

# Communities Committee

Date: **Wednesday 11 March 2015**

Time: **10.00am**

Venue: **Edwards Room, County Hall, Norwich**

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

## **Membership**

Mr P Smyth - Chairman

Mrs M Wilkinson – Vice Chair

Mr C Aldred

Mr J Childs

Ms E Corlett

Mrs H Cox

Mr A Dearnley

Mrs M Dewsbury

Mr N Dixon

Mr H Humphrey

Mr J Law

Mr W Northam

Mr D Roper

Mr M Sands

Mr N Shaw

Mr D Thomas

Mr J Ward

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

Nicola LeDain on 01603 223053

or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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

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

**2. Minutes**

**(Page 4)**

To agree the minutes from the meeting held on 14 January 2014.

**3. Members to Declare any Interests**

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 an interest but can speak and vote on the matter.

**4. To receive any items of business which the Chairman decides should be considered as a matter of urgency**

**5. Local Member Issues/Member Questions**

Fifteen minutes for local members 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 or 01603 223053) by **5pm on Friday 6 January 2015**.

**6. Norfolk Armed Forces Community Covenant Annual Report 2014-15**

**(Page 13)**

Report by Head of Business Intelligence and Performance Service and Corporate Planning and Partnerships Service

**7. Trading Standards Service Plan**

**(Page 21)**

Report by Executive Director of Community and Environmental Services

8. **Communities Committee Finance Monitoring Report at Period 10 2014-15** (Page 111)  
Report by Interim Executive Director of Finance
9. **Performance Monitoring and Risk Report** (Page 125)  
Report by Executive Director of Community and Environmental Services
10. **Adult Education Service Performance Academic Year August 2013 to July 2014** (Page 162)  
Report by Executive Director of Community and Environmental Services
11. **Customer Services Strategy 2015-2020.** (Page 181)  
Report by Executive Director of Community and Environmental Services
12. **Norfolk Fire and Rescue Authority Statement of Assurance 2014** (Page 198)  
Report by Executive Director of Community and Environmental Services
13. **Appointment to Norfolk Tobacco Control Alliance (NTCA) and Charles Burrell Community Benefit Society** (Page 208)  
Report by Executive Director of Community and Environmental Services
14. **Update on Key Service Issues and Activities** (Page 211)  
Report by Executive Director of Community and Environmental Services

### Group Meetings

Conservative	9:00am	Conservative Group Room, Ground Floor
UK Independence Party	9:00am	UKIP Group Room, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal Democrats Room, Ground Floor

**Chris Walton**  
**Head of Democratic Services**

County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 3 March 2015



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## **Communities Committee**

**Minutes of the Meeting Held on Wednesday 14<sup>th</sup> January 2015  
10:00am Edwards Room, County Hall, Norwich**

### **Present:**

Mr P Smyth (Chair)

Mr C Aldred  
Mr B Borrett  
Mr J Childs  
Ms E Corlett  
Mrs H Cox  
Mr A Dearnley  
Mrs M Dewsbury  
Mr N Dixon

Mr J Law  
Mr W Northam  
Mr D Roper  
Mr M Sands  
Mr N Shaw  
Mr D Thomas  
Mr J Ward  
Mrs M Wilkinson

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

- 1.1 Apologies were received from Harry Humphrey (substituted by Bill Borrett).

### **2. To agree the minutes of the meeting held on 19 November 2014.**

- 2.1 The minutes of the meeting held on 19 November 2014 were agreed as an accurate record by the Committee and signed by the Chairman, subject to the following amendments;
- P9, point 14.2, change 'capital' to 'revenue'
  - P9, Members wanted it noted that a discussion had been held noting that the savings held against the Norfolk Fire and Rescue Service of £450k would not be at the detriment of the Fire Service alone if other services within the department did not achieve their savings.
  - It was noted that some Members had not received the information which related to firefighter absence as per point 13.2. The information is attached to these minutes at Appendix A.

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

- 3.1 No interests were declared.

### **4. To receive any items of business which the Chairman decides should be considered as a matter of urgency**

- 4.1 There were no urgent items.

## **5. Local Member Issues / Member Questions**

- 5.1 No member questions had been received prior to the meeting.

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

- 6.1 The Committee received the report from the Interim Executive Director of Community and Environmental Services which provided Members with fortnightly updates about key service issues and activities. The update enabled Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update.
- 6.2 The Committee were appreciative of the information contained in the update, and it was recognised that hard work goes into the formulation of the update for every Committee meeting.
- 6.3 A member of the Committee asked, in relation to the automated service being implemented into customer services, how many calls the automated service was projected to divert and an outline of any cost saving used to business case the implementations, and are any negative impacts foreseen? The Chair replied that a written response would be given.
- 6.4 The Committee **RESOLVED**:
- To note the latest service update.

## **7. Service and Financial Planning 2015-18**

- 7.1 The Committee received the report from the Interim Executive Director of Environmental and Community Services. The report identified proposals which had been put to public consultation and would contribute towards Norfolk County Council setting a legal budget for 2015/16 which would mean its total resources of £1.4 billion focused on meeting the needs of residents.
- 7.2 Although it was noted by the Committee that there were fewer responses to the public consultation than the previous year, it was explained that there were fewer proposals to consult on which also equated to a smaller total amount of savings.
- 7.3 One Member expressed concern about the value of the consultation as it had produced few responses. It was noted that a lot of effort had been put into analysing the responses. However, not only was the consultation a legal requirement but it was also beneficial to talk to the people of Norfolk. A range of people had taken the time, in some cases hours, to respond to the consultation about areas they felt passionate about.
- 7.4 Some Members were surprised by the lack of response to the consultation from a number of the groups who are funded by Norfolk County Council. It was clarified that individuals from those groups may have responded, but not formally on behalf of the group they belonged to.

- 7.5 In response to a question from the Committee, the Equality Impact Assessment appeared to be quite strong as it needed to provide a robust analysis of the impact of the proposals in question. The proposal which related to the arts grant funding would have the most impact on vulnerable people as a number of Arts organisations involved or were used by vulnerable people.
- 7.6 It was clarified by the Chief Officer, that the £450,000 which related to the Fire Service savings mentioned in the report was outside of the direct control of the fire service, resting instead on other departments using fire premises.
- 7.7 As the Fire Service had real estate in their possession it was hoped that access could be given to other departments by key fob method for other uses. Departments were always looking across one another to help make efficiencies.
- 7.8 The following amendment to the second recommendation was moved by Cllr Bill Borrett and was duly seconded;
- To ask the Policy and Resources Committee not to continue to reduce reserves as part of the financial plan.
  - And allocate the savings of the Fire Service which are out of their control to finance general and compensate the Fire Service accordingly.

After a show of hands, with 9 votes to 8, the amendment was **LOST**.

- 7.9 In response to a question by Members which concerned exhausting the potential for library buildings and making savings it was confirmed by the Assistant Director Community and Environmental Services (Cultural Services) that there were always lots of opportunities for libraries in terms of developments, buildings, and partnership. The library service continued to look for potential savings, including making use of opportunities in respect of real estate when they arose.
- 7.10 The Vice-Chair acknowledged the hard work of library staff, and commented that it would be a real shame to lose staff who had implemented some good work. It was confirmed that the staff savings costs mentioned in the budget proposal centred on vacancy management and existing temporary contracts.
- 7.11 It was confirmed by the Assistant Director, Chief Fire Officer that work was being developed out in Trading Standards department to carry on with the good work that had already been completed, especially with respect to the Trusted Trader scheme.
- 7.12 Upon a show of hands with 9 votes for and 8 against, the Committee **AGREED** and recommended the budget as set out in Appendix A of the report and any associated risks or issues to Policy and Resources Committee for consideration on 26 January 2015, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 16 February 2015.
- 7.13 **The Committee RESOLVED;**

- **Consider and agree** the findings of equality and rural assessment, 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 characteristics 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.
- **Agree and recommend** the budget as set out in Appendix A of the report and any associated risks or issues to Policy and Resources Committee for consideration on 26 January 2015, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 16 February 2015.

## **8. Finance Monitoring Report at Period Eight 2014-15**

- 8.1 The Committee received the report from the Interim Director of Communities and Environmental Services. The report provided the Committee with information on the financial position of the Service for 2014-15 and was the third financial monitoring information for the new financial year. It provided information on variances from the original budget, emerging issues and the position on the expected use of reserves for Communities purposes.
- 8.2 In response to a question by a Member, the Committee heard that Norfolk County Council carried approximately £100million worth of borrowing but there was a downward trend, and cashflow was used to cover borrowing. The Interim Director of Finance agreed to send the Member further details regarding this.
- 8.3 Concerned was expressed by the Committee in relation to the use of reserves. The purpose of holding reserves was to mitigate a more risky future but if the reserves were continued to be used, it would provide less provision against such risk. It was noted that there should be a process in place to assess and measure the risk. It was clarified that there had been some long term planning carried out by the Fire Service and Appendix C of the report detailed the use of future reserves, and managing grant money effectively over the forthcoming years. Assurance was given that reserves were being spent on earmarked projects as required.
- 8.4 It was clarified to the Committee, that the figures on p27 of the report with relation to Norfolk Fire and Rescue Service reflect the changing picture of grant funding by the DCLG. Staff vacancies were not being filled until the budget had been agreed and therefore this meant that agency staff had been taken on in order to fulfil work commitments.
- 8.5 **The Committee RESOLVED to note;**
- **The forecast revenue outturn position for 2014-15 as at Period 08 of a £0.023m underspend.**

- The forecast capital outturn position for the 2014-15 capital programme.
- The current forecast for use of reserves.

## 9. Member Working Groups – Terms of References

- 9.1 The Committee received the report from the Interim Director of Communities and Environmental Services which outlined the terms of references, along with outline timetable information and details of the group membership for the proposed working groups under the headings of Libraries, Fire and Rescue and Adult Education.
- 9.2 It was clarified that details of the Public Health Working Group would be brought to the meeting in March.
- 9.3 **The Committee RESOLVED;**
- To agree the proposed terms of reference for the Libraries Working Group set out in Appendix A of the report.
  - To agree the proposed terms of reference for the Fire and Rescue Working Group as set out in Appendix B of the report.
  - To agree the proposed terms of reference for the Adult Education Steering group set out in Appendix C of the report.
  - To agree the outline timescales for all three Working Groups set out in para 1.4 of the report.

## 10. Forward Plan

- 10.1 The Committee received a copy of the forward plan for information. The plan set out the items and decisions programmed to be brought to the Committee for consideration
- 10.2 **The Committee RESOLVED;**
- To note the forward plan.

The meeting closed at 12:15pm.

### CHAIRMAN



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## Firefighter sickness absence

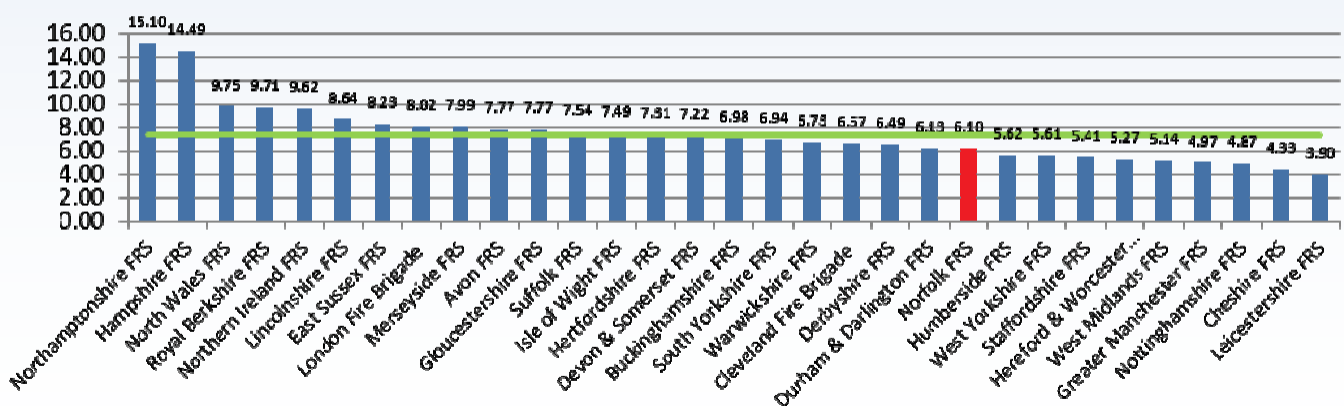
This report provides information in relation to questions arising from Communities Committee on 19 November 2014 regarding wholetime and retained duty system (RDS) firefighter sickness absence.

### Overview of performance in 2013/14

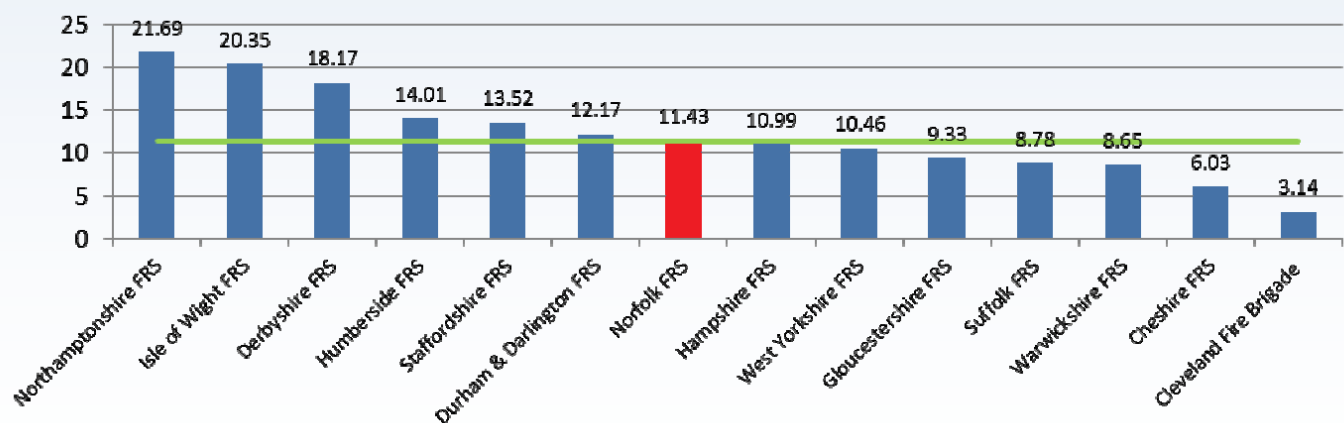
Wholetime firefighter sickness absence in Norfolk is generally low, and below the benchmark average.

Retained firefighter sickness absence is higher (in part due to a different recording method) but Norfolk's result is around the benchmark average.

**Number of days/shifts lost to sickness per person - Wholetime Firefighters**



**Number of days/shifts lost to sickness per person - Retained Firefighters**



## Sickness absence in quarter two 2014/15

Wholetime firefighter sickness absence has increased by 0.78 days per when compared with quarter two 2013. However absence levels continue to be low at 3.19 days and continue to be below the benchmark average of 3.61 days (see Figure 1).

Retained firefighter sickness absence has fallen 0.42 days to 4.99 days per FTE. This is just above the quarter two benchmark average of 4.44 days (see Figure 2).

	2012/13	2013/14				2014/15				Difference between Q2 2013 and Q2 2014
	Q1-Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Wholetime	7.40	1.28	2.41	4.08	6.10	1.37	3.19			0.78
Retained	9.83	2.71	5.41	8.60	11.43	2.91	4.99			-0.42

Figure 1: Quarter two 2014/15 – Whole time firefighters

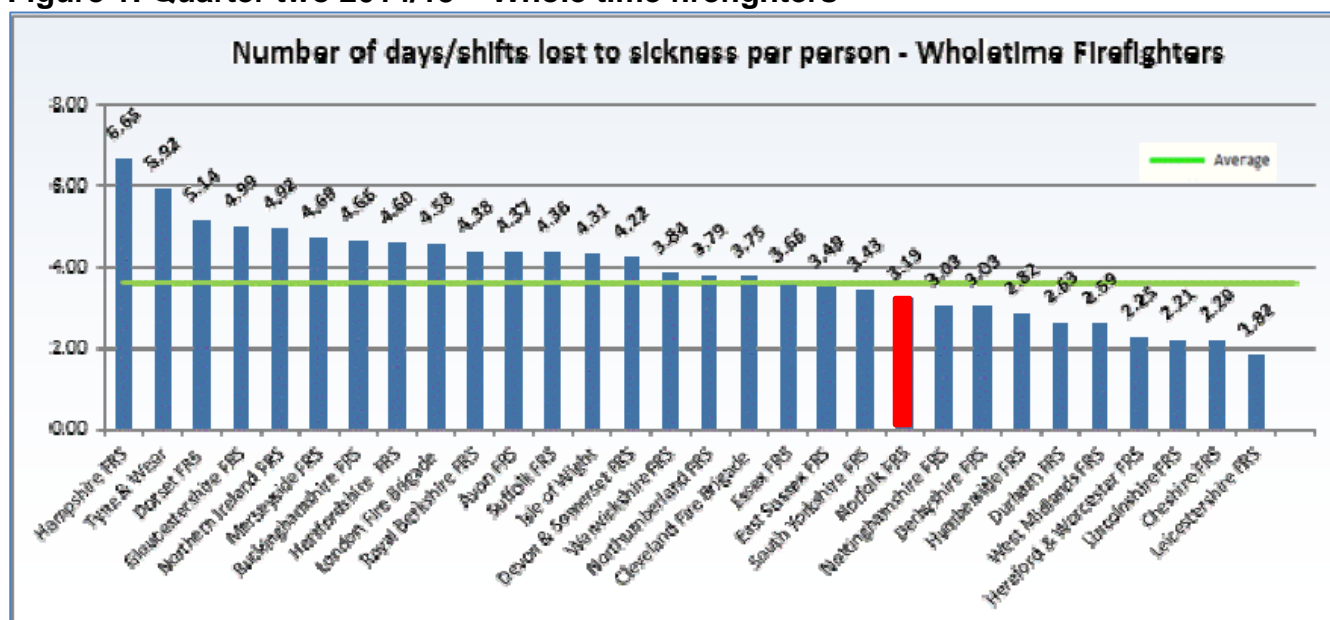
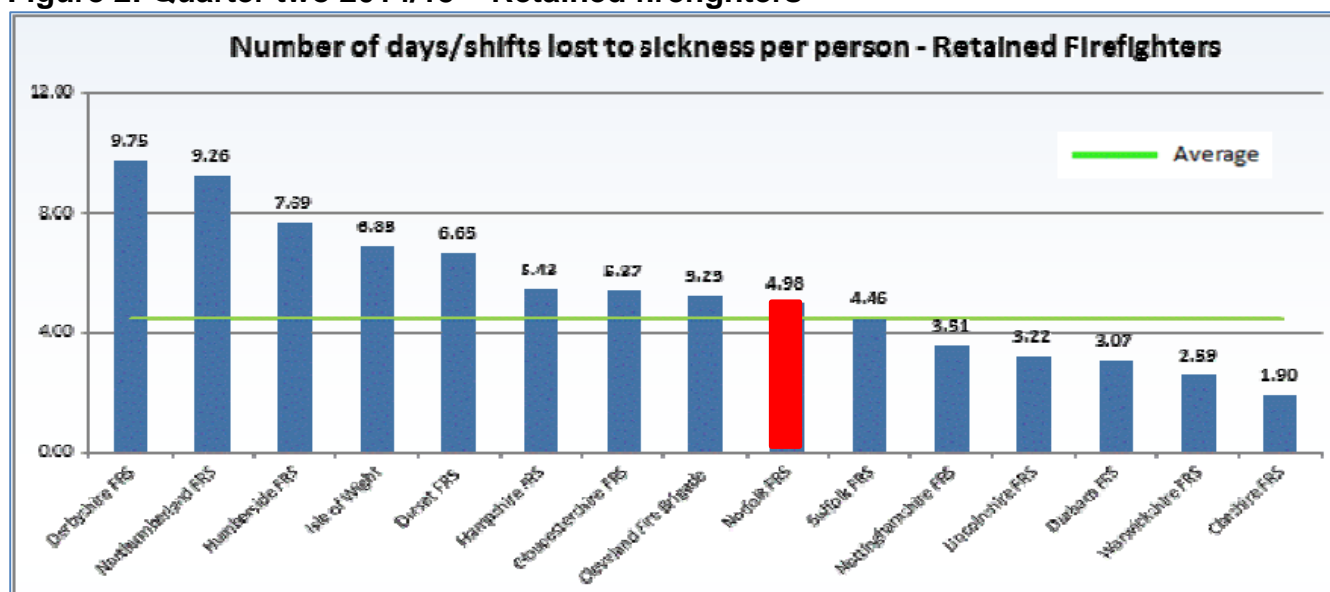
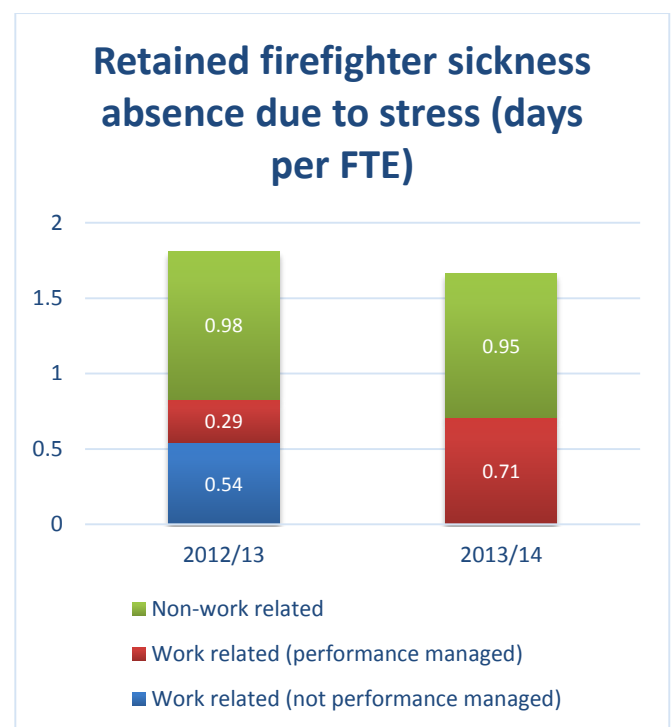
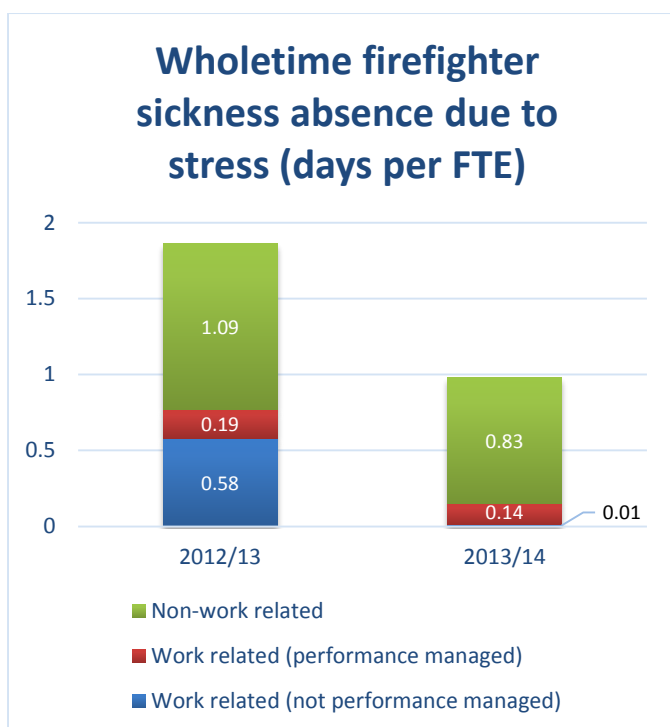
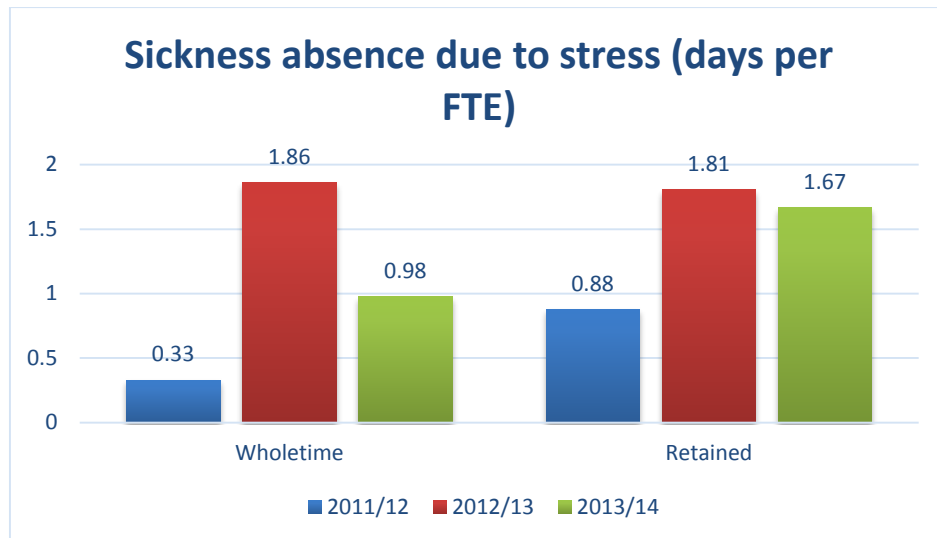


Figure 2: Quarter two 2014/15 – Retained firefighters



## Sickness absence due to stress

In 2012/13 Norfolk Fire and Rescue Service tightened performance management arrangements to ensure that firefighters were fulfilling their contractual obligations with regards to availability. At this time the service also began distinguishing between the causes of stress related absence - breaking work related stress down to identify that caused by performance management. The following tables show how sickness absence due to stress increased in 2012/13, before falling in 2013/14. The majority of stress sickness absence is due to non-work related causes.



