courses' to learners in Norfolk and provide the infrastructure to manage and quality assure this learning provision. In addition to the grant received, the service generates income by charging fees for some courses including 'leisure and pleasure' courses, apprenticeships and classroom based qualifications.

## **1.3. Summary of vision**

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.

#### 1.4. The 'full cost' offer

The aim of the 'Full cost' provision is to ensure 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.

1.5. These courses do not necessarily 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.

1.6. In order to refocus the service and better align the established staff structure with the new vision, a re-structure has been proposed and the formal consultation process for this re-structure has recently been completed (April 30<sup>th</sup>). The consultation process is summarised below:

<b>29 February 2016</b>	Consultation commences
<b>29 March 2016</b>	Consultation ends
<b>29 March – 27 April 2016</b>	SMT review feedback, make changes to proposals and agree on the process for appointment to posts
<b>28 April – 29 April 2016</b>	Trade unions review our final proposals and the process for appointment to posts
<b>Week commencing 2 May 2016</b>	Final structure and process for appointment to posts published
<b>Week commencing 2 May 2016</b>	Letters sent to affected staff detailing rights to posts and inviting expressions of interest
<b>Week commencing 9 May 2016</b>	Recruitment to posts commences

In the consultation document it was stated that managers believed these timescales were realistic but "in a period when we are expecting our Ofsted re-inspection at any time, it would be important to understand that external factors could impact on our ability to meet these deadlines." It is likely therefore that 2 May and 9 May dates will be pushed back by one week because of the Ofsted visit.

1.7. In a recent rigorous interview process, a new permanent Head of Service for NCLS has been appointed. The new appointee will take up his duties in mid-June and there will be a period of hand-over between the current interim Head of Service and the new appointee to ensure continuity of the current direction of travel.

## 1.8. Quality Assurance – Ofsted re-inspection

At the time of the last Communities Committee, NCLS awaited a full Ofsted re-inspection. The service was informed that this re-inspection was to take place on Thursday 14<sup>th</sup> April and a four day inspection took place from Monday 18<sup>th</sup> April until Thursday 21<sup>st</sup> April. The inspection team comprised 6 inspectors with a core team including a Lead Inspector, Assistant lead and a Lead for Teaching, learning and Assessment. This core team was present in Norfolk from Monday to Thursday. In addition three further inspectors were deployed from Tuesday to Thursday, one with a lead responsibility for inspecting Apprenticeship provision. On the Wednesday of the inspection week a senior regional HMI attended to quality assure the inspection process.

- 1.9. Informal verbal feedback was given on Thursday 21<sup>st</sup> 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.

## 2. Evidence

- 2.1. The restructure of the service has been a rigorous process through which staff have had considerable opportunity to influence and shape the new service through an open and transparent consultation. 169 separate staff feedback comments were made and as a result 20 material changes were made to the original management plans. Trades unions and NCC HR staff have been fully involved throughout the process. Through this process the new structure now provides fit-for-purpose job descriptions and reporting arrangements which will assist the service to deliver more effectively and efficiently into the future.
- 2.2. The Ofsted inspection of Norfolk County Council was conducted under part 8 of the Education and Inspections Act 2006 in accordance with the *Further education and skills inspection handbook from September 2015*, which outlines the procedures for conducting inspections.
- 2.3. Steering Group minutes show that NCLS managers are properly held to account for improvements in service quality and developments in service delivery to ensure that the new vision and mission for the service are being effectively delivered.

## 3. Financial Implications

- 3.1. The service receives a grant from central government which is administered through the Skills Funding Agency (SFA) and amounts to £4.97 million for the academic year 2015/16 (1<sup>st</sup> August 2015 to 31<sup>st</sup> July 2016). Of this approximately £350,000 is top-sliced for central service costs. In addition to the grant received, the service generates income by charging fees for some courses including 'leisure and pleasure' courses, apprenticeships and classroom based qualifications. The income received aims to cover the cost of the provision.
- 3.2. In April 2015, funding arrangements were agreed for Norfolk Community Learning Services, to support improvements in the service, up to the next unannounced Ofsted inspection. This included the cost of additional leadership support (interim Head of Service), a series of mandatory CPD events for all staff, additional external scrutiny of the observation of teaching, learning and assessment processes. The report to January committee identified that the cost was expected to be between £0.232m and £0.287m. The total cost for 2016/17 was £0.215m and has been covered from with the Communities and Environmental Services Budget.

- 3.3. For 2015/16 financial year we have delivered a balanced budget, through the use of reserves and the funding arrangements as outlined in section 3.2 above. The Member Steering Group will review the on-going cost of the service to ensure that the service meets its budget targets.

## **4 Issues, risks and innovation**

- 4.1 There are no current issues to report.

### **4.2 Risks**

- 4.3 Following completion of the service re-structure proposals and the re-inspection of the service by Ofsted there is only one risk that is currently identified and that is associated with the appointment of the new Head of Service. The risk is that the new appointee will change the current direction of travel for the service and will in this way reverse some of the improvements and developments that have occurred over the past year. To mitigate this risk there will be an overlap between the departure of the current interim Head of Service and the new appointee and there will also be a thorough induction period planned and overseen by the Assistant Director, Community and Environmental Services and Head of Libraries and Information.
- 4.4 Recent changes in national funding arrangements means that the service may face competition from other providers for first step learners. To mitigate this risk a 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>

FE Commissioner's Report –

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/433042/Norfolk\\_County\\_Council\\_-\\_Further\\_Education\\_Commissioner\\_assessment\\_summary.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/433042/Norfolk_County_Council_-_Further_Education_Commissioner_assessment_summary.pdf)

## **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 :** Helen Wetherall

**Tel No. :** 01603 306589

**Email address :** [Helen.wetherall@norfolk.gov.uk](mailto:Helen.wetherall@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.





# Communities Committee

Item No. ....

<b>Report title:</b>	<b>Risk management report</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Communities and Environmental Services</b>
<b>Strategic impact</b> One of the Communities Committee's roles is to consider the 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 full Communities risk data available as at the end of March 2016, following the latest review conducted during late March 2016.

### Progress since the last Communities Committee meeting (mid-March 2016)

The Communities risk data was reported at the last Communities Committee in mid-March 2016, prior to being refreshed at the end of March 2016. Since the last Communities Committee meeting, reporting on the Communities risk data 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-March 2016 is shown at **Appendix B**. The Communities risks were recently reviewed by the Executive Director of Communities, the Chair and Vice Chair of the Committee.

### **Recommendations:**

Committee Members are asked to:

- Consider:
  - a. The progress with Risk Management since the last Communities Committee meeting
  - b. The latest risks being reported by exception (**Appendix A**) and the reconciliation of risks from the last Committee report (**Appendix B**), and the progress with mitigating the risks; and
  - c. If any further action is required.

## **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 management framework for the Council, the adopted approach to corporate and departmental risk management is being implemented. This 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.

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.

Financial and Reputational risks are subjective in nature. While reputational risk deals with risks affecting the perceptions of the County Council held by stakeholders and the County Council's standing within an internal and external environment, financial risk can be defined as the potential for:

- financial, overspending or trading loss,
- missed financial opportunities e.g. revenue or capital funding, grants, income
- loss of the use of assets.

Work is ongoing with the Departmental Management Team to identify risks for its services and how they are being managed.

## 2. Evidence

2.1. The Communities Committee risk data detailed in this report reflects those key business risks that need to be managed by the 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 13 risks, with 2 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 fall into the exception reporting category.

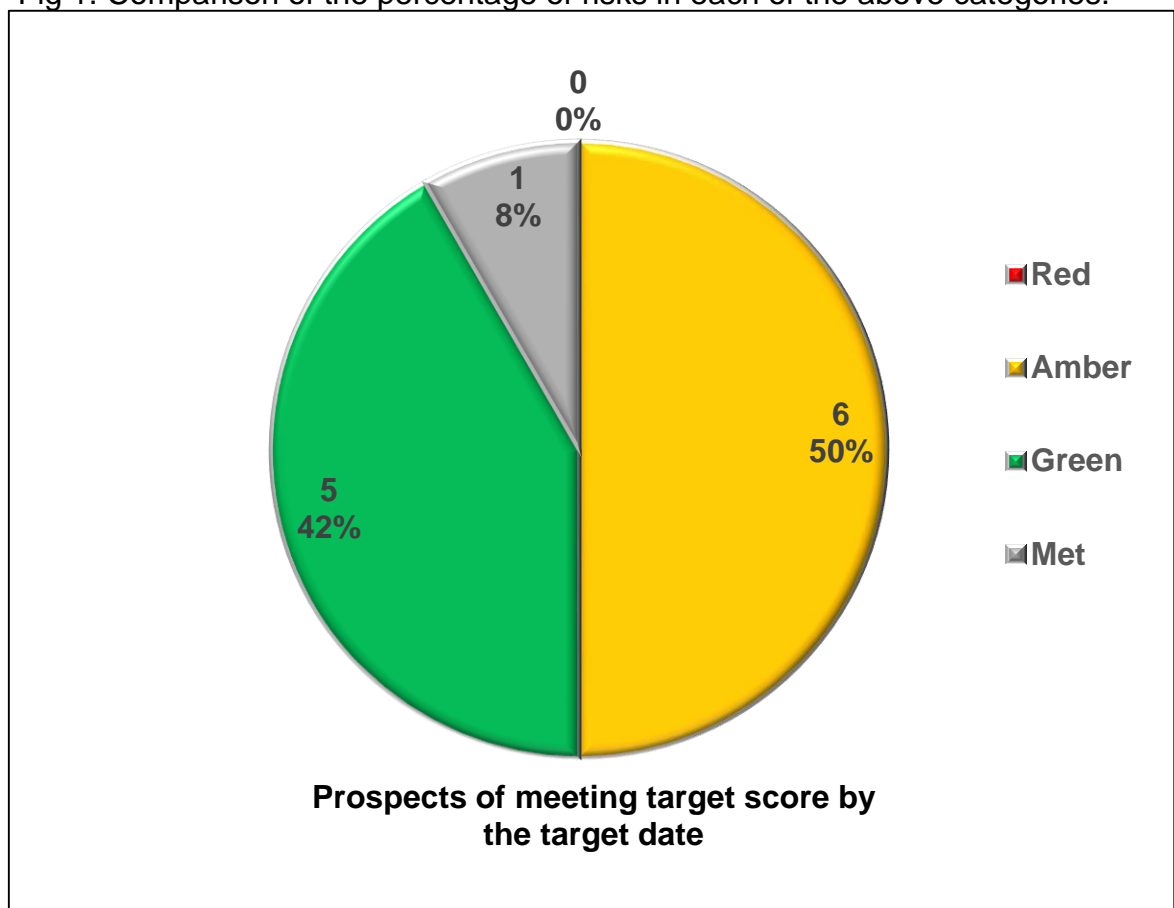
- **Appendix C** provides the Committee members with a summary of the risks on the Communities risk register
- 2.5. Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.
- Original risk score – the level of risk exposure before any action is taken to reduce 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 addressed and/or new tasks are introduced.

