

Communities Committee

Date: **Wednesday, 07 March 2018**

Time: **10:00**

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

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

Membership

Mrs M Dewsbury - Chairman

Ms J Barnard

Mr D Bills

Mrs J Brociek-Coulton

Mrs S Butikofer

Mr N Dixon

Mr R Hanton

Mr H Humphrey

Mr M Kiddle-Morris - Vice-Chairman

Mr I Mackie

Ms C Rumsby

Ms S Squire

Mrs M Stone

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

Julie Mortimer on 01603 223055 or email committees@norfolk.gov.uk

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A g e n d a

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

2. To confirm the minutes of the Communities Committee meeting held on 17 January 2018.

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3. **Declarations of Interest**

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 2 March 2018**. For guidance on submitting public question, please view the Consitution at 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) by **5pm on Friday 2 March 2018**

7. Annual report of the Norfolk Armed Forces Community Covenant Report by the Executive Director of Community and Environmental Services.	Page 13
8. Norfolk Against Scams Partnership Report by the Executive Director of Community and Environmental Services.	Page 23
9. Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales & Illegal Tobacco Plan (EARSITP) Report by the Executive Director of Community and Environmental Services.	Page 42
10. Suicide Prevention Plan Report by the Director of Public Health.	Page 104
11. Mental health campaigning Report by the Director of Public Health.	Page 109
12. Tobacco Control action plan Report by the Director of Public Health.	Page 117
13. Casualty Reduction Task and Finish Group - Terms of Reference Report by the Director of Public Health.	Page 127
14. Norfolk Fire and Rescue - Service Plan 2018-19 Report by the Executive Director of Community and Environmental Services.	Page 129
15. Norfolk Fire and Rescue - Annual Statement of Assurance Report by the Executive Director of Community and Environmental Services.	Page 140
16. Committee Plan 2018/19 Report by the Executive Director of Community and Environmental Services.	Page 159
17. Risk management Report by the Executive Director of Community and Environmental Services.	Page 200
18. Performance management Report by the Executive Director of Community and Environmental Services.	Page 208

- 19. Finance monitoring** **Page 231**
Report by the Executive Director of Community and Environmental Services.
- 20. Forward Plan and decisions taken under delegated authority** **Page 237**
Report by the Executive Director of Community and Environmental Services.

Group Meetings

Conservative 9:00am Leader's Office, 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: 27 February 2018



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Communities Committee

Minutes of the Meeting Held on Wednesday 17 January 2018

10:00am Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury – Chairman

Ms J Barnard

Mrs J Brociek-Coulton

Mr N Dixon

Mr J Fisher

Mr R Hanton

Mr H Humphrey

Mr M Kiddle-Morris – Vice-Chairman

Mr D Roper

Ms C Rumsby

Ms S Squire

Mrs M Stone

Mr V Thomson

1. Apologies and substitutions

- 1.1 Apologies for absence were received from Mr D Bills (Mr V Thomson substituted); Mr I Mackie (Mr J Fisher substituted) and Mrs S Butikofer (Mr D Roper substituted).

2 Urgent business

- 2.1 The Committee **agreed** to consider the following item as urgent business so the Police & Crime Panel would have a clear view of Norfolk County Council's position when it met at its Extraordinary meeting on Monday 22 January 2018.

2.2 The Local Business Case Update on Police and Fire Collaboration

- 2.2.1 The Committee received and considered the Independent Review of Options for the Future of Police and Fire and Rescue Service Governance in Norfolk, produced by Grant Thornton and Commissioned by the Office of the Police & Crime Commissioner (PCC) for Norfolk.
- 2.2.2 The Committee considered that the report appeared slightly biased in favour of transferring governance to the PCC; that the report failed to demonstrate that such a move would provide value for money; and Members questioned whether the money spent on commissioning the report could have been spent more effectively within the Fire Service itself. Members also felt there were other ways collaborative working could be promoted.
- 2.2.3 The Committee was of the view that Norfolk already had an excellent Fire and Rescue Service, being one of the most efficient in the country and felt that there was insufficient evidence within the report for changing the current arrangements.

2.2.4 The Committee considered that Option 1 of the report (Voluntary Collaboration – Continue with the Fire and Rescue Authority as part of the County Council and continue to try to drive additional benefits from voluntary collaboration) was the option they wished to support, as there was already a lot of voluntary collaborative working between the emergency services.

2.2.5 Mr D Roper proposed, seconded by Mr H Humphrey that:

- Norfolk County Council should retain governance of the Fire and Rescue Service, while continuing to support and promote appropriate collaboration between emergency services and that Option 1 was the Council's preferred way forward.
- The PCC should not progress to a full Business Case and public consultation, due to the marginal nature of the Outline Business case and the associated costs, which could be more effectively used for front-line services.
- It would not support Options 3 or 4 in any way.

Upon being put to a vote, the motion was **unanimously CARRIED**.

3 To agree the minutes of the meeting held on 15 November 2017.

3.1 The minutes of the meeting held on 15 November 2017 were agreed as an accurate record by the Committee and signed by the Chairman.

3.2 Matter arising

The Director of Public Health was in the process of organising some basic training for Members on mental health difficulties.

4 Declarations of Interest

4.1 Ms J Barnard declared an other interest in agenda item 7 (Alcohol and Drug Services Update) as she had a family member in employment with the current drug and alcohol service contract holder. Ms Barnard also declared an other interest as the organisation she worked for was in receipt of a grant from public health, although the organisation concerned did not feature on the agenda at this meeting.

4.2 Mr D Roper declared an other interest as he was employed by National Probation Service which had a common client group with the Drug and Alcohol Service.

5 Public Question Time

5.1 No public questions were received.

6 Local Member Issues / Members Questions

6.1 No Local Member Questions were received.

7 Adult alcohol and drug services update

- 7.1 The Committee received the report by the Director of Public Health updating it on the current performance in adult alcohol and drug treatment; the new adult alcohol and drug behaviour change service and future policy and strategic work.
- 7.2 The following points were noted in response to questions from the Committee:
- 7.2.1 Change, grow, live (CGL), the new provider of the drug and alcohol service was a very experienced organisation and would be helping service users along their long and sometimes hazardous journey to recovery. The contract specification included after-care and many stakeholders and users had been consulted in the procurement process of the contract. Events were taking place around the county to engage with as many stakeholders as possible to ensure the service could be effectively delivered.
- 7.2.2 Although there was a national shortage of Hepatitis B vaccinations, CGL would in future pursue all available avenues to source vaccinations from other parts of the country. Contingency arrangements would also be put in place in emergency situations, such as areas being flooded, to ensure medication was delivered to clients
- 7.2.3 As the contract was new, coming into effect in April 2018, and the improvements in performance could take anything between 6 months and 18 months to come to fruition, it was proposed that there would be no reporting to Committee on key indicators for the first six months of the new contract.
- 7.2.4 Work was being carried out with services and public health to have a strong focus on families, particularly with regard to safeguarding. CLG had a strong framework in place for the involvement of service users, which had been one of the strengths of their bid.
- 7.2.5 NHS England had taken back the responsibility for commissioning the prison service psychosocial contract, the funding for which previously went through Norfolk County Council.
- 7.2.6 The contract had been designed to focus on both group support as well as bespoke services to individuals.
- 7.3 The Committee **RESOLVED** to:
1. Endorse the direction and progress in improving delivery of adult alcohol and drug services, with a focus on recovery and in line with the new National Drug Strategy 2017.
 2. Endorse the development of a network to address key strands within the National Drug Strategy 2017, tackle harms caused by alcohol and drugs misuse, and provide support and guidance for service delivery in order to better meet the needs of the residents of Norfolk.

8 Casualty Reduction Partnership Delivery Plan Update – 2017-18

- 8.1 The Committee received the report by the Director of Public Health outlining the

activities of Norfolk County Council's Road Safety Team and wider partnership.

- 8.2 The following points were noted in response to questions from the Committee:
- 8.2.1 The Killed, Seriously Injured (KSI) statistics allowed accident trends to be plotted, so a deeper level of information could be made available. Some work was being undertaken to lobby for the inclusion of a category called "serious or life-changing".
- 8.2.2 A serious injury could be defined as anything from a broken finger to full ongoing life-support and without a facility to drill down into each incident further separation was not possible.
- 8.2.3 Although potential future risks and hazards were hard to predict, one potential future hazard could be the increase in the number of autonomous vehicles on the roads. Some work would be undertaken to benchmark other authorities to find out what work they were undertaking to identify future hazards.
- 8.2.4 If a suitable candidate could be identified, the knowledge of someone with a psychological background could prove invaluable on the Task and Finish Group.
- 8.2.5 The Vulnerable Road Users Sub-Group had been working to address some of the issues identified in the "adult male commuter cyclists" cohort.
- 8.2.6 A significant amount of work was being carried out, for example talking to adult groups and using social media, to influence the behaviour of both drivers and cyclists and help reduce casualties.
- 8.2.7 The Committee **agreed** to set up a Member Task and Finish Group to develop a revised strategy for road safety and appointed the following Members to the Group:

Margaret Dewsbury
Mark Kiddle-Morris
Ron Hanton
Julie Brociek-Coulton
Sarah Butikofer

- 8.3 The Committee **RESOLVED** to:
1. Note the progress so far on the Road Casualty Reduction Partnership (RCRP) delivery plan for 2017-18.
 2. Endorse the development of performance measures and updated communications strategy in the delivery plan for 2018/19.
 3. Set up a Member Task and Finish Group to develop a revised strategy for road safety.

9 Strategic and Financial Planning 2018-19 to 2021-22

- 9.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out details of the County Council's strategy

which would set out the future direction, vision and objectives for the Council across all its services. The report provided an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2017 and the Local Government Finance Settlement for 2018-19. It summarised the Committee's saving proposals for 2018-19, identified budget pressures and funding changes, and set out the proposed cash-limited revenue budget as a result of them. The report also provided details of the proposed capital programme.

9.2.1 The Committee sought reassurance that any cuts in the grant awarded to Healthwatch would enable it to continue with its excellent work. The Director of Public Health explained that Healthwatch in Norfolk had received significant funding in the past and the proposals put forward would mean they would not only receive the statutory funding but would also receive an additional £100k from the Public Health budget. The additional funding would allow Public Health to work closely with Healthwatch in carrying out evaluation and research work.

9.2.2 The Executive Director of Community & Environmental Services explained that the £622k saving from the Library and Information Service had already been agreed and was built into the budget proposals for the previous financial year, including an element of remodelling of the mobile library service. The Committee had previously asked officers to reconsider the proposed savings to ensure they did not weaken frontline provision. The Committee was reassured that any proposed changes to the mobile library service would be considered and agreed by the Communities Committee before any changes were made to the service.

9.2.3 The Chairman also reassured the Committee that the remodelling of the mobile library service was being carried out so the County Council could ensure the best use of the available funding was maintained.

9.2.4 It was clarified that proposal CMM042 (Providing a joined up Library and Children's Centre Service) referred to fixed library provision and how the assets could be most effectively used.

9.2.5 The Executive Director of Community & Environmental Services reassured the Committee that the proposals with staff changes in branch libraries referred to in the report resulted in a reduction in the number of managers within libraries and an increase in the number of front-line staff. The Committee was advised that, in recognition of the significant role front-line staff undertook within libraries, the Personnel Committee had considered the job specifications and agreed to upgrade those roles.

9.3 Each recommendation was separately voted on as follows:

- 1) Note the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report. **This recommendation was unanimously agreed.**

- 2) Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 5. **This recommendation was unanimously agreed.**
- 3) Consider and comment on the Committee's specific budget proposals for 2018-19 to 2021-22 set out in Appendix 2, including the findings of public consultation in respect of the budget proposals set out in Appendix. **This recommendation was agreed.**
- 4) Consider the findings of equality and rural impact assessments, attached at Appendix 4 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**This recommendation was agreed.**
- 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments. **With 9 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
- 6) Consider the recommendations of the Executive Director of Finance and Commercial Services, and:
 - a. Recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
 - b. Note that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.
This recommendation was agreed.
- 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 5 including all of the savings for 2018-19 to 2021-22 as set out for consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.
With 9 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.
- 8) Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix 6 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018. **This recommendation was agreed.**

10 Risk Management

- 10.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with the Communities departmental risk register exception, as at December 2017, following the latest review conducted in December 2017. The reporting of risk was aligned with, and complemented, the performance and financial reporting to the Committee.
- 10.2 The Committee **RESOLVED** to note:
- a) The risk reported by exception from the Communities departmental risk register;
 - b) Whether the recommended mitigating actions identified in Appendix A for the risk presented were appropriate, or whether Risk Management improvement actions were required (as per Appendix C).

11 Performance Management

- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with performance data, information and analysis presented in the vital sign report cards and asking it to determine whether the recommended actions identified were appropriate or whether another course of action was required.
- 11.2 The Committee **RESOLVED** to **NOTE** the report.

12 Regulation of Investigatory Powers Act 2000

- 12.1 The Committee received the report by the Chief Legal Officer and the Executive Director of Community & Environmental Services detailing the use of Regulation of Investigatory Powers Act (RIPA) by the County Council for 2016-17 and summarised the changes to the Council's Policy and Guidance.
- 12.2 The Committee **RESOLVED** to:
- a) **Note** the use of RIPA by the Council for 2016 and 2017, and
 - b) **Approve** the revised Policy and Guidance document for RIPA.

13 Finance Monitoring

- 13.1 The Committee received the report by the Executive Director of Community & Environmental Services providing it with information on the budget position for services reporting to Communities committee for 2017-18. It provided information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provided an update on the forecast use of reserves and the details of the capital programme.
- 13.2 In introducing the report and advising Members that Communities Committee was forecasting a balanced budget this financial year, the Finance Business Partner, Community and Environmental Services made the Committee aware of the significant amount of work undertaken by service Managers and the Finance Team to highlight any risks that were in danger of becoming a budget pressure.

13.3 In response to a question about whether Public Health would be able to carry out its statutory duties with the available budget, the Director of Public Health reassured the Committee that the statutory duties were actually very basic, although the conditions of grant funding meant that Public Health was expected to carry out certain work to justify the grant, for example the drug and alcohol service. There was a concern that some of the education outreach and working with other partners may not be done, but its statutory duties would be carried out.

13.4 The Committee **RESOLVED** to note:

- a) The forecast out-turn position for the Communities Committee revenue budget and note the current budget risks being managed by the department.
- b) The Capital programme for this Committee.
- c) The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

14 Forward Plan and Decisions taken under delegated authority

14.1 The Committee received the report by the Executive Director of Community & Environmental Services setting out the Forward Plan for Communities Committee.

14.2 The Committee agreed to add the following topics to the forward work programme.

- Report on mobile library provision when remodelling had been carried out.
- A briefing on teenage pregnancy rates.
- Update on the Drug and Alcohol Contract once it had had an opportunity to bed in.

14.3 The Committee **RESOLVED** to note:

1. the Forward Plan.
2. the delegated decisions detailed in section 1.2 of the report.

The meeting concluded at 11.50am

Chairman

Communities Committee

Item No.....

Report title:	Annual Report of the Norfolk Armed Forces Community Covenant 2017-18
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact The Armed Forces Covenant is a voluntary commitment by a local authority to support members of their local armed forces community. Its aim is to ensure that members of the armed forces community receive the support they need in their local communities in recognition of their dedication and sacrifice.	
Executive summary This paper provides Communities Committee with the annual progress report on Norfolk's independent Armed Forces Covenant Board's Strategy and Action Plan 2017/19. Overall, progress against the Board's Action Plan has been good. The Plan is being delivered to timescale and there are no delays or exceptions to report. Norfolk's Covenant is rated in the top 20% of Covenants by the Forces in Mind Trust. In order to build on this success and in recognition of major changes in the UK Armed Forces, the Board is seeking to create a stronger, more ambitious strategy for 2018 and beyond, to better meet the expectations of Government. To do this, during 2018, the Board will host a conference to engage local agencies, armed forces and Ministry of Defence (MOD) representatives to enable a more detailed understanding of the issues in Norfolk to be addressed and use this information to determine forward strategy. Recommendations: Communities Committee is asked to: 1. Consider and comment on progress against the Norfolk Armed Forces Community Covenant Action Plan (detailed in Appendix 1). 2. Nominate appropriate Communities Committee representatives to attend the conference, outlined in Section 3.	

1. Introduction

Policy context

- 1.1. The Ministry of Defence launched the National Armed Forces Military Covenant in June 2011 in recognition of the contribution and sacrifice service personnel make for their country.

- 1.2. The Government's expectations of local authorities were summarised in its policy paper published in 2015 to ensure that members of the Armed Forces Community "have the same access to government and commercial services and products as any other citizen":
- The Armed Forces Community *should not face disadvantage compared to other citizens* in the provision of services; and that
 - Special consideration is appropriate in some cases especially for those who have given the most.

Norfolk's Armed Forces Covenant

- 1.3. Set up in 2011, Norfolk's Armed Forces Covenant (NAFC) is a well-established part of the national covenant programme.
- 1.4. The Armed Forces Covenant is a voluntary, non-binding commitment by a local authority to support members of their local armed forces community. Its aim is to ensure that members of the armed forces community receive the support they need in their local communities in recognition of their dedication and sacrifice; nurture public understanding and awareness of the issues affecting the armed forces community (including veterans); and encourage activities, which help to integrate the armed forces community into local life.
- 1.5. The Norfolk Armed Forces Covenant comprises of three strategic priorities supported by an action plan, agreed annually and monitored by the Covenant Board.

Norfolk Armed Forces Covenant Board

- 1.6. Norfolk's Covenant Board is an independent multi-agency partnership chaired by Norfolk's Armed Forces Commissioner, Tony Tomkinson. The Board meets twice a year to oversee delivery of agreed priorities and actions. The Board membership includes Cllr Kiddie as the NCC Armed Forces Member Champion.
- 1.7. A full list of Board membership is contained in Appendix 2.
- 1.8. The Board reports annually on progress to Communities Committee each March.

Norfolk's Armed Forces Community

- 1.9. Norfolk has a large armed forces community, consisting of those currently serving and their families, reservists, those who have served and military charities. Norfolk is home to operational bases at RAF Marham and Robertson Barracks at Swanton Morley, as well as the Stanford Training Area.
- 1.10. There are around 2,420 serving personnel and their families based in Norfolk plus an additional 380 civilian workers. An additional 80,000 serving personnel use the Stanford Training Area (STANTA) each year. Included in

these overall numbers are over 1,000 children from armed forces families. Norfolk has an active cadet force of over 2,000 young people.

- 1.11. MoD statistics show 41,000 veterans living in Norfolk, and as of 31 March 2017 figures show that 8,843 residents in Norfolk were in receipt of pensions / compensation under the Armed Forces Pension Scheme (AFPS), War Pension Scheme (WPS) and Armed Forces Compensation Scheme (AFCS).

2. The Covenant Board's priorities and actions 2017/18

- 2.1 The Board's three priorities for 2017/18 reflect the national focus:

- Building Communities
- Health, Welfare and Housing
- Employment, Education and Skills

- 2.2 Appendix 1 to this report sets out contextual information about each of these priorities and summarises the key actions that have been delivered by the Board in 2017/18 to achieve agreed actions.

3. Developing priorities and actions for 2018/19 onwards

- 3.1 The Board is seeking to create a stronger, more ambitious strategy for 2018/21, to position it to meet the expectations of Government and respond to changes in the UK Armed Forces. To do this, the Board will host a conference in June 2018 to engage local and national agencies, representatives from the armed forces and the MOD to enable a more detailed understanding of the issues in Norfolk to be addressed and use this information to determine forward strategy.
- 3.2 The output from the conference will not only inform future direction of the Board but will also be used to influence and guide local government services to more effectively support the armed forces community.
- 3.3 The Board's strategy and action plan will be revised following the conference, and will be brought to Communities Committee for information.

4. Norfolk County Council - Employer Recognition Scheme

- 4.1 Norfolk County Council is currently Bronze level under the MOD's Defence Employer Recognition Scheme. The scheme is a national initiative which demonstrates an employer's commitment to working with the armed forces community and recognises the valuable contribution members can make to the civilian employment market.
- 4.2 The County Council has identified that it already substantively meets the criteria for the next level of the scheme, Silver. This will put the Council in line with other lead authorities in the Covenant and provide demonstrable evidence of the authority's support for the armed forces. Work is therefore progressing to obtain the Silver level award.

5. Financial Implications

Local funding

- 5.1 Norfolk County Council currently makes available £20k of funding annually that can be used to directly support the work of the Board. The overall allocation is monitored at each Board meeting and a formal process is in place to approve funding bids on a rolling programme.
- 5.2 The table below outlines the allocation to projects during the past 12 months:

Project	Amount
RAF Marham Friends and Families Day	£3,000
Cherry Tree Academy funding – to enable the academy to join the Better to Best, school improvement programme	£3,250
The veterans stabilisation programme run by Walnut Tree and Norfolk and Suffolk Foundation Trust to improve the mental health and wellbeing of veterans in Norfolk	£10,000
Total	£16,250

- 5.3 This funding enables the Board to support local projects which deliver the Board's priorities and also provides a source of match funding for schemes such as the MOD's Covenant Fund. Any unallocated balance will be carried forward to the following year, to make it available for future projects.

6. Officer Contact

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

Officer Name: Merry Halliday **Tel No:** 01603 228871
Email address: merry.halliday@norfolk.gov.uk



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The Covenant Board's priorities and actions

1. The Board's three priorities for 2017/18 reflect the national focus:
 - Building Communities
 - Health, Welfare and Housing
 - Employment, Education and Skills
2. The following section of this report details some of the key actions that have been successfully delivered by the Board in 2017/18.

Priority 1: Building Communities

The constant shift that some individuals experience as a result of military life can lead to a feeling of isolation from the world outside of their military 'family'. An important element of the Covenant is to ensure that the serving and settled community have the opportunity to come together, building a mutual understanding and sense of the wider community. This will become even more important when the Future Accommodation Model (FAM) is actioned (for more information see below).

The Covenant Board delivered the following activities to support this priority:

3. Work has continued to seek ways in which the Board can improve support for the armed forces community in Norfolk. The Board has explored the potential for developing a Norfolk wide Covenant Pledge which clearly sets out what the community can expect from local authorities.
4. Discussions revealed a mixed appetite for such an approach mainly due to current competing pressures on services and a desire to 'mainstream' the issue.
5. To move this forward The Board is seeking to identify a range of resources that can be accessed by Norfolk's councils and their services as needed. This will establish a more consistent approach across the county.
6. In August, the County Council's Library Service undertook mobile library visits to RAF Marham, Robertson Barracks and Carbrooke in Watton (where some families from RAF Honingham in Suffolk are based). This enabled children of serving families to take part in the Summer Reading Challenge who might not otherwise have had access to the scheme.
7. 2018 sees the conclusion of events to commemorate the centenary of the end of World War 1 across the country. In 2014 a fund was established by the Board to assist communities with this commemoration. This year is the final year of the grant being available and at the time of reporting a last round of advertising was taking place to ensure that as many communities as possible had the chance to benefit.

8. Work to establish a mechanism for identifying, sharing and responding to issues identified through referrals to The Royal British Legion (RBL) and Soldier, Sailors and Airmen's Families Association (SSAFA), is proving complex. The conference referenced earlier in this report will examine the issues connected to collaborative working, including information sharing and begin a dialogue between a wide range of organisations all involved in the care and support of the armed forces family.
9. The Covenant Board worked with representatives from the military and emergency services cadet forces in Norfolk to identify opportunities for joint training exercises. This has helped to forge some useful links between the groups.
10. Members of staff who are part of the Reserves were encouraged to come to work in their uniform for Reserves Day in June 2017. Reserves Day is held nationally ahead of Armed Forces Week to recognise the valuable contribution made by Reserves and to encourage interest from the civilian community. Through this national event it is hoped to promote and celebrate Norfolk County Council's support of the Armed Forces community.

Priority 2: Health, Welfare and Housing

Good quality housing and access to health and welfare services are essential to serving families. This priority therefore addresses the needs of serving personnel and their families during and after military life.

11. Communities Committee will be aware that housing is currently provided for serving personnel and military families by the MOD. Consultation by the MOD on a 'Future Accommodation Model' (FAM) seeks to address a number of issues including the rising cost of maintaining the current housing stock and criticism from military families about the quality of accommodation. If taken forward the model will build upon financial assistance schemes to allow serving personnel and military families to rent in the local community or get a mortgage.
12. The FAM presents some of the most significant changes that the military community has experienced for some time and will have a major impact upon local communities and services in the surrounding areas. Trial areas for FAM are expected to be announced in early 2018. It is thought unlikely that Norfolk will be amongst this trial, however the Committee will be kept updated.
13. The health and welfare of the serving community are largely addressed by the MOD, however this does not extend to their families. An example of how this impacts is through dental care, where nationally re-deployed families have struggled to access local, affordable dental services. In addition, the frequency of redeployment for some, means that they can experience issues with waiting lists for medical treatment. The NHS has committed to improving this situation as part of the national Armed Forces Covenant.
14. A veteran is anyone who has served in the armed forces for a day or more. This means that the description of veteran can mean very different people, with different experiences and issues. Amongst this group can be some of the most vulnerable members of society. This includes so called 'early-leavers' many of whom will have embarked on a military career only to find this cut short at an earlier age with

perhaps few career prospects and potentially underlying mental health issues. Older veterans can experience isolation, especially if they have had difficulty adjusting to civilian life. Research also shows that experience of military life can make it particularly difficult for some veterans to ask for help, especially from people who don't have experience or knowledge of military life.

The Covenant Board delivered the following activities to support this priority:

15. There are a significant number of charities working in Norfolk to assist both serving and veteran communities. These charities play a vital role in helping those in need with specialist knowledge and first-hand experience of what it is like to have served. The Norfolk Armed Forces Covenant Board has offered support to these charities, to encourage and foster an integrated approach to supporting veterans where possible.
16. In June 2017, the Government launched the Veterans' Gateway, a 24/7 one-stop-shop for service leavers, veterans and their families. The initiative was led up with the Royal British Legion and the Armed Forces Charity (SSAFA) to help improve the complicated landscape that exists around military charities and provide a single point of contact for those in need.
17. To embed the Veterans' Gateway in Norfolk the conference referenced in this report will be used to raise awareness among Norfolk's charity sector and public service providers of the Gateway. The conference will also assist in identifying potential barriers preventing veterans getting the help and support they need from the sector. The conference will also seek to begin a conversation about the veteran of the future in recognition of the changing face of the armed forces.
18. In response to concerns about the MOD's Future Accommodation Model, engagement has taken place with the Norfolk Housing Reference Group and the Norfolk Strategic Planning Forum to raise awareness among local government officials of potential local housing pressures.
19. The Board continues to support RAF Marham with its request for improved access to dental services for serving families. Two applications for funding (MOD and the RAF Benevolent Fund) failed to secure funding on the grounds that services are provided by the NHS and should be adequate. The work has now been linked with research being carried out by HealthWatch Norfolk into the effectiveness of dental service provision for all communities in West Norfolk. A report is due in February 2018 which will be brought to Communities Committee and Health, Overview and Scrutiny Committee in April and May respectively. Personnel representing the families of RAF Marham remain determined to secure a better dental service, particularly for the children, many of whom are not registered and do not have check-ups. This work also links with a letter written by the Secretary of State for Health in January 2018 about the current primary care dental contract notifying the continuation of a trial (to March 2020) to change the way NHS dentists are paid to ensure activity to prevent as well as treat disease.
20. Veterans and Armed Forces issues, including the role of the Covenant, now form part of the curriculum for all GPs nationally and are tested in the Royal College of General Practitioners membership exam. NHS England is also working with the Royal College of General Practitioners to develop a veteran's awareness

accreditation programme for GP practices that is being piloted in the Midlands before roll-out to other regions.

21. NHS England has commissioned pilots in six areas of the country: Norfolk/Suffolk; Nottingham; South West (Devon & Cornwall); London; North West and West Midlands to set up Liaison and Diversion services to assist serving personnel and veterans in the criminal justice system.
22. The Liaison and Diversion Service for Norfolk and Suffolk is provided by Norfolk and Suffolk NHS Foundation Trust and Julian Support, working with key partner Project Nova (Walking With the Wounded).
23. The programme refers individuals who are actively involved with the criminal justice system prior to any sentence, and those who have been recognised as having an identified vulnerability, to an appropriate treatment or support service.
24. The programme is assisting with the identification of serving personnel and veterans in the system. This information helps to improve the care options for individuals as well as providing an opportunity to enhance the services provided to their families. In 2018/19 there will also be an opportunity to extend the provision of support to veterans who have mental health problems.
25. NHS input into Norfolk's Covenant Board has been strengthened with the addition of the East of England's Armed Forces Commissioning Manager. This is an important step in the Board's ability to make strategic links and ensure that NHS commitments in relation to the veterans and the families of serving personnel are delivered in Norfolk.
26. Ongoing in the Board's work is awareness raising with frontline staff at housing associations, Job Centre Plus and GP practices in order to improve general understanding of the Armed Forces Covenant and the needs of veterans. It is vital that all of the services involved understand the needs of the current and ex-serving community in order to best meet their needs.

Priority 3: Employment, Education and Skills

Education and skills are essential to serving families. This priority therefore addresses the needs of children of serving families and also their parents during and after military life.

Nationally, work is underway to ensure that the qualifications that an individual gains while serving are transferrable into civilian life. This is in recognition that in the past this has been a barrier to employment as service leavers and veterans have not necessarily been able to translate their skills and experience past their military life. This has also been linked with misconceptions amongst some civilians of what a veteran can contribute to a workforce.

It has also been recognised that the spouse of a serving man or woman can be put at a disadvantage as far as employment because of the need to move with their partner when they are re-deployed. This can extend to children as well when it comes to their education and later employment.

The Covenant Board delivered the following activities to support this priority:

27. Norfolk Community Learning Services (NCLS) worked closely with the spouses of The Welsh Cavalry (1st The Queen's Dragoon Guards based at Swanton Morley) to provide 1-2-1 advice on career options and adult learning opportunities. Although this work was well received, issues remain due to lack of child care on the base preventing spouses from attending courses (this is partly due to an extensive deployment schedule experienced by the base this year). In response to this, NCLS accommodated the deployment schedule to create two days of family learning activities during school holidays when half of the service personnel were back on base.
28. At Key Stage 1 and 2 Norfolk's serving family children continue to perform higher than their civilian counterparts. The analysis of KS3&4 results is awaited.
29. In recognition of the pressures experienced by local schools due to military life, Norfolk's Covenant Board assisted the Cherry Tree Academy at Marham to bid for funding to join the "Better to Best" programme. The programme has given the Head Teacher and staff access to support and resources to help the schools develop. The programme has been well received and the schools have been able to continue to improve their practices. Both the Infant and Junior Schools have retained their "Good" Ofsted ratings.
30. The Board has continued to support families re-deployed into Norfolk by providing advice and guidance, along with schools on issues such as allocation of reception places and school transport. Much of this work has been delivered in partnership with welfare officers from the bases who act as the first point of contact for the families. This has been particularly important in the lead up to families moving from the USA as part of the establishment of the F35 Lightning II. By offering this service the Board has built strong links with the serving community and developed solutions to local issues.
31. The Job Centres in Norfolk are strengthening their contribution to the Armed Forces Covenant by raising awareness through staff training. For example, they invite serving personnel to speak about careers in the armed forces so job coaches can advise veterans seeking work. They also run events where staff learn about the support available from local charities. This is particularly necessary if job seekers have personal problems that need solving before they can access employment opportunities.
32. The Norfolk and Norwich University Hospital NHS Trust runs "Step Into Health" Days for service leavers, veterans and their families. This enables participants to learn about hospital departments, to see behind the scenes and to undertake work experience ahead of applying for jobs. Over 70% of those opting for work experience secure jobs in the NHS.

Norfolk Armed Forces Community Covenant Board

The membership of the Board is made up of:

- Armed Forces Commissioner; Tony Tomkinson (chairman)
- Norfolk County Council; Councillor Keith Kiddie
- District Council representatives (x2);
 - Councillor Sam Chapman-Allen (Breckland Council),
 - Councillor Elizabeth Nockolds (Borough Council of King's Lynn & West Norfolk),
- Representatives from the Armed Forces (x4);
 - Major Tom McIlwaine (British Army)
 - Major Gavin Rushmere (British Army Reservists)
 - Wing Commander Stewart Geary (RAF)
 - Cdr Richard Pethybridge (Navy)
- Representatives from the Armed Forces charities (x3);
 - John Boisson, Royal British Legion,
 - Kevin Pellatt, The Armed Forces Charity SSAFA;
 - Lisa Thipthorp, RAF Families Federation.
- Representative for Reservist Forces and Cadets; Jamie Athill
- Job Centre Plus armed forces lead; Mark Goldsmith.
- NHS representative in Norfolk; Derek Holesworth, Commissioning Manager.
- NHS England (Midlands and East); Ann Berry, Senior Armed Forces Commissioning Manager
- Representative for skills & employment; Jan Feeney, Norfolk County Council.
- Housing representative; Chris Haystead (Norwich City Council)
- MOD's Defence Employer Recognition Scheme; Ivor Bartrum
- Education representative: Simon Davis, Norfolk County Council

Communities Committee

Item No.

Report title:	Norfolk Against Scams Partnership
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact Caring for our County: <ul style="list-style-type: none">• Good growth: Building communities we can be proud of• Helping our population remain independent, resilient and well <p>The National Trading Standards (NTS) Scams Team is keen to form a partnership with Norfolk County Council to protect people, to prevent them from becoming victims of financial abuse through mass marketing scams. This will be achieved by empowering communities to 'Take a Stand Against Scams'.</p> <p>The purpose of this report is to present a recommendation on the proposed formation of the Norfolk Against Scams Partnership; to support the National Trading Standards 'Friends Against Scams' initiative.</p>	

Executive summary

Mass marketing scams are a form of financial abuse which affects the lives of millions of people in the UK. The lonely and older people are most at risk, although anyone can fall victim to a scam, particularly when faced with circumstances with which they are unfamiliar such as applying for a student loan or banking online. It is estimated that between £5billion and £10billion is lost every year by UK consumers to this form of fraud. The National Trading Standards (NTS) Scams Team has launched the 'Friends Against Scams' initiative; to raise the profile of the extent of this problem and to empower citizens and communities to 'Take a Stand Against Scams.' In order to further this initiative the NTS Scams Team is developing an '**Against Scams Partnership**' which they would like to take forward in Norfolk.

The formation of the Norfolk Against Scams Partnership (NASP) would involve a commitment from the Council to spread the message to 'Take a Stand Against Scams' and Members would be invited to become Scambassadors as part of the Friends Against Scams network.

The NASP would be a community pledge asking the whole of Norfolk to take action in helping to protect people in the county from scams. Scams are fraud and fraud is a crime. Organisations and groups would be asked to sign up to a charter as partners and help deliver initiatives to 'take a stand against scams'. This problem is significant and it needs a multi-agency approach to tackle it to protect our communities; specifically consumers who are made vulnerable by their circumstances.

Recommendation:

Members are asked to support the establishment of a Norfolk Against Scams Partnership (NASP) with the National Trading Standards (NTS) Scams Team and communities in our county and agree to Norfolk County Council becoming one of the flagship Friends Against Scams local authorities.

1. Proposal

- 1.1 The Trading Standards Service's core function is to build a safe, fair and legal marketplace for Norfolk, helping businesses to succeed and safeguarding communities. Our three priorities are:
- Enabling economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
 - Safeguarding communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
 - Protecting public safety, health and well-being and ensuring trading is legal, honest and fair.
- 1.2 For a number of years, Trading Standards has provided information and support to Norfolk communities to protect them from scams by raising their awareness of them. This work is embedded in the Service's delivery of safeguarding and protection of Norfolk residents. It has involved supporting and leading community events; delivering training; raising awareness through partners, media and organisations; and supporting the most vulnerable in our communities who have fallen victim to scams. This is often in conjunction with a Community Champion partner. The Service has provided a weekly email alert service for a number of years; whereby scam alerts are sent to a large database of both consumers and businesses. The Service is currently developing better ways to engage with the business community to protect traders from scams specifically aimed at them.
- 1.3 The National Trading Standards (NTS) Scams Team is urging communities to 'Take a Stand Against Scams.' This is achieved by people being equipped with the knowledge and skills to recognise scam communications, advertising and mailing. The community is then able to take local action to protect their more vulnerable members from becoming victims. The national launch of the Friends Against Scams initiative took place in 2016. Norfolk Trading Standards committed to this initiative in early 2017 through promoting and delivering the Friends Against Scams training, with the aim of 600 Norfolk people becoming a friend by the end of this current service year.
- 1.4 The objective of the Norfolk Against Scams Partnership (NASP) will be that the council will take the lead in bringing together organisations from the public and private sectors, the voluntary sector, community groups, and individuals in the county; to raise a concerted heightened awareness of scams. This will increase the understanding by communities of the various types of mass marketing scams being experienced by many residents and will help to protect the people who are vulnerable to them. Each organisation will be asked to sign up to a Charter, indicating their willingness to work together in the partnership. The NASP will work with charter partners to share key messages and try to avoid duplication. In supporting this partnership working, the Council will encourage Friends Against Scams training across all NCC employees and the council will support its Members to (voluntarily) become Scambassadors in their divisions.
- 1.5 The formation of a Norfolk Against Scams Partnership (NASP) would be a decisive step in Norfolk Taking a Stand Against Scams and would demonstrate the Council's commitment to the Friends Against Scams initiative.

2. Evidence

- 2.1. Financial abuse through mass marketing scams is well documented as a form of fraud which targets the most vulnerable in society. Academia has looked into this scourge, in particular Bournemouth University. Further information is provided in the NTS Scambassador pack (**Appendix 1** to this report).
- From this literature it is evident that in the UK:

- Financial abuse through scamming is an under-reported crime. Currently it is estimated that only 5% of this type of fraud is recorded.
- More than 53% of people aged 65 or over have been targeted by scams.
- The average age of a scam victim is 75 but victims can be as young as 19.
- Older people are more susceptible to becoming victims due to lower levels of cognitive function. This is a concern because of our ageing population.
- Victims have lost £1,000 or more before they realise they have been scammed.

Norfolk Trading Standards' experience of working with victims of scams confirms these figures. A West Norfolk victim, aged over 80, whom the service is currently helping, has lost over £85,000.

3. Financial Implications

- 3.1 There are no direct financial implications of the Council becoming a Partner with the NTS Scams Team or the formation of the Norfolk Against Scams Partnership. The Trading Standards Service will lead this partnership and the delivery by the Service will be met from current resources. Other services, particularly the Norfolk Safeguarding Adult Board, will support the delivery of this partnership but this will again be met from existing resources.
- 3.2 There is strong evidence that an older victim of a scam is considerably more likely to lose their independence and draw on the services of the Council and other community partners because of the negative impact on their confidence, financial integrity, and health and wellbeing.

4. Issues, risks and innovation

- 4.1 The formation of a Norfolk Against Scams Partnership (NASP) will support the priorities of the Trading Standards Service:
- Enabling economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
 - Safeguarding communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
 - Protecting public safety, health and well-being and ensuring trading is legal, honest and fair
- 4.2 A NASP will build on the 'Uniting Norfolk Against Financial Abuse and Scams' conference, jointly organised by the Norfolk Safeguarding Adults Board and Trading Standards, held in Norwich on 14 September 2017. Over 90 organisations came together to hear the work that academia, statutory and voluntary agencies and businesses are delivering to safeguard people in the UK from scams.
- 4.3 Section 42(3) of the Care Act 2014 clearly states that abuse includes financial abuse; and for that purpose "financial abuse" includes:
- (a) having money or other property stolen,
 - (b) being defrauded,
 - (c) being put under pressure in relation to money or other property, and
 - (d) having money or other property misused.
- 4.4 Added to this the most recent edition of the "Statutory Guidance to support Local Authorities implement the Care Act 2014" recognises that Trading Standards has a valuable contribution to make in ensuring adults are safeguarded, saying:
- 14.29 In all cases this is financial abuse and the adult at risk can be persuaded to part with large sums of money and in some cases their life savings. These instances should always be reported to the local police*

service and local authority Trading Standards Services for investigation. The Safeguarding Adults Board will need to consider how to involve local Trading Standards in its work.

For further information please see The Scams Team Smart Guide: Scams, Adult Social Care and The Care Act (Appendix 2 to this report).

4.5 The formation of the NASP will continue to reduce the risk of people becoming victims of scams and help make Norfolk a scam free county. This initiative complements the council's ongoing support of 'Dementia Friends' and 'In Good Company'

4.6 The risks associated with the NASP are:

- Failure to deliver the Partnership effectively as a result of reduced resources for the Trading Standards Service and/or other services in the Council; which would lead to a potential increase in the number of scam victims and reputational damage to the Council.
- Reluctance of Members to embrace the spirit of this Partnership by choosing not to act as Scambassadors; which would lead to reputational damage to the Council.
- Reluctance of the Council's employees to undertake the Friends Against Scams training and as a result fail to identify and support a victim of scams; leading to victims failing to get support and reputational damage to the Council

This paper will be presented to the Adult Social Care Committee on 14 May 2018 with a view to recommending that the committee supports this Partnership.

5. Background

5.1 Friends Against Scams (FAS) is a NTS Scams Team initiative launched in 2016 to highlight the scourge of financial abuse in the UK and to protect and prevent people from becoming victims through scams. It is estimated that between £5billion and £10billion is lost every year by UK consumers, falling victim to this type of fraud.

5.2 For over 10 years the Trading Standards Service has sought to raise the awareness of scams in communities across Norfolk. The 'Friends Against Scams' initiative has enabled the Service to align with a nationally recognised brand delivered by a national organisation and by other local authorities; encouraging communities to take action to prevent and protect potential victims.

5.3 There are a number of ways both people and organisations can further the aims of the initiative by becoming:

- A Friend
- A Scamchampion
- A Scambassador
- A Friends Against Scam Organisation
- An Friends Against Scams Partner

5.4 Norfolk Trading Standards Service has taken forward the Friends Against Scams initiative by raising awareness in communities:

- 518 people have registered to become a 'Friend Against Scams' by completing the face to face or online training. (The Service 2017/8 target is to train 600 by 31 March 2018).
- 28 people have registered as Scamchampions and Chloe Smith MP and Clive Lewis MP are Scambassadors.
- One large Norfolk finance sector business has expressed an interest in the Friends Against Scams initiative and we are exploring ways to take

this forward.

- 5.5 The Council supporting a Norfolk Against Scams Partnership (NASP) will:
- inspire action by a wide range of agencies and organisations across the county
 - highlight the scale of the impact of scams on people's lives in Norfolk
 - change the perceptions of why people fall for scams
 - make scams a community, local, regional and national topic
 - build on the work that Norfolk Trading Standards has led on to recruit over 600 Friends Against Scams in Norfolk

build on the excellent 'Uniting Norfolk Against Financial Abuse and Scams' conference held in Norwich on 14 September 2017 where over 90 organisations came together to hear the work that academia, statutory and voluntary agencies and businesses are delivering on in Norfolk. A focus group was formed post-conference to work together to strengthen and develop our collaborative countywide response to the issue of safeguarding adults at risk of financial abuse and scams.

5.6 Definitions:

- A Friend is someone who completes a scams awareness session and turns their knowledge into action
- A Scamchampion delivers awareness sessions and recruits Friends.
- A Scambassador is someone who will use their influence to raise the profile of scams at a national level.
- A Friends Against Scams local authority (FAS LA) is a local authority that commits to spreading the message to Take a Stand Against Scams.
- To arrange a training session or access the online session you can visit; www.norfolk.gov.uk/friendsagainstscams

- 5.7 For further information on the health impact of scams, please refer to the report presented to the NHS East Anglia Quality Surveillance Group Meeting on 9 January 2017 by Walter Lloyd-Smith, Norfolk Safeguarding Adult Board Manager (Appendix 3)

Officer Contact

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

Officer name : Sophie Leney

Tel No. : 01603 224275

Email address : sophie.leney@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.



STAND AGAINST SCAMS



STAND AGAINST SCAMS

Scams are the scourge of our communities. They are operated by criminals with the sole purpose of identifying and exploiting often vulnerable, elderly and mentally impaired people.

Trading standards, a function of local government, is focused on combating criminals and protecting these vulnerable individuals.

The average victim loses about **£1,000** to scams but some have lost their homes, their life savings and many thousands of pounds.

Financial loss is not the only cost. Feelings of **vulnerability** can have an overwhelming impact on many victims.

Elderly victims are **2.4 times more likely** to die or go into a care home than those who are not scammed.

Many other public services are required to help pick up the pieces and all this has a cost.

WHO ARE THE NATIONAL TRADING STANDARDS SCAMS TEAM?

The NTS Scams Team is funded by National Trading Standards and is hosted by East Sussex Trading Standards. The team was founded in 2012 to tackle the problem of postal, telephone and doorstep scams, and related crimes. The team works across England and Wales with trading standards and

partner agencies to investigate scams, and to identify and support those who fall victim to them.

Together with the NTS Scams Team we are creating a cross-party network to protect everyone from scams and the damage they cause. This is the **#SCAMBassador** network.

WHAT IS FRIENDS AGAINST SCAMS?

Friends Against Scams is a National Trading Standards Scams Team initiative which aims to protect and prevent people from becoming victims of scams by empowering communities to... 'Take a Stand Against Scams.'

Scams affect the lives of millions of people across the UK. People who are scammed often experience, loneliness, shame and social isolation.

Friends Against Scams aims to inspire action, highlight the scale of the problem, change the perceptions of why people fall victim to scams and make scams a local, regional and national topic.

By attending a Friends Against Scams awareness session or completing the online learning, anyone can learn about the different types of scams and how to spot and support a victim. With increased knowledge and awareness, people can make scams part of everyday conversation with their family, friends and neighbours, which will enable them to protect themselves and others.

Within the initiative there are:

Friends

People from all walks of life who attend a short training session, commit to talking to others about scams and potentially identify victims.

SCAMchampions

Friends who attend a further training session to enable them to recruit new Friends Against Scams.

SCAMBassadors

MPs, senior officials or someone who will use their influence to raise the profile of scams.

CONTACT US TO SIGN UP TODAY
SCAMBASSADORS@TSI.ORG.UK



STAND AGAINST SCAMS



SO WHAT ARE SCAMS?

If someone is persuaded to part with money as a result of **postal, telephone or electronic communication** received into the home they have been scammed. This can often take place on an industrial scale through:

- Fictitious prize draws
- False investment opportunities
- Pension fraud or bogus equity release schemes
- Clairvoyant or dating scams
- Fake lotteries

These scams often use techniques such as sales scripts, data collection and targeted mail. They may play on the aspirations as well as the vulnerability of the victim. Victims' details are often passed around criminal groups, leading to repeat victimisation.

Several forms of this crime take place on the doorstep. Victims are cold called at their homes and persuaded to part with money. The most common form is charging an extortionate price for unnecessary work not completed.

THE TIP OF THE ICEBERG

For all that is known about scams it is believed that there is a great deal of information yet to be discovered.

- Victims don't report being scammed because of shame or intimidation
- With diminishing funding for local trading standards services there are fewer opportunities to follow up on suspicious activity
- Developing technology enables scammers to access victims in new ways

When it was founded the NTS Scams Team had uncovered **106,000** potential victims on captured criminal target lists also known as 'suckers lists'. Further investigations have suggested that there are **750,000** victims in circulation with many more anticipated.

Only **5%** of scams are reported

WHAT ARE LOCAL AUTHORITIES DOING ABOUT SCAMS?

Combating scams is rarely easy. Many criminals operate overseas out of the reach of UK authorities, hide under company identities or intimidate their victims into silence. Trading standards have seen staff numbers fall by half over the last five years. Criminals know this and are targeting consumers because of this.

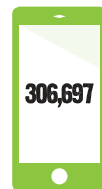
Local authority trading standards step in when they are aware of a victim, disrupting the criminals and where possible attempting to bring them to justice.

Officers work with victims to prevent future scams, using innovations such as call blockers to safeguard individuals. When a call blocker is installed it shows the targeting of the vulnerable.

Local authority trading standards have piloted call blocking software to help tackle scam calls up and down the country. In partnership with trueCall we have found that:



Over 100 **trading standards, charity, social services, adult safeguarding** and **police teams** have been involved in successful call blocking projects all across the UK



nuisance calls blocked



of all calls received were nuisance calls



of nuisance and scam calls blocked

Residents were receiving **53 nuisance calls** per month – **6 times** the national average



MANY INTERVENTIONS ARE GUIDED BY THE WORK OF THE NTS SCAMS TEAM

Aims of the National Trading Standards Scams Team are:

- To **IDENTIFY** victims of scams
- To **INTERVENE** and protect victims from further victimisation
- To **INVESTIGATE** criminal activity
- To **INFORM** local authorities and agencies on how to work with and support scam victims
- To **INFLUENCE** people at local, regional and national levels to **TAKE A STAND AGAINST SCAMS**

The NTS Scams Team is fighting for a scam free nation by 'Taking a Stand Against Scams.'

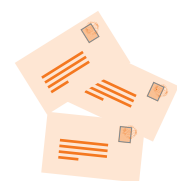
The team shares its data with local authority trading standards services who are then able to intervene with victims on a one-to-one basis. Partner agencies are advised to make face-to-face visits to ensure that the victim receives the best possible care and support.

Local trading standards work tirelessly to ensure a long term support network is established. Where possible local teams will also link victims with other support mechanisms and befriending services such as those run by the charity Age UK.

Successes of the NTS Scams Team

- **177** local authorities are signed up to the NTS Scams Team initiative
- **20,464** victims identified throughout the UK
- **£1,469.88** average savings per person as a result of trading standards work

3,628 
postmen and postwomen trained by trading standards



110,000
items of mail seized

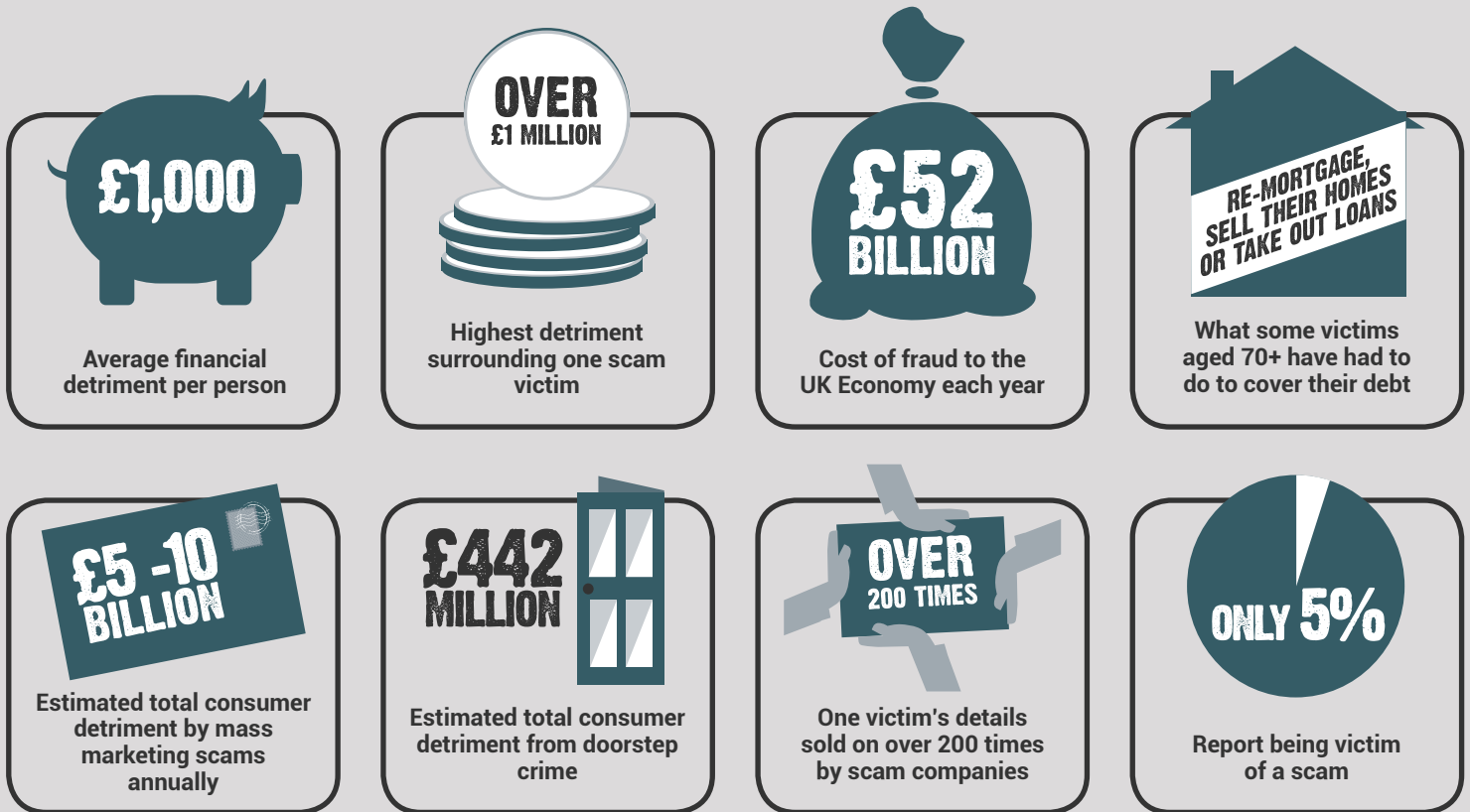


150,000
cheques seized



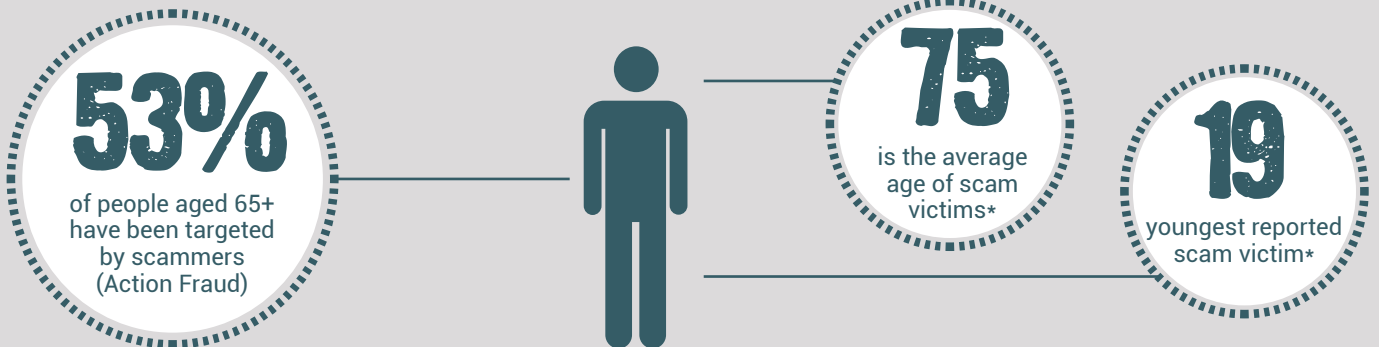
750,000
victims have been identified on so-called 'suckers lists'

STAND AGAINST SCAMS



ANYONE CAN BE THE VICTIM OF A SCAM

yet it is the elderly and vulnerable who are often systematically targeted by scammers



*based on 'suckers list' intelligence

RESEARCH HAS CONFIRMED

older people are more susceptible to becoming victims due to lower levels of cognitive function. This is a concern because the ageing population is on the rise:



11.4 million (17.7% population) were aged over 65 in mid-2014



Set to rise to 20 million by 2050



Number of people with dementia set to rise by 40% by 2025

HOW TO HELP A SCAM VICTIM?