## Contextual Notes

1. In reviewing this data it is important to note that wholetime and retained firefighter sickness absence are not directly comparable as they are calculated differently as follows. This means recorded sickness absence is expected to be higher for retained firefighters.

A. To calculate retained firefighter sickness absence Norfolk has adopted the nationally agreed method of making sickness absence *payments* to retained firefighters i.e. there are 365 days a year when a retained firefighter could potentially be absent due to sickness. Sickness absence is counted from the first day of absence until the last day, irrespective of whether the retained firefighter was due to be available for work.

B. For wholetime firefighters sickness absence is only recorded if it falls on a day when they were due to work a shift (i.e. there approx. 183 days per year when a wholetime firefighter could be absent from work).

2. NFRS sets a target to reduce sickness absence at Brigade level (not for each employment type). For 2014/15 this is set at 7.13 days per FTE. The measure and target excludes retained firefighters due to the different method of calculation used in determining retained firefighter sickness absence.

3. This report draws on benchmarking data from the National Fire and Rescue Occupational Health performance report produced by Cleveland Fire Brigade.

Business Intelligence and Performance Service  
[bi@norfolk.gov.uk](mailto:bi@norfolk.gov.uk)

4 December 2014

# Communities Committee

Item No. 6.

<b>Report title:</b>	<b>Norfolk Armed Forces Community Covenant Annual Report 2014-15</b>
<b>Date of meeting:</b>	<b>11 March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>  The report details the action undertaken to support the Norfolk Armed Forces Community Covenant. This voluntary agreement was signed by all Norfolk local authorities on 7 <sup>th</sup> March 2012.	

## Executive summary

This paper sets out the progress made with the Norfolk Armed Forces Community Covenant (NAFCC) since the last report to Cabinet in March 2014.

Norfolk's Armed Forces Community Covenant Board continues to oversee progress on the Action Plan under the headings of Building Communities; Health and Welfare; and Education, Employment and Skills.

Achievements include:

- NCC's mobile library service ran successful holiday activities in RAF Marham and Robertson Barracks; 71 visitors to the library and 196 books borrowed, plus 29 children took part in the Summer Reading Challenge.
- NCC's support of Armed Forces Week included; Castle Museum turned red on Remembrance Sunday and Museum Service offered local armed forces families free entry to Norfolk museums for one day.
- £10,000 allocated via the Norfolk World War One Fund, to support 37 community events and initiatives to commemorate WW1 in 2014/15.
- Health promotion event held at Robertson Barracks, with support from NCC Public Health and community organisations.
- Supported the development of Project Nova, to identify and support veterans in police and prison custody.
- Supported the East of England Energy Group (EEEGR) 'Skills in the Energy Industry' Event. Over 50 veterans met with ex-military personnel working in this industry, to develop opportunities for working in this sector.
- Successfully brought in £138,440 to Norfolk in 2014/15 from external sources, to support the armed forces (serving personnel, veterans and their families).

## Recommendation:

**The Communities Committee is asked to note the progress of the Norfolk Armed Forces Community Covenant.**

## **1. Progress Update**

- 1.1 At its Cabinet meeting on 3 March 2014 the County Council agreed to allocate £20,000 to continue to support work under the Community Covenant.
- 1.2 Norfolk's Armed Forces Community Covenant Board (NAFCC) agreed the action plan at its first meeting in June 2012 and continues to monitor progress regularly across the three key workstreams and, where necessary, form sub groups to complete tasks in each action area. At its meeting in March 2014, the Community Covenant Board agreed an outcome focussed action plan.
- 1.3 Some of the key achievements made in the last year against the areas listed in the action plan are outlined below.
- 1.4 **Building Communities:**
  - Norfolk County Council's museum service offered local armed forces families free entry to Norfolk museums for one day during Armed Forces Week 2014. Armed Forces Day/Week was also marked with flag raisings and ceremonies held across the county including at local councils and Norfolk County Council.
  - Homecoming parades continue to be supported including RAF Marham II squadron homecoming supported with NAFCC Board funding in June 2014 and RAF Marham IX squadron homecoming supported with NAFCC Board funding in September 2014.
  - 37 local World War One commemoration projects across Norfolk have been supported directly through grant funding of £10,000 through the Norfolk WW1 Fund funded with NAFCC Board funding.
  - A programme of arts, educational and cultural events is underway across the County for World War One centenary commemorations with a broad range of local partners planning activities throughout 2014-18. In August 2014 a Norfolk World War One conference was held at the Forum in Norwich, hosted by Keith Simpson MP.
  - Norfolk County Council's Library Service ran successful summer holiday activities on base at Robertson Barracks and RAF Marham, making 6 visits in July and August 2014. There were 71 visitors to the mobile libraries during this time and 195 books borrowed in total. Additionally with 29 children taking part in the Summer Reading Challenge and 21 new library members signed up. This year we also made some visits to Carbrooke and these were promoted to forces families by the Community Development worker at RAF Honingham.
  - Local NAFCC Board support has continued to make programmes of youth and family activities available on bases in Norfolk during the summer holidays. These activities are run by the base welfare teams but supported by NAFCC where possible. In June and July 2014, while the Light Dragoons were away on deployment, funding allowed the on-base community café at Robertson Barracks in Swanton Morley to be furnished with new tables and chairs and for outdoor play equipment to be installed for families living behind the wire.
  - In May 2014 the NAFCC worked with NCC Public Health and the Regiment medical team at the Light Dragoons to put on a health promotion day for personnel and their families. In total 15 local providers were present representing a range of health and welfare services including: smoking cessation, drug and alcohol support, domestic violence charities, healthy eating information, sexual health promotion and many others.
  - Work has been ongoing to prepare for the rebasing of the army at Robertson Barracks which will happen in 2015 and will see the Light Dragoons leave the base and The Queen's Dragoon Guards arrive in Norfolk from Germany. In

particular NAFCC work has focussed on working with the local schools to prepare for the effects of rebasing on their intake of children during 2015. Officers from NCC worked with the Dereham school cluster and with the welfare officers at Robertson Barracks to secure additional funding from the national MoD Education Support Grant to help alleviate the impact of relocating on the families of soldiers. The Army Families Federation have worked with us to identify likely areas of concern to families moving into Norfolk from the German bases and we are working with Breckland District Council, Job Centre Plus and other NAFCC Board members to address these.

### 1.5 Health and Welfare

- Work to encourage more veterans to disclose to their health professional that they have served in the armed forces continues. A poster to display in clinical settings, starting with GP surgeries has been developed – we worked with veterans and armed forces charities to get the design and wording right. We have developed guidance for GPs to go alongside the poster – this was created in collaboration with NHS commissioners, local GPs and practice nurses, and with the British Medical Association's Local Medical Committee. The poster has been made possible through NAFCC Board funding.
- Norfolk and Suffolk Mental Health Foundation Trust (NSFT) continues to develop its work supporting veterans. This includes: quarterly staff veteran focus groups, provision of training in wellbeing awareness and stress management to military charities, working closer with the local HIVES on base, provision of mental health services at the Bridge for Heroes contact centre in Kings Lynn, working in partnership with Walking with the Wounded on initiatives for veterans in need of mental health services.
- NAFCC Board funding has supported the establishment of Project Nova – a project run by the Regular Forces Employment Agency and supported by the Police and Crime Commissioner's Office, Walking with the Wounded and Veterans Norfolk. Project Nova works to better identify and support veterans in police and prison custody. NAFCC work has also focused on improving the identification of veterans in the court system.

### 1.6 Education, Employment and Skills

- Following an audit of service children in Norfolk schools, worked with local schools with a large service children population to access the MoD Education Support Fund. We have been successful in securing a total of over £138,000 for schools in Norfolk to: support children and families affected by the army rebasing at Robertson Barracks, support children and families affected by exceptional mobility and movement of personnel at RAF Marham, and to support improvements in numeracy and literacy.
- In May 2014 the NAFCC Board supported the East of England Energy Group's Skills in the Energy Industry event. Over 50 new veterans met other ex-military personnel working in the local energy industry, plus workshops to develop their skills as well as learn about local employment opportunities in the energy sector.
- Worked with partner organisations seeking to deliver specialist projects to support veterans into employment including: Walking with the Wounded, University of East Anglia and East of England Energy Group.
- Work is ongoing to develop a strong offer from Norfolk businesses to the armed forces community, including veterans and reservists, through the Corporate Covenant – this will be an area for continued focus in 2015/16.

### 1.7 Future Plans; The Norfolk Community Covenant Board has identified the following areas of work in the coming year:

- Ensure co-ordination of support around re-basing at Robertson Barracks and support to families and the Regiments; The Light Dragoons and The Queens Dragoon Guards
- Re-open the Norfolk WW1 Fund in 2015 to support communities who wish to commemorate WW1 with local activities
- Encourage companies to pledge their support to the Armed Forces by signing the Corporate Covenant, which sits alongside the Community Covenant
- Continue to ensure the co-ordination of support to veterans in custody
- Continue emphasis to improve the co-ordination of mental health support to veterans.

## 2. Evidence

The NAFCC Board's Action Plan has been developed with agencies and organisations that work with serving personnel, veterans and their families. This is alongside information gathered from visits to RAF Marham and Robertson Barracks, liaison with Welfare Officers, Armed Forces Charities and Service Family Federations. This is to ensure that the priorities meet the needs identified.

## 3. Financial Implications

3.1 The NCC Budget 2015/16 includes £20,000 to support the work of the Armed Forces Community Covenant in 2015/16.

3.2 Norfolk County Council has allocated £95,000 in the past three years to support the work of Norfolk's Armed Forces Community Covenant;

Financial year	Income	Expenditure
2012/13	£50,000	£34,950
2013/14	£25,000	£28,490
2014/15	£20,000	£16,750
<b>total</b>	<b>£95,000</b>	<b>£80,190</b>

3.3 This has been invaluable, as it has provided some match funding in support of applications submitted to the MOD Covenant Grant as well as funding to those which have been rejected but felt to be of value locally.

3.4 At the end of 2013/14, £11,560 remained in the budget which was carried forward to 2014/15, making a budget total of £31,560.

3.5 The total spend in 2014/15 was £16,750. The table below outlines the allocation of the Norfolk County Council funding during the past 12 months, in support of the Norfolk Armed Forces Community Covenant:

<b>NCC Allocation; Committed Expenditure</b>	<b>Amount</b>	<b>Agreed</b>
EEEEGR event for ex-military personnel	500	Covenant Board May 2014, via email
Robertson Barracks; Lite Bite Café furniture, 4 x computers, outdoor play equipment	2,700	Covenant Board, June, July and Sept 2014, via email
RAF Marham; Homecoming Parade x 3	3,000	Covenant Board, April, Sept & Nov 2014 via email



Production of Veterans posters for GP Surgeries	300	Covenant Board October 2014 meeting
Walking With The Wounded (veterans in custody)	5,000	Covenant Board April 2015 via email
Norfolk WW1 Fund	5,250	Covenant Board Oct 2014 meeting
Total	<b>£16,750</b>	

- 3.6 At the end of 2014/15, £14,810 remained in the budget, of which £11,000 is committed to The Bridge for Heroes Norwich Contact Centre.
- 3.7 National funding is available through the **Community Covenant Grant Scheme**. The Ministry of Defence have allocated funding available to local community covenants through its Community Covenant Grant Scheme. The Grant was established to financially support projects, at a local level, which strengthen the ties or the mutual understanding between members of the armed forces community and the wider community in which they live.
- 3.8 The criteria for applications is:
- Applications only accepted from areas which have already established a Community Covenant in their area
  - The local Community Covenant Partnership must agree projects before submitting to national Grants Panel
  - Applications are invited for sums from £100 to £250,000
  - There needs to be a clear demonstrable benefit to Armed Forces Community *and* their local community
  - The application is more likely to be successful if the non-Service element of the partnership (e.g. Local Authority, charity or community group or commercial organisation) also commit to incurring expenditure
  - MOD can only provide one off funding so where there is an ongoing cost – such as maintenance or staff costs, the MOD will look for the non-Service element of the partnership to commit accordingly
- 3.9 In June 2013 the Chancellor announced the Government would be making its financial support for the Armed Forces Covenant permanent. This support will take the form of a £10 million per year grant scheme which will take over from the Community Covenant Grant Scheme and LIBOR Fund in April 2015.
- 3.10 Since 2012, Norfolk has levered in, an additional £467,713 external funding to Norfolk to support the armed forces community.
- 3.11 Outcome of applications to external funding in 2014/15:

#### MOD Community Covenant Grant Scheme

- June 2014 - £28,000 bid from Whitlingham Boathouses for the completion of Phase 2 of its renovation; first floor community access.
- Jan 2015: £27,818.74 bid from The Jon Egging Trust for the roll out of the Blue Skies Project in Norfolk, connecting young people in Norfolk with military volunteers (serving personnel, service leavers and veterans) and military environments through programmes of activity to inspire, motivate and help young people achieve
- Jan 2015; £11,845 bid from NCC's Historic Environment Service to restore a WW2 fighter pen at the former RAF Coltishall site

#### MoD Service Children Grant

- January 2015 - £70,776 bid from Marham School cluster to improve school attainment for service children, especially during increased deployment at RAF Marham. Funding will provide a Family Support Worker and a full time 'buffer' teacher.

#### Unsuccessful applications

- September 2014 and January 2015 - £68,200 bid from The Bridge for Heroes for a Norwich Contact Centre, based on the King's Lynn model.

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

- 4.1 There will be resource implications in relation to officer time to support the Norfolk Community Covenant Board e.g. monitor the Action Plan, submit funding applications to the MOD, correspondence, reports, committee support and this will be absorbed by the Corporate Planning and Partnerships Service.
- 4.2 Equality Impact Assessment (EqIA); The Covenant is in place to ensure that service personnel, veterans and their families do not face disadvantage compared to other citizens in the provision of services that civilian communities have access to.
- 4.3 Environmental Implications; There are no direct environmental implications to the overall work of the Community Covenant. However many of the areas identified within the Community Covenant Action Plan may have an impact and will be assessed as part of the delivery.
- 4.3 There are no direct implications of this report for S17 of the Crime and Disorder Act. However, many of the areas identified as proposed activity in the Community Covenant Action Plan may have an impact on reducing anti-social behaviour.
- 4.5 The County Council's direct ability to influence across the issues raised with the Armed Forces Community Covenant is limited. The risk is therefore, in relation to raised expectations. However good communications and joint working with our partners, will enable the Council to influence and build understanding.

### **5. Background**

- 5.1 In November 2011, Norfolk County Council's Cabinet agreed that it would lead the development of a Norfolk Armed Forces Community Covenant.
- 5.2 The aims of the Community Covenant are to:
- encourage local communities to support the Armed Forces community in their areas
  - nurture public understanding and awareness amongst the public of issues affecting the Armed Forces community
  - recognise and remember the sacrifices and challenges faced by the Armed Forces Community
  - encourage activities which help to integrate the Armed Forces Community into local life
  - to encourage the Armed Forces Community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement

- 5.3 There are currently in excess of 8000 serving personnel and their families, living and working in Norfolk. An additional 80,000 serving personnel use the Stanford Training Area (STANTA) over the year, as part of routine and 'mission specific' training. It is estimated that there are 186,720 veterans living and working in the county, although the exact number is not recorded.
- 5.4 Norfolk County Council, with District Councils in Norfolk, signed the Norfolk Armed Forces Community Covenant on 7 March 2012. This was in the presence of the Lord-Lieutenant of Norfolk Richard Jewson; Brigadier Harry Nickerson, Commander 49 (East) Brigade; Commander Gerry Northwood, Chief of Staff, Naval Regional Command, Eastern England; Group Captain David Cooper, Station Commander at RAF Marham; General The Lord Dannatt; representatives of our armed forces community and partner organisations.
- 5.5 At the 2 April 2012 Cabinet meeting, it was agreed to set up a Norfolk Community Covenant Board. This partnership board has met six times, meeting biannually since 2012. The Board's purpose is to oversee the development of the Covenant in Norfolk, by:
- continuing to build on the established strong links
  - working with partners on the issues that may affect all Service Personnel, veterans and their families in Norfolk e.g. housing, health, employment and education
  - developing and monitoring the action plan
- 5.6 The membership of the Board is:
- Norfolk County Council
  - District Council representatives (x2)
  - Health service representative
  - Chamber of Commerce
  - Job Centre Plus armed forces lead
  - Housing representative
  - Representatives from the Armed Forces (x3)
  - Representatives from the Armed Forces charities (x2)
- 5.7 The Board is chaired by the Armed Forces Commissioner for Norfolk, Mr. Tony Tomkinson. The key role for the Commissioner is communication and co-ordination, acting as an instrumental link between the Armed Forces community and partner agencies. The role also includes raising the profile of the Norfolk Armed Forces Community Covenant and related work, as well as highlighting the support available to the Armed Forces Community.
- 5.8 NCC has appointed an Armed Forces Member Champion; Cllr David Collis, who represents Norfolk County Council on the Norfolk Armed Forces Community Covenant Board.
- 5.9 The Government initially allocated £30million in funding, over four years from 2011, to support Community Covenants. In June 2013 the Chancellor announced the Government would be making its financial support for the Armed Forces Covenant permanent. This support will take the form of a £10 million per year grant scheme which will take over from the Community Covenant Grant Scheme and LIBOR Fund in April 2015. We are still awaiting guidance on this new grant scheme.

## Officer Contact

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

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

**Officer Name:** Caroline Money    **Tel No:** 01603 228828    **Email address:**  
[caroline.money@norfolk.gov.uk](mailto:caroline.money@norfolk.gov.uk)



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# Communities Committee

Item No. 7.

<b>Report title:</b>	<b>Trading Standards Service Plan 2015-16</b>
<b>Date of meeting:</b>	<b>11 March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe Executive Director of Community and Environmental Services</b>

## Strategic impact

### **Building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities**

The Trading Standards Service Plan is included within the Council's Policy Framework, under the Council's Constitution, and requires adoption by Full Council. The Service Plan and associated policies and plans set out the service priorities for 2015/16, taking account of the 3-year service budget set in February 2014.

The purpose of this report is to present recommendations to Committee on the proposed policies and priorities for 2015/2016 for consideration and comment prior to making recommendations on adoption of the plan to Full Council.

## Executive summary

This report introduces the Trading Standards Service Plan 2015-16 (Appendix 1) including:

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

which reflect the service reorganisation implemented in January 2015. All three need to be adopted by Full Council.

It also introduces the Trading Standards'

- Business Services Policy (Appendix 4) and
- Consumer Services Policy (Appendix 5),

both of which have been revised in light of the service reorganisation.

Lastly it discusses the planned £20K increase in income for the 2016/17 service year and seeks support to explore alternative options to the original proposal to introduce charging for business advice.

### **Recommendations:**

#### **Members are asked to:**

- 1) Review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council.**
- 2) Approve the Business Services Policy and the Consumer Services Policy and their adoption by the Trading Standards Service.**

**Members are asked to support the Trading Standards Service's proposal to explore alternative options to generate additional income in 2016/17.**

# 1. Proposal

- 1.1 Trading Standards' core function is to build a safe, fair and legal marketplace for Norfolk, helping businesses to succeed and safeguarding communities by:
- protecting them from detrimental trading practices and rogue traders,
  - enforcing the laws which provide the basis for fair competition, business success and access to world markets and consumer protection,
  - providing businesses with compliance advice and metrological services.

The impact on consumers and business is significant and our approach is critical to ensure confidence in the trading environment.

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 illicit sales of alcohol and tobacco.

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 public legitimate interests. Trading Standards therefore has an important social and economic role in the community, contributing to the health, safety and prosperity of Norfolk.

- 1.2.1 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.

It has been drafted to reflect the service reorganisation implemented in January 2015 in response to the 3-year service budget set in February 2014.

The service plan includes our 'golden thread' (page 6) which summarises our strategic control strategy and focus for protecting the public and legitimate business. The plan is supplemented with some 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 welfare and disease control (Annex III). These specific plans include information required by Government on the monitoring of our discharge of these functions.

- 1.2.2 **Members are asked to review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council.**

- 1.3.1 The service plan is also supplemented by two policies, the Business Services Policy and the Consumer Services Policy. These have been revised to better reflect our service provision in light of the service reorganisation implemented in January 2015 in response to the 3-year service budget set in February 2014.

- 1.3.2 **Members are asked to approve the Business Services Policy and the Consumer Services Policy and their adoption by the Trading Standards Service.**

- 1.4.1 With effect from 1 April 2016, the Service is required to generate an additional £20K of income as part of the budget settlement agreed by Full Council in February 2014.

At that time the proposal, as consulted upon as part of the Putting People First budget consultation, was restricted to introducing charging for business advice.

- 1.4.2** In light of the findings of the initial scoping work on this proposal undertaken in 2014/15, the Service wishes to explore alternative options to generate the additional £20K income, which may include:
- Introduction of the Primary Authority scheme for larger businesses
  - Further development of our Calibration, Verification & Testing Services
  - Sponsorship of our Trusted Trader scheme.

Options will be fully explored during 2015/16 and viable options will be implemented ahead of the 2016/17 service year.

- 1.4.3 Members are asked to support the Trading Standards Service's proposal to explore alternative options to generate additional income in 2016/17.**

## **2. Evidence**

- 2.1** In addition to agreed efficiency savings, Trading Standards Service reductions were consulted upon during the 'Putting People First' budget consultation:
- P47: Scale back Trading Standards advice to focus on the things we have to do by law (£0.373 million)
  - P48: Charge for advice to business from our Trading Standards Service (£0.020 million)

However as part of the budget settlement agreed by Full Council in February 2014 the savings required were reduced by £0.123 million; to enable the Service to continue to deliver our Trusted Trader scheme and other preventative initiatives such as No Cold Calling Zones and Consumer Champions.

- 2.2** During 2014/15 the Service has undertaken a reorganisation, implemented with effect from 1 January 2015, to realise the £0.250 million savings required in readiness for the 2015/16 service year. The 12% reduction (excluding efficiency savings) is being managed by:
- Further developing our tasking and coordination function to enable the Service to better target our enforcement activity at those individual traders or market sectors causing the most detriment to consumers and/or legitimate businesses,
  - Restricting our formal investigations to the most serious alleged offences,
  - Working with the Citizens Advice consumer service which provides consumers with information and advice,
  - No longer supporting individual members of the public with trading disputes unless we are actively investigating offending as part of prioritised work,
  - Reducing inspection and checking activities, such as food sampling and product safety testing, focusing on the highest risks and priorities identified,
  - Reshaping our legal disposal function and delivery model, providing resilience and flexibility in service delivery
  - Reshaping the Metrology Services function to maximise commercial opportunities

The Trading Standards Service Plan including annexes and the Business Services Policy and the Consumer Services Policy have been drafted to reflect the revisions in service delivery.

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

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

It is complemented by:

- The Business Services Policy (Appendix 4)
- The Consumer Services Policy (Appendix 5)

**2.3.1** The Enforcement of Age Restricted Sales Plan 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.

**2.3.2** The Food and Feed Law Enforcement Plan 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.

Both of these areas are governed by Codes of Practice, made under the Food Safety Act 1990, which prescribe minimum inspection levels of premises and processes. As was the case in 2014/15, evaluation of resources available, given other priorities within the service, does not enable us to fulfil all of the requirements.

Our review of required activity has concluded that the Service will be able to fulfil its feed inspection programme in line with the requirements of the Feed Law Code of Practice (England). However, 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).

To mitigate this, the Service will 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 across 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. 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.

**2.4** The proposal (P48) to charge for business advice from our Trading Standards Service to generate £20K of income is due to come into effect from 1 April 2016.

**2.4.1** During the Putting People First consultation the total number of responses to proposal P48 was 169. The majority were supportive, 121, with only 25 stating their opposition to the proposal.

**2.4.2** During 2014/15 initial scoping work has been undertaken, including liaising with other local authority Trading Standards Services which have introduced chargeable business advice models.

Initial findings, some of which reflect concerns raised during consultation are:

- Set up and on going administration of blanket chargeable advice schemes is resource intensive



- Reaching a break-even point can take more than 3 years
- Introduction of the Primary Authority scheme, which enables larger businesses to contract with the Service to receive assured business advice, does not enable full cost recovery but does generate income to support the staffing costs involved
- Most services continue to offer some level of free business advice
- Some businesses disengage once charges are applied
- There are EU proposals to introduce chargeable follow up work further to official food and feed controls, which may conflict with a blanket chargeable advice model.

**2.4.3** In light of the findings of the initial scoping work, the Service wishes to explore alternative options to generate the additional £20K income with effect from 1 April 2016. These options may include:

- Introduction of the Primary Authority scheme for larger businesses
- Further development of our Calibration, Verification & Testing Services
- Sponsorship of our Trusted Trader scheme.

### **3. Financial Implications**

The financial implications of service delivery aligned to the Trading Standards Service Plan 2015-16 and associated policies and plans accord with the budget settlement agreed at Full Council in February 2014.

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

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

### **4.1 Staff**

Sufficient, suitably qualified, competent and skilled 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 officers. Skills and competency are assessed during annual staff appraisals and a programme of continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

### **4.2 Legal implications including the Crime and Disorder Act 1998, human rights implications and health & safety**

Statutory duties are addressed in the Trading Standards Service Plan 2015-16 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 ETD 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 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 Equality**

Equality impact assessments on the impact of the Putting People First budget consultation proposals P47 and P48 were undertaken. The mitigating actions:

- To ensure that all NCC communications (literature, website etc) signpost effectively to the Citizens Advice consumer hotline and to associated self-help information provided via Citizens Advice and other agencies
- Work with Citizens Advice and others to ensure that self-help resources are continually improved and that tailored advice is targeted at disadvantaged groups, including older and disabled residents
- Monitor the impact of proposed service changes by increased analysis of intelligence through the new intelligence analyst post, so that further mitigating actions can be considered and resources can be targeted where there is most need

have all been addressed in the Service reorganisation, revision of policies and service planning.