Fig 1. Comparison of the percentage of risks in each of the above categories.



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.

- 2.8. The evidence is that risks are being managed to an appropriate level with mitigation tasks being undertaken. The Communities risks were recently reviewed by the Executive Director of Communities, the Chair and Vice Chair of the Committee. 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 other significant issues, risks and innovations arising from this Risk Management report.

### **Officer Contact**

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

If you have any questions about matters contained in this paper please get in touch with:

**Officer Name:** Adrian Thompson - Chief Internal Auditor

**Tel No:** 01603 222784

**Email address:** [adrian.thompson@norfolk.gov.uk](mailto:adrian.thompson@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.



Risk Number		RM14249		Date of update		24 March 2016				
Risk Name		Winter Capacity Mortuaries								
Risk Owner		Louise Smith		Date entered on risk register		26 October 2015				
Risk Description										
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.										
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
3	3	9	4	4	16	3	4	12	May-16	Amber
Tasks to mitigate the risk										
<ul style="list-style-type: none"><li>• There is a need to understand likely blockages in the system affecting the smooth transitioning of corpses from hospital to funeral director / crematorium.</li><li>• A task and finish group is to be assembled to identify a workable plan in the case of increased mortality rates. This will report to Local Health Resilience Partnership (LHRP).</li></ul>										
Progress update										
<ul style="list-style-type: none"><li>• Escalation plans in place across all Acute Trusts since Christmas reviewed by LHRP on 14.01.16 and were felt to be sufficient.</li><li>• Another formal review of the excess mortuary figures to be carried out in Autumn 2016 and results presented back to LHRP Executive (October 2016).</li></ul> <p>Concerns were escalated by NNUH to the Coroner in w/b 14th March 2016. Emergency review meeting with all agencies convened 17th March 2016. Agreed to use elements of mass casualty plan to address current concerns of higher than expected number of deaths over Easter. Temporary mortuary capacity being installed at NNUH and long-term planning being set-up.</p>										

<b>Risk Number</b>	RM13974					<b>Date of update</b>			31 March 2016	
<b>Risk Name</b>	Failure to assure standards of operational competency for fires in the built environment.									
<b>Risk Owner</b>	Karen Palframan					<b>Date entered on risk register</b>			13 October 2011	
<b>Risk Description</b>										
Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
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
<b>Tasks to mitigate the risk</b>										
Workforce Development programme delivered to schedule. Development and delivery of BA training. Introduction of "Live Fire" training. Riskfile 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.										
<b>Progress update</b>										
Live Fire Unit Update. The contract for the unit has been awarded and first stage payment made. Planning issues have been resolved. Estimated completion early summer, with new risk critical skills programmes being delivered following commission from early Autumn. Flag for removal once building is commissioned.										



### Reconciliation of the Risk Register since mid-March 2016

#### Significant changes to the risk register

##### Risk additions:

There are no risk additions since the last Risk Management report presented to the Communities Committee:

##### Risk Closures:

There are three risks that have been closed since the last Risk Management report submission to the Communities Committee:

1. **RM14217 - Failure to deliver a replacement for the interim web form contact management with robust Customer Relationship Management (CRM) systems.**
2. **RM14218 - Inability to implement a replacement for Figtree case management system.**
3. **RM14219 - Failure to implement a new content management system to replace Oracle.**

All three of the above risks have been closed due to the management systems being successfully implemented, thus treating the risks.

##### Risk Score / RAG Changes:

At the end of Q4, risk **RM14249 – Winter Capacity Mortuaries** moved from 12 (amber) to 16 (red) following concerns over the greater than expected mortality rate over the Easter 2016 period. A longer term plan is currently being set up to meet the identified requirement for increased mortuary capacity, which should reduce this risk.



Norfolk County Council, Communities Risk Management Summary (Appendix C) - April 2016

Risk Register Name		Communities Committee									Red	⬇️ Worsening
Prepared by		Thomas Osborne						High			Amber	↔️ Static
Date updated		Beginning of April 2016						Med			Green	⬆️ Improving
Next update due		May 2016						Low			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												
CES	RM14253	Provision for out of hours response to an emergency or business continuity disruption	There is a risk that NCC fails to fully provision for an internal business continuity disruption or an external emergency requiring an out of hours response by NCC staff.	2	5	10	1	5	5	Green	↔️	Roy Harold
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	Green	↔️	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												
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.	4	4	16	3	4	12	Amber	⬇️	Louise Smith
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	↔️	Karen Palframan
Norfolk Community Learning Services (formally Adult Education).	RM14252	Competition from other providers	Recent changes in national funding arrangements means that the service may face competition from other providers for first step learners.	3	4	12	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.	3	4	12	1	1	1	Green	↔️	Helen Wetherall
Public Health	RM14234	Failure to secure adequate grants to robustly commission or co-commission (incl. through S75) PH services.	The overall Public Health Grant has been reduced due to a change in allocation formula. This could result in a significant but phased overall reduction in funding. PH are committed to long-term contracts independently and in partnership. This presents a risk to presently commissioned PH services.	2	3	6	2	3	6	Amber	⬆️	Louise Smith
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 to 1999 and firefighters are not expected to contribute until retirement.	5	2	10	5	1	5	Amber	↔️	Karen Palframan
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	↔️	Karen Palframan



# Communities Committee

Item No.....

<b>Report title:</b>	<b>Performance management report</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe (Executive Director of Community and Environmental Services)</b>
<b>Strategic impact</b> 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 first 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 29 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 using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

Of the 29 vital signs indicators that fall within the remit of this committee, the following 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 – Norfolk Fire and Rescue Service/Public Safety
- Quality of Looked After Child Review Health Assessments (Under 5 years) – Public Health
- HIV late diagnosis – Public Health
- Successful completion of drug treatment – Public Health.

## Recommendation:

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 (refer to list of possible actions in Appendix 1).

## **1. Introduction**

- 1.1. This is the first 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 29 vital signs indicators.
- 1.2. This report contains:
  - A Red/Amber/Green rated dashboard overview of performance across all 29 vital signs indicators
  - Report cards for those 4 vital signs that have met the exception reporting criteria.
- 1.3. The full list of vital signs indicators was presented to committee at the 16 March 2016 meeting. Since then, the indicators have been reviewed by the Chairman and Vice-Chairman, the Community and Environmental Services departmental management team and the Director of Public Health. In addition, the finalisation of the report cards for each of the vital signs has necessitated some technical changes being made. The amendments that have been made to the original 29 vital signs indicators are summarised below:

### **Removed**

- NFRS - Economic cost of fire and emergencies
- NCLS - Full cost recovery and business plan on target and on budget
- NCLS – Number of apprenticeships
- NLIS – Number of people who have been supported to develop digital literacy skills

### **Added**

- NFRS - Emergency Response Standards
- NFRS - On call fire station viability
- NCLS – Apprenticeship funding utilisation
- PH – Teenage pregnancy.

### **Further development**

- CES - Individuals, communities and public service working better together
- NCLS - Quality measures: learner success; tutor performance
- NCLS - Number of learners supported into employment
- PH – Health and wellbeing measure
- CS - The percentage of Norfolk Households with an online account.

The revised list is in Appendix 2.

## **2. Performance dashboard**

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 29 vital signs. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.

## 2.2 Communities committee dashboard

Monthly Indicators	Bigger or Smaller is better	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Target
Number of people killed and seriously injured on Norfolk's roads - HW	Smaller	407	408	409	402	404	403	405	409	402	385	371			375
Income and external funding successfully achieved as a % of overall revenue budget - CES	Bigger		2.0%	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 - NLIS	Bigger		0.8m	0.8m	0.8m	0.9m	0.8m	0.8m	0.9m	0.8m	0.8m	1.1m	1.1m	1.0m	
% of active children and young people library users against population - NLIS	Bigger											33.6%			
% of older people who are active library users against population - NLIS	Bigger											19.3%			
Apprenticeships funding utilisation - NCLS	Bigger	£134.0k	£158.8k	£181.2k	£202.9k	£224.8k	£23.2k	£47.6k	£72.6k	£99.8k	£122.9k	£146.3k	£169.2k	£192.2k	£162.9k
% of learners supported into employment - NCLS	Bigger														
Norfolk Record Office Visits - physical and virtual inc.learning groups - NRO	Bigger	128.3k	11.0k	21.2k	31.5k	42.6k	52.9k	64.0k	76.2k	87.3k	95.7k	106.9k	119.0k	130.0k	128.3k
Museums visits – total visitors and school visits - NMAS	Bigger	396.8k	37.5k	74.1k	103.5k	144.4k	194.1k	229.3k	268.0k	289.9k	307.2k	330.0k	362.7k	396.1k	333.3k
Performance against our Emergency Response Standards - NFRS	Bigger	79.4%	76.6%	81.5%	79.5%	73.8%	73.1%	76.2%	78.0%	77.6%	79.3%	78.2%	78.1%	79.4%	80%
Retained fire station availability - NFRS	Bigger	86.9%	86.9%	84.3%	84.3%	85.9%	81.5%	85.3%	86.4%	87.5%	87.3%	89.0%	86.6%	86.8%	90%
% of businesses that are compliant - TS	Bigger		94.3%	94.4%	94.1%	93.5%	93.1%	94.9%	94.3%	93.6%	93.5%	96.8%	96.3%	96.4%	94%
Status of Norfolk Resilience Forum plans to where NCC is lead agency - RES	Bigger		60%	60%	60%	60%	60%	60%	60%	75%	75%	75%	81%	71.4%	100%
The percentage of Norfolk Households with an online account - CS	Bigger														
Customer satisfaction with access channels - CS	Bigger	84%	89%	92%	91%	94%	95%	95%	95%	96%	95%	95%	95%	96%	90%