By signing up to the initiative, as both a new **#SCAMBassador** and as a prominent figurehead of the community, the cases of local scams victims and their families will inevitably surface and require action.

It is important to remember that victims are all unique. There are, however, some common things to remember for every victim:

- Experts have described victims of scams and financial abuse as being groomed by scammers
- Because of this they may not accept that they have been a victim of crime, believing the criminals even over their own family
- Their family may have made several attempts to stop repeat victimisation only to find that their family member cannot accept that they are being defrauded
- Many victims suffer from dementia and other debilitating mental conditions which contributes to the difficulty to accept a crime has taken place

Trading standards becoming involved will bring safeguarding support to victims and help to investigate criminal activity.

If you or a constituent wishes to report a potential scam contact the Citizens Advice consumer helpline.

03454 04 05 06
or
03454 04 05 05
(Welsh speaking line)

If you would like any further information on the issues around scams, trading standards and what happens to an issue once it is reported please get in touch with CTSI

SCAMBASSADORS@TSI.ORG.UK
WWW.FRIENDSAGAINSTSCAMS.ORG.UK

PRINT OUT FOR FUTURE REFERENCE

JOIN THE FIGHT

CTSI and the NTS Scams Team will support you every step of the way in becoming an effective **#SCAMBassador** for your community. We will provide media support and can help give you ideas for local community actions that might work well in your area.

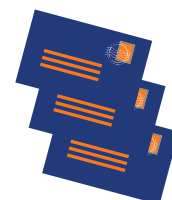
Some initiatives that have worked well in the past include:

WRITING to your local newspaper/magazine. Include a column on the latest scams reported in the area, warn constituents to be aware, provide info and keep us updated.



Use social media to raise awareness of issues **#FRIENDSAGAINSTSCAMS**. Become a **#SCAMBassador** today!

Co-ordinate a **MAIL COLLECT** in your constituency – this is a great way to get scam mail out of your constituent's homes and into the hands of the trading standards teams who will be able to investigate it fully. Send findings over to the NTS Scams team.



YOUR COMMITMENT TO US:

BY SIGNING UP AS A **#SCAMBASSADOR** YOU ARE COMMITTING TO:

- Help us to raise the profile of the problem of fraud and financial scams at a national level
- Raise the issue of scams as a key topic of concern in parliament
- Encourage your local authority to sign up to the NTS Scams Team and start taking information on scam victims

As the **#SCAMBassador** network grows we hope to be able to bring increased national attention to the issues

**CONTACT THE TEAM
TO SIGN UP TODAY**
SCAMBASSADORS@TSI.ORG.UK



**FOR MORE INFORMATION
CONTACT THE POLICY TEAM**

tel **01268 582250** or email
scambassadors@tsi.org.uk

Published by Chartered Trading
Standards Institute



Scams Team Smart Guides

Scams, Adult Social Care and The Care Act

The Introduction

Victims of scams, whether that is mass marketing fraud or doorstep crime, are victims of financial abuse. As a result, the Care Act 2014 puts all local authorities under a duty to take steps to prevent individuals being subjected to financial abuse. This paper outlines succinctly the legislative basis that requires local authorities to take responsibility for tackling scams and undertake activities which could prevent people being financially abused.

The Facts

Section 42 of the Act states that where a local authority has reasonable cause to suspect that an adult in its area —

- (a) has needs for care and support (whether or not the authority is meeting any of those needs),
- (b) is experiencing, or is at risk of, abuse or neglect, and
- (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

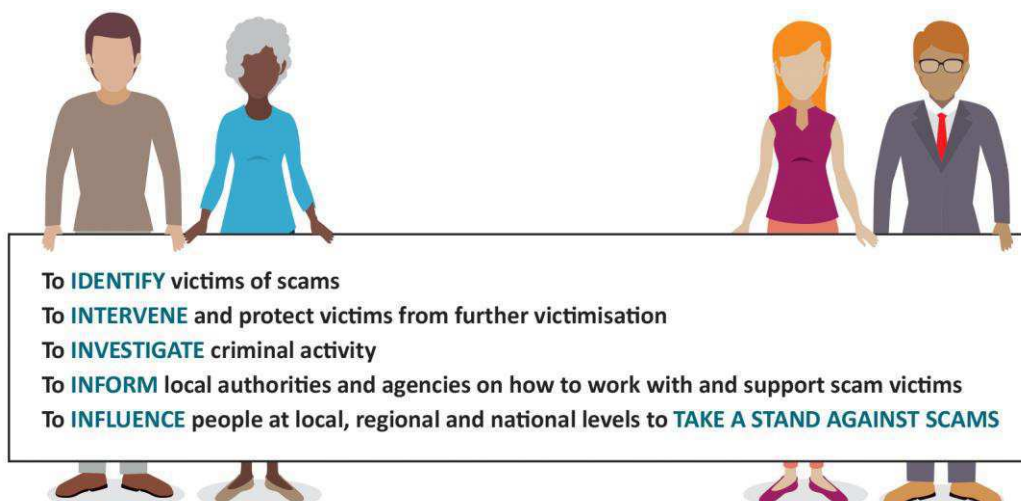
The local authority then must make whatever enquiries it thinks necessary to enable it to decide whether any action should be taken in the adult's case and, if so, what and by whom.

Section 42(3) clearly states that abuse includes financial abuse; and for that purpose "financial abuse" includes –

- (a) having money or other property stolen,
- (b) being defrauded,
- (c) being put under pressure in relation to money or other property, and
- (d) having money or other property misused

Added to this the most recent edition of the, "Statutory Guidance to support Local Authorities implement the Care Act 2014" recognises that trading standards have a valuable contribution to make in ensuring adults are safeguarded, saying:

14.29 In all cases this is financial abuse and the adult at risk can be persuaded to part with large sums of money and in some cases their life savings. These instances should always be reported to the local police service and local authority Trading Standards Services for investigation. The Safeguarding Adults Board will need to consider how to involve local Trading Standards in its work.



**NATIONAL
TRADING
STANDARDS**

Scams Team

Scams Team Smart Guides

14.30 These scams and crimes can seriously affect the health, including mental health, of an adult at risk. Agencies working together can better protect adults at risk. Failure to do so can result in an increased cost to the state, especially if the adult at risk loses their income and independence.

The Act also introduced statutory Safeguarding Adults Reviews (SAR). The Safeguarding Adults Board must conduct a SAR if there is reasonable cause for concern about how the Board, members of it or others worked together to safeguard the adult and death or serious harm arose from actual or suspected abuse.

Safeguarding adults with care needs who are subject to financial abuse via scams therefore need to be considered as part of a whole council approach. Furthermore, Section 2 also states local authorities must make provision for services that prevent or delay the need for care and support.

The Challenge

Adult Social Care teams may not recognise that responding to scams constitutes financial abuse and that steps need to be taken to protect these individuals. Adult Social Care managers and Directors may not recognise the scale of the problem and the need to resource dealing with this aspect of safeguarding as part of a whole council approach.

Local trading standards services are at the forefront of tackling financial abuse through their excellent work in visiting and supporting victims of scams. A recent survey we conducted showed that whilst 81% are engaged with adult social care to the extent that they can discuss/action concerns re financial abuse, only 26% have a place on their Safeguarding Adults Board.

It is beneficial to engage with your local Safeguarding Adults Board to ensure the needs of financial abuse victims are addressed through a co-ordinated range of activities, including:-

- To recognise the signs of financial abuse when council employees come into contact with vulnerable members of the public, especially when in their own homes.
- To be proactive in responding to information and intelligence which indicates an individual may be subject to financial abuse.
- To ensure that there is adequate intervention, prevention and support.
- To evaluate what the most appropriate method of intervention and support is, whether that is within the local authority or by using partners, including the voluntary sector.

The Help

The NTS Scams team are currently working with the Association of Directors of Adults Social Services (ADASS) to enhance understanding at a national level of the importance of tackling scams and supporting victims covered within the Care Act.

The team is also happy to support you with advice and guidance as necessary to increase the profile of scams within your authority. Furthermore, it has developed the Friends Against Scams initiative which, amongst other things, will provide an on-line training tool to help carers and others who visit people in their homes to identify financial abuse and report it.

It is essential that the signs of financial abuse are not missed or overlooked and recently we have been actively supporting the care sector and other professionals who particularly visit adults in their own homes to look out for and report any suspicions of abuse.

We want to engage with local authorities further in discussions about how we can forge greater working relationships and explore working practices so that together we can further improve safeguarding in this area.

Telephone: 01323 464444

Email: scamsteamadmin@eastsussex.gov.uk

Secure email: scams.team@eastsussex.gcsx.gov.uk

Website: www.nationaltradingstandards.org.uk



East Anglia Quality Surveillance Group Meeting

Date: 9 January 2017

Title: Report of Norfolk Safeguarding Adults Board

KEY POINTS/ISSUES OF CONCERN

The growing threat of financial scamming

Financial scamming is a significant and under-reported problem (see BBC news article: [A financial scam was committed once every 15 seconds in the first half of the year](#).) Figures from [Financial Fraud Action UK](#) puts losses across payment cards, remote banking and cheques at £755 million in 2015 - an increase of 26% compared to 2014 (FFAUK 2016).

A number of factors are now combining to present a '*perfect storm*' for scamming – an ageing population (see: [Dementia and Alzheimer's have overtaken heart disease as biggest killer](#)), ever-increasing demand on services, budget pressures, and the significant under-reporting of scams.

Action is urgently needed to tackle this growing threat from a health perspective. The ripple effect of scams reaches far beyond the individual. Loss of assets and finances may result in a person being unable to contribute to their health and social care costs in old age, increasing the financial burden on society for future care provision.

The Quality Surveillance Group (QSG) is requested to consider how and what ways it can support this area of work and this document includes links to various source material. Additional material has been attached in Appendix 1

Health impact of scams

A few statistics summarise the impact of doorstep crime on victims:

- 40% said it had resulted in them having reduced confidence generally
- 28% said it had left them feeling down or depressed
- 46% said it had caused them financial detriment
- 16% had not told anyone about the crime, and
- 40% of these said the reason was embarrassment.

(National Trading Standards National Tasking Group Doorstep Crime March 2014)

While the effects of fraud may vary depending on the victim's individual circumstances, the potential severity of the impact should never be underestimated. The psychological effects can be severe and debilitating, including stress, anger, loss of self-esteem, shame and upset.

A study into the impact of doorstep crime on older victims by Greater Manchester Police showed that their health declined faster than non-victims of a similar age.

Although a small scale, a Home Office study (Donaldson 2003) found that

'it does suggest that elderly victims of burglary decline in health faster than non-victims of similar age and the impact of burglary [doorstep crime] is typically great. Two years after the burglary, they were 2.4 times more likely to have died or to be in residential care than their non-burgled neighbours.'

Research by the Centre for Counter Fraud Studies at the University of Portsmouth (Button, Lewis Tapley 2012) identified a range of physical and/or psychological effects on people's lives as a result of fraud. Some experienced severe physical and/or mental health problems, damage to relationships, and fear of threats or violence from fraudsters. As the research authors noted:

'The research highlighted the need for the criminal justice system and other bodies to give fraud victims a better deal.'

The negative impact of financial abuse, regardless of the source, can result in someone becoming in need of support from social services, having not previously required such help (SCIE 2011).

Vulnerable adults are at greater risk

While anyone can be a victim of a financial scam, older people are more vulnerable than most because their mental ability to assess risk may be declining in keeping with other age-related brain changes, or at particular times because of personal circumstances, such as social isolation, bereavement and financial pressures. ([Age UK 2015 pg7](#))

An extensive study on the psychology of scams by the [University of Exeter \(2009\)](#) found that 10-20% of the UK population are at risk of becoming repeat victims. They found that those who were at this 'increased risk' had a 30% chance of falling for a scam within the next 12 months.

As well as the personally devastating individual costs, financial scamming impacts on our health and social care system. It demands coordinated actions to tackle scamming across the health economy.

- ***Given such a wide impact on our society, there is a compelling case for financial scamming to be tackled as a health issue.***

To address this topic Norfolk Safeguarding Adults Board (NSAB) will be using financial abuse (with a strong emphasis on financial scamming) as one of its two themes for NSAB awareness week 2017 (September 11th to 15th).

NSAB has partnered with Citizens Advice, Norfolk Trading Standards and Norfolk Fire and Rescue to deliver a high-profile conference on financial abuse on Thursday 14th September 2017. Provisional speakers include

- DCC Ian Pilling, National Policing Lead for Vulnerable Adults

- Professor Keith Brown, Director National Centre for Post Qualifying Social Work and Professional Practice (NCPQSW) Centre for Leadership, Impact and Management, Bournemouth

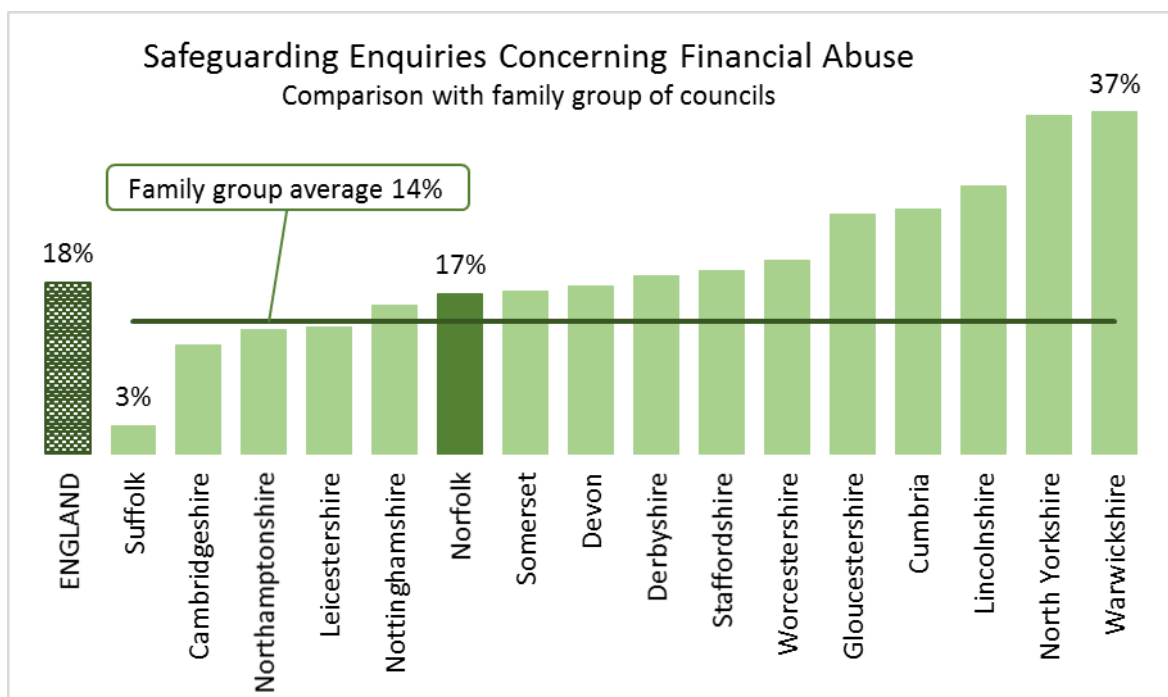
Actions for QSG's consideration:

- 1) To partner with the Norfolk Safeguarding Adults Board to deliver the conference event on 14th September 2017
- 2) To sponsor a piece of regional work to highlight the impact of scamming from a health perspective

Appendix 1

During 2015/16, of all the completed safeguarding investigations in Norfolk, 17% concerned financial abuse (see below). This was similar to the England average (18%). The average for the family group of councils was 14%, ranging from 3% (Suffolk) to 37% (Warwickshire).

A number of the councils in this family group are from within the eastern region.



References

Button M, Lewis C and Tapley J, (2012). *Not a victimless crime: The impact of fraud on individual victims and their families*, Centre for Counter Fraud Studies, University of Portsmouth.

Donaldson, R (2003). *Experiences of older burglary victims* Findings 198, Home Office.

Social Care Institute for Excellence (2011). *Assessment: Financial crime against vulnerable adults*.

Recommendations from Safeguarding Adult Review (Mrs BB)

Under the provisions of the Care Act 2014, all Safeguarding Adults Boards (SABs) are required to undertake a Safeguarding Adults Review (SAR), overseen by an Independent Report Writer, in order to learn lessons and improve practice when a situation arises with a person in their area, who requires care and support, raises doubts about the quality of service they received and deserved.

NSAB published a SAR on 9 December 2016, and some of the recommendations will be of interest to the QSG, particularly those relating to risk assessment and management, joint working and information sharing; Mental Capacity assessment processes; home care provider roles and working practices

The summary and full reports can be access via the Norfolk Safeguarding Adults Board's website at

[Norfolk Safeguarding Adults Board](#)

From the home page click on the Safeguarding Adults Review tab.

Walter Lloyd-Smith
Norfolk Safeguarding Adult Board Manager

23/12/2016

Communities Committee

Item No.

Report title:	Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales and Illegal Tobacco Plan (EARSITP)
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact Caring for our County: <ul style="list-style-type: none">• Good growth: Building communities we can be proud of• Helping our population remain independent, resilient and well Building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities. <p>The Trading Standards Service Plan and associated plans set out the service priorities for 2018-19, taking account of the service budget set in February 2018.</p> <p>The purpose of this report is to present recommendations to Committee on the proposed priorities for 2018-19 for consideration and approval.</p> <p>In addition this report is necessary to enable the Committee to determine how the County Council will discharge its new functions under the Environmental Protection (Microbeads) (England) Regulations 2017 which are designed to prevent environmental pollution and harm to the health of animals.</p>	

Executive summary

<p>This report introduces the Trading Standards Service Plan 2018-19 (Appendix 1) including:</p> <ul style="list-style-type: none">• Annex I: The Enforcement of Age Restricted Sales and Illegal Tobacco Plan (EARSITP) (Appendix 2 to this report) and• Annex II: The Food and Feed Law Enforcement Plan (FFLEP) (Appendix 3 to this report). <p>All three need to be adopted by the Communities Committee.</p> <p>Recommendations:</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• Review the Trading Standards Service Plan including Annexes I and II and adopt the plan.• Delegate the functions of the regulator for the purposes of the Environmental Protection (Microbeads) (England) Regulations 2017 to the Head of Trading Standards.
--

1. Proposal

1.1. The Trading Standards Service's vision is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities. Our three outcomes and priorities are:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair.

1.2. Our vision and priorities accord with the County Council's vision for Norfolk: Caring for our County, in particular:

- Good growth: Building communities we can be proud of: Ensuring Norfolk's economic growth can benefit everyone
- Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities
- Helping our population remain independent, resilient and well: Focusing on helping vulnerable adults to live independently

and contribute to and/or are supported by the **Norfolk Futures** strategic priorities of:

- Promoting independence for vulnerable adults: giving people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- Smarter information and advice: making it easier for people to find trusted, reliable information to make decisions that improve their independence and well-being
- Digital Norfolk: using technological solutions, to provide smarter ways of working and reduce costs within the Council and in frontline services
- Local service strategy: proactively targeting our services in the places where they are most needed
- Commercialisation: improving the return on existing assets and implementing a more business-like approach to managing our services.

1.3. Trading Standards has an important role in protecting the integrity of the food chain from farmed animal welfare and disease control to food safety and standards. The Service also ensures goods are safe and trading is fair and tackles underage and illegal sales of alcohol and tobacco. Activities in these areas also contribute to Public Health priorities.

The Service investigates criminal offences and civil breaches and takes legal action where necessary to protect individuals, in particular the vulnerable, as well as wider legitimate public and economic interests. Trading Standards therefore has an important social and economic role in the community, contributing to the health, safety and economic growth of Norfolk.

1.4. The Trading Standards Service plan has been developed using analysis of information (intelligence) that reflects the issues and problems Norfolk people and businesses face, ensuring that our service is unique and focused on the needs of the County. This includes providing part of the 'national shield' addressing both national issues that affect Norfolk and the impact of local businesses nationally and globally.

The service plan includes our 'plan on a page (page 8) which summarises our strategic control strategy and focus for protecting the public and legitimate business. The plan is supplemented with functional specific plans which describe how we will address statutory responsibilities relating to underage sales (Annex I), food and animal feed safety and standards (Annex II), and farmed animal health, welfare and disease control (Annex III). These specific plans include information required by Government on the monitoring of our discharge of these functions.

1.5. **Members are asked to review the Trading Standards Service Plan including Annexes I and II and it is recommended that the Committee adopts the plan.**

1.6 The 'regulator' for the purposes of the enforcement of offences under the Environmental Protection (Microbeads) (England) Regulations 2017 is, in relation to any place at which a rinse-off personal care product is manufactured or supplied, the local authority with responsibility for the area in which the place is situated; and for Norfolk is the county council.

1.7 Regulation 6 enables the regulator to authorise any person to exercise, for an authorised purpose and in accordance with the terms of the authorisation, any of the powers specified in regulation 8, if that person appears to the regulator suitable to exercise them.

1.8 **It is recommended that the committee delegates the functions of the regulator for the purposes of the Regulations to the Head of Trading Standards.**

2. Evidence

2.1. The Trading Standards Service Plan (Appendix 1) includes, and attention is drawn to:

- Annex I: The Enforcement of Age Restricted Sales and Illegal Tobacco Plan (EARSITP) (Appendix 2)
- Annex II: The Food and Feed Law Enforcement Plan (Appendix 3)

2.2. The Enforcement of Age Restricted Sales and Illegal Tobacco Plan (EARSITP) enables the County Council to discharge its statutory duty to annually consider and review its enforcement of the Children and Young Persons (Protection from Tobacco) Act 1991.

2.3. The Food and Feed Law Enforcement Plan (FFLEP) is a statutory plan required by the Food Standards Agency; which incorporates work that is intended to protect the food supply chain, covering both food production and control of animal feed used for animals intended for human consumption.

2.4. The Environmental Protection (Microbeads) (England) Regulations 2017 came into force on 9 January 2018.

2.5. It is an offence for any person to manufacture any rinse-off personal care product using microbeads as an ingredient and, with effect from 19 June 2018, it will be an offence for any person to supply or offer to supply such products.

2.6. Regulators are afforded specific powers of entry, examination, investigation and sampling for analysis or testing to enable them to enforce the provisions of the Regulations, which mirror existing powers familiar to Trading Standards Officers. Where offences are committed, regulators may impose variable monetary penalties or compliance notices, having previously issued notice of intent. Regulators may also issue stop notices or enforcement undertakings.

2.7. The regulator has to publish a report; specifying the cases in which a civil sanction has been imposed and where a variable monetary penalty or

compliance notice has been accepted or an enforcement undertaking has been entered into.

The regulator also has to publish guidance about its use of civil sanctions under the Regulations. This can be achieved through guidance posted alongside the current CES Enforcement Policy on the Trading Standards pages of the NCC website.

- 2.8. Given the powers and duties placed on the regulator, the Trading Standards Service is best placed within the County Council to execute those powers and fulfil those duties, given their familiarity with similar enforcement regimes. The Service also holds business data and collates intelligence pertinent to enforcement of the Regulations.

3. Financial Implications

- 3.1. The financial implications of service delivery aligned to the Trading Standards Service Plan 2018-19 and associated policies and plans accord with the budget agreed by Full Council.
- 3.2. Any enforcement required by virtue of the Environmental Protection (Microbeads) (England) Regulations 2017 will be conducted by Trading Standards Officers alongside current enforcement duties.
- 3.3. Regulators are able to recover the costs of enforcement under the Regulations in the case of variable monetary penalties, compliance notices and stop notices.

4. Issues, risks and innovation

The key issues that need to be taken into account are:

4.1. Staff

Sufficient suitably qualified and competent officers are required to undertake enforcement activities, including the use of statutory powers. The Trading Standards Service operates a workforce and career development plan to maintain a complement of qualified and competent officers. Skills and competency are assessed during annual staff appraisals and a programme of Diploma in Consumer Affairs and Trading Standards (DCATS) qualification and continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

During 2016/17 and 2017/18 a performance measure was used to ensure that the Trading Standards Management Team was able to assess, on a four-monthly basis, the levels of qualifications and competencies across 14 enforcement areas and, where shortfalls were identified, take the necessary actions to ensure the Service has the required number of qualified and competent officers in place. This process is now embedded within the Service.

4.2. Legal implications including the Crime and Disorder Act 1998, human rights implications, the General Data Protection Regulation 2016, the Police and Criminal Justice Data Protection Directive 2016 and health & safety

Statutory duties are addressed in the Trading Standards Service Plan 2018-19 and associated plans.

The Trading Standards Service is principally concerned with preventing or reducing crime and disorder. Enforcement activities are determined via our intelligence-led approach and enforcement action is undertaken in accordance with the CES Enforcement Policy.

Enforcement activities occasionally necessitate the use of covert surveillance or access to communications data, as regulated by the Regulation of Investigatory Powers Act 2000 (RIPA). The Service complies with the Act and the County Council's RIPA policy when considering the necessity and proportionality of such activities.

The Service will have regard to corporate data protection policies and procedures and Service-specific policies in relation to data protection where it differs in a criminal justice context.

The Service follows the County Council's Health & Safety – Our Commitments policy and associated corporate policies. Service-specific activities such as metrological inspections or potentially confrontational situations are managed through a comprehensive set of risk assessments, which are reviewed on an annual basis as part of our Health & Safety Action Plan.

- 4.3. Delegation of the new functions arising from the 2017 Regulation to the Head of Trading Standards is being sought further to advice provided by nplaw.

4.4. **Risks**

A key risk in relation to staffing within the Service have been identified: The Food Standards Agency, through its “Regulating our Future” Review and Strategic redesign, has determined that the current model for ensuring food is safe and as described is not meeting their expectations. The role for local authorities in any proposed new delivery model is not yet clear but could result in a major change in responsibilities for the Service.

Actions to mitigate the risk are currently being monitored and managed via the Trading Standards Risk Register.

Other risks associated with service delivery aligned to the Trading Standards Service Plan 2018-19 and associated plans are considered during service planning and the more detailed control strategy planning that underpins it. Identified risks are managed as part of the Service risk management process.

4.5. **Innovations**

During 2018/19 the Trading Standards Service intends to explore with Members a potential Norfolk Against Scams Partnership (NASP) to improve community resilience to scams. We will be seeking to recruit NCC Members and staff and partner organisations to the partnership to take a stand against scams.

5. Background

- 5.1. Appendix 4 - Annex III: Animal Health & Welfare Service Delivery Plan.

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 : Sophie Leney

Tel No. : 01603 224275

Email address : sophie.leney@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.

Trading Standards Service Plan 2018-19

Responsible Senior Officer Name: **Sophie Leney**

Period covered: **2018-2019**

Latest update: **7 February 2018**

What our service aims to achieve

The Trading Standards Service's vision is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities. Our three outcomes and priorities are:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair.

Our vision and priorities accord with the County Council's vision for Norfolk: **Caring for our County**, in particular:

- Good growth: Building communities we can be proud of: Ensuring Norfolk's economic growth can benefit everyone
- Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities
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and contribute to and/or are supported by the **Norfolk Futures** strategic priorities of:

- Promoting independence for vulnerable adults: giving people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- Smarter information and advice: making it easier for people to find trusted, reliable information to make decisions that improve their independence and well-being
- Digital Norfolk: using technological solutions, to provide smarter ways of working and reduce costs within the Council and in frontline services
- Local service strategy: proactively targeting our services in the places where they are most needed
- Commercialisation: improving the return on existing assets and implementing a more business-like approach to managing our services.

The things we do

1. Providing businesses with access to information and compliance advice to help them succeed; targeting support to start-up, small, high-risk and non-compliant businesses
2. Providing calibration, verification and testing services to businesses and other agencies
3. Protecting consumers and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime
4. Safeguarding vulnerable people by tackling rogue traders and scams
5. Building community resilience, including through our Consumer and Community Champions, No Cold Calling Zones, HomeShield and Trusted Trader schemes
6. Safeguarding communities and public health by tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illegal alcohol and tobacco

For further information see **Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco Plan 2018-19.**

7. Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers

For further information see **Annex II: Food & Feed Law Enforcement Plan 2018-19.**

8. Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health

For further information see **Annex III: Animal Health & Welfare Service Delivery Plan 2018-19.**

9. Ensuring the safety of consumer products, fair trading and legal measurement of goods through a programme of intelligence-led market surveillance and enforcement activities

Our service structure

The Trading Standards Service consists of four teams:

- Calibration, Verification & Testing Services
- Food and Farming
- Intelligence and Enforcement Support
- Safety and Fair Trading

The Service has a full time equivalent staffing complement of 44.93 FTE with a headcount of 47. The Service is delivered from three offices, County Hall in Norwich, Priory House in King's Lynn and Hethel Engineering Centre (Calibration, Verification & Testing Services only).

Norfolk's population is 892,000* and there are 33,320** active enterprises in Norfolk. With a net budget of £1,846,300, the annual cost of the Trading Standards Service is £2.07 per head or £55.41 per enterprise.

*2016 Office of National Statistics figure (estimated)

**2017 Office of National Statistics figure for number of VAT and/or PAYE based enterprises

Monitoring our outcomes/performance

Measure	How we did in 2015/16	How we did in 2016/17	How we did last year	Our target for this year
Percentage of businesses brought to broad compliance with trading standards	Target = 94% Actual = 96.44%	Target = 95% Actual = 95.30%	Target = 95% YTD = 95.24%	95%
Percentage of rogue traders and most detrimental businesses brought to compliance	74.47%	Target = 80% Actual = 85.58%	Target = 85% YTD = 82.16%	85%
Number of Norfolk people recruited to the 'Friends Against Scams' scheme, supporting the national initiative to 'Take a Stand Against Scams' to protect people from financial abuse	New measure		Target = 600 YTD = 522	Measure discontinued in light of proposed NASP
Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance	Base-lining measure	Target = 90% Actual = 94%	Target = 93% YTD = 93.10%	93%
Income generated through our commercial activities of calibration, verification and testing services	Target = £327,500 Actual = £361,848	Target = £339,500 Actual = £397,847	Target = £355,000 Forecast = £410,000	£375,000
Income generated through our commercial activities of Primary Authority Partnerships and bespoke advice	New measure	Target = £20,240 Actual = £868.20	Target = £20,580 Forecast = £20,587	£21,030
Proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area	New measure	Target = 100% Actual = 94%	Target = 100% YTD = 99%	Measure discontinued as the process to maintain competencies is embedded within the Service

During the 2017/18 service year, the Trading Standards Service:

- Implemented our revised Business Services Policy, including our chargeable business advice model and entered into six Primary Authority Partnerships with businesses. The Service is on target to recover £20,580 of costs associated with providing businesses with bespoke advice.

- Worked with the Office of Product Safety and Standards (OPSS) (formerly Regulatory Delivery (RD)), the New Anglia Local Enterprise Partnership (NALEP), the Growth Hub and regulators, economic development and resilience colleagues across Norfolk and Suffolk to launch the Better Business for All (BBfA) initiative, which aims to improve the business support offer to East Anglian businesses.
- Provided calibration, verification, testing and hire services to a wide variety of local and national businesses and organisations including Norse Care and Norfolk and Suffolk Constabularies. To date, the CVTS team has completed 1,036 jobs, calibrated 13,838 weights and weighing machines (adjusting 1,267 or (9%)), issued 2,347 certificates and attracted 40 new customers. It is anticipated that the team will generate £410,000 in income.
- Targeted enforcement activities including business advice, inspections and investigations at the car trade, home improvement sector and furniture retailers, increasing business compliance and reducing detriment to Norfolk people.
- Successfully prosecuted or cautioned nine offenders for a variety of offences including shoddy home improvements, unsafe equipment, the supply of illegal tobacco and fraud and recovered £40,000 in costs as a result of Proceeds of Crime Act (POCA) enforcement.
- Disrupted the supply of illegal tobacco in the County, seizing 160,000 illegal cigarettes and over 65kg of illegal rolling tobacco. No duty was paid on the tobacco which was counterfeit, incorrectly packaged with the required health warnings and/or unsafe due to a failure to self-extinguish.
- Worked with Suffolk Trading Standards to implement joint intelligence functions including joint tasking and coordination and led the review and development of the regional intelligence tasking and coordination process operated by the East of England Trading Standards Authorities (EETSA).
- Supported Highways in developing and implementing investigation and legal processes to combat the fraudulent use of Blue Badges.
- Encouraged 551 people to become Friends Against Scams (to date), expect to exceed our target of 600 FAS by year end and jointly hosted the 'Uniting Norfolk Against Scams and Financial Abuse' conference with the Norfolk Adults Safeguarding Board to raise awareness of scams and enable people to protect themselves and their families, friends and neighbours from financial abuse.
- Established 25 No Cold Calling Zones (to date) taking the total to 185 across the County and ensuring that 8,453 households (to date) are protected from rogue door step trading.
- Worked with the county's Early Help Hubs to ensure that Trading Standards support and protection is provided to people who need our help.
- Worked with the Animal and Plant Health Agency (APHA) and our Suffolk Trading Standards colleagues to ensure that all poultry keepers in the Avian Influenza control zones complied with the disease control measures in place to ensure AI did not spread throughout their flocks.
- Worked with Norfolk Fire & Rescue colleagues to ensure that residents in Norfolk's high rise housing received advice and guidance on fire safety and the safety of consumer products in their homes in the aftermath of the Grenfell Tower disaster.
- Sampled and test purchased a variety of goods, from foods including meat products and take away meals, animal feeds including livestock feed and pet food to consumer products, including second hand electrical items, cheap jewellery, toys and leather goods to ensure all complied with compositional and safety standards, making certain that those that failed were removed from the marketplace.

Feedback from our customers

Measure	How we did in 2015/16	How we did in 2016/17	How we did last year	Our target for this year
Business satisfaction with Trading Standards services	Target = 90 Actual = 91.60	Target = 94 Actual = 91.20	Target = 93 YTD = 93.00	93

Service changes/improvements planned for this year

What	Why	By When	Owner	How we are doing so far	What actions we are taking
Exploration with Members of a potential Norfolk Against Scams Partnership (NASP).	To improve community resilience to scams. Seeking to recruit NCC Members and staff and partner organisations to the partnership to take a stand against scams.	31 March 2019	Alice Barnes		
Exploration with Members of the potential transfer of Calibration, Verification and Testing Services' governance to a business wholly owned by NCC	To future proof services to businesses and other agencies whilst continuing to provide income for NCC	31 March 2019	Adrian Chapman		

Our key risks

Risk (Managed and monitored via the Trading Standards Risk Register)
The Food Standards Agency, through its "Regulating our Future" Review and Strategic redesign, has determined that the current model for ensuring food is safe and as described is not meeting their expectations. The role for local authorities in any proposed new delivery model is not yet clear but could result in a major change in responsibilities for the Service.

Our budgets

Budget	Pressures and risks	Savings to be delivered	Actual spend	Forecast spend by end of year	Actions we are taking
(£76,410) Calibration, Verification & Testing	The proposed governance model may not provide the ability to transfer revenue to Trading Standards and could lead to additional costs incurred by Trading Standards for services currently provided by CVTS It could lead to a risk to the maintenance of TS equipment and provision of verification services (but contracting out options could be explored).				
£682,970 Food & Farming	Inability to attract Primary Authority Partners and other chargeable business advice Reductions in grant funding from the Food Standards Agency (FSA)				
£342,870 Intelligence & Enforcement Support	Inability to recover prosecution costs or proceeds of crime assets Inability to market our Trusted Trader scheme as successfully as previously				
£701,780 Safety & Fair Trading					
£195,090 Trading Standards Service					
Net total = £1,846,300		£63,000 (already accommodated in our 18/19 budget through the deletion of a management post)			

Supplementary information

In addition to the local vision and priorities outlined on page 1 above, the Trading Standards Service Plan has regard to the National Regulatory Outcomes, which are:

- Economy: Support economic growth, especially in small businesses, by ensuring a fair, responsible & competitive trading environment
- Environment: Protect the environment for future generations
- Public and product safety: Ensure safe neighbourhoods and safe products
- Health & Wellbeing: Help people to live healthier lives by preventing ill health and harm and promoting public health
- Food Chain Infrastructure: Ensure a safe, healthy and sustainable food chain for the benefits of consumers & the rural economy

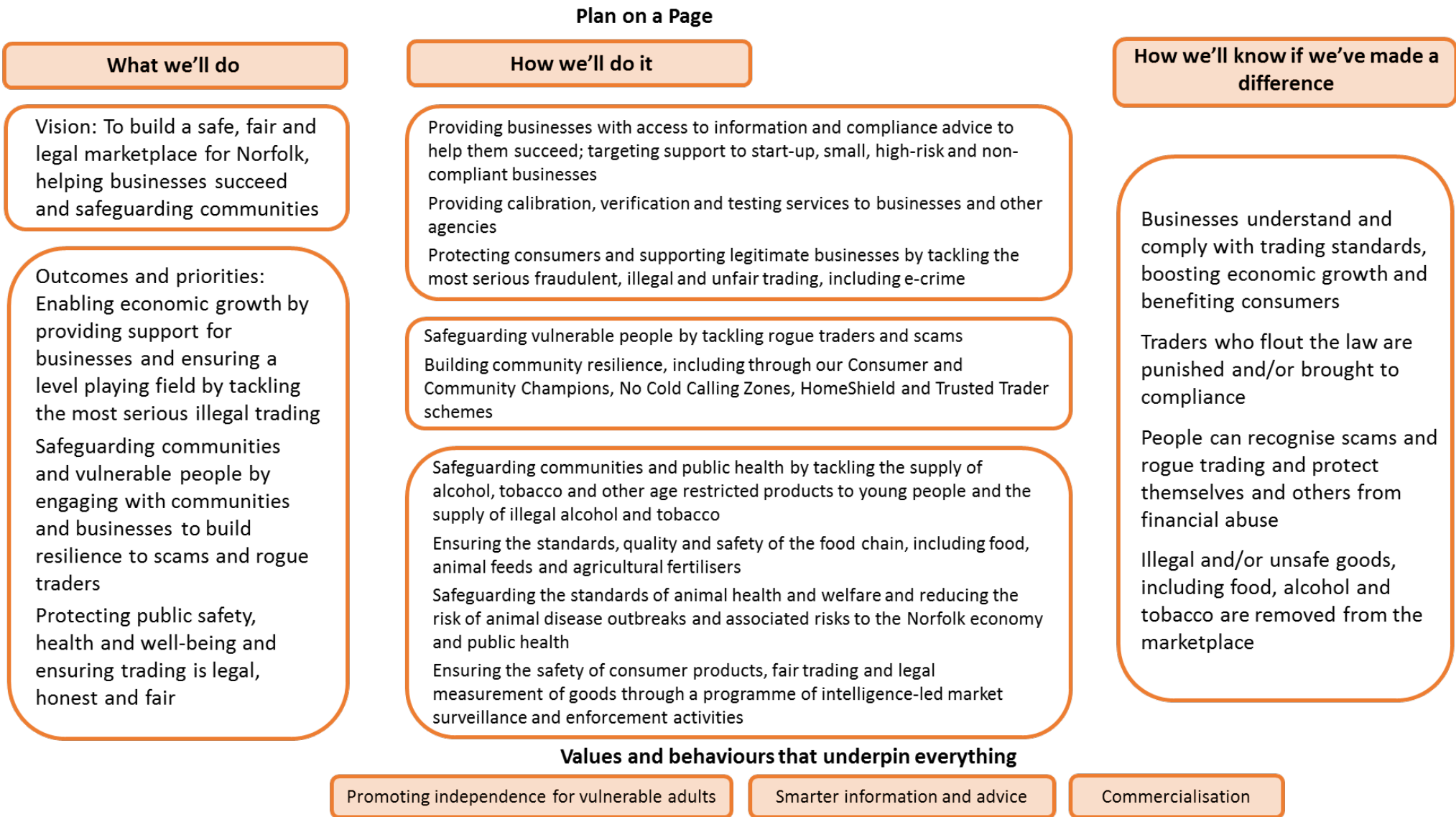
and the National Trading Standards National Control Strategy Areas, which are:

- Doorstep Crime
- Mass Marketing Scams
- Fair Trading Issues
- Product Safety
- Illegal Money Lending
- Intellectual Property.

This Service plan is supplemented with our 2018-19 control strategy and with the following functional specific plans which describe how we will address statutory responsibilities relating to underage sales, food and animal feed safety and standards, and farmed animal welfare and disease control:

- Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco Plan 2018-19
- Annex II: Food & Feed Law Enforcement Plan 2018-19
- Annex III: Animal Health & Welfare Service Delivery Plan 2018-19.

Please see the Trading Standards Service's plan on a page below.





Norfolk County Council

Community & Environmental Services

Trading Standards Service

Enforcement of Age Restricted Sales
and Illegal Tobacco Plan 2018-19



Minor Sales – Major Consequences

A strategy to improve community safety and public health in Norfolk by deterring the sale of age restricted products to young people and the sale of illegal tobacco.



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Enforcement of Age Restricted Sales and Illegal Tobacco Plan 2018-19

Context

The Children and Young Persons' (Protection from Tobacco) Act 1991 requires a Local Authority to review its enforcement activity relating to the supply of cigarettes and tobacco to persons under the age of 18 on an annual basis. There are similar duties arising from Section 54A of the Anti-Social Behaviour Act 2003. Trading Standards has a duty to enforce the compulsory health warning requirements on tobacco products and to enforce the age restrictions and legal composition requirements applicable to e-cigarette liquids which contain nicotine. This Plan fulfils these obligations, as part of the overall work of Trading Standards to improve community safety and public health.

The supply of illegal tobacco, frequently smuggled from Eastern Europe and prevalent in those urban areas where Eastern European citizens have settled, is a problem throughout the UK and Norfolk is no exception. Often these products are not packed in standardised packaging and fail to carry the health warnings required by Regulations. Very often they are counterfeits of established brands. Their unknown composition presents an additional health hazard to smoking, already the major cause of death in the UK. The Service receives intelligence that sales of illegal cigarettes are being made to young people. The relative cheapness of these products puts them easily within the limited financial resources of underage buyers. This plan integrates the Trading Standards Service's actions to tackle these products alongside the obligations outlined above.

Background

The Trading Standards Service's community safety activities are intelligence-led and focus on both national and local priorities. Improving community safety and public health by tackling illegal/age restricted products is a key priority for the Service. Trading Standards recognises that effective enforcement of legislation to prevent the sale of age restricted goods requires a multi-agency approach and seeks to work in partnership with a range of agencies and stakeholders to ensure accurate identification of priority and high-risk areas, share best practice and engage in collaborative work (including joint operations and licence reviews).

Trading Standards aligns its service delivery wherever possible to support the priorities of other council services. In order to align its community safety activities with Public Health priorities, the Service will focus activities on:

- Preventing the sale of alcohol to young people
- Taking action through alcohol licensing requirements
- Preventing the sale of cigarettes, hand rolling tobacco and regulated e-cigarette liquids to young people
- Disrupting the supply of illegal tobacco
- Working with the Norfolk Tobacco Alliance
- Working with Community Alcohol Partnerships (CAPs)

Public Health granted £47,280 to the Trading Standards Service in 2017/18 to support delivery of these actions. At the time of writing this report we are awaiting details of grant funding in the 2018/19 service year.

Service delivery will take place across the whole of the county based on intelligence received about the sale of age restricted products. A scaled approach is adopted with due regard to the Community and Environmental Services Enforcement Policy.

This includes:

- The provision and publicity of advice and support materials
- The delivery of advice and help to new retailers of age restricted products
- The investigation of complaints together with the delivery of advice and assistance to prevent the recurrence of underage sales
- Targeted test purchasing, utilising young people and where appropriate, underage volunteers
- Targeted test purchasing, utilising 18 to 20 year-old volunteers to test the effectiveness of age verification policies such as 'Challenge 25'
- Recommendation to adopt a "Challenge 25" type policy
- Working with and supporting national or regional initiatives
- Multiagency/community group/industry partnership working.

Test purchases utilising underage volunteers, are carried out, usually with the assistance of Norfolk Constabulary, at targeted premises where intelligence suggests that sales to underage purchasers are taking place. Teams work within agreed procedures and protocols that cover the sharing of information and the recruitment of young persons for test purchase programmes.

Test purchases utilising 18 to 20 year-old volunteers may be undertaken where information is supplied to the Service suggesting that a retailer's implementation of an age verification policy such as 'Challenge 25' is not robust.

Advice to Trading Standards Services by the Office of the Surveillance Commissioner (OSC) is that any test purchase by an underage volunteer requires covert surveillance authorisation in accordance with the Regulation of Investigatory Powers Act 2000 (RIPA) by a service manager which must then be endorsed by a Magistrate. The Office of the Surveillance Commissioner issued guidance in early 2015 that a Magistrate should not issue RIPA authorisation unless the targeted test purchase operation relates to a premises where overt measures have been attempted and failed or are not considered appropriate. Generally this will be premises where:

- Intelligence indicates that underage sales are taking place
- The trader has been advised of their legal responsibilities and warned
- Further intelligence indicates that underage sales continue to take place.

In exceptional circumstances a premises may be targeted for underage test purchasing immediately if it has a history of underage sales taking place and good information is supplied to the Service regarding continued sales. The Trading Standards' RIPA policy and application procedure require a scaled approach where intelligence continues to show that sales to underage volunteers are taking place.

Generally an underage volunteer test purchaser does not lie about their age if they are challenged by the retailer. However, in October 2016, Trading Standards

modified its policy to allow an underage test purchaser to lie about their age to test a retailer's implementation of the advice that age verification must be carried out when further information comes to the Service suggesting that it is not taking place.

The Service may use another form of check that age verification is taking place by utilising a young adult of approximately 18 to 20 years of age to make a test purchase. These volunteers do not lie about their age if challenged. Where such a test purchase goes unchallenged, the Service will apply for authorisation under RIPA to undertake an underage volunteer operation.

The volume of intelligence received regarding sales of age restricted products to underage persons has remained small. This includes complaints made to the police and the District Council licensing departments in the county.

A range of legislation supports the Service's work, setting out controls for the following products:

- Alcohol
- Cigarettes and tobacco products, including electronic cigarette liquids (containing nicotine)
- Fireworks
- Video, DVD, Blu-ray & gaming products
- Aerosols, petroleum spirit and other intoxicating substances (butane/solvents)
- Lottery and scratch cards
- Knives, blades and crossbows
- Psychoactive substances

Alcohol and tobacco continue to be the main focus of our enforcement activity. However given the recent statistics on knife crime in Norfolk, underage sales of knives will also be a priority for 2018/19.

Alcohol

A number of reports have put the cost of alcohol related crime in the UK at between £8 billion and £11 billion per annum. Alcohol-related crime and disorder by young people is currently estimated to cost society £1 billion per year.

Despite the success of the Community Alcohol Partnership (CAP) in Great Yarmouth the highest proportion of under-18-year-old admissions to hospital for alcohol related harm in East Anglia is still at the James Paget Hospital in the town.

However, a 2014 Drink Aware survey has found that the proportion of 11-15 year olds who have never had alcohol has increased to 62%. This is the highest proportion since records have been kept and is in line with past surveys which have shown this figure is rising gradually over recent years. This appears to show that safe drinking messages are getting through to young people.

However, young people who are drinking are consuming large amounts. In 2014, the average (mean) alcohol consumption by pupils who had had alcohol in the last week was 9.8 units – albeit a reduction of 3.1 units over the level in 2012. 12% of those young people who drink said that in the last 12 months they had experienced a

serious harm (trouble with the police, being a victim of crime, being taken to hospital or getting into a fight).

Based on Public Health figures of persons under 18 admitted to hospital for alcohol related conditions the top three areas for underage alcohol consumption in Norfolk are:

- Great Yarmouth
- Norwich, and
- Broadland

In the first three quarters of the 2017/18 service year, intelligence was received about eight premises selling alcohol to underage persons. All premises have been visited and advised on their responsibilities in relation to underage sales. Four of these premises were tested with 18 and 19 year old volunteers and all sold. Three premises were tested by 15 year-old volunteers, identification was requested and no sale was made.

A premises which sells alcohol to underage purchasers twice in three months is deemed to be 'persistently selling alcohol to under 18s'. Any premises found to be selling alcohol to underage persons will be retested before the end of 3 months following the date of the first sale.

The Trading Standards Service is a Responsible Authority in licensing matters. Trading Standards continues to work closely with the other Responsible Authorities, in particular, Norfolk Constabulary Licensing and Regulation Unit, in order to ensure the licensing objectives are upheld in Norfolk. Where a premises is found to be selling alcohol to underage persons, Trading Standards, in conjunction with Norfolk Constabulary, will apply for a review of the premises licence.

The Community Alcohol Partnership (CAP) launched in Great Yarmouth continues to take a multi-agency/organisation approach to reducing underage access to alcohol. The partnership includes the Police, Youth Services, the Matthew Project, schools, and retailers. The partnership has proved to be successful in reducing the prevalence of underage and street drinking which continued to decrease in 2016. Alcohol users get support from local agencies.

Unfortunately, in the first three quarters of the 2017/18 service year, 5 out of the 8 premises complained about to the Service for underage sales of alcohol were in the CAP area. Part of the CAP initiative is that retailers will implement a Challenge 25 policy and this is tested utilising volunteers aged approximately 18 to 20 years old. 19 off-licences were tested within the CAP area and 14 sold alcohol to our 18 and 19 year old volunteers. These retailers were offered free of charge training on age restricted sales by this Service in conjunction with the CAP. There was a poor take-up with just five businesses attending. The Service, is planning to support and deliver more work in this initiative's area during 2018/19 to ensure its continued success.

We continue to support the development of joint strategies for Alcohol Harm Reduction with partners. This includes additional support for the night time economy via local initiatives led by the Police in Norwich, Great Yarmouth and Kings Lynn.

In 2017 Norwich became a Local Alcohol Action Area in response to an application by Public Health and Norfolk Constabulary. Trading Standards will continue to support our Public Health colleagues with this scheme.

Tobacco

The Government's Tobacco Control Strategy is key to the Trading Standards Service's response in enforcing legislation in relation to both the supply of illegal tobacco and underage sales. During 2018/19 it will remain a priority to gather and then act upon any intelligence received, including that received from our partners. Norfolk Trading Standards is an active member of the Norfolk Tobacco Alliance and will be striving to help achieve CLear (Challenge, Leadership and Results) status in tobacco control for Local Government specifically for Norfolk County Council.

Smoking remains the single greatest cause of premature death and disease in Norfolk and the UK. Smoking is an addiction which is still taken up by a large number of young people. Two thirds of smokers start before the age of 18. It is of concern that the illegal trade in tobacco makes cheap, poor quality tobacco available to many young people. It is known that the illegal tobacco trade funds the activities of organised criminal gangs.

11.4% of young people aged 15 years of age currently smoke in Norfolk. This is higher than the England average (8.2%) and the East of England average (8.9%).

The Public Health Tobacco Control Strategy aims to reduce this to 5% by 2020 and Trading Standards has an important role to play in this reduction.

In the first three quarters of the 2017/18 service year, the Service received only two complaints about premises selling cigarettes or hand rolling tobacco to persons aged under 18 (excluding those premises selling illegal tobacco products). Both premises were visited and offered advice. One premises was visited by a 19 year old volunteer and a sale was made of cigarettes without requesting identification. This premises was then tested by a 15 year old and no sale was made.

Trading Standards delivers advice to businesses on legal tobacco requirements, including underage sales. Where a business does not follow that advice Trading Standards has the power to enforce this legislation in respect of age-restricted goods and illegal tobacco. Trading Standards has a vitally important role to play in supporting health improvement by reducing access to these products. We recognise that the most effective way of doing this is by working in partnership with a range of agencies and stakeholders, including the tobacco industry. Our approach in doing so relies on intelligence, such that we take appropriate action against suppliers of a range of illegal/counterfeit products, and ensures that we always limit our engagement with industry for the purposes of enforcement of the relevant legislation.

Illegal tobacco continues to be an area of great concern; not only in terms of the associated (additional) health risks but also in the potential for extending illegal sales of tobacco products to under 18s. Illegal tobacco is being sold by unscrupulous businesses from under the counter in most cases. Such sales make it more accessible to young people as it is more affordable. For example, prices are £4 to

£5 for a pouch of hand rolling tobacco as opposed to £17 and £2.50 for a pack of cigarettes instead of £8 or more.

In addition to counterfeit tobacco, there is an increasing amount of illegally imported tobacco which bears only foreign labelling. Not only is this tobacco being sold without UK duty being paid, but the mandatory health risks labelling on the packaging is missing. Illegal tobacco is mainly sold in our market towns which have a high ethnic minority population, particularly Eastern Europeans. Young people having ready access to illegal tobacco poses a significant problem in Norfolk, particularly in Great Yarmouth.

Trading Standards has instigated a number of unannounced inspections of retailers where intelligence has shown that illegal tobacco is being sold. The amount of illegal tobacco seized in the first three quarters of the 2017/18 Service year is 160,000 illegal cigarettes and over 65kg of hand rolling tobacco.

Increasingly the Service finds that sophisticated concealment is being used to store the bulk of these products both on and away from the retailing premises. The Service is heavily reliant on specialist tobacco detection dogs to discover stashes of illegal tobacco.

In 2016 Trading Standards introduced a procedure to seek to review premises licences where illegal tobacco retailers also sell alcohol. This has continued in the 2017/18 service year. Four Norwich premises licences and one Great Yarmouth premises licence have been through the review process as a result of illegal tobacco being found. One had its licence suspended for 2 months and four premises had their licences revoked. We have also worked with Norfolk Police to prevent a further three premises obtain a licence where we had evidence they were involved in illegal tobacco supply.

Other actions currently being developed, which will continue into the 2018/19 service year, are:

- working with landlords to encourage the eviction of tenants who sell illegal tobacco, and
- exploring the use of surveillance.

Whilst surveillance is extremely costly, other Local Authorities have had success in tracing the supply chain of illegal tobacco; leading to seizures of large amounts that have had a real impact on the supply of illegal tobacco in their areas.