#### **4.4 Risks**

The risks associated with service delivery aligned to the Trading Standards Service Plan 2015-16 and associated policies and plans are considered during service planning and the more detailed project planning that underpins it. Identified risks are managed as part of the Service risk management process.

The risk that the introduction of chargeable business advice with effect from 1 April 2016 may not generate the £20K income required has been identified and some alternative options for exploration have been raised in this report.

### **5. Background Papers**

Annex III: Animal Health & Welfare Service Delivery Plan 2015-16

Norfolk - Putting People First - Findings from the public consultation and the outcome of the Equality Impact Assessments for proposals affecting Public Protection – Trading Standards

#### **Officer Contact**

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

**Officer Name:**

Sophie Leney

**Tel No:**

(01603) 224275

**Email address:**

sophie.leney@norfolk.gov.uk



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Service Name: **Trading Standards Service**

Responsible Senior Officer Name: **Sophie Leney**

Period covered: **2015-2016**

Latest update: 12 February 2015

## **What our service aims to achieve**

The Trading Standards' ambition is to **build a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities** through:

- Helping businesses succeed
- Tackling the most serious illegal trading, including e-crime
- Safeguarding communities from doorstep crime and scams
- Alcohol and tobacco control, affecting public health and antisocial behaviour
- Safety of goods
- Food safety and standards
- Animal disease prevention and control measures

## **The things we do**

1. Providing businesses with access to information and compliance advice to help them succeed and providing targeted support to start-up, small, high-risk and non-compliant businesses
2. Providing calibration, verification and testing services to businesses
3. Protecting consumers and legitimate businesses by targeting the most serious fraudulent, illegal and unfair trading, including e-crime
4. Safeguarding vulnerable people by addressing rogue doorstep trading and scams
5. Safeguarding communities and public health by tackling the supply of alcohol, tobacco and age restricted products to young people and the supply of illicit alcohol and tobacco.

For further information see Annex I: Enforcement of Age Restricted Sales Plan 2015-16.

6. Ensuring fair and safe trading of goods and services, including foods and animal feeds through a programme of intelligence-led market surveillance and enforcement activities
7. Ensuring the standards, quality and safety of the food chain, including animal feeds and agricultural fertilisers

For further information see Annex II: Food & Feed Law Enforcement Plan 2015-16.

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 2015-16.

## Our service structure

The Trading Standards Service was restructured with effect from 1 January 2015 and consists of five teams:

- Business, Food & Farming
- Calibration, Verification & Testing Services
- Community Safety and Fair Trading
- Intelligence and Legal Enforcement
- Investigations.

The Service has a full time equivalent staffing complement of 45.9 FTE with a headcount of 48. 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).

There are 32,872 businesses in Norfolk (2013/14 CIPFA figures) and, with a net budget of £1,824,990, the Service costs £55.52 per business.

## Monitoring our outcomes/performance

Measure	How we did last year	Our target for this year	How we are doing so far	Where we expect to be by the end of the year	What actions we are taking
Percentage of businesses brought to broad compliance with trading standards	Target = 94% Actual = 94.5% (current)	94%			
Percentage of doorstep and other rogue traders and most detrimental businesses brought to compliance	Target = 85% Actual = 95.7% (current)	90%			
Percentage of scam victims supported to prevent further financial abuse	New Measure	Target to be determined in 2015/16			
Percentage of targeted offenders (who have sold age restricted goods to young people) brought to compliance	New Measure	Target to be determined in 2015/16			

<b>Measure</b>	<b>How we did last year</b>	<b>Our target for this year</b>	<b>How we are doing so far</b>	<b>Where we expect to be by the end of the year</b>	<b>What actions we are taking</b>
Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance	New Measure	Target to be determined in 2015/16			
Income generated through our calibration, verification and testing services	Target = £320,920 Actual = £329,500 (anticipated outturn)	£327,500			

### **Feedback from our customers**

<b>Measure</b>	<b>How we did last year</b>	<b>Our target for this year</b>	<b>How we are doing so far</b>	<b>Where we expect to be by the end of the year</b>	<b>What actions we are taking</b>
Business satisfaction with Trading Standards services	Target = 85 Actual = 92 (current)	90%			
Business awareness of Trading Standards responsibilities	Target = 78 Actual = 81.7 (current)	78			

## How we compare to others delivering this/similar services

Who we compare against	Why	How did we compare last year (2013/14)	How do we compare this year	Actions we are taking
Other English County based Trading Standards Services (dependant on completion of CIPFA return)	Similar size and/or range of services delivered. However, Norfolk is a large rural county, with significant cost/pressures in supporting the farming economy. This is not something that is necessarily a big factor for other similar sized local authorities.	Net cost per business was £73.62. This compares to £104.96 in 2012/13, a 30% reduction of £31.34 per business. The average is £73.76 (maximum £104.32 and minimum £44.61).	2014/15 CIPFA statistics will be released in January 2016.	If we use our net budget for 2015/16 in the 2013/14 calculation the net cost per business is £55.52, a 25% reduction of £18.10 per business.

## Service changes/improvements planned for this year

What	Why	By When	Owner	How we are doing so far	What actions we are taking
Development of a chargeable business advice model	To provide additional income of £20,000 per annum from 1 April 2016	1 April 2016	Sophie Leney		

## Our key risks

Risk	Actions we are taking
Failure to properly exercise powers or comply with statutory time constraints could lead to failure of enforcement action, including prosecutions with subsequent financial loss/reputational risk.	
In the event of a major animal disease outbreak, resources would have to be diverted to enable an adequate response, thus preventing the Trading Standards teams from delivering the full range of services expected.	
Reductions in proactive work to prevent public detriment and offending are likely to increase responsive demand and victims, particularly the vulnerable.	

## Our budgets

Budget	Pressures and risks	Savings to be delivered	Actual spend	Forecast spend by end of year	Actions we are taking
£457,300 Business, Food & Farming	Inability to market our Trusted Trader scheme as successfully as previously				
(£87,280) Calibration, Verification & Testing	Inability to market our verification/calibration services as successfully as previously				
£538,570 Community Safety & Fair Trading					
£292,230 Intelligence and Legal Enforcement	Increasing costs of legal enforcement, as experienced in 2014/15 Inability to recover prosecution costs or proceeds of crime assets				
£415,640 Investigations					
£208,530 Trading Standards Service					
Net total = £1,824,990					

Please see the diagram below, our 'golden thread' which summarises our strategic control strategy. This Service plan is supplemented 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 Plan 2015-16
- Annex II: Food & Feed Law Enforcement Plan 2015-16
- Annex III: Animal Health & Welfare Service Delivery Plan 2015-16.

Norfolk County Council: Putting People First	Trading Standards Ambition	Trading Standards Priorities	What this means	Performance measures
<p><b>Ambition:</b> For everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities.</p> <p><b>Real jobs:</b> We will promote employment that offers security, opportunities and a good level of pay. We want real sustainable jobs available throughout Norfolk.</p> <p><b>Good infrastructure:</b> We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.</p> <p><b>Excellence in education:</b> We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best. We firmly believe that every single child matters.</p> <p><b>Improve the quality of life for all the people of Norfolk,</b> and in particular to safeguard vulnerable people throughout the county.</p>	<p><b>Building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities</b></p>	<p>Helping businesses succeed</p> <p>Tackling the most serious illegal trading, including e-crime</p> <p>Safeguarding communities from doorstep crime and scams</p> <p>Alcohol and tobacco control, affecting public health and antisocial behaviour</p> <p>Safety of goods</p> <p>Food safety and standards</p> <p>Animal disease prevention and control measures</p>	<p>Providing businesses with access to information and compliance advice to help them succeed and providing targeted support to start-up, small, high-risk and non-compliant businesses</p> <p>Providing calibration, verification and testing services to businesses</p> <p>Protecting consumers and legitimate businesses by targeting the most serious fraudulent, illegal and unfair trading, including e-crime</p> <p>Safeguarding vulnerable people by addressing rogue doorstep trading and scams</p> <p>Safeguarding communities and public health by tackling the supply of alcohol, tobacco and age restricted products to young people and the supply of illicit alcohol and tobacco</p> <p>Ensuring fair and safe trading of goods and services, including foods and animal feeds through a programme of intelligence-led market surveillance and enforcement activities</p> <p>Ensuring the standards, quality and safety of the food chain, including animal feeds and agricultural fertilisers</p> <p>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</p>	<p>Business awareness of Trading Standards responsibilities</p> <p>Percentage of businesses brought to broad compliance with trading standards</p> <p>Percentage of doorstep and other rogue traders and most detrimental businesses brought to compliance</p> <p>Percentage of scam victims supported to prevent further financial abuse</p> <p>Percentage of targeted offenders (who have sold age restricted goods to young people) brought to compliance</p> <p>Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance</p> <p>Business satisfaction with Trading Standards services</p> <p>Income generated through our calibration, verification and testing services</p> <p>Cost of the Trading Standards Service per Norfolk business</p>
<p><b>National Regulatory Outcomes</b></p> <p><b>Economy:</b> Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment</p> <p><b>Environment:</b> Protect the environment for future generations</p> <p><b>Public and product safety:</b> Ensure safe neighbourhoods and safe products</p> <p><b>Health &amp; Wellbeing:</b> Help people to live healthier lives by preventing ill health and harm and promoting public health</p> <p><b>Food Chain Infrastructure:</b> Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy</p>				





# **Norfolk** County Council

## **Community & Environmental Services**

### **Trading Standards Service** **Enforcement of Age Restricted Sales Plan 2015-16**

#### **Minor Sales – Major Consequences**

A strategy to deter the sale of age restricted products to young people in Norfolk,  
with the intention of improving community safety and public health



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## **1. Context**

- 1.1 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 the Licensing Act (alcohol) and the Clean Neighbourhoods and Environment Act (Aerosols). This Plan fulfils these obligations, as part of the overall work by Trading Standards to improve community safety and public health.

## **2. Background**

- 2.1 Trading Standards activities are intelligence led and focus on both national and local priorities; improving community safety and public health by tackling illicit/age restricted products is a key priority for the Trading Standards Service. The Service 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 (e.g. joint operations and licence reviews).
- 2.2 Operations and activities are delivered across the whole of the county and test purchases are carried out, usually with assistance from Norfolk Constabulary, at targeted premises where intelligence shows that sales to under age buyers is 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. Examples of enforcement activity in this area include:
- Project based inspections
  - The investigation of complaints
  - The provision of advice, information and support for businesses
  - An intelligence led 'test purchasing' programme
  - Publicity and promotional activities
  - Multi-agency/Community/Voluntary Groups and partnership working.

Following advice to Trading Standards by the Office of the Surveillance Commissioner (OSC) any test purchase by a young person now requires covert surveillance authorisation from a service manager which must then be endorsed by a Magistrate, as per the Regulation of Investigatory Powers Act 2000.

- 2.3 A range of legislation supports this work, setting out controls for the following products:
- Alcohol
  - Cigarettes and tobacco products
  - Fireworks
  - Video, DVD, blu-ray & gaming products
  - Aerosols, petroleum spirit and other intoxicating substances (butane/solvents)
  - Lottery and scratch cards
  - Knives and blades.

Alcohol and tobacco continue to be the main focus of our enforcement activity.

### **3. Alcohol**

- 3.1 Alcohol-related crime and disorder by young people is currently estimated to cost society £1 billion per year. A very recent NHS survey has found that the proportion of 11-15 year olds who have never had alcohol has increased to 49%. This bucks the trend in that past surveys have shown this figure rising gradually in recent years. This appears to show that safe drinking messages are getting through to young people. However, children who are drinking are consuming large amounts. In 2012, the average (mean) alcohol consumption by pupils who had drunk in the last week was 12.9 units. Mean consumption levels have varied between 10.4 units and 14.6 units since 2007, with no clear trend.
- 3.2 In January 2010 the Policing and Crime Act 2009 changed the definition of persistently selling alcohol to under 18s from three sales within three months to two sales in the same period. All premises found to be selling alcohol to under age persons are now to be retested before the end of 3 months following the date of the first sale.
- 3.3 Since 2005 the Trading Standards Service has been a Responsible Authority in licensing matters. During 2013/2014 a premises licence was revoked on appeal to the Magistrates by the owner following a review applied for by the Trading Standards Service on behalf of Norfolk County Council because of repeatedly selling alcohol to underage children. Trading Standards continues to work closely with the other Responsible Authorities, in particular Norfolk Constabulary Licensing and Regulation Unit in order to ensure that licensing objectives are upheld in Norfolk.
- 3.4 To date during 2014/2015 Trading Standards has visited a total of 29 premises as part of its activity in this area. The Service conducted a number of advisory visits and 10 test purchasing operations, resulting in 2 illegal sales to young volunteers. Test purchase sales were made at premises where intelligence suggested there was a likelihood of illegal sales of alcohol, including those in areas with increased incidences of anti-social behaviour linked to alcohol consumption. Further visits are planned as part of joint work with the Police during 2015/2016.
- 3.5 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 has continued to decrease in 2014/15 by over 50%. Alcohol users are now attending support sessions with local agencies. The service will continue to support this initiative during 2015/2016 to ensure its continued success.
- 3.6 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. The Service has supported the 'Best Bar None' and "reducing the strength" and similar schemes regarding underage sales and wider Trading Standards requirements/opportunities for joint working.

## **4. Tobacco Control**

- 4.1 Smoking is the biggest preventable cause of death globally; killing half of all smokers prematurely and smoking remains the biggest cause of preventable death in Norfolk. A recent survey has shown that the NHS spends £2 billion a year on treating smoking-related illness. 65% of smokers take up the habit by the age of 18. It is estimated that 8 children start smoking each day in Norfolk. Studies have shown that smoking just one cigarette in early childhood doubles the chance of a teenager becoming a regular smoker by the age of 17. 80% of adults regret starting smoking by the time they are 20 years old.
- 4.2 Smoking in young people is highly prevalent within the Great Yarmouth area. One school reports 100% of attendees being regular smokers. The NHS, Public Health and charities such as The Matthew Project are keen on dealing with the health matters associated with young people smoking as are the enforcement agencies for illicit tobacco, under age sales and litter.
- 4.3 Trading Standards Services have the power to advise businesses and enforce legislation in respect of age-restricted goods and illicit tobacco and therefore have 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 an intelligence led approach to our work, such that we take appropriate action against a range of illicit/counterfeit products, and ensure that we always limit our engagement with industry for the purposes of enforcement of the relevant legislation.
- 4.4 The Service is able to identify certain counterfeit packets of cigarettes by looking for invisible anti-counterfeit security markings carried on genuine products. Illicit tobacco is a rapidly developing area of 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. In addition to counterfeit tobacco, there is an increasing amount of illegally imported tobacco which only bears foreign labelling. Not only is this tobacco being sold without UK duty being paid, but the health risks labelling on the packaging cannot be communicated to buyers.
- 4.5 Illicit tobacco is being sold by unscrupulous businesses from under the counter in most cases. Its pricing makes it more accessible to young people as it is affordable (£2.50 for a pouch of hand rolling tobacco as opposed to £15).
- 4.6 A number of investigations have been undertaken this year into both counterfeit and foreign labelled tobacco as well as sales to young people. Working with Public Health and utilising tobacco sniffer dogs, the Trading Standards Service has instigated a number of test purchases and unannounced inspections of retailers where intelligence has shown that illicit tobacco is being sold. As a result of these raids almost 3000 cigarettes were seized during 2014/2015. Prosecution cases are on going.

## 5. Other areas of focus for 2014/2015

- 5.1 Alcohol and Tobacco sales to under 18s remained a priority area because of the problems identified at both local and national level. However compliance visits targeted all age restricted products.
- 5.2 **Fireworks:** In relation to fireworks, the levels of antisocial incidents reported to Norfolk Police and Trading Standards during the Guy Fawkes period has shown a steady reduction to the levels reported 4 years ago. The Trading Standards Service has sustained further reductions in its funding during the 2014/2015 year and has had to make careful decisions regarding where it targets its depleted resources. In view of the reduced level of incidents no targeted activities were conducted in relation to firework sales both in the run up to November and to the New Year. Monitoring of incidents reported after this period has shown that the downward trend in anti-social behaviour has continued without the targeted input by the Trading Standards Service with the exception of one district - Breckland, which did show a higher level of incidents in 2014/15 to that of 2013/2014. The Service will target traders in this area during 2015/2016.
- 5.3 Underage sales test purchase operations were also planned should intelligence be received of sales to minors in respect of other age restricted sales relating to knives, DVDs and aerosol products. However, this year, no reports of sales to minors were received during this period.
- 5.4 **New Psychoactive Substances (NPS or 'Legal Highs')**: An increasing number of pills and potions designed to mimic illegal drugs like cocaine, cannabis and ecstasy are being sold openly in premises known as 'Head Shops' on the high street. These substances are sometimes referred to as 'Legal Highs' and are not subject to age restricted sale controls. Those selling them believe that they are not breaking the law as the contents are not currently controlled under the Misuse of Drugs Act 1971. Police enforcement is difficult as legislation lags behind the development of new drugs. However, some substances designed to mimic the effects of ecstasy have been brought into the control regime of this Act in January 2015.

Many retailers are selling the products labelled "not for human consumption" or with instructions to use them as bath salts and plant feeders in the belief that this will also exempt the products from legislation governing the sale of medicines. As a result customers are often given bizarre instructions or in some cases no information on use at all.

NPS are sold in small packages of incense (tobacco like), powder and pills with various names such as spice, fairy dust, herbal high or poke. They normally retail for between £10 and £40. These substances are known to originate from China and in some cases Israel. They are imported at relatively low cost and can be sold in the UK with greater mark ups than that of traditional drugs. Many have potential side effects and with no medical trials/testing carried out, the long term effects of these products are unknown.

There have been numerous reports of incidents where the users of these products have suffered serious ill effects, two leading to death in the county this year. Health

workers and the support agencies who deliver rehabilitation for drug users are being presented with numerous cases of users of these substances, with some users as young as 13 years old. These support workers have a difficult task in identifying the most suitable program to help the users of these substances because of the absence of reliable information about the drug taken or used.

Trading Standards Officers, using their general powers under product safety legislation, have issued "Requirement to Mark" notices to a number of local businesses for failing to provide consumers with the relevant information to assess any risk associated with the use of these products. In two cases this led to the matters being put before the courts in May 2013. Both traders pleaded guilty and were ordered to forfeit all the items seized, the Court imposing a conditional discharge for 12 months on each of them.

However, the sales of NPS continued at three premises and the Trading Standards Service instituted legal proceedings against the retailers. One pleaded guilty and was fined £200 by the court. Given the considerable mark ups to be made when retailing these substances, this level of fine does not present a particular deterrent. The two other cases are on going.

This approach, using general product safety legislation as adopted in Norfolk, has since been recognised as best practice and incorporated into national guidance introduced by the Home Office. However it is not without its shortcomings, as evidenced by the limited punishments/fines meted out by the courts. However other powers have been made available to the Police and district councils under the Anti-Social Behaviour, Crime and Policing Act 2014. These new powers enable orders to be made to prohibit activities, like the sale of NPS, which lead to antisocial behaviour. To date, as far as is known, three district councils and police forces, not in Norfolk, have used these powers successfully to stop the sale of NPS.

- 5.5 The use of **electronic cigarettes**/vaporisers has increased during the year. These products are not subject to age restriction controls and there is very limited evidence that they are being sold to children. Although some people see them as a safer alternative to tobacco, the degree of harm experienced by the user is unknown at present. Stricter legislative controls are anticipated.

During the year, two house fires have been caused by the overheating of chargers used with electronic cigarettes. The Service has submitted a number of chargers for testing under product safety legislation (results awaited) and, working with the Fire & Rescue Service, has highlighted the dangers of their improper use through the media.

## **6. Looking ahead to 2015/16**

### **6.1 Enforcement Activity (including test purchasing programmes)**

- 6.1.1 As identified in paragraph 5.2 of this plan, the resources available to the Trading Standards Service have been reduced in the past three years (and will be further reduced in 2015/16) and, as a result, the Service has had to cut back on its planned enforcement activities. This has impacted on the work relating to the sale of age restricted products which was reduced in the 2014/2015 service year. However, the

Service will continue to focus on the most problematic areas of alcohol, tobacco and fireworks, responding to on going intelligence in these areas (if subsequent intelligence directs our activity to other products then work will be targeted accordingly).

- 6.1.2 The service will continue to take a graduated approach to intelligence which indicates that underage sales are taking place at particular 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 to the identified businesses. Where monitoring or intelligence indicates that underage sales continue to take place, test purchasing by underage volunteers will be undertaken. Where necessary, formal action including prosecutions will be taken, in accordance with our enforcement policy.
- 6.1.3 The test purchasing of alcohol at 'off licence' premises will continue to be led and undertaken by the Trading Standards Service as part of our joint working arrangements with Norfolk Police. We will also continue to provide officers and utilise Trading Standards young volunteers to support Norfolk Police in relation to their lead role for 'on licence' premises.
- 6.1.4 Trading Standards will continue to work with the Police and other agencies in support of local initiatives to reduce knife crime. Analysis of crime data does not highlight Norfolk as having a particularly high level of knife related crime, and Trading Standards has received no complaints relating to illegal sales of knives to under 18s in the past 12 months. However national intelligence continues to identify knife crime as a serious concern and one which the government is keen to see effectively tackled. Trading Standards has a role to play in preventing the sale of knives to young people under the age of 18 and so will, on an intelligence-led basis, conduct test purchase operations and provide advice and education to businesses. Where necessary, formal action including prosecutions will be taken, in accordance with our enforcement policy.
- 6.1.5 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 Management 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 currently exploring the recruitment of cadets through the Fire & Rescue Service and the Police for participation in our test purchasing programmes.

## **6.2 Tackling Anti-social Behaviour**

- 6.2.1 The link between anti-social behaviour and the consumption of alcohol or solvent abuse is established. This strategy is designed to prevent the upstream supply of a number of restricted products to underage persons and thus reduce the level of anti-social behaviour associated with the use of these products.
- 6.2.2 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 in this.

### **6.3 Proof of Age Schemes**

- 6.3.1 The Trading Standards Service does not promote any specific proof of age scheme but supports those schemes that conform to the PASS Scheme criteria. The large supermarket chains have adopted the “Challenge 25” policy in relation to all age restricted products. During 2015/16 Trading Standards will continue to encourage all businesses involved in the sale of alcohol to become engaged with “Challenge 25”; our ‘Minor Sales Major Consequences’ pack includes a section on adopting a “Challenge 25” policy.
- 6.3.2 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.

### **6.4 Additional Activity in the area of Tobacco Control**

- 6.4.1 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 illicit tobacco and underage sales. During 2015/16 it will remain a priority to gather and then act upon any intelligence received. We will continue to utilise and act on intelligence provided from our partners. Norfolk Trading Standards is an active member of the Norfolk Tobacco Alliance and will be striving to help achieve CLearR (Challenge, Leadership and Results) status in tobacco control for Local Government specifically for Norfolk County Council.
- 6.4.2 Legislation governing tobacco/price display came into force on 6 April 2012 for large shops (exceeding 280 square metres). All other shops are affected from 6 April 2015. All tobacco products must be stored out of public sight except in limited circumstances; it is also illegal to show as well as to sell tobacco products to a customer under the age of 18 who asks to see or buy tobacco. Price lists and labels for tobacco products must only be displayed in specific formats laid down in the regulations. Trading Standards has advised retailers seeking further guidance on this and inspection visits will be carried out in 2015/2016 where reports are received regarding businesses not abiding by the law.
- 6.4.3 Westminster has continued to debate the potential for plain packaging rules to be brought into force over the next few years. If packaging legislation is introduced in 2015/2016 work will be carried out initially to advise businesses. Targeted inspections will follow where reports suggest tobacco in illegal packaging continues to be sold.

### **6.5 Education Programmes**

#### **6.5.1 Businesses**

The Minor Sales: Major Consequences Information Pack will continue to be distributed on request and, where appropriate, when an inspection visit to a business is undertaken.

Publicity will also be used to raise trader awareness about specific issues and this will include the reporting of enforcement action outcomes.



### **6.5.2 Young Persons**

The Trading Standards Service Underage Sales Education Pack has previously been distributed to schools.

This February the Trading Standards Institute (TSI) has launched its 'Design a Campaign' competition aimed at working with schools to increase the awareness of the harm that alcohol and tobacco causes children. Trading Standards is working with Children's Services to raise awareness of the competition with schools and colleges in the county.

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.

## **6.6 Publicity and media campaigns**

6.6.1 The Trading Standards Service will produce a number of articles to raise awareness through the press, radio and television. A Facebook advertisement was commissioned in 2012 with Crimestoppers, which has increased the provision of reports from the public and Crimestoppers which is helping us target enforcement.

6.6.2 As stated in paragraph 3.5, reports of underage sales in Great Yarmouth CAP area have continued to decrease significantly. However, young people are still accessing alcohol. The likely supply chain is adults purchasing on behalf of young people and such illegal proxy sales will be highlighted.

6.6.3 Where appropriate, enforcement action will be reported through local media outlets.

6.6.4 Social Media such as Facebook and Twitter will continue to be utilised to report on underage sales test purchasing operations including the outcomes in relation to positive or negative sales.