% of Looked After Children Review Health Assessments (0-4) fully completed within timescales, with all previously identified actions completed - PH	Bigger										35.0%				
<b>Quarterly</b>	<b>Bigger or Smaller is better</b>	<b>Mar 13</b>	<b>Jun 13</b>	<b>Sep 13</b>	<b>Dec 13</b>	<b>Mar 14</b>	<b>Jun 14</b>	<b>Sep 14</b>	<b>Dec 14</b>	<b>Mar 15</b>	<b>Jun 15</b>	<b>Sep 15</b>	<b>Dec 15</b>	<b>Mar 16</b>	<b>Target</b>
% 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 - PH	Bigger														
Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17 - PH	Smaller					23.1	22.2	21.9	20.3						18.0
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 - PH	Bigger	14.1%	13.2%	12.3%	11.4%	11.7%	12.0%	12.4%	12.7%	11.8%	11.0%				11.3%
Reducing inequity in smoking prevalence - % of 4 week quits coming from the 20% most deprived areas in Norfolk - PH	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 - PH	Smaller						13.2%	13.5%	13.8%	14.1%	13.4%	14.0%	13.0%		12.7%
<b>Annual (calendar)</b>	<b>Bigger or Smaller is better</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Target</b>
HIV late diagnosis performance - % of adults newly diagnosed late with HIV - PH	Smaller									43.6%	47.3%	50.4%	54.6%		<25%
<b>Annual (financial / academic)</b>	<b>Bigger or Smaller is better</b>	<b>2003 /04</b>	<b>2004 /05</b>	<b>2005 /06</b>	<b>2006 /07</b>	<b>2007 /08</b>	<b>2008 /09</b>	<b>2009 /10</b>	<b>2010 /11</b>	<b>2011 /12</b>	<b>2012 /13</b>	<b>2013 /14</b>	<b>2014 /15</b>	<b>2015 /16</b>	<b>Target</b>
Individuals, communities and public service working better together - CES	Bigger														
Quality measures: learner success; tutor performance - NCLS	Bigger														
Active People participation data - AN	Bigger														



The number of inactive people who are supported to access sport and physical activity by Active Norfolk - AN	Bigger														
Investment in sport & physical activity levered in by Active Norfolk - AN	Bigger														
Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk - NMAS	Bigger											£6.0m	£7.3m		
Provisional overarching Health and Wellbeing Index for Norfolk (in development) - PH	Bigger														

Note – where cells have been greyed out this indicates: that data is not available due either to the frequency of reporting or the vital sign being under development. In this case, under development can mean that the vital sign has yet to be fully defined (eg. Individuals, communities and public service working better together) or that baseline data is being gathered (eg. Active People participation data).

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.

### **3. Report cards**

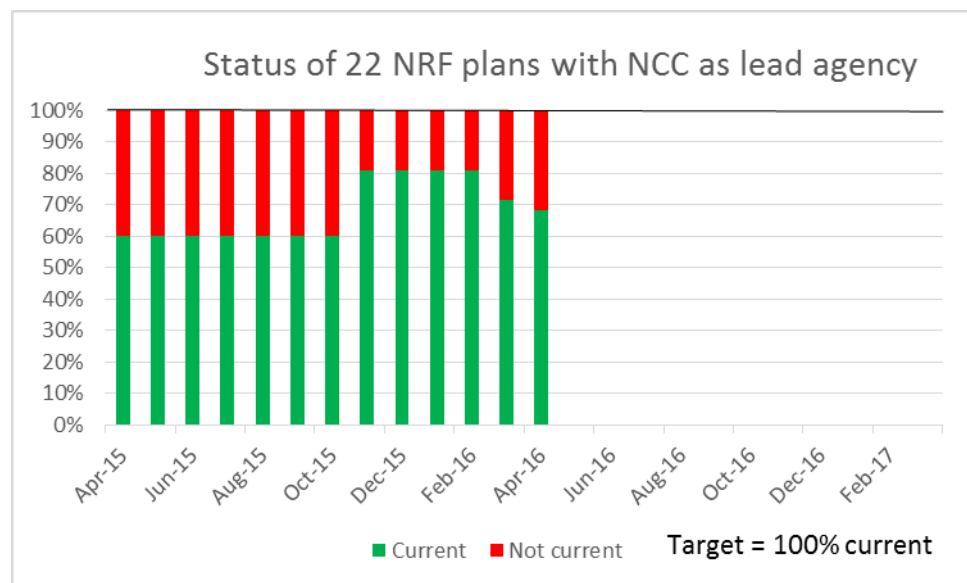
- 3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.
- 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 to be reported to committee on an exceptions basis. The exception reporting criteria are as follows:
- Performance is off-target (Red RAG rating or variance of 5% or more)
  - Performance has deteriorated for three consecutive 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.
- 3.4. Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.
- 3.5. These will be updated on a monthly basis. In this way, officers, members and the public can review performance across all of the vital signs at any time.

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

### Why is this important?

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.

### Performance



### 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.
- The Norfolk Community Risk Register takes into account the national risk register and central government, Cabinet office, planning assumptions.
- The risk register is regularly reviewed and 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 regulations (COMAH) were issued in 2015 which impacts on the content of plans.
- NRF Plans have been updated based on the changing risk environment and regulations. This has resulted in an additional plan for Waste Fires being identified.
- NCC is now the lead agency for 22 of the NRF plans as a result of the additional plan for Waste Fires. The figures suggest a deterioration in performance but this is due to the additional plan (in draft), those out for consultation (5) and under review (1). All other plans are current.

### What will success look like?

- Compliance with the Civil Contingencies Act 2004 would require 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 of emergency plans
- Regular review of the Norfolk Community Risk Register
- Review and updating of plans based on the risk register, central government planning assumptions and regulations.
- Debrief, review and updating of plans following major emergencies.

### Responsible Officers

Lead: Jan Davis    Data: David Rimmer, Emma Tipple, Jayde Robinson (Principal Resilience Officers)

## 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

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	
Total with timescales met	17 85%
Total with all fields complete	7 35%
Total - Percentage with actions that are completed	8 40%
<b>Total where all conditions met</b>	<b>7 35%</b>

- 2015/16 Q4 (first audit) represents the old delivery model.
- 2016/17 Q1 expected improvement with the new delivery model.

### What is the story behind current performance?

- 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?

- 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.

### Action required

- 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

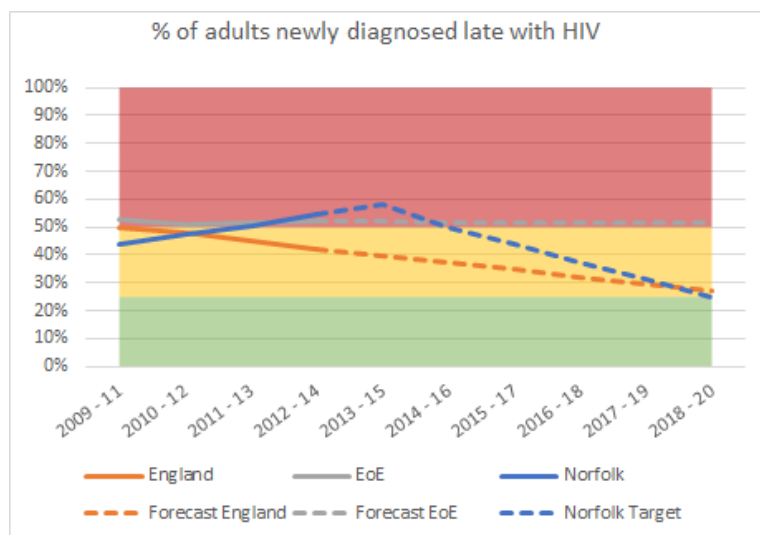
Data: Claire Gummerson - Public Health Officer

## HIV late diagnosis

### Why is this important?

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.

### Performance



### What is the background to current performance?

- 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?

- 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.

### Action required

- Extend HIV testing services to pharmacies, GPs and internet.
- Procurement of 3<sup>rd</sup> 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

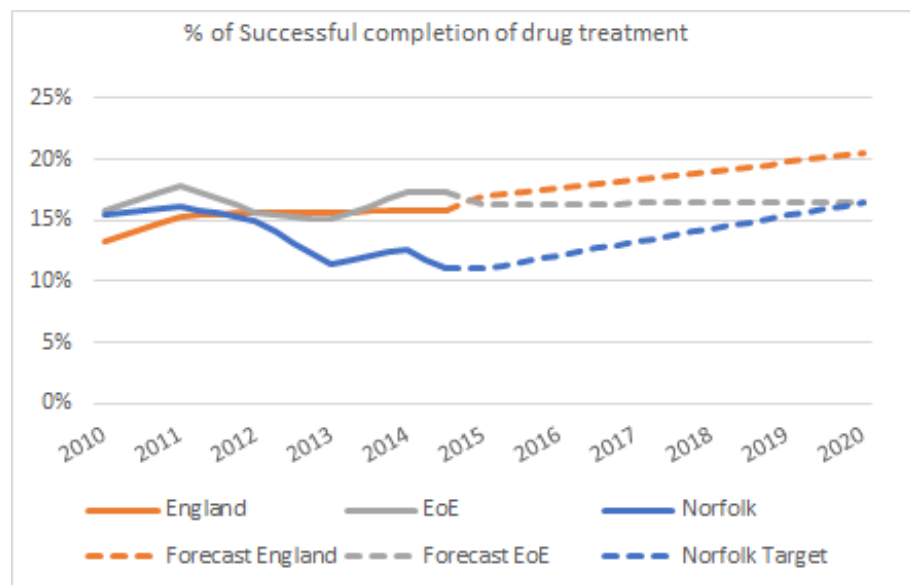
Data: Sandra Davies - Public Health Officer

## Successful completion of drug treatment

### Why is this important?

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.