The Service has continued to adopt a multi-agency approach during 2017 to tackle this problem. Partners include Norfolk Constabulary and HMRC. We are also working very closely with other local authorities and sharing intelligence as cross-border offenders have been identified.

In addition to enforcement action, the Service organised another five day illegal tobacco roadshow, utilising Public Health funding, to raise awareness of the problem of illegal tobacco supply in Norfolk. We were joined on the roadshow by staff from the Stop Smoking Service.

The Standardised Packaging of Tobacco Products Regulations 2015 came into force in May 2017. These regulations introduced requirements for plain packaging of cigarettes and hand rolling tobacco as well as minimum pack sizes of 20 cigarettes and 30g of hand rolling tobacco. Utilising Department of Health funding, Trading Standards ensured that retailers were aware of these requirements and that they were being followed. A very small number of premises were found to have a small amount of old packaged products available and these were removed from sale.

Nicotine inhalation products (electronic cigarettes)

The use of electronic cigarettes has increased considerably during the past few years. The fluids used in these products are now subject to the same legal age restricted sales requirements as cigarettes and tobacco.

A national project was carried out in the early part of 2016 utilising young volunteers to test retailer compliance with the age restriction on sales of nicotine inhalation products. During the project 246 visits were carried out and sales were made to the volunteers at 39% of the premises. A second round of testing was carried out to 260 premises (at the same premises and some new ones) when there was a 25% sale rate. Whilst this showed an improvement in awareness and compliance, a quarter of retailers were failing to meet the requirements.

Trading Standards has not received any intelligence in the 2017/18 service year regarding underage sales of nicotine containing liquids. However, the use of e-cigarettes at age 15 years in Norfolk is 18.6%, which is above the England average of 18.4% and the East of England average of 16%.

Given that e-cigarettes are relatively new, the long term health impacts of inhaling the vaporising fluids is not yet known. There is debate amongst health professionals as to whether or not e-cigarettes are a safer alternative to tobacco but Public Health England endorses their use, purely as a tool to wean smokers off cigarettes and tobacco.

The provisions of the Tobacco & Related Products Regulations 2016 concerning e-liquids which contain nicotine are now in force. These mainly cover labelling, quantity and nicotine content of the liquids supplied for use in e-cigarettes. Trading Standards is participating in a Department of Health project looking at the compliance of products in the market place. Targeted inspections will be carried out in the last quarter of the 17/18 service year. This may include sampling of products for their nicotine levels as other local authorities have found non-compliance with the permitted or stated nicotine levels.

Other areas of focus

Alcohol and tobacco sales to under 18s remain a priority area because of the problems identified at both local and national level. However compliance visits target all age restricted products.

(a) Fireworks

In 2016 in Norfolk there was a drop in the number of anti-social behaviour incidents involving fireworks over previous years. None of the recorded incidents were attributed to juveniles. Trading Standards therefore advised Norfolk Constabulary the Service would assist in any action they were carrying out in 2017 but would not lead on enforcement.

2017 saw the lowest recorded number of incidents of firework related anti-social behaviour in the last seven years (since incidents have been tracked). In 2017 the largest number of recorded incidents were in Breckland, all specifically within Thetford. Of the five incidents recorded in Broadland, four were recorded with a Gender Age Code Description of 'juvenile'.

Therefore consideration will be given to multi-agency proactive visits in Thetford in 2018. These will include provision of advice and test purchasing, where necessary. Consideration will also be given to targeted advice through schools.

(b) Aerosols, solvents & DVDs

Intelligence regarding the sale of aerosols, solvents or age rated DVDs is rare. Where this is received the premises will be visited and offered advice. An underage test purchase will be carried out where necessary.

In 2016 and the first three quarters of the 2017/18 service year no complaints have been received about underage sales of aerosols, solvents or DVDs.

There is currently a Government consultation on whether to impose an age restriction of 18 on sales of certain corrosive substances. Trading Standards will take part in this consultation. Any resultant legislation may lead to a new area of work in 2018/19.

(c) Knives

Norfolk Trading Standards will continue to work with Norfolk Police and other agencies in support of local and national initiatives to reduce knife crime. Trading Standards has received no complaints relating to illegal sales of knives to under 18s in the past two years. However, it has been reported that knife crime is rising in Norfolk and that knives are being found in schools.

It is therefore planned that for the service year 2018/19, proactive work will be carried out around the underage sales of knives by advising retailers and undertaking test purchasing utilising 18 to 20 year-old volunteers to test the retailers' age verification policies.

There is currently a Government consultation on whether to ban online sales of knives for delivery to residential addresses. Trading Standards will take part in this consultation. Any resultant legislation may lead to a new area of work in 2018/19.

Looking ahead to 2018/19

(a) Enforcement activity (including test purchasing programmes)

Trading Standards will continue to focus its limited resources on alcohol and tobacco (including nicotine inhalation products). We will also respond to intelligence related to other products as detailed earlier in this plan, where there is an identified need. The Service, working with our police partners, will take a robust stand regarding anyone found to be purchasing alcohol or tobacco products on behalf of a young person.

The Service will continue to take a graduated approach to information which indicates that underage sales are taking place at particular off licence premises or in an identified area. This approach will usually begin with the delivery of targeted advice and support, including the provision of refusal books. Following the provision of advice and support the Service will test the business' underage sale policies. Where information continues to indicate that underage sales are taking place, test purchasing by underage volunteers will be undertaken with support from Norfolk Police.

The Service continues to provide officers and utilise Trading Standards' young volunteers to support Norfolk Police in relation to their lead role for 'on licence' premises.

The recruitment, selection and utilisation of young persons for test purchasing will only be in accordance with the protocols, systematic procedures and risk assessments adopted and developed in line with the Home Office and other guidelines. These protocols and procedures are maintained in the Service's Policies and Guidance system and are thus subject to rigorous internal audit. All Officers involved in the test purchase programme have been subject to police vetting procedures.

The Service is recruiting young adults from the Police Cadets force and from further education establishments. These 18 to 20 year old volunteers are utilised to test the effectiveness of the underage sales policies of retailers who have received advice and assistance.

Enforcement activity will also be carried out at premises where intelligence is received regarding the sale of illegal tobacco. Much of the intelligence Trading Standards receives around illegal tobacco also alleges sales to young persons. This activity will include visits with specialist tobacco detection dogs with a view to finding concealed illegal tobacco. Formal action will be taken against businesses where it is found, as appropriate.

(b) Tackling anti-social behaviour

The link between anti-social behaviour and the consumption of alcohol and substance abuse is established. The strategy of preventing the upstream supply of a number of restricted products to underage persons and thus reducing the level of anti-social behaviour associated with the use of these products will continue to be supported.

This plan will contribute to community objectives and those arising from Government strategy for community safety and public health. Alcohol and associated anti-social behaviour will continue to be a particular focus.

(c) Proof of age schemes

The Trading Standards Service does not promote any specific proof of age scheme but supports those schemes that conform to the PASS Scheme criteria. Many retailers have adopted the “Challenge 25” policies in relation to all age restricted products. Trading Standards will continue in 2018/19 to encourage all premises involved in the sale of any age restricted products to adopt a policy which achieves the aims of “Challenge 25”. Our ‘Minor Sales Major Consequences’ pack includes a section on adopting a Challenge 25 type policy.

The Trading Standards Service will also encourage and promote the use of a ‘Refusals Log’ by traders to provide evidence that proof of age is being sought and sales refused in appropriate circumstances.

(d) Education programmes

- **Businesses**

The Minor Sales: Major Consequences Information Pack was reviewed in 2016. It will continue to be distributed to new sellers of age restricted goods in the county, on request and, where appropriate, when an inspection visit to a business is undertaken. The pack is shortly to be further reviewed to allow for an electronic refusals log so businesses can download the complete pack online. It will also be updated to include information about illegal tobacco.

Publicity, including the reporting of enforcement action outcomes, will also be used to raise trader awareness about specific issues.

- **Young Persons**

The Trading Standards Service Underage Sales Education Pack has previously been distributed to schools. The Alcohol Education Trust has a large amount of materials that are being used within the schools in the CAP area in Great Yarmouth. The Service will continue to support this work.

All volunteers who participate in test purchasing programmes receive training primarily designed to equip them with the knowledge and skill to undertake the task.

(e) Publicity and media campaigns

The Trading Standards Service will produce a number of articles to raise awareness through the press, social media and radio. This will include the reporting of enforcement action outcomes and the results of test purchase operations, both positive and negative. Our approach will be to advise businesses and the public of the legal requirements and health risks associated with underage sales and to encourage intelligence reports in relation to them.

As stated previously, reports of underage sales of alcohol in the Great Yarmouth CAP area have continued to decrease significantly. However, young people are still accessing alcohol. The likely supply chain is from adults purchasing on behalf of young people.

Multi-agency work will be actively promoted and reported, including regional or national coverage where relevant.

(f) Community Involvement

Support and publicity will be sought for new initiatives launched during 2018/19. Where possible local members and/or community representatives will be invited to support or attend relevant activities.

Where possible, the Trading Standards Service will participate in or support community based projects that develop resources to assist in reducing underage drinking, including where there are links with the supply coming from an adult. As part of a wider review of its work the Service has strengthened its response to locality issues, working with key partners to ensure that local needs are addressed. We will work with local communities to understand if this might be one solution to issues of anti-social behaviour associated with underage drinking.

The Trading Standards Service will continue to promote underage sales work through presentations at community group meetings and diversify its activity according to requirements emerging from the localism agenda.

Where resources allow, the Service will undertake to tackle specific problems identified by a community group regarding underage sales. A community group will need to provide sufficient evidence of a credible nature in support of the request before the Service will undertake any activity.



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Food & Feed Law Enforcement Plan
2018-19



**Produced in accordance with the requirements of the
Food Standards Agency Framework Agreement**



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Food and Feed Sampling Policy

The Food Standards Agency (FSA) Framework Agreement requires Food & Feed Law Enforcement Plans to be laid out in a common format but recognises that, as local authorities may have corporate service plan templates, they may use the corporate format as long as the information requirements laid out in the Agreement guidance are included and are separately identifiable. Therefore wherever possible this Annex makes reference to the applicable sections of the Trading Standards Service Plan 2018-19 rather than replicating the information it contains.

Section One: Trading Standards Service Aims and Objectives

1.1 Aims and Objectives

The Trading Standards Service's vision is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities. Our three outcomes and priorities are:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair.

1.2 Links to Corporate Strategic Ambitions

Our vision and priorities accord with the County Council's vision for Norfolk: **Caring for our County**, in particular:

- Good growth: Building communities we can be proud of: Ensuring Norfolk's economic growth can benefit everyone
- Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities
- Helping our population remain independent, resilient and well: Focusing on helping vulnerable adults to live independently

and contribute to and/or are supported by the **Norfolk Futures** strategic priorities of:

- Promoting independence for vulnerable adults: giving people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- Smarter information and advice: making it easier for people to find trusted, reliable information to make decisions that improve their independence and well-being
- Digital Norfolk: using technological solutions, to provide smarter ways of working and reduce costs within the Council and in frontline services
- Local service strategy: proactively targeting our services in the places where they are most needed
- Commercialisation: improving the return on existing assets and implementing a more business-like approach to managing our services.

How Trading Standards helps to deliver the County Council's vision and strategy is captured in our plan on a page on page 8 of the Trading Standards Service Plan 2018–19.

Section Two: Background

2.1 Profile of the Local Authority

The population of Norfolk in 2016 was estimated to be 892,000*. The age profile of Norfolk's population is much older than England as a whole with 23.9% of people being aged 65 and over compared to 17.9% for England.

Norfolk is the fifth largest of the 27 two tier (or shire) counties in England with a geographical area of 549,751 hectares. The population density is one of the lowest for any of these counties, giving Norfolk a predominantly rural character.

There are 33,320** active enterprises in Norfolk. Nearly two thirds of VAT registered businesses in Norfolk are located in rural locations with 90% of these being small enterprises employing 10 people or less.

Agriculture remains a large employment sector with 11% of all VAT and PAYE registered enterprises being in this sector. In particular the County has an above average livestock population of commercial poultry and pigs (first and second largest respectively for any local authority area in the country).

The health and life sciences sector is also an important part of the economy in Norfolk. The Greater Norwich area in particular is home to a cluster of internationally renowned research organisations, such as the Institute for Food Research. These organisations employ some 2,700 scientists which is the largest concentration of health, food, plant and bio scientists in Europe. The Greater Norwich area has also been awarded Food Enterprise Zone Status.

2.2 Organisational Structure

The structure of the Trading Standards Service is set out on page 2 of the Trading Standards Service Plan 2018-19.

The Trading Standards Service currently reports, via the Assistant Director of Planning & Economy, Tracy Jessop, to the Executive Director of Community and Environmental Services.

The Executive Director of Community and Environmental Services, Tom McCabe, reports to the Communities Committee. The Chairman of the Committee is Councillor Mrs Margaret Dewsbury, margaret.dewsbury@norfolk.gov.uk.

The Council has 84 elected Members. The current political make up of the Council is: Conservative 54 council seats, Labour 16, Liberal Democrat 11 and Independent 3.

*2016 Office of National Statistics figure (estimated)

**2017 Office of National Statistics figure for number of VAT and/or PAYE based enterprises

Feed and food law enforcement is the responsibility of the Food and Farming Section. The section's functions are:

- Providing support for Norfolk based businesses in the food and farming sectors, to further economic growth:
 - delivering targeted business information to achieve compliance, promoting self-help
 - providing business advice and support on request, including chargeable advice
 - acting as 'primary authority' for food and farming sector businesses.
- Ensuring the standards of animal health and welfare; the quality, safety and hygiene of the food chain and metrology standards through delivery of intelligence-led compliance programmes, including sampling, inspections, verifications and market surveillance enforcement activities in the following areas:
 - Animal health and welfare, including disease control and licensing
 - Primary food production including fertilizers, animal feeding stuffs and food hygiene
 - Food standards
 - Legal metrology.
- Intelligence-led criminal and civil interventions and investigations, tackling issues emerging from the tasking and coordination process and focusing on the most detrimental offending within the food and farming sectors.

2.2.1 The manager responsible for the delivery of official feed and food controls is:

Jon Peddle
Food and Farming Manager
Email: jon.peddle@norfolk.gov.uk
Tel: (01603) 224380

The Lead Feed Officer is Colin Maxwell and the Lead Food Officers are Paula Crowson and Julie Smith, all of whom are based in the Food and Farming Team. The Food Law Code of Practice lays down the responsibilities and competencies of the Lead Food and Feed role (which may be more than one person) which are shared in the Service between Jon Peddle, Colin Maxwell (feed), Paula Crowson (food) and Julie Smith (food).

2.2.2 The Authority has contracted with Public Analyst Scientific Services Ltd (PASS) to provide the public analyst and agriculture analyst functions for the County.

2.3 Scope of the Animal Feed and Food Service

The Trading Standards Service delivers a range of animal feed and food enforcement services. Specific functions are detailed overleaf.

- Programmed inspections at animal feed and high-risk food premises
- Targeted enforcement activities
- Inspections and other enforcement activities arising from complaints and referrals
- Sampling of food and animal feed for analysis and/or examination as part of EU, national, regional and local programmes
- Primary Authority responsibilities
- Responding to food and feed safety incidents
- Provision of information, advice and support for businesses
- Publicity including public awareness campaigns
- Working in partnership with other agencies involved in the protection of the food chain including the Food Standards Agency (FSA); the Department of the Environment, Food and Rural Affairs (Defra); the Department of Health (DH); Public Health (PH); the other ten local Trading Standards authorities who together make up the East of England Trading Standards Authorities (EETSA); the seven District Council Environmental Health Departments in Norfolk and the Meat Hygiene Service.

The animal feed and food law enforcement service is delivered exclusively by officers employed by the County Council, alongside other similar services, for example, the inspection of weighing and measuring equipment.

2.4 Demands on the Animal Feed and Food Service

Using the appropriate risk scoring profile food businesses are scored on a high, medium or low risk basis. There are 64 high-risk, 4,543 medium-risk and 3,873 low-risk food businesses recorded on the Trading Standards Service's database, totalling 8,480 food businesses.

The appropriate risk scoring profile for feed businesses scores them on a frequency of inspection basis from 1 to 5 years with a score of 1 being the highest risk and 5 being the lowest. There are 5,492 agriculture businesses recorded, 3 of which are high-risk, 2,582 medium-risk and 2907 low-risk.

A number of businesses are designated both food and feed businesses. The Trading Standards Service conducts food standards, feed standards, feed hygiene and food hygiene at primary production inspections or a combination of these interventions at these businesses.

There are 392 food manufacturers in Norfolk, 5% of the sector, ranging from major multinational companies to cottage industries. The majority of food businesses are caterers (5,142 = 61%) such as public houses, restaurants and hotels or retailers (2,112 = 25%) including general stores and bakers.

The County has 32 animal feed, including pet food, manufacturers as well as a very large number of on-farm mixers.

A significant percentage of the companies with which the Trading Standards Service has a Primary Authority relationship are within the food and agriculture sectors.

2.5 Enforcement Policy

The Community and Environmental Services (CES) directorate is responsible for a range of regulatory functions, including Trading Standards, Planning enforcement (mineral and waste sites), Flood and Water (land drainage), Norfolk Fire and Rescue (fire safety) and Highways (networks, maintenance and blue badge enforcement) and the CES Enforcement Policy has been implemented, having regard to the established legal framework for decision-making, the Code for Crown Prosecutors (CPS) and the “Regulators’ Code” published by the Office of Product Safety and Standards (OPSS) (formerly Regulatory Delivery (RD)).

Section Three: Service Delivery

3.1 Animal Feed and Food Premises Inspections (Interventions)

The Trading Standards Service reviews its policy in relation to inspections (interventions) at business premises on an annual basis in accordance with the principles of better regulation, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England).

3.1.1 In relation to feed businesses this Service takes part in the regional approach to feed enforcement with its EETSA partners and liaises with National Trading Standards (NTS) and the FSA. At the time of compiling this plan the number of Norfolk feed visits required by the NTS/FSA programme for the forthcoming year, based on a full risk based inspection programme, is not confirmed but is expected to be in the region of half that required for the 2017/18 service year, circa 250. This proposed programme now takes full account of earned recognition for businesses that are members of an assurance scheme and covers equally the full range of feed businesses. Livestock and arable farms are the main types of premises to be visited; reflecting the importance of having feed controls in place at primary production.

Subject to the matters outlined in 3.1.3. below this Service will inspect all feed businesses in Norfolk that are deemed to be higher risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those feed business sectors presenting the highest risk. It will also be appropriate, on occasion, to respond with inspections or other interventions where intelligence is received via consumer/trader complaints or referrals from other enforcement agencies about the non-compliance with trading standards of individual feed businesses. In line with Hampton principles and the resources available the Service will not therefore, as a matter of routine, carry out inspections at medium or lower risk feed businesses unless they are visited as a result of the aforementioned factors.

The above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, and as such the Service will not be able to fulfil a feed inspection programme in accordance with the requirements of the Feed Law Code of Practice (England). This discrepancy is covered in greater detail under section 4: Resources.

- 3.1.2 In relation to food businesses, the Service will, subject to the matters outlined in Section 3.1.3 below, inspect all food businesses in Norfolk that are deemed to be high-risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those business sectors presenting the highest risk to the food chain and consumers/other legitimate businesses. It will also be appropriate, on occasion, to respond with inspections or other interventions where intelligence is received via consumer/trader complaints or referrals from other enforcement agencies about the non-compliance with trading standards of individual businesses. In line with Hampton principles and the resources available the Service will not therefore, as a matter of routine, carry out inspections at medium or low risk food businesses unless they are visited as a result of the aforementioned factors.

The above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, and as such the Service will not be able to fulfil a food inspection programme in accordance with the requirements of the Food Law Code of Practice (England). This discrepancy is covered in greater detail under section 4: Resources.

- 3.1.3 The Service is aware of a number of high risk food and feed manufacturing businesses within its local authority area that are partnered with other Trading Standards Services through Primary Authority Partnerships. It is the case with these businesses that they are subject to the audit and control of their respective Primary Authority Trading Standards Service and that Service takes on the responsibility for ensuring the business is compliant. It is also the case that interventions carried out by this Service at such businesses, and any post intervention work we would otherwise undertake with that business, can be limited by the scope of controls imposed by any Primary Authority agreement. In such circumstances this Service will not include such businesses in its risk based intervention programme. We will, however, ensure any intelligence received locally is passed on to the relevant Primary Authority Service to enable them to take the necessary steps to ensure the business for which they have responsibility is legally compliant.
- 3.1.4 The Service has assessed the value of carrying out unannounced inspections as opposed to announced inspections. It applies the following policy on animal feed and food inspections and audits:
- (a) Where official controls take the form of an audit or there is a need to have the feed or food business operator present e.g. so that records can be examined, then such visits will be announced. In these cases prior notification will be kept to a minimum.

- (b) In all other cases and in particular where previous visits or intelligence suggests that serious non-compliances have occurred, visits will be unannounced. All establishments will be subject to ad hoc visits which will be unannounced.

The Service will keep this policy under review and, if the policy leads to a disproportionate negative impact on the use of resources of both the Service and Feed and Food Business Operators, it will be revised.

3.1.5 The inspection programmes for food and animal feed are shown below:

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2017/18	2018/19
Feed Hygiene & Standards Inspection Programme	To inspect 78 agriculture businesses, e.g. selected feed mills, importers, retailers and farms. To ensure compliance in relation to feed labelling/packaging, stock rotation/storage, feed hygiene, record keeping/traceability and sale or use of prohibited materials.	0.25 FTE	0.15 FTE
Inspection of High-Risk Food Businesses	To carry out inspections at 58 businesses identified as high risk for food (as outlined in 3.1.3 this excludes 6 high risk premises with a Primary Authority agreement with another TS service).	0.8 FTE	0.8 FTE
*Excluding managerial, administrative and legal support but including revisits and follow up action			

Animal feed and food inspections are carried out by suitably qualified, competent and experienced Trading Standards Officers. Some targeted enforcement activities are carried out by Trainee Trading Standards Officers, studying for the Diploma in Consumer Affairs and Trading Standards (DCATS), adequately supervised by qualified staff.

Feed/Food Standards Inspections are carried out in accordance with the Feed Law Code of Practice (England) and the Food Law Code of Practice (England).

3.2 Animal Feed and Food Complaints

Anticipated resource requirements for handling animal feed and food complaints are based on the complaint/contact numbers received in previous service years, the nature of those complaints/contacts and the level of enforcement response required. The number of food complaints/contacts is anticipated to be 158 and the number of agriculture complaints/contacts is anticipated to be 12.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2017/18	2018/19
Complaints and Referrals	To undertake reactive enforcement in response to complaints from other enforcement agencies, businesses and the general public in relation to animal health, agriculture and food matters to ensure legal compliance. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.05 FTE (feed)	0.05 FTE (feed)
		0.30 FTE (food)	0.35 FTE (food)
*Excluding managerial, administrative and legal support			

In addition to reactive complaints/referrals work, information and advice is made available to consumers. This is achieved through signposting to the Citizens Advice 'Adviceguide' website via our website www.norfolk.gov.uk/business/trading-standards.

3.1 Home Authority Principle and Primary Authority Scheme

Following a change to our Business Services Policy, this Service no longer offers the full range of functions under the Home Authority Principle. In particular the Service no longer offers free bespoke advice to businesses. Bespoke advice tailored to the individual needs of a business is now provided on a chargeable basis. The Service supports Primary Authority Partnerships administered by the Office of Product Safety and Standards (OPSS) (formerly Regulatory Delivery (RD)).

The Service will provide the following levels of service to Primary Authority businesses:

- Actively promote the benefits of the Primary Authority scheme to businesses within Norfolk and outside of Norfolk
- Designate Primary Authority Officer(s) to each partnered business, with the relevant competencies or access to the necessary expertise to be able to offer advice.
- Respond to requests for advice and guidance
- Issue assured advice, where it is appropriate to do so
- Facilitate a response to enquiries raised by other authorities
- Maintain records of relevant incidents, business policies and diligence procedures, where known
- Maintain confidentiality in relevant circumstances
- Ensure businesses are aware of our procedure for dealing with complaints or disagreements
- Have in place arrangements to notify other authorities of indulgences relevant to "subsequently corrected" errors
- Participate in relevant sector groupings with enforcement partners where our Primary Authority Partners businesses operate in the applicable market sector
- Support national advice and conciliation procedures, where appropriate.

Primary Authority businesses will be inspected/visited or otherwise contacted:

- As part of the inspection programme for high-risk businesses, or
- As part of the planned series of targeted enforcement activities, or
- As a result of a complaint/referral received, or
- To maintain the Primary Authority Partnership relationship.

Currently, the Service has Primary Authority Partnerships with one food business and two feed businesses. The resources required to handle complaints and service requests relating to these Primary Authority businesses are included in Sections 3.2 and 3.4.

3.3 Advice to Business

The Trading Standards Service works with businesses to help them to comply with trading standards and to encourage the use of good practice. On receipt of business requests for advice we will respond in a number of ways including:

- directing the business to our website or that of a partner organisation, such as the Chartered Institute of Trading Standards' Business Companion
- referring the business to another agency
- providing leaflets produced by partner organisations, our business briefings or standard letters
- providing comprehensive bespoke information or advice via the telephone, email or a letter, and/or
- visiting the business to provide comprehensive advice.

In each case, our response will be proportionate to:

- the potential risk to consumers caused by a failure on behalf of the business to understand the information/advice provided,
- the experience of the business in question, and
- the impact upon the economic prosperity of the business or its competitors in not achieving compliance in the respective area(s) of the law.

In line with a change to our Business Services Policy, if a business requires more detailed or interpretative advice on trading standards law then we will provide the advice on a cost recovery basis at a pro-rata hourly fee.

In dealing with any requests for advice we will prioritise requests for advice from new businesses, Primary Authority businesses and Trusted Traders.

The Service reviews all information and advice it provides to consumers and businesses on an annual basis. This is with a view to signposting customers to the most appropriate source of online information available to enable self-service and assisted service.

Animal feed and food service requests will be handled by virtue of the projects detailed below. Anticipated resource requirements are based on the service request numbers received in previous service years, the nature of those service requests and the level of enforcement response required.

The number of food service requests is anticipated to be 184 and the number of agriculture service requests is anticipated to be 500.

As outlined in Section 3.3 above the Service currently has Primary Authority Partnerships with two feed businesses and one food business. One feed business in particular has required a large amount of resources to satisfy requests for advice and at present has amassed over 220 billable hours of advice this year. The Service is also in active discussion with another food business with a view to forming a Primary Authority Partnership (PAP). An estimate (based on billable hours expected for PAP advice to food and feed businesses in 2017/18) is included in these figures. As the Service's Primary Authority offer to businesses continues to be developed it is most likely, given the local business demography, that further food and feed resources will need to be committed.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2017/18	2018/19
Business Advice	To provide enforcement and compliance information and advice in relation to agriculture (animal feed, feed hygiene, pet food, fertilisers) and food in response to requests from businesses. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.40 FTE (feed)	0.50 FTE (feed)**
		2.05 FTE (food)	2.20 FTE (food)**
*Excluding managerial, administrative and legal support			
**Includes estimated hours of advice to be delivered under Primary Authority Partnerships			

3.4 Animal Feed and Food Sampling

The Trading Standards Service's Food and Feed Sampling Policy is annexed to this Plan.

The Trading Standards Service targets its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in, or import into Norfolk. In line with a letter from the FSA (ENF/E/08/061) the Service is committed to ensuring that at least 10% of all food samples are of foods imported into the European Union.

In addition, animal feed/foods are targeted which are causing current concerns. These are identified through communication with the Food Standards Agency (FSA) and the Department of the Environment, Food and Rural Affairs (Defra); through local, regional and national intelligence held by local authorities; and through consultation with the Public Analyst. The Service's sampling programmes therefore include projects run in conjunction with the Food Standards Agency (FSA), the Chartered Trading Standards Institute (CTSI) and the East of England Trading Standards Association group of local authorities (EETSA).

Listed overleaf are sampling surveys that will be carried out in 2018-19. This list will be added to as, for example, intelligence identifies other animal feed/food that should be targeted. At the time of writing this plan the service planning cycle for food and feed sampling has not been concluded and further surveys will be added as a result of this process.

Through the examination of available intelligence and data the Service is already aware that compliance with allergen requirements will be an area of high priority for 2018/19. The Service is proposing to roll out a long term comprehensive programme of allergen compliance work including sampling, business and consumer engagement and enforcement if need be. The nature of the proposed work for this project will therefore encompass areas mentioned in Sections 3.1, 3.4 and 3.9 as well as sampling work. The estimated resources to deliver all of the work related to the proposed allergen project have been included in the table in this section overleaf.

All sampling by officers is, wherever possible, undertaken in accordance with relevant legislation and all formal animal feed and food samples are taken in accordance with the Feed Law Code of Practice (England) or the Food Law Code of Practice (England) as applicable.

Samples are analysed and/or examined by the Service's nominated Public/Agriculture Analyst in accordance with the procedures laid down in the Food Safety (Sampling and Qualifications) Regulations 2013, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England). Alternatively some samples are examined/tested in house, if it is appropriate to do so.

The Public/Agriculture Analysts appointed by the Authority are employed by Public Analyst Scientific Services Ltd (PASS).

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2017/18	2018/19
Agricultural Sampling	To undertake animal feed and fertiliser sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	0.80 FTE £15,000 Purchase and analysis costs	0.8 FTE £12,500** Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> • Feed materials which are the subject of a complaint to the Service • Imported feeds/ingredients that have been the subject of feed hazard notifications • Finished feed for correct indication of nutrients and trace elements 			
Food Sampling Programme excluding Allergens Project	Targeting food sampling at areas identified as causing the most harm to consumers in terms of food safety, quality or nutritional standards	1.30 FTE £33,000 Purchase and analysis costs	1.30 FTE £33,000 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> • Sampling during the investigation of complaints • Sampling during the investigation of food fraud • Foods produced in Norfolk or imported by Norfolk based businesses • Foods imported from outside the EU as identified by Food Standards Agency priorities • Foods sold online • Meat speciation in meat products or preparations • Undeclared allergens in non-prepacked foods • Nutrition and Health Claims • Foods not labelled in English 			
Allergens project		N/A	0.15 FTE
* Excluding managerial, administrative and legal support ** In previous years the sampling budget of £15,000 also included the potential for agricultural contractor payments. Due to hardcoding of budget line these activities have been separated and a potential amount for contract work has been removed from this budget.			

3.5 Control and Investigation of Outbreaks and Food Related Infectious Disease
Food poisoning notifications do not usually fall within the remit of the Trading Standards Service. If, however, the Service becomes aware of any incident of food poisoning or infectious disease, the facts will be reported to the appropriate authority.

3.6 Animal Feed/Food Safety Incidents
On receipt of any animal feed or food alert, the Trading Standards Service will respond as directed and as appropriate and in accordance with the Feed Law Code of Practice (England) or the Food Law Code of Practice (England).

The Food Standards Agency (FSA) issues a “Product Withdrawal Information Notice” or a “Product Recall Information Notice” to let local authorities and consumers know about problems associated with food. In some cases a “Food

Alert for Action” is issued which requires intervention action by enforcement authorities. 44 food alerts were issued by the FSA in 2017 (January to December), two of which were for action by Local Authorities. The FSA also issued 95 allergy alerts.

The FSA also requires action through the issue of letters to enforcement authorities (ENF letters). This Service responded to a variety food alerts including two recalls of food containing undeclared allergens, two withdrawals of food contact materials (one for high levels of lead and cadmium and another for melamine and formaldehyde) and one withdrawal of a novel food. We also responded to the media allegations made about compliance levels at a major meat processor that had a plant in our area.

During 2017, as a result of sampling activity, the Service raised one food incident with the FSA regarding a pack of bitter apricot kernels that was found on testing to contain cyanide above permitted levels.

Feed alerts are far less frequent than food alerts and we have not been involved in any feed alerts issued by the FSA during 2017. We continue to liaise with the FSA with regard to raising feed incidents relating to businesses in our area. In these instances we have directed the businesses to raise the incident directly with the FSA. This improves the speed and effectiveness of response given the nature of feed incidents. During 2017 (January to December) the Service was not involved in any feed alerts.

It is estimated that, for the coming service year, 0.10 FTE will be required for feed/food safety incident work.

In cases where the Service receives reports of chemical contamination of food and there is a subsequent threat to human health, it will liaise with the appropriate district council environmental health department, with a view to taking over responsibility for the case, or for undertaking a joint investigation, as the situation demands.

3.7 Liaison with Other Organisations

The Trading Standards Service works with a wide range of organisations, to varying degrees of formality, in carrying out its animal feed and food law enforcement function. These include the Food Standards Agency (FSA), the Department of Health (DH), the Department of Environment, Farming and Rural Affairs (Defra), the Animal Medicines Inspectorate (AMI), National Trading Standards (NTS), the other ten local authority Trading Standards Services in the East of England (EETSA) and District Council Environmental Health Departments.

The Service maintains a strong commitment to the regional work of EETSA and officers from Norfolk contribute to the EETSA Food Group and the EETSA Agriculture Group with both groups being chaired by a Norfolk officer. Via quarterly meetings and regional Knowledge Hub groups, the Service aims to ensure that local food and feed enforcement activity is consistent with neighbouring authorities.

The Service participates in the national Food Focus Group facilitated by ACTSO and the National Feed Panel.

The Service also ensures co-ordination with Environmental Health Departments, the Meat Hygiene Service and the Health Protection Agency through the Norfolk Food Liaison Group (NFLG) set up to co-ordinate activities as per the Food Law Code of Practice (England).

The Service liaises with Norfolk County Council Public Health to coordinate its food activities in line with Public Health priorities and initiatives.

The Service is fully committed to working with the Food Standards Agency on its Regulating Our Future programme, to determine a future delivery model for official food controls. The Head of Trading Standards is a member of the Expert Advisory Panel of Professionals, which has been and will continue to be consulted throughout the programme, has responded to the FSA's July 2017 publication on the programme on behalf of the Association of Chief Trading Standards Officers (ACTSO) and will continue to liaise with the FSA in this capacity.

The estimated staffing resource to be allocated to liaison work during the year is 0.30 FTE.

3.8 Animal Feed and Food Safety and Standards Promotional Work, other non-official Controls and Interventions

Animal feed and food safety and standards promotional work for the year is linked to the results of our sampling and other enforcement projects, to any relevant prosecutions, and to information provided by our enforcement partners, primarily the Food Standards Agency (FSA). Promotional work consists of postings on our website www.norfolk.gov.uk/business/trading-standards; including scam alerts, postings via our twitter feeds and Facebook pages and regular press releases, locally, regionally and nationally.

Information and intelligence gathering work is carried out by feed and food officers as part of their ongoing duties. Information and intelligence is also gathered and analysed by our intelligence analyst and technical support staff in the Intelligence and Enforcement Support Section. Such work informs our control strategy, tasking and coordination function and our service planning cycle.

Resourcing details are provided in the table overleaf.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2017/18	2018/19
Promotional Work, Intelligence Gathering	<p>Promotional work including results of market surveillance, enforcement projects, prosecutions and information dissemination. Promotion will include use of our website, social media pages and feeds, local, regional and national press releases and liaison with media organisations.</p> <p>Intelligence gathering work will include complaints and information monitoring, review of local, regional, national and international data to inform market surveillance and enforcement activity.</p>	<p>0.05 FTE (feed)</p> <p>0.05 FTE (food)</p>	<p>0.05 FTE (feed)**</p> <p>0.05 FTE (food)**</p>
<p>*Excluding managerial, administrative and legal support</p> <p>**Intelligence gathering work also undertaken by Intelligence and Enforcement Support Section.</p>			

Section Four: Resources

4.1 Financial Allocation

The net budget for the Trading Standards Service for 2018/19 is £1,846,300. A breakdown of the Trading Standards budget for feed and food enforcement is shown below:

	2017/18 Outturn (tbc)	2018/19 Estimate
Staffing	Total BFF: £474,326 Food & Feed: £265,718 (based on 6.45 FTE)	Total F&F: £658,480 Food & Feed: £293,162 (based on 6.80 FTE)
Sampling budget (Food & agriculture purchase and analysis)	£48,000*	£45,500*
Subsistence/car allowances and travelling	Total TS: £40,442 (profiled budget) Food & Feed: £6,391 (based on 6.45 FTE)	Total TS: £45,400 (profiled budget) Food & Feed: £7,731 (based on 6.80 FTE)
<p>*At the time of writing this plan the Service is proposing to apply for grant funding for feed/hygiene audits and feed sampling to supplement the 2018/19 sampling budget. The results of any grant bid will affect surveys proposed in Section 3.5 above. Whilst the overall grant funding is likely to be comparable to the 2017/18 funding, changes to the timing and allocation of these resources means we are unable to confirm at this time.</p>		

The relative amounts allocated to food and feed law enforcement are based on the staff allocation breakdown given in Section 4.2.

- 4.1.1 The Food Law Code of Practice requires the Service to inspect its food businesses over a prescribed cycle. In addition to the inspection of all high risk businesses and other interventions detailed in this plan, the expectation is that all medium risk businesses will be inspected every 2 years and that an inspection or alternative enforcement strategy be undertaken at low risk premises once every 5 years.

The situation with regard to feed businesses is slightly different. In addition to the inspection of all higher risk feed businesses and other interventions detailed in this plan the expectation of the Feed Law Code of Practice is that all businesses will be inspected on a risk based inspection programme. Those not of the highest risk (i.e. scored from 2-5) will have an inspection schedule ranging from 2 to 5 years in frequency (i.e. matching their score).

The Service has determined that, if it were to conduct the routine feed and food inspection programme detailed above, the following resource would have to be redeployed from other enforcement activities, such as fair trading, animal health & welfare or product safety work:

Food Business Inspections:	• Medium risk	5.16 FTE
Food Business Alternative Enforcement Strategies	• Low risk	0.18 FTE
Feed Business Inspections:	• Grouped Medium risk	2.93 FTE
	• Grouped Low risk	0.66 FTE

However, mindful of the recommendations of the Hampton and Macdonald Reviews which state the Service should only carry out inspections of businesses where there is a clearly identified risk presented by that business, the Service will, as in previous years, conduct intelligence-led inspections or other interventions within those business sectors or at those food/feed business operators presenting the highest risk to the food chain and consumers/other legitimate businesses. A flexible approach to resourcing enables us to respond appropriately to incidents and our local approach to risk assessment and effective targeting of resources, rather than the conduct of a routine inspection programme, will provide the necessary protection to the County's food chain.

- 4.1.2 The Service continues to invest in modern ICT systems and provides its annual Local Authority Enforcement Monitoring System (LAEMS) return via a direct download to the FSA. Access to the Internet, to the APP Civica database and to other information systems is seen as a vital resource for operational staff. The Service currently uses the UK FSS iNet database for recording, managing and submitting food and feed sampling data. As a result of withdrawal of funding by the FSA the Service is aware that UK FSS iNet will cease to be supported from the end of March 2018. At the time of writing this plan the Service is awaiting further instruction from the FSA as to how the replacement system for data transfer will operate.

All food and feed law enforcement officers have been issued with laptops computers, mobile telephones and digital cameras. The Service does not have an individual budget for ICT as such matters have now been transferred to corporate funding.

- 4.1.2 No fixed amount is set aside for legal costs with specific regard to food and feed law. However a general legal cost header is allocated to the budget, the budgeted amount for 2018/2019 being £51,000.

4.2 Staffing Allocation

The current staffing allocation to food and feed enforcement has been calculated on the basis of the projects/activities described in Section 3 above as summarised and unless otherwise stated FTE figures quoted relate to competent staff:

Plan Section	Project/Activity	FTE			
		2017/ 18 Feed	2017/ 18 Food	2018/ 19 Feed	2018/ 19 Food
3.1	Feed Hygiene & Standards Inspection Programme	0.25		0.15	
3.1	Inspection of high-risk food businesses		0.80		0.80
3.2	Complaints and Referrals	0.05	0.30	0.05	0.35
3.4	Business advice	0.40	2.05	0.50	2.20
3.5	Agricultural sampling	0.80		0.80	
3.5	Food Sampling Including Allergens Project		1.30		1.45
3.7	Food/feed alerts		0.10		0.10
3.8	Liaison	0.15	0.15	0.15	0.15
3.9	Promotional Work, Intelligence Gathering (including non-qualified staff)	0.05	0.05	0.05	0.05
	Subtotal:	1.70	4.75	1.70	5.10
	Total:	6.45		6.80	

4.3 Staff Development Plan

The Service focuses on the needs of both specialist feed and food law enforcement officers and other staff in terms of their training and continuous professional development (CPD).

The current training arrangements are reflected in the Staff Development Framework and the Learning and Development Plan. The Service has invested in supporting a number of members of staff to study for the Diploma in Consumer Affairs and Trading Standards (DCATS).

Skills and competency are assessed at annual staff appraisals, midyear reviews and 1-2-1 meetings and a programme of continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

The Food Law Code of Practice England (2015) laid down new competency demonstration requirements for food officers which took effect from 1 April 2016 (which have been further clarified in the Food Law Code of Practice England (2017)). The Service has taken steps, including the provision of additional time and resources, to ensure the new requirements of 20 hours of CPD per annum are met.

Section Five: Quality Assessment

5.1 Quality Assessment and Internal Monitoring

The following arrangements will be used to assess the quality of the Authority's service:

- All procedures and work instructions relating to feed and food law enforcement are subject to established in-house quality improvements and auditing procedures which apply to the whole of the Trading Standards Service
- Evaluation surveys sent out to a sample of businesses following an inspection or request for advice
- Review of a random number of inspections, service requests and complaints by section manager/line managers
- Programme of peer review at inspection for feed/food officers. Areas of good practice and improvement are anonymised, collated and fed back to officers as a group
- Feedback at 1-2-1 meetings, midyear review and appraisal on individual performance
- Feedback at monthly team meetings

Section Six: Review

6.1 Review Against the Service Plan

The Service uses a performance measurement toolkit, "PMR", to collate, report and review performance on a monthly basis.

At monthly intervals the Trading Standards Management Team undertakes a performance review. The meeting includes recognition of any variance from target, the reasons for variance and any appropriate measures to be put in place to address such variance.

At the same meeting the Trading Standards Management Team also reviews progress against our Control Strategy Priority Action of "Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers". This action includes the provision of business advice, liaison with regulatory and business partners, intelligence led market surveillance and enforcement activities, including risk based inspection and sampling.

The allocation of suitable resources to tackle any emerging food or feed issues or trends can be raised for consideration by the Trading Standards Management Team at the monthly Tasking and Coordination meeting.

Information on performance measures and targets is set out on pages 3, 5 and 8 of the Trading Standards Service Plan 2017-18.

6.2 Identification of any Variation from the Service Plan

As outlined in Section 6.1 above the Service, on an ongoing basis, monitors its performance using the above means and takes action to address variance from target throughout the year.

6.3 Areas of Improvement

The Service is committed to addressing areas of improvement highlighted by the ongoing quality assessment and internal monitoring as outlined in Section 5.1 above and the monthly reporting as outlined in Section 6.1 above.

Food and Feed Sampling Policy

Background

The Trading Standards Service priorities are:

- **Enabling** economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
- **Protecting** public safety, health and well-being and ensuring trading is legal, honest and fair.

Introduction

This policy outlines our general approach to the sampling of food and animal feed. This policy is produced in accordance with the Service's obligations under the Framework Agreement on Official Food and Feed Controls and the respective Food and Feed Codes of Practice.

Policy

This Service recognises that sampling and analysis is an essential part of food and feed standards enforcement, which enables authorised officers to assess compliance with food and feed standards, composition, safety and labelling requirements. This includes using sampling and analysis as part of proactive market surveillance and reactive responses to complaints.

The Service is committed to maintaining a contract with a suitably qualified Public/Agriculture Analyst for the analysis of formal food and feed samples.

On an annual basis we will formulate and commit resources to a sampling programme for food and animal feed products. This programme will be developed taking into account factors including the nature of the food and feed businesses in the County, our intervention plan, Primary Authority functions, the Food Standards Agency (FSA) food and feed priorities and other available local, regional and national intelligence pointing to areas of most concern. We will also develop our sampling programme in consultation with the Service's appointed Public/Agriculture Analyst.

This Service is committed to participation in national and regional sampling surveys where proposed sampling/analysis fits in with the above mentioned factors.

Although developed as an annual programme, this Service will continue to monitor intelligence for emerging issues and will change or amend the sampling programme as necessary.

This Service will target its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in or import into Norfolk. In line with guidance issued by the FSA this Service is also

committed to ensuring at least 10% of all food samples are foods imported into the European Union.

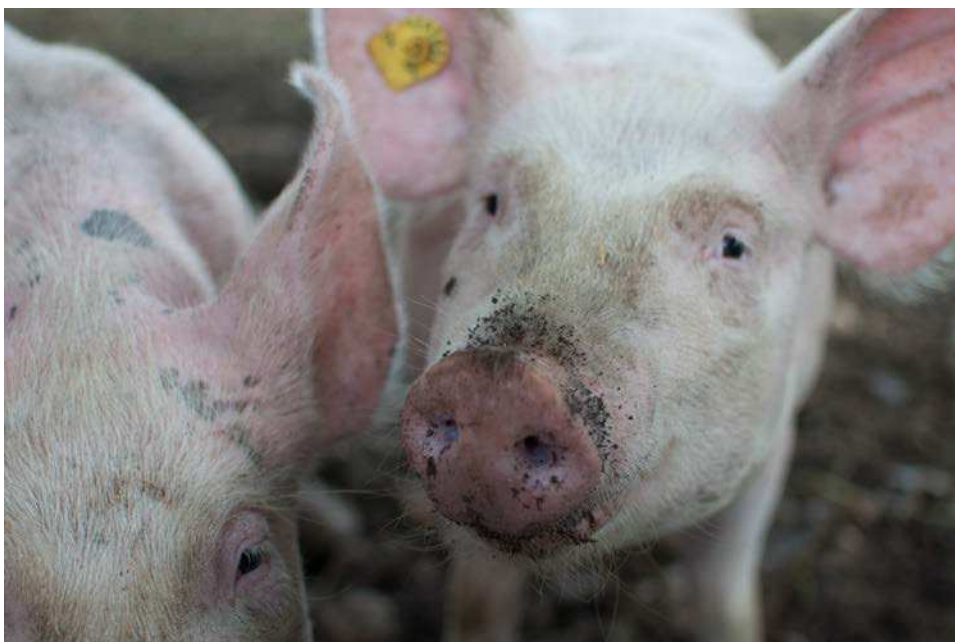
All formal food and feed sampling will be taken in accordance with the Food Law Code of Practice (England) or the Feed Law Code of Practice (England), as applicable. All formal samples are analysed and/or examined by the Service's nominated Public/Agriculture Analyst in accordance with the applicable legislation. Officers who take formal samples will be suitably qualified and competent to do so in accordance with the respective Food and Feed Codes of Practice.

Where it is the case that informal samples are taken by officers, wherever it is possible, these samples shall be taken in accordance with relevant legislation.

All food/feed samples and the result of examination/analysis will be recorded. Food and Feed Business Operators will be notified of both the samples taken and the results of analysis. Where sample results are considered to be unsatisfactory, the Service will take appropriate action to ensure compliance is achieved. Any action will be carried out in accordance with the CES Enforcement Policy.

Local Authority: Norfolk County Council

Animal Health & Welfare Service Delivery Plan for year: 01/04/2018 to 31/03/2019



PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A1. Planning the Delivery of the Local Authority Animal Health Function		
A1.1 Risk Assessment	<p>Premises risk assessed in accordance with national risk scheme detailed in Section 4</p> <p>Risk based inspection programme</p> <p>Outcomes 1, 2, 5 and 6</p>	<ul style="list-style-type: none"> • All premises are risk assessed and documented (in accordance with a risk tool which equates to the matrix in Section 4) • All new premises are risk assessed and inspections carried out in accordance with the assessed risk • Risk assessments are reviewed as part of planned visits • Inspection programme is based on locally determined frequency according to risk • Veterinary risks identified by Animal & Plant Health Agency (APHA) and direction which is communicated to the Service is taken into account in our plans • In line with the Farm Regulator's Charter attempts are made and documented to ensure inspection programmes are co-ordinated with partner agencies e.g. Rural Payments Agency (RPA)/APHA • Inspection programmes are co-ordinated with partner agencies e.g. RPA where such agencies communicate their inspection programme
A2. Training and Development		
<p>A2.1 Training for new officers</p> <p>On-going professional development</p>	<p>Officers are authorised to enforce all relevant legislation.</p> <p>All enforcement staff to hold recognised qualification or have equivalent professional experience i.e. Grandfather rights or undertake to achieve such qualifications as soon as possible</p> <p>It is recognised that in emergency situations i.e. outbreaks of disease, there may be a need to call upon non animal health qualified officers to assist in carrying out animal health and welfare duties.</p> <p>Time and resources allocated to keep up to date on appropriate Animal Health and Welfare legislation, codes of practice, guidance etc. – e.g. by accessing the LGA Knowledge Hub</p> <p>Outcome 5</p>	<ul style="list-style-type: none"> • All new officers undergo internal induction training on animal health and welfare • All officers hold or are working towards recognised Animal Health & Welfare (AH&W) Diploma in Consumer Affairs & Trading Standards (DCATS) or equivalent qualification • Continuing professional development – Our minimum ongoing training is 5 hours per annum based on the principles of CPD • All enforcement staff have access to full legal references, including copies of all relevant AH&W legislation and guidance • Current training arrangements are reflected in the Staff Development Framework and the Learning and Development Plan • Skills and competency are assessed on a four-monthly basis at annual staff appraisals and 1-2-1 meetings

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A3. Licensing Activities		
<p>A3.1 Recording of Animal Movements</p> <p>Follow up action where errors are identified that require resolution</p>	<p>Action to be taken where errors are detected that require follow up resolution</p> <p>Outcomes 1 and 4</p>	<ul style="list-style-type: none"> Follow up action is taken to address persistent movement errors on a risk based and proportionate basis. The Service recognises that its use of animal health databases to identify breaches needs to be developed. The Service will look to develop the scrutiny of animal movement databases as a function within its Intelligence and Enforcement Support section during the forthcoming year.
<p>A3.2 Issuing of specific animal movement licences on AMLS2</p>	<p>Specific licences (on AMLS2) issued for those individuals prohibited by the Minister from operating under the general licence</p> <p>Receipt of licence applications</p> <p>Assessment and issue of specific licences</p> <p>Issue of animal movement licences manually where approval given</p> <p>Outcomes 1 and 4</p>	<ul style="list-style-type: none"> All licences issued on day of receipt (if received at least one hour before closing time) of application where no pre movement inspection required
<p>A3.3 Investigation of specific (AMLS2) movement licence refusals</p>	<p>Initial investigation of (AMLS2) licence application refusals; resolve if possible, otherwise co-operation with AHO to achieve resolution</p> <p>Outcomes 1 and 4</p>	<ul style="list-style-type: none"> Resolution of all licence refusals within two working days

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A4. Enforcement activities to maximise Animal Health and Welfare compliance (CCPs)		
A4.1 Attendance at Critical Control Points - Livestock markets, Sales, Collection Centres and Assembly Centres	<p>Highly visible preventative enforcement presence.</p> <p>Attendance at markets and other premises licensed for sales, and Collection Centres and Assembly Centres to ensure compliance, in particular with:</p> <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification • Central Point Recording Centre approval conditions and contingency • Welfare • Transport • Licensing and record keeping • Specific pre movement licensing • All other relevant legislation <p>Exact attendance levels and times according to status of gathering</p> <p>Outcomes 1, 2, 5 and 6</p>	<ul style="list-style-type: none"> • The Service maintains a visible presence at Critical Control Points • Livestock markets, Collection Centres and Assembly Centres are attended by enforcement personnel at some stage during operating hours on a risk assessed, earned recognition and intelligence led basis • Attendance time is varied to include times when animals are being loaded/unloaded

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<p>A4.2 Attendance at Critical Control Points - slaughter houses</p> <p><i>All these activities with regard to the transport unloading and identification of livestock should normally occur outside of the slaughterhouse production area. This service delivery function does not require Local Authority officers to enter the slaughterhouse production area, or undertake enforcement in relation to the slaughterhouse operation itself. The FSA is responsible for enforcement in the slaughterhouse itself, and Local Authorities should liaise with FSA with regard to any need to enter the slaughterhouse production area.</i></p>	<p>Attendance at slaughter houses (high and low through put, red meat and poultry(white meat) in liaison with FSA to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification • Central Point Recording Centre approval conditions and contingency • Welfare • Transport • Licensing and record keeping • Specific pre movement licensing • All other relevant legislation <p>Outcomes 1, 2, 5 and 6</p>	<ul style="list-style-type: none"> • The Service operates an intelligence led risk based approach to abattoirs. The Service has established and maintains communication links with Food Standards Agency (FSA) operations at abattoirs for reporting welfare concerns, (including in transit), bio-security non-compliance and transport construction non-compliances

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A4.3 Attendance at Critical Control Points - Dealers	<p>Identification of Dealers Visits/inspections to verify legislative compliance Outcomes 1, 2, 5 and 6</p>	<ul style="list-style-type: none"> • The Service is working with APHA to maintain a list of known dealers • The Service plans visits/inspections on a risk assessed, earned recognition and intelligence led basis • Inspection programmes are co-ordinated, if appropriate, with other agencies, including other local authorities, where these agencies are willing to do so • Written reports are given at the time of inspection • Major non compliances found during inspections are reported to relevant agencies • Revisits are made when actionable infringements have occurred
A4.4 Attendance at Critical Control Points - Ports (excluding BIPs)	<p>Attendance at Ports to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification • Welfare • Transport • Import/export documentation • All other relevant legislation <p>Outcomes 1, 2, 5 and 6</p>	<ul style="list-style-type: none"> • Planned visit/inspection programme on a risk assessed and intelligence led basis • The Service: <ul style="list-style-type: none"> ○ Responds to notifications of potential illegal arrivals/departures ○ Ensures appropriate disease information signs are clearly displayed ○ Liaises with Animal Health, Port/Harbour management and Port Health Service ○ Ensures International Catering Waste disposal is legal ○ Maintains contact numbers available for quarantine ○ Will make officers available outside office hours • Note: Norfolk has no legal landing ports of entry but works with the port operators to monitor shipping for illegally imported animals • Note: The Service has worked with local veterinary practices to raise the profile of this work, who now provide most of our intelligence on suspected illegal landings and pet passport non-compliances

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A4.5 Attendance at Critical Control Points - High risk Farms (Other than dealers)	Visits/inspections to verify legislative compliance Outcomes 1, 2, 5 and 6	<ul style="list-style-type: none"> • The Service plans for a 100% inspection programme for all high risk businesses • Businesses are risk re assessed following visit/inspection • In Line with the Farm Regulator's Charter inspection programme takes into account other agency inspections e.g. RPA/APHA to avoid duplication and joint visits are arranged where necessary; where these agencies are prepared to share their inspection programmes • Checks are made using appropriate database data • Written reports are given at the time of inspection • Major non compliances found during inspections are reported to relevant agencies • Revisits are made when actionable infringements have occurred • The Service has in-house quality assurance procedures
A4.6 Stand by and on call arrangements	Emergency interagency contact regarding disease and other enforcement incidents Outcomes 1, 2, 3, 4 and 6	<ul style="list-style-type: none"> • The Service has emergency out of hours contact procedures in place • All relevant agencies are aware of contact procedures
A5. Partnership working and intelligence driven enforcement		
A5.1 Identified Infringements	Identified breaches of legislation, including biosecurity, licensing, welfare, livestock identification, standstill breaches, illegal imports, by products, and other disease control work. Irregularities found on documentary checks followed up Outcomes 1, 2, 5 and 6	<ul style="list-style-type: none"> • Identified breaches are investigated and appropriate action taken in accordance with the published CES Enforcement Policy. • The Service recognises that its use of animal health databases to identify breaches needs to be developed. The Service will look to develop the scrutiny of animal movement databases as a function within its Intelligence and Enforcement Support section during the forthcoming year.