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

6.6.6 Support and publicity will be sought for new initiatives launched during 2015/16. Where appropriate, local members and/or community representatives will be requested to attend or support relevant activities.

## **6.7 Community Involvement**

6.7.1 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 such projects might be a solution to issues of anti-social behaviour associated with underage drinking.

- 6.7.2 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.
- 6.7.3 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.
- 6.7.4 The Service may also look to participate in other local projects if relevant to underage sales activities.



**Norfolk** County Council

## **Community & Environmental Services**

### **Trading Standards Service**

## **Food & Feed Law Enforcement Plan 2015-16**

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



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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 2015-16 rather than replicating the information it contains.

## Section One: Trading Standards Service Aims and Objectives

### 1.1 Aims and Objectives

The Trading Standards Service ambition of building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities is set out in our golden thread diagram on page 6 of the Trading Standards Service Plan 2015-16.

### 1.2 Links to Corporate Strategic Ambitions

Norfolk County Council's ambition for Norfolk, Putting People First, is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities.

The County Council's priorities are:

- **Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.
- **Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real, sustainable jobs available throughout Norfolk.
- **Good infrastructure** – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.

How Trading Standards helps to deliver the County Council's strategy, Putting People First, is captured in our golden thread diagram on page 6 of the Trading Standards Service Plan 2015–16.

## Section Two: Background

### 2.1 Profile of the Local Authority

The structure of the Trading Standards Service is set out on page 2 of the Trading Standards Service Plan 2015-16.

The Trading Standards Service currently reports, via the Assistant Director of Community Safety and Chief Fire Officer, Nigel Williams, 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 Paul Smyth, [paul.smyth@norfolk.gov.uk](mailto:paul.smyth@norfolk.gov.uk).

The Council has 84 elected Members. The current political makeup of the Council is: Conservative 40 council seats, Labour 14, UKIP 14, Liberal Democrat 10, Green Party 4 and 2 non-aligned.

## 2.2 Organisational Structure

During 2014/15 the Service undertook a reorganisation, implemented with effect from 1 January 2015, to realise the £0.250 million savings (12% reduction, excluding efficiency savings) required in readiness for the 2015/16 service year.

One consequence of the restructure is that animal feed and food law enforcement is the sole responsibility of the Business, Food and Farming Team. The team's functions are:

### 2.2.1 Providing support for Norfolk based businesses to further economic growth;

- delivering targeted proactive business information to achieve compliance, promoting self-help
- providing business advice and support on request to food and farming businesses, including chargeable advice
- acting as 'home/primary authority' for Norfolk based food and farming businesses
- development of effective business engagement and partnerships to improve access to business advice and information.

### 2.2.2 Ensuring the standards of animal health and welfare; the quality, safety and hygiene of the food chain, and the maintenance of metrological trading 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.

### 2.2.3 Intelligence-led interventions and investigations to tackle identified issues emerging from the tasking and coordination process.

### 2.2.4 The Lead Food and Feed Officer is:

Jon Peddle  
Business, Food and Farming Section Manager  
Email: [jon.peddle@norfolk.gov.uk](mailto:jon.peddle@norfolk.gov.uk)  
Tel: (01603) 2243850

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:

- 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
- Responding to referrals from enforcement partners such as the British Cattle Movement Service and the Meat Hygiene Service
- 'Home/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 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 in the East of England (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

There are 72 high-risk, 4,172 medium-risk and 3,735 low-risk food businesses recorded on the Trading Standards Services database, totalling 8,032 food businesses.

There are 4,884 agriculture businesses recorded, 8 of which are high-risk, 1,220 medium-risk and 3,392 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 363 food manufacturers in Norfolk, 5% of the sector, ranging from major multinational companies to cottage industries. The majority of food businesses are caterers (4,608 = 57%), such as public houses, restaurants and hotels or retailers (2,007 = 25%) including general stores and bakers.

The County has 30 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 'home/primary authority' relationship are within the food and agriculture sectors.

## 2.5 Enforcement Policy

The Community and Environmental Services (CES) Department (formally the Environment, Transport and Development (ETD) Directorate) is responsible for a range of regulatory functions, including Trading Standards, Planning enforcement (mineral and waste sites) and Highways (Networks and Maintenance) and the ETD Enforcement Policy has been implemented, having regard to the established legal framework for decision-making, the Code for Crown Prosecutors (CPS); the "Enforcement Concordat" (promoting consistency in the regulatory enforcement regime) and the "Regulators' Code".

## 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 Along with other local authorities and the National Trading Standards Board (NTSB), the Service has been liaising with the Food Standards Agency (FSA) in relation to regional animal feed enforcement and the introduction of earned recognition for feed businesses, in that minimum requirements for inspection frequencies can be reduced for those feed businesses that are members of and compliant with recognised assurance schemes. As a consequence the resource level for planned feed hygiene inspections in 2015-16 will reduce.

The Service will be able to fulfil its feed inspection programme in line with the requirements of the Feed Law Code of Practice (England).

#### 3.1.2 In relation to food businesses, the Service will 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.

Although the above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, 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) and this discrepancy is covered in greater detail under section 4: Resources.

3.1.3 The Service has assessed the value of carrying out unannounced inspection as opposed to announced inspection. It has introduced 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 eg 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.

3.1.4 The inspection programmes for both animal feed and food have been overhauled in recognition of the developments in this area:

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2014/15	2015/16
Feed Hygiene & Standards Inspection Programme	To inspect 110 agriculture businesses, eg selected feed mills, importers, retailers and farms in conjunction with Animal Health and the Animal Medicines Inspectorate. 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	0.20 FTE
Inspection of High-Risk Food Businesses	To carry out inspections at 72 businesses identified as high risk for food.	1.50 FTE	1.00 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 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), the Food Law Code of Practice (England), and Operating Procedure 'Enforcement Visits to Businesses'. In addition officers are

able to consult detailed guidance notes and aide memoirs for Feed and Food Standards Inspections.

### 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 190 and the number of agriculture complaints/contacts is anticipated to be 19.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2014/15	2015/16
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.	0.10 FTE (feed)	0.05 FTE (feed)
		0.50 FTE (food)	0.50 FTE (food)
*Excluding managerial, administrative and legal support			

Animal feed and food complaints are dealt with in accordance with Work Instruction 'Food and Feedingstuffs Complaints'.

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/tradingstandards](http://www.norfolk.gov.uk/tradingstandards).

### 3.3 Home Authority Principle and Primary Authority Scheme

The Trading Standards Service has adopted the Home Authority Principle, administered by the Trading Standards Institute (TSI).

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

- Place special emphasis on the control of goods and services originating within Norfolk
- Actively promote the benefits of the home authority system to businesses within Norfolk
- Designate a Home Authority Officer to each business, with the relevant competencies or access to the necessary expertise to be able to offer advice, and publish their name
- Respond to requests for advice and guidance from Home Authority businesses
- Facilitate a response to enquiries raised by other authorities
- Maintain records of relevant incidents, business policies and diligence procedures, where known, in Home Authority Files

- Maintain confidentiality in relevant circumstances
- Ensure Home Authority 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 of home authorities
- Support national advice and conciliation procedures, where appropriate

Home Authority businesses will be inspected/visited or otherwise contacted on at least an annual basis:

- 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 Home Authority relationship.

Currently, the Service has a Home or Originating Authority relationship with 119 food businesses and 16 animal feed manufacturers. A summary of these companies along with the relevant contact officer details is provided by the ‘Home Authority List’. The resources required to handle complaints and service requests relating to these Home Authority businesses are included in Sections 3.2 and 3.4.

The Service’s ‘Home/Primary Authority’ work has been reviewed in light of the introduction by the Local Better Regulation Office (LBRO) of the Primary Authority Scheme, which came into force on 6 April 2009. Under the scheme, locally based, national businesses can apply to establish a primary authority relationship with the Service. The Service does not currently have any primary authority relationships although this is subject to review in 2015-16.

#### 3.4 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. This is achieved through the provision of proactive information and advice:

- During the course of inspections and other visits; or
- On-line via our website [www.norfolk.gov.uk/tradingstandards](http://www.norfolk.gov.uk/tradingstandards), which carries links to Business Link, Business Companion (operated by the Trading Standards Institute) and the seven District Councils in Norfolk; or
- Via our Twitter account.

and, in response to service requests:

- The provision of leaflets produced by partner organisations, our business briefings or standard letters,
- The provision of bespoke information or advice via the telephone or a letter, or
- Visits to businesses to provide comprehensive advice.

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. This work will continue in 2015-16.

Animal feed and food service requests will be handled by virtue of the following projects. 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 231 and the number of agriculture service requests is anticipated to be 501.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2014/15	2015/16
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.	0.30 FTE (feed)	0.30 FTE (feed)
		2.00 FTE (food)	2.10 FTE (food)
*Excluding managerial, administrative and legal support			

### 3.5 Animal Feed and Food Inspection and Sampling

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 Trading Standards Institute (TSI) and the East of England Trading Standards Association group of authorities (EETSA).

Listed overleaf are sampling surveys that will be carried out in 2015-16. 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.

All sampling undertaken by officers is 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 procured in accordance with the 'Sampling' Operating

Procedure and established Work Instructions for both Food and Agriculture sampling.

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*	
		2014/15	2015/16
Agricultural Sampling	To undertake animal feed and fertiliser sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	0.80 FTE  £16,500 Purchase and analysis costs	0.80 FTE  £16,000 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> <li>• Feed materials which are the subject of a complaint to the Service</li> <li>• Imported feeds/ingredients that have been the subject of feed hazard notifications</li> <li>• Imported feed materials for the presence of salmonella</li> <li>• Feed additives and trace elements for the presence of dioxins and heavy metals</li> <li>• Finished feed for the presence of carryover veterinary medicines</li> </ul>			
Food Sampling Programme including Food Safety and Public Health	Targeting food sampling at areas identified as causing the most harm to consumers in terms of food safety, quality or nutritional standards	1.50 FTE  £38,000 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"> <li>• Sampling during the investigation of complaints</li> <li>• Sampling during the investigation of food fraud</li> <li>• Locally produced foods</li> <li>• Foods imported from outside the EU as identified by Food Standards Agency priorities</li> <li>• Nutrition and health claims</li> <li>• Meat species</li> </ul>			
*Excluding managerial, administrative and legal support			

3.6 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 became aware of any incident of food poisoning or infectious disease, the facts would be reported to the appropriate authority in accordance with Work Instructions 'Food and Feedingstuffs Complaints' and 'Food Hazards'.

3.7 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), the Food Law Code of Practice (England), and Work Instruction 'Food Hazards'.

The Food Standards Agency issues a "Product Withdrawal Information Notice" or a "Product Recall Information Notice" to let local authorities and consumers know about problems associated with the food. In some cases a "Food Alert for Action" is issued which requires intervention action by enforcement authorities. 29 food alerts were issued by the FSA in 2014 (January to December), 4 of which were for action by Local Authorities. As the alerts for action relate to both Trading Standards and Environmental Health matters the Service responded to 3 'for action' alerts that fell within its enforcement remit. The FSA also issued 53 allergy alerts. The FSA also requires action through the issue of letters to enforcement authorities (ENF letters). These alerts and letters from the FSA resulted in the Service undertaking activity relating to undeclared meat species in meat products (including horsemeat), counterfeit chocolate, potentially lethal chemicals in sports supplements and cocaine in imported soft drinks.

During 2014, as a result of sampling activity, the Service raised 5 food incidents with the FSA. These included a product that stated it was free from an allergen (gluten) when it was not, a product containing above the legal limit of benzoic acid and a product with an unpermitted additive.

Feed alerts are far less frequent than food alerts. During 2014 (January to December) the Service raised 5 feed incidents with the FSA in relation to salmonella in feed materials, following notifications by the feed businesses themselves.

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.

### 3.8 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), 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 chair both the EETSA Food Group and the EETSA Agriculture Group. Via quarterly meetings and a regional intranet, 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.

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

### 3.9 Animal Feed and Food Safety and Standards Promotion

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/tradingstandards](http://www.norfolk.gov.uk/tradingstandards); including scam alerts, postings via our Twitter feeds and Facebook pages and regular press releases, locally, regionally and nationally.

Promotional work in 2015-16 will be provided by operational support officers and therefore no operational resource is identified for provision.



## Section Four: Resources

### 4.1 Financial Allocation

The net budget for the Trading Standards Service for 2015/2016 is £1,824,990. A breakdown of the Trading Standards budget for feed and food enforcement is shown below:

	<b>2014/15 Projected Outturn (tbc)</b>	<b>2015/16 Estimate</b>
Staffing	Total TS: £2,024,940 Food & Feed: £278,714 (based on 7.35 FTE)	Total BFF: £405,700 Food & Feed: £263,210 (based on 6.65 FTE)
Sampling budget (Food & agriculture purchase and analysis)	£54,500	£49,000
Subsistence/car allowances and travelling	Total TS: £58,500 Food & Feed: £8,052 (based on 7.35 FTE)	Total TS: £53,900 Food& Feed: £7,809 (based on 6.65 FTE)
<p>Note: In 2014/15 it is anticipated that the Service will receive Food Standards Agency grants totalling £55,235 for:</p> <ul style="list-style-type: none"> <li>• Feed audits = £24,210</li> <li>• Feed hygiene inspections = £9,450</li> <li>• Feed sampling = £13,830</li> <li>• Food sampling for meat species, misdescribed/adulterated food and allergens = £7,745</li> </ul> <p>At the time of drafting this plan the Service is planning to apply for FSA grant funding for feed audits/hygiene inspections, and food and feed sampling to supplement the 2015/16 sampling budget.</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 Standards Agency framework agreements and codes of practice require the Service to inspect all its food business operators over a 5 year 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 all low risk businesses every 5 years.

The Service has determined that, if it were to conduct the routine 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 | 4.70 FTE |
|                            | • Low risk    | 0.80 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 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 County Council is currently investing in an ICT modernisation programme, Digital Norfolk Ambition. 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 uses the UK FSS iNet database for recording, managing and submitting food and feed sampling data.

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

- 4.1.3 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 forecast amount for 2015/2016 being £82,000.

#### 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:

Plan Section	Project/Activity	FTE			
		2014/ 15 Feed	2014/ 15 Food	2015/ 16 Feed	2015/ 16 Food
3.1	Feed Hygiene & Standards Inspection Programme	0.25		0.20	
3.1	Inspection of high-risk food businesses		1.50		1.00
3.2	Complaints and Referrals	0.10	0.50	0.05	0.50
3.4	Business advice	0.30	2.00	0.30	2.10
3.5	Agricultural sampling	0.80		0.80	
3.5	Food safety, healthier locally produced food and food for health programme		1.50		1.30
3.7	Food/feed alerts		0.10		0.10
3.8	Liaison	0.15	0.15	0.15	0.15
	Subtotal:	1.60	5.75	1.50	5.15
	Total:	7.35		6.65	

#### 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 Learning and Development Framework and 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 during annual staff appraisals and a programme of continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

### **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
- 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, mid year 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 and database (PRISM) to report and review the following on a monthly basis:

- Project managers, tasked with ensuring delivery of identified projects/activities, produce a report which is viewed and used by the section manager to produce an update report. The section manager also gives a progress status
- The Service collates and reports against targets on identified Service outcome measures

- The Service also collates a report on the impact it has had on its stated Service Actions which include “Ensure the standards, quality and safety of the food chain, including animal feeds and agricultural fertilisers”

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.

Information on specified performance targets and targeted outcomes is set out on pages 2,3 and 6 of the Trading Standards Service Plan 2015-16.

#### 6.2 Identification of any Variation from the Service Plan

As outlined in 6.1 above the Service, on an ongoing basis, monitors its performance using the performance measurement toolkit 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 5.1 above and the monthly reporting as outlined in 6.1 above.

## Local Authority: Norfolk County Council

### Animal Health & Welfare Service Delivery Plan for year: 01/04/2015 to 31/03/2016

#### PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<b>A1. Planning the Delivery of the Local Authority Animal Health Function</b>		
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><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• All premises are risk assessed and documented (in accordance with a risk tool which equates to the matrix in Section 4)</li> <li>• All new premises are risk assessed and inspections carried out in accordance with the assessed risk</li> <li>• Risk assessments are reviewed as part of planned visits</li> <li>• Inspection programme is based on locally determined frequency according to risk</li> <li>• Veterinary risks identified by AHPA and direction which is communicated to the Service is taken into account in our plans</li> <li>• Attempts are made and documented to ensure inspection programmes are co-ordinated with partner agencies e.g. RPA/AHPA</li> <li>• Inspection programmes are co-ordinated with partner agencies e.g. RPA where such agencies communicate their inspection programme</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<b>A2. Training and Development</b>		
<p>A2.1 Training for new officers</p> <p>On-going professional development</p>	<p>Officers are authorised to enforce all relevant legislation. 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. 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><b>Outcome 5</b></p>	<ul style="list-style-type: none"> <li>• All new officers undergo internal induction training on animal health and welfare</li> <li>• All officers hold or are working towards recognised AH&amp;W DCATS or equivalent qualification</li> <li>• Continuing professional development – Our minimum on going training is 10 hours per annum based on the principles of CPD</li> <li>• All enforcement staff have access to full legal references, including copies of all relevant AH&amp;W legislation and guidance</li> <li>• There is a staff review and development programme</li> </ul>
<b>A3. Licensing Activities</b>		
<p>A3.1 Recording of Animal Movements</p> <p>Sheep, Goats, Deer and Pig movement data capture and recording of exemptions</p>	<p>All movement documents received to be date stamped or otherwise identified as to date received. (The 3 day timescale commences on the day following receipt of the movement document by the authority).</p> <p>Data entry on to the Defra AMLS2 database of all sheep, pig and deer movement documents received</p> <p>Action to be taken where errors are detected that require follow up resolution</p> <p><b>Outcomes 1 and 4</b></p>	<ul style="list-style-type: none"> <li>• Follow up action is taken to address persistent movement errors on a risk based and proportionate basis</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A3.2 Issuing of specific animal movement licences on AMLS2	<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><b>Outcomes 1 and 4</b></p>	<ul style="list-style-type: none"> <li>All licences issued on day of receipt (if received one hour before closing time) of application where no pre movement inspection required</li> </ul>
A3.3 Investigation of specific (AMLS2) movement licence refusals	<p>Initial investigation of (AMLS2) licence application refusals; resolve if possible, otherwise co-operation with AHO to achieve resolution</p> <p><b>Outcomes 1 and 4</b></p>	<ul style="list-style-type: none"> <li>Resolution of all licence refusals within two working days</li> </ul>
<b>A4. Enforcement activities to maximise Animal Health and Welfare compliance (CCPs)</b>		
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"> <li>Biosecurity (vehicles, premises and people)</li> <li>Livestock identification</li> <li>Central Point Recording Centre approval conditions and contingency</li> <li>Welfare</li> <li>Transport</li> <li>Licensing and record keeping</li> <li>Specific pre movement licensing</li> <li>All other relevant legislation</li> </ul> <p>Exact attendance levels and times according to status of gathering</p> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>We maintain a visible presence at these premises</li> <li>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</li> <li>Attendance time is varied to include times when animals are being loaded/unloaded</li> </ul>

## 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"> <li>• Biosecurity (vehicles, premises and people)</li> <li>• Livestock identification</li> <li>• Central Point Recording Centre approval conditions and contingency</li> <li>• Welfare</li> <li>• Transport</li> <li>• Licensing and record keeping</li> <li>• Specific pre movement licensing</li> <li>• All other relevant legislation</li> </ul> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service operates an intelligence led risk based approach to abattoirs. The Service has established and maintains communication links with FSA operations at abattoirs for reporting welfare concerns, (including in transit), bio-security non-compliance and transport construction non-compliances</li> <li>• The Service will undertake a range of targeted inspections in 2015-16 aimed at those businesses that use Cleansing &amp; Disinfection notifications at abattoirs</li> </ul>



## 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 <b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service has compiled and maintains a list of known dealers</li> <li>• We plan visits/inspections on a risk assessed, earned recognition and intelligence led basis</li> <li>• Inspection programmes are co-ordinated, if appropriate with other agencies, including other local authorities, where these agencies are willing to do so</li> <li>• Written reports are given at the time of inspection</li> <li>• Major non compliances found during inspections are reported to relevant agencies</li> <li>• Revisits are made when actionable infringements have occurred</li> </ul>
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"> <li>• Biosecurity (vehicles, premises and people)</li> <li>• Livestock identification</li> <li>• Welfare</li> <li>• Transport</li> <li>• Import/export documentation</li> <li>• All other relevant legislation</li> </ul> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Planned visit/inspection programme on a risk assessed and intelligence led basis</li> <li>• The Service: <ul style="list-style-type: none"> <li>○ Responds to notifications of potential illegal arrivals/departures</li> <li>○ Ensures appropriate disease information signs are clearly displayed</li> <li>○ Liaises with Animal Health, Port/Harbour management and Port Health Service</li> <li>○ Ensures International Catering Waste disposal is legal</li> <li>○ Maintains contact numbers available for quarantine</li> <li>○ Will make officers available outside office hours</li> </ul> </li> <li>• Note: Norfolk has no legal landing ports of entry but works with the port operators to monitor shipping for illegally imported animals</li> <li>• Note: The Service has worked with local veterinary practices to raise the profile of this work, these now provide most of our intelligence on suspected illegal landing and pets passport non-compliances</li> </ul>

## 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 <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>• The Service plans for a 100% inspection programme for all high risk businesses</li> <li>• Businesses are risk re assessed following visit/inspection</li> <li>• Inspection programme takes into account other agency inspections e.g. RPA/AHPA to avoid duplication and joint visits are arranged where necessary; where these agencies are prepared to share their inspection programmes</li> <li>• Checks are made using appropriate database data</li> <li>• Written reports are given at the time of inspection</li> <li>• Major non compliances found during inspections are reported to relevant agencies</li> <li>• Revisits are made when actionable infringements have occurred</li> <li>• The Service has in-house quality assurance procedures</li> </ul>
A4.6 Stand by and on call arrangements	Emergency interagency contact regarding disease and other enforcement incidents <b>Outcomes 1, 2, 3, 4 and 6</b>	<ul style="list-style-type: none"> <li>• The Service has emergency out of hours contact procedures in place</li> <li>• All relevant agencies are aware of contact procedures</li> </ul>
<b>A5. Partnership working and intelligence driven enforcement</b>		
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 <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>• Identified breaches are investigated and appropriate action taken in accordance with the local authority's published Enforcement Policy</li> <li>• Follow up checks are made on suspected irregularities identified on AMLS2/AMES</li> </ul>

## 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 <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>The Service has set up and maintains an intelligence recording system, having adopted the NTSB intelligence operating model (IOM)</li> <li>The Service has established procedures and protocols necessary to capture and report animal health activities including movements and enforcement action</li> <li>Sharing of intelligence with other local authorities and operational partners takes place</li> <li>The Service has developed innovative approaches to improve the effectiveness and range of its knowledge of national priorities and the local farming community</li> </ul>
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 <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>The Service investigates and appropriate action is taken in accordance with the local authority's published Enforcement Policy</li> <li>The Service uses intelligence to drive delivery including development of local and regional enforcement</li> </ul>
<b>A6. Post enforcement reporting and AMES data entry activities</b>		
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 <b>Outcomes 1, 2, 3, 4, 5 and 6</b>	<ul style="list-style-type: none"> <li>In line with peer organisations this Service has reduced its use of AMES recording and reporting</li> </ul>
A6.2 Management information	Collation of management information data for internal use and provision to AHPA, Defra and Welsh Government. Outcomes 3, 4 and 5	<ul style="list-style-type: none"> <li>In line with peer organisations this Service has reduced its use of AMES recording and reporting.</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<b>A7. Contingency planning and emergency action</b>		
A7.1 Animal Health/Defra/Welsh Assembly Government and local authority emergency preparedness	<p>Planning and contributing to emergency preparedness plans with AHPA/Defra/Welsh Government and other agencies as appropriate</p> <p><b>Outcomes 1, 3, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Our contingency plans are compiled through the Norfolk Resilience Forum and are consistent with Defra AHPA generic plans for disease outbreaks. This ensures our local authority contact details on the AH&amp;W master contact list held by the NAHWP are kept up to date</li> <li>• Our plans: <ul style="list-style-type: none"> <li>○ are formally approved by the Norfolk Resilience Forum</li> <li>○ include a generic plan and specific plans for diseases identified as high risk for the local authority area as a result of local intelligence</li> <li>○ are reviewed annually and shared with identified partners</li> <li>○ are made publicly available through the Norfolk Resilience Forum</li> </ul> </li> <li>• An annual exercise takes place with relevant partners/neighbouring authorities. Lessons learned reports are used to review our plans</li> <li>• The Service responds to notification of disease outbreaks</li> </ul>
A7.2 Testing and Training	<p>Testing, training, practising and evaluating activities in relation to the emergency plan</p> <p><b>Outcomes 1, 3, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Exercises to test our contingency planning include direct practical participation, contribution through others or on paper</li> <li>• Internal and external contact details are reviewed annually</li> <li>• Plans are tested and review reports provided</li> <li>• Training in relation to plans includes service implementation</li> </ul>
A7.3 Emergency Action	<p>Provision of full emergency range of services under the emergency plan, when disease emergency declared by Defra/Welsh Government</p> <p><b>Outcomes 1, 3, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service plans for the requirements of our contingency plans to be actioned when necessary</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<b>A8. Additional Activities to reflect National Priorities</b>		
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. <b>Outcomes 1,2,5 and 6</b>	<ul style="list-style-type: none"> <li>The Service takes into account the national priorities as discussed with Operations Directors and Defra – no requests have been received from the ROD to date.</li> </ul>