### Performance



### What is the background to current performance?

- 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?

- Closing the gap between England and Norfolk.
- Increase the percentage of successful completion of drug treatment to greater than 16.5% by 2020.

### Action required

- 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

## **4. Recommendation**

- 4.1. For each vital sign that has been reported on an exceptions basis, Committee Members are asked 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.

In support of this, 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, eg 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

	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	Escalate to County Leadership Team	Identify key actions for performance improvement (that require a change in policy and/or additional funding) and escalate to CLT for action
6	Escalate to Policy and Resources Committee	Identify key actions for performance improvement (that require a change in policy and/or additional funding) and escalate to the Policy and Resources committee for action.



## Appendix 2 – Communities Committee Vital Signs indicators

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 29 vital signs indicators for the Communities Committee, seven of which relate to Public Health. Those in bold, 6 out of a total of 30, 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	<b>Norfolk's communities are resilient, confident and safe</b>	<b>Individuals, communities and public service working better together</b>	<b>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.</b>	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	Learning outcomes achievement	Quality measures: learner success; tutor performance	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
NCLS	Transition to employment	Apprenticeship funding utilisation	As part of NCC’s Strategy, covering Excellence in Education and Real Jobs and with a Central Government commitment to delivering 3,000,000 Apprenticeships over the next 5 years and an increasing reliance on apprenticeship funding as the only avenue for funded growth it is important in order to realise the strategy and provide sustainability.	Cumulative monthly.
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.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
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.
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.	
HW	Road safety	Number of people killed and seriously injured on Norfolk's roads	Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population.	Rolling twelve months.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
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
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.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
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.
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.

Two 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'
- 'Number of people killed and seriously injured on Norfolk's roads'.



# Communities Committee

Item No.....

<b>Report title:</b>	<b>Finance Monitoring Report</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> This report provides the Committee with information on the out-turn position for the Committee for 2015-16. It provides information on any over and underspends and the use of reserves.	

## Executive summary

The approved 2015 – 16 net revenue budget for this Committee was £47.282m. The net budget at the end of the year is £45.948m which reflects that transfer of budgets from other service committees and transfer of budgets to the corporate property team, and adjustments for capital depreciation. At the end of the financial year the net underspend, for this committee is £0.602m, before any recommended transfers to reserves.

The 2015-16 Capital budget for this committee is £2.630m. There is an underspend of £0.492m which will be carried forward to fund future years expenditure.

The balance of Communities' unspent grants, contributions and reserves at 1<sup>st</sup> April 2015 stood at £13.305m. The net use of grants/ reserves in 2015-16 of £1.095m to meet commitments. The 2015-16 balance of Grants, reserves and provision as at 31 March 2016 is £12.211m.

### Recommendations:

**Members are invited to discuss the contents of this report and in particular to note:**

- a) The revenue outturn position for 2015-16 and the variances as set out in section 2 of this report
- b) The capital outturn position for the 2015-16 capital programme.
- c) The movement of reserves as shown in section 4 of this report
- d) Approve the recommendation from the Executive Director of CES that the Net CES underspend be carried forward in reserves to support the following:
  - i. Libraries – for Capital improvements at NML and Wymondham and additional trial sites for self-service technology - £0.200m
  - i. Fire – Provision for training in management of hazardous material £0.090m
  - ii. 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

## 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 year end position March 2016

## 2. Evidence

### 2015/16 Revenue Monitoring

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

Table 1: Communities 2015-16 as at Period 12				
Revenue Monitoring 2015/16	NET Budget	Outturn	+Over/(Under spend)	
	£m	£m	£m	%
Consultation & Community relations	0.268	0.267	(0.001)	-1.31
Active Norfolk	0.000	0.000	0.000	0.00
Norfolk Community learning services	0.114	0.114	0.000	0.00
Libraries, Museums, record office & Arts	11.560	11.205	(0.355)	-1.34
Customer Services – including Health watch	5.307	5.256	(0.051)	-0.95
Registration service	(0.052)	(0.157)	(0.105)	0.00
Community safety	0.014	0.014	0.000	0.00
Emergency Planning & Community resilience	0.268	0.215	(0.052)	-19.6
Norfolk Fire and Rescue service	26.621	26.584	(0.037)	-0.14
Trading Standards	1.840	1.840	0.000	-0.00
Public Health	0.007	0.007	0.000	0.00
<b>Committee Total</b>	<b>45.947</b>	<b>45.345</b>	<b>(0.602)</b>	
<b>Contribution to NCLS Costs</b>		<b>0.215</b>	<b>0.215</b>	
<b>Net Underspend</b>	<b>45.947</b>	<b>45.560</b>	<b>(0.388)</b>	

2.2. In April 2015, funding arrangements were agreed for Norfolk Community Learning Services, to support improvements in the service, up to the next unannounced Ofsted inspection. This included the cost of additional leadership support (interim Head of Service), a series of mandatory CPD events for all staff, additional external scrutiny of the observation of teaching, learning and assessment processes. The report to January committee identified that the cost was expected to be between £0.232m and £0.287m. The total cost for 2016/17 was £0.215m and has been covered from with the Communities and Environmental Services Budget.

2.3. Details of the key variances relating to the services under the control of this committee are included in the table below:

Variances			Prior Period forecast	Movement
	£m		£m	£m
Fire HQ – salaries	(0.071)	Savings from vacancies and underspend on salary costs	(0.066)	(0.005)
Fire Central	0.272	Cost of Water	0.017	0.255



Services		Rescue & Dive Team (£91k). ICT Refresh equipment (£184k). Remaining due to various off setting under spends.		
Fire Service Delivery	(0.230)	Underspend on Pensions costs, movements & transfer from old to new schemes (£-99k). Youth Development identified additional course income from COWA (£-35k).	(0.095)	(0.135)
Fire - Finance	0.081	Additional vehicle lease costs	0.126	(0.044)
<b>Fire – Net underspend*</b>	<b>(0.037)</b>		<b>(0.015)</b>	<b>(0.22)</b>
Resilience	(0.053)	Underspend to vacancies	(0.047)	(0.006)
Customer services	-0.051	General underspend through the management of vacancies	0.000	-0.051
Registrars	-0.105	Over recovery of income over budget	0.000	-0.105
Library Service	-0.355	Underspend mainly due to reduced spend on materials purchases	0.000	-0.355
<b>Net Underspend</b>			<b>-0.010</b>	

The Executive Director of CES recommends that the CES net underspend be carried forward to support the following:

- Libraries – for installing meeting ‘pods’ at the Norfolk and Norwich Millennium Library (NML), Wymondham Library to help meet the demand for additional 1:2:1 meeting areas. Additional trial of self-service technology at a range of 4/5 sites to help evaluate the value of the technology- £0.200m
- Fire - Following revisions to national guidance on environmental protection and management of hazardous materials, NFRS has reviewed existing local procedures and undertaken a gap analysis. To satisfy the new guidance, we have identified additional training requirements, with a delivery cost of £0.090m to provide 3 years cover.
- 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

### 3. Capital Programme 2015-16

3.1. The overall capital budget for the services reported to this Committee is £2.630m, the year end position is shown at table 2 below.

3.2. Further details on individual schemes are shown at **Appendix B**.

Table 2: Communities Capital Programme				
Scheme or programme of work	2015/16 Capital Budget £m	Expenditure to Date £m	2015/16 Capital Outturn £m	Total (under)/over spend £m
Norfolk Fire & Rescue Service	1.479	0.989	0.989	0.490
Libraries, Museums, Record Office & Arts	1.151	1.149	1.149	0.002
<b>Committee Total</b>	<b>2.630</b>	<b>2.138</b>	<b>2.138</b>	<b>-0.492</b>

3.3. The Fire service programme - The forecast underspend will be carried forward to 2016/17 to meet the planned costs of new fire training facility at Scottow.

### 4. Communities Reserves, Provisions and Unspent Grants/ Contributions

4.1. The committees' unspent grants, reserves and provisions as at 31st March 2015 stood at £13.305m.

4.2. The balance of reserves and provision as at the 31 March 2016 is £12.211m, before the recommended transfers shown above. Further details on reserves and provisions for each service are shown at **Appendix C**.

4.3. The use of Public Health reserves is to facilitate the agreed health projects programme.

Table 3: Communities Reserves & Provisions				
Reserves & Provisions 2014/15	Balance at 1 April 2015	Balance at 31 March 2016	Planned change reserves	Actual change of reserves
	£m	£m	£m	£m
Norfolk Fire & Rescue Service	3.580	2.880	-0.982	-0.700
Libraries, Museums, Record Office & Arts	<b>1.876</b>	1.942	-0.380	0.066
Trading Standards	0.104	0.113	-0.041	0.009
Norfolk Community Learning services	<b>0.464</b>	0.063	0.000	-0.401
Public Health	<b>5.924</b>	5.378	-2.176	-0.546
Active Norfolk	<b>0.546</b>	0.638	0.000	0.092
Customer Services	<b>0.347</b>	0.658	-0.081	0.311
Registration Services	<b>0.412</b>	0.460	0.000	0.048
Consultation & Community Relations	<b>0.052</b>	0.078	0.000	0.026
<b>Committee Total</b>	<b>13.305</b>	<b>12.211</b>	<b>-3.660</b>	<b>-1.095</b>

The major variances from the previously reported use of reserves relates to Public Health where the programme of public health activities span financial years.

The higher than anticipated balances reflects that some payments will be made in the next financial year in relation to those activities.

## 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](mailto:Andrew.skiggs@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.