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A5.2 Intelligence/ Information and systems	Provision and collection of Intelligence Information Outcomes 1, 2, 5 and 6	<ul style="list-style-type: none"> • The Service has set up and maintains an intelligence recording system, having adopted the NTS intelligence operating model (IOM) • The Service has established procedures and protocols necessary to capture and report animal health activities including movements and enforcement action • Sharing of intelligence with other local authorities and operational partners takes place via our Intelligence Database (IDB) • The Service has developed innovative approaches to improve the effectiveness and range of its knowledge of national priorities and the local farming community. This has included the production of guidance and delivery of training for Norfolk Constabulary staff. Officers of this Service also attend the Norfolk CRAG (Crime Rural Advisory Group) meetings. These measures will improve channels of communication and the sharing of intelligence relating to crime concerning animal health and welfare.
A5.3 Intelligence led actions	Infringements or suspected infringements reported from external enforcement sources or identified by use of data interrogation or intelligence sources; members of the public/complaints Outcomes 1, 2, 5 and 6	<ul style="list-style-type: none"> • The Service investigates and appropriate action is taken in accordance with the published CES Enforcement Policy • The Service uses intelligence to drive delivery including development of local and regional enforcement
A6. Post enforcement reporting and AMES data entry activities		
A6.1 Animal Health and Welfare Management and Enforcement System (AMES)	Entry of data on to AMES system (or via electronic data transfer from local systems to AMES) recording Local Authority enforcement activities, results and actions. (The relevant timescale commences on the day following the date on which the activity took place). Use of AMES for management information and report generation Recording of data on infringements Outcomes 1, 2, 3, 4, 5 and 6	<ul style="list-style-type: none"> • In line with peer organisations this Service has ceased its use of AMES recording and reporting

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A6.2 Management information	Collation of management information data for internal use and provision to APHA, Defra and Welsh Government. Outcomes 3, 4 and 5	<ul style="list-style-type: none"> In line with peer organisations this Service has ceased its use of AMES recording and reporting.
A7. Contingency planning and emergency action		
A7.1 Animal Health/Defra/Welsh Assembly Government and local authority emergency preparedness	Planning and contributing to emergency preparedness plans with APHA/Defra/Welsh Government and other agencies as appropriate Outcomes 1, 3, 5 and 6	<ul style="list-style-type: none"> The Service's contingency plans are compiled through the Norfolk Resilience Forum (NRF) and are consistent with Defra APHA generic plans for disease outbreaks. This ensures our local authority contact details on the AH&W master contact list held by the National Animal Health & Welfare Panel (NAHWP) are kept up to date The Service's plans: <ul style="list-style-type: none"> are formally approved by the Norfolk Resilience Forum (NRF) include a generic plan and specific plans for diseases identified as high risk for the local authority area as a result of local intelligence are reviewed annually and shared with identified partners are made publicly available through the Norfolk Resilience Forum (NRF) An annual exercise takes place with relevant partners/neighbouring authorities. Lessons learned reports are used to review our plans. A desktop contingency plan exercise for Avian Influenza was undertaken in 2016 along with NRF partners The Service responds to notification of disease outbreaks Following effective joint working with Suffolk Trading Standards on two Avian Influenza outbreaks during 2017 the Service is developing a memorandum of understanding with Suffolk to ensure a similar joint approach is undertaken in the event of any future disease outbreaks.

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A7.2 Testing and Training	Testing, training, practising and evaluating activities in relation to the emergency plan Outcomes 1, 3, 5 and 6	<ul style="list-style-type: none"> Exercises to test our contingency planning include direct practical participation, contribution through others or on paper Internal and external contact details are reviewed annually Plans are tested and review reports provided Training in relation to plans includes service implementation
A7.3 Emergency Action	Provision of full emergency range of services under the emergency plan, when disease emergency declared by Defra/Welsh Government Outcomes 1, 3, 5 and 6	<ul style="list-style-type: none"> The Service plans for the requirements of our contingency plans to be actioned when necessary
A8. Additional Activities to reflect National Priorities		
A8.1 National Priorities	Provide details in Service Delivery Plan (Annex C) of identified priorities as discussed with the, Operations Directors Defra and the Welsh Government, as appropriate. Outcomes 1,2,5 and 6	<ul style="list-style-type: none"> The Service takes into account the national priorities as discussed with Operations Directors (APHA) and Defra – no requests have been received from the ROD to date.

Activity Matrix for Animal Welfare

Activity	Priority Activity	Other Priority Actions for consideration
1. On Farm Welfare		
1(a) Authorisation of inspectors under the Animal Welfare Act 2006.	Inspectors authorised by Local Authorities under the Animal Health Act 1981 (as amended) should be authorised as Inspectors under the Animal Welfare Act 2006.	All inspectors are authorised under the Animal Welfare Act 2006
1(b) Response to farm welfare complaints received from a member of the public or another agency.	<p>Liaison with local AHO (as soon as possible to discuss complaint.</p> <p>Refer to AMES Database see if there is any recorded history of problems on the premises.</p> <p>Where appropriate, arrange joint visit with a VO to investigate on next working day after receipt of complaint.</p> <p>Where it is considered that a VO is not required in the first instance, visit premises to investigate on next working day after receipt of complaint.</p>	<p>Where appropriate, the Service arranges joint visits with Animal Health Office (AHO) Veterinary Officers (VO) to investigate within 24hrs of receipt of complaint.</p> <p>Where the Service considers that a VO is not required in the first instance, an officer visits the premises to investigate within 24hrs of receipt of complaint.</p> <p>Liaison is maintained with other appropriate agencies in order to try and establish if subject of complaint is the subject of any other complaints/investigations.</p> <p>Where appropriate the Service will organise a case conference with all enforcement bodies involved to discuss the case and how best to proceed; in order that all agencies are moving forward in the same direction.</p>

Activity Matrix for Animal Welfare

1(c) Enforcement action	<p>Where an animal's welfare is being seriously compromised immediate enforcement action should be taken.</p> <p>The Inspector should take such action as is necessary to alleviate suffering to any animal(s) without undue delay.</p> <p>Where an Improvement Notice is appropriate, service of Notice within 48hrs of visit taking place.</p> <p>Cognisance should be taken of the guidance issued by Defra and Welsh Government in accordance with Section 10 of the Act.</p> <p>The agreed template for the Improvement Notice should be used.</p>	<p>Where an animal's welfare is being seriously compromised immediate enforcement action is taken.</p> <p>The Service's Inspector takes such action as is necessary to alleviate suffering to any animal(s) without undue delay.</p> <p>Where an Improvement Notice is appropriate, the Service serves a notice at the time of the visit or at least within 24hrs of the visit taking place.</p>
1(d) Follow up visits to premises against whom a welfare complaint was received.	<p>If necessary and in consultation with Veterinary Officer revisit the premises within an appropriate period of initial visit.</p>	<p>Revisits are made within 2 days of the end of the compliance period specified in the Notice or sooner dependent upon the severity of the complaint.</p>
1(e) Follow up visits to premises where an Improvement Notice was served.	<p>Where appropriate monitoring visits should be carried out during the compliance period and these should be appropriate to the severity of the complaint.</p> <p>Revisit within 2 working days of end of Compliance Period specified in the Notice or sooner dependent upon severity of complaint.</p>	

Activity Matrix for Animal Welfare

1(f) Arrangements for taking possession of an animal/animals which are being caused suffering or likely to be if their circumstances do not change.	<p>Contingency plans drawn up as to how taking possession of an animal/animals will be facilitated and for their subsequent care until they are disposed of or returned.</p> <p>These contingency plans should identify suppliers/contractors/premises for:</p> <ul style="list-style-type: none"> • appropriately trained/experienced staff to handle and care for the animals. • appropriate equipment to handle the animals. • transporting the animals. • suitable premises to keep animals. • supply of feed. • supply of suitable bedding material. • provision of veterinary care. 	<p>Contract arrangements are in place with suppliers/contractors/premises on an as needed basis for:</p> <ul style="list-style-type: none"> • appropriately trained staff to handle and care for the animals • appropriate equipment to handle the animals • transporting the animals • suitable premises to keep animals • supply of feed • supply of suitable bedding material • provision of veterinary care. <p>Whilst the Service has no ongoing contract to provide this service with its contractor, the contractor has demonstrated their willingness to perform this role over a number of welfare seizures.</p>
1(g) Destruction of an animal/animals if deemed necessary.	Contingency arrangements in place to facilitate the destruction of an animal/animals if deemed necessary by Veterinary Surgeon or an Inspector/Constable.	<p>Contact list of Veterinary Surgeons is maintained (including out of hours services) who can be called upon for this purpose if necessary.</p> <p>Contact list is maintained of other suitably trained persons who can be called upon to humanely destroy animals where necessary (includes APHA and RSPCA).</p>
1(h) Follow up letters to premises which were visited.	Follow up letter detailing the visit, what was discussed and the provisions of any Improvement Notice, if served, sent within 5 working days of visit.	<p>Enforcement visit record, detailing the visit and what was discussed provided at time of visit.</p> <p>Where appropriate a follow up letter giving further advice or a written warning will be sent to the business.</p>

Local Authority Profile

Name of LA	Norfolk County Council	Financial year	2018-19
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1. Staffing

	(FTE)
Field staff	2.0
Data input staff	0.1
TOTAL	2.1

2. Data input

Local Authority Database used:	APP Civica
Interface with AMES installed?	No
Interface with AMES functional?	N/A
If not installed are there plans to do so in 2017-18 service year?	No
If not, please give reason.	AMES is not used by this service

3. Work Load - Critical Control Points (CCPs)

a) with defined work patterns

Type of CCP	No.	Operating pattern (markets) or throughput (slaughterhouses)
Markets, Collection Centres & Assembly Centres	1	Store market every other Saturday
Slaughterhouses	4 4	Red meat slaughterhouse White meat (APHA inspected only)
Shows, sales and one-off events	7	3 poultry sales - one weekly, one monthly and the other approx. 6 times per year. Horse sale approx. 3 times a year. Shows are yearly events

b) without defined work patterns

Type of CCP	No.
Ports	3
Dealers	3

4. Total risk assessed premises including CCPs

According to risk assessment by LA	High Risk	Medium Risk	Low Risk
No. of premises (including 3(a) & (b) above)	27	2204*	2841*

* Figures have increased since 2017-18 plan as a result of improved scrutiny, management and updating of database.

Communities Committee

Item No.

Report title:	Suicide Prevention Plan
Date of meeting:	7 March 2018
Responsible Chief Officer:	Dr Louise Smith, Director of Public Health
Strategic impact <p>Top tier local authorities responsible for public health are advised by Public Health England to have a suicide prevention strategy and action plan in place. Evidence suggests that preventing suicide is achievable. In 2016, government nationally set out an ambition to reduce suicide by 10% from 2016 to 2021.</p> <p>The Norfolk Suicide Prevention 'I am (really not) okay' strategy and action plan (2016-2021) were endorsed by Communities Committee in January 2017. The Norfolk Strategy adopted the national target with a view to reducing the suicide rate further in later years.</p> <p>The actions of the partnership contribute to meeting the County Council priority of starting a new relationship with Norfolk families. It aligns with the commitment in NCC's Public Health Strategy 2016-17 to support a multi-agency suicide reduction strategy and plan.</p>	

Executive summary

Suicide is an important public health issue and a priority for Norfolk, given our relatively high local rate (12.4 suicides per 100,000 people, which is higher than the national average of 10.1) equating to around 77 suicides in Norfolk each year. Further details of local characteristics can be found in the Norfolk suicide prevention audit, a comprehensive review of suicides in the last ten years, undertaken by Public Health and considered by Committee in 2016.

A county-wide, multi-agency partnership has made good progress on implementing Norfolk's suicide prevention strategy and action plan, such as developing and publicising resources to support both people in crisis and professionals. Plans for 2018-19 include improving data collection and use to inform delivery.

Recommendations:

1. That members note progress to date on the implementation of the Norfolk Suicide Prevention Strategy and action plan
2. That members endorse proposed actions for 2018-19.

1. Proposal

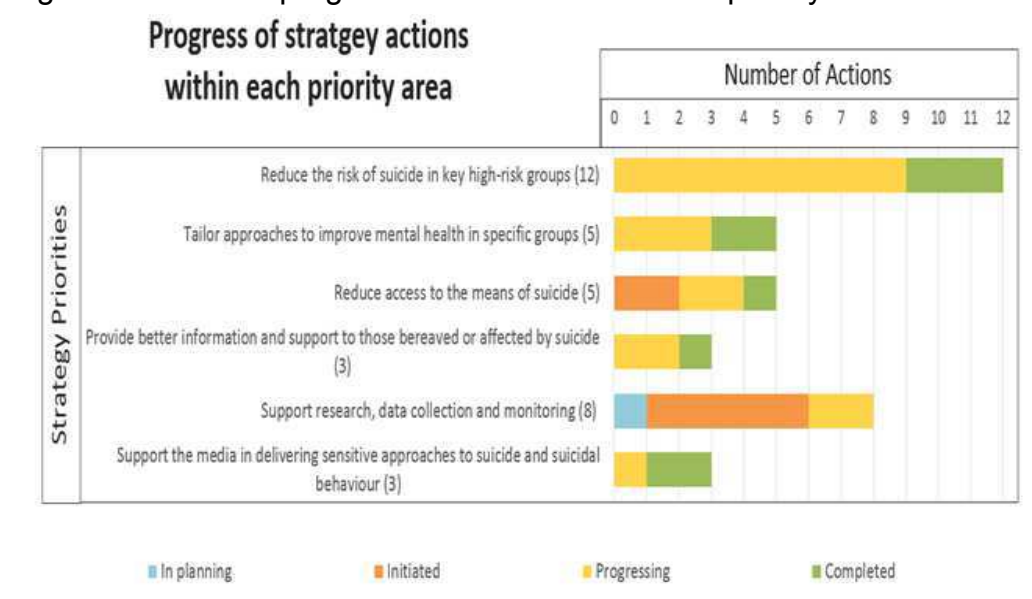
1.1. Progress to date

Norfolk's Suicide Prevention Strategy 2016-2021 identified six milestones to be achieved in 2017-2018. All milestones identified have either been achieved or are on track to be achieved early in 2018.

- 1.2. Milestone 1: develop guidance which emphasises safety planning and making the environment safe – this has been developed and published online.

- 1.3. Milestone 2: develop a web resource to support people in crisis, their families, friends and professionals. The webpages www.norfolk.gov.uk/iamokay went live at the beginning of September and have been very well received by partners and the public, with 3867 unique visits to the website, 285 unique visits to the family and friends' page and 249 unique visits to the professionals' page.

- 1.4. Milestone 3: hold a multiagency suicide prevention learning event to equip those working with vulnerable adults and children in Norfolk with the skills, knowledge and confidence to support those affected by suicide, with a focus on prevention. Attendees at the successful event held in September 2017 provided positive feedback and recommendations for future areas for learning.
- 1.5. Milestone 4: deliver a campaign to raise awareness and reduce stigma. A social media campaign ran over four weeks in December and January, attracting additional interest in the website with a further 1765 clicks recorded. The Norfolk 'I am (really not) okay' branded resources include:
 - Safety planning guidance and diary
 - Keeping Safe leaflet
 - Training framework
 - Posters and a pull up banner
 - Press releases and magazine articles
 - Sponsored Facebook posts.
- 1.6. Milestone 5: ensure countywide access to suicide prevention training. Training now available includes:
 - 20 minute online training available to anyone that enables people to identify when someone is presenting with suicidal thoughts or behaviour and how to signpost them to services or support
 - An accredited two day, interactive training course that prepares staff working directly with those at risk of suicide, to provide suicide first aid interventions.
- 1.7. Milestone 6: A pack is under development to help families and carers to support loved ones.
 -
- 1.8. The action plan details 36 actions across six priorities to be completed during the five year term of the strategy. The action plan was updated at the Suicide Prevention Implementation Group meeting in November 2017. At this time:
 - 35 (97%) of the actions had been initiated
 - 26 (72%) of the actions were progressing
 - 35 (19%) of the actions had been completed.
- 1.9. Fig1 illustrates the progress of actions within each priority area of the strategy.



1.10. **Plans for 2018/19**

The Suicide Prevention Implementation Group will:

1. Work with Norfolk & Waveney STP with the ambition to develop implementation projects with the NHS.
2. Consider potential action on the new priority on reducing self-harm, recently added to the National Suicide Prevention Strategy.
3. Establish a new multi-agency task and finish group with a focus on self-harm and suicide data to: a) improve data collection, monitoring and reporting; b) respond to emerging trends; c) improve information sharing and referral pathways and d) share good practice.
4. Hold a second Suicide Prevention Learning Event, close to World Suicide Prevention Day in September. Potential areas of focus include:
 - a. Bereavement by suicide
 - b. Self-harm and emotional wellbeing
 - c. Suicide in children and young people
 - d. Suicide in prisons
 - e. Suicide in Black, Asian and Minority Ethnic groups
 - f. Suicide prevention training e.g. guided e-learning session
5. Develop action plans specific to each partner organisation/service detailing actions to be taken at different levels within the organisation/service i.e. organisation or service level, management level, staff level, customer/service user level, across other partnerships and networks.
6. Monitor the progress of the action plan, revising and creating new actions where required.
7. Continue providing communications, advice and support for 1) people considering suicide, their families and friends, and professionals and 2) people bereaved by suicide.

2. Evidence

- 2.1. Suicide is an important public health issue and a priority for Norfolk, given our relatively high local rate (12.4 suicides per 100,000 people, which is higher than the national average of 10.1) equating to around 77 suicides in Norfolk each year. Further details of local characteristics can be found in the Norfolk suicide prevention audit, a comprehensive review of suicides in the last ten years, undertaken by Public Health and considered by Committee in 2016.
- 2.2. The National Suicide Prevention Strategy for England was published in 2012 setting out six priorities for action:
 - Reduce the risk of suicide in key high-risk groups
 - Tailor approaches to improve mental health in specific groups
 - Reduce access to the means of suicide
 - Provide better information and support to those bereaved or affected by suicide
 - Support research, data collection and monitoring
 - Support the media in delivering sensitive approaches to suicide and suicidal behaviour.

In the 2017 progress report on the strategy, a seventh priority of 'reducing rates of self-harm as a key indicator of suicide risk' was included.

- 2.3. The national strategy recognises that no one organisation is able to directly

influence all of the complex factors that may lead to someone taking their own life. Reflecting this locally, a multi-agency partnership has developed and is implementing the Norfolk Suicide Prevention Strategy 'I am (really not) okay' and action plan (2016-2021). These focus on preventative activities, early help and improving services to prevent avoidable suicide. Actions are aligned to the priorities in the national strategy.

- 2.4. The strategy's implementation is driven by the Suicide Prevention Implementation Group (SPIG). This group reports to the Mental Health Strategic Board which oversees the Mental Health Crisis Care Concordat, bringing those with key actions and responsibilities together to implement the action plan. The Strategic Board will provide regular updates on progress to the Norfolk Health and Wellbeing Board.
- 2.5. The SPIG meets on a quarterly basis to monitor progress and steer development of actions. To support the delivery of the Norfolk Strategy three task and finish groups have been established:
 - Suicide bereavement support (Postvention)
 - Men's wellbeing network (Mensnet)
 - Farming community wellbeing network.

These groups engage the wider partnership in suicide prevention activities, focussing on priority and high-risk groups.

- 2.6. In line with national guidance, Norfolk County Council (NCC) Public Health led the development of the strategy, co-ordinates implementation of the action plan, regularly publishes an audit of suicides and leads suicide prevention communication activities on behalf of the partnership.
- 2.7. Public Health and Norfolk and Suffolk NHS Foundation Trust also attend the quarterly East of England regional suicide prevention leads network, sharing good practice and expertise, and enabling collaboration across the region. NCC Public Health co-chair the regional network with Public Health England.
- 2.8. The local suicide prevention audit provides evidence of which groups are most at risk locally and the factors which influence them. This informs targeting of activities, for example engaging better with men and farming communities.
- 2.9. Professionals are encouraged to take a strengths based approach to safety planning and to reduce access to the means of suicide. These methodologies are based on current preventative practice promoted nationally, and in keeping with safeguarding principles in Norfolk

3. Financial Implications

- 3.1. It is estimated that the economic cost of each death by suicide of someone of working age is about £1.67m. This covers the direct cost of care, indirect costs relating to loss of productivity and earning, and intangible costs associated with pain, grief and suffering.
- 3.2. Funding of £6,000 has been identified from within the Public Health budget to support suicide prevention work in 2018-19. This funding will be used for training, for campaigns to increase awareness and reduce stigma, and to run a second Suicide Prevention Learning Event. These will serve to initiate or 'pump prime' activities across partner organisations and assist agencies in using existing resources to address suicide risks as part of their business as usual.

4. Issues, risks and innovation

- 4.1. Norfolk suicide rates are relatively high compared to national benchmarks. This means that even if we see improvement in local rates, Norfolk may remain a relative outlier for a time. The current economic climate is challenging and

suicide is strongly linked to economic circumstances which means that external and national factors may drive further increases in suicide rates despite local efforts.

- 4.2. Current public health investment proposals are modest, but aim to support wider multi-agency work, multiplying the gains on the investment.
- 4.3. Suicide prevention relies on multiple interventions and the involvement of many organisations and individuals. It is therefore difficult to demonstrate a linear relationship between any one action and outcomes. The strategy contains a number of innovations for Norfolk – bringing on board a variety of statutory and voluntary sector partners, such as the National Farmers Union and Cruse Bereavement Care, to widen our approaches to this difficult issue. Encouragingly there is some evidence that this form of multi-faceted multi-agency approach can be associated with reductions in suicide in a given area.

5. Background

- 5.1. The Suicide Prevention Audit (2016) and Suicide Briefing Paper (2017) are on Norfolk Insight <http://www.norfolkinsight.org.uk/jsna/adult-health-wellbeing/adult-health/mental-health>.

The Suicide Prevention Strategy and action plan, and all 'I am (really not) okay' branded resources are available at www.norfolk.gov.uk/iamokay.

Officer Contact

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Communities Committee

Item No.

Report title:	Mental health campaigning
Date of meeting:	7 March 2018
Responsible Chief Officer:	Dr Louise Smith, Director of Public Health

Strategic impact

Mental health and mental wellbeing is a public health priority as stated in the Norfolk County Council's Public Health Strategy which demonstrates its commitment to taking a multi-agency approach to achieve the greatest impact.

Good mental health is also vitally important to our quality of life and the capacity to cope with life's challenges. It is an important protective factor against physical illness, social inequalities and unhealthy lifestyles.

There are a number of national strategies that set out a range of evidence-based approaches to promote mental wellbeing, building resilience, reducing stigma and prevent mental illness that support local authorities, clinical commissioning groups and partners to address these issues locally, these include :

- Five Year Forward View for Mental Health (2016)
- No Health Without Mental Health (2011)
- Better Mental Health For All – A public health approach to mental health improvement (2016)

Local strategies:

- Sustainability and Transformation Plans
- Health & Wellbeing Board
- Norfolk County Council
 - Social Care - People with mental health conditions
 - Public Health – Norfolk Living Well 2016- 2020: Improving population mental health, wellbeing & resilience
 - Working with commissioners of NHS Mental Health Services
 - Supporting Vulnerable People

Executive summary

As a country, the UK is facing significant problems with mental health and wellbeing. Nationally, prescriptions for anti-depressants have increased year on year for the four years up to 2016.

Locally, Norfolk has one of the highest suicide rates in England. In 2016 we saw 12.5 suicides per 100,000 residents, compared to the England average of 9.9. The prevalence of long term mental health problems in the county is 8.8% vs the national average of 5.2% [GP Patient survey 2015/16].

With all this in mind, it is essential that local authorities consider approaches which focus on prevention, self-care and raising awareness to reduce stigma and tackle issues earlier. Norfolk County Council has worked with a number of partners including Norwich Theatre Royal, Voluntary Community Sector, health/NSFT and the police to deliver a range of events including a number of productions and workshops to help reduce stigma surrounding men's mental wellbeing and to prevent further suicides in Norfolk.

Aims of the mental health campaign and suicide prevention work:

1. To reduce stigma and encourage people to adopt positive attitudes towards their wellbeing including their mental health
2. To raise awareness of mental health issues and the support / tools available to help men tackle it (both for professionals and service users)
3. To encourage men to proactively take up available support for their mental health and wellbeing
4. Deliver a campaign to raise awareness and reduce stigma, and;
5. Develop a web resource to support people in crisis, their family and friends and professionals, have been very well received by partners and public.

Recommendations:

1. **Members to note the work that has been undertaken to date.**
2. **Members to endorse the use of engagement with the arts to improve both physical and mental health and wellbeing in future campaigns and projects**

1. Proposal

- 1.1. This paper presents a summary of mental health campaign initiatives and activities undertaken throughout 2017/18. The mental health campaign activities focused on two areas; Reducing Stigma and Suicide Prevention.

1.2. Reducing Stigma

Talking about mental health or seeking support can be very difficult for people for a number of reasons, families, friends and employers may not understand, what to say or do to help so people may choose to stay silent which may lead to issues escalating.

To start to address this NCC Public Health initiated a Reducing stigma that included promoting wellbeing, 'feeling good, and functioning well'.

1.3. Creative Matters – Norwich Theatre Royal

A range of partners from NCC public health, police, the arts, NSFT & health, and the voluntary & community sector worked together to identify the best approach and model to achieve the main aims.

To ensure maximum impact the group developed a programme that included performance, workshops, craft, art and film that would appeal to the widest demographic possible and would facilitate a two-way dialogue between players and the audience. It also provided the opportunity to have a discussion through social media; to raise awareness, support signposting to local services and a media campaign based on local activities and community participation.

Norfolk County Council worked in partnership with Norwich Theatre Royal (NTR) to deliver a month-long programme of productions, workshops and special events to help reduce stigma surrounding men's mental wellbeing underneath NTR's 'Creative Matters' umbrella.

NCC Public Health provided expertise and insight to shape the programme to ensure it targeted those who were most in need and ensured development of a comprehensive communications strategy to promote the events, encourage participation and raise awareness of the local issues surrounding mental health and wellbeing.

NTR was also able to secure the support of nationally acclaimed local comedian Karl Minns who agreed to share his story about his battle with anxiety for the first time on stage.

- 1.4. **Creative Matters Outcome 1:** *To reduce stigma and encourage people to adopt positive attitudes towards their wellbeing including their mental health*

- Six film & theatre performances attended by 564 people
- Five workshops, attended by 232 people
- One drop-in craft event attended by 34 people
- Theatre courses attended by 225 people
- Karl Minns, a prominent member of the region's entertainment community, one-half of the popular Nimmo Twins, performer and comedy-writer for the likes of Have I Got News For You carried out an exclusive performance created specifically for this project. Karl shared his experiences of battling anxiety in an intimate setting to 224 people across two sessions
- A short video of Karl Minns talking about his battle with mental health issues was created (10,000 views to date)
- Stephen Fry tweeted about the season which generated 2,387 engagements, 155 re-tweets and 629 likes
- A printed evaluation questionnaire, designed and evaluated by the University of East Anglia, was completed by 89 participants and audiences during January. An online questionnaire was completed by 76 people on the NTR mailing list.
- The results of surveys are still being analysed, but early indications show:
- 70% audience members / participants agree/strongly agree that they would feel comfortable talking about their mental health with friends and family
- 97% strongly agree that anyone can have a mental health problem
- 79% strongly agree they would know where to go if they thought they had a mental health problem
- 85% agree / strongly agree that someone with mental health should have the same right to a job as anyone else
- One audience member emailed feedback after watching 'Had a Black Dog', saying: "Haven't been that moved in a long while. You all do an amazing job, and it was lovely to see from attendees, how real it can affect so many walks of life. I knew this already, but found it very comforting for an hour or so, knowing I wasn't alone in real time, rather than reading about people, or watching a documentary about the issue for a change. I could've sat in the theatre for hours."

1.5. **Creative Matters Outcome 2:** *To raise awareness of mental health issues and the support /and available to help men tackle it (both for professionals and service users)*

- Double page spread in Theatre Royal's *What's On* brochure (160,000 copies)
- Leaflet distributed via theatre, Arts Round-Up (5000 copies)
- All events listed on Theatre Royal website including link to NCC suicide prevention webpage (4,000 unique visitors daily)
- E-shot on Power of Performance to targeted bookers with a male bias (15,000 people)
- E-shot on Creative Matters January season (130,000 people)
- E-shot to NCC news subscribers (18,000 residents)
- NCC Suicide Prevention posters put up at strategic locations across the theatre and on digital screens
- An animated video produced by Mind Norfolk signposting help and support provided by Norfolk County Council showed during screenings,

- performances and workshops
- Media coverage included:
 - 9 pieces of regional print coverage including four double page spreads in the county's two largest daily papers - Eastern Daily Press and Norwich Evening News
 - 8 online pieces
 - 8 broadcast pieces
 - Total pieces of coverage: 25
 - Total reach/readership: 1,437,407
- Purpose built NCC website to signpost to mental health services was promoted on literature and at performances and workshops etc. (2,444 page views throughout January)
- NCC Social media campaign generated 83,545 impressions and 441 engagements on Facebook and 27,470 Impressions and 342 engagements on Twitter
- NTR Social media campaign on Open Mic Night reached 13,728 people

To increase the overall reach that the activities put on at the Theatre Royal a legacy video was created containing the best bits of all the performances, workshops and discussions. Once the campaign finished in January the video material and content will be shared with men's wellbeing and mental health groups such as Men's Shed and Walnut Project as well as being promoted on social media and our mental health web pages.

1.6. **Creative Matters Outcome 3:** *To encourage men to proactively take up available support for their mental health and wellbeing.*

When the campaign was live throughout January, we saw 659% increase in the number of people visiting the Norfolk County Council mental health page which sign posted users to mental health services. In November there was just 322 page views compared to 2,444 in January 2018

1.7. **Time to Change (TTC) – Time to Talk Day - 1st Feb 2018**

The 'Norfolk Time to Change Organic Hub' is a multiagency partnership, membership includes Norfolk County Council, Norwich & Central Norfolk Mind and Menscraft. The hub has coordinated a campaign, which centred on re-engaging Time to Change Champions (volunteers) and a variety of Time to Talk Day activities to raise awareness of mental health and to reduce stigma, including, at the Forum: TTC champions sharing our recovery stories; an interactive 'mood and food' stand, led by the Joy of Food and MIND; and Retro games to get people talking from Menscraft. Across the city, TTC champions will be:

- Challenging stereotypes at Riverside Leisure Centre.
- Starting conversations in unexpected places e.g. Barbers shops and cafés.
- Attending our workplace health event, to promote mental wellbeing in the workplace.
- Leading a 'Run and Talk' event at Catton Park - Park Run telling recovery stories on our running vests to launch the new 'Pace of Mind' running group.

The partnership are developing plans to continue building engagement of TTC champions with the public, and rolling out campaigning activities across the county, to include running their own events in communities, such as in libraries,

workplaces, pubs and many other local venues.



Time to Change (TTC) Outcomes

- 28 TTC champions engaged
- Press release
- Sponsored Facebook post
- Twitter feed
- Plasma screens – Forum & Libraries
- Resources including posters, banners, t-shirts

1.8. *Suicide Prevention – ‘I am (really not) okay’*

Reduce suicide across Norfolk, particularly within the men's age group 40-75.

The campaign objectives are to:

- Raise awareness of the resources and support that is available across the county via the www.norfolk.gov.uk/iamokay web pages - To reduce stigma and encourage disclosure of feelings of hopelessness
- Raise awareness of suicide with professionals – what to watch out for and where to go for support
- Raise awareness of families and friends of people in high risk groups – what to watch out for and where to go for support
- Link into ‘In good company’ campaign to ensure that nobody in Norfolk has a lonely day if they do not want.
- Provide information and advice to people affected by suicide

Suicide Prevention outcomes

The suicide prevention webpages www.norfolk.gov.uk/iamokay went live at the beginning of September, and have been very well received by partners and the public, with 3867 unique visits to the website, 285 unique visits to the family and friends page and 249 unique visits to the professionals page. A social media campaign ran over four weeks in December and January, attracting additional interest in the website with a further 1765 clicks recorded.

2. Evidence

- 2.1. As a country, the UK is facing significant problems with mental health and wellbeing. Nationally, prescriptions for anti-depressants have increased year on year for the four years up to 2016.

Locally, Norfolk has one of the highest suicide rates in England. In 2016 we saw 12.5 suicides per 100,000 residents, compared to the England average of 9.9. The prevalence of long term mental health problems in the county is 8.8% vs the national average of 5.2% [GP Patient survey 2015/16].

- 2.2. *Parity of esteem' - valuing mental health equally with physical health.*

Prevention of mental illness is achieved more effectively when programmes aim

to promote mental wellbeing at population level. Unhealthy lifestyles, chronic illness and social inequality are underpinned mental wellbeing, therefore the universal promotion of mental wellbeing supports all of these public health agendas.

2.3. *Feeling good, functioning well*

1 in 4 people experience a mental health problem every year. Half of them say that the associated isolation and shame is often worse than the condition itself. Norfolk County Council has a lead role in reducing this stigma and promoting wellbeing.

2.4. Creative matters

In July 2017 the All-Party Parliamentary Group on Arts, Health and Wellbeing Inquiry Report concluded that ‘engaging with the arts has a significant part to play in improving physical and mental health and wellbeing.’ One case study found that after engaging with the arts, people in deprived communities of London showed:

- 79% ate more healthy
- 82% enjoyed greater wellbeing
- 77% engaged in more physical activity

The report concludes with recommendations that NHS England and the Social Prescribing Network support clinical commissioning groups, NHS provider trusts and local authorities incorporate arts on prescription into their commissioning plans and to redesign care pathways where appropriate.

The National Endowment for Science, Technology and the Arts (NESTA) and the Health Foundation also recommends the use of ‘person- and community-centred ways of working across the system, using the best available tools and evidence’ and estimates up to £4.5bn in annual savings. It also acknowledges that creative group activities could aid mental health and help people to fulfil their potential.

Additionally it is widely accepted that drama and theatre can provide a medium for the message itself. As mental health can be a difficult subject to talk about and one which many people feel uncomfortable with, we were very keen to use drama and performance to convey messages about mental health, to normalise it and get people talking openly about the subject. We also felt that if we could get a well known and loved local figure to share their own take on mental health, and how they have been impacted themselves this would be a powerful way to encourage conversation and help local people appreciate that anyone can be touched by mental health issues.

“For a specific group of audience who have defective well-being but are embarrassed to share the issues they are facing with those they feel may not understand, watching a story which recognises and understands their problems and circumstances is itself sufficient to alleviate pain and combat isolation. Theatre can illustrate a shared experience of many within the same community and provides a de-isolating effect making people realise they are not alone in their struggles and they are being understood by others.” Pearly Wong, Theatre for social change.

2.5. *Time to Change*

Time to Change is England’s mental health anti-stigma programme run by the Charities Mind and Rethink Mental Illness and funded by the Department of

Health, Comic Relief and Big Lottery Fund.

2.6. *Time to Talk Day*

This is the campaign's largest public event, which involves hundreds of volunteers sharing their experience of living with mental health conditions to improve public attitude and behaviour in relation to mental health. Time to Talk Day offers the opportunity to bring people who don't have mental health problems into social contact with those who do, which a recent study has shown to be one of the most effective ways of breaking down stigma and discrimination

2.7. *I am (really not) okay*

There is a national expectation that Public Health departments lead local Initiatives on suicide prevention, supported by the multi-agency Suicide Prevention Implementation Group. Norfolk County Council are leading Campaigning activity for Suicide Prevention.

When people decide to take their own lives, there are complex variables which can influence actions. In attempting to reduce stigma, making tools more accessible and promote a consistent approach across and within organisations, we intend for resources to be available for professionals and members of the public. The safeguarding adults board will help promote suicide prevention principles, and other departments such as the fire and rescue service are active members of the partnership. Measuring the impact of our actions and whether they contribute to reducing the number of suicides in the county will be difficult.

Where activities are targeted, including engaging better with men, and farming communities, the evidence is provided by the local suicide prevention audit, which identifies the groups most at risk and the factors which influence them. The intention is to encourage all professionals to take a strengths based approach to safety planning.

Suicide prevention activities are designed to support vulnerable people, and our local plan with targeted approaches to reduce health inequalities for men will have a positive impact on gender equality.

Reducing stigma around mental health will evidently have a positive impact on disability equality.

3. Financial Implications

- 3.1. Campaign work is funded through the public health budget.

4. Issues, risks and innovation

- 4.1. Promoting mental well-being will remain a priority across a number of strategic boards in Norfolk in 2018 – 19 and public health will continue to work with partners to develop initiatives and programmes that will impact and improve mental wellbeing and resilience of Norfolk's residents

Good mental health is strongly linked to financial success, therefore as the current economic climate continues there may be an increase in the challenges faced by individuals, families and employers to be able to provide adequately for their families or employment. Further analysis and development work will be necessary to help us to plan and address these challenges as they arise.

5. Background

- 5.1. Norfolk County Council, Norfolk Living Well: Public Health Strategy 2016 – 20
[public-health-strategy](#)
The suicide prevention webpages www.norfolk.gov.uk/iamokay
Five Year Forward View for Mental Health (2016).
<https://www.england.nhs.uk/mental-health/taskforce/>
No Health Without Mental Health (2011).
<https://www.gov.uk/government/publications/no-health-without-mental-health-a-cross-government-outcomes-strategy>
Better Mental Health For All – A public health approach to mental health improvement (2016). <https://www.mentalhealth.org.uk/publications/better-mental-health-all-public-health-approach-mental-health-improvement>
All Parliamentary Group on Arts, Health and Wellbeing Inquiry, Creative Health, Arts for Health and Wellbeing 2017.
<http://www.artshealthandwellbeing.org.uk/appg-inquiry/>

Officer Contact

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Communities Committee

Item No.

Report title:	Tobacco Control action plan
Date of meeting:	7 March 2018
Responsible Chief Officer:	Dr Louise Smith, Director of Public Health
Strategic impact <p>Tobacco Control and Stop Smoking services are core public health services addressing one of the most preventable causes of early death, ill health and health inequalities. Norfolk's Tobacco Control Strategy and Action Plan (2016) was developed by the Tobacco Control Alliance and approved by Communities Committee in September 2016. The Public Health Strategy includes an objective to 'protect communities and individuals from harm,' and more specifically 1) to lead the Tobacco Control Alliance to implement a tobacco control strategy and action plan and 2) to commission specialist stop smoking services.</p> <p>Future development will contribute to delivering the new County Plan 2018 – 21, for example in relation to offering smarter information and advice.</p>	

Executive summary

In July 2017 the Department of Health published the Tobacco Control plan for England, *Towards a Smokefree Generation*. This plan outlines four main ambitions of driving down overall prevalence, reducing smoking in pregnancy, reducing smoking in those with mental health conditions and backing evidence based innovations.

In Norfolk smoking prevalence in adults is about 13.5% which is lower than the England average of 15.5%. There is still work to do, however, particularly with our more vulnerable groups. In line with the national plan, our goal is to see reductions in prevalence amongst all smokers by 2020, with a targeted focus on smoking in pregnancy, routine and manual workers, young people and those with mental illness.

To reduce smoking locally, Norfolk's strategy is led by the Tobacco Control Alliance. The strategy sets out a vision to 'make smoking history for the people of Norfolk'.

Achievements include procurement of a new stop smoking service and future plans include supporting the development of more tobacco-free places

Recommendations:

- 1. That members note the progress that has been made in the past 18 months towards Norfolk's ambitions related to smoking and tobacco control.**
- 2. That members endorse the approach to tobacco control and stop smoking services as detailed in the Norfolk Tobacco Control Alliance's Action Plan for 2018.**

1. Proposal

- 1.1. In July 2017 the Department of Health published the Tobacco Control plan for England, *Towards a 'Smokefree' Generation*. This plan outlines four main ambitions of driving down overall prevalence, reducing smoking in pregnancy, reducing smoking in those with mental health conditions and backing evidence based innovations.
- 1.2. In line with the national plan, our goal is to see reductions in prevalence amongst all smokers by 2020, with a targeted focus on smoking in pregnancy, routine and manual workers, young people and those with mental illness. Norfolk's Tobacco Control Strategy sets out a vision to 'make smoking history for the people of

Norfolk' through preventing young people from starting smoking, helping people quit and protecting people from second hand smoke and illicit tobacco. The work of the Tobacco Control Alliance is guided by the CLear model, which sets out national standards of excellence in tobacco control and provides checklists against which local partnerships can measure their progress.

- 1.3. A key area of work is to assist organisations to become tobacco-free so that not smoking is seen to be the norm. This goes beyond having tobacco-free premises to include providing access to nicotine replacement, providing access to smoking cessation support for staff and visitors, providing clear information and having robust policies in place that distinguish between smoking and vaping (the use of electronic cigarettes, which Public Health England advises are 95% safer than use of tobacco).

- 1.4. For data on smoking rates and trends in Norfolk, please see the background section below and Appendix 1.

1.5. **Progress to date**

The agencies aligned to the Tobacco Control Alliance have made progress over the past year, particularly in targeting vulnerable groups. The success in driving the strategy and action plan forward is largely due to multi-agency working.

1.6. **Stop smoking services**

A new countywide specialist stop smoking service, Smokefree Norfolk (SFN), has been procured, and East Coast Community Healthcare (ECCH) began delivering the new evidence-based service in April 2017. ECCH has been commissioned to address gaps in provision, respond to local need, form close working alliances with other service providers (such as GPs and pharmacies) and increase the network of provision. Improvements have been identified to provide greater choice and convenience for smokers seeking to quit, such as reviewing the siting of clinics and access to medication licensed for stopping smoking. The new service will have a specific focus on smoking in pregnancy and reducing inequalities.

Public Health have also been working with the Youth Advisory Boards (YABs) to co-produce stop smoking provision for smokers under the age of 19, which the YABS will commission. Public health have incorporated a clause in the specification for the new Alcohol and Drug Behaviour Change Service on supporting staff and service users to become tobacco-free.

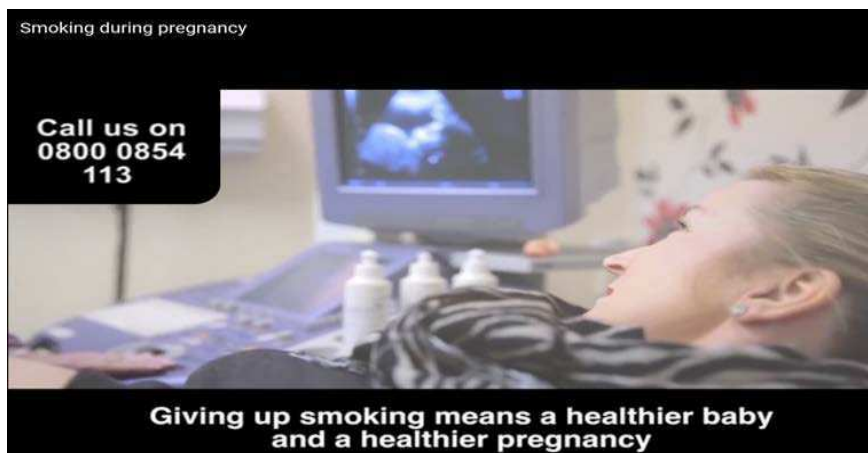
1.7. **Smoking in pregnancy**

Every midwife in Norfolk now has their own carbon monoxide (CO) monitor (used to screen for high levels of CO in the blood which is harmful to fetuses and babies) so that all pregnant women can be routinely screened and supported to stop smoking if they wish. This will also make data on smoking in pregnancy more accurate. All student midwives from UEA are being trained in smoking cessation.

The SmokeFree Baby App is now being promoted across at least two of Norfolk's maternity departments and Breastfeeding Peer Supporters have been offered training to give brief advice on stopping smoking: <http://www.smokefreebaby.co.uk>



A social media campaign on smoking in pregnancy, including a video specifically adapted for Norfolk, ran between November and December 2016. This had a reach of over 50,000 viewings and over 500 clicks on the link to the stop smoking services websites. <https://www.youtube.com/watch?v=kKzGTtRV8Ck>. Below is a screen shot from the video.



1.8. **Compliance**

Illegal tobacco poses a risk to public health and safety, as well as having links to criminal activity. In 2016- 2017, Trading Standards, together with its regulatory partners, were involved with 17 searches of suppliers for illegal tobacco products and the seizure of 183,640 illegal cigarettes and 49 kg of hand rolling tobacco.

So far in 2017-18 Trading Standards has led the inspection of 18 suppliers, the seizure of 127,140 illegal cigarettes and 58 kg of hand rolling tobacco. Trading Standards have also carried out five public awareness raising days involving detection dogs with the Council's Stop Smoking Service accompanying at four locations. Trading Standards also target underage sales through trader education and support, underage test purchasing, enforcement and social media campaigns.

1.9. **Other actions**

Healthy Norwich initiated innovative interventions to reduce smoking by promoting voluntary bans in areas frequented by children. They are designed to act as a preventative strategy by de-normalising smoking and to encourage adults to smoke less and potentially prompt them to quit. The first initiative was smoke-free play areas which introduced signs in all parks under Norwich City Council control. This has since been extended to all Broadland parks with other districts considering introducing the same scheme. Healthy Norwich have also partnered with the Norfolk Football Association to introduce Smokefree Sidelines which was launched in July 2017.

During the past year, the Take 7 Steps Out campaign (to ensure smokefree homes) concluded its two year contract. The campaign aimed to increase awareness of the dangers of second-hand smoke, especially for children, and to encourage more smokers to take their smoking outside and away from children. Resources were distributed to GP surgeries, children's centres and community centres. Health practitioners and children's centre staff across the county took part in training on how to have conversations about second-hand smoke. The campaign was also promoted on buses and outside posters, and received media coverage from newspapers, local TV, and local radio.

Over the past year, Norfolk and Suffolk NHS Foundation trust, supported by Public Health, have made good progress on their journey to becoming tobacco-free from 2nd April 2018. The profile of tobacco control has been increased in Norfolk not only through its many activities but also at a strategic level with papers going to Communities and Children's Committees and the Health and Wellbeing Board. There is strong support from the Director of Public Health.

- 1.10. The next steps for Norfolk's Tobacco Control Alliance's Action Plan for the coming year include:

Leadership, innovation and tobacco-free places

- Seeking agreement from Norfolk District / Borough Councils to implement voluntary smoking bans in areas frequented by children, including school gates, play areas and side-lines of football pitches.
- Offering support to local NHS bodies and Norfolk prisons to become tobacco-free organisations, seeking high-level engagement from those organisations.
- Working with Norfolk County Council's Health, Safety and Wellbeing Team on tobacco-free initiatives.
- Completing a new data dashboard for ongoing monitoring and service planning. The TCA will review the dashboard to ensure that there is multi-agency awareness of tobacco and smoking related issues in Norfolk.
- Ensuring that tobacco control is closely aligned with the priorities and work-streams of the Sustainability and Transformation Plan (STP), for example work on prevention, heart disease, respiratory disease, cancer and mental illness, and of the Health and Wellbeing Board.
- Reviewing the structure and membership of the Tobacco Control Alliance.

Services

- Working with two GP practices to co-develop templates that can be used by all practices to capture robust data on stop smoking activity taking place in GP practices.
- SFN as the specialist service further implementing its key focus on reducing inequalities and targeting prevalence in key groups such as pregnant women, people with mental health problems and routine and manual workers. The specification for the new service also includes harm reduction as a viable approach to increase patient choice.
- SFN expanding smoking cessation support specifically for young smokers who wish to quit.

Smoking in pregnancy

- Continuing to improve the quality of data relating to pregnant smokers, linking with other strategic work around smoking in pregnancy.
- Piloting and assessing the impact of specially designed tools for midwives to use when talking to pregnant smokers at James Paget University Hospital, led by Public Health England.

- Involving partners in smoking cessation appointments with pregnant women and holding stop smoking clinics in each antenatal clinic in Norfolk.
- Carrying out media campaigns for use in antenatal clinics, GP surgeries and libraries.
- Ensuring that the opt-out system for CO testing is embedded in all maternity departments.

Compliance

- Trading Standards (TS) continuing to disrupt the sale of illegal tobacco products and expanding work to identify the supply chains into the county of these illegal products.
- In 2017/18 TS has been successful in the removal of three premises' licences to sell alcohol and the suspension of one other at an off-licence shop who were found to be selling illegally smuggled tobacco products. This action, together with criminal prosecution will be continued.

2. Evidence

- 2.1. The picture of smoking both nationally and in Norfolk is complex (see Appendix 1 for further detail). Supported by legislation, increased public knowledge, and more recently stop smoking services, smoking prevalence in England has halved over the last 35 years. Now fewer than 1 in 5 adults smoke. The 2007 smoke-free legislation in England was associated with 1,200 fewer emergency admissions to hospital for heart attacks (a reduction of 2.4%) in the 12 months following implementation
- 2.2. The rate of smoking among adults in Norfolk (13.5%) is better than the England average of 15.5% and rates continue to decline. Smoking rates are highest in 25-34 year olds in Norfolk (24%) and lowest amongst those aged 60 and over (10%). Within Norfolk, Norwich has the highest rates of smoking, followed by Great Yarmouth.
- 2.3. The trends for particular groups is mixed. For routine and manual workers, rates are declining in line with the trend for England. However, smoking in this group at 27.4% is higher than the average for all adults, with Norwich having significantly higher rates. Smoking remains a significant cause of early deaths.
- 2.4. Nationally, about 8.2% of children aged 15 years smoke more than one cigarette per week; in Norfolk this rate is about 11.4%, which is the highest in our region. Children whose parents smoke have been found to be three times more likely to become smokers themselves when compared to children of non-smokers.
- 2.5. After a downward trend, smoking in pregnancy rates have recently gone up in Norfolk. There is a question as to whether this increase is a result of better testing and recording by midwifery services. Whatever the cause, rates are too high at 12.7% which is higher than the national average of 10.7%. This means that there are currently around 1,143 babies born in Norfolk each year to mothers who have smoked throughout pregnancy. There will be more new mothers who had temporarily stopped during pregnancy who will resume smoking after giving birth, but the figure for this is unknown.
- 2.6. Although Norfolk rates are similar to the England average for adults with serious mental illness, rates in this group are high – at 40.7%.
- 2.7. Our impact on smoking prevalence is monitored corporately by two 'vital signs' measures that are routinely reported to committee, specifically:
Smoking in pregnancy
Smoking in routine and manual groups

- 2.8. Norfolk County Council's Public Health team commissions stop smoking services for the county. There is a countywide specialist service and also many services delivered in GP and pharmacies.

In May 2016 we reviewed our work with national experts against a nationally recognised framework approved by Public Health England - the CLear tool. The outcomes informed the Tobacco Control Strategy and the action plan addresses areas identified in the review.

3. Financial Implications

- 3.1. No new financial commitments are proposed. The Public Health grant budget allocates c£2m for tobacco control and the commissioning of stop smoking services

4. Issues, risks and innovation

- 4.1. Recent years have seen a significant reduction in smoking prevalence however there remains work to do. Stop smoking services face increasing challenges, with falling footfall and more hardened smokers. It is becoming harder to deliver smoking quits in the numbers achieved historically. Thus the strategy and action plan propose a number of changes in strategy to target key groups.

Norfolk County Council operates in a challenging financial context and the Public Health Grant to the Council is reducing. Future tobacco control activity on the part of the Council will need to be aligned with this changing financial landscape.

5. Background

- 5.1. In July 2017 the Department of Health published the Tobacco Control plan for England, Towards a Smokefree Generation. This plan outlines four main ambitions of driving down overall prevalence, reducing smoking in pregnancy, reducing smoking in those with mental health conditions and backing evidence based innovations.

In line with the national plan, our goal is to see reductions in prevalence amongst all smokers by 2020, with a targeted focus on smoking in pregnancy, routine and manual workers, young people and those with mental illness. Norfolk's Tobacco Control Strategy sets out a vision to 'make smoking history for the people of Norfolk' through preventing young people from starting smoking, helping people quit and protecting people from second hand smoke and illicit tobacco. The work of the Tobacco Control Alliance is guided by the CLear model, which sets out national standards of excellence in tobacco control and provides checklists against which local partnerships can measure their progress.

A key area of work is to assist organisations to become tobacco-free so that not smoking is seen to be the norm. This goes beyond having tobacco-free premises to include providing access to nicotine replacement, providing access to smoking cessation support for staff and visitors, providing clear information and having robust policies in place that distinguish between smoking and vaping (the use of electronic cigarettes, which Public Health England advises are 95% safer than use of tobacco).

For data on smoking rates and trends in Norfolk, please see the background section below and Appendix 1.