## PART B Other priority areas for consideration

Content and relevant outcome(s)		Local Authority Planned Service Delivery
<b>B1. Planning the Delivery of the Local Authority Animal Health Function</b>		
B1.1 Profile of local authority area and associated animal health and welfare workload	<p>Analysis of critical control points by type, number, days of operation, including:</p> <ul style="list-style-type: none"> <li>premises licensed for sales (e.g. auction markets etc.)</li> <li>premises licensed for collections for slaughter or further rearing or finishing</li> <li>abattoirs/slaughter houses</li> </ul> <p>Analysis of agricultural premises according to risk</p> <p>Summary of staff engaged in Animal Health and Welfare work</p> <p><b>Outcomes 3 and 5</b></p>	<ul style="list-style-type: none"> <li>The Service completes this analysis annually, using the template at Annex B, to support preparation of the service delivery plan</li> <li>Profile is discussed with Operations Directors when the ROD requests this discussion</li> </ul>
B1.2 Annual Service Delivery Plan for delivery of services in Animal Health and Welfare	<p>Service Delivery Plan produced detailing Service Delivery for all activities detailed in this activity framework, reflecting national and local priorities. Annex C should be used as a template.</p> <p><b>Outcomes 3, 4, and 5</b></p>	<ul style="list-style-type: none"> <li>Annual Service Delivery Plan is produced using template at Annex C as a guide</li> <li>Monthly reviews of the Service Delivery Plan take place</li> <li>The Service Delivery Plan discussed with Operations Directors when the ROD requests this discussion</li> </ul>
<b>B2. Education and advice to maximise compliance</b>		
B2.1 Education and advice	<p>Guidance provided to businesses on all aspects of Animal Health and Welfare for which local authorities are responsible, including any movement licensing requirements.</p> <p>Delivery targets should be set in accordance with individual local authority charter's response times.</p> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>The Service provides signposting to advice and guidance through its website.</li> <li>The Service provides a web-form for businesses to contact the Service for specific advice and guidance</li> <li>The Service makes available information leaflets produced by Defra and AHPA</li> <li>The Service produces tweets, web based and mail shot information/publications to provide information on current issues</li> <li>Business advice and up to date information is available via service website, including links to external websites e.g. Defra, FSA and AHPA</li> </ul>

## PART B Other priority areas for consideration

Content and relevant outcome(s)		Local Authority Planned Service Delivery
<b>B2. Education and advice to maximise compliance</b>		
B2.2 Proactive activity	<p>Proactive involvement or lead in education and training events with stakeholder organisations etc.</p> <p>Joined up approach to education and advice through liaison with Defra, Welsh Government, NAHWP and AHPA</p> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service actively promotes business advice and is updating its website to provide Animal Health, Welfare and Disease Control information to businesses</li> <li>• The Service supports liaison with other relevant agencies and stakeholder groups e.g. meetings, FERA</li> <li>• The Service provides other advice: targeted information at shows and via Twitter</li> </ul>
<b>3. Enforcement activities to maximise Animal Health and Welfare compliance</b>		
B3.1 Inspections to premises other than High Risk businesses	<p>Visits to verify legislative compliance (See guidance in Annex F).</p> <ul style="list-style-type: none"> <li>• Commercial hauliers</li> <li>• Farms (including own livestock vehicle)</li> <li>• Agricultural Shows and farm dispersal sales</li> <li>• Knackers/Hunt kennels/renderers</li> <li>• Maggot farms etc</li> <li>• Any other premises of livestock origin and destination</li> </ul> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Inspections are carried out according to risk, as per the Service Delivery Plan</li> <li>• Inspections take into account other partner agency inspections e.g. RPA/AHPA to avoid duplication and joint visits are arranged where necessary; where these agencies are prepared to share their inspection programme</li> <li>• Checks are made from AMLS2/AMES data</li> <li>• Written reports are given at the time of inspection</li> <li>• Major non compliances found during inspections are reported to relevant agencies</li> <li>• Revisits are made when actionable infringements have occurred</li> <li>• Service has in-house quality assurance procedures</li> </ul>
B3.2 In transit checks	<p>Roadside checks (in conjunction with police)</p> <p>Police led multi agency roadside checks</p> <p>Local authority led checks for animal health and welfare compliance only (including co-ordination with adjacent local authorities)</p> <p>National exercises and operations e.g. V79</p> <p><b>Outcomes 1, 2, 3, 4 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service will use intelligence to target those businesses suspected of breaching transport rules and where appropriate will consider taking part in roadside or multi-agency checks</li> </ul>

## PART B Other priority areas for consideration

Content and relevant outcome(s)		Local Authority Planned Service Delivery
B3.3 Postal record recall checks (if carried out) on livestock premises	Postal recall checks and verification according to risk Non responses subject to follow up action as appropriate (including, if necessary premises visit inspection) <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>The Service uses an Alternate Enforcement Strategy to target small and low-risk premises. This assesses the risk they present, and their awareness of Animal Health and Disease control rules. Non responses are subject to appropriate follow up actions, which may include liaison with other agencies, interrogation of AMLS and AMES databases, and where necessary inspection</li> </ul>
B3.4 Vehicle biosecurity – cleansing and disinfecting compliance	Checks on those signing declarations to cleanse and disinfect at premises other than where they have delivered livestock <b>Outcomes 1, 5 and 6</b>	<ul style="list-style-type: none"> <li>Targeted or intelligence led checks are made of cleansing and disinfection declarations</li> </ul>
B3.5 Out of operating hours checks	Checks out of normal specified operating hours or subsequent days for: <ul style="list-style-type: none"> <li>Markets</li> <li>Slaughter houses</li> <li>Premises licensed for collection of animals for slaughter or for further rearing or finishing</li> </ul> <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>Intelligence led visits are carried out in line with risk</li> </ul>
B3.6 Stand by and on call arrangements	Emergency interagency contact regarding disease and other enforcement incidents <b>Outcomes 1, 2, 3, 4 and 6</b>	<ul style="list-style-type: none"> <li>The Service shares information with other agencies in relation to disease or enforcement issues and welcomes this information from its partner agencies</li> </ul>



## PART B Other priority areas for consideration

Content and relevant outcome(s)		Local Authority Planned Service Delivery
<b>B4. Partnership working and intelligence driven enforcement</b>		
B4.1 Cross border and multi agency working	<p>Assessment and communication to interested parties of cross cutting issues</p> <p>Research/intelligence led activities including workshops</p> <p>Joint investigations/exercises/initiatives</p> <p>Mentoring arrangements</p> <p><b>Outcomes 1, 2, 3, 4 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service takes part in reactive work with other local authorities and agencies</li> <li>• The Service takes part in pro-active work with other local authorities and agencies including regional projects and training with the East of England Trading Standards Authorities (EETSA)</li> <li>• The Service takes part in identifying cross cutting issues and relevant areas of risk suitable for cross border and multi agency approaches</li> </ul>
<b>B5. Additional Activities to reflect Regional and Local Priorities</b>		
B5.1 Regional priorities	<p>Discuss regional priorities, with the ROD at regional meetings in advance of annual service delivery planning</p> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Discussed with Field Team Leader as part of monthly liaison teleconference</li> <li>• The Service is undertaking enhanced work in conjunction with its EETSA regional partnership on the illegal importation of animals under the PETS scheme</li> </ul>
B5.2 Local priorities	<p>As determined by local authority in discussion with ROD</p> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Discussed with Field Team Leader as part of monthly liaison teleconference</li> <li>• The Service works with local equine charities to coordinate welfare enforcement where this involves horse dealers</li> </ul>

Activity	Priority Activity	Other Priority Actions for consideration
<b>1. On Farm Welfare</b>		
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 visit with AHO VO (Veterinary Officer) 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 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>
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>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>

Activity	Priority Activity	Other Priority Actions for consideration
1(c) Enforcement action <i>continued</i>	The agreed template for the Improvement Notice should be used.	
1(d) Follow up visits to premises against whom a welfare complaint was received.	If necessary and in consultation with Veterinary Officer revisit the premises within an appropriate period of initial visit.	Revisits are made within 5 days of the end of the compliance period specified in the Notice or sooner dependent upon the severity of the complaint.
1(e) Follow up visits to premises where an Improvement Notice was served.	Where appropriate monitoring visits should be carried out during the compliance period and these should be appropriate to the severity of the complaint.  Revisit within 2 working days of end of Compliance Period specified in the Notice or sooner dependent upon severity of complaint.	
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.	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.  These contingency plans should identify suppliers/contractors/premises for: <ul style="list-style-type: none"> <li>• appropriately trained/experienced staff to handle and care for the animals.</li> <li>• appropriate equipment to handle the animals.</li> <li>• transporting the animals.</li> <li>• suitable premises to keep animals.</li> <li>• supply of feed.</li> <li>• supply of suitable bedding material.</li> <li>• provision of veterinary care.</li> </ul>	Contract arrangements are made with suppliers/contractors/premises on an as needed basis for: <ul style="list-style-type: none"> <li>• appropriately trained staff to handle and care for the animals</li> <li>• appropriate equipment to handle the animals</li> <li>• transporting the animals</li> <li>• suitable premises to keep animals</li> <li>• supply of feed</li> <li>• supply of suitable bedding material</li> <li>• provision of veterinary care.</li> </ul> <p>Whilst the Service has no on going 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>

Activity	Priority Activity	Other Priority Actions for consideration
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) whom could be called upon for this purpose if necessary.</p> <p>Contact list is maintained of other suitably trained persons who could be called upon to humanely destroy animals where necessary. (includes AHPA 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

<b>Name of LA</b>	<b>Norfolk County Council</b>	<b>Financial year</b>	<b>2015-16</b>
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### 1. Staffing

	(FTE)
<b>Field staff</b>	<b>2.0</b>
<b>Data input staff</b>	<b>0.1</b>
<b>TOTAL</b>	<b>2.1</b>

### 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 2015-16 service year?	No
If not, please give reason.	The use of AMES by this service does not warrant the interface

### 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	<b>2</b>	Store markets
Slaughterhouses	<b>5</b>	Red meat slaughterhouse
	<b>4</b>	White meat (AHPA inspected only)
Shows, sales and one-off events	<b>6</b>	

#### b) without defined work patterns

Type of CCP	No.
Ports	<b>3</b>
Dealers	<b>2</b>

### 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)	30	2167	2683

## **Appendix 4: Business Services Policy**

In providing business services we aim to help businesses in Norfolk to succeed.

We achieve this by concentrating on the following key areas of activity:

- (1) Providing businesses with access to information and compliance advice on request to help them succeed
- (2) Providing targeted support to start-up, small, high-risk and non-compliant businesses
- (3) Providing calibration, verification and testing services to businesses
- (4) Providing a Trusted Trader scheme
- (5) Providing business scam alerts.

Throughout all our activities we have regard to the [Regulators' Code](#).

### **(1) Providing businesses with access to information and compliance advice on request to help them succeed**

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
- 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.

We will prioritise requests for advice from new businesses and Home/Primary Authority businesses. We do not charge for advice to Norfolk based businesses and welcome the opportunity to advise them directly. We therefore reserve the right to refuse to provide advice to third parties whom we believe are (i) likely to charge a business for passing on the advice we have provided or (ii) represent non Norfolk based businesses.

### **(2) Providing targeted support to start-up, small, high-risk and non-compliant businesses**

We provide targeted support by:

- a) inspecting all high-risk businesses in Norfolk on an annual basis,
- b) conducting inspections or other interventions at those businesses presenting the highest risk to consumers or other legitimate businesses,
- c) engaging with start-up businesses, and
- d) engaging with key Norfolk-based national businesses for which we act as Home/Primary Authority.

**(a) Inspection of all high-risk businesses in Norfolk on an annual basis**

Prior to the start of each service year, we determine those individual businesses in Norfolk that are deemed to be high-risk by virtue of:

- the Food Standards Agency (FSA) risk schemes for food and feed premises, or
- the DEFRA risk scheme for animal health premises, or
- our own risk scheme (based on the FSA risk scheme) for other premises, and
- their previous trading history, when they have demonstrated significant non-compliance with trading standards and we are concerned that they might not comply in the future.

We plan and deliver an inspection programme to ensure that all these businesses are inspected by allocated officers during the service year.

**(b) Inspections or other interventions at those businesses presenting the highest risk to consumers or other legitimate businesses**

**(i) Planned inspections/other interventions**

Prior to the start of each service year, we determine, via intelligence, those business sectors in Norfolk that are deemed to present or are likely to present the highest risks to consumers/other legitimate businesses because, for example:

- the CitA consumer helpline receives a large number of consumer complaints about the business sector
- we have conducted interventions in the past and identified high levels of non-compliance with trading standards within the business sector
- new legislation will take effect, which will have a significant impact on the business sector

We plan and deliver a series of targeted interventions whereby we, in conjunction with partner organisations if appropriate:

- produce/identify and disseminate information/advice on compliance with trading standards to businesses within the sector,
- inspect/visit or otherwise contact a number of businesses within the sector to establish levels of compliance and take corrective action to ensure compliance where necessary,
- determine the impact of our enforcement activities, and
- use the results to further inform/advise the business sector and/or consumers and/or inform our intervention planning for the future.

**(ii) Ad hoc inspections/other interventions**

Where we receive consumer/trader complaints via the CitA consumer helpline or referrals from other enforcement agencies about the non-compliance with trading standards of individual businesses, we will respond in a number of ways including:

- taking formal enforcement action, [Please refer to the Enforcement Policy], or
- inspecting/visiting the individual business concerned, or

- ensuring the individual business is included in one of the series of targeted interventions already planned, or
- offering information and advice to the business by telephone, email and/or letter, or
- referring the matter to another enforcement agency, or
- taking no action, beyond noting the complaint/referral for intelligence purposes

In each case, our response will be proportionate to the risk to consumers and/or legitimate businesses caused by the identified non-compliance with trading standards.

### **Engaging with start-up businesses**

Start-up businesses are identified throughout the year and we will:

- inspect or visit the start-up business, or
- ensure the start-up business is included in one of the series of targeted interventions already planned, or
- offer information and advice to the start-up business by telephone, email and/or letter, or
- determine that no proactive contact is necessary.

In each case, our contact will be proportionate to:

- the potential risk to consumers, which would be caused by the start-up business being unaware of their responsibilities in relation to trading standards, 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.

### **Engaging with key Norfolk-based businesses for which we act as Home/Primary Authority**

Home/Primary Authority businesses will be inspected/visited or otherwise contacted on at least an annual basis:

- as part of the inspection programme for high-risk businesses, or
- as part of the planned series of targeted interventions, or
- as a result of a complaint/referral received, or
- to maintain the Home/Primary Authority relationship.

## **(3) Providing calibration, verification and testing services to businesses**

We provide:

- an instrument verification service in response to all requests from Norfolk businesses.
- a calibration, testing and equipment hire service to Norfolk businesses and to businesses outside Norfolk where the Trading Standards Service has the capacity to do so and the economic interests of Norfolk are served



#### **(4) Providing a Trusted Trader Scheme**

We provide a membership scheme of accredited traders. Benefits of the scheme include:

- promotion via a website, a directory and our Customer Service Centre
- a comprehensive customer feedback system
- consumer protection law advice
- staff training, where resources permit, and
- a dispute resolution procedure

#### **(5) Providing business scam alerts**

We provide alerts to businesses detailing the latest scams and new variations on old scams. Business Scam Alerts are available via our [website](#), our Twitter account [@NorfolkCCTS](#) and our [facebook page](#). To sign up to our business scam alerts by email go to our [Trading Standards Scam awareness and advice page](#).

#### **Charges for our Services**

We do not charge for advice to Norfolk based businesses. Charges apply to our calibration, verification and testing services, our Trusted Trader scheme, our mediation service and where we provide licences or bespoke presentations on trading standards matters to businesses or other groups.

When responding to requests for information, advice or other services, we will meet our Service Standards for Businesses.

## **Appendix 5: Consumer Services Policy**

In providing consumer services we aim to safeguard communities.

We achieve this by concentrating on the following key areas of activity:

- (1) Working with the Citizens Advice consumer service which provides consumers with information and advice
- (2) Safeguarding vulnerable people and communities by addressing rogue doorstep trading and scams; tackling the supply of age restricted products to young people and the supply of illicit tobacco and alcohol; and ensuring the safety of goods and food standards
- (3) Protecting consumers by targeting the most serious fraudulent, illegal and unfair trading
- (4) Safeguarding vulnerable people and communities by operating a number of initiatives, including No Cold Calling Zones, Consumer Champions, Scam Alerts and Home Shield Norfolk
- (5) Providing a Trusted Trader scheme

### **(1) Working with the Citizens Advice Consumer Service which provides consumers with information and advice**

We work in partnership with the Citizens Advice Consumer Service which provides information and advice to consumers to enable them to:

- avoid problems with traders,
- make informed choices in future transactions, and
- deal with problems should they arise.

The Citizens Advice Consumer Service provides consumer information via their Adviceguide website: <http://www.adviceguide.org.uk/england.htm>

They also provide a dedicated telephone advice service. The Citizens Advice consumer helpline provides free, confidential and impartial advice on issues around buying goods or services. This includes being treated unfairly by a trader, receiving a poor service, wanting to cancel a contract or switch energy suppliers.

You can contact the Citizens Advice consumer helpline on 03454 04 05 06 (minicom users should dial 18001 first) or use the [online form](#). The helpline is open Monday to Friday 9am to 5pm, excluding bank and public holidays.

The Citizens Advice Consumer Service shares its consumer enquiry data with us. We monitor and act on this information as set out below.

**(2) Safeguarding vulnerable people and communities by addressing rogue doorstep trading and scams; tackling the supply of age restricted products to young people and the supply of illicit tobacco and alcohol; and ensuring the safety of goods and food standards**

The Citizens Advice consumer helpline will immediately transfer to us those matters considered to be urgent. For example:

- Doorstep rogue traders – uninvited traders in the middle of work or returning later
- Safety complaints – where an unsafe product has caused injury or damage to property or there is an immediate risk of injury
- Short measure deliveries of heating fuel, coal or sand & ballast

We also monitor all data supplied by the Citizens Advice Consumer Service along with intelligence from other partner agencies, and identify trading malpractice by individual traders or market sectors. We target those businesses or sectors and provide information, advice and support or, sometimes, take formal enforcement action to enable them to comply with the law.

**(3) Protecting consumers by targeting the most serious fraudulent, illegal and unfair trading**

Enforcement action is undertaken in accordance with our [Enforcement Policy](#).

Whilst recognising that most traders want to comply with legal requirements, we also recognise that some will operate outside the law (both intentionally and unintentionally). A staged approach to enforcement will therefore be adopted, with advice and informal action fully explored in the first instance. However we will consider taking immediate formal action for the most serious breaches, which may include:

- Where there is a significant risk to public health, safety or wellbeing, or damage to property, infrastructure of the environment, and
- fraud or deceptive/misleading practices that affect the collective interests of Norfolk based businesses or consumers.

Any enforcement action taken as a result of information we receive via the Citizens Advice Consumer Service will not usually resolve individual disputes with a trader although we may provide support to victims and/or seek compensation during court proceedings.

**(4) Safeguarding vulnerable people and communities by operating a number of initiatives, including No Cold Calling Zones, Consumer Champions, Scam Alerts and Home Shield Norfolk**

- **No Cold Calling Zones** are designated areas where the resident community declares they no longer wish to accept traders calling at their homes without an appointment. The main aim of the zones is to reduce cold calling by unwanted traders

- The **Consumer Champions** network aims to make it easier for everyone to access information about consumer matters. Consumer Champions:
  - act as a local point of contact to signpost citizens to the appropriate source of advice, support and information
  - pass on relevant information or news to the local community. This could be about the latest scam or rogue traders operating in the area
  - alert Trading Standards to any trading related problems arising in the community.
- Consumer **Scam Alerts** are available via our [website](#), our Twitter account [@NorfolkCCTS](#) and our [facebook page](#). To sign up to our business scam alerts by email go to our [Trading Standards Scam awareness and advice page](#).
- **Home Shield Norfolk** is a cross-agency referral service for professionals who work with vulnerable people and their carers. The scheme aims to find ways to support people and help them to stay safe, healthy and happy in their own homes. If, in the course of a normal working day, a professional finds an individual with needs which their organisation cannot address, they can be referred to Home Shield. With the individual's consent, the issues or concerns are recorded on a referral form by the professional which is then sent to Home Shield, who then endeavours to refer the individual onto another organisation that may be able to help meet their needs.

#### **(5) Providing a Trusted Trader Scheme**

Our Trusted Trader scheme provides information to help consumers find reputable traders. Traders on the scheme agree to comply with consumer protection law and to follow good business practice. Consumers can check out customer feedback via our [website](#) prior to engaging with a trader and, should a problem arise which cannot be resolved with the trader, Trading Standards offers a dispute resolution procedure.

# Norfolk - Putting People First

## Findings from the public consultation and the outcome of the Equality Impact Assessments for proposals affecting Public Protection – Trading Standards

### The proposals for Public Protection – Trading Standards (savings in brackets) – 2 proposals

- P47 Scale back Trading Standards advice to focus on the things we have to do by law (£0.373 million)
- P48 Charge for advice to business from our Trading Standards Service (£0.020 million)

### 1. Introduction

- 1.1. On 19 September the County Council launched Putting People First, a consultation about the future role of the County Council, and about specific budget proposals for 2014/17.
- 1.2. The proposals set out the Council's initial plans for bridging a £189 million budget gap in the next three years. This gap is made up of things like increasing costs, rising demand for services, inflation and reduced government funding. More details about the financial context for the proposals can be found in the financial planning report to Cabinet on 2 September, and in the Financial & Service Planning reports on the agenda at each Overview & Scrutiny Panel meeting in January.
- 1.3. This paper outlines the approach taken to the consultation and impact assessment of proposals. It summarises the main impacts as well as points and contentions raised about the overall approach proposed in the Public Protection, Trading Standards - portfolio. It then summarises for each proposal two main things:
  - The findings from the consultation; and
  - The outcome of the Equality Impact Assessments (EQIAs)
- 1.4. Finally, Appendices A to B present for each proposal more detailed summaries of the consultation findings and Equality Impact Assessments.
- 1.5. This paper should also be read in conjunction with the report 'Findings from the public consultation and the outcome of the Equality Impact Assessments for proposals affecting 'Environment, Transport, Development and Waste' elsewhere on this agenda. Together, these two papers set the context to, and should be read in conjunction with, the finance and service planning report being presented to Overview & Scrutiny Panel.

### What is the difference between the consultation findings and the Equality Impact Assessments?

- 1.6. It is important that we present the findings from both the consultation and from the Equality Impact Assessment process.

- 1.7. In analysing and reporting the consultation findings we have sought to present what people think of the proposals. In most cases this will mean their personal opinions and views.
- 1.8. Equality Impact Assessments are evidence based, incorporating analyses of user and service data as well as the views of people who could be affected, to determine the likely impact of proposals. They are the way we pay due regard, as required by the Equality Act 2010, to the impact that services changes might have on different groups of people. In addition, where the equality impact assessment process shows that changes may have a disproportionate negative impact on specific groups, it then also identifies mitigating actions that might be taken to reduce the impact. These mitigating actions are not formal recommendations at this stage, though Members may want to take them into account.
- 1.9. Responses to the consultation and the outcomes of the EQIAs are two of several factors that Members will consider as they set the budget. As outlined in the Putting People First proposals document, the other factors are:
  - The evidence of need and what is proven to work effectively and well
  - The financial position and constraints at the time
  - Any potential alternative models or ideas for making the savings

## 2. How was the consultation conducted?

- 2.1. Full details of the Council's future role, and of its proposals for savings money, were published at the start of the consultation period here:  
[http://www.norfolk.gov.uk/Council\\_and\\_democracy/Interact\\_with\\_us/Norfolk\\_putting\\_people\\_first/index.htm](http://www.norfolk.gov.uk/Council_and_democracy/Interact_with_us/Norfolk_putting_people_first/index.htm).
- 2.2. The web site includes copies of all of the proposals and links to videos of each Cabinet Member explaining the approach in their area.
- 2.3. People were encouraged to respond in any of a number of ways including via the Council's web site, letter, email, telephone (via the Customer Service Centre) and through social media such as Twitter and Facebook.
- 2.4. A range of measures were put in place to publicise the proposals, and significant coverage in the local press has helped generate responses. Response forms were made available in libraries for service users who preferred to reply in writing instead of completing the on-line survey.
- 2.5. In addition we organised or took part in a series of

## Equality Impact Assessments

An equality assessment of each proposal has been undertaken to determine any disproportionate impacts on people with protected characteristics.

When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination of people with the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Equality assessments are evidence based, taking into account analysis of user data and the views of residents and service users.

Where disproportionate impacts are identified consideration has been given to how these can be avoided or mitigated. It is recognised that it is not always possible to adopt the course of action that will best promote equality; however the equality impact assessment process enables informed and transparent decisions to be made.

## Rural 'proofing'

An assessment of the rural issues arising from proposals has also been undertaken to determine the impact on rural communities. The rural proofing exercise has been integrated with equality impact assessments.

consultation events that people could attend to have their say. In many instances these events were organised to engage with specific groups of people – for example older people, people with disabilities and carers. This has enabled us to understand, through our equality impact assessments, whether our proposals are likely to have a disproportionate impact on particular groups.