## Appendix A

Revenue Monitoring 2015/16			
Service	Budget £'000	Outturn £'000	Variance £'000
<b>Consultation &amp; Community Relations Committee</b>	268	267	(1)
<b>Active Norfolk</b>	0	0	0
<b>Norfolk Community Learning services</b>	114	114	0
<b>Cultural Services</b>			
Cultural Services Management	53	50	(3)
Norfolk Art Service	308	302	(6)
Norfolk Libraries and Information Service	8,164	7,818	(346)
Norfolk Museums Service	2,233	2,233	0
Norfolk Records Office	802	802	0
<b>Cultural Services Total</b>	<b>11,560</b>	<b>11,205</b>	<b>(355)</b>
<b>Registrars</b>	<b>(52)</b>	<b>(157)</b>	<b>(105)</b>
<b>Customer Services</b>			
Complaints	328	331	3
Customer Access Development	182	135	(47)
Healthwatch	369	369	0
Service Centres	3,599	3,599	0
Single Post Service	573	567	(6)
Web Content Management	256	255	(1)
<b>Customer Services Total</b>	<b>5,306</b>	<b>5,256</b>	<b>(51)</b>
<b>Community Safety Team</b>	<b>14</b>	<b>14</b>	<b>0</b>
<b>Fire &amp; Community Resilience</b>			
Finance	2,452	2,533	81
FIRE: Central Services	4,826	5,099	273
FIRE: HQ Salaries	646	575	(71)
FIRE: Service Delivery	18,697	18,377	(320)
<b>Fire &amp; Community Resilience Total</b>	<b>26,621</b>	<b>26,584</b>	<b>(37)</b>
<b>Resilience</b>	<b>268</b>	<b>215</b>	<b>(53)</b>
<b>Trading Standards</b>			
Business, Food and Farming	457	410	(47)
Calibration, Verification and Testing	(70)	(70)	(0)
Community Safety and Fair Trading	538	513	(25)
Trading Standards Manager	205	148	(57)

Intelligence and Legal Enforcement	294	407	113
Investigations	415	432	17
<b>Trading Standards Total</b>	<b>1,840</b>	<b>1,840</b>	<b>(0)</b>
<b>Public Health</b>			
Business & Staffing	(26,320)	(24,299)	2,021
Children & Young People Programme	3,923	3,956	33
Communities	175	166	(9)
DAAT	9,243	8,825	(418)
Health Protection	25		(25)
Intelligence & Info Management	107	117	10
Minimising Risk & Harm	9,276	8,882	(394)
Reducing Early Mortality	3,579	2,360	(1,219)
<b>Public Health Total</b>	<b>7</b>	<b>7</b>	<b>(0)</b>
<b>Total For Committee</b>	<b>45,947</b>	<b>45,345</b>	<b>(602)</b>

## Appendix B

### Libraries Capital Programme 2015/16

#### Summary

Scheme Name	2015/16 Programme £'000	2015/16 Out -turn £'000	2015/16 Variance £'000
CERF Kings Lynn Library	(0.001)	(0.001)	
Wymondham Library	0.003	0.003	
Fairstead Kings Lynn	0.001	0.001	
S106 Wootton Rd Gaywood	0.001	0.001	
Lodge Farm, New Costessey	0.001	0.001	
Roundhouse, Cringleford	0.001	0.001	
Mendham Lane Harleston	0.001	0.001	
S106 Lynn Rd Swaffham	0.001	0.001	
Dowson School, Valpy Avenue, Norwich	0.001	0.001	
S106 ROUNDWELL PH, COS	0.001	0.001	
S106 approval - Victoria Road (Bartrums), Diss	0.001	0.001	
S106 Bennett St / Grimshoe Rd Downham Market	0.004	0.004	
S106 approval - The Lammas / Malsters Close, Munford	0.001	0.001	
S106 Teasel Road, Attleborough	0.001	0.001	
S106 Former Civil Service Sports Grnd, Wentworth Green	0.001	0.001	
S106 Ketts Rd, North Walsham	0.001	0.001	
S106 Cemex Site, Wymondham	0.002	0.002	
S106 Three Score Care Village	0.003	0.003	
S106 Crostwick Lane, Spixworth	0.001	0.001	
Library Improvements 14/15+	0.052	0.052	
CERF Blofield Library	0.028	0.028	
CERF Gt Yarmouth Library	0.037	0.037	
Libraries Transformation 14/15+	0.081	0.081	
CERF Gaywood Library	0.013	0.013	
	0.244	0.244	0.

#### Museums

	2015/16 Programme	2015/16 Out -turn	2015/16 Variance
Bridewell Redevelopment	0.001	0.001	0.
GFW Voices from the Workhouse	0.613	0.613	0.
Biomass Boiler CERF	0.	0.	0.
Castle Keep Improvements	0.099	0.099	(0.)

Biomass RHI Scheme	0.	0.	0.
Tolhouse Fire Safety Improvements	0.	0.	0.
ACE Small Capital Grants	0.158	0.158	0.
	<u>0.907</u>	<u>0.905</u>	<u>(0.002)</u>

	2015/16 Programme	2015/16 Out -turn	2015/16 Variance
<b>Fire</b>			
Real Fire Training Unit est 14-15	0.612	0.13	(0.482)
Gt Yarm Fixed Generator	0.02	0.02	0.
Carrow Fire Station	0.074	0.074	0.
Kings Lynn Satellite Station	0.041	0.041	0.
Defra East Coast Flood Rescue 3 counties	0.	0.	0.
Portable generators & wiring	(0.)	(0.)	0.
North Lynn Improvements	0.365	0.365	0.
Downham Market replacement appliance	0.204	0.204	0.
Downham Market - Rebuild	0.007	0.007	0.
Sprowston CERF	0.004	0.004	0.
Swaffham CERF	0.	0.	0.
Wymondham CERF	0.012	0.012	0.
Command & Control vehicles and ICT	0.03	0.025	(0.005)
Dereham CERF	0.	0.	0.
Diss FS Fire safety improvements	0.002	0.002	
Sandringham FS Fire Safety Improvements	0.002	0.002	0.
Sprowston FS Fire Sfety Improvements	0.001	0.001	0.
Wroxham FS Fire Sfety Improvements	0.001	0.001	0.
MTFA 4x4 vehicle	0.057	0.057	0.
Handheld UHF radios	0.002	0.	(0.002)
CERF N Lynn FS	0.018	0.018	0.
Hethersett HQ Control Room Light Switch upgrade	0.002	0.002	0.
Hingham Fire Station Fire Safety Improvements	0.001	0.001	0.
Fire Appliances (Type B pumps)	0.008	0.008	0.
LPSA Domestic Violence	0.014	0.014	0.
	<u>1.479</u>	<u>0.989</u>	<u>(0.49)</u>
	<u>2.63</u>	<u>2.138</u>	<u>(0.492)</u>

## Appendix C

Reserve	2015/16 Opening Balance £m	Additions £m	Withdrawals £m	Final Balance 2015/16 £m
<b>Norfolk Fire &amp; Rescue Service</b>				
<b>Provisions</b>				
<b>EU Part Time Workers Provision (Pensions)</b>	0.850			0.850
<b>Reserves</b>				
Fire Pensions	0.348		-0.100	0.248
Equipment/Leasing	0.000			0.000
Operational / PPE / Clothing	0.000			0.000
Retained Firefighters	0.130			0.130
Capital Sustainability - Position & Project Reserve	1.903		-0.600	1.303
<b>Grants</b>				
Community Safety Reward grant	0.167			0.167
Unspent Grants & Contributions Reserve	0.182			0.182
Fire and Rescue	<b>3.580</b>	<b>0.000</b>	<b>-0.700</b>	<b>2.880</b>
<b>Community Safety</b>				
Trading Standards - ICT	0.000			0.000
Trading Standards - R&R	0.104	0.009		0.113
	<b>0.104</b>	<b>0.009</b>	<b>0.000</b>	<b>0.113</b>
<b>TOTAL: Fire &amp; Community Safety</b>	<b>3.684</b>	<b>0.009</b>	<b>-0.700</b>	<b>2.993</b>
<b>Cultural Services</b>				
Norfolk L&IS - Library Projects	0.586	0.058	-0.129	0.566
Norfolk L&IS - ICT Reserve	0.113			0.113
Norfolk L&IS - Library Grants	0.109		-0.042	0.066
Arts & Recreation - Projects	0.014	0.018		0.032
Arts & Recreation - Tour of Britain	0.005			0.005
Norfolk Museums Service - Museums Projects	0.161	0.303	-0.031	0.433
Norfolk Museums Service - Income Reserve	0.130		-0.011	0.119
Norfolk Museums Service - Insurance	0.004		-0.004	0.000
Norfolk Museums Service - Museums Grants	0.465		-0.075	0.390
Norfolk Records Office - NRO Projects	0.278		-0.073	0.205
Norfolk Records Office - NRO Grants	0.012			0.012
	<b>1.876</b>	<b>0.379</b>	<b>-0.365</b>	<b>1.941</b>
NCLS - Education Funding	0.463		-0.400	0.063
NCLS - Adult Education Grants	0.001			0.000
	<b>0.464</b>	<b>0.000</b>	<b>-0.400</b>	<b>0.063</b>
Active Norfolk	0.546	0.092		0.638
<b>Total Cultural Services</b>	<b>2.887</b>	<b>0.471</b>	<b>-0.765</b>	<b>2.643</b>



**Customer Services**

Customer Access & Devpt IT Fund  
 Complaints Org Change Reserve  
 Customer Service Centre R&R Fund  
 Customer Service Centre It Fund

0.269	0.302		0.571
0.045			0.045
0.025			0.025
0.007	0.010		0.017
<b>0.346</b>	<b>0.312</b>	<b>0.000</b>	<b>0.658</b>

**Total Customer Services****Public Health**

Unspent Grants & Contributions - Warm & Well  
 Unspent Grants & Contributions - PH Ring  
 fenced grant

0.064			0.064
5.860		-0.546	5.314
<b>5.924</b>	<b>0.000</b>	<b>-0.546</b>	<b>5.378</b>