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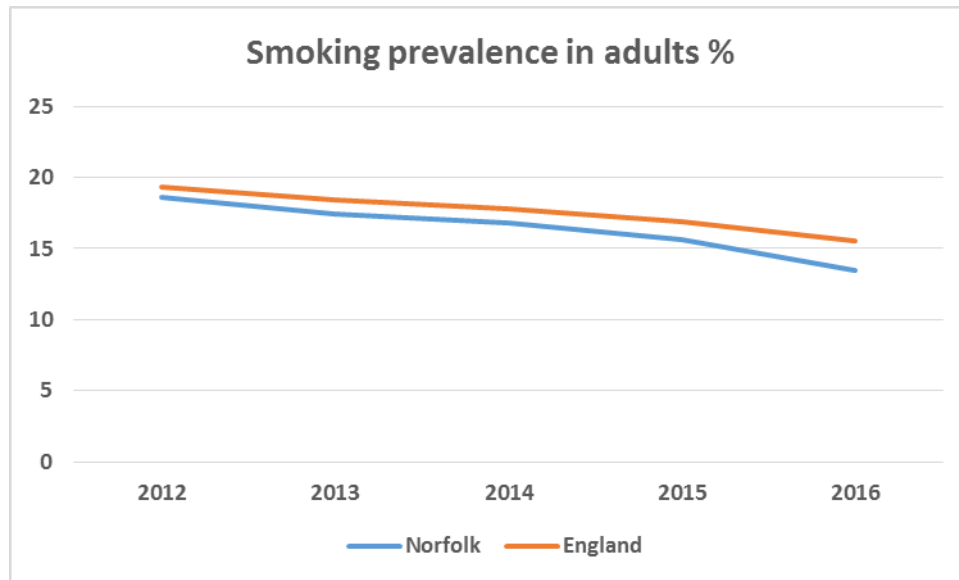


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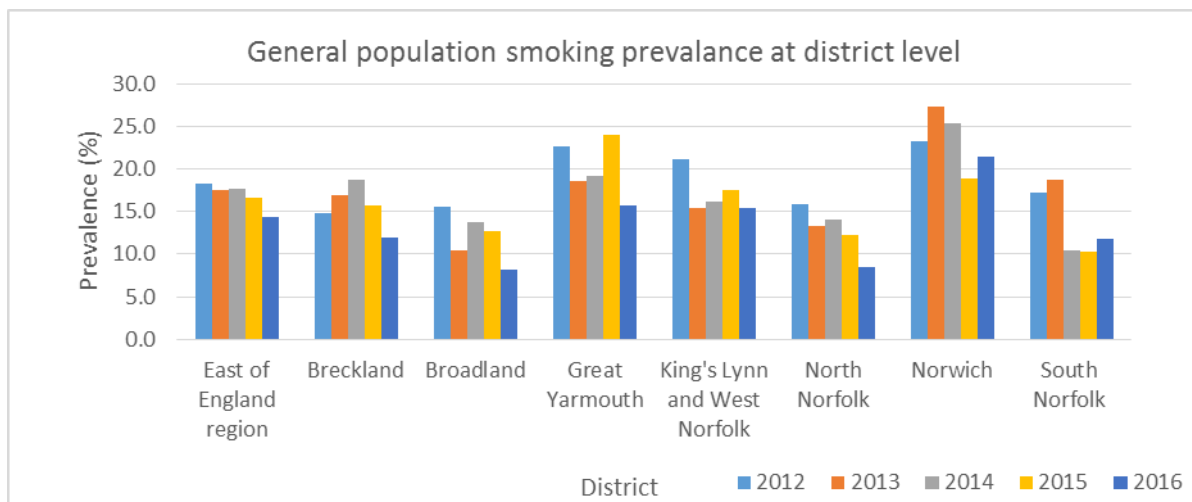
Appendix 1 – Data on smoking prevalence and trends in Norfolk

Overall trends

The overall trend in smoking in adults is decreasing:

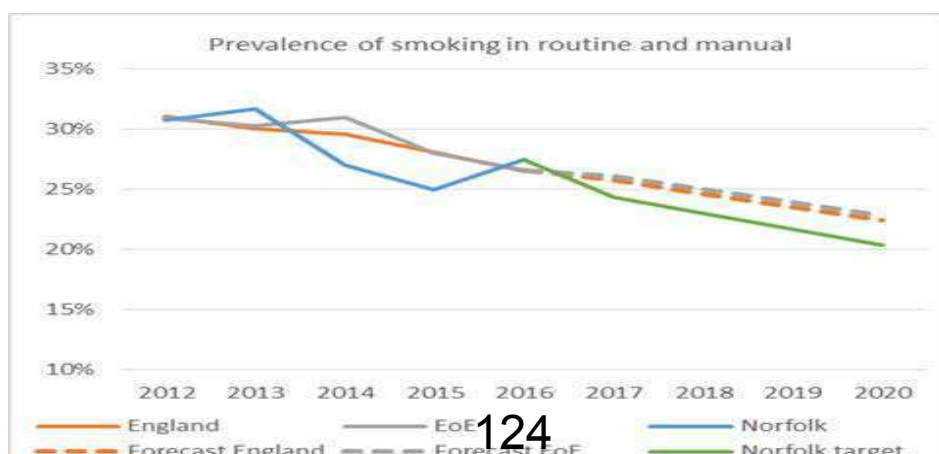


Rates and trends vary across different parts of Norfolk:



Routine and Manual workers

Since 2012, the routine and manual prevalence for Norfolk has dropped from 31% to 27% in 2016, following a similar national and regional downward trajectory.



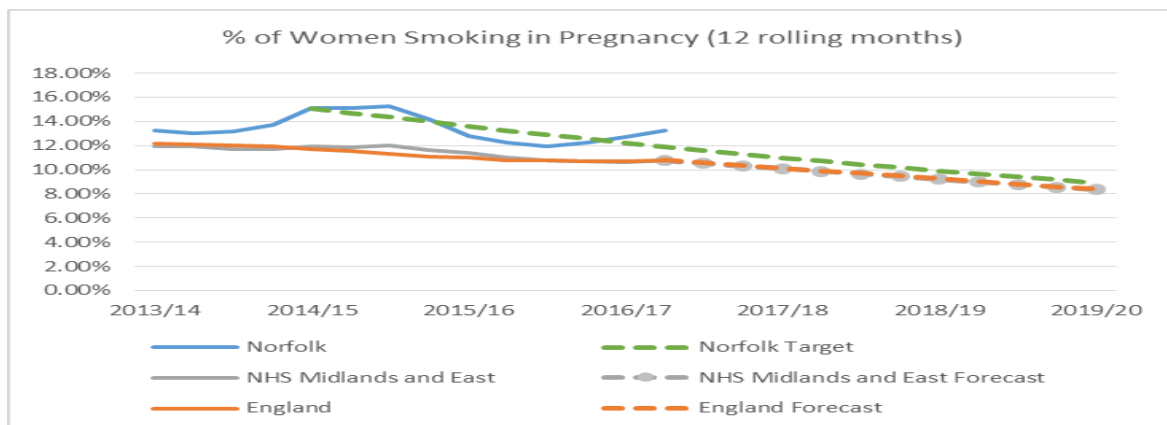
At a district level there is varying prevalence with Norwich at the highest at 38.6%.

Area	Recent Trend	Count	Value	95% Lower CI	95% Upper CI
England	-	-	26.5	26.1	27.0
Norfolk	-	-	27.4	22.8	32.1
Breckland	-	-	27.9	15.6	40.2
Broadland	-	-	22.1	9.0	35.1
Great Yarmouth	-	-	20.4	8.4	32.5
King's Lynn and West Norf...	-	-	25.8	15.2	36.5
North Norfolk	-	-	28.0	11.1	44.9
Norwich	-	-	38.6	27.9	49.3
South Norfolk	-	-	22.8	11.4	34.1

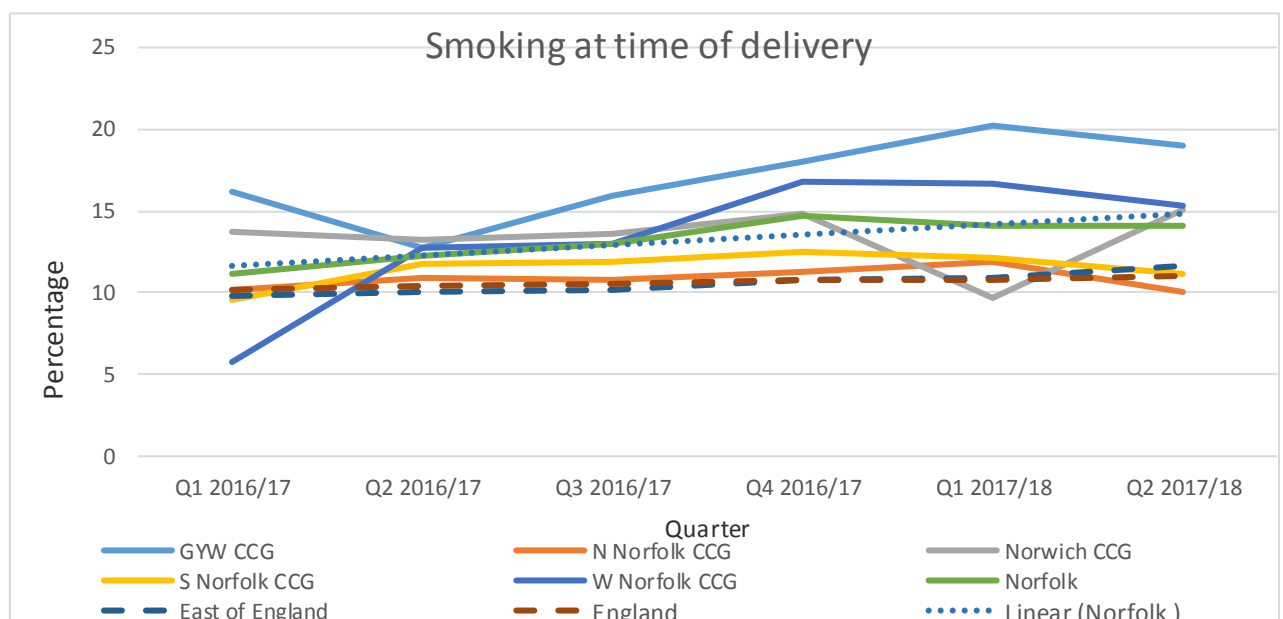
Source: Annual Population Survey (APS)

Smoking in pregnancy

Smoking in pregnancy increases health inequalities and has strong links to poor health and even miscarriage. Smoking at time delivery in Norfolk is significantly worse than England and East of England, and is currently increasing.



Rates are highest in Great Yarmouth and Waveney.



Smoking and serious mental illness

Norfolk is similar to the England average, with the smoking prevalence at 40.7% in adults with serious mental illness in 2014/15.

Smoking prevalence in adults with serious mental illness (SMI)

2014/15

Proportion - %

Area	Recent Trend	Count	Value		95% Lower CI	95% Upper CI
England	—	146,442	40.5		40.4	40.7
East of England region	—	11,919	39.0		38.4	39.5
Bedford	—	359	40.0		36.8	43.2
Cambridgeshire	—	1,217	38.7*		37.0	40.4
Central Bedfordshire	—	598	40.0		37.5	42.5
Essex	—	1,911	39.4*		38.1	40.8
Hertfordshire	—	2,405	35.7*		34.5	36.8
Luton	—	586	38.6		36.2	41.1
Norfolk	—	2,078	40.7*		39.3	42.0
Peterborough	—	344	38.7*		35.6	41.9
Southend-on-Sea	—	592	45.2*		42.5	47.9
Suffolk	—	1,534	38.6*		37.1	40.1
Thurrock	—	294	45.5*		41.7	49.4

Source: Health and Social Care Information Centre

Smoking prevalence in young people

Nationally, about 8.2% of children aged 15 years smoke more than one cigarette per week; in Norfolk this rate is about 11.4%, which is the highest in our region.

Smoking prevalence at age 15 - current smokers (WAY survey)

2014/15

Proportion - %

Area	Recent Trend	Count	Value		95% Lower CI	95% Upper CI
England	—	-	8.2		8.1	8.3
East of England region	—	-	8.9		8.4	9.4
Bedford	—	-	9.3		7.6	11.0
Cambridgeshire	—	-	8.2		6.6	9.8
Central Bedfordshire	—	-	7.1		5.5	8.7
Essex	—	-	10.5		8.6	12.4
Hertfordshire	—	-	7.2		5.6	8.8
Luton	—	-	5.3		3.8	6.8
Norfolk	—	-	11.4		9.5	13.3
Peterborough	—	-	9.1		7.4	10.8
Southend-on-Sea	—	-	9.9		8.1	11.7
Suffolk	—	-	8.6		7.0	10.2
Thurrock	—	-	4.7		3.3	6.1

Source: What About YOUTH (WAY) survey, 2014/15

Note - The data for smoking in young people has not been collected through the WAY survey before so there is no trend data available.

Stop smoking activity

Stop smoking activity in 2016-17 (before the new countywide service was in place):

Details	
Number of successful quits	2,432
Number of Routine & Manual	811 (33% of all quits)
Pregnant set quit date	120
Pregnant successful quits	43 (36% of those setting a quit date)

*A successful quit is where the individual is still not smoking at the four-week follow up point

This gives a cost per quit of approximately £520.

Communities Committee

Item No.

Report title:	Casualty Reduction Task and Finish Group – Terms of Reference.
Date of meeting:	7 March 2018
Responsible Chief Officer:	Dr Louise Smith, Director of Public Health
Strategic impact The development of a revised strategy for road safety will contribute to the delivery of the new county plan in relation to supporting the development of a local service strategy and offering smarter information and advice. It also contributes to the Public Health Strategy priorities, promoting healthy places through taking actions that reduce the number of people killed or seriously injured on Norfolk's roads.	

Executive summary

At the committee meeting held on 17 January 2018 members agreed to set up a task and finish group to consider the development of a revised strategy. The group will consist of Cllr Margaret Dewsbury, Cllr Mark Kiddle-Morris, Cllr Ron Hanton, Cllr Julie Brociek-Coulton, and Cllr Sarah Butikofer. The group will be supported by officers from Public Health through a programme of themed discussions.

Recommendations:

1. That members agree the terms of reference for the task and finish group.
2. That a report detailing the findings of the task and finish group should be considered by Communities Committee.

1. Proposal

1.1. Terms of reference

During the sessions members will:

- Review the key issues related to road safety and casualty reduction
- Consider options for building a better understanding of variabilities which influence road safety across all services and with all councillors.
- Consider options for effective performance monitoring, communications planning, and influencing the behaviour of individual road users.

They will also consider:

- Inviting expert speakers to help inform the scope and range of issues, and options available.
- The statutory duties of the Casualty Reduction partners especially enforcement and road safety requirements.
- The data and information that provides evidence of positive impact on attitudes and behaviour.

A report setting out the main findings of the working group, a set of priorities and any recommendations for action will be submitted to committee in November 2018.

2. Evidence

- 2.1. The Department of Transport produces a report outlining annual national figures on potential causes of casualties and factors which influence them. Norfolk County Council and the Constabulary work together to provide data to monitor casualties, and regularly analyse Killed and Seriously Injured figures which are reported to Communities committee as a vital sign

3. Financial Implications

- 3.1. There are no direct financial implications associated with the setup of the task and finish group, any future financial implications will be highlighted in a report to committee in November 2018

4. Issues, risks and innovation

- 4.1. There are no direct risks associated with this report other than those that may be highlighted in report that will go to committee in November 2018

5. Background

- 5.1. **Background Papers:**

[Casualty reduction committee report Jan 18](#)

Officer Contact

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

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Communities Committee

Item No.

Report title:	Norfolk Fire and Rescue – Service Plan 2018/19
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact This report enables Committee members to have oversight of the priorities and activities to be delivered by Norfolk Fire and Rescue Service in 2018/19.	

Executive summary

The Norfolk Fire and Rescue Service Delivery Plan for 2018/19 continues to build on the work achieved in 2017 and continues to focus on the core role of the service to prevent emergencies, protect our communities and our emergency response. The plan takes into account the direction and expectations set by both the communities we serve through Norfolk County Council; and the Home Office.

Recommendations:

Committee members approve the Norfolk Fire and Rescue Service Delivery Plan 2018/19 (Appendix 1) and identify any areas where the Committee would like to receive further information.

1. Proposal

- 1.1. Norfolk Fire and Rescue Services Vision, as published in its Integrated Management Plan (IRMP 2016-20), is that In 2020, Norfolk Fire and Rescue Service will be at the heart of community protection for Norfolk.
- 1.2. The annual delivery plan sets the priorities for the service and the activities and measures that will deliver this vision (Appendix 1)
- 1.3. Four key priorities have been identified that will;
 - focus activities on providing joined up early help to reduce individual vulnerability from fire, road traffic collisions and accidental drowning and ensure businesses are supported to provide safe workplaces
 - focus activity on ensuring our staff are well prepared for emergencies
 - improve the availability and response times of our fire crews
 - develop a more diverse and high performing workforce

2. Evidence

- 2.1. Norfolk Fire and Rescue Service Delivery Plan 2018/19 has been developed to reflect the key areas of work and performance indicators in the Community Safety Strategy and Workforce Strategy. Control measures against the strategic risks of *Failure to assure standards of operational competency for fires in the built environment* and *Failure to secure availability of operational individuals and crews* are reflected in the delivery plan's priorities and activities.
- 2.2. The annual plan provides clear direction to our workforce and shapes our annual programme of work, with priorities and activities reflected in team plans and

individual appraisals.

- 2.3. Performance against the plan is monitored in regular managerial one to one performance meetings and via the wider Fire and Rescue Management Team on a quarterly basis. The performance of the service is benchmarked against our family group on an annual basis.

3. Financial Implications

- 3.1. The financial implications of service delivery aligned to Norfolk Fire and Rescue Service Delivery Plan 2018/19 accord with the budget agreed at Full Council in February 2018.

4. Issues, risks and innovation

- 4.1. There are two main service risks aligned to the delivery of Norfolk Fire and Rescue Service; RM13974 *Failure to assure standards of operational competency for fires in the built environment* and RM14119 *Failure to secure availability of operational individuals and crews*.
- 4.2 The annual delivery plan contains priorities and activities that are key control measures to mitigate the likelihood of these risks occurring and their impact.

5. Background

- 5.1. Norfolk Fire and Rescue Authority Integrated Risk Management Plan (IRMP) 2016-20 was endorsed by Full Council in February 2016.
- 5.2. The annual delivery plan is the mechanism by which the service identifies the priorities and activities that will mitigate the risks that have been identified and deliver the service vision in the IRMP.

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Norfolk Fire and Rescue Service Service Delivery Plan 2018/19

Our Priorities:

- **Reduce fires, improve road, home and water safety**
- **Ensure operational readiness and firefighter safety**
- **Improve the availability and response times of our fire appliances**
- **Develop a diverse and high performing workforce**



Foreword by Chief Fire Officer David Ashworth



Our annual Norfolk Fire and Rescue Service Plan for 2018/19 continues to build on the work we have completed during 2017 and continues to focus on our core role of preventing emergencies, protecting our communities and our emergency response. The plan takes into account the direction and expectations set by the communities we serve through Norfolk County Council and the Home Office.

The Workforce Plan is a critical document for the Service. Successful delivery of this medium term plan will ensure all staff are supported within role or prepared for progression. It will also support recruitment and development of all staff, Retained Crews, WDS, individuals and our Green Book staff. We will aim to develop the service to better reflect the communities we serve.

We have been successful in 2017 in providing support for physical and mental wellbeing. There is more to be delivered to ensure that there is a service wide appreciation of mental illness, the signs to look out for. We will continue to develop and align support mechanisms currently in place to ensure all NFRS staff have access to the best possible support.

There has been some excellent work delivered by collaborating with our partners we can build on in the year ahead. With our new control network, closer working with Norfolk County Council we will seek to identify opportunities to work smarter. We will continue to commit to working with Blue Light partners to share premises and improve the services we deliver to our communities.

With the ever increasing demand on public services, Norfolk Fire and Rescue Service has a key role in working with partners within Norfolk County Council, the District, City and Borough Councils, Public Health, the Police and local communities. There will be a shift in emphasis where Districts will be responsible for working more closely with partners with a community focus around risk reduction. The objective will be to enable communities to become more resilient and self – sustaining. In delivering this we will support residents living longer, healthier and safer within their own homes reducing the demand on local services. This will be outcome focused rather than which agency leads.

Operationally, we will continue to build on the work already completed to maintain our Retained establishment, capability and response. We will manage our wholtime establishment by recruiting at an appropriate point in the year. Our fire appliances will be updated with a rolling programme of vehicle and equipment replacement to ensure crews are able to respond with best effect.



Our Service Vision

In 2020, Norfolk Fire and Rescue Service will be at the heart of community protection for Norfolk.

Its focus will be on saving lives, protecting property and the environment and safeguarding the local economy. Norfolk Fire and Rescue Service will deliver an all hazard emergency response service as well as providing public safety education to prevent emergencies and legal enforcement to reduce community risks.

We will collaborate with other emergency services and partners to find better ways to keep Norfolk safe. We will play a leading role in the multi-agency management of emergency incidents. Operational delivery will be joined up seamlessly with the partners we work with on the ground.

Our contribution to sustainable economic development and the health and well-being of Norfolk will be recognised and valued.

Our people will be respected as professional, able to operate independently, competently, and flexibly to deliver the right result, in the right place, at the right time, every time.

We will be trusted by the people of Norfolk to be there when they need us and to deliver for them.

Norfolk County Council Strategy

As a service provided by Norfolk County Council we will be following the core principles of the *Norfolk Futures* strategy:

- Offering our help early to prevent and reduce demand for specialist services
- Joining up our work so that similar activities and services are easily accessible, done well and done once
- Being business like and making best use of digital technology to ensure value for money
- Using evidence and data to target our work where it can make the most difference.



Reduce fires and improve road safety

Strategic Responsibility: Head of Community Safety

What are we trying to achieve and how?	Outcome Measures	Delivery Measures
<p>Reduce accidental dwelling fires</p> <p>We will use data and work with partners at the borough and district level to reduce community and individual vulnerability from fire and to build resilience</p> <p>We will promote the installation of smoke detectors.</p> <p>Depending on the evaluation of the Safe & Well pilot, we will look to expand the service</p> <p>We will teach school children how to prevent fires and stay safe</p> <p>We will train domiciliary care companies to recognise fire hazards in the homes of their clients and how to mitigate them</p>	<p>0 fire deaths, less than 25 fire injuries</p> <p>Less than 400 accidental dwelling fires</p> <p>Reduction in the % of fires attended with no smoke detector fitted</p>	<p>4500 HFRCs</p> <p>50 year 1&2 school visits</p> <p>7 crucial crew events</p>
<p>Reduce arson incidents</p> <p>We will work in partnerships with Norfolk Constabulary to reduce arson and support their priority of reducing rural crime. We will provide advice on how to reduce the risk of arson and undertake joint post fire 'Arson Reduction' visits.</p>	<p>Less than 630 arson incidents</p>	<p>25 arson reduction events</p>
<p>Reduce accidental non-domestic premise fires</p> <p>We will provide advice and guidance to organisations on how to reduce the risk and impact from fire and assist them in complying with fire safety legislation.</p> <p>We will work with other enforcement agencies to share information on risk and to undertake joint visits and proportionate enforcement action</p>	<p>Less than 181 accidental non domestic premises fires</p> <p>0 fire deaths, less than 5 injuries</p>	<p>600 Fire safety audits</p> <p>50 Watch based Safety visits</p>



<p>Reduce dangerous driving and accidental drowning through education</p> <p>By working in partnership with other organisations we will use our educational programs to reduce the number of people killed and injured on our roads and in our waterways.</p>	<p>Reduction in the number of KSI on Norfolk's roads 347</p> <p>0 deaths from accidental drowning</p>	<p>25 RTC reduction events</p> <p>25 Water safety education events</p>
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Ensure operational readiness and firefighter safety

Strategic Responsibility: Deputy Chief Fire Officer

What are we trying to achieve and how?	Outcome Measures	Delivery Measures
<p>Ensure our fire crews are competent and well prepared to respond to emergencies</p> <p>We will produce externally quality assured development programmes for all operational and control room staff.</p> <p>We will produce maintenance of competency training programmes for all operational and control room staff.</p> <p>We will ensure all of our staff are supported in their role through internal quality assurance, competency audits and coaching.</p> <p>We will provide timely, relevant and accurate information and guidance to support incident commanders in resolving incidents.</p> <p>We will create a culture where learning from previous incidents is central to how we work.</p> <p>We will integrate our response with other responders through the Norfolk Local Resilience Forum.</p>	<p>Number of over 7 day RIDDOR events</p> <p>Audit and review findings</p> <p>All core skill training courses completed</p> <p>% of training rated as good/very good</p>	<p>MOC is up to date</p> <p>Equipment is present, clean and well maintained</p> <p>Risk files are completed on time</p> <p>% of operational reviews completed (OP25s)</p>



Improve the availability and attendance times of our fire appliances

Strategic Responsibility: Deputy Chief Fire Officer

What are we trying to achieve and how?	Measures
<p>Improve the availability of our fire appliances and our attendance times (Improvement against 2017/18)</p> <p>We will ensure accurate workforce planning and the effective management of availability.</p>	<p>The number of days sickness absence per full time employee (including part time firefighters)</p> <p>% of 999 calls answered within 5 seconds</p> <p>% of time first fire engine availability of RDS stations (Target 90%)</p> <p>Attendance times at 'Fires where life may be at risk' (80% within 10 minutes)</p> <p>Attendance times at 'Other emergencies where life may be at risk' (80% within 13 minutes)</p> <p>Number of hours appliances unavailable due to mechanical faults/servicing</p>



Develop a diverse and high performing workforce

Strategic Responsibility: CFO Ashworth

What are we trying to achieve and how?	Measures
<p>To build a diverse, skilled, safe and high performing workforce</p> <p>Strengthen leadership and line management to support organisational change and delivery for customers</p> <p>Developing cultural values and behaviours which make the fire and rescue service a great place to work</p> <p>Ways of working that respond to service model needs</p> <p>Provide excellent training and education to ensure continuous improvement of services to the public</p> <p>Strengthen our ability to provide good services by diversifying our staff and ensuring a fair and equal place to work.</p> <p>We will increase the number and diversity of RDS applications.</p> <p>Maximise the wellbeing of our workforce</p>	<p>% staff who are satisfied or highly satisfied about levels of employer engagement. (2014/15 staff survey benchmark)</p> <p>The number and diversity of RDS applications. (improvement on 2017/18)</p> <p>Workforce profile better reflecting community profile</p> <p>Number of level 2 customer complaints</p>



2018/19 Strategic programme

- 2020/24 IRMP Development; Strategic lead CFO Ashworth
- Delivery of the Equality, Diversity and Wellbeing Action Plan; Strategic lead Deputy Chief Fire Officer
- Review the 2016/20 IRMP proposals to change wholetime firefighter shift patterns and to upgrade the fire cover in Thetford; Strategic lead Deputy Chief Fire Officer
- Review ICS provision to maximise geographic coverage and supervision; Strategic lead Deputy Chief Fire Officer
- Fire collaboration; Develop a work programme with other fire and rescue services that deliver intraoperability, release capacity and achieve cost savings; Strategic lead CFO Ashworth
- Embed the joint Police and Fire Control Room and East Coast (and Herts) connected control room project: Strategic lead Head of Service Delivery
- Purchase and deployment of 8 Type B fire appliances, 1 Aerial Ladder Platform for Norwich, 5 lightweight vehicles (for 2 pump stations), MDT replacement and the implementation of a new asset management system: Strategic lead Head of Service Support

Our top service level risks

- **Competency:** Failure to assure standards of operational competency
- **Availability:** Failure to secure availability of operational individuals and crews

The control measures to reduce the likelihood and impact of these risks are captured in the priorities, performance measures and activities of this plan.



Key strategic documents:

NCC Caring for our County: A Vision for Norfolk in 2021-22

Norfolk Futures: The Council's Strategy for 2018-2021

Norfolk Fire and Rescue Service IRMP 2016-2020

Norfolk Fire and Rescue Community Safety Strategy 2018-20

Norfolk Community Risk Register 2018

Norfolk Fire and Rescue Strategic Training Needs Analysis 2018

Norfolk Fire and Rescue Service Workforce strategy 2018/20

Communities Committee

Item No.

Report title:	Norfolk Fire and Rescue Authority Statement of Assurance 2016/17
Date of meeting:	07 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact This report enables the County Council, as the Fire and Rescue Authority for Norfolk, to meet its statutory obligations to produce an annual Statement of Assurance.	

Executive summary

Fire and Rescue Authorities have a legal duty to provide both local communities and the Government with an annual Statement of Assurance that covers what they are doing to implement the local Integrated Risk Management Plan (IRMP) and to meet the requirements of the National Framework for Fire and Rescue Authorities 2012.

The statement looks backward to the previous financial year and must provide assurance on financial, governance and operational matters. It is not expected to duplicate existing information but to signpost to where it can be found.

Norfolk County Council is the Fire and Rescue Authority for Norfolk with these responsibilities being carried out by the Communities Committee. Members of this committee are requested to review and approve the Norfolk Fire and Rescue Authority Statement of Assurance 2016/17.

Recommendations:

Members are recommended to:

- 1. Note the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.**
- 2. Consider and approve the Norfolk Fire and Rescue Authority Statement of Assurance 2016/17(Appendix 1).**

1. Proposal

- 1.1. Fire and Rescue Authorities have a legal duty to provide both local communities and the Government with an annual Statement of Assurance that covers what they are doing to implement the local Integrated Risk Management Plan (IRMP) and to meet the requirements of the National Framework for Fire and Rescue Authorities 2012. The statement is mainly backward looking to the previous financial year and must provide assurance on financial, governance and operational matters and is not expected to duplicate existing information but to signpost to where it can be found.

2. Evidence

- 2.1. Norfolk Fire and Rescue Service (NFRS) is a county fire and rescue service that operates within the financial, governance and performance frameworks of the County Council. These corporate systems are subject to annual audit and review

so the Norfolk Fire and Rescue Authority Statement of Assurance 2016/17 links to corporate information wherever possible, rather than duplicate it.

- 2.2. There is 'light touch' guidance on what Statements of Assurance should cover with authorities able to judge for themselves on what to include according to local need and circumstance. However, there is an expectation that it should include:
- Financial information
 - Governance arrangements
 - Operational matters
 - Framework requirements
 - Future developments
- 2.3. The Norfolk Fire and Rescue Authority Statement of Assurance 2016/17 (Appendix 1) has been devised as a short, accessible summary document that has refreshed data from the previous assurance statement and draws together a wide range of information on performance, finance, governance and planning that is already in the public domain. Rather than reproduce all of this material, internet links are provided to previously published documents.

3. Financial Implications

- 3.1. The Statement of Assurance provides assurance that NFRS's budgets are being governed and managed in accordance with the law and proper standards and that public money is properly accounted for and used economically, efficiently and effectively.

4. Issues, risks and innovation

- 4.1. The Statement of Assurance must take into account any issues which may affect operational competence or delivery, such as when advice is received under health and safety of other legislation, and inform communities that these matters have been considered and, where appropriate acted on.

5. Background

- 5.1. The National Framework for Fire and Rescue Authorities 2012 sets out the Government's priorities and objectives for fire and rescue authorities in England. These are high level expectations that guide the development of the IRMP. The IRMP is a strategic plan that sets out the Fire and Rescue Service's objectives for at least a three year period and it is part of the Norfolk County Council Policy Framework.
- 5.2. The purpose of the IRMP process is for fire and rescue authorities to consider and evaluate all risks to communities including risk to life, the economy, heritage and the environment and then to determine the use of resources to meet the requirements of the risks. Operational priorities and responses are locally determined as part of the process and through engagement with a broad range of partners across the public, business and voluntary sectors and members of local communities.

Norfolk's Fire and Rescue Authority Integrated Risk Management Plan 2016-20 was endorsed by Full Council in February 2016.

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 : David Ashworth

Tel No. : 0300 123 1383

Email address : david.ashworth@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.



Norfolk Fire and Rescue Authority Statement of Assurance 2016/17

**Chief Fire Officer
David Ashworth**

January 2018

INTRODUCTION

Purpose

Fire and Rescue Authorities must provide both local communities and the Government with an annual statement of assurance on financial, governance and operational matters. This means that Norfolk Fire and Rescue Service (NFRS) must demonstrate that it is doing what the Government expects of it, as laid down in the [National Framework for Fire and Rescue Authorities 2012](#) and that it is delivering the local Integrated Risk Management Plan (IRMP). The National Framework was updated in 2014 with an additional section of firefighter fitness.

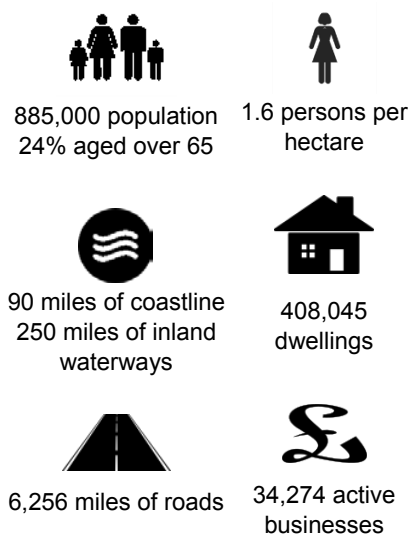
This statement of assurance covers the period April 2016 to March 2017.

Norfolk's context

In Norfolk the Fire and Rescue Authority is Norfolk County Council which governs and operates the Fire and Rescue Service as a service in the Council's Community and Environmental Services Directorate. Our Chief Fire Officer is a member of the Departmental Management Team in the directorate with the responsibility for the Fire and Rescue Service and is a Director of Norfolk Safety CIC.

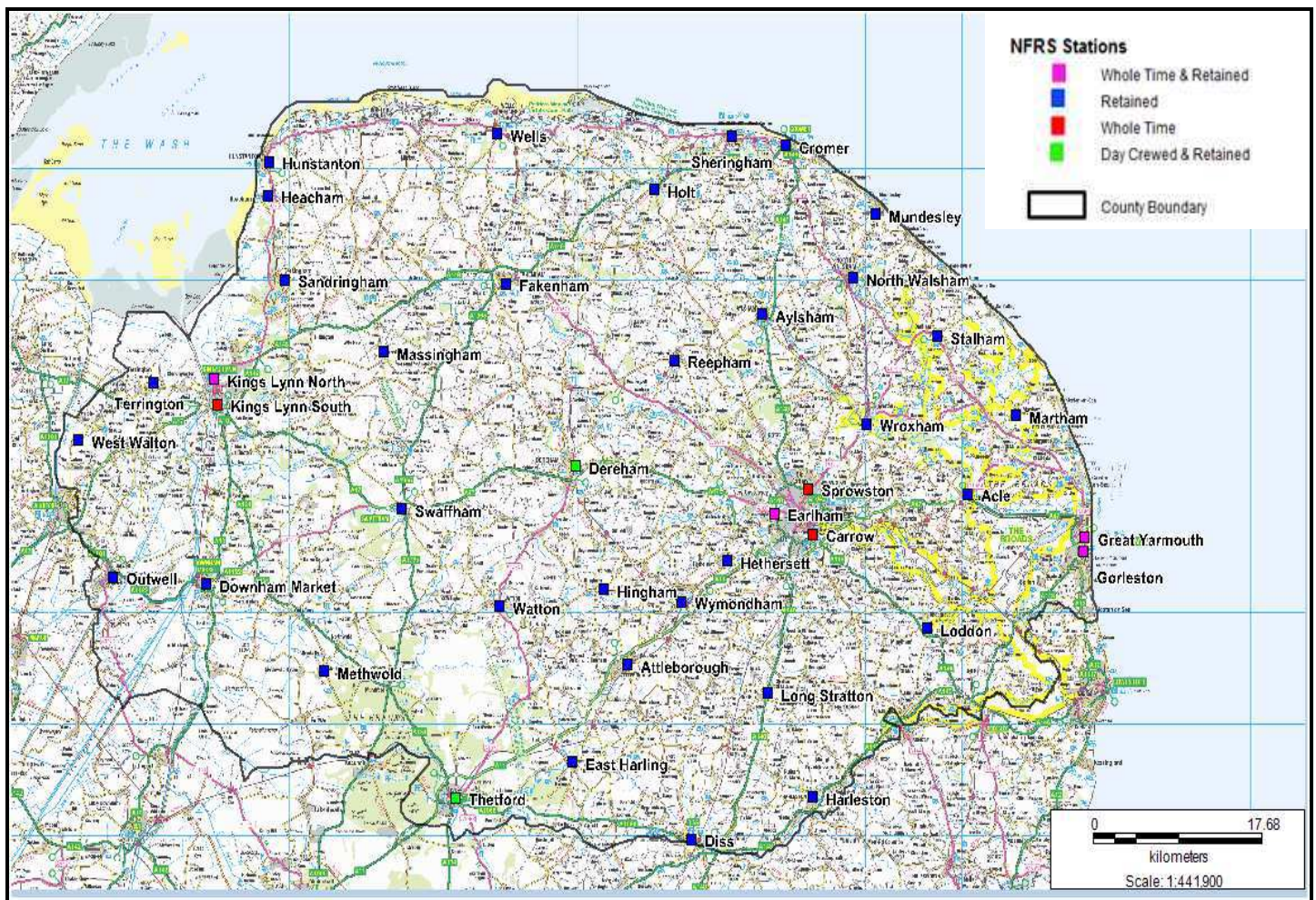
The type of fire and rescue service that is operated is influenced by the nature of area in which it works. In Norfolk's case, some of the key characteristics considered are:

- Increasing and ageing population
- Second most rural county with one of the lowest population densities in England
- Relatively flat county prone to flooding and coastal tidal surges
- Changing emergency call profile- we are attending fewer fires and a wider variety of special service incidents like road traffic collisions
- Budget pressures as a result of increasing costs, increased demand for services, inflation and a cut in Government funding



Norfolk Fire and Rescue Service resources

There are 42 fire stations across the county. Carrow and Sprowston in Norwich, and King's Lynn South are wholetime stations crewed by firefighters 24/7. Six stations have a mix of wholetime and retained firefighters (Great Yarmouth, Gorleston, Earlham, King's Lynn North, Thetford and Dereham) and 33 stations are crewed by retained firefighters in market towns and villages. Retained firefighters are staff whose main job is outside the Fire and Rescue Service but they are available on-call to respond to emergencies in their area.



Firefighters
264 wholetime
454 retained



81 non-uniformed



23 control room

**Employee headcount
at end of March 2017**

The Service has a variety of fire engines to tackle a range of different emergencies. For example, heavy rescue pumps are equipped to respond to road traffic collisions and Technical Rescue Units attend large animal rescue and water rescue incidents. The off-road 4x4 fire engines are used for flooding incidents, heathland/forest fires, and firefighting and rescues at height. Our fleet of specialist vehicles also includes two environmental protection units, a control vehicle, a water foam unit, three aerial ladder platforms and a driver training vehicle.. The Service also hosts a team of Urban Search and Rescue (USAR) personnel and vehicles that are trained to respond to national, regional or major incidents. We are also one of the few services that have a specialist team to respond to a terrorist threat should such an incident occur.

¹ Designed by Freepik and distributed by Flaticon

GOVERNANCE

National governance

In January 2016 responsibility for Fire and Rescue Services moved from the Department of Communities and Local Government to the Home Office. The Home Office are also responsible for policing and the move supports the Government's commitment to deliver greater joint working between the police and fire and rescue services. As part of the reform a new independent inspection regime has been introduced for fire and rescue services and The Policing and Crime Act 2017 now places a statutory duty on emergency services to consider closer working where it represents best value and introduces new provisions for a Police and Crime Commissioner (PCC) to act as a fire and rescue authority for that area.

Democratic accountability

Norfolk Fire and Rescue Service is one of the services provided by Norfolk County Council (NCC) which acts as the Fire and Rescue Authority. The County Council has a [Constitution](#) which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. It includes clear communication protocols and clearly defines roles and responsibilities.

On a regular basis, County Councillors review the performance of the Fire and Rescue service, its financial position and risks that have been identified. The County Councillors also play a key role in shaping the long term development of the Service including approving the [Integrated Risk Management Plan \(IRMP\)](#).

NFRS is governed by the Communities Committee. Papers and minutes from the Committee are available on the NCC website ([link](#)). As a strategic document the IRMP is developed by Communities Committee and then recommended to Full Council for final approval at the same meeting as our budget is approved ([link](#)). In 2015 County Councillors undertook a strategic review of our Fire and Rescue Service which helped shape the proposals within our IRMP 2016-20.

Service management

The Chief Fire Officer is accountable to the Executive Director of Community and Environmental Services who in turn reports to the Managing Director. Under the Council's scheme of delegated powers the Chief Fire Officer has authority to exercise the Council's functions relating to fire prevention, firefighting, fire safety, explosives and petroleum licensing and the functions conferred on the local authority under Article 25 of the Fire Safety Order 2005. In accordance with the law delegated decisions taken by the Chief Fire Officer are recorded and, to ensure transparency, are reported to Communities Committee.

The Chief Fire Officer is supported by a Senior Management Team comprised of senior officers from the Fire and Rescue Service. The team provides a formal decision making forum for the Service and a formal record of such decisions. It does not make decisions that fall within the responsibility of the Fire and Rescue Authority.

Governance Statement

Norfolk County Council is responsible for putting in place effective systems for the governance of its affairs, ensuring services are delivered properly and legally and that any associated risks are managed. The [Annual Governance Statement](#) is a review of this.

FINANCE

NFRS Budget

NFRS operates on a revenue budget which in 2016/17 was £27.6 million, 8.1% of the Council's overall net revenue budget. This equates to £30.91 per head of population (excluding capital charges), which is lower than our Family Group of similar Fire and Rescue Services' average of £33.00 and the national average of £34.00.

NFRS continues to operate within a reducing public services financial climate and has to manage service delivery against budget restrictions. Value for money continues to be a major driver in all spending and operational decisions.

Financial performance for the year resulted in a small underspend at 0.36% of budget.

We continue to be one of the lowest cost fire and rescue authorities in England at £30.91 per head of population (English average £34.00).

CIPFA Statistics 2016/17

Financial management

The Council's [Constitution](#) sets out the Council's decision-making framework, including delegation arrangements. The Constitution includes Contract Standing Orders and Financial Regulations which set out how decisions are made and the procedures to be followed. Updated Financial Regulations were approved by Council on 11 April 2016. All Responsible Budget Officers/ Management of NFRS are made fully aware of their duties with checks and oversight by the Fire Services Procurement Manager and Finance Officer.

The County Council is legally required to provide an annual report, the Statement of Accounts, on how it spends its money. As the Fire Authority, the Council includes in the Statement of Accounts details of the NFRS financial position. The accounts, along with the Fire Fighters Pension Fund Accounts, are audited to confirm their accuracy.

Following the signing of the Statement of Accounts and the conclusion of the annual audit, our external auditors write an Annual Audit Letter to the Council. The letter summarises the findings of the auditors and formally concludes the audit.

The latest Statement of Accounts and audit letters are available on the County Council's website ([link](#)). These confirm that the budget has been managed in accordance with the law and proper standards and that public money is being used economically, efficiently and effectively.

If you would like further details about where the Service spends its money, such as expenditure on staff and expenses and where we spend over £500, this is available on the Council's Open Data website ([link](#)).

Audit and review

In addition to auditing of the accounts, our Internal Audit team consult with the Budgeting and Accounting team to assess and plan audits of service areas with any potential volatility or recent poor performance. There have been no recent recommendations or outstanding actions from an audit perspective currently.

An independent peer review of Finance by the Local Government Association in 2016 identified four current critical financial issues for NFRS relating to:

- Fire fighter recruitment and future retirements
- Pensions, meeting the new scheme changes
- Capital investment
- Blue light collaboration

Firefighter recruitment was identified as a potential issue due to the maturity profile of the frontline workforce. 8 new wholtime firefighter recruits have since been recruited and the service continues to manage its workforce profile as proactively as possible, whilst balancing the demands of the service.

National changes made on firefighter pension schemes has given rise to a significant amount of work with their implementation and while work is ongoing the service is well advanced with those requirements with an established pension board

Concern with capital investment and medium term capital planning, funding of programmes and infrastructure asset replacement programmes was highlighted. In February 2017 the service was allocated over two million pounds in capital to buy new fire appliances, equipment and undertake property improvements

The Government has indicated its desire to see greater Blue light collaboration and NFRS has developed positive relationships across the blue light services and now has an active programme of collaboration including joint estates, a plan to co-locate our control function with Norfolk Constabulary, participating in a national trial for emergency medical response and helping paramedics to gain access to premises in a medical emergency.

Norfolk Safety Community Interest Company (CIC)

[Norfolk Safety Community Interest Company \(CIC\)](#) is a subsidiary company limited by guarantee of the County Council that operates in partnership with Norfolk Fire and Rescue Service. Norfolk Safety provides a range of risk management, training and development and other services to public bodies, third sector organisations and businesses.

The articles of association outline the composition of the Board of Directors, to include a Member of the Council, who are responsible for the operation of the Company. The Company has adopted

quality assurance and health and safety policy standards consistent with the Council as appropriate to the activities of the Company. NSCIC is required to report annually to the Regulator on how they are delivering for the community and how they are involving their stakeholders in their activities. The company is subject to legislation and external audit. In relation to profits generated these are asset locked into community interest projects by the Board and Regulator (an independent statutory office-holder appointed by the Secretary of State).

Details on the composition of Norfolk Safety CIC and filed accounts can be found on Companies House website ([link](#))

PERFORMANCE

Performance management framework and scrutiny

NFRS operates within the County Council's corporate performance framework. A set of 'vital signs' for each service have been produced which provide transparency and assurance on the health of key services. The vital signs for NFRS are 'Emergency Response Standards (ERS)' and 'Percentage of time that retained (part-time) first fire engines are available to respond to emergencies'. These are regularly monitored by department management teams and County Councillors through the democratic process with reports published on our website ([link](#)).

In accordance with the corporate performance framework, our Service Management Team monitor a broader dashboard of indicators and escalate issues to County Councillors if required. Some of the indicators are former national indicators that we can compare with other fire and rescue services and others are locally determined. An overview of our performance over the past 5 years can be found in the next section.

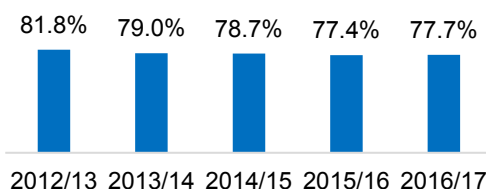
The Government collate [national statistics](#) about all fire and rescue services. In order to improve the transparency of our performance, and therefore our accountability, we will be increasing the amount of performance information we publish as open data on our website in December 2016.

Performance 2012/13 to 2016/17

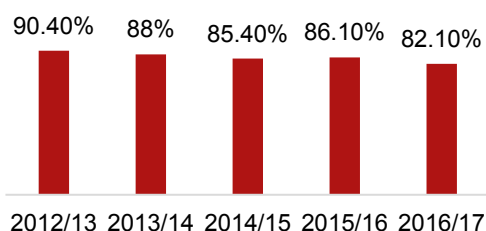
Vital Signs

- We aim to get to 80% of life risk incidents within our **Emergency Response Standards** (how quickly we should attend an incident) and achieved this on 77.7% of occasions. We know that the changing nature and location of calls (fewer in urban areas and a larger proportion in rural areas) and a shortage of retained firefighters is affecting our ability to meet this target.
- Our **retained (part time) first fire engines were available and ready to respond to an emergency** 82.1% of the time against a target of 90%. This is a reduction on last year's figure of 86.1%. We know we have some stations where more firefighters are needed and we are actively recruiting in these areas.

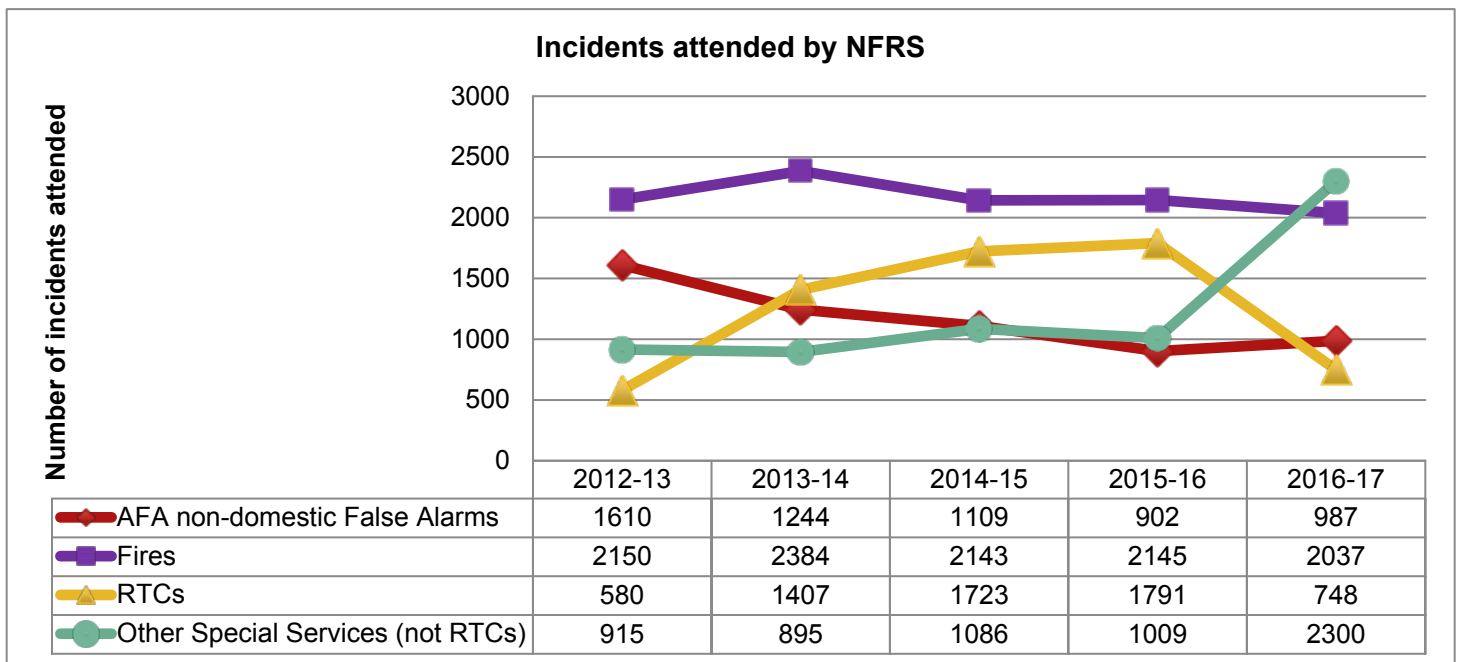
% of life risk incidents responded to within Emergency Response Standards: Target 80%



% of time retained first fire engine available: Target 90%



Incident attendance in 2012/13 to 2016/17



- We attended 2037 fires – 108 fewer than last year. This included:
 - 396 **accidental dwelling fires** in people's homes - 54 fewer than last year, resulting in two fatalities and 18 people being injured. This compares to five fatalities and 20 injuries in 2015/16.
 - 466 **arson incidents** – a decrease of 22% compared to 2015/16.
 - 10 fewer **accidental non-domestic premises fires** (160 in total) - a reduction of 6%. However four people were injured
- We attended a 9% increase in non-domestic **false automatic fire alarms** against a backdrop of declining false alarms. We will refocus our efforts on reducing false alarms in 2017/18.
- We attended 748 **road traffic collisions** where we released 173 people from their vehicle. The reduction in our attendance at road traffic collisions can be attributed to a return to the mobilising criteria we used in 2012-13. This brings us in line with other fire and rescue services and focuses our support to the incidents where our specialist skills are most needed.
- We attended 2300 other **special service incidents** such as flooding, freeing trapped people or animals and calls to assist other agencies. This increase is partly explained by our pilot conducted with the East of England Ambulance Service where fire crews are

In 2016/17 we attended a total of 7,340 incidents where 709 people were rescued

96% of emergency response telephone calls are answered by our Control Room within 5 seconds

mobilised to assist paramedics gain entry to premises in a medical emergency. This service has traditionally been undertaken by Norfolk Constabulary. The pilot will complete in 2017/18 when a decision will be made on whether to continue this service

Protection and Prevention 2012/13 to 2016/17

To help prevent incidents from occurring and to protect people and property when they do happen in 2016/17 we:

- Carried out 3,300 **Home Fire Risk Checks**. These fire safety visits, usually with vulnerable people, are designed to help make people safer in their home. In partnership with other agencies we are now trialling “Safe and Well” checks- a broader review of risks and safety issues in the home.
- Carried out 1039 **audit visits of non-domestic premises** to ensure they complied with fire safety legislation.
- Maintained **up-to-date files of the risks** at over 600 non-domestic premises so that if an incident did occur we would have the information that we need to deal with the event as safely as possible, thus reducing the risks for our firefighters and the public.

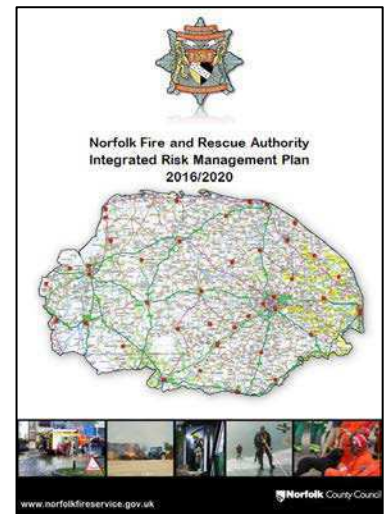
OPERATIONAL ASSURANCE

Integrated Risk Management Plan (IRMP)

The IRMP sets out the risks and issues that the Fire and Rescue Service will need to respond to over the next three years and how it will do it. The IRMP is the single most important document for the Fire and Rescue Service as it shows what the Service will be doing and why. It is also one of the means by which the public can hold the Service to account.

In January 2015 we commenced a Strategic Review of the Fire and Rescue Service which informed the development of our Integrated Risk Management Plan for 2016-20. In line with Government guidance and best practice, we consulted with the public and stakeholders on the draft IRMP as part of the County Council's consultation on its budget proposals ([link](#)).

Full Council approved the [IRMP 2016-20](#) on 22 February 2016 when the County Council's 2016/17 budget was approved.



Collaborative working

We have an established record of working in partnership to deliver effective and efficient services. This includes:

- Fulfilling our duties outlined in the **Civil Contingencies Act 2004** by working as part of the Norfolk Resilience Forum to maintain and develop Norfolk's Community Risk Register, plan the response to major incidents and emergencies in the county, and carry out multi-agency training exercises as part of the preparation of an effective response.
- Participating in **over the border mutual aid agreements** via the National Resilience Programme, which shares specialist response assets across the country. Alongside these wider arrangements, we have local agreements in place with neighbouring fire and rescue services (Lincolnshire, Cambridgeshire and Suffolk) to ensure the fastest response to emergency calls and to share specialist assets.
- Working with other Fire and Rescues Services to **improve interoperability**. We are part of the East Coast and Hertfordshire Control Room Consortium, a group of fire and rescue service that are working together to standardise control room practices so that we can support each other in the event of major incidents. We make use of national operational and tactical guidance. We will be changing our communication systems as part of the national emergency services mobile communications programme (ESMCP) to provide the next generation communication system for

the 3 emergency services (police, fire and rescue, and ambulance).