### **3. How the Council has analysed people's views**

3.1. Every response the Council has received has been read in detail and analysed. This analysis identified:

- The range of people's views on the proposal/s
- Any repeated or consistently expressed views, and whether or not the responses represented a consensus of views
- The reasons people support or object to the proposal/s
- The anticipated impact of proposals on people
- Any alternative suggestions

### **4. Who responded?**

- 4.1. Overall, there were 354 responses to the proposals relating to the Public Protection - Trading Standards - portfolio. These were made by 212 individuals and organisations.
- 4.2. In submitting their responses we asked people to tell us the basis upon which they were responding – for example whether they were responding as a member of the public, a service user or a carer. We also asked them about their age, gender and other background information.
- 4.3. Of those that were happy to tell us this information, respondents were typically: members of the public, as opposed to members of businesses, constituted bodies or organisations; white British; male; and 45 to 64 years of age.
- 4.4. About 10% (21) of respondents to the proposals stated that they either had a disability or a caring responsibility.
- 4.5. Also, about 10% (21) of respondents to the proposals stated that they were NCC employees.

#### **Groups and organisations**

4.6. A total of 26 organisations made formal submissions on the proposals, as below:

- A R Wright Garden and Building Maintenance
- Aldridge Roofing
- Borough of Council of King's Lynn and West Norfolk
- Broadland Windows Ltd
- Carers Council for Norwich
- County Community Safety Partnership (CCSP)
- Evenflow Plumbing
- Great Ellingham Parish Council
- Great Yarmouth Borough Council
- Great Yarmouth College
- National Farmers Union
- Norfolk Adult Safeguarding Board
- Norfolk Community Law Service and Norfolk Community Advice Network
- Norfolk Neurology Network & MS Society

- Norfolk Older People's Strategic Partnership
- Norwich City Council
- Potter Heigham Good Neighbourhood Scheme
- Rainbow Wholefoods
- Retired members section of the Norfolk County branch of Unison
- Sheringham Town Council
- Stalham Town Council
- Taverham Parish Council
- The Norfolk Brewhouse
- Unison
- VM IT Ltd
- YMCA and Rethink Mental Health and Riversdale.

4.7. As part of the online consultation form, we asked people to indicate if they were responding on behalf of an organisation. There are a small number of such responses where it is not clear how widely the respondent's views reflect the collective view of their organisations, particularly as some of the respondents referred to their individual views and drew upon personal examples.

### Consultations Events

4.8. Views on all of the proposals in the Putting People First consultation, were gathered through a series of public consultation events over October, November and December 2013. Whilst none of these were specific to the proposals in the Public Protection – Trading Standards portfolio, they were the source of a significant number of responses to the proposals. Responses to the proposals were noted from the following:

- Staff Consultation events at King's Lynn
- Norfolk Older People's Forum meeting in South Norfolk
- Norwich and Great Yarmouth Black and Minority Ethnic (BAME) community events
- Putting People First event (Learning Disabilities) Great Yarmouth.

## 5. What did people think about the council's priorities and overall approach?

5.1. As part of the consultation people were asked to comment on the Council's priorities, approach overall package of proposals, and the specific proposal to freeze Council Tax. They were also asked to consider what else the Council might do deliver savings. To summarise the findings from these questions:

5.2. **The Council's three priorities (Excellence in Education, Real Jobs, and Good Infrastructure)** A significant number of respondents – around 30% of people who commented on the priorities – said that they agreed with them. A smaller proportion – around 5% – clearly stated that they didn't support them (with the remainder not stating support or otherwise). Respondents, including some educational organisations, felt particularly strongly about "Excellence in Education" with many highlighting its importance as a building block for improving Norfolk's long term prospects. There were more mixed views about the importance of "Good Infrastructure" and "Real Jobs". Many people supported the idea of improving infrastructure particularly given Norfolk's rural nature, but others suggested that it wasn't as important as some other areas of council business. Those agreeing with "Real jobs" felt strongly about supporting the economy, whereas others question whether this was the role of County Council. In addition to the three priorities outlined, a high proportion of respondents felt that the Council should also be prioritising vulnerable people, particularly given the county's high and growing number of older people.



A smaller number of people felt that public safety or the environment should be priorities. Several respondents also felt, irrespective of their support for the priorities, that they are “aspirational”, “fine in principle” or “easy to say”. Others said they found it difficult to comment due to a lack of detail on how the priorities will be achieved.

- 5.3. **The council’s approach and strategy for bridging the funding gap.** Again, a higher proportion of respondents that answered this question clearly stated that they accepted the approach and strategy (around 25%) than rejected it (around 4%). Those in support felt it was a “sound”, “pragmatic” or “common sense” approach, with some reflecting that the Council has limited options. Of those who didn’t agree with the approach, several suggested that it was not radical enough. Others said that the council was “salami slicing” services bit-by-bit when a bolder approach was required. Some people also said that they were worried that changes in one part of the organisation might create demand in another part, or in other public sector organisations. A number of ‘hot topics’ emerged in the responses. For some of these there were differing views – for example several people argued for and against the increased use of technology, the sale of assets and the outsourcing of services. Other ‘hot topics’ generated a more consistent response. There was a broad consensus that the Council should collaborate more with other organisations, improve its processes, get better at procurement and do more to lobby central government. Finally a large number of responses suggested that the council should address what many regarded as problems with public sector organisational culture. Suggestions included reducing officer and member pay, reducing bureaucracy and ‘red tape’, having fewer meetings and stopping ‘silo working’.
- 5.4. **The overall package of proposals.** Some proposals clearly generated more responses than others. The most responded-to proposal was ‘P27 Reduce the transport subsidy provided to students aged 16-19’. All of the proposals relating to libraries received a high number of respondents (partly because library users were able to respond as part of their visit to the library during the consultation period). Other proposals or issues prompting a high number of responses include those to stop subsidising the School Music Service, to reduce funding for wellbeing services for people receiving social care through a personal budget, and to introduce charging at household recycling centres. People were asked to consider the balance and overall impact of all of the proposals together. Responses generally reflected those about the council’s priorities and approach, and in particular people felt that overall the proposals would disproportionately affect vulnerable people. Several organisations described their anxiety about the impact of proposals on vulnerable people – for example a response from Clinical Commissioning Groups and NHS providers in Norfolk outlined their concerns about the impact of cuts in Children’s and Community services on their own services (for example GP surgeries and hospitals). People were also worried about the cumulative impact of proposals – where individuals are simultaneously affected by cuts to different services they receive. Some organisations were concerned about cost-shifting and requested that the County Council engage with them more in the future design of service delivery.
- 5.5. **The council’s proposal to freeze its share of Council Tax.** Around 515 people responded to the question about freezing Council Tax, with about 26% of people stating that they agree with the proposal. A small proportion felt that Council Tax should be cut. Those agreeing with the freeze either felt that an increase in Council Tax would be unaffordable and unfair, or disagreed with an increase because they principally or ideologically felt that tax should be kept to a minimum. Around 55% of people stated that they disagree with the freeze (with the remainder neither agreeing nor disagreeing). Those rejecting the Council Tax freeze had quite consistent views, with most suggesting that a small increase of 1 or 2%, or in line with inflation, would be better. They felt that the increase would be justified on logical or commercial grounds. Many people qualified their support for an increase stating that it should be directly spent on vulnerable people or on specific service areas. Some also

suggested that the council would need to be very clear about what an increase would be spent on. Of those people who neither agree nor disagree with the proposal, several acknowledged the practical and political difficulties of 'unfreezing' Council Tax given central government pressure and incentives. Others felt that a Council Tax freeze is appropriate now, but that an increase should be applied in future years. A number of people felt that increasing Council Tax should have been an option in the consultation.

5.6. **Any other things they think we should consider.** A huge range of alternative suggestions for saving money were received. Many of these relate to very specific areas of service and are covered in the detail of this and other Cabinet Portfolio reports. In terms of more general ideas several people suggested:

- Transferring services to the voluntary or community sector
- 'Decentralising' services by moving away from single buildings (County Hall) and into communities
- Moving to a strictly 'statutory minimum' level of service – so not providing non-statutory services
- Making all non-statutory services self-funding
- Being more energy efficient
- Stopping printed council publications and translation services
- Changes to staffing arrangements – so pay freezes, redundancies, moving to a 35 hour week and staff parking charges
- Reducing opening times for council buildings and services.

5.7. **What did people think of the council's approach to the consultation?** Alongside comments about the proposals, around 240 respondents commented on how the council went about the consultation.

5.8. Some people felt that consultation documents were inaccessible, finding both the web sites and the document difficult or too large to navigate. Some feedback was received about the format and delay in making easy read consultation documents available, which could have disadvantaged some disabled residents. Others challenged the language used in the proposals, suggesting that they should use more plain English. A relatively large number of respondents, whilst expressing their concerns about proposals, suggested that the Council would not listen to the views expressed in the consultation, and that decisions had already been made.

5.9. A number of positive comments were also received. Some respondents were pleased to be able to respond via social media sites, and others suggested that the consultation document was comprehensive and considered. In addition, positive feedback was received from many of those involved in consultation events, with participants stating that they welcomed the opportunity to explore the proposals with council elected Members.

## **6. What did people think about the council's proposals for Public Protection – Trading Standards**

6.1. Overall, there were 354 responses to the proposals relating to the Public Protection - Trading Standards - portfolio. These were made by 212 individuals and organisations.

## **7. The proposals**

7.1. A brief summary of responses by proposal is given below. The full analysis of responses by proposal is contained in the appended 'Consultation responses summary' and the 'Full Equality Impact Assessment'.

- 7.2. **P47 - Scale back Trading Standards advice to focus on the things we have to do by law (£0.373 million)**
- 7.3. The total number of responses to this proposal was 185. Opinion about this proposal was split, with 76 responses expressing some support and 79 responses expressing some opposition.
- 7.4. Of those who supported the proposal, there was a general acceptance that reducing the service down to the statutory minimum was preferable to cutting it completely. A number of responses suggested that there was a range of advice and guidance readily available from other organisations and that the focus of Trading Standards services should be on the more “extreme” rather than general or low risk cases.
- 7.5. Of the 79 people who expressed their opposition to the proposal, a large proportion raised concerns that a reduction in enforcement activity by Trading Standards would result in an increase in rogue traders and illegal or exploitative business practices. A small number of responses suggested that this would impact upon older and more vulnerable people.
- 7.6. A number of respondents felt that they were not qualified to comment. Some also made general comments about minimum legal requirements for service delivery and the work of Trading Standards. A small number commented on the possible transfer of the Trusted Trader scheme outside of County Council control and the negative consequences of this.
- 7.7. A total of 25 organisations formally responded to this proposal, including: four Parish and Town Councils; three District Councils; two branches of a Trade Union; four community groups; seven businesses; three multi-agency partnerships; one college of further education; and one national body. The majority of organisations who responded to the proposal were not in favour of it. This was particularly true for businesses, who felt that their engagement with the Trusted Trader scheme played an important role both in the appeal and success of their business.
- 7.8. There was limited feedback on this proposal from the general Norfolk Putting People First consultation events.
- 7.9. The proposal covers seven different aspects, including changes to: consumer advice and support; ceasing to produce materials in-house; Trusted Trader; Consumer Champions; No Cold Calling Zones; prevention of unfair trading; enforcement action; and checks on goods and services. The majority of responses focussed on the general principal of reducing service provision down to the statutory minimum and not upon the detail of the proposal.
- 7.10. **P48 - Charge for advice to business from out Trading Standards Service (£0.020 million)**
- 7.11. The total number of responses to this proposal was 169. The majority were supportive, 121, with only 25 stating their opposition to the proposal.
- 7.12. Of the 120 responses that were supportive, over half simply agreed without making any further comment. Of those who gave some explanation, the key themes were that businesses should expect to pay for technical advice, that it was up to them to understand the legal framework within which they operate and any charges should be scaled according to the size of the business.
- 7.13. Of the 25 people who expressed their opposition to the proposal, about half suggested that the relatively small amount of proposed savings did not merit the potential risks or consequences. The remainder expressed concerns that such a proposal could lead to a breakdown in working relations between Trading Standards and local businesses.
- 7.14. A number of respondents felt that they were not qualified to comment and others felt that, not knowing the level of charges, it was difficult to comment. Doubts were also expressed about the practicality of charging small fees for services and whether the costs of running such a system of charges could be recouped.

- 7.15. A total of 12 organisations formally responded to this proposal, including two Parish Councils; two District Councils; four community groups; one Trade Union; one business; one national body and one college of further education. Opinion was divided as to whether the proposal should be implemented. Particular concerns were expressed about the ability of businesses to access information and advice that was vital to them if the proposal was implemented.
- 7.16. There was limited feedback on this proposal from the general Norfolk Putting People First consultation events.

## **8. Alternatives**

- 8.1. Alternatives to the proposals that were suggested:

- Maintain the existing levels of service but charge for anything above and beyond the statutory minimum
- Sponsorship and advertising, linked to the Trusted Trader website, to generate a revenue to cover the costs for the non-statutory services
- Increase opportunities for people to self-serve, particularly with reference to existing community resources like libraries
- Amalgamation of (food and farming) services with Suffolk and Cambridgeshire Trading Standards
- Scale charges according to the size of the business and type of advice sought
- Introduce fines for any breaches, which would then generate income
- Set up a subscription based website for advice and guidance.

## **9. The outcome of the Equality Impact Assessments**

- 9.1. Detailed Equality Impact Assessments (EqIAs) have been carried out on each of the proposals relevant to the Public Protection, Trading Standards portfolio; these are presented in the appendices.
- 9.2. Proposal 47 - Scale back Trading Standards advice to focus on the things we have to do by law (£0.373 million) has been assessed as having adverse disproportionate impacts on protected groups. The proposal will lead to reduction in the number of community based initiatives, for example: a reduction in the number of new no cold calling zones established; fewer consumer champions; and fewer businesses signing up to the Trusted Trader and Trusted Business schemes. This may have an impact on older and vulnerable people, particularly those living in more isolated, rural areas. It may lead to an increase in the level of doorstep crime or fear of crime as people are targeted by rogue traders.
- 9.3. No adverse disproportionate impacts on protected groups have been identified for proposal 48 - charge for advice to business from our Trading Standards Service.
- 9.4. In addition to assessing each proposal independently we have considered the cumulative impact of all budget proposals. It is possible that the people affected by P47 will also experience impacts from other proposals, including P30-37 that will change the adult social care services some people receive, and P42 which will reduce how often the mobile library calls.
- 9.5. Mitigating actions should be considered to address the adverse disproportionate impacts that have been identified. A range of actions are suggested in the full EqIA for P47 in the appendices, including:

- Work with Citizens Advice and others to ensure that self-help resources are continually improved and that tailored advice is targeted at disadvantaged groups, including older and disabled residents.
- Contact the community and third party groups that we currently work with for example on no cold calling zones, to discuss the service changes and scope for providing support differently

## 10. Supporting papers

10.1. The appendices accompanying this report present more detailed summary information for both the consultation responses and the Equality Impact Assessments. There is a separate Appendix for each report, as follows:

Appendix Ai: Consultation responses summary for P47 Scale back trading standards advice to focus on the things we have to do by law.....	10
Appendix Aii: P47 Scale back trading standards advice to focus on the things we have to do by law – Full Equality Impact Assessment .....	12
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# Appendix Ai: Consultation responses summary for P47 Scale back trading standards advice to focus on the things we have to do by law

## Analysis of responses

### Feedback from consultation events

Whilst no specific events were organised to discuss this proposal, it was raised at three general consultation events.

A broad range of views was expressed in these meetings, and these reflected those submitted through group responses and by individuals as outlined below.

### Organisation, group or petition responses

Twenty five organisations formally responded to this proposal, including: Taverham Parish Council; VM IT Ltd; Evenflow Plumbing; Broadland Windows Ltd; The Norfolk Brewhouse; Rainbow Wholefoods; A R Wright Garden and Building Maintenance; Sheringham Town Council; Potter Heigham Good Neighbourhood Scheme; Great Yarmouth Borough Council; Norfolk Older People's Strategic Partnership; YMCA and Rethink Mental Health and Riversdale; Borough of Council of King's Lynn and West Norfolk; Norfolk Neurology Network & MS Society; County Community Safety Partnership (CCSP); Retired members section of the Norfolk County branch of Unison; Stalham Town Council; Norfolk Adult Safeguarding Board; Norfolk Community Law Service and Norfolk Community Advice Network; Unison; Great Ellingham Parish Council; Great Yarmouth College; National Farmers Union; Aldridge Roofing; Norwich City Council.

No petitions were received.

The majority of organisations who responded to the proposal were not in favour of it. This was particularly true for businesses, who felt that the Trusted Trader scheme played an important role both in the appeal and success of their business.

### Consistent, repeated or notable views from people who agreed with the proposal

Proposal 47 was accepted by 76 people, with a range of views and a number of provisos made, as follows:

- It is the right approach to focus on statutory duties
- Individuals can obtain information from other sources such as Yellow Pages or Google
- The service tends to be more useful in extreme cases which may require a higher level of knowledge about the law
- Reducing services is a better option than cutting completely
- Signposting people to other providers is a good option if alternative information is available
- The service should be reduced to the legal minimum given the financial constraints faced by the authority
- Four respondents that were supportive of the proposal specifically supported withdrawal of electric blanket testing
- One respondent said that the proposal did not go far enough
- Two respondents said that they accepted the proposal but did not want to lose Trusted Trader.

### Consistent, repeated or notable views from people who did not agree with the proposal

Proposal 47 was not accepted by 79, with a range of views and a number of provisos made, as follows:

- This may encourage even more rogue traders and increase crime in general as there will be nothing to stop them

- Vulnerable people who are unable to access information electronically may fall victim to crime
- Six respondents referred to the proposal as “short-sighted”. One suggested that this could also impact on how business perceives other regulators, such as Environmental Health
- Thirteen respondents said that the proposal would adversely affect the most vulnerable in society.

#### **Other comments**

A total of 30 responses were more general in nature, as follows:

- Three respondents did not comment on the proposal itself but commented that we should do what was required by the law
- Six respondents said that they were unsure or felt unqualified to comment on the proposal
- Five respondents commented on the proposal in terms of potentially transferring the Trusted Trader scheme outside of County Council control
- The remainder of responses were statements about the scope and effectiveness of the current service.

#### **Alternative suggestions**

Alternative ideas included:

- Charge for the additional parts of the service not required by law and charge more for the Trusted Trader service or increase fines, ensuring that the service is operated at full cost recovery
- Use advertising on the Trusted Trader website as a means of generating additional income
- Continue to signpost to other sources of information and improve self-service, including using local Libraries to provide information
- Amalgamate services with Suffolk and Cambridgeshire, particularly those associated with food and farming
- One respondent suggested raising Council Tax to support the service.

#### **Responses relevant to the Equality Impact Assessment**

This proposal has been assessed as having adverse disproportionate impacts on protected groups. The proposal will lead to reduction in the number of community based initiatives, for example: a reduction in the number of new no cold calling zones established; fewer consumer champions; and fewer businesses signing up to the Trusted Trader and Trusted Business schemes. This may have an impact on older and vulnerable people, particularly those living in more isolated, rural areas. It may lead to an increase in the level of doorstep crime or fear of crime as people are targeted by rogue traders.

Respondents and the EqIA identify the potential impact on consumers that are “less able” to find support and advice by other means. Respondents have identified two main areas where they feel this would apply – Electric Blanket checks and obtaining general consumer advice through Trusted Trader or Scam alerts.

## Appendix Aii: P47 Scale back trading standards advice to focus on the things we have to do by law – Full Equality Impact Assessment

### Key findings:

Norfolk County Council is facing a budget gap of £189 million over the next three years, due to a reduction in Government funding, increasing council costs, inflation and demand for services. To address this, the Council has proposed and is consulting on a number of service changes and cuts, which includes this specific savings proposal.

This impact assessment looks in more detail at a proposal to reduce the discretionary services and enforcement undertaken by trading services. If implemented it will mean that we continue to deliver what we are required to by law, but scale back or stop discretionary elements of the service.

The proposal will impact on consumers who are less able to find the support and advice they need by other means and will impact on those people who require a high level of reassurance and advice, who are potentially vulnerable, for example older people or those with a disability.

Additionally, there will be limited or no partnership working with third party organisations who work with marginalised groups, a reduction in the amount of consumer goods and services tested, including investigations and enforcement actions carried out and a reduction in the number of new no cold calling zones established, which will affect the level of doorstep crime or fear of crime for some people, especially older and disabled residents who tend to be most susceptible to being targeted by rogue traders.

<b>Directorate:</b>	Environment, Transport and Development
<b>Lead officer:</b>	David Collinson
<b>Other officers:</b>	Shaun Norris, Sophie Leney, Sarah Rhoden, Neil Howard, Louise Cornell
<b>Date completed:</b>	30 December 2013

## 1. Overview of Proposal

The Trading Standards service currently provides a range of statutory and discretionary services to protect consumers and businesses from unfair trading practices. The proposal is to reduce discretionary services provided and enforcement undertaken including:

- Scaling back the advice and support we provide to consumers
- Reducing the amount of consumer goods and services tested and the number of investigations and enforcement actions carried out
- Reducing the amount of preventative work

This will result in a reduction in the number of trading standards officers, but a new Intelligence Analyst post will be added to improve targeting of delivery.

We estimate that this proposal overall would save £123,000 in 2014/15 and £250,000 in 2015/16.

## 2. Who will be affected



This Equality Impact Assessment considers the likely impacts of the proposal on all protected groups under the Equality Act 2010.

It also reviews the impact on people in rural communities. Norfolk is predominantly a rural county with just over half of the population (52.5%) living smaller towns and their fringes, villages and hamlets. Older people aged 65+ are more likely to be living in rural as opposed to urban areas - almost a quarter of people living in a rural areas over the age of 65. There are around 21,950 households in rural areas in Norfolk that have no access to a car or van. People living in these rural areas may face challenges accessing key services and amenities.

The following protected groups will be disproportionately affected:

<b>Age</b> (people of different age groups; older & younger etc)	<b>YES</b>
<b>Disability</b> (people who are wheelchair or cane users; blind, deaf, visually or hearing impaired; can't stand for a long time; have a long-term illness i.e. HIV or a neurological condition such as dyslexia; learning difficulties; mental health etc)	<b>YES</b>
<b>Gender reassignment</b> (people who identify as transgender)	<b>NO</b>
<b>Marriage/civil partnerships</b>	<b>NO</b>
<b>Pregnancy &amp; Maternity</b>	<b>NO</b>
<b>Race</b> (different ethnic groups, including Gypsies & Travellers)	<b>NO</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>NO</b>
<b>Sex</b> (i.e. men/women)	<b>NO</b>
<b>Sexual orientation</b> (all, including lesbian, gay & bisexual people)	<b>NO</b>

### 3. Context to the proposal

Our trading standards service carries out work to protect consumers and legitimate businesses from rogue traders and unfair trading practices. The service is currently provided free of charge to consumers and business.

By law the service is required to:

- Make sure laws relating to animal health and welfare are obeyed;
- Make sure businesses do what the law expects to make food safe to eat;
- Make sure businesses do what the law expects to make products safe and trading fair;
- Protect consumers and businesses from fraud by taking legal action against those who break the rules.

There are also a number of discretionary elements of service currently delivered, and it is these elements that will be ceased or reduced, as follows:

#### Scaling back the advice and support we provide to consumers

The first point of contact for any consumers who have issues is the Citizens Advice Consumer Helpline operated by Citizens Advice (CitA). The County Council has an agreed protocol with CitA about the type of issues that can then be referred to us, focused primarily on complex cases or disputes and those that are likely to have a wider impact. At present, referrals are made relating to both criminal activities and some individual civil cases or issues, where the victims are considered vulnerable.

The proposal is to revise this protocol so that only criminal cases (those which the service has a statutory duty to deal with) are referred to us. Individual civil cases would no longer be referred, the only exception being where there is a civil element to a criminal case. Generally, the focus will be on those criminal cases that are the most serious.

The service currently receives around 6,000 consumer and trader disputes or cases each year. The majority of these cases (approximately 4,100 cases) are dealt with through assistive information and advice<sup>1</sup>, either directly by Trading Standards, or via the Customer Service Centre. If the proposal goes ahead, this support will no longer be provided by Norfolk County Council.

1,000 cases are currently dealt with through targeted intervention and investigation by the service - these are cases where there are potential criminal offences and/or significant detriment to Norfolk consumers and businesses. This support would continue to be provided, although at a reduced level.

In addition, we provide extra one to one support and mediation in about 150 cases. This is restricted to the most vulnerable consumers who are unable to access their rights for themselves. This support will only continue to be provided as part of any formal investigations we are able to pursue.

The remainder of cases recorded (around 700 per year) include general requests for information, or relate to incidents reported for information only – these are generally retained as an important intelligence source, supporting future enforcement activity.

Based on the number and type of cases dealt with by the service over the last two years, it is anticipated that the total number of individual cases will reduce to approximately 800 per year, reflecting an overall reduction of around 20% of those cases where we currently carry out formal intervention and/or investigation.