**Consultation & Community relations**

Organisational Change (Consultation)  
 IT Fund (Consultation - Youth Parliament)

0.049	0.026		0.075
0.003			0.003
0.052	0.026	0.000	0.078

**Registrars**

Registrars R&R Fund

0.412	0.048		0.460
0.412	0.048	0.000	0.460

**Total Grants and Reserves**

13.305	0.866	-2.011	12.211
--------	-------	--------	--------



# Communities Committee

Item No

<b>Report title:</b>	<b>Revenue Budget 2016-17 – Proposals for Allocation of Transitional Funding and Rural Services Delivery Grant</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director CES Anne Gibson – Executive Director Resources</b>
<p><b>Strategic impact</b></p> <p>This report provides 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 have been identified in respect of the services for which the Committee is responsible.</p> <p>The report also sets out the timetable for the process to agree the use of this funding in 2016-17.</p>	
<p><b>Executive summary</b></p> <p>The Council received late notification of additional funding as part of the Final Local Government Finance on 8 February 2016. This funding was applied in the 2016-17 Budget to provide transitional funding to manage business risk. A process for making decisions about the use of this funding was considered and agreed by the Policy and Resources Committee in March 2016.</p> <p>Proposals in relation to Communities Committee have been developed and are set out in this report for Members' comments.</p> <p><b>Recommendation:</b></p> <p><b>The Committee is asked to:</b></p> <ol style="list-style-type: none"> <li><b>1. Consider and recommend the proposed use of additional funding as set out in this report to enable Policy and Resources Committee to consider proposals in the round and make a recommendation on the use of this funding to County Council.</b></li> </ol>	

## 1. Background

- 1.1. The Final Local Government Settlement 2016-17 confirmed by Parliament on 10 February 2016 set out details of additional funding made up of Transition Grant and Rural Services Delivery Grant. There was also a small reduction in

the Council's New Homes Bonus Grant allocation. These changes resulted in net additional funding from Government of £4.561m in 2016-17.

1.2. The County Council set aside the additional funding for 2016-17 as transitional funding to manage business risk. It was noted that the late notice of the additional funding had made it inappropriate to propose the allocation of the funding in the time available, and that Service Committees would wish to have the opportunity to comment on priorities for its use.

1.3. The following parameters for the use of the additional funding were set out:

- the money will be spent in the new financial year;
- any spending must be sustainable; and
- invest to save initiatives must be paramount.

1.4. The Council faces a number of significant budget risks in 2016-17. It would therefore be prudent for the Council to retain some flexibility within the additional funding for 2016-17 in order to manage these risks. The key risks include:

- The outcomes of local Better Care Fund negotiations with the NHS;
- The outcomes of the Adults Cost of Care work;
- The pressure arising from National Living Wage in contracts; and
- The need to ensure delivery of savings proposals in 2016-17.

## **2. Decision-Making Timetable**

2.1. Policy and Resources Committee approved the following timetable for decision-making on the use of the additional funding available:

- Service Committees to bring forward proposals in the **May 2016** committee round, taking into account the criteria set out at 1.3;
- Policy and Resources Committee to consider Service Committee proposals in the round on **31 May 2016** in order to recommend an overall package of activity; and
- County Council to consider and approve the recommendations of the Policy and Resources Committee on **25 July 2016**.

## **3. Committee Proposals**

3.1. Proposals for use of this additional funding relating to the budgets controlled by this Committee have been identified totalling £0.585m. The table below sets out further detail of these proposals.

**Table 1: Communities Committee proposals for use of additional funding 2016-17**

Ref	<b>Description of proposal</b> Provide a brief narrative summary of the funding bid, including details of: <ul style="list-style-type: none"> <li>• how the proposal meets the criteria or is otherwise a priority.</li> <li>• any implications if the spending is not approved.</li> <li>• any impact on other areas of the budget / other services from this proposal.</li> </ul>	2016-17 Funding requirement £m	Criteria			<b>Committee Priority Ranking</b> 1= top priority 2,3,4 etc.
			2016-17 expenditure	Sustainable	Invest to save	
	Enabling Communities is a cross Council programme which will facilitate and deliver a significant shift in the way our local public services and citizens work together to deliver better outcomes for our communities, supporting demand reduction through preventative measures. The programme develops a whole Council approach to locality working, which will be a key enabler. This programme is one of the key enabling strategies of CES and the Communities Committee and supports the Councils objectives in reducing the costs of supporting vulnerable people via social care	0.200	Y	Y	Y	
	<b>Healthier Options Norfolk Award (HONor)</b> The HONor award supports a locality based approach to combat the wider determinants of poor health using local food business to promote healthier options. It works in partnership with environmental health officers to promote businesses to offer and signpost customers to healthier options e.g. Fish and Chip Shops removing salt shakers from counter tops. The project will focus on creating a simple process for self-accreditation linked to the Food and Safety hygiene assessments that all food businesses have to adhere too. This will then be sustained by the embedded Environmental Health Officers in each Local Authority. The project will also promote the award of additional merits – these will include the business being classified as Dementia Friendly (following training and assessment), breastfeeding friendly and sourcing food locally (promoting the local economy). Key benefits and milestones associated with the proposal. 1. Food businesses promoting healthier lifestyles and options. 2. Food businesses becoming more aware of their role in supporting positive behaviour change around food choices. 3. Working in partnership and embedding a sustainable and cost effective project with local authority Environmental Health teams that will include a self-accreditation process for Food Businesses.	0.060	Y	Y	Y	

Ref	<b>Description of proposal</b> Provide a brief narrative summary of the funding bid, including details of: <ul style="list-style-type: none"> <li>• how the proposal meets the criteria or is otherwise a priority.</li> <li>• any implications if the spending is not approved.</li> <li>• any impact on other areas of the budget / other services from this proposal.</li> </ul>	2016-17 Funding requirement £m	Criteria			<b>Committee Priority Ranking</b> 1= top priority 2,3,4 etc.
			2016-17 expenditure	Sustainable	Invest to save	
	4. Project to roll out across all 7 localities by October 2016 with the aim to engage a minimum of 200 food businesses in the project by March 2017.					
	<b>Not Alone in Norfolk</b>  1 in 5 people aged over 65 in Norfolk are estimated to be lonely, which equates to approximately 38,000 people over 65. No one should be alone in Norfolk and as a result this project, working with the voluntary and third sector would aim to launch a campaign that no one should go a day without someone to talk to.  The first stage of the project would be to map the existing assets and voluntary schemes we have in the county that support this agenda, then taking this into account work together to launch a campaign to firstly raise awareness of the issue of loneliness and isolation (working with the Older Peoples Partnership) and secondly to recruit, match and support residents to become volunteers into the existing befriending schemes (adapting them and growing them where necessary) to support those people at risk.  Key Milestones: 1. Asset map existing resources and community group. 2. Map these into an interactive database 3. Launch campaign to recognise this as a real issue in Norfolk 4. Campaign to recruit volunteers into existing schemes and projects, recognising where gaps have been identified.	0.050	Y	Y	Y	
	<b>Making Every Contact Count (MECC)</b> This project aims to develop a skilled workforce and wider community groups to raise and increase awareness which is competent, confident and effective in promoting and supporting individuals to achieve healthy lives in communities. Frontline staff (including allied health professionals) will engage and provide	0.100	Y	Y	Y	

Ref	<b>Description of proposal</b> Provide a brief narrative summary of the funding bid, including details of: <ul style="list-style-type: none"> <li>• how the proposal meets the criteria or is otherwise a priority.</li> <li>• any implications if the spending is not approved.</li> <li>• any impact on other areas of the budget / other services from this proposal.</li> </ul>	<b>2016-17 Funding requirement £m</b>	<b>Criteria</b>			<b>Committee Priority Ranking</b> 1= top priority 2,3,4 etc.
			<b>2016-17 expenditure</b>	<b>Sustainable</b>	<b>Invest to save</b>	
	<p>brief advice for service users, helping them on the pathway to improving their health and wellbeing, through the implementation of the Making Every Contact Count - this could include Children's Centres Staff, Library staff, and Fire personal and external providers such as Care providers, Citizens Advice Bureau, Job Centres etc. This will contribute to a number of County Council and Public Sector Summit outcomes.</p> <p>The project involves supporting the wider workforce with training in brief interventions and knowledge of local services and assets in which our most vulnerable residents can be signposted towards. The enhanced offer of MECC would also focus on reducing health inequalities by focusing on Physical Activity as a mechanism to support increased physical health (e.g. reduced cardiovascular disease), mental health and wellbeing and maintaining a healthy weight.</p> <p>Furthermore a particular focus would be on Adult Social Services this would support the rollout of better care fund objectives such as integration of services and a reduction in isolation. This approach would support longer term behaviour change and embed a sustainable approach to ensure a new way of shared working across the County Council and its wider partners.</p> <p>The cost to the local Norfolk economy of physical inactivity is estimated to be £18million (Turning the tide on Inactivity, UK Active, 2014) and as such having an approach such as Making Every Contact Count would mean an upstream approach to prevention where people are supported and signposted to healthier lifestyles through brief interventions delivered by a workforce outside of just the health sector.</p> <p>This joint initiative between Public Health and Active Norfolk would raise awareness and embed the principals of the Public Health and Active Norfolk strategies and work across other NCC departments to deliver shared objectives.</p>					