- Increasing our **collaboration with other emergency services**. As part of our property collaboration strategy we have moved our Headquarters and now share premises with Norfolk Constabulary. We also share the Fire Station at Sheringham and Downham Market with them and have plans for three further shared Fire and Rescue/Police stations along with a shared Control Room. We are currently working with the Constabulary on a 'forced entry' trial where firefighters respond to incidents where there are wellbeing concerns for an individual and access needs to be gained rather than the Police. We have also recently participated in the National Emergency Medical Responder trials with the East of England Ambulance Service Trust to improve response times to cardiac arrest emergencies. The Ambulance Trust also shares space in 20% of our Fire Stations.

Training and development

We assure the quality of our operations by providing appropriate training and development for all staff and carrying out audits and reviews of working practices to make sure that they are safe, efficient and effective. This includes performance reviews of how well our officers and firefighters manage incidents when they occur with advice and further training provided if required.

To ensure our firefighters maintain their competency in fighting fires we have built a live fire training unit at Scottow Enterprise Park. The unit opened in August 2016 and we have trained over 100 firefighters in live fire conditions in 2016/17.

In the context of the recommendations made in the [CFOA Firefit](#) review, together with the changes to the pension scheme meaning that operational staff will be working longer, the Service recognises the importance of effectively managing and promoting Firefighter fitness. As such we have employed a full time Physical Training Adviser who will not only implement the changes to annual testing arising from the review but will also work proactively with individuals and stations to embed a culture of fitness.

Health and safety and other legislation

NFRS continually seek to comply with the Health and Safety at Work Act 1974 and other applicable health and safety legislation. Active health and safety management at all levels in the Service combined with routine performance monitoring and review are at the core of maintaining safe working environments for Service staff and those we assist and support. This is achieved through a combination of operational performance review and periodic pre planned audit of the Service's health and safety management system via regional peer challenge using the Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit tool kit. This helps the Service to ensure that it has the right equipment, training and practices in place to respond effectively and safely.

In 2016/17 there were 10 reportable health and safety absences lasting more than 7 days – 6 less than last year

FUTURE DEVELOPMENTS

Planned improvements to accounting, governance and operational assurance

In reviewing our financial, governance and operational arrangements we have identified the following improvements which will further strengthen our approaches and ensure that we are meeting our statutory obligations to best effect.

Accounting

Our Integrated Risk Management Plan 2016-20 sets out our plans for the next four years. This includes restructuring our service. A dedicated Finance Business Manager now oversees our financial management, including that of our Community Interest Company to ensure that expected income growth and expenditure is correctly identified.

Senior Management

Following the departure of our Chief Fire Officer at the end of 2016/17, a restructure of the senior management team of the Community and Environmental Services Directorate was undertaken which resulted in the disbanding of the Public Safety Board. Our Chief Fire Officer no longer has responsibility for Trading Standards and Resilience

A formal consultation on the reshaping of the senior management board will be completed in 2017/18 to strengthen the strategic management of the service. An interim senior management team will continue to manage the service until that time.

Operational Assurance

On the 1st of April 2016, Dereham fire station became day crewed utilising our Urban Search and Rescue crews to respond to local fires and emergencies. This change has significantly reduced the time it takes to mobilise a fire crew during the day.

Wider collaboration and partnership working is an area we are heavily involved in and is expected to become more prevalent in future years and we will continue to identify and develop partnership opportunities that are legal, logical and save money. The next major period of collaboration will see fire control co-locate with Norfolk Constabulary to create a Joint Operations Communication and Control room. The joint control room will improve the multi-agency command of incidents and improve the quality and speed of sharing critical information. The joint control room was planned to go live by the 1st April 2017, however, due to a delay in moving to a new version of our mobilising systems this will now occur at the beginning of 2018/19

With an ageing workforce and a number of senior officers due to retire in the coming years, **workforce and succession planning** is becoming more important. We will be looking at our plans for recruitment and retention of retained firefighters with a view to improving the availability of our emergency response resources.

AUTHORISATION

Norfolk Fire and Rescue Authority provide assurance to the people of Norfolk that we are satisfied that the Authority's financial, governance and operational assurance arrangements are adequate, operating effectively and meeting statutory requirements detailed within the Fire and Rescue National Framework 2012 and subsequent updates.

This Statement of Assurance was approved by the Authority at the Communities Committee meeting on 7 March 2018.

Margaret Dewsbury, Chair of Communities Committee
David Ashworth, Chief Fire Officer

Communities Committee

Item No

Report title:	Communities Committee Plan
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The Communities Committee's three year forward plan, sets out how its areas of responsibility will be shaped by the ambition of <i>Caring for our County: A vision for Norfolk in 2021</i> , and the principles of <i>Norfolk Futures</i> , the County Council's new strategy. The strategy sets out what will be delivered over the next three years in the resources available. It identifies key metrics against service transformation which will be monitored by Policy and Resources Committee over the period.	

Executive summary

Norfolk County Council agreed a vision and strategy for the medium term in February 2018. *Caring for our County* communicates the Council's ambitions for Norfolk; the strategy *Norfolk Futures* sets out the principles and priorities to turn this vision into plans that deliver sustainable services, working with our partners across the public and private sectors.

Service committees have been commissioned by Policy and Resources Committee to develop Committee Plans which will set out objectives for the year, and specifically demonstrate how each area of the Council's work will change to deliver our Norfolk Futures strategy.

Recommendations

- 1. Agree the Communities Committee Plan, set out in Appendix 1.**
- 2. Note the Committee's contribution to, and responsibilities for, Norfolk Futures, NCC's transformation plan.**
- 3. Agree the performance measures against which this committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 below.**

1. Proposal

1.1. Norfolk Futures and Communities Committee

- 1.1.1. Norfolk Futures sets out the principles and priorities that will change how Council Services are delivered in the future. The overarching principles of the Strategy are:

- Offering our help early to prevent and **reduce demand** for specialist services
- **Joining up** our work so that similar activities and services are more easily accessible, done well **and done once**

- Being **business like** and making best use of **digital technology** to ensure value for money
 - Using **evidence** and data **to target** our work where it can make the most difference
- 1.1.2. The Council has agreed seven corporate priorities to deliver these principles, under the *Norfolk Futures* strategy. The priorities ensure that there is intense focus and tangible delivery in specific areas that can only be delivered through whole Council cross department working. The priorities are:
- Safe children and resilient families
 - Promoting independence for vulnerable adults
 - Smarter information and advice
 - Towards a housing strategy
 - Digital Norfolk
 - Local service strategy
 - Commercialisation
- 1.1.3. The services reporting to Communities Committee are actively engaged in the Norfolk Futures programme. As well as providing support and input generally for all priorities, specific work and engagement is underway in the following areas:-
- **Smarter information and advice** – this Committee is responsible for this priority. Significant work has been carried out, led by the Assistant Director Community, Information and Learning (Ceri Sumner), including developing a new service directory. This priority is a key enabler in delivering demand reduction for social care. We are looking to develop ways for individuals to access services in a modern, efficient and appropriate way, in particular to make sure that those who can self-serve are encouraged to do so, and additional support is available for those who need it the most. The Committee will receive updates on progress with this priority.
 - **Digital Norfolk** – this priority stemmed from some initial work to develop a new customer service strategy, and our Customer Services teams are actively engaged. Whilst owned by the Digital Innovation and Efficiency Committee, there will be benefits for Communities Committee services, not least by tackling social isolation through better use of new technology to deliver services of the future in a different way.
 - **Local Service Strategy** – the majority of Communities Committee services are delivered in localities, and are the face/front door of the County Council. We are actively involved in developing the scope of this priority, which is likely to include better utilisation of our buildings and front-line resources, and better join up of community provided services (for example Children's Centres and the Healthy Child Programme).
 - **Commercialisation** – a number of Communities Committee services rely on generating income and operating under business like principles, for example Museums, NCLS and Registration Services. These services are working to identify and implement those areas where it may be beneficial to take a more commercial approach, which could take a number of different forms.
- 1.1.4. The Communities Committee Plan attached at Appendix 1 brings together core information and overview of services, current operating context, challenges, risks, innovation and priority actions within the resources available. This is

information which is felt to be helpful background for Members to inform decision making. The plan is intended to be a living document and it is expected that it will be updated during its life to reflect the Committee's and the Council's work and progress.

- 1.1.5. To better enable an understanding of the key areas of priority for services in more detail, a number of 'Plans on a Page' have been prepared. These plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these plans are included at Appendix 2.
- 1.1.6. The Committee Plan includes, at page 6 of the plan, some key actions that are expected to be delivered in the coming year. The Committee may wish to consider whether it would be useful to receive a regular update on these key actions, e.g. as part of the regular performance report.
- 1.1.7. Consideration has been given to what performance measures it may be useful for the Committee to regularly monitor. These are set out in the plan at page 17. It is intended that these measures form the basis of any future performance reporting.
- 1.1.8. The Committee needs to identify which, if any, of these measures it would also be useful to regularly report to Policy and Resources Committee, to enable them to carry out their oversight role. The following two measures are suggested:-

- **Number of people killed and seriously injured on Norfolk's roads#**
- **Fire station availability (retained and whole-time)**

#Note that, working with the Member Working Group, a new measure is being developed in this area. It is not intended to carry out any further performance reporting on the existing measure until this work is complete and a way forward has been agreed.

2. Financial Implications

- 2.1.1. The County Council continues to spend around £1.4 billion (gross) delivering vital services to Norfolk residents. As in previous years, around £400 million of the total budget is passed directly to schools. At a high level, the proposed revenue budget for 2018-19 is broadly the same year-on-year, and full details of changes in Committee budgets are set out in the January 2018 Policy and Resources Revenue Budget report.
- 2.1.2. The Council faces very significant cost pressures over the next four years. These are the result of:
 - Inflation (which arises both on staff salaries and on the prices we pay for contracts and services);
 - Legislative changes and policy decisions, including the National Living Wage;
 - Increasing demand for services (including demographic changes)
- 2.1.3. The impact of the cost pressures experienced between 2011-12 and 2018-19 total £308 million.

- 2.1.4. In addition between 2011-12 and 2017-18, government funding has reduced by £189 million. Further reductions of £31 million are forecast for the period 2018-19 to 2019-20.
- 2.1.5. The Council agreed to freeze Council Tax (0% increases) for the years 2010-11 to 2015-16. Since 2016-17, annual increases have been agreed. Since 2014-15 Revenue Support Grant has declined significantly (by 67%), while funding from Business Rates has only increased by 8%. In total, between 2014-15 and 2018-19, funding from these three sources has been relatively static, reducing by £27m (4%). However this represents a real terms reduction in funding when inflation is taken into account. It is these cost pressures and reduced funding that require the Council to transform the way it works.

3. **Issues, risks and innovation**

- 3.1.1. These are set out in the Committee Plan included at Appendix 1.

4. **Background**

- 4.1.1. [Our Vision, Strategy and Service Plans \(page 88 of PR agenda and reports for 29 January 2018\)](#)

Report by Managing Director to Policy and Resources, 29th January 2018

[Caring for Your County](#)

Report by Managing Director Policy and Resources, 3rd July 2017

[Strategic and Financial Planning 2018/19-2021/22](#)

Report by Executive Director of Finance and Commercial Services to Policy and Resources 25th September 2017

[Strategic and Financial Planning 2018/19 - 2021/22](#)

Report by Executive Director of Finance and Commercial Services and Strategy Director to Policy and Resources 30th October 2017

Officer Contact

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

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



Communities committee

Committee Plan 2018/2021



Welcome to the Committee Plan. In this plan you will find:

Information about the Committee, what it wants to achieve and why

County Council Strategy An overview of the strategic planning framework p2	The Committee's Role in Norfolk p4	Voice of Service Users An overview of what customers are saying P8
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Environment and operating context

Context in Norfolk About Norfolk and the services we provide P9	Challenges The challenges we face in delivering our ambitions P10	Resources and budget Resource allocation and transformation plans p13
Risks and Innovation Service risks and innovation p17		

Performance and actions – what is happening to achieve our ambitions for people in Norfolk

Performance Performance against current priorities p19	Forward Plan Anticipated business of the committee P20	Working with other committees P21
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County Council Strategy

Caring for our County: A vision for Norfolk in 2021 was approved by Members in February 2018 and outlines the Council's commitment to playing a leading role in:



Building **communities** we can be proud of



Installing **infrastructure** first



Building **new homes** to help young people get on the housing ladder



Developing the **skills of our people** through training and apprenticeships



Nurturing our growing **digital** economy



Making the most of our **heritage, culture and environment**

The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.

Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are increasingly prevalent.

Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, done well and done once



Being business like and making best use of **digital technology** to ensure value for money



Using **evidence and data** to target our work where it can make the most difference

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.

These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.

By 2021 the strategy and these underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to because the council the County needs.

Communities Committee's role in Norfolk

The Committee has responsibility for a range of service areas. There is no hierarchy as every area has a vital role to play in achieving ambitions for Norfolk. Achievement of these ambitions will require sound, long term planning as well as working with others.

The services the Communities Committee is responsible for are those “people” services which are support communities and serve all of Norfolk’s population. They include services which help build resilience in our communities and keep people safe. These are summarised below.

Norfolk Fire and Rescue Service

- The Fire and Rescue Service aims to be at the heart of community protection in Norfolk.
- The overall vision and direction for the service is set out in the Integrated Risk Management Plan (IRMP), the Committee will consider an annual Service Delivery Plan setting out the priorities for the service for the coming year.

Public Health

- Public Health helps the people of Norfolk live in healthy places. It promotes healthy lifestyles, prevents ill-health and works to reduce health inequalities.
- Services delivered/commissioned include the healthy child programme, drug and alcohol service, workplace health and suicide prevention.
- The Committee has approved a Public Health Framework (2016-2020) for the service which provides the strategic direction.

Community, Information and Learning

Norfolk Library and Information Service

- The front line library service is delivered from 47 libraries across the County. The service supports reading, learning, information and literacy to enable people to live independent and fulfilling lives.
- There are a wide range of face to face activities delivered to communities through the library front-door, from reading and literacy, to activities designed to reduce social isolation, improve digital inclusion and providing welcoming spaces that can deliver a range of activities.

Norfolk Community Learning Services (NCLS)

- NCLS aims to enable people to live independent fulfilling lives and reach their potential, through providing a range of teaching, learning, support and progression opportunities.
- Judged by Ofsted as ‘Good’, the focus is on delivering learning to improve skills for everyday living and work, equipping people for real jobs.
- The service also provides a range of Leisure Stream courses.

Customer Services

- As the front door for all of the County Council's telephone and online customers, the service is focused on providing excellent customer care.
- The Social Care Centre of Expertise and Blue Badge service is also managed within Customer Services.
- There is a continued drive to better understand the needs of all Norfolk citizens, to support the development of appropriate service delivery models that can best deliver these needs – including supporting people to self-service, where they are able, to ensure resource is available for those who need it the most.

Trading Standards

- The service aims to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities.
- Activities include providing businesses with information and guidance, providing calibration services, tackling rogue traders, scans and the supply of illegal tobacco and alcohol, tackling rogue traders and scams, ensuring the safety and standards of consumer products and food, and safeguarding the standards of animal health and welfare.
- The overall vision and direction for the service is set out in the Trading Standards Service Plan, which the Committee will consider on an annual basis, setting out the priorities for the service for the coming year.

Culture and Heritage

Norfolk Museums Service

- Delivered through 10 award winning museums, the nationally regarded Museums service is at the forefront of Norfolk's cultural and heritage offer.
- The service aims to inspire pride in Norfolk's heritage, including through engaging schools and young people, and delivers a wide programme of exhibitions/events.

Norfolk Arts Service

- The service plays a pivotal role in the social, educational, economic, health and environmental life of the county.
- Focusing on enabling and developing cultural opportunities that can be accessed by all, the service is able to draw in significant funding to the county.

Norfolk Records Office

- Based on the County Hall campus, the Norfolk Records Office's vision is to be a trusted place of record which ensures that archival evidence essential to citizenship and heritage is collected, preserved and widely accessible.
- The Norfolk Record Office is rated as four-star (the highest level) archive service under The National Archives' (TNA) self-assessment programme.

Active Norfolk

- Working to improve lives through sport and physical activity.
- The service is externally funded and includes significant partnership working.

Gypsy, Roma and Traveller Service

- Working in partnership with a number of local authorities and partners in Norfolk and Suffolk, the service aims to meet the needs of both settled and Gypsy Roma Traveller communities, to promote harmony and community cohesion.
- Activities include managing some sites, dealing with unauthorised encampments and working with education partners to increase school admission/attendance.

Registration/Regulatory Services

- Responsible for recording births, deaths, marriages and civil partnerships in the County, together with a range of celebratory services such as Marry in Norfolk and Celebrate in Norfolk.
- The service aims to deliver a high standard of statutory services and takes full advantage of commercial opportunities

Further information about each of these services has been compiled into a Plan on a Page, setting out some of the key activities and priorities for 2018/19. The Plans on a Page are appended to this Committee Plan.

Our key actions for 2018/19 are:

There are a number of actions across the services reporting to Communities Committee, and various delivery/service plans are in place. The following are the key actions being delivered this year that it is suggested the Committee may wish to monitor regularly.

- Take a lead in developing and implementing smarter information and advice as part of the **Information, Advice and Guidance workstream of Norfolk Futures**. Including delivery of an enhanced Service Directory which will enable individuals to access information about the full range of services and support available in their local area.
- Fire and Rescue – developing new areas of **collaboration with other blue-light services**, particularly Norfolk Police and East of England Ambulance Service NHS Trust.
- Fire and Rescue – preparing for the **inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services** which is programmed for 2018/19. This is a new inspection regime which independently assesses effectiveness and efficiency.
- Public Health – casualty reduction – working with the Member Working Group to develop a **new strategy and approach to reducing the number of people killed and seriously injured on Norfolk's Roads**.
- Public Health – embedding the new **Drug and Alcohol service**, working with the new provider to improve performance.
- Norfolk Museums Service – complete development phase and project fundraising for the **Castle Keep Project**.
- Developing a new service delivery model for the **mobile library service** (for the Committee to consider in June).
- Ongoing delivery of the **customer service programme** – elements of which will be reported to Digital Innovation and Efficiency Committee
- **Delivery of the capital programme** – including purchasing new critical equipment and Red Fleet for Fire and Rescue, upgrading some Gypsy, Roma and Traveller sites, and making museums access improvements

The voices of people who use our services

What Norfolk residents and service users have said they would like the Committee to bear in mind when making decisions.

In developing the Customer Service Strategy for NCC, customers were consulted around what they would like and expect in terms of their interactions with the council and its staff. Whilst the consultation is now a couple of years old, the responses still fully reflect anecdotal examples and compliments and complaints received by NCC. The main outcomes the people are looking for can be summarised as follows:

The main outcomes the people are looking for can be summarised as follows:

- It's easy to find information, access services and complete transactions
- I can deal with the council in the way that suits me best
- Services are responsive and I am kept up to date with progress
- Information is personalised and meets my needs
- I only have to make a request or tell my story once and the job gets done
- Explanations are clear and I know what to expect

We will also continue to look at ways to measure customer satisfaction and solicit feedback across all County Council services, as part of our enabling role through the Customer Services Team. We will also work indirectly through the voluntary sector and will continue to look to forge stronger links and collaborative working in this area.

We will also continue to work with Healthwatch to ensure that the voice of service users can be heard.

Communities Committee Services in Norfolk

Communities Committee Services are, in the main, universal in that they are available for all Norfolk residents, businesses and visitors to access.

Some **key demographic factors and trends** to take into account when considering Communities Committee services are:-

- Norfolk is the most rural county with one of the lowest population densities in England.
- Norfolk generally has an older population that is projected to increase at a greater rate than the rest of England. The number of people aged 65 and over in Norfolk is due to increase 31% over 15 years, and will mean the number of people aged 65 and over, as a proportion of Norfolk's total population, will increase from 23.8% to 28.3%.
- Across Norfolk, the average life expectancy is about 80 years for men and about 84 years for women.
- The 85+ age group is Norfolk's fastest growing, and it is this age group which has most impact on demand.
- Life expectancy, levels of educational attainment and a number of other factors are all lower for Gypsy, Roma and Traveller communities, compared to the rest of the population.
- Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of young people who have recognised disabilities.
- Around 92.9% of Norfolk residents are White British, with an estimated 7% from a Black, Asian or minority ethnic (BAME) background. In total, around 130 languages are spoken as a first language other than English in Norfolk.
- Minority faiths in Norfolk represent just under 2% of the population. There are many different faiths represented in Norfolk, which includes several mosques, synagogues, a Sikh temple, a Hindu Temple and numerous Buddhist groups.
- It is estimated that around 6% of the population is lesbian, gay or bisexual.

There are also some **geographic and service specific factors** to consider:-

- Based on national surface water modelling approximately 37,000 properties are estimated to be at risk from flooding during a rainfall event with a 1 in 200 annual chance of occurring. Norfolk is recognised as the 10th most at risk area out of 149 authorities.
- The emergency call profile for the fire service is changing – we are attending fewer fires and a wider variety of special service incidents like road traffic collisions.

Key Committee challenges

The Committee faces a range of challenges in achieving ambitions for Norfolk. These must be taken into account during decision-making

Challenge	Description
Managing demand - Population growth	<p>Communities Committee Services are, in the main, universal in that they are available for all Norfolk residents, businesses and visitors to access. Increased demand on services through population growth could put pressure on services in terms of funding and capacity.</p> <p>There are also areas where increased demand is beneficial, for example increases in take up of leisure and pleasure courses through NCLS or increased tourism, both of which could lead to increased income.</p>
Managing demand – Adult Social Care	<p>Whilst the Committee is not responsible for Adult Social Care, there are some Communities Committee services which provide direct support to Adult Social Care. In particular, Customer Services provide the online and telephone front-door through their Social Care Centre of Excellence Team.</p> <p>Most of the future savings for the Adult Social Care service are based on reducing demand, and changing the model of social work. We will need to work closely with Adult Social Care to ensure there is a complementary and joined up approach that enables those people who need help and support to access it.</p>
Universal service delivery	<p>The majority of the services the Committee is responsible for are universal. This means that they need to be able to meet the needs of a wide range of communities and individuals. Developing appropriate service models is key to ensuring that we can deliver efficient and effective services, making sure the tools and technology are in place to enable self-help and self-service for those who are able to, and making sure there is sufficient resource in place to give more support to those who are in most need.</p>
Recruitment – Fire and Rescue	<p>One of the key priorities for the Fire and Rescue Service is developing a diverse workforce. We currently do not perform as well as other Fire and Rescue Services in this area. Whilst we appear to perform well in terms of attracting individuals to apply</p>

Challenge	Description
	<p>for vacancies/roles, we are not seeing our performance significantly improve in terms of diversity of workforce.</p>
<p>Generating income and securing other sources of funding</p>	<p>As we continue to maximise and increase reliance on income generation, from various sources, we become increasingly reliant on the market. This provides an opportunity, but also exposes services to increased risk as they will be increasingly affected by market factors.</p> <p>We have a strong track record of securing funding from external sources, and there are a number of projects and services being fully or partly funded in this way. Many of these include an element of match funding or similar expectations about the County Council's input. There needs to be sufficient capacity and resource in the organisation to be able to continue to successfully bid for funding in the future, and to avoid the risk of losing existing funding.</p> <p>This is also in the context of reductions in Government funding for Public Health and the Government's intention, as of 2020-21, that authorities will no longer receive a ring-fenced Public Health Grant. Rather, this will be rolled into the retained business rates scheme, but only on the understanding that appropriate assurance arrangements are in place.</p>
<p>Digital technology and inclusion</p>	<p>We increasingly live in a digital world and individuals are now, more than ever, used to being able to access the information and services they need electronically and at any time of the day. We need to design as many of our services as possible to be available digitally and change, enable, and support more people to become digitally included – not least because this usually represents the most efficient way to access information and services.</p> <p>Some groups of people in Norfolk face unique challenges in getting online and accessing the internet – such as disabled and older people and Gypsy Roma Traveller pupils. These groups often experience poorer lifelong outcomes compared to the population as a whole, and as a result, they are often the people that the Council particularly wants to engage with digitally – to promote independence in the most cost effective ways possible.</p>

Challenge	Description
Tackling social inequality, isolation and social mobility	We have some key specific service offerings which carry out activities to raise aspirations and improve life chances for individuals. This includes services provided by NCLS, Libraries, Active Norfolk, Public Health, Museums and Equality and Diversity. In a primarily rural county, it can be difficult to address these issues

Resources and budget

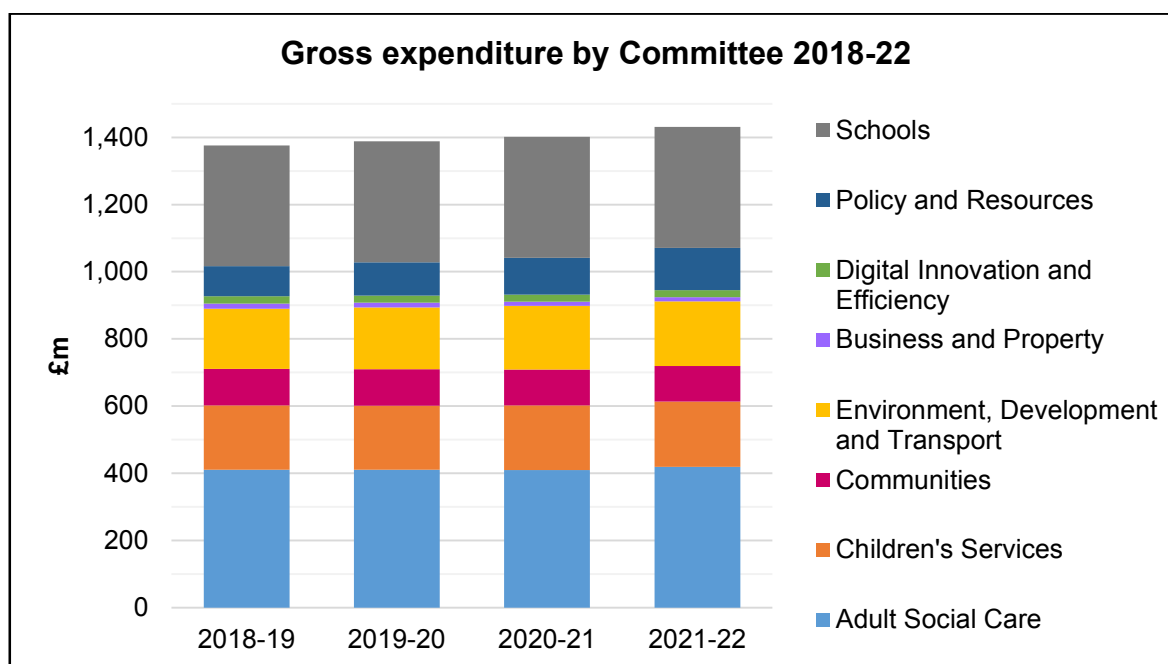
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new approach to service delivery, a wide range of options, and significant public consultation.

The following tables provide an overview of the County Council's budget position, and a detailed breakdown for the Service Committee following 2018-19 budget setting. Future year budgets will vary from the figures shown here as detailed budget setting work is undertaken and the budget is set by Members each year, however they provide an overall picture of the Council's finances.

Norfolk County Council gross revenue budget 2018-19 to 2021-22

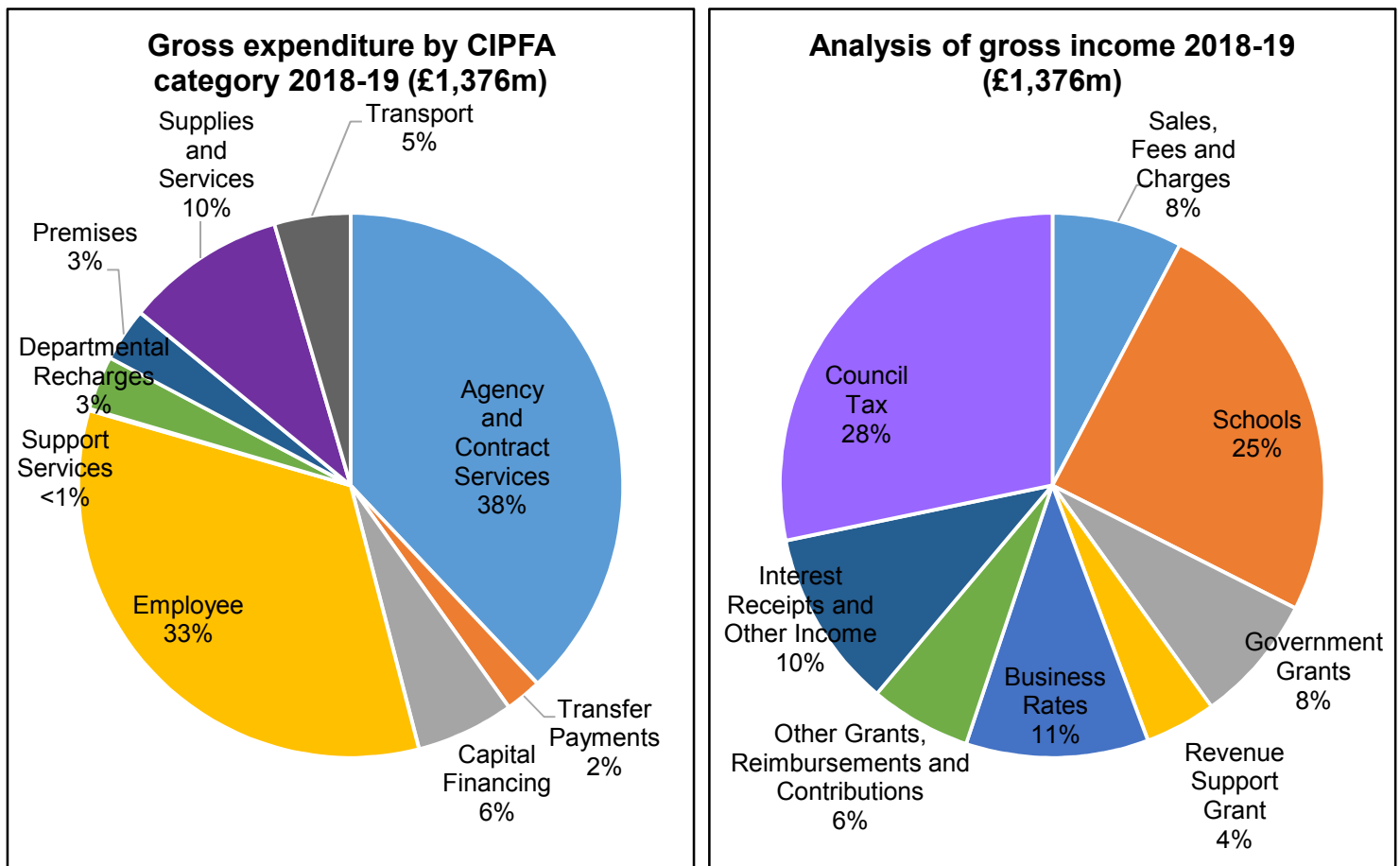
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

The **net budget for 2018-19 is £388.8m**.



Note: the gross expenditure shown above does not include the requirement for savings to close the forecast budget gap in future years 2019-20 to 2021-22.

The following charts provide an analysis of the County Council's gross income and expenditure for 2018-19, to show where the money comes from, and how it is spent.

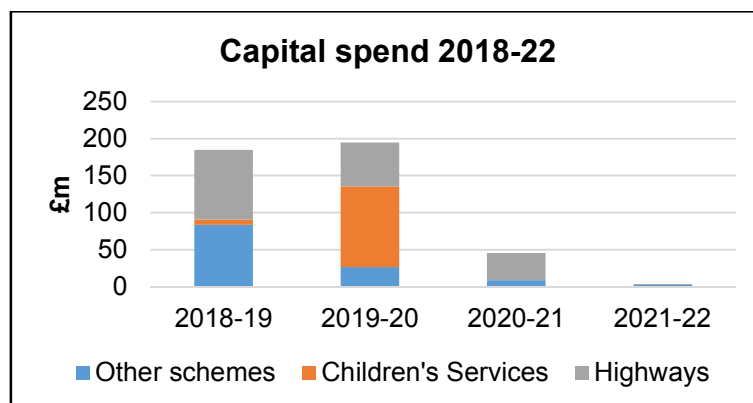


Notes:

Transfer Payments relate to direct payments to service users to enable them to commission their own services, such as domiciliary care and day care.
Interest Receipts and Other Income includes capital charges and depreciation and charges for transport services provided by CES department to others within the Council.

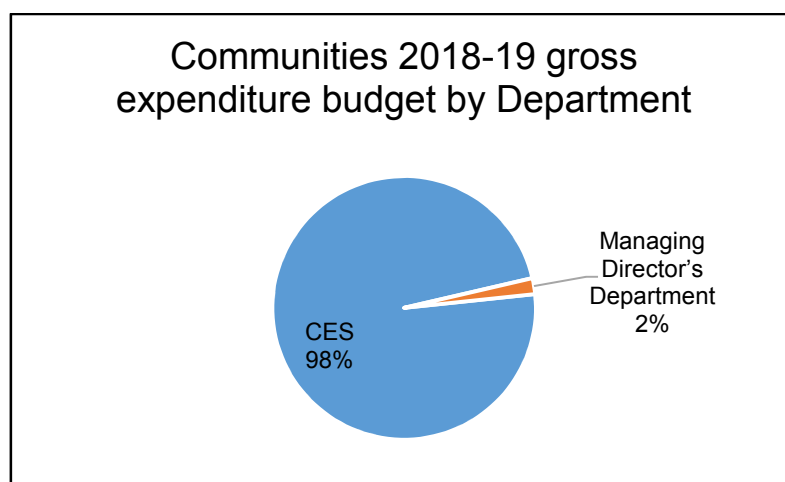
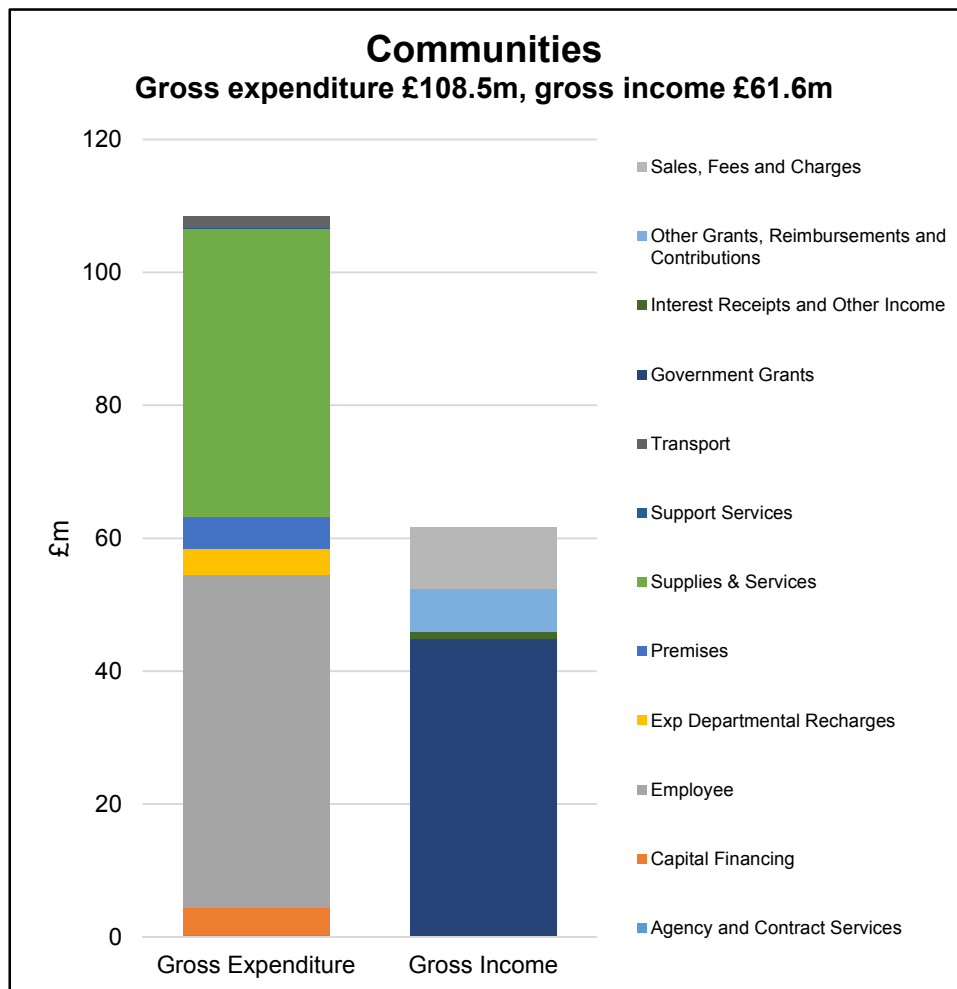
Norfolk County Council Capital Programme 2018-19 to 2021-22

The chart below summarises the County Council's Capital Programme.



Details of Communities Committee gross revenue budget 2018-19

The following chart provides details of this Committee's gross expenditure and gross income budgets. The final chart shows the gross expenditure budget by department within the overall Committee budget. The Committee's **net budget for 2018-19 is £46.9m.**



Norfolk Futures

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work. Seven initial corporate priorities have been identified which are:

- Safe children and resilient families
- Promoting independence for vulnerable adults
- Smarter information and advice
- Towards a housing strategy
- Digital Norfolk
- Local services strategy
- Commercialisation

The Communities Committee will be responsible for **Smarter Information and Advice**, and oversight for the entire transformation programme will be provided by Policy and Resources Committee.

Under this priority we want to make it easier for people to find trusted, reliable information to make decisions that improve their independence and well-being. We will make best use of technology and existing services to direct and connect people to their local community, enabling them to take control of their lives and their futures, reducing reliance on health and local authority services.

The 4 key focus areas will be:

1. The provision of **better online information and advice** will enable NCC to reach a wider audience at a lower cost, shifting demand from costly professional resource to a digital offer.
2. A **single, branded information and advice strategy** and offer, making it easier for people to seek help at an early stage and prevent or delay the need for high end services.
3. **Changing the behaviours and expectations of professionals, staff and citizens** to access information, advice and community based assets will reduce cost and increase independence for target groups.
4. **Providing a targeted information and advice offer** and interventions to high risk/high cost groups will prevent demand and improve wellbeing.

Risks and Innovation

By identifying risks and opportunities we can make better decisions as to future activities and focus.

Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and will be updated as the plan develops.

For Communities Committee there are five main areas of risk which could affect what we do in the future.

Risk	How high is the risk? (As of January 2018)
Customer Services - There is a risk of backlogs developing in the Social Care Centre of Expertise (SCCE) while Social Care trials a new operating model (three conversations). This is on top of high demand for Social Care and staff pressures due to a new Social Care computer system (Liquid Logic/LAS). This may lead to an overload of cases at the front door putting additional pressure on staff and decreasing service to customers.	Red
The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/technology driven agenda.	Amber
Failure to assure standards of operational competency for fires in the built environment. [Fire and Rescue Service]	Amber
Lack of consistency and delivery of Information Management and Technology related systems and services for Cultural Services. [Museums Service and Norfolk Records Office]	Amber
Payment card industry compliance of call monitoring system. [Customer Services]	Amber

Innovation

As well as looking at future challenges we are also seeking new and exciting opportunities to help deliver our ambitions.

This includes things like new funding streams, different ways of working and even sometimes stopping delivering services where they are no longer needed or relevant. New opportunities and innovative ways of working will continue to be explored. Some examples are below

Service Area	Innovation
Fire and Rescue	<p>Wider collaboration and partnership working, particularly with blue light services. The next major period of collaboration will see fire control co-locate with Norfolk Constabulary to create a Joint Operations Communication and Control room, improving the multi-agency command of incidents and the quality and speed of sharing critical information. This follows on from significant collaboration already in place with Norfolk Police, including putting a shared HQ in place in Wymondham.</p> <p>Building on the existing partnership working with the East of England Ambulance Service NHS Trust, we will be actively seeking further collaboration to help provide a more resilient and joined-up approach across the whole blue-light family.</p>
Various – new technology	<p>Testing, developing and making use of new technology and new equipment is key to delivering modern services for the future. Examples already in place/being progressed include:-</p> <ul style="list-style-type: none"> • new online tools for customers – including the new Live Chat function available on the website, and introduction of a mobile library app called “Libby” • use of technology to enable new ways of working and minimise risk – the Fire and Rescue Service will be using drones to help survey the sites of incidents quickly and without significant risk <p>greater and more targeted use of social media and electronic communication – including targeted campaigns about sexual health for young people</p>
Various – alternative funding sources	<p>We have a strong track record of securing funding from alternative sources. This has, in particular, enabled a number of exciting and high profile projects that we would have otherwise been unable to progress, for example the Castle Keep Project.</p>
Various – modern processes	<p>Services who have significant income generation potential, including Libraries, NCLS and Museums, will be taking a new approach to commercialisation of these opportunities through a new e-commerce offer. This will make it much easier to market our offers and for customers to purchase and pay online.</p>

Performance

Performance of each committee is measured through a tracker system. The detail of this is reported to service committee and some high level metrics are reported to Policy and Resources.

Below is the set of vital signs it is suggested the Committee monitor regularly, and form the basis of future performance reports to Committee. The list includes some existing and some new vital signs. Those shown in **bold** are the measures it is suggested are also reported to Policy and Resources Committee for monitoring purposes.

In practice, services will develop and monitor a wider range of more detailed performance indicators, as part of management good practice.

Norfolk Fire and Rescue Service

- **Fire station availability (retained and whole-time)**
- Performance against Emergency Response Standards (ERS)

Public Health

- Successful completion of substance misuse treatment
- Healthy Child Programme – six week check completion for all new-borns
- NHS Health Checks received by the eligible population
- Sexual Health STIs – total STI diagnosis rates excluding chlamydia
- Status of Norfolk Resilience Forum (NRF) plans where NCC is the lead agency
- **Number of people killed and seriously injured on Norfolk's roads#**
- Status of Norfolk Resilience Forum plans to which NCC contributes

#Note that, working with the Member Working Group, a new measure is being developed in this area. It is not intended to carry out any further performance reporting on the existing measure until this work is complete and a way forward has been agreed.

Community, Information and Learning

- Customer satisfaction with council services
- Increased literacy and numeracy levels
- Increased digital inclusion levels

Trading Standards

- % of businesses that are compliant with trading standards

Culture and Heritage

- Increase in the amount of transactional level metadata available and being accessed (Norfolk Records Office)
- Museums visits – total visitors and school visits
- Decrease in % of population 'inactive'

The Committee's Forward Plan

Each committee has its own Forward Plan – a list of items that Members will need to consider or make a decision about in the year ahead. The plan is a key tool, allowing Member to ensure the implementation of their vision for each committee. In addition it:

- Ensures performance issues are continually addressed
- Prepares Members for the big decisions coming up allows them to talk to constituents or undertake research in advance of considering issues
- Ensures statutory reports are received in a timely way
- Ensures Members are not surprised by issues without warning
- Coordinates the work of the Council across committees
- Allows issues to be spotted that might be referred to a different committee to work on
- Identifies issues to be discussed at Full Council

The plans are updated regularly and available to view on the Council's website at: <http://norfolkcc.cmis.uk.com/norfolkcc/Committees.aspx>

The Forward Plan for Communities Committee is included on the agenda for each meeting to ensure the Committee has a regular opportunity to review and shape the overall Plan. The Plan is iterative and therefore will continue to be shaped, and reports added, throughout the year. At the time of writing this Plan (March 2017), some of the key reports/discussion items planned for this Committee during 2018/19 are:-

- Considering the results of the **Children and Young People Health and Wellbeing Survey 2017**
- Reviewing progress made by the **Workplace health** provider
- A new **Road Safety Strategy** for 2018 – reviewing approaches that could reduce those killed and seriously injured on our roads
- Agreeing the **Enforcement Policy** to be used by **Trading Standards**, and other services
- Reviewing progress made on the **Norfolk Armed Forces Community Covenant** Strategy and Action Plan
- Considering information on potential new models of service delivery for the **mobile library service** (once these have been developed).
- Reviewing progress and developments for Norfolk Community Learning Services.
- Considering the work progressed as part of the **Smarter Information and Advice** workstream of Norfolk Futures, for which this Committee is the lead.
- In addition, the Committee will continue to scrutinise and oversee all of the services it is responsible for, including through regular reports on budgets, risk and performance.

Working with other committees

Every committee has set responsibilities which they must work towards achieving. However they will all have some areas of service where they need to work with other service Committees in order to achieve common goals.

The Policy and Resources Committee has a co-ordinating role, overseeing and leading development of the County Council Strategy and the Medium Term Financial Strategy. It has responsibility for enabling services such as ICT and HR, which help to support delivery at the front line of all Norfolk County Council's services. P&R Committee works hand in hand with each service committee, to maintain a whole council view and an efficient and effective organisation.

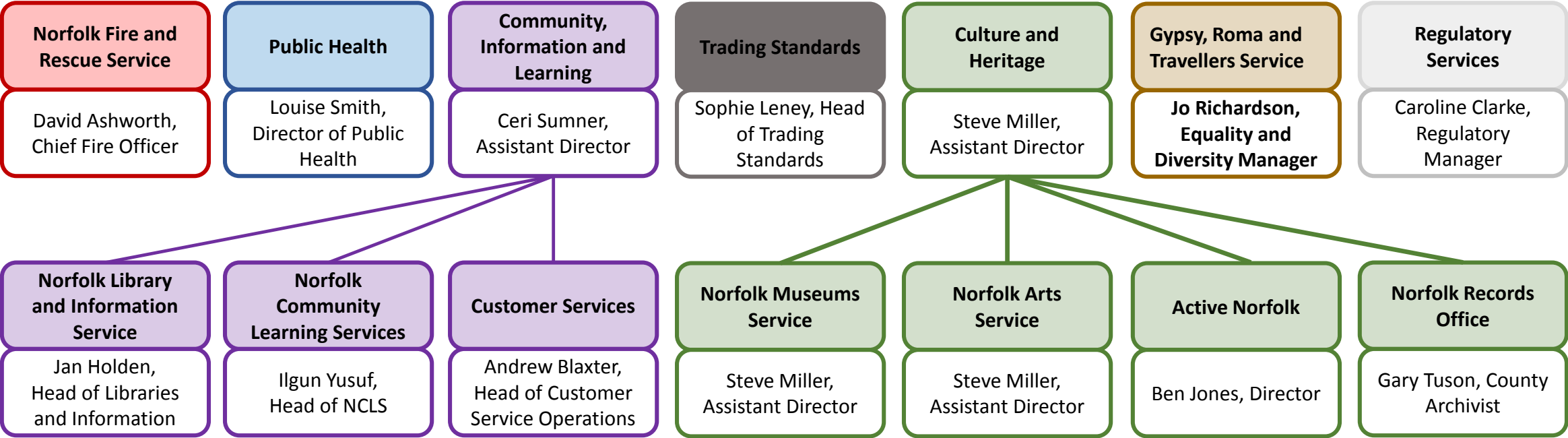
These are just some of the examples of areas where our committee is working with others.

Committee	Work being undertaken
Environment, Development and Transport	<ul style="list-style-type: none"> Road casualty reduction – aligning a strategy that can consider road deaths and injuries in the context of the overall picture of health across Norfolk, with hard engineering solutions continuing to be progressed where appropriate.
Adults Social Care	<ul style="list-style-type: none"> A joined up and efficient model of social work, in particular through the front door (website and Social Care Centre of Excellence). A sustainable library service model that recognises the role that libraries play in supporting vulnerable people and reducing social isolation and supporting social prescribing. Public Health have an active role in the Sustainability and Transformation Partnership (STP).
Children's Services	<ul style="list-style-type: none"> Alignment of the Healthy Child Programme and other Children's Services interventions, particularly Children's Centres (being progressed as part of Norfolk Futures – Local Service Strategy). Working with education colleagues to ensure a clear pathway for young school leavers who need further support to gain qualifications. A number of services work with children and young people to educate and inspire them, including our road casualty reduction service.
Business and Property	<ul style="list-style-type: none"> Working with libraries to provide business start-up taster programmes (through Hethel Innovation Ltd) to support individuals to start their own business.
Digital Innovation and Efficiency	<ul style="list-style-type: none"> A joint customer service/digital transformation programme, including digital inclusion.

Communities Committee – Plans on a Page

A number of ‘Plans on a Page’ have been prepared covering the services reporting to Communities Committee. These Plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these Plans are included here to enable Members to have sight of some of the more detailed information that has informed the development of the Committee Plan.

Members may wish to receive further information about individual Plans and/or discuss them with the relevant managers. For ease of reference, the diagram below sets out which senior managers are responsible for each of the plans to help Members to understand where they can direct any queries.





What we'll do

Our Service Vision

In 2020, Norfolk Fire and Rescue Service will be at the heart of community protection for Norfolk.

Our Priorities

- Reduce fires, improve home, road & water safety
- Ensure operational readiness & firefighter safety
- Improve the availability & response times of our fire appliances
- Develop a diverse and high performing workforce

Outcomes

Reduction in fires , deaths & injuries
Reduction in killed & injured in RTCs & drowning
Fire crews are competent & well prepared to respond to emergencies
Improved availability of fire appliances & attendance times
A diverse, skilled, safe & high performing workforce

How we'll do it

Prevent

Work with partners through early help to reduce individual vulnerability from fire and to build resilience. We will promote the installation of smoke detectors.
Work in partnerships with Norfolk Constabulary to reduce arson
Reduce dangerous driving and accidental drowning through our education programmes

Protect

Provide advice to organisations on how to reduce the risk and impact from fire and enforce fire safety legislation.
Work with other enforcement agencies to share information on risk and to take joint enforcement action

Respond

Ensure accurate workforce planning and the effective management of availability.
Produce externally quality assured development programmes for all operational and control room staff.
Create a culture where learning from previous incidents is central to how we work.
We will integrate our response with other responders through the Norfolk Local Resilience Forum.

People

Strengthen our ability to provide good services by attracting and developing a diverse workforce and ensuring a fair and equal accessible place to work.

How we'll know if we've made a difference

- 0 fire deaths and accidental drowning, less than 25 fire injuries
- Reduction in the % of fires attended with no smoke detector fitted
- Less than 400 accidental dwelling fires
- Less than 630 arson incidents
- Less than 181 accidental non domestic premises fires
- Reduction in the number of KSI on Norfolk's roads (347)
- Number of over 7 day RIDDOR events
- % of time first fire engine availability of RDS stations (Target 90%)
- Attendance times at 'Fires where life may be at risk' (80% within 10 minutes)
- Attendance times at 'Other emergencies where life may be at risk' (80% within 13 minutes)
- The number and diversity of RDS applications (improvement on 2017/18)
- Number of customer complaints

Values and behaviours that underpin everything

Collaborative

186 Business Like

Public Service

What we'll do

Vision:

"Help the people of Norfolk live in healthy places, promote healthy lifestyles; prevent ill-health; and reduce health inequalities"

Outcomes:

- Best start in life/School Readiness
- Reduce Teenage Pregnancy
- Reduce inequalities in health
- Reduce sick leave
- Smoking prevalence in target groups
- Less alcohol and drug misuse
- Tackle domestic abuse
- Reduce killed & seriously injured on roads
- Improve sexual health
- Reduce heart disease

Priorities:

Targeted

- Review of Primary Care & Healthy Lifestyle services

Integrated

- HCP, Early help offer & Children's Centres
- Pathways for domestic abuse

Innovative

- New ways of accessing services – digital & online

Value for money

- Planned allocation of resources and funds
- Use of PH grant to support public health work in the council

Above informed by intelligence, analysis and performance monitoring and evaluation

How we'll do it

Strategic Planning:

- Development and implementation of a local service strategy – integrated services
- A new deal for children and families in crisis – reducing violence and the impact of addiction
- Promoting independence in vulnerable adults
- Offering smarter information and advice
- Develop PH Commissioning intentions
- The use of public health budget, in accordance with Department of Health conditions, and the use of funding to support delivery of public health activity throughout the authority

Strategic Development 2018:

- New alcohol and drug service transition and start April 2018
- Tobacco control and stop smoking review and plan update
- Road Casualty reduction strategy and plan – member task and finish group
- Review and update the Norfolk Community Safety Partnership strategy
- Workplace health including Healthy County Council
- Lead the development of joint Health and Wellbeing strategy
- Prevention lead work for STP including social prescribing and public mental health

Service Improvement & Development:

1. Developing model of integration for HCP and children's centres – Local Service Strategy
2. Review lifestyle services and primary care contracts, align with local system - STP, JHWBS, Increasing use of digital technology to increase reach and reduce costs
3. Review teenage pregnancy activity
4. improving take up of services by target groups to address health inequalities and outcomes
5. Review work with District/Borough Councils
6. Roll out domestic abuse champions to schools and the NHS
7. Update suicide audit to include more detail on occupations that may be at most risk
8. Review plans including the mass fatalities plan, pandemic influenza framework, fuel supply disruption plan and local emergency mortuary arrangements.
9. Introduce a quality mark to recognise organisations that run services or events for lonely people
10. Workforce development including sector led improvement and OD plan

How we'll know if we've made a difference

Ensure all performance and outcome measures (including PHOF) are in the top quartile of national performance or are showing significant and sustained improvement. Including:

Trend Getting Worse

- Successful completion of drug treatment - non-opiate users
- Admission for alcohol-related conditions
- Employment rate: people with long-term health conditions

Trend not changing significantly OR not improving as fast as England

- Killed and seriously injured (KSI) on roads
- Motorcyclists KSI (aged 15-24)
- Car occupants KSI (aged 15-24)
- Suicide rate & self harm
- Emergency Hospital Admissions for Self-Harm
- Successful completion of alcohol treatment
- Reported domestic abuse
- Excess weight in Adults
- Hospital admissions caused by injuries in children (aged 0-14)
- Smoking prevalence at age 15
- Smoking in pregnancy
- Percentage of children where there is a cause for concern
- Child excess weight in 4-5 year olds
- HIV late diagnosis

Values and behaviours that underpin everything

Promote Health

187

Provide Services

Protect Health

Partnership

Plan on a Page

What we'll do

Vision: All Norfolk residents will have access to good information, reading, advice and learning opportunities, enabling them to live independent, fulfilling lives and reach their potential

Outcomes:

Health, social and economic inequalities are reduced

- People can access information, advice and services that help them to make good decisions and healthy choices
- Everyone can access community resources and opportunities to enhance their skills and life chances

CIL services are financially sustainable and efficiently run

Priorities:

- Support demand management in social care by proving practical, effective alternatives to support independence and resilience
- Improve the functional skill levels of Norfolk residents – literacy, numeracy, digital
- Raise the aspirations of Norfolk residents, both for themselves and their children

How we'll do it

We will offer timely and relevant **information and advice**. We will continue to evolve NCCs customer facing offer (contact centre, digital platform, service directory and network of libraries) to ensure Norfolk residents and communities can find good quality information, advice and support in accessible ways. We will lead the Norfolk Futures: Smarter Information and Advice workstream to help manage demand in social care

We will **support inclusion and community development**. We will work with public and voluntary sector partners to continue to reduce social isolation, grow our volunteer network and deliver local initiatives like “just a cuppa”. We will target vulnerable groups and those furthest from education and employment. We will also review our mobile library offer to ensure we are meeting the needs of rural communities.