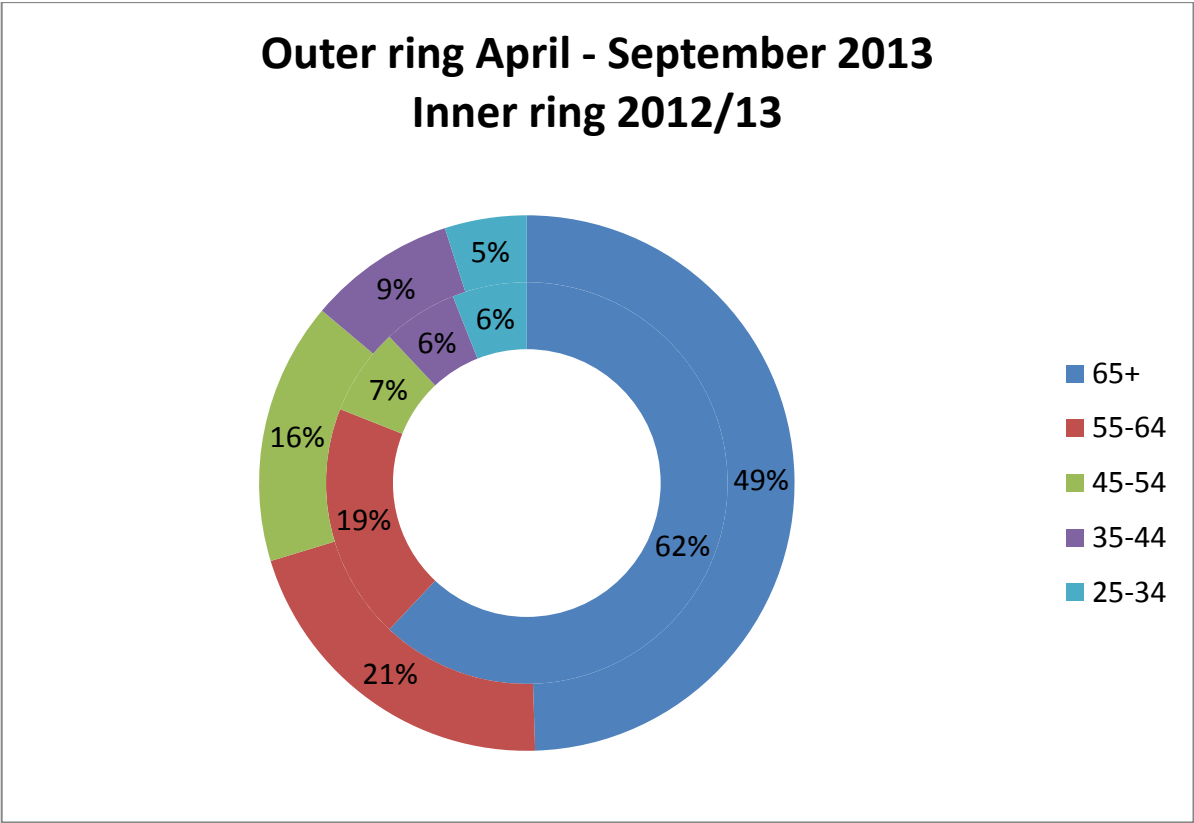
There is supporting information on the County Council's website relating to civil issues – consumer advice information. This type of information has been reducing for some time, reflecting the changing role of CitA as the first point of contact. It is proposed to continue to remove the remaining information of this type from the County Council's website, and instead signpost contacts directly to CitA.

The Service conducts monthly user surveys. As part of this we ask a sample of consumers questions regarding their gender, age, ethnicity, accessibility and whether they have access to the internet. Figure 1 shows that of the 261 people who completed our survey, the majority are aged 65 or above, and increasingly so this financial year April - September. Over half of customers are male (65% in 2012/13 and 55% so far this financial year), and consistently 95% identify as White British.

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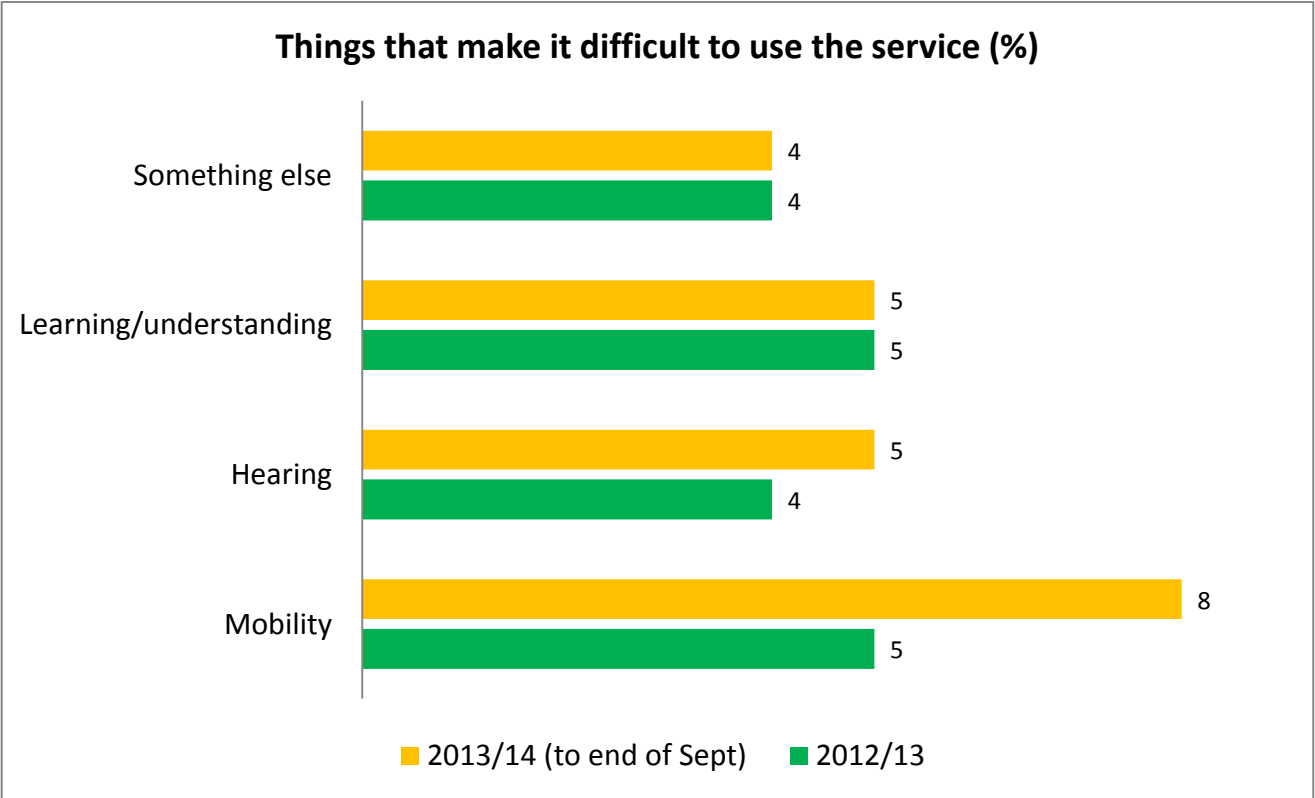
<sup>1</sup> Assistive information and advice is provided to those who need signposting to relevant sources of advice and information to help them access their rights.

Figure 1: Age profile of consumers we advise



We also ask people about how accessible our service is and whether there is anything that makes it difficult for them to use it. During April – September 2013 22% of our customers identified that they have difficulties, 8% because of a mobility difficulty. Around 70% of customers are telling us that they are able to access information via the Internet.

Figure 2: Customers who identified that they had difficulty in using the service



## **Reducing the amount of consumer goods and services tested and the number of investigations and enforcement actions carried out**

The service currently carries out checks on a range of consumer goods and services through inspections, sampling and test purchasing. Testing and checks are carried out across a range of goods and services, including food, electrical items, fuel and animal feed, including making purchases of items which are then analysed or tested by third parties.

The proposal is to reduce the number of checks and tests that are carried out. Around 3,000 inspections are carried out at businesses and 1,000 products or services are sampled and checked each year. The proposed reduction would mean around 600 fewer inspections and 200 fewer products and services are sampled/checked, a 20% reduction.

We would also reduce the number of investigations and enforcement action taken against businesses that are operating unfairly or committing fraud, focusing only on the most serious cases. We expect to see a reduction in interventions and investigations of around 20% under this proposal – for example this will see 200 fewer complaints investigated per year. We will continue to formally investigate the most complex cases that cause the most serious detriment in line with our enforcement policy.

Alongside these changes the proposal looks to introduce a new intelligence analyst post which will be responsible for ensuring resources are targeted to those areas or activities that have the biggest impact on communities. The post would make use of intelligence gathered by the council, as well as that made available through other agencies such as the Police, Food Standards Agency and other local authorities.

## **Reducing the amount of preventative work**

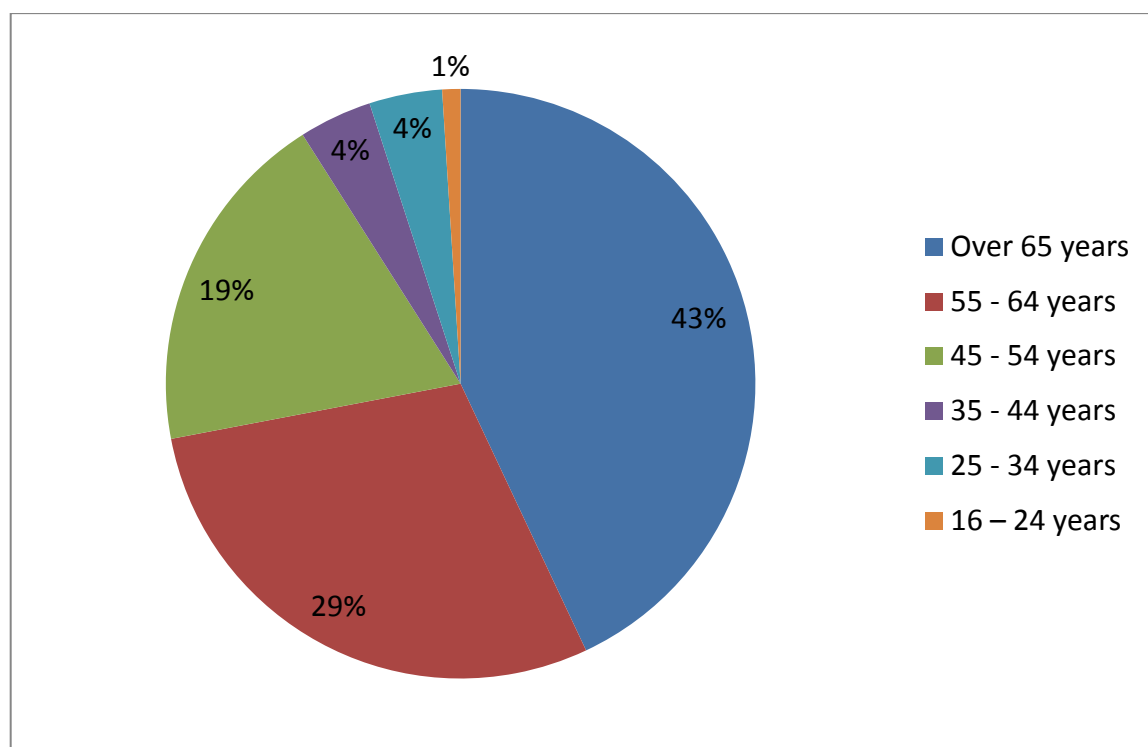
The service currently carries out, or facilitates, a number of preventative activities targeted at particular issues or consumers. The proposal is to reduce some activities and cease some others, as follows:

**No cold calling zones (NCCZs)** – these zones offer a visible deterrent to possible rogue traders for communities and have a proven record for reducing doorstep crime and the fear of crime. There are currently over 100 zones across Norfolk, covering 900 households. The service will continue to provide self-help information such as No Cold Calling stickers for individuals to use on their own front door and other prevention or enforcement activities will continue where there is an identified risk, but we will no longer set up NCCZs for residents.

**Scams awareness** – Scams cost Norfolk residents around £50 million per year – with national evidence showing that one in 15 people fall victim to scams each year. Scams are often targeted to vulnerable consumers, such as those already in debt or older people. Eighteen scam workshops with the community, attended by 263 people have taken place so far during 2013. It is anticipated that attendees cascade the information they receive at these workshops within their community – meaning that the reach of workshops is much higher. The majority of people who attend these workshops (55%) are over the age of 65.

In addition, we provide an alert system, which informs people of new scams. We currently have 3,267 people signed up to this, with 87% of people indicating during a recent survey that they share the alerts they receive with others. Figure 3 shows that most people signed up to receive these are 55 and over.

Figure 3: Age profile of subscribers (February 2013)



This proposal will result in a reduction in scam awareness work, with fewer community workshops and less information provided to the public.

**Free electric blanket testing** – once a year we provide free electric blanket testing in local hubs across the county, which includes replacing blankets that fail testing. Figure 4 shows that around 250 blankets are tested each year, with 42% over the last two years failing. The majority of people taking part in the testing are over the age of 65, with a high percentage having a disability.

Figure 4: Demographics of those who have used the electric blanket testing service over the last two years

		2012	2013
Blankets Tested		257	245
Failure Rate		45%	40%
Gender	Female	74%	61%
	Male	26%	39%
Age	Over 65 years	78.7%	88.4%
	55 - 64 years	14.9%	5.8%
	45 - 54 years	4.3%	4.7%
	35 - 44 years	-	-
	25 - 34 years	2.1%	-
	16 - 24 years	-	1.2%
Ethnicity	White British	93.5%	96.5%
	Mixed	-	-
	White Other	4.4%	3.5%
	Asian	2.2%	-
	Black/Black British	-	-

Accessibility – “Does any of the following make it difficult for you to use our service?” Yes			
	Mobility	14.9%	7.3%
	Hearing	2.1%	3.7%
	Vision	2.1%	1.2%
	Learning/Understanding	-	1.2%
	Something else	2.1%	3.7%
Access to internet	Yes	53.3%	50%
	No	46.7%	50%

If this proposal goes ahead we will no longer provide this service.

**Consumer champions** – this is a network of individuals across the county who receive training and information relating to trading standards issues so that they can support others in their community. The majority work in rural areas, helping vulnerable or harder to reach groups. It is a joint initiative with the voluntary sector and others to extend consumer support across the county through local volunteers. There are currently 74 consumer champions across Norfolk. We will no longer support this initiative if the proposal goes ahead.

**Trusted Trader and Trusted Business schemes** – these are established trader assurance schemes that enable consumers to find a tradesman from a list of businesses recommended by customers and verified by Trading Standards. At present, the service carries out checks on all those businesses who wish to join the scheme in terms of police vetting, insurance checks and a check of their complaints history. Printed directories are produced but both schemes are accessible via the internet.

Some conditions are imposed on the traders who join the schemes, including how they deal with complaints. They are asked to give feedback forms to their customers, which are then sent to a third party to assess and publish the results in the publically. There is currently a charge for businesses to join the schemes which covers the contract with the third party to assess and publish feedback, but does not cover any of the other costs associated with the scheme, including trading standards staff time.

Approximately 270 businesses are members of the Trusted Trader and Trusted Business schemes. One hundred and sixty of these members (60%) are non-VAT registered, meaning they are small/sole traders; including a large number of independent in home carers, meals on wheels providers and odd jobs people.

It is proposed that the County Council will no longer provide these schemes. Instead we will seek to find an external provider to take the scheme forward on a commercial basis, which already happens in other local authority areas. It is intended to cease the County Council's involvement in 2015/16, giving a year to fully review the scope for an external third party taking this forward.

**The Home Shield initiative**, which recently transferred to the Trading Standards service, will be unaffected and it is not proposed to reduce or stop this area of work.

## 4. Potential impact

If this proposal goes ahead we will continue to deliver what we are required to by law, but scale back or stop discretionary elements of the trading standards service. This will impact on those consumers who are less able to find the support and advice they need by other means, including through paid for services. In addition, there will be an impact on those people who require a high level of reassurance and advice to resolve issues. Primarily, these will be people who are potentially vulnerable, for example older people or those with a disability.

The trading standards service currently works in partnership with third party organisations who work with marginalised groups as this is the best way to cascade information and gain a better understanding of any particular issues facing that group of people. We also support consumer champions to do this. A reduction of this type of work may have an adverse impact on groups who rely on specific networks to get information, in particular the deaf community, people with learning difficulties and people with mental health conditions.

Much of our current preventative campaigns target specific demographic groups such as older people, people with disabilities or others who are deemed vulnerable, or where there is an identified risk. A reduction or cessation of this work will therefore have the biggest impact on these groups.

Further information about the anticipated impacts relating to each of the detailed changes is set out below:

### **Scaling back the advice and support we provide to consumers**

The proposal will result in fewer people being referred from Citizens Advice to us for support, either through assistive information and advice, one to one support or targeted intervention. This will impact most on older people who make up a large proportion of those who currently use this service. It could lead to an increase in the number of people who feel vulnerable or lack capacity to deal with issues that arise, and therefore an increase in the number of cases that remain unresolved.

Citizens Advice (CitA) will continue to be the first point of contact for all consumers and the other consumer and business support agencies already in the market will continue to be available. Other means for consumers to take forward their complaints or disputes will also continue to exist, though many of these are paid for services (such as solicitors).

### **Reducing the amount of consumer goods and services tested and the number of investigations and enforcement actions carried out**

A reduction in testing and enforcement work means that there will be an increased risk of some illegal or inappropriate activities going undetected. This would potentially impact on the most vulnerable people in Norfolk as they are likely to be the most susceptible. For example, older people, people with disabilities and people on low incomes (because the loss of a sum of money, however small, even on a temporary basis whilst an investigation or court action is pursued, could have a disproportionate impact).

### **Reducing the amount of preventative work**

There will be a reduction in the number of community based initiatives we support, potentially having the following impacts:

- A reduction in the number of new no cold calling zones established, which will affect the level of doorstep crime or fear of crime for some people, especially older and disabled residents who tend to be most susceptible to being targeted by rogue traders
- An increase in the number of people who are scammed, with the impact being most felt among vulnerable older residents or those with less money
- An increased risk of electrical fires with older and untested electric blankets, impacting particularly on older people who are the main customers of this testing service
- Fewer people continuing to act as consumer champions, with a particular impact on rural communities and vulnerable groups within them
- Fewer businesses will sign up to the Trusted Trader and Trusted Business schemes due to increased charges, which could particularly impact on small and medium sized enterprises. The impact on the public could be restricted choice.

### **Introducing a new intelligence analyst post**

The introduction of this post should provide a positive impact. In particular, the increased and more detailed use of intelligence will help resources to be targeted to those areas/activities that have the

biggest impact on communities etc, taking into account factors like the scale of the issue, how prolific the offender is and the potential detriment to consumers.

### What people have told us

As part of determining the impacts of proposals for the 2014-17 budget a 12 week public consultation was undertaken between Thursday 19 September and Thursday 12 December. A number of people who responded felt that this proposal would impact on vulnerable consumers who are 'less able' to find support and advice by other means. Two aspects of the proposal were referenced most in respect to this – stopping electric blanket testing and scam alerts.

“I value trading standards. These days rogue traders and scams seem to be on the increase and increasingly clever in their methods. I'm signed up to the email alerts news and often pass on what I read to other people especially more elderly neighbours. I know several people to refer to Trusted Traders when they are getting work done too.”

Many responses were also received about the Trusted Trader service, with some respondents saying that this was a vital service that older or vulnerable people in particular relied upon.

Respondents identified potential for the proposal to lead to an increase in illegal behaviour from traders who believe they can get away with it due to a lack of enforcement from the authority.

## 5. Mitigating actions

The following actions will be delivered if this proposal goes ahead to mitigate the adverse impacts identified above.

Action/s	Lead	Date
1. Ensure that all NCC communications (literature, website etc) signpost effectively to the Citizens Advice consumer hotline and to associated self-help information provided via Citizens Advice and other agencies	Shaun Norris	Ongoing
2. Work with Citizens Advice and others to ensure that self-help resources are continually improved and that tailored advice is targeted at disadvantaged groups, including older and disabled residents.	Shaun Norris	Ongoing
3. Monitor the impact of proposed service changes by increased analysis of intelligence through the new intelligence analyst post, so that further mitigating actions can be considered and resources can be targeted where there is most need	Intelligence analyst	Once in post
4. Contact the community and third party groups that we currently work with for example on no cold calling zones, to discuss the service changes and scope for providing support differently	Sophie Leney	April 2014
5. Ensure that the impact of outsourcing the Trusted Trader and Trusted Business schemes on small or sole traders is fully considered during any negotiations with the third party who may take it on	Sophie Leney	April 2014



## . Further information

For further information about this Equality Impact Assessment please contact the Planning, Performance and Partnerships Service:

**Tel:** 01603 228891

**Email:** [PPPService@norfolk.gov.uk](mailto:PPPService@norfolk.gov.uk)

<sup>1</sup> Census 2011, [www.norfolkinsight.org.uk](http://www.norfolkinsight.org.uk)

## Appendix Bi: Consultation responses summary for P48 Charge for advice to business from our Trading Standards Service

### Feedback from consultation events

Whilst no specific events were organised to discuss this proposal, it was raised at two general consultation events.

A broad range of views was expressed in these meetings, and these reflected those submitted through group responses and by individuals as outlined below.

### Organisation, group or petition responses

A total of 12 organisations formally responded to this proposal, including: Taverham Parish Council; The Norfolk Brewhouse; Great Yarmouth Borough Council; YMCA & Rethink mental health & riversdale; Norfolk Neurology Network and MS Society; Retired members section of the Norfolk County branch of Unison; Carers Council for Norwich; Norfolk Community Law Service and Norfolk Community Advice Network; Great Ellingham Parish Council; Great Yarmouth College; National Farmers Union; Norwich City Council.

No petitions were received.

Opinion was divided as to whether the proposal should be implemented. Particular concerns were expressed about the ability of businesses to access information and advice that was vital to them if the proposal was implemented.

### Consistent, repeated or notable views from people who agreed with the proposal

Proposal 48 was accepted by 121 people, with a range of views and a number of provisos made, as follows:

- 74 respondents simply agreed without any further comment
- 13 respondents said that businesses should expect to pay for this kind of information as specialist information is not normally free
- 13 respondents agreed to the proposal, subject to certain conditions such as the size of the business or the form of advice
- A number expressed the view that it is business owners' responsibility to ensure they are aware of the law.

### Consistent, repeated or notable views from people who did not agree with the proposal

Respondents who disagreed with Proposal 48, 25 people, expressed a range of views, as follows:

- 12 respondents said the identified saving was not worth the potential cost to society and that it was a short-sighted saving
- 2 respondents made reference to the fact that this service should be paid from existing Council Tax revenues
- 9 respondents said that it could deter businesses from seeking advice from Trading Standards on cost grounds and that charging could damage the relationship between businesses and Trading Standards and might impact heavily particularly on small business.

### Other comments

A total of 24 responses were more general in nature, as follows:

- 4 respondents stated that they 'agreed to a point' but that they felt that without knowing the level or amount being charged that it was difficult to comment
- 5 respondents said that they unsure how much saving this would actually make
- 5 respondents asked questions as to how this would affect them as individuals
- 6 respondents said that they were unable to comment.

**Alternative suggestions**

Alternative ideas included:

- Stagger charges or have a sliding scale depending upon the size of the business involved
- Instead of charging for the service increase the level of fines
- Set up a subscription website to include useful information for businesses.

**Responses relevant to the Equality Impact Assessment**

No adverse disproportionate impacts on protected groups have been identified for proposal 48 - charge for advice to business from our Trading Standards Service.

None of the respondents to this proposal made any comments relevant to the EQIA.

## Appendix Bii: P48 Charge for advice to business from our Trading Standards Service – Full Equality Impact Assessment

### Key findings:

Norfolk County Council is facing a budget gap of £189 million over the next three years, due to a reduction in Government funding, increasing council costs, inflation and demand for services. To address this, the Council has proposed and is consulting on a number of service changes and cuts, which includes this specific savings proposal.

This impact assessment looks in more detail at a proposal to change the way we provide advice and support about legal compliance to businesses by:

- Reducing the amount of general information we provide online and through e-zines and signpost businesses to other sources of information.
- Charging businesses for any tailored advice and support we provide to them.

No disproportionate adverse impacts on protected groups have been identified through this impact assessment.

<b>Directorate:</b>	Environment, Transport and Development
<b>Lead officer:</b>	David Collinson
<b>Other officers</b>	Shaun Norris, Sophie Leney, Neil Howard, Louise Cornell
<b>Date completed:</b>	22 December 2013

## 1. Overview of Proposal

We currently provide a range of statutory and discretionary services to protect consumers and businesses from unfair trading practices. We propose to change the way we provide advice and support about legal compliance to businesses by:

- Reducing the amount of general information we provide online and through e-zines and signpost businesses to other sources of information.
- Charging businesses for any tailored advice and support we provide to them.

We estimate that this proposal would save £20,000 in 2016/17.

## 2. Who will be affected

This Equality Impact Assessment considers the likely impacts of the proposal on all protected groups under the Equality Act 2010.

It also reviews the impact on people in rural communities. Norfolk is predominantly a rural county with just over half of the population (52.5%) living smaller towns and their fringes, villages and hamlets. Older people aged 65+ are more likely to be living in rural as opposed to urban areas - almost a quarter of people living in a rural areas over the age of 65. There are around 21,950 households in rural areas in Norfolk that have no access to a car or van. People living in these rural areas may face challenges accessing key services and amenities<sup>ii</sup>.

No adverse impacts on protected groups have been identified through this impact assessment:

**Age** (people of different age groups; older & younger etc)

**NO**

<b>Disability</b> (people who are wheelchair or cane users; blind, deaf, visually or hearing impaired; can't stand for a long time; have a long-term illness i.e. HIV or a neurological condition such as dyslexia; learning difficulties; mental health etc)	<b>NO</b>
<b>Gender reassignment</b> (people who identify as transgender)	<b>NO</b>
<b>Marriage/civil partnerships</b>	<b>NO</b>
<b>Pregnancy &amp; Maternity</b>	<b>NO</b>
<b>Race</b> (different ethnic groups, including Gypsies & Travellers)	<b>NO</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>NO</b>
<b>Sex</b> (i.e. men/women)	<b>NO</b>
<b>Sexual orientation</b> (all, including lesbian, gay & bisexual people)	<b>NO</b>

### 3. Context to the proposal

Our trading standards service carries out work to protect consumers and legitimate businesses from rogue traders and unfair trading practices. The service is currently provided free of charge to consumers and business.