Ref	<b>Description of proposal</b> Provide a brief narrative summary of the funding bid, including details of: <ul style="list-style-type: none"> <li>• how the proposal meets the criteria or is otherwise a priority.</li> <li>• any implications if the spending is not approved.</li> <li>• any impact on other areas of the budget / other services from this proposal.</li> </ul>	<b>2016-17 Funding requirement £m</b>	Criteria			<b>Committee Priority Ranking</b> 1= top priority 2,3,4 etc.
			<b>2016-17 expenditure</b>	<b>Sustainable</b>	<b>Invest to save</b>	
	<b>Casualty Reduction - Vulnerable Road Users Campaign - 'We are Road Friendly'.</b> The Vulnerable Road Users Sub Group have agreed the priority for 2016/17 should be to focus on Norfolk being a safe place to walk and cycle. Killed or seriously injured people as a result of road accidents are avoidable and 100% preventable. The proposed campaign will focus on challenging negative behaviours towards vulnerable groups (cyclists and pedestrians) and vice-versa.. The focus of the activity being to engage with workplaces (who proportionally are vehicle heavy), drivers and cyclists through a number of projects. This will include a targeted marketing and media campaign, signage in hot spot casualty areas, training for at risk group and enforcement by agencies such as the police to enhance road law and common sense decisions.	0.050	Y	Y	Y	
	<b>Good Gym</b>  Good Gym is a new way of running and walking (with purpose). It encourages people into long term physical activity through running and walking to do good deeds. Physical Activity has been systematically built out of our lives and the Good Gym aims to bring it back again by connecting us with tasks we can do which get us fit at the same time. GoodGym currently operates in 11 areas of the UK and aims to reach all 100 cities with populations of 100,000 or more within the next 3 years.  Good Gym does three things: 1. We run in groups to do manual labour for community organisations. 2. We run to make social visits to isolated older people who we call our 'coaches' because they motivate us to keep going. 3. We run missions for vulnerable people; Clearing gardens, changing lightbulbs and doing odd jobs for people who struggle to do them alone.	0.025				



Ref	<b>Description of proposal</b> Provide a brief narrative summary of the funding bid, including details of: <ul style="list-style-type: none"> <li>• how the proposal meets the criteria or is otherwise a priority.</li> <li>• any implications if the spending is not approved.</li> <li>• any impact on other areas of the budget / other services from this proposal.</li> </ul>	<b>2016-17 Funding requirement £m</b>	<b>Criteria</b>			<b>Committee Priority Ranking</b> 1= top priority 2,3,4 etc.
			<b>2016-17 expenditure</b>	<b>Sustainable</b>	<b>Invest to save</b>	
	This project is sustainable as by the end of year 1 (April 2017) the project is completely organised and coordinated by an established volunteer network. The year 1 costs are to contract a trainer (physical activity) to recruit and train volunteers (100 people have already registered interest) and to identify vulnerable residents to match to the volunteers. The model is sustainable and has been proven in over 20 cities across England.					
<b>Total</b>		<b>0.585</b>				

## 4. Next Steps

- 4.1. All Committees have been invited to put forward proposals for the use of this additional funding in 2016-17. These will be considered by Policy and Resources Committee on 31 May. In the event that the funding proposals exceed the available amount of additional funding, Policy and Resources Committee will consider the overall balance and scope of proposals alongside the priority ranking from Service Committees in order to put forward a balanced package of proposals for approval by County Council on 25 July 2016.

### Background Papers

Revenue Budget 2016-17 – Allocation of Transitional Funding and Rural Services Delivery Grant, agenda item 6, Policy and Resources Committee 21 March 2016:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/497/Committee/21/SelectedTab/Documents/Default.aspx>

Norfolk County Council Revenue and Capital Budget 2016-20 and Council Plan 2016-19, agenda item 4, County Council 22 February 2016:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/438/Committee/2/SelectedTab/Documents/Default.aspx>

### Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

**Officer Name:**  
Andrew Skiggs

**Tel No:**  
01603 223144

**Email address:**  
andrew.skiggs@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.

# Communities Committee

Item No.

<b>Report title:</b>	<b>Library and Information Service – Performance Sets (music sets)</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Communities and Environmental Services</b>
<b>Strategic impact</b> This report provides Communities Committee with an update on discussions between the Library and Information Service and representatives of music groups in the County which are aimed at developing a sustainable music sets library service for the future.	

## Executive summary

The Library and Information Service delivers a music sets service to music groups in Norfolk. This involves lending out multiple copies of a piece of music so that every performer can have their own copy. If there are not sufficient copies of the music in our own collection we make arrangements to borrow further copies from other library services. This is called an inter-library loan.

Earlier this year it was proposed to stop the inter-library loan facility to make staff and administration savings. This caused significant concern for music groups across Norfolk.

Discussions have been held between the library service and representatives from music groups to explore how we can maintain the current range of provision and deliver a cost-neutral and sustainable service in the longer term.

**Recommendation:**

**It is recommended that the Committee authorises officers to continue to explore opportunities for developing an efficient and effective way of delivering a music sets service that is cost neutral.**

## 1. Proposal

- 1.1 The library and information service delivers a music sets service to music groups in Norfolk. This involves lending out multiple copies of a piece of music so that every performer can have their own copy. If there are not sufficient copies of the music in our own collection we make arrangements to borrow further copies from other library services. This is called an inter-library loan. In the 2014/15 budget round, and following public consultation, it was agreed by Councillors that the performance sets service would be stopped or scaled back. The library service increased charges in an attempt to 'scale back' and to make the performance sets service self-financing as this service is not a statutory part of library provision. In the two years since the charges increased, the service has not been able to cover its costs, which include £10,000 for staffing per year.
- 1.2 As reported in the Member update of 26<sup>th</sup> February 2016, it was proposed to make a saving on staff time at the Norfolk and Norwich Millennium Library by reducing the service currently provided for the loan of music sets to orchestral groups and choirs.
- 1.3 It was proposed that from June 1st 2016, Norfolk Library and Information

Service (NLIS) would no longer borrow items on 'inter library loan' from other library services for customers, as this is the element of the service that required the most staff input. Music sets that were in stock in the Norfolk Library catalogue would continue to be loaned to customers.

- 1.4 Following communication of this change in service, a number of music groups made contact with the service and with elected members to express their concern at the detrimental impact this reduction in service would have.
- 1.5 At a recent meeting with music groups, they were keen to stress the important contribution that music can make to communities and to supporting NCC priorities. They expressed concern that without the current range of facilities of the music sets service, many music groups would struggle to source sufficient sets of affordable music for their performances which would impact on their ability to hold performances. In turn the service would start to suffer if there were no further investment in its development.
- 1.6 A recent short survey of the 82 music groups that regularly use the music sets service showed that, of the groups that replied, membership numbers range from 20 – 250. Groups give between one and six performances per annum with audience numbers ranging from 50 to 600 people.
- 1.7 The benefits of amateur or community engagement with music are multi-layered:
  - Making music is relaxing and stress-busting, and makes participants feel better about themselves. In scientific terms, there is now a growing body of research which shows that this can amount to better physical and mental health, thus saving the NHS and social services money.
  - People of any age and ability can make music. It can therefore help bring communities together across generations, social classes, income brackets, disabled and not disabled. An obvious benefit is that it reduces loneliness and social exclusion, which are a very real cost to local services. Music groups can also help generate pride in a place and community, helping to transform an area into somewhere people want to live and feel safe and connected in.
  - Making music not only raises health and wellbeing generally for all kinds of individuals, it can actually provide cost effective support for people with a range of chronic conditions. There is scientific evidence to prove these effects.

## **2. Progress**

- 2.1 A meeting with representatives from a number of music groups in Norfolk was held on 16<sup>th</sup> March 2016. The Head of Service agreed to explore potential ways to retain the inter library loan service while the music group representatives agreed to help the service by raising money to cover the running costs for the coming year.
- 2.2 To date £300 has been raised by two groups – the Framingham Earl Singers and the Wymondham Symphony Orchestra, which is a positive start to meeting the costs.
- 2.3 Senior library staff have visited Nottingham City Council which has recently

started to operate a service on behalf of 4 authorities using a bespoke IT system. The council has achieved economies of scale by working with three other library services. Work has begun to develop a business case to explore whether Norfolk can, and should, adopt the same ICT system.

- 2.4 Arrangements are in place to have early discussions with other authorities in the Eastern Region about whether efficiencies can be made by services working more closely together.
- 2.5 Preliminary discussions have been held with the Library Service's Library Management System supplier to investigate the possibility of bespoke amendments to the existing system to increase efficiencies. More detailed specification work is required.
- 2.6 A further meeting of music group representatives was held on 22nd April at which there was a very positive discussion about how we can work together, including developing more active promotion of the service by music groups as greater use of the service will help to deliver the income targets.
- 2.7 It was also agreed at the meeting to develop a Music Sets Service Friends group which can act as a focus group for service developments as well as helping to suggest ways of increasing income and use.

### **3. Financial Implications**

- 3.1 The music sets service currently costs around £10k a year. The income in 2015/16 was £3,141.
- 3.2 A commitment has been made by music groups to help to cover the costs for 2016/17.

### **4. Issues, risks and innovation**

- 4.1 The issue for the coming year is covering the costs in 2016/17 while the service makes other budget reductions at the Norfolk & Norwich Millennium Library. It is also quite possible that delivery of budget reductions by working with other library services, or through improvements in the ICT system cannot be realised within the coming 12 months and that there will be a need to cover costs for a longer period.
- 4.2 The library service will work closely with music groups to ensure that the commitment to help raise funds is delivered. It will also seek to identify an alternative saving to help to cover any deficit in fund raising so that the existing music sets service can be maintained while a new delivery model is developed.

### **5. Background**

- 5.1 [Communities Committee Fortnightly News Update – 26 February \(Annex D pages 45 to 53\)](#)

<https://www.canterbury.ac.uk/health-and-wellbeing/sidney-de-haan-research-centre/research-projects/>

## **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.

# Communities Committee

Item No.

<b>Report title:</b>	<b>Norfolk Fire and Rescue Service – water rescue, flood and shipping activities</b>
<b>Date of meeting:</b>	<b>11 May 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director of CES</b>
<b>Strategic impact</b> NCC, in its role as the Fire & Rescue Authority, directs NFRS to undertake a range of public safety & emergency management functions via the publication of the Authority's Integrated Risk Management Plan (IRMP). With the adoption of the 2016-2020 IRMP and Vision Statement, the Authority's strategic intent has been established, and NFRS is now moving to the planning & delivery of activity to meet that intent.	

## Executive summary

The need has arisen because previous grant funding for a range of FRS activities is now coming to an end.

By law we do not have to provide a specialist water rescue and flooding service, and have been able to fund the provision through a specific Government grant and one off County Council Funding.