We will offer activities to improve **health and wellbeing**. We will provide welcoming spaces delivering practical activities ranging from yoga and bounce & rhyme, to writers groups and carer’s cafes. We’ll provide opportunities for people to connect within their community and make friends. We’ll play an active part in delivering social prescribing and continue to support the delivery of the healthy child programme in conjunction with Public Health, and mange the Health Information Leaflet service.

We will deliver learning to **improve skills and confidence**. We will equip people for real jobs and improve skills. We’ll focus on delivering literacy, numeracy and digital skills to target groups, and empower people with learning difficulties or disabilities to be independent. We will continue to deliver “Norfolk reading pathway” in libraries and work with NCC Education to support the parents of KS2 children. We’ll will grow our apprenticeship offer

We will **champion excellent customer service** and improve standards across NCC. This means a relentless focus on quality, failure demand and customer feedback. We’ll deliver a robust “front door” to the organisation and share customer insights with the rest of NCC and contribute to strategic planning. We will invest new technology to improve the quality and profitability of our Leisure stream offer, and the wider commercial agenda.

How we'll know if we've made a difference

Targets for CIL

- Increased literacy and numeracy levels
- Increased customer satisfaction with council services
- Increased digital inclusion levels for target groups
- Reduce social isolation
- Increased independence and inclusivity for residents with learning difficulties and/or disabilities
- Ofsted rating of “Good” - NCLS

Norfolk Futures : smarter Information and Advice Targets

- Increase online contacts for information and advice
- Reduction in MASH contacts resulting in NFA
- Reduction in Adults receiving “only” I&A post SCCE

Values and behaviours that underpin everything

Collaboration

188customer focus

Accountable

Plan on a Page

What we'll do

Vision: People in Norfolk will enjoy reading for pleasure and have increased literacy, be digitally literate and will be able to live independent and fulfilling lives as a result of accessing our services

Outcomes: Library services contribute to 7 outcomes that are critical to the individuals and communities in Norfolk

- cultural and creative enrichment
- increased reading and literacy
- improved digital access and literacy
- everyone achieves their full potential
- healthier and happier lives
- greater prosperity
- stronger, more resilient communities

NLIS is financially sustainable and efficiently run

Priorities:

- Refocus NLIS to deliver the 6 library Universal offers overlain by the Children's Promise
- Improve the functional skill levels of Norfolk residents – literacy, numeracy, digital
- Raise the aspirations of Norfolk residents, both for themselves and their children

How we'll do it

Information and Advice: Reduce demand for specialist services by developing information and advice:- role with Norfolk Directory and developing strategic partnerships with Citizens Advice; We Are Digital for Visa support; DWP for Universal Credit; Public Health to develop a menu of services suitable for social prescribing and increased focus on improving sexual health as well as tackling social isolation / combating loneliness.

Inclusion, community development and cultural enrichment. We will work with public and voluntary sector partners to continue to reduce social isolation and provide opportunities for people to connect within their community and make friends. We will grow our volunteer network .We will also review our mobile library offer to ensure we are meeting the needs of rural communities as well as developing our role in reducing digital exclusion

We will offer activities to improve **health and wellbeing**. We will provide welcoming spaces that deliver practical activities in localities.. We'll play an active part in delivering social prescribing. Sharp focus on impact – developing IMPACT evaluation tool to improve evidence based decision making. Develop a new Children's Centre Service offer and a children's after school offer

We will deliver learning to **improve skills and confidence** . We will equip people for real jobs and improve skills . We'll focus on delivering literacy, numeracy and digital skills to target groups, and empower people with learning difficulties or disabilities to be independent. We will continue to deliver "Norfolk reading pathway" and develop a shared digital learning approach with NCLS as well as developing the CISCO Academy

Cost-effective delivery – re-procurement of self service and delivery of on-line payments; roll-out of Open Libraries to increase access and extend free WIFI / PC access to digitally engage citizens and improve life chances; review of Millennium Library to maximise use of resources. We will increase the availability of room hire and share premises with others

How we'll know if we've made a difference

Targets for Libraries

- Increased active use of libraries (number of people that have used the library in the last 12 months)
- Measurable impact on social isolation/community confidence
- Increased income generation
- Participation in digital inclusion activities and offers
- Increased activity levels – number of people at events
- Increased uptake of mobile library app "Libby"
- Reading Pathway completers
- Increased number and range of volunteers and volunteer supported activity
- Increased number of young people's engagement activities

Values and behaviours that underpin everything

Collaboration

189 Customer focus

Efficient and Accountable

Plan on a Page

What we'll do

Vision: Norfolk resident will have access to good teaching, learning, assessment, support and progression, enabling them to live independent, fulfilling lives and reach their potential

Outcomes:

Health, social and economic inequalities are reduced

- People can access information and programmes and support services that help them to make good personal and career decisions for and healthy choices
- Learners get on the right course and leave with the skills and qualification needed for their next step
- All groups of learners achieve equally

Priorities:

- Improve the functional skill levels of Norfolk residents – literacy, numeracy, digital
- Equip people for real jobs and enterprise, increase workforce upskilling and improve productivity
- Reduce health inequalities and social mobility
- Raise the aspirations of Norfolk residents

How we'll do it

Learner Journey. We will offer timely and relevant **information and advice and guidance compliant with the Matrix Standards.** We will continue to assess each learner's academic needs and life/career goals in devising a personalised package of learning and support. Each learner will have a suitable Individual Learning Plan on programme and a 'exit out' interview towards the end for internal/external progression to another programme or job.

We will improve **social mobility and inclusion through community learning.** We will work with public and voluntary sector partners to continue to reduce social isolation, grow our volunteer network and deliver localised responses such as the Citizen's Curriculum. We will target vulnerable groups and those furthest from education and employment. We will offer programmes to improve **health and wellbeing** through course design and social prescribing. **We will use family learning to support prevention and early intervention in family life.**

We will deliver learning to **improve skills for everyday living and work.** We will equip people for real jobs and improve skills. We will continue to deliver careers advice, employability workshops and introduce the Job Shop. We'll focus on delivering literacy, numeracy and digital skills to target groups, and empower people with learning difficulties or disabilities to be independent. We'll will grow our apprenticeship and bite size provision and broaden our vocational qualifications and enterprise offer to meet LEP, NCC, DWP and ESFA priorities.

We will also offer informal learning through the LeisureStream brand for residents, including children, and with higher levels of disposal income seeking the benefits of informal learning. We will invest new technology to improve the quality and profitability of our Leisure stream offer. We will seek an increase proportion of private income through commercial activity.

We will continue **champion excellent customer service across all aspects of the learner journey** and improve the standard of teaching, learning and assessment across NCLS. This means a relentless focus on quality, customer feedback, staff development and staff performance management. We'll use customer insights to plan a responsive curriculum and expand technological tools to improve recruitment, learner experience and flexible learning.

Values and behaviours that underpin everything

Collaboration

190 Customer Focus

How we'll know if we've made a difference

Targets for NCLS

- Ofsted inspections – target of "good" for key areas
- Matrix Accreditation for Information, Advice and Guidance
- Qualification Pass Rates (ESFA)
- Attendance/retention rates
- Individual Learning Plans (incl. social metrics)
- Internal progression & external Destinations Data
- ESFA Learner and employer satisfaction ratings
- Job/apprenticeship outcomes
- Volunteer/Com Learning Champ
- NCLS financial position is strong and operating within budget
- Increased income generation

Efficient and Accountable

Plan on a Page

What we'll do

Vision: Customers are able to easily access information, services and transactions provided by Norfolk County Council. Services are available digitally and feel personalised to the customer and their needs.

Outcomes:

- Customers are able to access services at a time and place that suits them – digital options are available for the majority of services/ offers
- Customer services supports and enables the efficiency initiatives of other NCC departments
- Services are delivered in a timely and efficient way that meets the individuals needs

Priorities:

- Support demand management in social care by proving practical, effective alternatives to support independence and resilience
- Capturing customer information, feedback and behaviours to drive continuous improvement and efficiency across the organisation

How we'll do it

Offer timely and relevant **information and advice**. We will continue to evolve NCCs customer facing offer across all channels (contact centre, digital platform, service directory and work with the network of libraries) enabling Norfolk residents and communities to find good quality information, advice that manages demand and supports behaviour change. Providing a website and community service directory that provides information to customers irrespective of their demographics or need

Support **health and wellbeing**, by supplying targeted, well delivered and specific information to meet the health and wellbeing needs for the residents of Norfolk, Examples of these include Health information, the community service directory, drivers and rider awareness training and corporate website, as well as live chat to support customers to obtain the information they need online

Support customers to access information and advice to **improve skills and confidence** . We will also signpost to a comprehensive and easy to use community service directory, with guided searching options for those less confident in digital access channels. Accessibility will be at the forefront of our decision making to support customers with learning difficulties or disabilities to be independent with use of specific expertise, knowledge and insight.

Champion excellent customer service and improve standards across NCC using facts to inform discussion (quality monitoring, failure demand and customer feedback) to support service change. We will implement customer care standards with HR to ensure that all employees have the customer at the forefront of their mind during every transaction. Direct customers to the right information first time using accessible forms and guided information searches.

Deliver a **cost effective front line service**. Be clear with customers on the most effective and responsive method of contacting us. We will direct customers to information and advice to meet their needs at the first point of contact to avoid their needs worsening. Provide a single corporate website delivering targeted information in a branded and accessible way. Use customer insight to monitor demand and channel shift.

How we'll know if we've made a difference

- Increased frontline resolution “one and done” – particularly for social care areas
- Increased customer satisfaction across the access channels
- Reduction in the number of email addresses published
- Channel shift: increased proportion transactions done online
- Socitim – pass both stages of accessibility tests
- Socitim 4 star customer journeys
- Customer Service Excellence accreditation achieved
- Increased number of services offered through the “my Norfolk Portal”
- Increased take up of live chat
- Reduce system failures (failure demand)

Values and behaviours that underpin everything

Collaboration

191 customer focus

Efficient and accountable

Plan on a Page

What we'll do

Vision: To build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities

Outcomes and priorities:
Enabling economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
Safeguarding communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
Protecting public safety, health and well-being and ensuring trading is legal, honest and fair

How we'll do it

Providing businesses with access to information and compliance advice to help them succeed; targeting support to start-up, small, high-risk and non-compliant businesses
Providing calibration, verification and testing services to businesses and other agencies
Protecting consumers and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime

Safeguarding vulnerable people by tackling rogue traders and scams
Building community resilience, including through our Consumer and Community Champions, No Cold Calling Zones, HomeShield and Trusted Trader schemes

Safeguarding communities and public health by tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illegal alcohol and tobacco
Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers
Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health
Ensuring the safety of consumer products, fair trading and legal measurement of goods through a programme of intelligence-led market surveillance and enforcement activities

How we'll know if we've made a difference

Businesses understand and comply with trading standards, boosting economic growth and benefiting consumers
Traders who flout the law are punished and/or brought to compliance
People can recognise scams and rogue trading and protect themselves and others from financial abuse
Illegal and/or unsafe goods, including food, alcohol and tobacco are removed from the marketplace

Values and behaviours that underpin everything

Promoting independence for vulnerable adults

Smarter information and advice

Commercialisation

Plan on a Page

What we'll do

Vision: Working together to support Norfolk County Council's Strategic Plan; Supporting the development of strong and aspirational communities, protecting and providing access to the environment, growing the visitor economy.

Outcomes:

- Norfolk's heritage interpreted and accessible for all, and preserved for future generations
- A thriving, nationally and internationally recognised arts sector
- Equality of access to natural and cultural landscapes
- Norfolk's *Creative Economy* and *Place Strategies* supported
- Reduced levels of physical inactivity

Priorities:

- Developing Norfolk as a high quality cultural visitor destination
- Mitigating and adapting to climate change and enhancing Norfolk's biosecurity
- Embedding physical activity as part of integrated approach to reducing inequalities
- Delivering the Heritage Lottery Fund supported £13.5m *Norwich Castle Gateway to Medieval England* project

How we'll do it

Contributing to the Norfolk Futures vision, especially via the Commercialisation strand; **Working closely with NCC partners**, especially other CES Services, including Libraries and Information, Norfolk Community Learning Services and Public Health; **Working in partnership with District Council partners** as part of the Localism Strategy.

Health and Wellbeing – we will lead the work of the NCC Culture, Health and Wellbeing Group, developing joint working and commissioning opportunities which contribute to health and wellbeing outcomes for Norfolk; We will identify investment and funding opportunities to develop new Culture, Health and Wellbeing initiatives to combat loneliness and isolation, including social prescribing.

Commercial and entrepreneurial – we will work in an entrepreneurial way, developing new and existing income streams, maximising our commercial income and securing new external investment whenever possible. We will work in partnership with Higher Education, the third sector and business to deliver our vision.

Staff training and development – we will develop our staff and volunteers through training and mentoring; We will work hard to diversify our staff and volunteers as set out in our Service Equalities Plans.

Digital Innovation – we will use new digital technologies to work more efficiently and effectively, to reach more of our communities and to safely preserve the most important material relating to Norfolk's past for both the current and future generations.

Values and behaviours that underpin everything

Partnership and Collaboration

193
Strategic and Professional

Entrepreneurial and Innovating

How we'll know if we've made a difference

Targets for Culture & Heritage

- Locally relevant targets responding to the Government's environment plan: **"A Green Future: Our 25 Year Plan to Improve the Environment"**
- Maintaining the investment in Norfolk by **Arts Council England, Heritage Lottery Fund** and **Sport England**
- Delivery of the targets set out in the project plans for **StartEast: Growing the Creative Economy** and the Look Sideways East **Cultural Tourism** programme
- Maintaining and growing the numbers using our Services, with a focus on our diverse **learning programmes** and key identified groups including Looked After Children, Foster Families and Schools.
- Measurements relating to perceptions of Norfolk externally e.g. the annual Tourism **Volume & Value survey**.
- Impact on relevant national strategies, e.g. the **Industrial Strategy**.

Plan on a Page

What we'll do

Vision:

Inspiring pride in Norfolk's heritage through 10 award-winning museums

Outcomes:

- The widest possible audience engaged and benefiting
- Young people learning and inspired
- Norfolk developed as a high quality cultural destination
- Norfolk's heritage preserved for future generations
- Contributing to Norfolk's Place strategy & supporting Creative Industries

Priorities:

- Learning programmes across the County
- Delivery of our Heritage Lottery Fund supported £13.5m *Norwich Castle Gateway to Medieval England*
- Delivery of our Arts Council England business plan for 2018-22
- Delivery of our Heritage Lottery Fund supported programme for young people

How we'll do it

- Contributing to the *Norfolk Futures* vision, especially via the Commercialisation strand
- Working with NCC partners, especially other CES Services including Libraries and Information, NCLS and Public Health
- Working in partnership with District Council partners as part of the Localism Strategy and through the Joint Museums structure

- Maximising commercial income via admissions, retail, catering and conference & banqueting
- Developing our external Conservation and Design services
- Working with our Registrar colleagues to develop our wedding offer across the County
- Supporting delivery of NCC's Health & Wellbeing priorities

- Developing our staff and volunteers through training and mentoring
- Diversifying our staff and volunteers as set out in our Equalities Plan
- Developing our award-winning Teaching Museum and skills programmes
- Providing new, high-quality opportunities for young people to get involved with the work of NMS

- Developing our collections as set out in our Collections Management Plan
- Developing our digital capacity and skills as laid out in our Digital Strategy
- Maintaining and developing the historic buildings in our care
- Supporting the development and delivery of the Deep History Coast project
- Working with partners to deliver growth in the Visitor Economy

How we'll know if we've made a difference

Include targets here.

- Delivery of visitor number targets (c.400,000 p.a.)
- Delivery of school visit targets (c.45,000 p.a.)
- Delivery of income generation targets
- Successful delivery of major £13.5m Norwich Castle capital development & programme
- Numbers of young people benefitting from Kick the Dust (c.700)
- Arts Council England maintaining funding in NMS as a National Portfolio Organisation (NPO)
- Delivery against the agreed NCC Health & Wellbeing targets
- Number of museums across the East of England benefitting from the SHARE Museums East programme

Values and behaviours that underpin everything

Providing leadership

194 Professionalism

Working in Partnership

Plan on a Page

What we'll do

Vision: The arts play a pivotal role in the social, educational, economic, health and environmental life of the County.

Outcomes:

- Thriving, nationally/internationally recognised arts sector;
- High quality arts delivery meeting needs of local communities, and visitors;
- Significant external investment achieved
- Arts sector commissioned to creatively address social, economic, health, and learning priorities in Norfolk;
- Profile of Norfolk as culturally vibrant county further enhanced.

Priorities:

- Continued investment into arts sector;
- Access to high quality arts for all;
- Drive sustainable economic development through cultural tourism and business support for creative enterprises;
- Work with national and regional partners to promote and demonstrate the role of culture in enhancing health, **social care** and wellbeing.

How we'll do it

- Provide a strategic service to support the continued development of the arts and cultural sector in Norfolk;
- Support development of Norfolk's economy through continued investment in its cultural infrastructure through NCC Arts Grants and Project Funds;
- Maximise all match-funding opportunities and continue to lever in significant external investment to the county.

- Facilitate and lead new strategic partnerships to ensure excellent county-wide cultural provision and opportunities **for all**;
- Encourage and promote a diverse and vibrant arts sector offering high quality arts experiences for residents and visitors;
- Support key organisations to deliver diverse and ambitious arts programmes which boost the profile of the county regionally, nationally and internationally.

- Provide continued administrative support to the New Anglia LEP Cultural Board;
- Work with the New Anglia LEP and key regional partners to further develop a cultural tourism offer for Norfolk and Suffolk through Phase 2 of Arts Council England's Cultural Destinations **programme**;
- Act as lead partner **for** the ERDF/ACE funded StartEast initiative to deliver targeted, specialist business support to SMEs and start-ups in the cultural sector (3 years 2016-19). Explore potential **and identify new funding sources** for StartEast Phase 2.

- Lead the work of the NCC Culture, Health and Wellbeing Group including setting up a new Strategic Partnership and Network for Norfolk;
- Develop joint **strategic** commissioning opportunities to enable cultural sector to **collaborate fully** in delivering health, **social care** and wellbeing outcomes for Norfolk;
- Identify investment and funding opportunities to develop new Culture, Health and Wellbeing initiatives to combat loneliness and isolation, including social prescribing.

How we'll know if we've made a difference

Include targets here.

- Continued NCC investment to maximise leverage opportunities;
- Continued provision and further development of excellent county-wide cultural provision for all;
- Excellent strategic support, advice + networking opportunities delivered to artists + arts organisations in Norfolk via the Norfolk Arts Forum;
- Continued role as a key delivery partner in New Anglia LEP Cultural Tourism, StartEast and **other emerging strategic** initiatives;
- New opportunities for **arts and culture** to contribute to addressing health, **social care** and wellbeing outcomes for Norfolk developed.
- **Work progressed re implementing national 'Creative Health' strategic recommendations including inclusion of arts and culture in new Norfolk Health and Wellbeing Strategy.**

Values and behaviours that underpin everything

Partnership working

195
Maximising Investment

Strategic Support

Plan on a Page

What we'll do

Vision: work in partnership to improve lives through sport and physical activity

Outcomes:

1. Reduce levels of physical inactivity across the population
2. Increase physical activity's contribution to health, social, environmental and economic outcomes

Priorities:

1. Embedding physical activity as part of integrated approach to reducing inequalities
2. Growing the influence of the service

How we'll do it

Leadership: Providing clarity and energy to drive the required change and grow the recognition of challenge/opportunity

Building Partnerships: Bring together a wide-range of organisations from across sectors based on outcome synergy

Growing Insight & Measuring Impact: Understanding the needs and challenges facing communities, as well as learning what works and why.

Influencing the System: Advocating for physical activity consideration in policy and commissioning across stakeholders

How we'll know if we've made a difference

- Year-on-year increase NPS Score
- Decrease in % of population 'inactive' as measure through Sport England's Active Lives Survey
- Increase in £ sport & p.a. contributes to Norfolk GVA
- Improvements in locality-specific indicators based on range of health, social and economic needs

Values and behaviours that underpin everything

Collaboration

196

Leadership

Innovation

Plan on a Page

What we'll do

Vision:

A trusted place of record which ensures that archival evidence essential to citizenship and heritage is collected, preserved and widely accessible.

Outcomes:

Norfolk's Heritage is enriched
People are confident that important information is preserved.
People derive educational, social and cultural benefits from the use of archives.
People have access to information they need for personal, business, legal and cultural purposes

Priorities:

Developing digital preservation workflows.
Improving access via metadata enrichment & service innovation.
Supporting the Archive Ecology throughout Norfolk.
Promoting the use of archives for wellbeing and education

How we'll do it

By enabling the NRO to continue receiving archives in all formats, both analogue and digital, and ensuring their preservation for future generations.

By helping established and new audiences to derive benefit from the use of archives.

By using modern technologies and public engagement to make information more easily discoverable.

By supporting and sustaining the diverse and widespread activity of those engaged in collecting and using archives (Norfolk's Archive Ecology)

How we'll know if we've made a difference

Digital and analogue files being preserved and made accessible in line with international standards.

A substantial increase in the amount of transactional level metadata available and being accessed.

A programme of educational and engagement activities delivered which demonstrate wellbeing and educational benefits.

Pilot projects running which support Norfolk's Archive Ecology.

Plans in place to address the long term storage needs of the service

Values and behaviours that underpin everything

Trust and Openness

197

Enrichment

Innovation

What we'll do

Vision:

Gypsy, Roma Traveller communities live in a safe environment on public sites and in harmony with the settled community.

Outcomes:

- Publically owned sites provide a safe environment for people to live
- Swift responses are always made to unauthorised encampments
- Good relations between travelling and settled communities
- All Gypsy, Roma Traveller children attend school or appropriate educational provision.

Priorities:

- Review current priorities, income and challenges, to inform forward strategy
- Review the Norfolk protocol on unauthorised encampments
- Continue to be ambitious for GRT young people to access education, training and employment
- Reduce health inequalities
- Analyse and compare the lifelong outcomes of GRT/settled populations in Norfolk
- Review condition of publically owned sites
- Develop an NCC handbook for GRT services

How we'll do it

By working with management teams, services, statutory and voluntary agencies and local communities to make evidence-based decisions about emerging priorities and strategies for site management, unauthorised encampments, community relations, young people's attendance at school and health inequalities.

By ensuring compliance with relevant policies, procedures and contractual agreements through monitoring, communicating changes and identifying and instigating solutions where needed

By working with education partners to increase and monitor the admission and attendance of GRT children in schools or appropriate educational provision and targeting pupils with the lowest attendance.

By managing the team's resources to ensure that the correct skills and resources are in the right place at the right time, working in a consistent way to meet delivery timescales and maximise efficiency. Finding better ways to meet customer needs, being innovative and accountable for what we do.

Values and behaviours that underpin everything

Ambitious for young people

Collaboration

How we'll know if we've made a difference

Forward strategy

- Clear understanding of how GRT and settled communities lifelong outcomes in Norfolk compare, and the gaps to be addressed by public agencies in relation to education, health and employment
- A business model that maximises available resources

Site Management & income

- Keep rental income on or above 85%

Unauthorised encampments

- Meeting the 2 day deadline to visit sites and the 5 day deadline to hold case conferences
- Revised protocol published by October 2018

Education

- Increase admission and attendance of children at school and increase the percentage attendance of those falling below the minimum.

Accountable

Plan on a Page

What we'll do

Vision: to be amongst the most efficient and effective Councils in discharging the responsibilities of our regulatory services

Outcomes: An efficient and effective Coroner's service within the reduced available funding.
A County Registration Service that delivers a high standard of statutory services and takes full advantage of commercial opportunities.
All those attending events at regulated sports stadia do so in a safe environment.

Priorities: Increasing income from our commercial activities Marry in Norfolk and Celebrate in Norfolk reducing costs where possible.
Working with partners to improve resilience and efficiency of the Coroners service.
Having well trained, effective and flexible staff who can respond to the changing needs of our customers.
Keeping safety certificates up to date and relevant and in line with new definition of safety and ensuring stadium operators comply with their safety certificates

How we'll do it

Making best possible use of digital technology

Leading a systems based approach across the County to increase the efficiency and resilience of the Coroner's service

Work closely with internal and external partners to market our brands to attract business from both within and outside the County to increase the number of ceremonies

Review safety certificates annually and review safety documentation and carry out regular stadium inspections

How we'll know if we've made a difference

Reduction in the cost per body Cost per body for the Coroner's service by 3.25% in 2018/19

Achieving the ambitious surplus targets set for the Registration Service – Additional £160k in 2018/19

Reduction in inquests of 12 months and over by 15% in 2018/19

Meeting the suite of GRO governance requirements

Values and behaviours that underpin everything

Increasing opportunities for staff to perform better, whilst addressing poor performance

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Ready and able to adapt and changing demands

Listening to one another and working together at all levels

Communities Committee

Item No.

Report title:	Risk Management
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact 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 Communities departmental risk register reported by exception, as at March 2018, following the latest review conducted during February 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- a) **The new risk RM14293 - The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda, being reported to the Digital Innovation and Efficiency Committee.**
- b) **The new risk RM14337 reported to this Committee by exception from the Communities departmental risk register;**
- c) **whether the recommended mitigating actions identified in Appendix A for the risk presented are appropriate, or whether alternative Risk Management actions are required (as per Appendix C);**
- d) **The summary of Communities departmental level risks (Appendix E)**

1. Proposal

- 1.1 The Community and Environmental Services (CES) Departmental Management Team (DMT) continues to be engaged in the preparation and management of the Communities departmental level risk register.
- 1.2 The recommendations for Members to consider are set out above.

2. Evidence

- 2.1. The Communities committee risk data detailed in this report reflects those key business risks that are managed by the Community and Environmental Services Departmental Management Team, and Senior Management Teams of the services that report to the Committee including amongst others Norfolk Fire and Rescue services, Health services, Community, Information and Learning services, and Culture and Heritage Services. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The

Communities departmental risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy and Procedures.

- 2.2. The Communities departmental risk register currently contains six risks. One of these risks (RM14337) is currently reported to this Committee by exception as it meets the exception criteria of having a current score of 12 or more, with a prospects score of achieving the target score by the target date of amber or red. This risk can be seen in **Appendix A**. A further risk on the Communities departmental risk register meeting the exception criteria (RM14293 - The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda) has been proposed to be reported to the Digital Innovation and Efficiency Committee, where it would be best addressed.

A reconciliation of risk changes to all departmental level risks since the October 2017 Committee can be located in **Appendix B**.

- 2.3. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix C**.

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.

5. Background

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix D**.

Officer Contact

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

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

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

Officer name : Thomas Osborne **Tel No. :** 01603 222780

Email address : thomas.osborne@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.

Note 1:

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 introduced.

Risk Number	RM14337		Date of update		12 February 2018					
Risk Name	Demand Management									
Risk Owner	Ceri Sumner		Date entered on risk register		26 January 2018					
Risk Description										
There is a risk of backlogs developing in the Social Care Centre of Excellence while Social Care trials a new operating model (3C). This is on top of high demand for Social Care and staff pressures due to a new Social Care computer system (Liquid Logic / LAS). This may lead to an overload of cases at the front door putting additional pressure on staff and decreasing service to customers.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	4	5	20	3	4	12	Apr-18	Amber
Tasks to mitigate the risk										
Regular monitoring of backlog and communication of backlog levels between Customer Services and the Assistant Director of Adult Social Care.										
SCCE management team will keep oversight of the activity and allocate urgent referrals.										
Progress update										
Fortnightly meetings with AD of Social Care and AD Community, Information and Learning to monitor and agree safe practice. LAS issues and associated throughput impact being improved. Reporting being finalised to monitor demand, then weekly report.										

Appendix B – Risk Reconciliation Report

Significant changes* to the Communities departmental risk register since it was last presented in January 2018.

New risks

There are two new risks that have been added to the Communities departmental risk register;

RM14293 - The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.

A risk has been identified that the organisation will not have the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda. This risk has been proposed to be reported to the Digital Innovation and Efficiency Committee, where it would be best addressed.

RM14337 - Demand Management

A risk has been identified with regards to demand management in the Social Care Centre of Excellence (SCCE). The risk centres on a lack of capacity in the SCCE whilst social care changes are implemented, resulting in a backlog of cases to be reviewed, with both staff and service users affected.

Score Changes

There is one score change to report;

RM13974 - Failure to assure standards of operational competency for fires in the built environment

This risk has reduced from a current score of 12 to a score of 9 (likelihood reducing from 4 to 3). Work has progressed in the procurement of gas cribs for further live fire training.

* A significant change can be defined as any of the following;

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description or mitigations (where significantly altered).

Risk management discussions and actions

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

Suggested prompts for risk management improvement discussion

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

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

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

Risk Management improvement – suggested actions

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

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

Suggested follow-up actions

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

Appendix D – Background Information

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.

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.








Risk Appetite

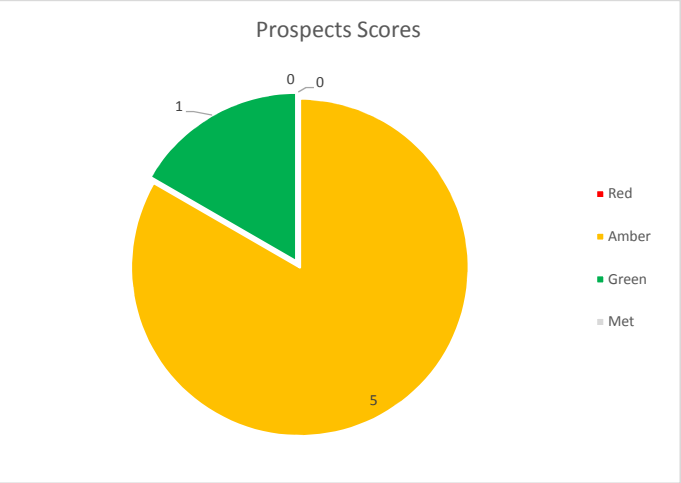
Risk Appetite is strategic and directly related to the achievement of the Council's objectives, including the allocation of resources. The risk appetite set by each Committee explicitly articulates the attitudes to and boundaries of risk that the Committee expects Executive Directors to take.

Risk Tolerance

Risk Tolerance is the tactical and operational boundaries and values which enable the Council to control its risk appetite in line with the organisational strategic objectives.

Norfolk County Council, Communities Committee Risk Management Summary (Appendix E) March 2018

Risk Register Name		Communities Committee									Red	 Worsening	
Prepared by		Thomas Osborne									Amber	 Static	
Date updated		February 2018									Green	 Improving	
Next update due		April 2018									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													
Social Care Centre of Excellence	RM14337	Demand Management	There is a risk of the Social Care Centre of Excellence (SCCE) being under capacity while Social Care changes and trials a new operating model (3C). This is on top of high demand for Social Care and staff pressures due to a new Social Care computer system (Liquid Logic / LAS). This may lead to a back log of cases at the point of demand, putting pressure on SCCE staff.	4	5	20	3	4	12	Amber		Ceri Sumner	
Community, Information, and Learning	RM14293	The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.	There is a risk of the organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.	5	3	15	2	3	6	Amber		Ceri Sumner	
Norfolk Fire and Rescue Services	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	3	9	2	3	6	Amber		Les Britzman	
Trading Standards	RM14181	Single points of knowledge and a lack of capacity to respond to major incidents	Limited service capacity could lead to enforcement areas where there are single points of knowledge. Loss of key individuals would then result in an inability to deliver the appropriate service and increased pressure on remaining staff. Current staff have limited ability to respond to a major incident (such as a food safety alert or animal disease outbreak such as avian influenza).	2	5	10	1	5	5	Green		Sophie Leney	
Cultural Services	RM14130a	Lack of consistency and delivery of IMT related systems and services for Cultural Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Cultural Services.	3	3	9	2	3	6	Amber		Steve Miller	
Customer Service Centre	RM14223	Payment Card Industry compliance of call monitoring system	The current call monitoring system is not up to current PCI compliance standards, potentially leaving the organisation exposed from a compliance perspective.	2	3	6	1	3	3	Amber		Andrew Blaxter	



Communities Committee

Item No.....

Report title:	Performance management
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services

Strategic impact

Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.

Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly, or where performance is deteriorating, are presented to committee. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are collected and are available if requested.

Of the 18 vital signs indicators that currently fall within the remit of this committee, 9 indicators have met the exception criteria. Of those 8 have met the exception criteria based on new data and so will be considered in this report:

- Number of people killed and seriously injured on Norfolk's roads
- % of active children and young people library users against population
- Performance against our Emergency Response Standards
- On call (retained) fire station availability
- Customer satisfaction (with access channels)
- Successful completion of substance misuse treatment - % of adult substance misuse users (opiate, non-opiate and alcohol) that left treatment successfully and did not re-present to treatment within 6 months
- Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17
- Smoking status at time of delivery - % of women who smoke at time of delivery

Recommendations:

1. **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).**

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

1. Introduction

- 1.1. This performance management report is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 18 vital signs indicators.
- 1.2. This report contains:
 - A Red/Amber/Green rated dashboard overview of performance across all 18 vital signs indicators
 - Report cards for those 8 vital signs that have met the exception reporting criteria and are considered in this report.
- 1.3. The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 18 vital signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The full list of vital signs indicators was presented to committee at the 16 March 2016 meeting. Since then, the indicators have been subject to ongoing review, by the Chairman and Vice-Chairman and the Community and Environmental Services departmental management team. As anticipated, the implementation of the new performance management system has tested the suitability of some of the vital signs indicators.

The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance. An annual review of all CES vital signs was undertaken through July and August to confirm the suitability of indicators, their targets and technical definitions and to ensure that all vs indicators continue to effectively monitor performance. A list of all existing and proposed vital signs indicators is available in Appendix 2.

- 2.3. The current exception reporting criteria are as below:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive periods (months/quarters/years)
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
 - Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.
- 2.4. Communities Committee performance dashboard.

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.
 The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Target
{PH} Number of people killed and seriously injured on Norfolk's roads	Smaller	418	416	405	407	407	421	425	419	415	399				352
{FBP} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	34.4%	35.2%	30.5%	25.1%	27.2%	31.6%	31.6%	32.2%	31.9%	32.5%	32.7%	32.3%		25.1%
		91.7m / 290.3m 91.7m / 290.3m 93.6m / 290.6m 92.5m / 289.8m 94.8m / 291.9m 95.4m / 292.1m 95.4m / 292.1m													
{CIL} Library Visits - physical and virtual	Bigger	11.17m	12.27m	13.46m	1.1m	2.26m	3.44m	4.66m	5.89m	7.17m	8.57m	9.77m	10.68m		10.37m
{CIL} % of active children and young people library users against population	Bigger	32.8%	32.9%	33.0%	32.7%	32.5%	32.2%	33.2%	33.0%	32.8%	32.8%	32.7%	32.1%		33.4%
		55110 / 167941 55290 / 167941 55406 / 167941 54896 / 167941 54572 / 167941 54449 / 169296 56183 / 169296 55913 / 169296 55572 / 169296 55598 / 169296 55311 / 169296 54266 / 169296													
{CH} Norfolk Record Office Visits – physical and virtual including learning groups	Bigger	106.5k	119.3k	131.7k	11.1k	22.2k	33.8k	44.5k	56.7k	69.5k	81.2k	93.5k	101.7k		91.2k
{CH} Museums visits – total visitors and school visits	Bigger	19.4k	27.6k	31.4k	38.0k	36.5k	35.3k	43.3k	64.5k	49.0k	40.2k	24.8k	17.8k		15.7k
{NFRS} Performance against our Emergency Response Standards	Bigger	80.6%	77.7%	78.4%	81.9%	81.0%	81.3%	80.1%	80.3%	76.4%	77.7%	77.2%	79.2%		80.0%
		354 / 432 387 / 478 409 / 503 418 / 522 417 / 519 331 / 433 296 / 381 277 / 359 389 / 491													
{NFRS} On call (retained) fire station availability	Bigger	85.3%	81.7%	81.8%	82.0%	81.8%	79.9%	79.9%	79.6%	82.7%	83.2%	86.4%	82.9%		90.0%
		693349 / 910655 102105 / 881279 1318522 / 855359 1588984 / 883871 1355932 / 883871 1750818 / 855359 1519789 / 883871 912997 / 855359 73.3m / 88.4m													
{PE} % of businesses that are compliant	Bigger	95.9%	96.0%	95.3%	95.1%	95.5%	95.5%	94.8%	94.7%	94.9%	95.0%	95.0%	95.2%		95.0%
		809 / 844	782 / 815	771 / 809	833 / 876	834 / 873	900 / 942	907 / 957	894 / 944	888 / 936	861 / 906	834 / 878	840 / 882		
{PH} Status of Norfolk Resilience Forum plans to which NCC contributes	Bigger	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%		85%
		23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24		

{CIL} Customer satisfaction (with access channels)	Bigger								84.7%	86.4%	86.2%	87.4%	87.8%		90.0%
{PH} Looked After Children Review Health Assessments (0-4 years) - % of Looked After Children Review Health Assessments (0-4) that were fully completed within timescales	Bigger	95.2%	88.9%	100.0%	96.4%	98.1%	100.0%	93.1%	92.1%	96.8%	100.0%				100%
		40 / 42	40 / 45	53 / 53	53 / 55	53 / 54	55 / 55	54 / 58	58 / 63	61 / 63	62 / 62				
{PH} Successful completion of substance misuse treatment - % of adult substance misuse users (opiate, non-opiate and alcohol) that left treatment successfully and did not re-present to treatment within 6 months	Bigger	18.0%	17.8%	17.8%	17.2%	17.7%	17.8%		18.9%	19.6%	18.8%				21.9%
		745 / 4135	734 / 4117	722 / 4062	695 / 4045	706 / 4000	705 / 3962		733 / 3875	748 / 3826	706 / 3758				
Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{PH} Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17	Smaller	20.3	19.8	18.8	20.0	21.3	21.3	22.4	21.6						18.0
{PH} Reducing inequity in smoking prevalence - % of 4 week quits coming from the 20% most deprived areas in Norfolk	Bigger	31.3%	34.7%	36.0%	30.6%	33.3%	34.8%	35.5%	31.5%	45.2%	29.3%	41.3%	31.5%		32%
		166 / 531	202 / 582	196 / 544	144 / 470	268 / 806	191 / 549	141 / 397	112 / 356	150 / 332	144 / 492	137 / 332	112 / 356		
{PH} Smoking status at time of delivery - % of women who smoke at time of delivery	Smaller	13.8%	14.1%	13.4%	14.0%	13.0%	12.7%	12.1%	11.9%	12.3%	12.7%	13.3%	13.6%		11.0%
		976 / 7103	959 / 6355	955 / 6335	970 / 6347	1101 / 7784	1105 / 8635	1059 / 8667	1034 / 8659	1050 / 8565	1074 / 8469	1121 / 8450	1137 / 8345		
{PH} NHS Health Checks received by the eligible population	Bigger			19.9%	22.4%	24.6%	27.3%	29.8%	31.8%	33.9%	36.2%	38.3%	40.5%		40%
				52633 / 264133	59074 / 264133	64994 / 264133	72121 / 264133	78605 / 264133	83885 / 264133	89490 / 264133	95622 / 264133	101175 / 264133	106857 / 264133		
Annual (financial / academic)	Bigger or Smaller is better	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Target
{CH} Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk	Bigger									£4.07m	£5.62m	£7.0m	£7.14m		£7.52m

2.5. Notes to accompany the Communities Committee performance dashboard.

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 (e.g. Individuals, communities and public service working better together) or that baseline data is being gathered (e.g. Active People participation data).

Key to services:

- CIL – Community, Information and Learning
- CH – Culture and Heritage
- FBP – Finance Business Partner
- HW – Highways
- NCLS – Norfolk Community Learning Service
- NFRS – Norfolk Fire and Rescue Service
- PE – Planning and Economy
- PH – Public Health

3. Report cards

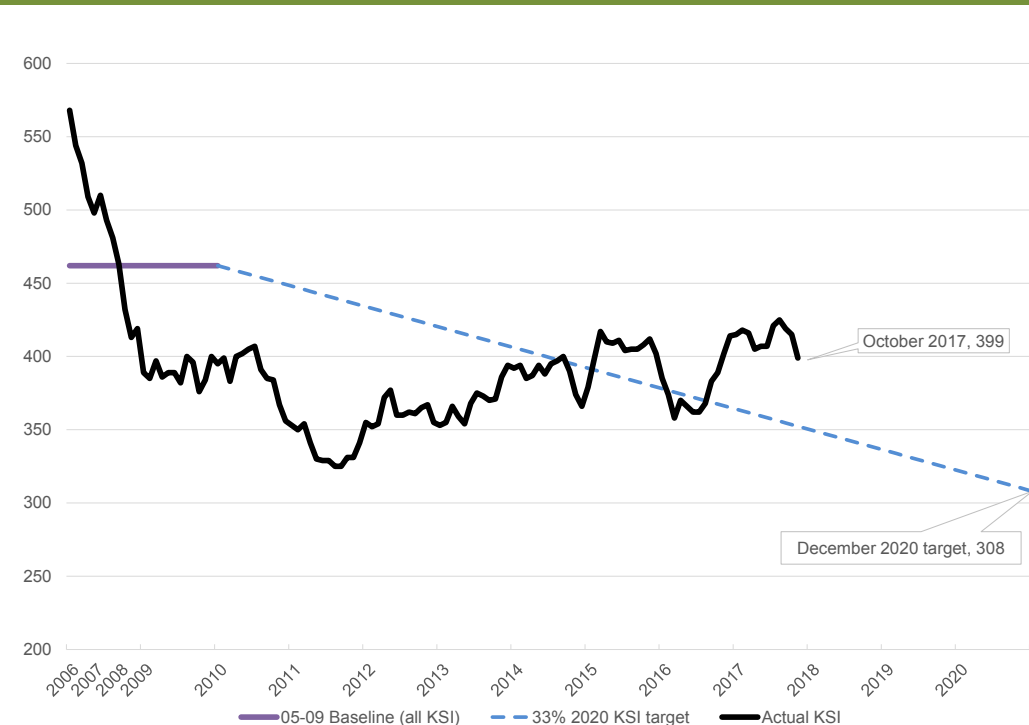
- 3.1. A report card has been produced for each vital sign. These provide a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.
- 3.2. Each vital sign has a lead officer, 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 reported to committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.
- 3.4. Provided in Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the report cards. There is also a list of suggested options for further actions where the committee requires additional information or work to be undertaken.

People Killed or Seriously Injured (KSI) on Norfolk's Roads

Why is this important?

In 2016, 37 people were killed and 377 were seriously injured in road collisions in Norfolk, representing a significant emotional and financial burden to local people and services. A target was set in 2010 to reduce Killed and Seriously Injured by a third – from 462 average in 2005-2009, by the end of 2020 to 308.

Performance



This graph represents the 12-month rolling figure for the number of KSI.

What is the background to current performance?

- Local authorities are required by statute to promote road safety, to undertake collision/casualty data analysis and devise programmes including engineering and road user education, training and publicity that will improve road safety.
- The vital sign reports the actual figure of killed and seriously injured, not performance measures for services. It is also not expressed as a rate.
- Factors which positively impact numbers include in-car safety standards and greater compliance with speed limits. Economic conditions can impact on casualty numbers by affecting access to certain modes of transport.
- The general rise in the number of KSI from early 2011 is greater than national figures. Norfolk KSIs have risen 6.2% compared with 2.9% nationally (to September 2016)
- Norfolk has a lower KSI rate per 100,000 people, and per billion vehicle kilometres than its statistical neighbour authority Lincolnshire, but is outperformed in both measures by other neighbours Somerset and Suffolk.
- Future performance cannot be accurately predicted due to the number of external factors which influence collisions on the road.
- Changes to police accident recording methodology will mean that national 2016 data will include certain metrics which will not be directly comparable to previous years, due to data quality issues.
- Norfolk ranked 6th (out of 31 peers) for Road Safety Education within the Highways and Transport survey

What will success look like?

- A downward trend in recorded KSI casualties against increases in vehicle kilometres and population increases;
- A saving to the local economy and local services of around £1.8 million per fatal casualty prevented, and around £206,000 for every serious casualty prevented.

Action required

- Continue with targeted local interventions and work with stakeholders
- Continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes
- Continue regular safety appraisal of new highway improvement schemes.

Responsible Officers

Lead: Diane Steiner – Deputy Director of Public Health

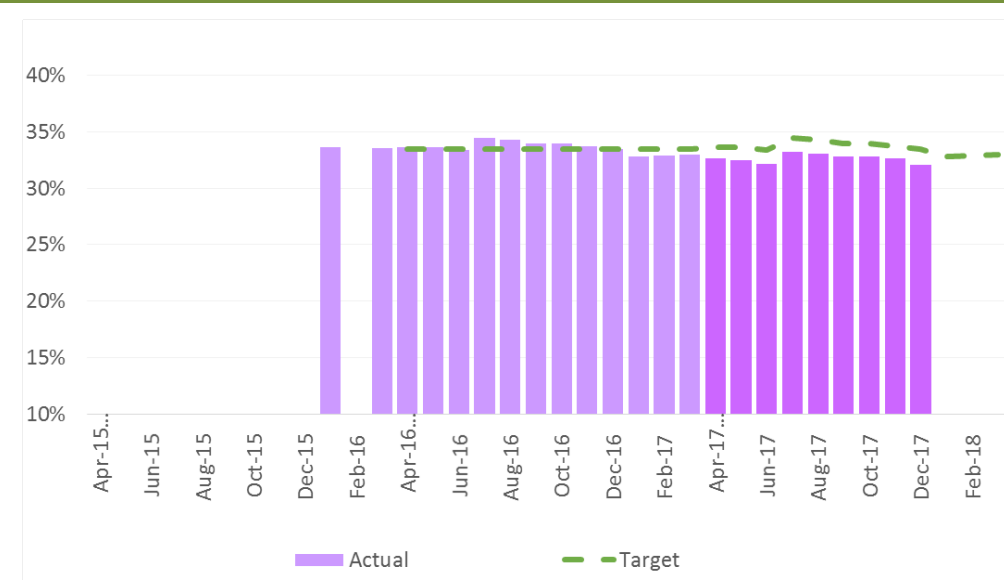
Data: Nile Pennington, Analyst Road Casualty Reduction

% of active children and Young people users against population

Why is this important?

To demonstrate contribution to Excellence in Education sub outcomes and improvement curve targets.

Performance



What is the background to current performance?

- There is significant evidence of the difference visiting the library makes in terms of the impact on early learning outcomes and developing the building blocks for literacy and reading, including evidence in National Literacy Trust, Booktrust and The Reading Agency research.
- 1,655,932 children's books were borrowed in 2016-17. This means that 36.5% of total book issues and renewals were children's titles.
- 33% of all under 18's and 32% of Under 5's in Norfolk have used their library card in 2016-17, whilst for 8 year olds this rises to 47.8%.
- There has been a population increase applied from June 2017 to reflect the publication of the ONS mid-2016 population estimates.
- There are various documents outlining the difference that reading for pleasure makes and many are referenced in this document:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284286/reading_for_pleasure.pdf

What will success look like?

- This is a new measure which means that limited data is available at this time
- A year on year 1% increase of children and young people regularly using their library card to borrow items and to use library resources.

Action required

- Review if any further resources or information is needed for Registrars to offer and promote library joining and use from birth.
- Annual review of partnership agreements between NLIS and Children's Centres
- Explore with Children's Services Early Help embedding promoting library membership and use into working practices for the Children's Workforce
- Continue to promote library joining and library use to Looked After Children
- Continue to promote library use to parents and families.

Responsible Officers

Lead: Jan Holden – Head of Libraries and Information

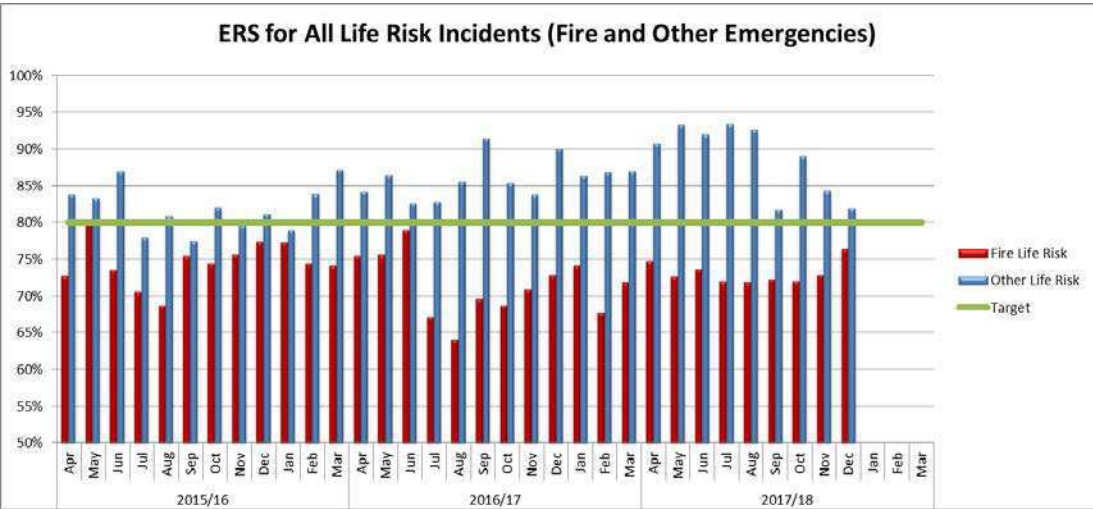
Data: Marlene Peachey – Analyst (I & A)

Emergency Response Standards (ERS) for Norfolk Fire and Rescue Service

Why is this important?

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.

Performance



What is the background to current performance?

- The combined ERS had been in steady decline as shown by the annual average data until the last financial year that had a 0.9% increase:
 - 2013/14 78.8%
 - 2014/15 78.7%
 - 2015/16 77.5%
 - 2016/17 78.4%
 - 2017/18 79.6% (Financial Year to Date)
- The nature and location of calls we attend is changing. We have successfully reduced the number of false fire alarms (classified as Fires where life may be at risk) we attend meaning our resources are ready to respond to genuine emergencies. This means we get fewer calls in urban areas which are quicker to get to.
- Below is a list of ERS Initial Incident Types

What will success look like?

- We will consistently reach life risk calls within our emergency response standards (above the 80% of life risk calls) across Norfolk
- The economic cost of fire in Norfolk will reduce as we will get to emergencies quickly, reducing the impact of the fire/emergency in terms of damage caused and fewer casualties and fatalities.

Action required

- We are currently reviewing the calls we classify as “life may be a risk” to make sure we are recording the right information.
- We are working to improve the availability of our retained firefighter resources to ensure we are available to respond quickly when needed.

Responsible Officers

Lead: David Ashworth, Chief Fire Officer

Data: Mark Wilson-North, Station Manager

On Call (Retained) Fire Station Availability

Why is this important?

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.

Performance



What is the background to current performance?

- On call (retained) firefighters are employed on a contract to provide a set number of hours “availability”. They must be located within 5 mins of their station and are paid to respond to emergencies. They often have alterative primary employment.
- Retained availability has been in decline so the service is taking action to improve this.
 - 2013/14 88%
 - 2014/15 85.4%
 - 2015/16 86.1%
 - 2016/17 82.1%
 - 2017/18 82.0% (Financial Year to Date)
- Challenges for RDS availability include recruitment and retention (finding people who are prepared to be firefighters and stay within 5 minutes of station and primary employment pressures) e.g. If Outwell station was excluded from these figures performance would be 1.1% higher (December).

What will success look like?

- Consistent performance above the 90% target
- The first fire engine responds to an emergency when they are needed (avoiding the need to send the next closest available fire engine).
- Wholtime (full-time) firefighting resources are almost always available so they have not been included in this data.

Action required

- Currently recruiting on call firefighters at a number of stations, a media campaign has recently been run with significant interest
- Outwell has had significant issues with recruitment following firefighter resignations. Improvements are expected as new recruits complete their training.
- At Dereham the Urban Search and Rescue Team are providing emergency response cover during the day, therefore the availability of this fire engine is excluded from the first RDS fire engine availability figures. (action from IRMP 2016-20)
- Managers regularly review the availability provided by on call firefighters to ensure they comply with their contracted arrangements and performance manage this where required.

Responsible Officers

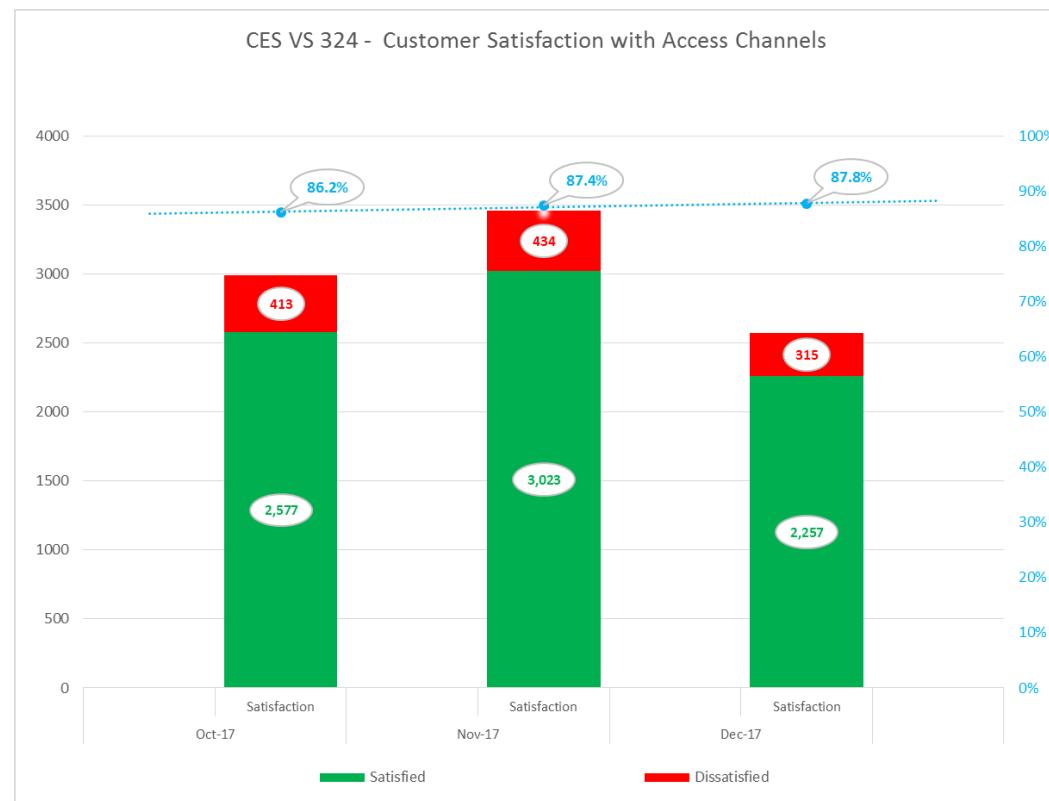
Lead: David Ashworth, Chief Fire Officer Data: Mark Wilson-North, Station Manager

Customer Satisfaction

Why is this important?

This measures the organisations ability to attract the right calls and deal with them effectively. Where people are phoning to chase an earlier contact / request it is a signal of inefficiency in the organisation – it also adds unnecessary cost in dealing with a second customer contact.

Performance



What is the background to current performance?

- **Overall satisfaction** has increased since last month to 88%. This is broken down as follows in terms of the various access channels:
 - Telephone – 97% satisfied (up from 96%)
 - Email – 82% satisfied (up from 80%)
 - Web – 74% satisfied (up from 70%)
 - Face to face – 77% satisfied (down from 86%)
- Customers leaving poor feedback on the **telephone** are mainly dissatisfied with the department providing the main service rather than with the call experience itself. Predominantly dissatisfaction is caused by customers having to call to chase previously reported issues and awaiting call-backs from the back-office.
- Customers leaving poor feedback about **email** are mainly:
 - Dissatisfied with the blue badge renewal process, and the need to re-apply every three years
 - Responses provided do not address the query raised
- Customers leaving poor feedback about the **website** continue to report:
 - difficulties using the online account – recently a 'sprint' took place to improve the customer journey with regard to logging highway defects. We expect to start to see the positive impact of this next month.
 - frustration with the feedback module interfering with the scroll bar – a fix for this is currently being tested in IMT.
- There are no feedback comments captured in the **face-to-face** survey.

What will success look like?

- Over 90% of customers are satisfied with the service they receive
- As the customer service programme progresses the number of avoidable customer contacts by service should reduce, as customers are more able to self-serve online.

Action required

- Drive forward delivery of customer account covering multiple transactions
- Set customer expectations with regard to how or when updates will be received or a service will be provided

Responsible Officers

Lead: Ceri Sumner, AD - Community, Information and Learning. Data: Andrew Blaxter, CS Operations Manager

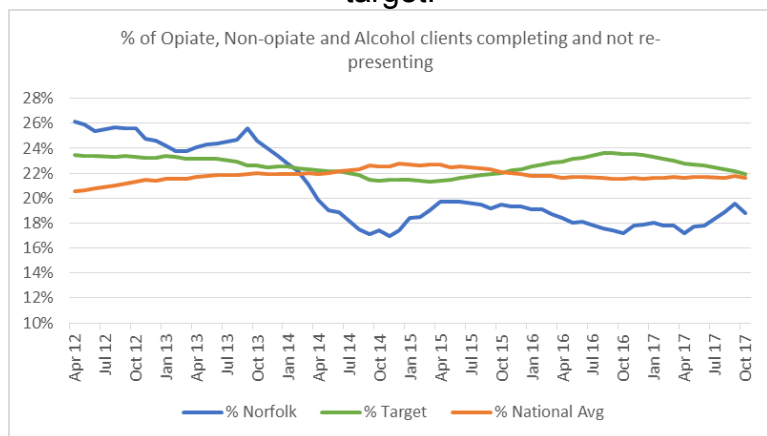
Successful completion of substance misuse treatment

Why is this important?

Substance misuse harms families and communities. Parental drug use is a risk factor in 29% of all serious case reviews and the annual cost of drug using parents’ children taken into care is £42.5m nationally. A typical heroin user spends around £1,400 per month on drugs, and commits crime costing their communities an average £26,074 per year. Substance misuse treatment makes communities safer by reducing offending, anti-social behaviour and the transmission of blood-borne viruses. Recovery may include improvements in an individual’s health, wellbeing, relationships, housing and quality of life, and increased engagement in training / education / employment and society in general. This national indicator reflects movement through treatment and into recovery and is used to performance manage the local drug and alcohol treatment contract. It is the number of substance misusers completing treatment and not re-presenting within six months divided by the total number in treatment in that period. Each data point requires 18 months’ worth of data, which means there is a delay between service changes and subsequent impact showing in the data.

Performance

This report covers those that completed treatment in May16 – Apr17 and did not re-present by Oct17. The overall value for Norfolk is 18.8% compared to 21.9% target.

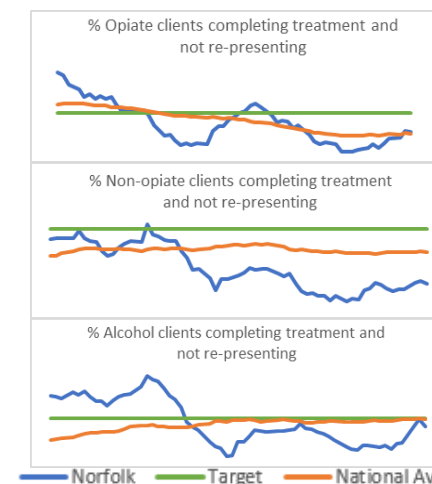


Source: National Drug Treatment Monitoring System (NDTMS)

What is the story behind current performance?

Performance can be broken down by substances misused:

- Opiates: From 2,136 service users in treatment, 146 completed and did not re-present, i.e. 6.8% compared to 8.0% target.
- Non-opiates: From 507 service users in treatment, 146 completed and did not re-present, i.e. 28.8% compared to 43.0% target
- Alcohol: From 1,115 service users in treatment, 414 completed and did not re-present, i.e. 37.1% compared to 39.0% target.



Completions for opiates are in line with national figures.

What will success look like?

More people moving on from treatment into recovery. Reduction in drug related deaths from 5.0 per thousand in 2013-15. Safer communities through crime reduction. Reduction in Looked After Children through parental substance misuse treatment. Greater participation in society through employment and volunteering. Reduced demand on health and social care.

Action required

- An improvement plan continues to be implemented by the provider and performance managed through contract meetings.
- The mobilisation and transition to the new provider “change, grow, live” (CGL) has started and progressing well, with new service to start April 2018.
- Working locally and with regional data team to improve data quality and reduce the current high number of system errors over the next 12 months.

Responsible Officers

Lead: Diane Steiner – Deputy Director of Public Health

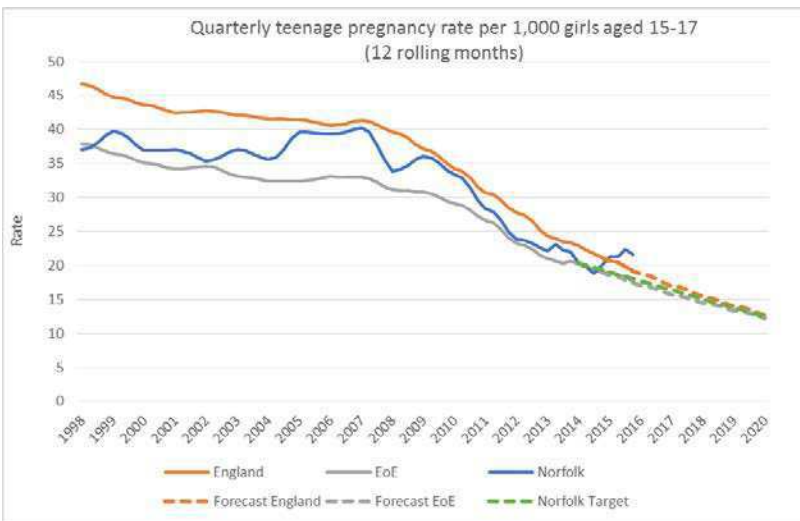
Data: Sally Hughes - Public Health Commissioning Manager

Teenage pregnancy

Why is this important?

Unplanned early parenthood can have devastating impacts on young parents’ educational outcomes and aspirations, and on their future employment. Infant mortality rates for babies born to teenage mothers are around 60% higher than for babies born to older mothers. Children of teenage mothers are generally at increased risk of poverty, poor educational attainment, poor housing and poor health.

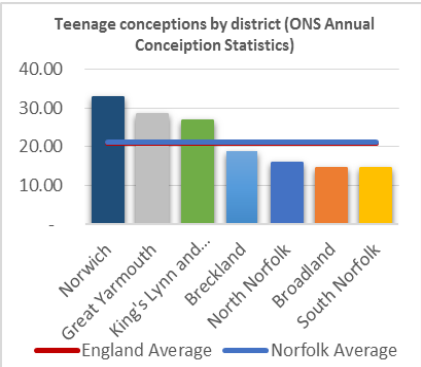
Performance



Source: ONS Quarterly Conception to Women aged under 18, England and Wales

What is the story behind current performance?

- Teenage pregnancies from Oct-15 to Sep-16 increased to 296 (rate 21.6 per 1000), from 279 pregnancies (rate 20.0 per 1000) in Oct-14 to Sep-15.
- This is above the target for Oct-15 to Sep-16 of 18.0 pregnancy rate per 1000 and above the England average of 19.3 per 1000.
- There is inequality in teenage pregnancy rates, with the most deprived areas of Norfolk having rates more than twice that of the rest.
- Norwich, Great Yarmouth and King’s Lynn and West Norfolk had the highest rates in 2015 in Norfolk (Norwich has one of the highest rates in the country).
- King’s Lynn and West Norfolk had the greatest increase between 2014 and 2015, from a rate of 17.8 (44 teenage pregnancies, to 26.8 (63 teenage pregnancies).



What will success look like?

- The rate of under 18 conceptions to be below the England average by 2020.

Action required

- Provide young people with the knowledge and skills they need to make positive, healthy lifestyle choices to improve their personal health and emotional development and experience positive relationships and good sexual health.
- Improve young people’s knowledge and ensure accessibility of commissioned sexual health services including a choice of effective contraception.
- Continue to use data and information effectively to target interventions early to those most at risk of vulnerability and worse sexual health and reproductive health outcomes and support all teenage parents throughout pregnancy and beyond.
- Co-ordinate local services to address local need via Teenage Pregnancy locality groups focussing on the guiding principles of the Norfolk Teenage Pregnancy Strategy and feedback progress through the Teenage Pregnancy Sub-Group at the Sexual Health Network.

Responsible Officers

Lead: Dr S.J. Louise Smith – Director of Public Health Data: Tracey Milligan - Public Health Officer

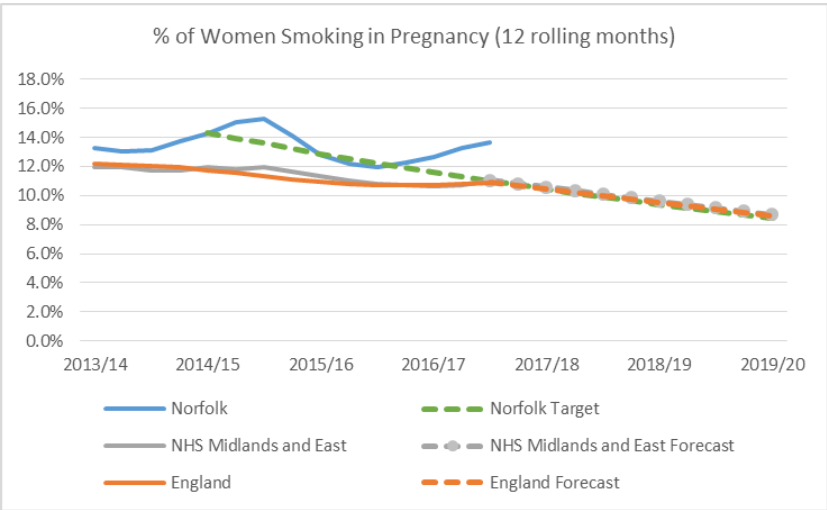
Smoking Status at Time of Delivery / Smoking in pregnancy

Why is this important?

Smoking in pregnancy can cause serious pregnancy-related health problems. These include complications during labour and an increased risk of miscarriage, premature birth, stillbirth, low birth-weight and sudden unexpected death in infancy.

Potential harms to the child include the increased chance of attention difficulties, breathing problems and poor educational attainment. Smoking in pregnancy is five times more likely in deprived areas so disproportionately impacts on deprived communities.

Performance



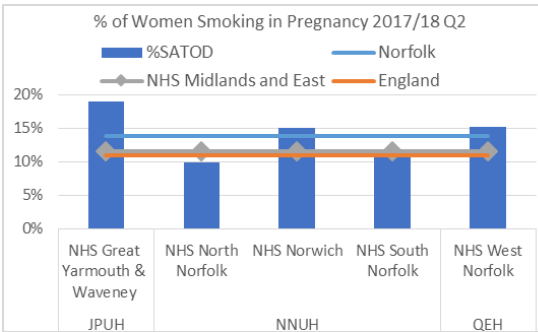
Source: NHS Digital quarterly data (at CCG level, Norfolk value estimated).

What is the story behind current performance?

The rate of women smoking in pregnancy in Norfolk is 13.6% for September 2017 against the target of 11.0%. This is a higher rate to the same period last year of 11.9%.

From Oct 2016 to Sep 2017, in Norfolk, approximately 1,137 mothers were smoking during pregnancy out of 8,362 maternities.

There is inequality in smoking in pregnancy. The highest rate of smoking in pregnancy in Norfolk is in the Great Yarmouth CCG area.



Source: NHS Digital.

From April 2017 the definition of the proportion of pregnant women known to be smokers at the time of delivery changed to exclude those with an unknown smoking status from the number of maternities (denominator). All values and targets have been changed retrospectively.

What will success look like?

- For Norfolk as a whole, a 10% reduction year on year through to 2020 (baseline 2014/15). That is equivalent to a rate of 8.9%.
- The gap in smoking in pregnancy between mothers from more deprived areas of Norfolk and the rest of Norfolk is halved by 2020.

Action required

- Continued action on:
- Carbon monoxide monitoring of all pregnant women at booking and referral to Norfolk stop smoking service, based on an opt-out system.
 - Training and awareness for midwives and other health professionals.
 - Partnership work to develop a good referral pathway.
 - Shared accountability by partners.
 - Continued collaborative working for the Smoking in Pregnancy group Tobacco Control Alliance group and the STP SiP workstream.

Responsible Officers

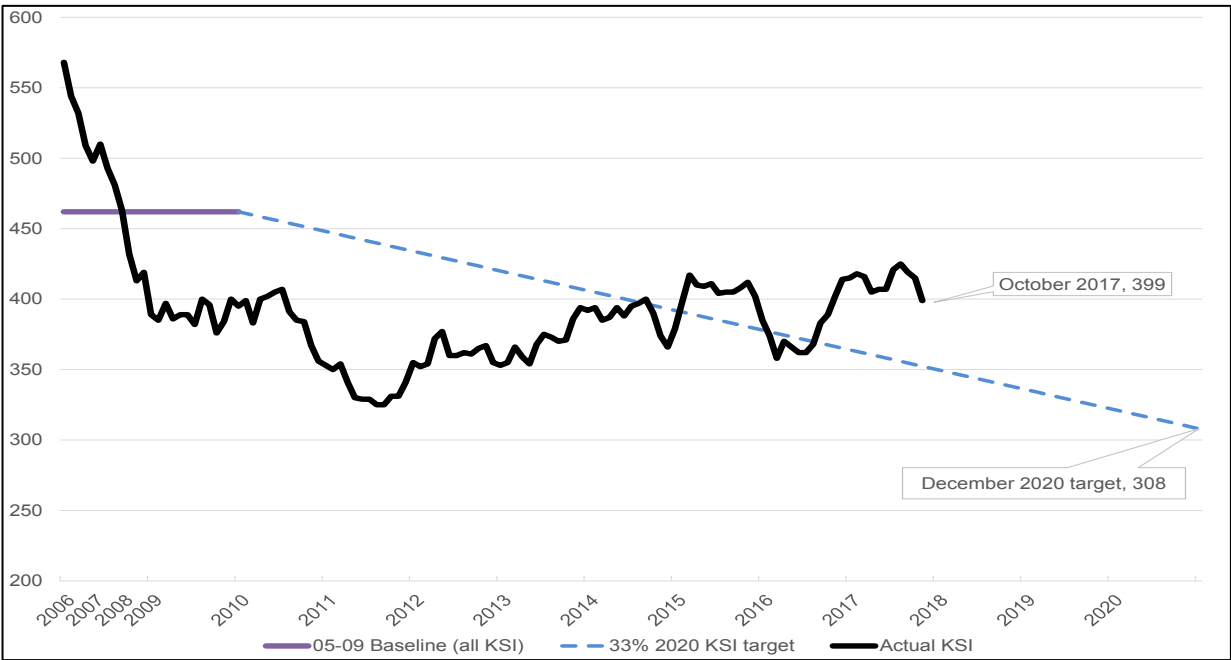
Lead: Diane Steiner – Deputy Director of Public Health

Data: Angela Fletton - Public Health Commissioning Manager.

4. Exceptions (additional explanation) and other updates

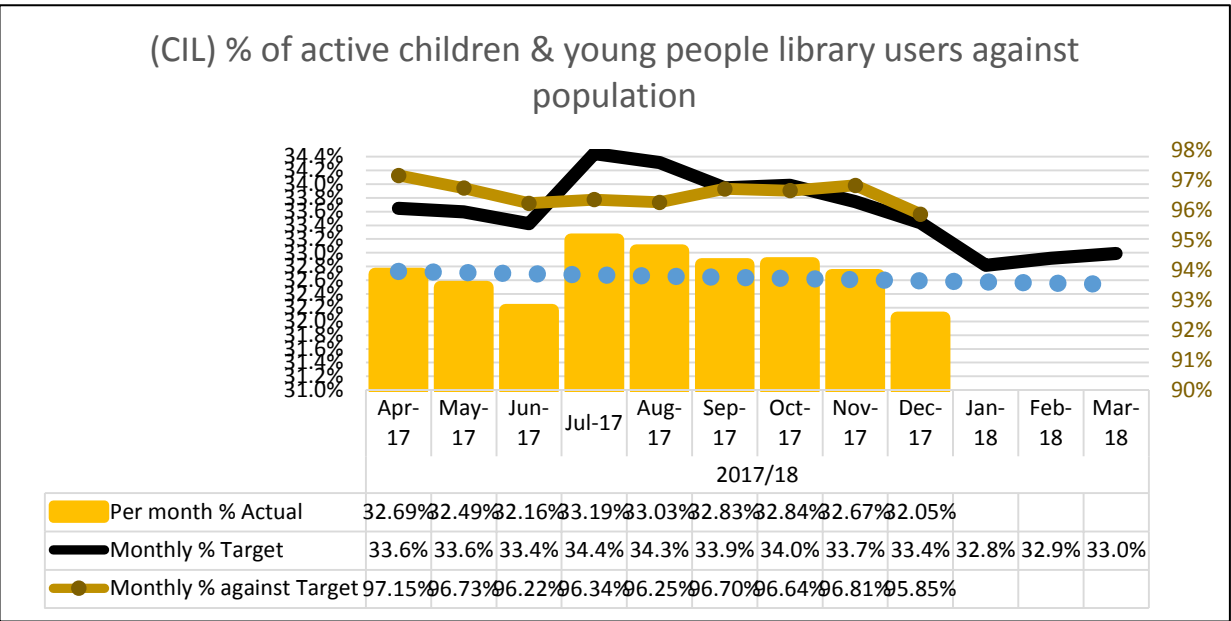
- 4.1. Number of people killed and seriously injured on Norfolk’s roads (Oct 17 Red 399 against a target of 352 – Sep 17 was 415)

In January, Communities Committee approved the formation of an Elected Members Task and Finish Group to develop a new casualty reduction strategy and communications plan, as well as to review performance measures. It is planned to take a new strategy to Committee in September.



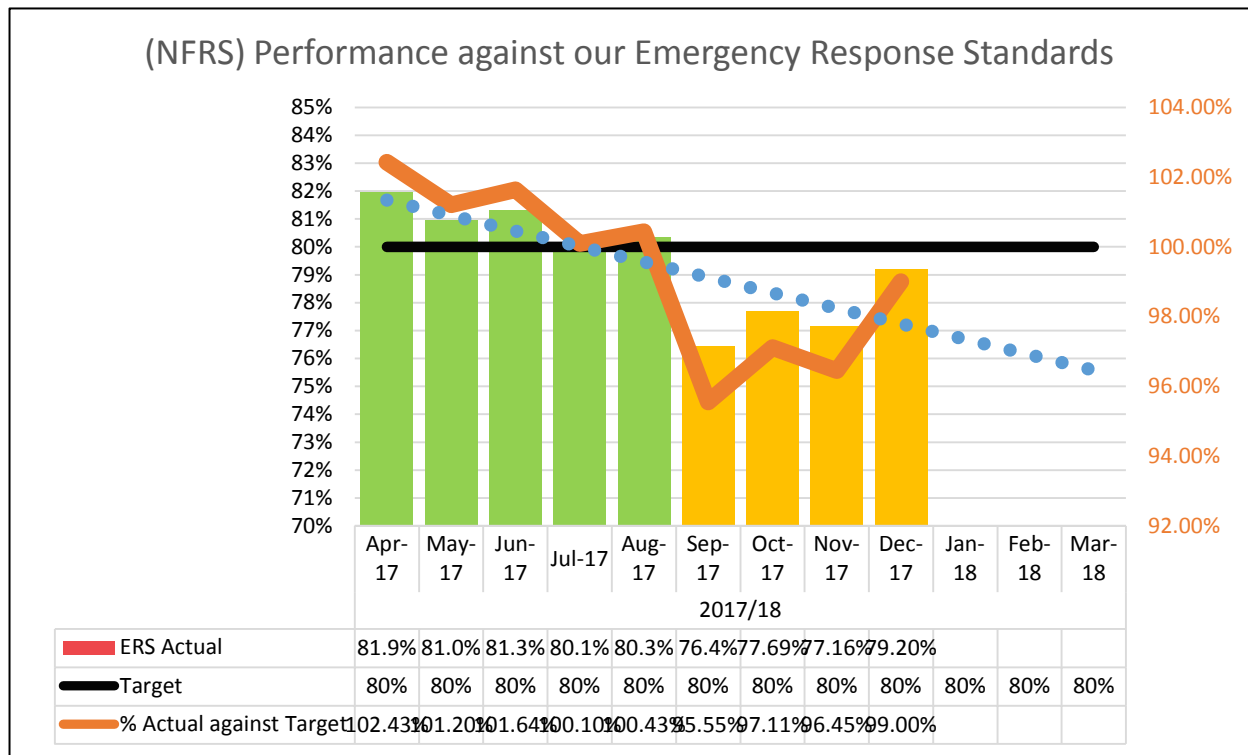
- 4.2. % of active children and Young people users against population (Amber 32.1% against a target of 34% - Nov 17 was 32.7%)

There is no additional commentary to that contained within the report card.



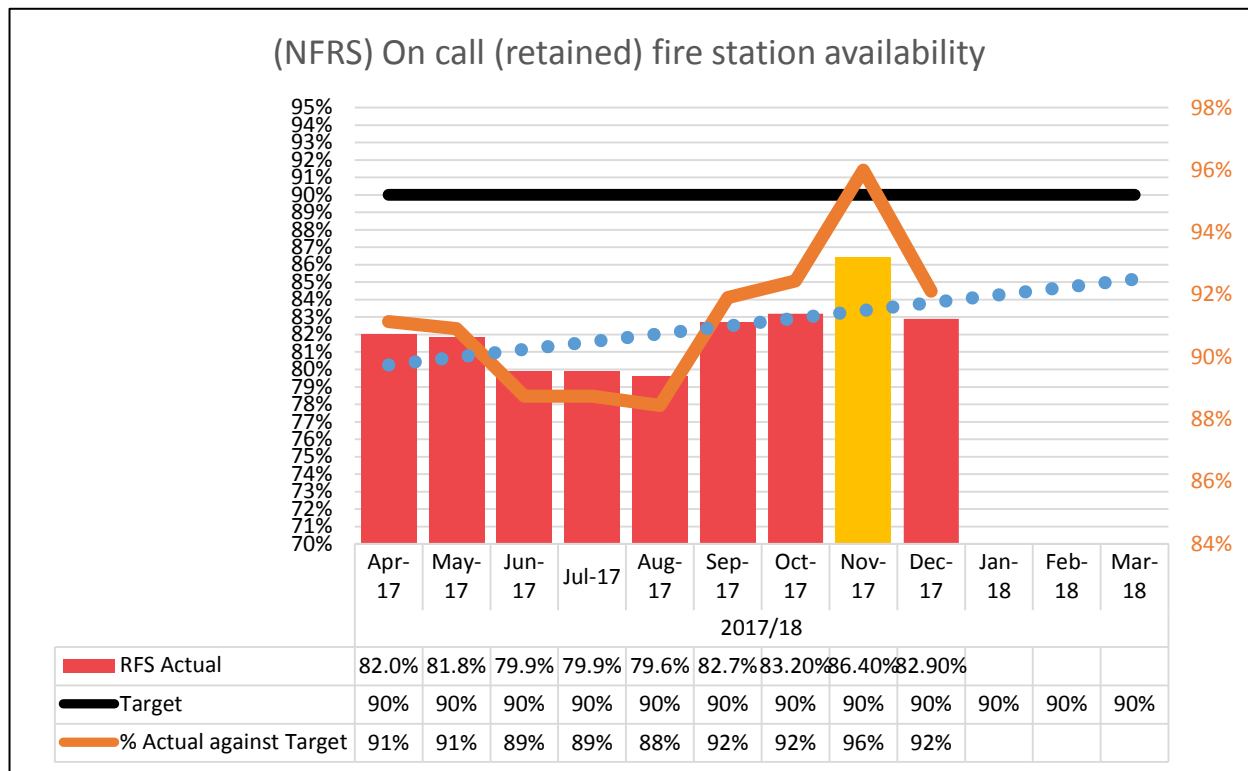
- 4.3. • Performance against our Emergency Response Standards
 (Amber 79.2% (Dec 17) against a target of 80% - Nov 17 was 77.2%)

There is no additional commentary to that contained within the report card.



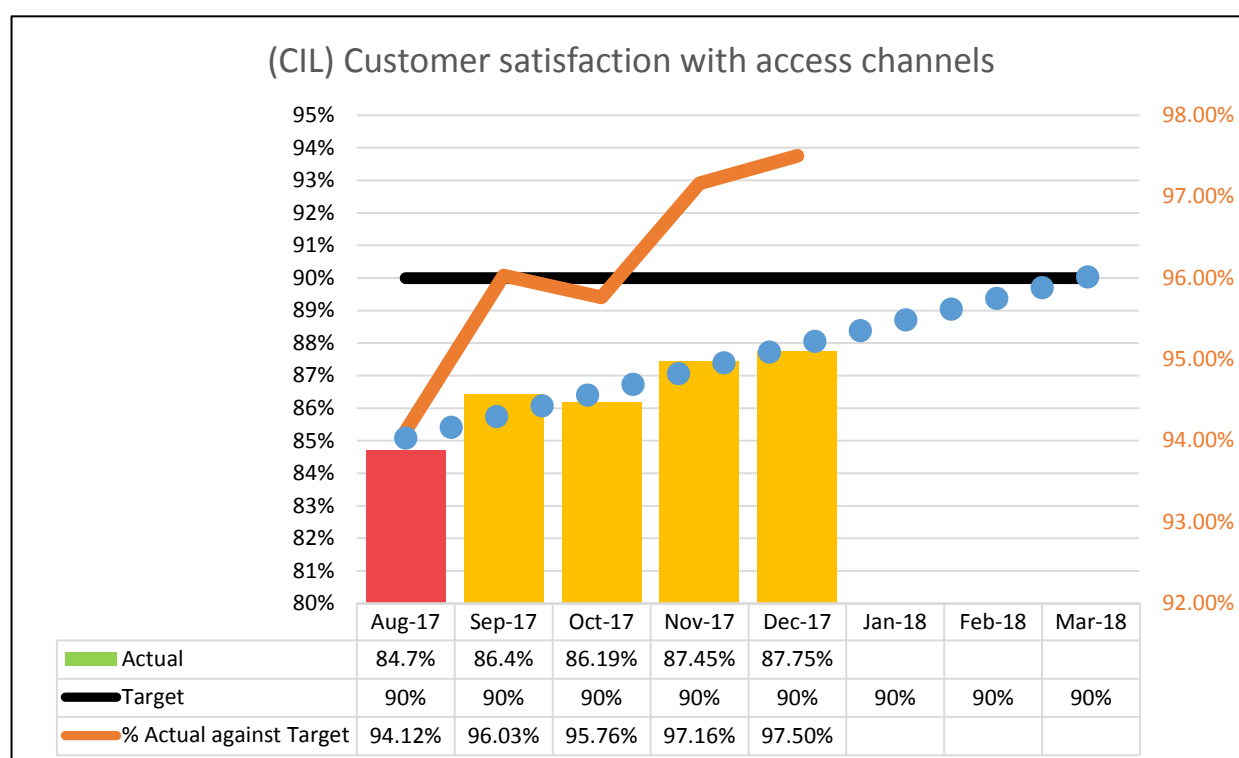
- 4.4. • On call (retained) fire station availability
 (Red 82.9% (Dec 17) against a target of 90% - Nov 17 was 86.4%)

There is no additional commentary to that contained within the report card.



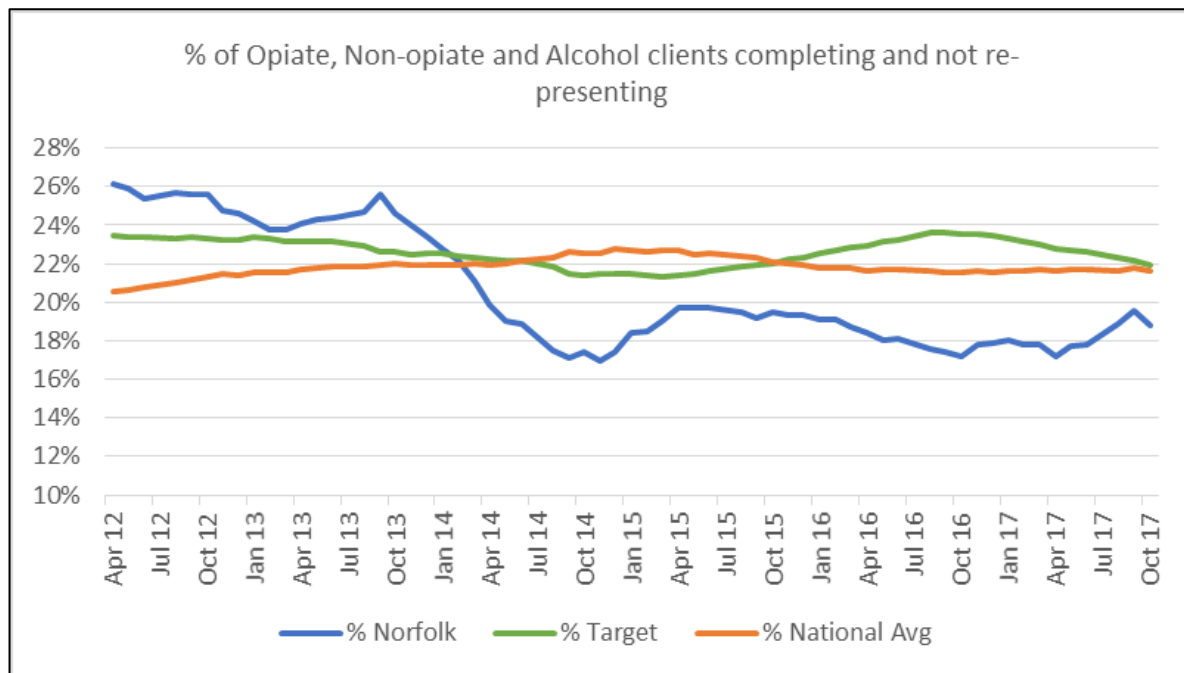
- 4.5.
- Customer satisfaction (with access channels)
(Amber 87.8% (Dec 17) against a target of 90% - Nov 17 was 87.4%)

The Dashboard has been amended to only show performance from Aug 2017 (the date that the calculation of the measure was amended, rendering comparison with earlier monthly measurements redundant). It should also be noted that the target was set using different assumptions before the measure was changed. The target was not amended when the measure calculation was changed and therefore the triggering of amber exception flags is misleading. Despite this, trend suggests that performance will meet the existing target by year end.



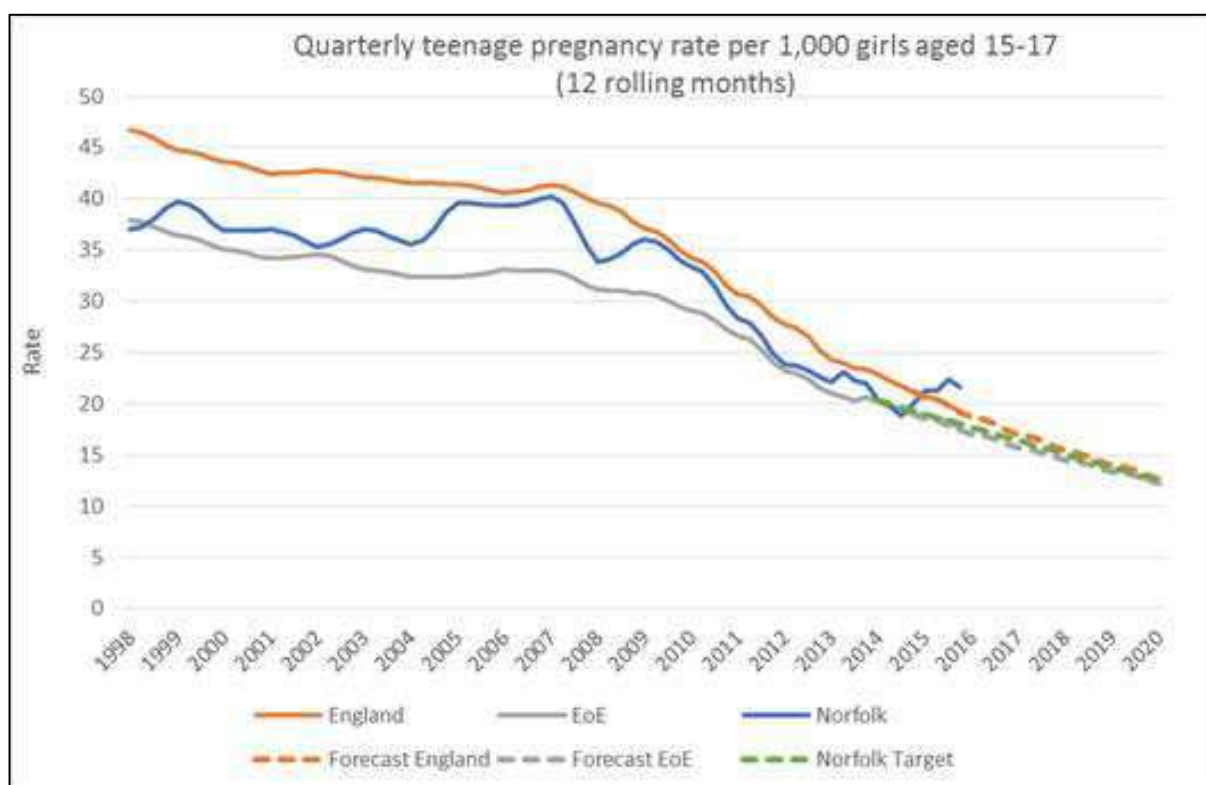
- 4.6.
- Successful completion of substance misuse treatment - % of adult substance misuse users (opiate, non-opiate and alcohol) that left treatment successfully and did not re-present to treatment within 6 months
(Red 18.8% (Oct 17) against a target of 21.9% - Sep 17 was 19.6%)

While mobilisation of the new provider (CGL) is progressing well, as with any transition to a new provider, performance could temporarily be affected. There is a 'probable' likelihood that performance will not improve in the six months after the start of the new contract in April 2018 (there is a six month time lag in performance data). It has been agreed by committee that we will not report performance for 12 months of mobilisation of the new service. So this will be the last report to committee on this vital sign for a year. We will continue to monitor performance through contract management.



- 4.7. • Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17 (Red 21.6 against a target of 18 (Q2 Sep 16 data) – Q1 Jun 16 was 22.4)

These are small numbers so we expect to see larger changes in the rate from year to year as there are fewer events allowing random chance to have a larger impact on the number. The rate has not changed in meaningful terms – there is very little difference in outcomes between a rate of 21 vs 19. No rising trend has yet been established (this is a one off measurement). Overall the message is one of significant improvement from historic highs.

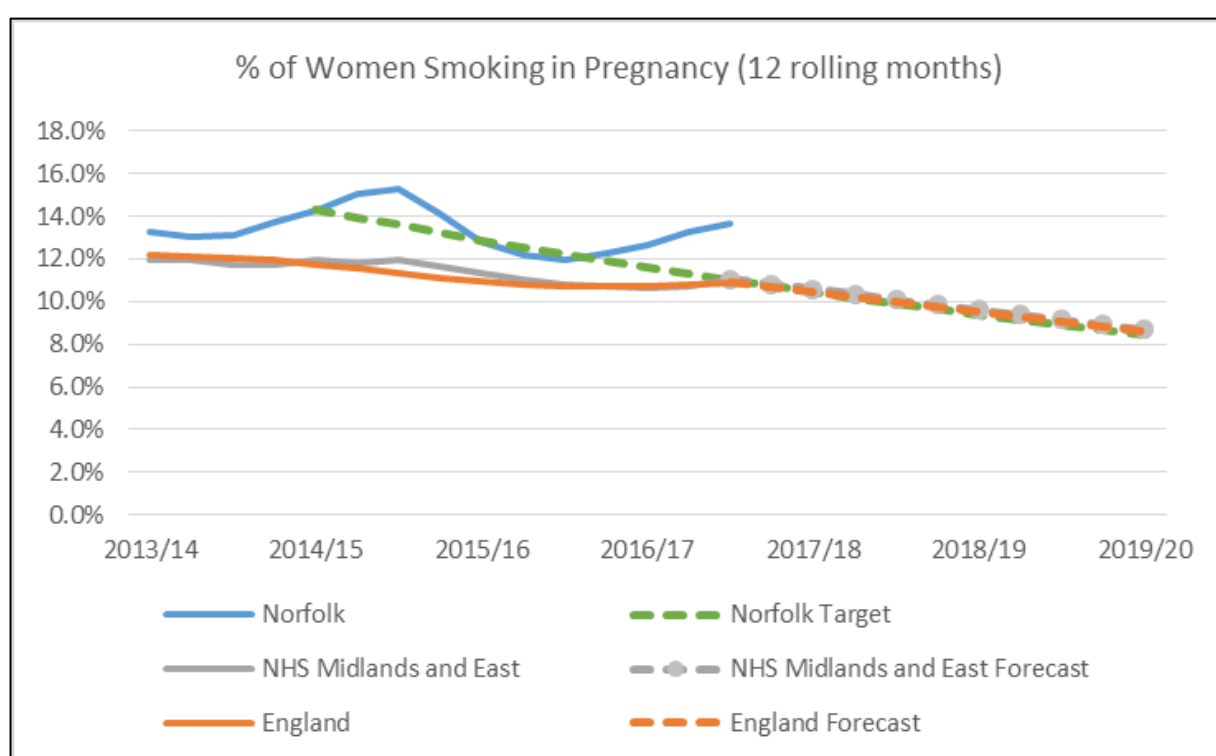


- 4.8.
- Smoking status at time of delivery - % of women who smoke at time of delivery (Red 13.6% against a target of 11% (Q2 Sep 17 data) – Q1 Jun 17 was 13.3% against a target of 11.9%)

This measure was reviewed in depth at the last DMT meeting on 9 January 2018.

Work underway includes:

- A smoking in pregnancy / postpartum pathway spanning all three acute trusts has been drafted and submitted to the relevant STP group for sign-off.
- Smokefree Norfolk continues to work with maternity services to ensure recording of smoking at time of delivery is robust and training midwives in the correct storage of CP monitors.
- A pilot in JPUH, led by PHE, has assessed the impact of specially designed tool for midwives to use when talking to pregnant smokers – evaluation results awaited. This will enable us to engage with pregnant smokers earlier in their pregnancies.
- Smokefree Norfolk are now routinely inviting partners to smoking cessation appointments which include a pregnant woman – partners are now starting to engage in these appointments. Smokefree Norfolk are also attending maternity team meetings.
- Development of media campaigns – including for use in antenatal clinics, GP surgeries and libraries – is underway.
- A statement on e-cigarettes for pregnancy and maternity has been developed from the national smoking in pregnancy action group. This has been adapted locally.
- The Smoking in Pregnancy Group continues to be very active. Membership and activity has been reviewed with work collaboratively with and avoid duplication with the STP SiP group.
- The opt-out system for CO screening and referral to Stop Smoking Services is embedded in two maternity departments, with work underway with the third.
- Smokefree Norfolk providing training for children centre staff and Health Visitors to provide them with adequate knowledge and skills to intervene with pregnant smokers.



5. Recommendations

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

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

6. Financial Implications

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

7. Issues, risks and innovation

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

Officer Contact

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

Performance: **Officer name :** Austin Goreham **Tel No. :** 01603 223138
Email address : austin.goreham@norfolk.gov.uk



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Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

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

Performance improvement – suggested actions

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

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

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

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

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 18 vital signs indicators for the Communities Committee, 8 of which relate to Public Health. That in bold, 1 out of a total of 18, is a vital sign indicator 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.

Key to services:

- CIL – Community, Information and Learning
- CH – Culture and Heritage
- FBP – Finance Business Partner
- HW – Highways
- NCLS – Norfolk Community Learning Service
- NFRS – Norfolk Fire and Rescue Service
- PE – Planning and Economy
- PH – Public Health

Service	Vital Signs Indicators	What it measures	Why it is important	Data
PH	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.
FBP	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.
NCLS	Library service use	Library visits – physical and virtual	To demonstrate ongoing relevance and delivery of NCC priorities and to meet income targets.	Monthly.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
NCLS	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.
CH	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.
CH	Museum use	Museums visits – total visitors and school visits	Demonstrates contribution to Excellence sub outcomes and improvement curve.	Cumulative 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.
PE	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.
PH	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.
CIL	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.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
PH	Proportion of LAC aged 0-5yrs for whom health plan actions are complete at subsequent review	% of Looked After Children (LAC) aged 0-5yrs receiving a Review Healthcare Assessment in the last 12 months for whom all the actions due on their current Health Plan have been completed.	Looked after children have higher health needs due to their previous experiences with higher rates of mental health issues, emotional disorders such as anxiety and depression, hyperactivity and autistic spectrum disorder conditions.	Quarterly sample.
PH	Engagement and retention of adult substance misuse clients	% of adult substance misuse users that left substance misuse treatment successfully and 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	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.
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	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	NHS Health checks received by the eligible population	Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check in the five year period 2013/14 - 2017/18	To measure Norfolk's delivery against that of England's % of NHS Health Checks received by the eligible population.	Quarterly.
CH	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.	Annually.

One of the vital signs indicators listed above also appear on the EDT Committee list:

- 'Income and external funding successfully achieved as a % of overall revenue budget'

Communities Committee

Item No.

Report title:	Finance monitoring
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Committee with information on the budget position for services reporting to Communities Committee for 2017-18. It provides information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provides an update on the forecast use of reserves and the details of the capital programme.	

Executive summary

The services reporting to this Committee are mainly delivered by Community and Environmental Services, but also includes elements of services provide through the Managing Directors office.

The 2017-18 net revenue budget for this committee is £49.480m and this report reflects the forecast out-turn based on the period 9, December 2017 data. The report also highlights the current major financial risks being managed by the department.

The total capital programme relating to this committee is £14.697m, with £5.371m currently profiled to be spent in 2017-18. Details of the capital programme are shown in section 3 of this report.

The balance of Communities Committee reserves as of 1 April 2017 was £9.881m and the forecast balance for March 2018 is £6.158m

Recommendations:

Members are recommended to note:

- a) **The Forecast out-turn position for the Communities Committee revenue budget and note the current budget risks being managed by the department.**
- b) **The Capital programme for this Committee.**
- c) **The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**

1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budget are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position are considered.
- 1.2. This report reflects the budgets and forecast out-turn position at the end of Period 9 December 2017.

2. Evidence

- 2.1. Community and Environmental Services deliver a wide range of services reporting to a number of different committees, EDT, Business and Property, Digital and Innovation and this Committee, which also includes elements of services provided through the Managing Directors office. The revenue budget for CES is managed by the Director on a Departmental basis.
- 2.2. The 2017-18 NET revenue budget for this committee is £49.480m. We are currently forecasting a £0.113m net overspend (0.2% of net budget).

Table 1: Communities NET revenue budget 2017-18				
	2017-18 Budget	Actuals YTD	Forecast Out-turn	Forecast Net Variance
	£m	£m	£m	£m
Community and Consultation	0.210	0.150	0.210	0.000
Community, Information and Learning	13.807	8.328	13.930	0.123
Culture and Heritage	4.581	2.883	4.528	(0.053)
Director of Public Health	0.241	0.588	0.241	0.000
Equality and Diversity	0.200	0.084	0.200	0.000
Fire Service	28.808	18.602	28.851	0.043
Trading Standards	1.805	1.193	1.805	0.000
Registrars	(0.172)	0.067	(0.172)	0.000
Total for Committee	49.480	31.895	49.593	0.113

- 2.3. Table 1 above reflects the services net revenue budget and therefore the actuals to date are affected by patterns of income and expenditure.

Table 2 – Gross Budgets					
	Current year budget	Actuals Year to Date		Prior Year Budget	Prior Year Actuals to period 9
	£m	£m		£m	£m
Expenditure	113.831	85.136		114.010	88.947
Income	(64.350)	(53.241)		(66.421)	(55.301)
Net	49.481	31.895		47.589	33.646

- 2.4. The forecast out-turn presented is based on the work that RBOs undertake on a monthly basis, supported by the finance teams to predict their budgets year end position. RBO's review and actively manage their budgets throughout the year. Based on this work RBO's have identified a number of forecast variances.

Service	Forecast Variance	Explanation
Fire Service	£0.043m	Forecast Net Overspend – due to additional training requirements for new recruits and unbudgeted spend on water rescue and over

		establishment of trainees and associated costs. Partially offset by savings from leasing budgets (as now supported through capital programme).
Community Information and learning		
Library Service	(£0.010m)	Forecast underspend – through the management of vacancies
Norfolk Community learning services	£0.133m	Forecast overspend – Due to higher than budgeted costs of Tutors and marketing costs partially offset by forecast additional income.
Net overspend	£0.123m	
Culture and Heritage	(£0.053m)	Forecast underspend – through vacancy management and forecast additional income.
Forecast net Overspend	£0.113m	

Services will continue to manage their budgets with the aim to deliver a balanced position by controlling expenditure wherever possible.

Services continue to closely monitor specific budget risks which could impact on the final out-turn position :

- 2.5. **Culture and Heritage – Museum service** The Museum budget is based on significant income budgets totalling £5.099m, (£2.632m – Grants and £2.467m admissions, sales and receipts). The services has a strong track record of managing these budgets successfully, however the admissions, sales and receipts budgets can be volatile and are subject to a number of external factors. These budgets are monitored closely throughout the year. To date the service has achieved £2.055m, 83% of the budget.

- 2.6. Additional details of the revenue budget are shown on appendix A

3. Capital budget

- 3.1. The overall capital budget for the services reporting to this committee is £14.697m, with £5.371m currently being profiled to be delivered in 2017-18.

Table 3: Communities Capital programme						
	2017-18 Budget £m	2018-19 Budget £m	2019- 20+ Budget £m	Total Programme £m	Forecast 2017-18 £m	Actuals to period 9
Norfolk Fire and	2.200	2.949	0.200	5.349	2.200	1.320

Rescue Service						
Culture and Heritage – Museums	1.095	2.143	0.750	3.988	1.095	0.401
Community Information and Learning						
Customer Services Strategy	0.605			0.605	0.605	0.465
E-Commerce Digital Development	0.173			0.173	0.173	
Single employee portal	0.320			0.320	0.320	
Libraries	0.978	2.284	1.000	4.262	0.978	0.636
Committee total	5.371	7.376	1.950	14.697	4.810	2.822

4. Reserves 2017-18

- 4.1. The reserves relating to this committee are generally held for special purposes or to fund expenditure that has been delayed, and in many cases relate to external grants and contributions. They can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which help smooth the impact of funding.
- 4.2. A number of the reserve balances relate to external funding where the conditions of the grant are not limited to one financial year and often are for projects where the costs fall in more than one financial year.
- 4.3. Services continue to review the use of reserves to ensure that the original reasons for holding the reserves are still valid.
- 4.4. The balance of unspent grants and reserves as at 1st April 2017 stood at £9.874m
- 4.5. Table 4 below shows the balance of reserves held and the current planned usage for 2017-18.

4.6. Table 4: Communities reserves

	Balance at 1 April 2017	Forecast balance 31 March 2018	Forecast change
	£m	£m	£m
Community Information and learning	2.508	1.292	(1.216)
Community and Consultation	0.083	0.078	(0.005)
Culture and Heritage	2.385	1.793	(0.592)
Equality and Diversity	0.000	0.059	0.059
Public Health	2.953	1.576	(1.377)
Fire Service	1.611	1.040	(0.570)
Registrars	0.228	0.228	0.000
Trading standards	0.113	0.092	(0.021)
Committee total	9.881	6.158	(3.723)

5. Financial Implications

- 5.1. There are no decisions arising from this report and all relevant financial

implications are set out in this report

6. Issues, risks and innovation

- 6.1. This report provides financial performance information on a wide range of services in respect of this committee.

Officer Contact

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

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

Appendix A

Additional information on the Revenue Budget

Service area	Full year budget £m	Actuals to Date £m
Registrars	(0.172)	0.067
Community Consultation	0.210	0.150
Equality and Diversity	0.200	0.084
Community, Information and learning		
Norfolk Community Learning Services	0.304	(0.285)
Norfolk Library and Information Services	8.513	4.799
Customer Services	4.990	3.814
Culture and Heritage		
County Archives	0.797	0.429
Culture and Heritage management	0.073	0.040
Norfolk Arts Service	0.275	0.041
Norfolk Museum Service	2.988	1.798
Historic Environment	0.448	0.454
Director of Public Health		
Ring Fenced Grant	(0.026)	0.454
Other Public health services	0.267	0.133
Fire Service	28.808	18.602
Trading Standards	1.853	1.193
Total for Committee	49.480	31.895

Communities Committee

Item No.

Report title:	Forward Plan and update on decisions taken under delegated authority
Date of meeting:	7 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report sets out the Forward Plan for Communities Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering communities issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 5 February) is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or his team), within the Terms of Reference of this Committee. There is one relevant delegated decision to report to this meeting.

Recommendations:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decision detailed in section 1.2.**

1. Proposal

1.1. Forward Plan

- 1.1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to communities issues in Norfolk.
- 1.1.2. The current version of the Forward Plan (as at 5 February) is attached at Appendix A.
- 1.1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally

to the Committee.

1.2. Delegated decisions

- 1.2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There is one relevant delegated decision to report for this meeting.

Subject: Making Every Adult Matter Project

Decision: There has been a demonstrable risk in rough sleeping and poor outcomes for vulnerable people across Norwich. Public Health will be making a one-off contribution of £100,000 to the complex needs model element of the Making Every Adult Matter Project. The project, led by Norwich City Council, aims to improve policy and services for people facing multiple needs, with the potential to reduce overall costs associated with individuals who may have a high impact on services.

Taken by: Dr Louise Smith – Director of Public Health

Taken on: 7 February 2018

Contact for further information: Diane Steiner, Deputy Director of Public Health
Email diane.steiner@norfolk.gov.uk
Phone 0344 800 8020

2. Evidence

- 2.1. As set out in the report and Appendix A.

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:

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Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : Monday 21 May 2018			
Resilience and Emergency Planning	None	Presentation of Norfolk's resilience and emergency plans	Head of Resilience (Jan Davis)
Children and Young People Health and Wellbeing Survey 2017	None	To consider recommendations stemming from the results of the survey.	Specialist Advanced Public Health Officer (Carolyn Watts)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Meeting : Wednesday 4 July 2018			
Update on the Business and Intellectual Property Centre	None	To receive an update on the Centre, based in Norfolk and Norwich Millennium Library, which launched in October 2017	Head of Libraries and Information (Jan Holden)
Workplace health	None	To consider progress made by the workplace health provider.	Public Health Commissioning Manager (Interim) (Angela Fletton)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Mobile Library Service	None	To consider the outcomes of the work to develop a new service delivery model for the mobile library service, and agree a way forward	Assistant Director, Community, Information and Learning (Ceri Sumner)
Meeting : Wednesday 5 September 2018			
Road Safety Strategy 2018	None	To review approaches to reduce those killed and seriously injured on our roads.	Public Health Commissioning Manager (Nadia Jones)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Meeting : Wednesday 10 October 2018			
Annual review of the Enforcement Policy	None	To approve the Enforcement Policy and its appendices, and to agree to the ongoing review of the Policy on an annual basis.	Head of Trading Standards (Sophie Leney)

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Meeting : Wednesday 7 November 2018			
Norfolk Armed Forces Community Covenant Strategy and Action Plan	None	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Norfolk Community Learning Services	None	To receive an update on the service, including latest performance and development activity.	Assistant Director, Community, Information and Learning (Ceri Sumner)
Meeting : 16 January 2019			
Information, Advice and Guidance	This is one of the Norfolk Futures workstreams and work will relate to all council services	To consider the progress made to progress the Information, Advice and Guidance workstream as part of the Norfolk Future programme.	Assistant Director, Community, Information and Learning (Ceri Sumner)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Forward Plan and decisions taken under delegated authority	Every meeting	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Performance management	Four meetings each year – January, March, June/July, October	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – January, March, June/July, October	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Finance Monitoring	Every meeting	To review the service's financial position in relation to the revenue budget, capital	Finance Business Partner (Andrew Skiggs)

Regular items	Frequency	Requested committee action (if known)	Lead officer
		programme and level of reserves.	
Annual report of the Norfolk Armed Forces Community Covenant	Annual Report – March each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Senior Planning and Partnerships Officer (Merry Halliday) /
Norfolk Armed Forces Community Covenant Strategy and Action Plan	Annually – July each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Annual review of the Enforcement Policy	Next meeting October/November 2018? Also to be reviewed by the EDT Committee as policy covers Highways, planning services and Trading Standards enforcement activities.	To approve the Enforcement Policy and its appendices, and to agree to the ongoing review of the Policy on an annual basis.	Head of Trading Standards (Sophie Leney)