### **Recommendations:**

**Members are asked to consider whether NFRS should continue to provide water rescue and flood response capabilities for the period 2017-2020, at a cost of £150,000 pa**

**Members are asked to consider 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 us to support incidents offshore. There will be an additional cost of £12,000.**

Members are asked to note that there is no longer any additional funding for these activities, and if they are to continue to be provided then alternative savings will need to be found and ask the Chief Fire officer to work up proposals of how these should be funded and agree these with the Chairman and Vice Chairman of the committee with the details being reported back to committee as part of the finance monitoring report.

## 1. Proposal

- 1.1. The Committee is asked to consider the recommendations set out in the executive summary

## 2. Evidence

- 2.1. The Fire & Rescue Services Act 2004 sets out the responsibilities of the Fire & Rescue Authority. These responsibilities include the power to direct the Authority's Fire & Rescue Service to undertake a broad range of discretionary activities (Part 2 Section 11 (2)):

### **"11 Power to respond to other eventualities**

- (1) A fire and rescue authority may take any action it considers appropriate—  
(a) in response to an event or situation of a kind mentioned in subsection (2);  
(b) for the purpose of enabling action to be taken in response to such an event or situation.  
(2) The event or situation is one that causes or is likely to cause—  
(a) one or more individuals to die, be injured or become ill;  
(b) harm to the environment (including the life and health of plants and animals)."

## 2.2. Flood Response

Fire & Rescue Authorities do not have a mandatory requirement to respond to flood emergencies.

However the public response to the recent budget consultation was as follows:

### **Do you agree or disagree that it is the role of Norfolk Fire and Rescue to provide a water rescue and flooding service?**

- There were **594** responses received for this question.
- **388** people (**65.3%**) agreed
- **67** people (**11.3%**) disagreed

**139** people (**23.4%**) told us that they did not know if they agreed or disagreed

In the 2007 tidal surge, NFRS had no flood response capability, and more than 40 flood rescue teams from other parts of the UK were requested to provide a response in Norfolk.

Subsequently, NCC as the Fire & Rescue Authority directed NFRS to develop a local flood response capability, and provided £250,000 of one-off funding and £34,000 pa of revenue funding to deliver this. DEFRA, as lead government department for flooding, then match-funded this amount, in return for providing a 5 year national response capability under a government sponsored mutual aid programme. Additional DEFRA grants were received to further enhance national resilience, through provision of a diving unit and mass casualty transport (32 x 15 person inflatable rafts, operated jointly with Lincolnshire & Humberside FRS). The 5 year national commitment is for the period 2011-2016 inclusive, and existing funding for refresher training and equipment maintenance will be exhausted by February 2017.

The national mutual aid scheme provides a common operating procedure and recognised standards to work against, providing surety to the Authority that NFRS is providing appropriate and adequate safety management systems. Flood response is an inherently dangerous activity, as exemplified by the tragic death of a firefighter from another County during a flood rescue training exercise. In that case, adherence to a national quality assurance framework was identified by the HSE and Coroner as a critical strength in the management of this activity,



and the actions taken by Norfolk firefighters who were also training at the same venue were praised.

When compared to the zero capability available in 2007, the funding provided by NCC and DEFRA meant that in the December 2013 tidal surge, Norfolk was able to provide 17 local teams, and only 12 more were requested under mutual aid, compared to the previous 40. Further mutual aid teams would not have been available had they been requested, as all available teams had been deployed and subsequent requests for help, from Essex & Kent, could not be met.

Subsequent to the 2013/14 floods, additional government grant funding has been made available from Cabinet Office and Department for Transport. However, these funds are only available to voluntary sector teams, and FRS cannot apply. We have supported a local volunteer team (NorLSAR) in submitting a successful funding bid, and are hosting them at Wroxham & Hethersett fire stations. Their team is incorporated into our mobilising systems and are fully integrated into the multi-agency flood response for Norfolk, as is the Hemsby volunteer inshore lifeboat. Local response currently therefore stands at 19 flood rescue teams – 17 FRS and 2 volunteer. Coastguard and flood warden teams provide complementary but different roles.

Equipment purchased in 2011 had a ten year design life, so there is no substantial capital cost anticipated within the life of the current IRMP. However, ongoing refresher training and equipment maintenance will be required if the equipment is to remain usable by competent teams.

Without continuation of funding, the 17 FRS teams will have to come out of service during 2017, as individual training certifications expire, leaving the only capability in Norfolk as the 2 volunteer teams.

### **2.3. Ship Fires**

Fire & Rescue Authorities have a mandatory duty to respond to ship fires and other emergencies, when those incidents occur in harbours or inland waters. When a vessel is at sea, FRAs have the discretion to respond, and can recover their costs to do so. (FRS Act 2004, Part 2, Section 20). The definitions of inland waters and sea are set out by the Maritime & Coastguard Agency – locally, the Broads, Breydon Water and Yarmouth harbour are all categorised as inland waters. The techniques of ship firefighting are the same, but to operate at sea, firefighters require additional training in the use of helicopter transport (delivered locally in Norwich).

Until 2012, response to shipping emergencies was managed through a national mutual aid scheme (the Maritime Incident Response Group, or 'MIRG'), which included Lincolnshire & Suffolk FRS. Norfolk relied on our neighbours to support our management of these incidents. The responsible ministry, Department for Transport, discontinued support for MIRG in 2012, saving £400,000 pa nationally.

In 2014, Kent FRS was able to secure grant funding to create a replacement national scheme, known as Fire & Rescue Maritime Response (FRMR). This scheme provides a best practice operating model which satisfies safe systems of work requirements for shipping incidents. The nearest participating FRS to Norfolk are Kent and Humberside. The scheme has been activated twice since going live, both times for incidents off the Norfolk coast. We have been asked to join FRMR, to plug the gap in the southern North Sea, where a very large level of maritime economic activity is currently operating without the benefit of a local response capability. The grant funding has been used already, but our USAR team already has the required competencies to undertake rescue work at sea,

and we have been provided with the national bulk stock of equipment held over from MIRG. We have therefore been able to provide *technical rescue* services to FRMR at no cost to NCC.

Firefighting is a separate issue, as it will require local funding, and will also address a statutory function of the FRA. One of our own officers is a national expert advisor on shipping incidents. His expertise has been used to help prepare the national guidance for FRMR, he is providing the specialist input needed for USAR, and is available to do the same for any other local shipping requirements. Suffolk FRS have also asked to share a joint capability, utilising their officers with expertise developed under the previous MIRG scheme.

We have a statutory requirement to deal with ship fires in harbours or inland waters. The FRMR national scheme provides small teams with high levels of training. That is enough to contain an incident to allow a vessel to be brought into harbour, when it is then handed over to the local FRS to deal with under their statutory responsibilities. We therefore need to provide bulk training for firefighters covering our major ports (Gt Yarmouth and King's Lynn), whether or not we choose to fight ship fire offshore.

We cannot deliver this bulk training until the live fire training unit at Scottow is completed, and higher priority fire training issues have been dealt with. We will therefore not be able to provide a full local capability to manage our statutory responsibility until late 2017 at the earliest. The previous mutual aid scheme which supported us no longer exists, but we have been offered the option of joining its replacement, and are already benefiting from the legacy equipment, expertise and quality assurance system that it provides. If we participate, we can recover the variable costs of attending incidents offshore, but, more importantly, can rapidly establish an interim firefighting response to cover the gap in our local cover arrangements until bulk training can be done.

If approved, the proposal is that in the first phase, we train a small pool of 16 firefighters who volunteer for the training from the Gt Yarmouth area, who have relevant maritime experience, to provide a firefighting component to augment the USAR team in providing an FRMR response. This will provide the interim capability to manage shipping incidents until the second phase of bulk training is completed, and also give a nucleus of expertise on which to build that bulk capability.

### **3. Financial Implications**

- 3.1. **Flood Response** – annual revenue cost (gross) £150,000. This is offset by income generated from charges levied to assist police search activity, but this income is variable (£36,000 in 2015-16, £22,300 in 2014-15) and should not be relied upon when budgeting. **Shipping Fires** –we could use the national scheme to enable us to provide a full local statutory capability for a three year period (2017-2020) at a cost of £12,000. There is currently a risk that the national scheme maybe withdrawn and therefore to provide full local cover additional training costs have been estimated at £87,952 of the 3 year period.

### **4. Issues, risks and innovation**

- 4.1. The Integrated Risk Management Process gives Fire & Rescue Authorities ownership of risk, and the choice of how to manage risk by deciding which roles it wishes its Fire & Rescue Service to undertake.

The public response to the recent budget consultation was as follows:

**Do you agree or disagree that it is the role of Norfolk Fire and Rescue to provide a water rescue and flooding service?**

- There were **594** responses received for this question.
- **388** people (**65.3%**) agreed
- **67** people (**11.3%**) disagreed
- **139** people (**23.4%**) told us that they did not know if they agreed or disagreed

The National Risk Register identifies an East Coast tidal surge as the single largest natural hazard faced by the UK, over and above the threats of inland flooding. The relevant DEFRA threat assessment categorises 30,823 properties in Norfolk as being at risk in a tidal surge flood. As Lead Local Flood Authority, NCC has a separate statutory role in the management of inland flooding, for which Norfolk has the 10<sup>th</sup> highest risk in England. Taken together, these coastal and inland risks make flooding the highest priority on the Norfolk Resilience Forum risk register. The frequency and severity of these two flood categories are very different, but the impact on the individual householder who is flooded out, and the training and equipment needed by rescue teams, are the same, regardless of whether the flood was caused by a thunderstorm inland, or a storm surge offshore.

Our current multi-agency flood response was described by independent observers as exemplary after the December 2013 tidal surge.

In the three years 2009-2012 NFRS attended 227 flood incidents and 66 rescues from water/mud/ice compared to 12 accidental fire deaths (Source – IRMP).

**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 :** Roy Harold

**Tel No. :** 0300 123 1383,  
07919 492311

**Email address :** [roy.harold@fire.norfolk.gov.uk](mailto:roy.harold@fire.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.