By law the service is required to:

- Make sure laws relating to animal health and welfare are obeyed;
- Make sure businesses do what the law expects to make food safe to eat;
- Make sure businesses do what the law expects to make products safe and trading fair;
- Protect consumers and businesses from fraud by taking legal action against those who break the rules.

At present the service provides tailored advice and support for businesses, helping to support compliance and avoid legal problems in the future. We provide a range of free information and advice services to all businesses in Norfolk, responding to approximately 4,000 requests for technical advice each year. We do not have a breakdown of the businesses this relates to, but as 82.5% of Norfolk businesses employ less than ten people, with the economy heavily weighted to smaller businesses, we can assume that a significant proportion are small or medium sized enterprises. On occasion proactively engage with some businesses that historically have a disproportionate level of non-compliance, including Black Asian and Minority Ethnic businesses.

We also support to 150 Home Authority businesses; which are Norfolk based, but operate across council boundaries, with the service acting as the single local authority contact for the provision of advice and assistance with regulatory matters.

The service is delivered in partnership with other organisations for example:

- Tackling underage sales of alcohol via community partnerships; with the Police, districts councils, voluntary sector groups, businesses and local communities
- Tackling doorstep rogue trading in partnership with the Police
- Trusted Trader/Business is provided in partnership with a private enterprise
- Food and feed analysis and product testing is contracted to the Public/ Agriculture Analyst and other test houses
- Work on some food matters in conjunction with district council environmental health departments.

If this proposal goes ahead we will start to charge businesses for the tailored advice we provide them with, and reduce the amount of general information we provide.

#### 4. Potential impact

If this proposal goes ahead we will no longer provide free support and advice to Norfolk businesses, which is preventative work that helps ensure businesses remain compliant with the law. We may also have less capacity to engage proactively with businesses. We will however signpost businesses to alternative providers, such as the Trading Standards Institute, wherever possible.

A reduction in this service will mean that businesses have to look at alternative methods of accessing advice – which could place extra financial burden on them. Whilst this could affect all businesses, it may be that small and medium sized enterprises are particularly affected as they may be less able to pay for advice.

Longer term a reduction in this preventative service could lead to an increase in the number of businesses that are operating outside of the law, which could impact on residents. There is no evidence to demonstrate that there will be a significant adverse disproportionate impact on protected groups.

As part of determining the impacts of proposals for the 2014-17 budget a 12 week public consultation was undertaken between Thursday 19 September and Thursday 12 December. No responses were received that are relevant to this impact assessment.

#### 5. Mitigating Actions

No adverse disproportionate impacts have been identified for this proposal, so no mitigating actions are required.

#### 6. Further information

For further information about this Equality Impact Assessment please contact the Planning, Performance and Partnerships service on

**Tel:** 01603 228891

**Email:** [PPPService@norfolk.gov.uk](mailto:PPPService@norfolk.gov.uk)

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<sup>ii</sup> Census 2011, [www.norfolkinsight.org.uk](http://www.norfolkinsight.org.uk)

# Communities Committee

Item No. 8.

<b>Report title:</b>	<b>Communities Committee Finance Monitoring Report at Period 10 2014-15</b>
<b>Date of meeting:</b>	<b>10th March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Executive Director of Communities and Environmental Services</b>
<b>Strategic impact</b> This report provides the Committee with information on the financial position of the Service for 2014-15. It provides information on variances from the original budget, emerging issues and the position on the expected use of reserves for Communities purposes.	

## Executive summary

The approved 2014 – 15 net revenue budget for this Committee is £50.141m. At the end of Period 10 we are forecasting a net underspend of £0.039m (0.08% of the net budget).

The 2014-15 Capital budget of £3.932m reflects the agreed programme for 2014-15. As at period 10, there are no forecast significant variations to the programme, but any changes that help further to achieving savings and/or contributing to more effective service delivery will be reported as soon as they are identified and agreed.

Communities' reserves at 1<sup>st</sup> April 2014 stood at £11.623m. The service is forecasting a net use of reserves in 2014-15 of £1.899m to meet planned commitments. The 2014-15 forecast outturn position for reserves and provision is £9.825m which includes unspent grants and contributions.

### Recommendation

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

- a) The forecast revenue outturn position for 2014-15 as at Period 10 of a £0.039m underspend**
- b) The forecast capital outturn position for the 2014-15 capital programme.**
- c) The current forecast for use of reserves.**

## 1. Proposal

- 1.1. Members have a key role in overseeing the financial position of Communities services, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.
- 1.2. This monitoring report reflects the forecast position as at the end of January 2015 (period 10).

## 2. Evidence

### 2014/15 Monitoring

- 2.1 This is the third monitoring report for 2014-15 and the table below summarises the forecast outturn position at the end of January 2015 (Period 10).

Table 1: Communities 2014-15 Forecast Position as at Period 10				
Revenue Monitoring 2014/15	Approved Budget	Forecast Outturn	Forecast +Over/(Under spend)	
	£m	£m	£m	%
Norfolk Fire & Rescue Service	27.804	27.944	0.140	0.50
Libraries, Museums, Record Office & Arts	15.115	15.115	0.000	<b>0.00</b>
Trading Standards	2.036	1.924	(0.105)	(5.16)
Adult Education	0.129	0.129	0.000	0.00
Public Health	(1.201)	(1.201)	0.000	0.00
Emergency Planning & Community Resilience	0.304	0.269	(0.035)	(11.47)
Active Norfolk	0.000	0.000	0.000	0.00
Customer Services – including HealthWatch	5.472	5.472	0.000	0.00
Registration Services	0.082	0.082	0.000	<b>0.00</b>
Consultation & Community Relations	0.294	0.262	(0.032)	<b>(10.88)</b>
Community Safety	0.106	0.106	0.000	<b>0.00</b>
<b>Committee Total</b>	<b>50.141</b>	<b>50.102</b>	<b>(0.039)</b>	<b>(0.08)</b>

- 2.2 As at the end of January 2015 (Period 10) the forecast revenue outturn position for 2014-15 is an underspend of £0.039m against a budget of £50.141m, an increase in forecast savings of £0.013m since the last report.
- 2.3 The current forecast is based on the first ten months of the financial year, taking into consideration the approved budget, which provides a reasonable basis on which to estimate the future forecast outturn. There are no known cost pressures identified at this time that cannot be managed by the services with corrective action to achieve a balanced budget for 2014/15.
- 2.4 The detailed position for each service area is shown at **Appendix A**.

### Capital Programme 2014-15

- 2.5 The overall revised capital budget for the services reported to this Panel is £3.932m as at the end of January 2015 and is shown at table 2 below. Committed expenditure and national procurement frameworks, means that some project slippage has been brought forward from 2013/14 and elements of the original capital programme has been re-profiled to future years where required.
- 2.6 The programme is forecast to be in line with the current budget for 2014/15. Further details on individual schemes are shown at **Appendix B**.



Table 2: Communities Capital Programme					
Scheme or programme of work	2014/15 Capital Budget	Expenditure to Date	2014/15 Forecast Capital Outturn	Total Forecast (under)/over spend	Total Slippage
	£m	£m	£m	£m	£m
Norfolk Fire & Rescue	2.714	1.701	2.638	0.000	0.076
Libraries, Museums, Record Office & Arts	1.218	0.618	1.218	0.000	0.000
<b>CommitteeTotal</b>	<b>3.932</b>	<b>2.319</b>	<b>3.856</b>	<b>0.000</b>	<b>0.076</b>

There is no Capital Programme currently planned for Trading Standards, Adult Education, Public Health, Emergency Planning & Community Resilience, Active Norfolk, Customer Services, Registration Services and Consultation & Community Relations in 2014/15.

### Communities Reserves and Provisions

The Council holds both provisions and reserves.

Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.

Reserves (or Earmarked Reserves) are held in one of three main categories:

- Reserves for special purposes or to fund expenditure that has been delayed - reserves 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 can help smooth the impact of funding.
- Local Management of Schools (LMS) reserves that are held on behalf of schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.
- General Balances – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.

The reserves falling under the Communities Committee would fall into the first category, additionally they also related to income that we have received from specific grants where we have yet to incur the expenditure, or the grant was planned to be used over a period of time (where the grant is not related to a specific financial year).

The Grants and contributions balances are being held for specific projects and their use is planned over the lifetime of the projects. This funding would not be available for other purposes and we should be planning to use this funding to deliver the objectives of the original projects.

The reserve balance are being held for specific purposes, there should be a clear objective for holding the reserve, such as replacement of IT systems or upgrades, their use would be in line with that objective and their use would not expose the authority to any great level of risk. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.

Summary for the Communities Committee:

Table 3 – Balance of reserves and provisions by classification				
	Balance January 2015	Forecast Balance 31/03/2015	Forecast Balance 31/03/2016	Forecast Balance 31/03/2016
	£'000	£'000	£'000	£'000
<b>Grants &amp; Contribution</b>	<b>5,294</b>	<b>4,614</b>	<b>995</b>	<b>810</b>
<b>Reserve</b>	<b>5,477</b>	<b>4,361</b>	<b>3,465</b>	<b>2,061</b>
<b>Provision</b>	<b>850</b>	<b>850</b>	<b>850</b>	<b>850</b>
<b>Grand Total</b>	<b>11,621</b>	<b>9,825</b>	<b>5,310</b>	<b>3,721</b>

Table 4 - Detail of Reserves				
	Balance January 2015	Forecast Balance 31/03/2015	Forecast Balance 31/03/2016	Forecast Balance 31/03/2016
	£'000	£'000	£'000	£'000
Grants & Contributions received in advance	5,294	4,614	955	810
<b>Reserves</b>				
Accommodation & ICT	412	412	412	412
Complaints Organisational Change reserve	45	45	45	45
Customer Access ICT reserve	47	148	148	148
Fire – Equipment leasing	918	918	600	
Fire Pensions Reserve	348	348	298	248
Museums – income reserve	40	24	24	24
Adult Education – income reserve	159	109	109	109
Libraries – ICT reserve	491	176	176	176
Operational PPE/Clothing	967	718	612	
Organisational Change reserve	110	49	49	49
Trading Standards PPE	125	63	63	63
R& R Funds	1,270	806	784	784
Retained Firefighters	542	542	142	
Youth Parliament ICT reserve	3	3	3	3
<b>Fire - Provision</b>	<b>850</b>	<b>850</b>	<b>850</b>	<b>850</b>

<b>total</b>	<b>11,621</b>	<b>9,825</b>	<b>5,310</b>	<b>3,721</b>
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- 2.11 Communities reserves and provisions as at 31<sup>st</sup> January 2015 stood at £11.621m. The service is forecasting a net use of reserves in 2014-15 of £1.899m to meet project commitments.
- 2.12 The 2014-15 forecast outturn position for reserves and provision is £9.825m. Further details on reserves and provisions for each service are shown at **Appendix C**.
- 2.13 Norfolk Fire and Rescue Service are not using £0.656m of reserves as originally planned due to the deferral of purchase of operational equipment.
- 2.14 The planned use of reserves figure for Libraries, Museums, Records Office & Arts in the table below did not include funding for approved projects or the use of revenue grants.
- 2.15 The additional use of Public Health reserves is to facilitate the agreed health projects programme.

Table 5: Communities Reserves & Provisions					
<b>Reserves &amp; Provisions 2014/15</b>	<b>Balance at 31 January 2015</b>	<b>Forecast Balance at 31 March 2015</b>	<b>Forecast use of reserves</b>	<b>Planned use of reserves</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Norfolk Fire & Rescue Service	3.814	3.485	(0.329)	(0.985)	(0.656)
Libraries, Museums, Record Office & Arts	2.948	1.763	(1.185)	(1.187)	0.000
Trading Standards	0.125	0.063	(0.062)	(0.062)	0.000
Adult Education	0.167	0.109	(0.058)	(0.058)	0.000
Public Health	3.353	3.318	(0.035)	(0.035)	0.000
Emergency Planning & Community Resilience	0.000	0.000	0.000	0.000	0.000
Active Norfolk	0.572	0.405	(0.167)	(0.378)	(0.211)
Customer Services	0.117	0.218	0.000	(0.061)	(0.062)
Registration Services	0.412	0.412	0.000	0.000	0.000
Consultation & Community Relations	0.113	0.052	(0.061)	(0.061)	0.000
Community Safety	0.000	0.000	0.000	0.000	0.000
<b>Committee Total</b>	<b>11.621</b>	<b>9.825</b>	<b>(1.899)</b>	<b>(2.827)</b>	<b>(0.928)</b>

### 3. Financial Implications

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

### 4. Issues, risks and innovation

- 4.1 This report provides financial performance information on a wide range of services monitored by the Communities Committee. Many of these services could have a potential impact on residents or staff from one or more protected groups. The Council pays due regard to the need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations.

4.2 There are no issues or risks directly arising from this report.

## 5. Background

5.1 There are no background papers accompanying this report.

### Officer Contact

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

**Officer Name:** Steve Aspin  
**Tel No:** 01603 222026  
**Email address:** [steven.aspin@norfolk.gov.uk](mailto:steven.aspin@norfolk.gov.uk)



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

## Appendix A

Revenue Monitoring 2014/15	Approved Budget	Forecast Outturn	Forecast +Over/(Under spend)
	£ 000	£ 000	£ 000
<b>Norfolk Fire &amp; Rescue Service</b>			
HQ Salaries	562	579	17
Resources	4,381	4,644	263
IRMP	321	335	14
Resilience & Operations	525	586	61
Service Delivery	19,242	18,931	(311)
Finance	2,773	2,869	96
<b>Norfolk Fire &amp; Rescue Service Total</b>	<b>27,804</b>	<b>27,944</b>	<b>140</b>
<b>Libraries, Museums, Record Office &amp; Arts</b>			
Norfolk Libraries & Information Service	10,191	10,191	0
Arts & Recreation Grants	456	454	(2)
Norfolk Museums Service	3,248	3,248	0
Norfolk Records Office	1,218	1,220	2
<b>Libraries, Museums, Record Office &amp; Arts Total</b>	<b>15,115</b>	<b>15,289</b>	<b>0</b>
<b>Trading Standards</b>	<b>2,036</b>	<b>1,924</b>	<b>(105)</b>
<b>Norfolk Adult Education Service</b>	<b>137</b>	<b>137</b>	<b>0</b>
<b>Public Health</b>			
Business & Staffing	(27,341)	(27,341)	0
Children and Young People Programme	2,749	2,749	0
Communities	230	230	0
DAAT	8,785	8,785	0
Health Protection	43	43	0
Minimising Risk & Harm	9,975	9,975	0
PH Intelligence and Information Management	125	125	0
Reducing Early Mortality	4,233	4,233	0
<b>Public Health Total</b>	<b>(1,201)</b>	<b>(1,201)</b>	<b>0</b>
<b>Emergency Planning &amp; Community Resilience</b>	<b>304</b>	<b>269</b>	<b>(35)</b>
<b>Active Norfolk</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Customer Services</b>			
Customer Access Development	169	169	0
Compliments & Complaints	378	378	0
Post Service	606	606	0

Web Content Management	255	255	0
HealthWatch	406	406	0
Customer Service Centre	1,315	1,315	0
County Hall Reception	48	48	0
Social Care Centre Of Expertise	2,297	2,297	0
<b>Customer Services Total</b>	<b>5,472</b>	<b>5,472</b>	<b>0</b>
<b>Registration Services</b>			
Registrars General	382	382	0
Diss (Depwade)	(1)	(1)	0
Downham Market	(47)	(47)	0
Dereham	(17)	(17)	0
Fakenham	(5)	(5)	0
Great Yarmouth	(111)	(111)	0
Kings Lynn	27	27	0
Ceremonies	105	105	0
North Walsham (also Cromer)	(118)	(118)	0
Norwich	(116)	(116)	0
Thetford (Wayland)	(25)	(25)	0
Watton / Swaffham	12	12	0
<b>Registration Services Total</b>	<b>82</b>	<b>82</b>	<b>0</b>
<b>Consultation &amp; Community Relations</b>	<b>295</b>	<b>295</b>	<b>0</b>
<b>Community Safety</b>	<b>106</b>	<b>106</b>	<b>0</b>
<b>Committee Total</b>	<b>50,141</b>	<b>50,102</b>	<b>(39)</b>

**Notes:** Major movements:

**Norfolk Fire & Rescue Service** overspends relate to increased operational costs with fleet due to costs from Downham Fire Station loss, unplanned operational equipment replacement and loss of income for services provided. Additional increased costs for the ICT refresh have been incurred whilst the service negotiates a replacement programme. These costs have been partly offset by reductions for pension forecasts and savings from vacancy management.

**Libraries, Museums, Record Office & Arts** movements have been offset by use of reserves

**Trading Standards** underspend is through management of vacancies and control of non-essential costs.

## Appendix B

<b>COMMUNITIES CAPITAL PROGRAMME Scheme or programme of work</b>	<b>2014/15 Capital Budget</b>	<b>2014/15 Forecast Capital Outturn</b>	<b>Total Forecast (under)/ over spend</b>	<b>Current Total Slippage to 2015/16</b>
	<b>£ 000</b>	<b>£ 000</b>	<b>£ 000</b>	<b>£ 000</b>

### **Norfolk Fire & Rescue Service**

Boat Facilities	5	5	-	-
Carrow Training	41	41	-	-
CERF	112	112	-	-
CLG unallocated	62	62	-	-
CMW	21	21	-	-
Command Project	85	85	-	-
Generators	59	59	-	-
Solar panels	76	0	-	76
Training	33	33	-	-
Vehicle replacement	538	538	-	-
Insurance refits	110	110	-	-
Kings Lynn Nth Site	485	485	-	-
Kings Lynn new build	1,087	1,087	-	-
<b>Service Total</b>	<b>2,714</b>	<b>2,638</b>	<b>-</b>	<b>76</b>

### **Libraries, Museums, Record Office & Arts**

#### *Museums*

Bridewell				
Redevelopment	23	23	-	-
Gressenhall Farm & Workhouse - Eco- buildings	47	47	-	-
Seahenge	7	7	-	-
Biomass Boiler CERF	11	11	-	-
GFWH Wind & Solar	17	17	-	-
Museum Stock System	40	40	-	-
Castle Keep Improvements	9	9	-	-
Strangers Hall replacement lighting	2	2	-	-
Gressenhall Sewerage Treatment Plant Upgrade	100	100	-	-
Minor Works	11	11	-	-

### Libraries

Library Refurbishment				
Programme 14 / 15	404	404	-	-
S106 Schemes	217	217	-	-
CERF Watton library	24	24	-	-
CERF Blofield library	29	29	-	-
CERF King's Lynn	31	31		
Cerf Various	39	39		
CERF Gorleston	44	44		
CERF Gt Yarmouth	36	36	-	-
Libraries Transformation	95	95		
CMW Guardrail	30	30		
CMW Wymondham library	2	2	-	-
<b>Service Total</b>	<b>1,218</b>	<b>1,218</b>	<b>-</b>	<b>-</b>
<b>Committee Total</b>	<b>3,932</b>	<b>3,856</b>	<b>-</b>	<b>76</b>

Trading Standards	No Capital Programme
Adult Education	No Capital Programme
Public Health	No Capital Programme
Emergency Planning & Community Resilience	No Capital Programme
Active Norfolk	No Capital Programme
Customer Services	No Capital Programme
Registration Services	No Capital Programme
Consultation & Community Relations	No Capital Programme



**Communities Reserves & Provisions 2014/15**

	Type	Balance at 31 January 2015  £ 000	Forecast Balance at 31 March 2015  £ 000	Forecast usage of reserves  £ 000
<b>Norfolk Fire &amp; Rescue Service</b>				
EU Part Time Workers Provision (Pensions)	Provision	850	850	0
Fire Pensions	Reserve	348	348	0
Equipment/Leasing	Reserve	918	918	0
Operational / PPE / Clothing	Reserve	967	718	(249)
Retained FireFighters	Reserve	542	542	0
Unspent Grants & Contributions Reserve	Grant	189	109	(80)
<b>Norfolk Fire &amp; Rescue Service Total</b>		<b>3,814</b>	<b>3,485</b>	<b>(329)</b>

**Libraries, Museums, Record Office & Arts**

*Norfolk Libraries & Information Service*

R & R Fund		1,008	622	(386)
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Information Technology		491	176	(315)
Unspent Grants And Contributions Reserve	Grant	217	113	(104)
<b>Subtotal</b>		<b>1,716</b>	<b>911</b>	<b>(805)</b>

*Arts & Recreation Grants*

R & R Fund	Reserve	22	22	0
<b>Subtotal</b>		<b>22</b>	<b>22</b>	<b>0</b>

*Norfolk Museums Service*

R & R Fund	Reserve	215	137	(78)
Income Reserve	Reserve	40	24	(16)
Unspent Grants And Contributions Reserve	Grant	565	292	(273)
<b>Subtotal</b>		<b>820</b>	<b>453</b>	<b>(367)</b>

*Norfolk Records Office*

Residual Insurance & Lottery	Reserve	378	365	(13)
Unspent Grants And Contributions Reserve	Grant	12	12	0)
<b>Subtotal</b>		<b>390</b>	<b>377</b>	<b>(13)</b>

<b>Libraries, Museums, Record Office &amp; Arts Total</b>		<b>2,948</b>	<b>1,763</b>	<b>(1,185)</b>
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**Trading Standards**

Personal Protective Equipment	Reserve	125	62	(63)
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**Adult Education**

Income Reserve	Reserve	159	109	(50)
Unspent Grants And Contributions Reserve	Grant	8	0	(8)
<b>Adult Education Total</b>		<b>167</b>	<b>109</b>	<b>(58)</b>

**Public Health**

Unspent Grants & Contributions - Warm & Well	Grant	24	54	30
Unspent Grants & Contributions - PH Ring fenced grant	Grant	3,329	3,264	(65)
<b>Public Health Total</b>		<b>3,353</b>	<b>3,318</b>	<b>(35)</b>

**Emergency Planning & Community Resilience**

<b>0</b>	<b>0</b>	<b>0</b>
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**Active Norfolk**

Unspent Grants And Contributions Reserve	Grant	572	405	(167)
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**Customer Services**

Customer Access ICT Reserve	Reserve	40	141	0
Complaints Organisational Change Reserve	Reserve	45	45	0
Customer Service Centre Repairs & Renewals Reserve	Reserve	25	25	0
Customer Service Centre ICT Reserve	Reserve	7	7	0
<b>Customer Services Total</b>		<b>117</b>	<b>218</b>	<b>0</b>

**Registration Services**

Accommodation and ICT Reserve	Reserve	412	412	0
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**Consultation & Community Relations**

Consultation Organisational Change Reserve	110	49	(61)
Youth Parliament ICT Reserve	3	3	0

<b>Consultation &amp; Community Relations Total</b>	<b>113</b>	<b>52</b>	<b>(61)</b>
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<b>Committee Total</b>	<b>11,621</b>	<b>9,825</b>	<b>(1,899)</b>
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# Communities Committee

Item No. 9.

<b>Report title:</b>	<b>Performance Monitoring and Risk Report</b>
<b>Date of meeting:</b>	<b>11 March 2015</b>
<b>Responsible Chief Officer:</b>	Tom McCabe, Executive Director of Communities and Environmental Services
<b>Strategic impact</b> Performance monitoring and risk information helps committees undertake some of their key responsibilities – budget setting and providing contextual information to many of the decisions that are taken.	

## Executive summary

This paper reviews quarter three (October to December 2014) performance results for the service areas that are covered by the Communities Committee. Overall performance is good, when judged against the indicators that make up the performance dashboard. Areas of strong performance include:

- Business mileage
- Home Fire Risk Checks
- Trading Standards
- Registration of births.

There are some areas in which performance is more challenging. In summary, these are:

- Sickness absence
- Availability of fire engines crewed by retained firefighters
- Registration of deaths
- Library visitor numbers
- Chlamydia infection diagnoses
- Non-police referrals to Multi-Agency Risk Assessment Conferences.

A more detailed analysis of performance is provided in the main body of the report.

Currently there are no risks that have a corporate significance and so none appear on the Corporate Risk Register. A more detailed analysis of risk is provided in the main body of the report and within Appendix B. The full risk register for Communities Committee can be seen at Appendix C.

## Recommendation

Committee Members are asked to:

1. Review and comment on the performance information
2. Consider any areas of performance that require a more in-depth analysis.

## Background

- 1.1 Performance monitoring and risk information helps committees undertake some of their key responsibilities – budget setting and providing contextual information to many of the decisions that are taken. This paper asks the Committee to review and comment on 2014/15 quarter three performance and risk results.

## Managing Change

Of the nine indicators in this section:

- Two indicators are amber
- Seven indicators are green.

- 1.2 The Council's current change programme is made up of a range of service specific programmes and projects that are key to delivering efficiencies, savings and change. Progress with some of the more significant initiatives is described in the following section.

### **Amber measure: NFRS asset management (change programme)**

- 1.3 Norfolk Fire and Rescue Service's Asset Management project is currently rated as amber, an improvement from the last period status of red. This project is about increasing our efficiency by reducing the number of systems used to track assets within the Fire and Rescue Service. When the Asset Management project is complete we will manage all of these using one single system, called 'Trace'.

### **Amber measure: Library and Information Service efficiencies programme**

- 1.4 The Library and Information Service efficiencies programme is currently rated as amber. As reported last quarter the service has completed the majority of the projects planned to achieve the savings targets but the initiative to share library buildings with other services will not deliver the savings which it had targeted for this year. We will, however, achieve the full savings targets by delivering additional efficiencies from elsewhere in the service and a temporary business development manager has been recruited to develop longer term income and sponsorship opportunities.

## Managing our Resources

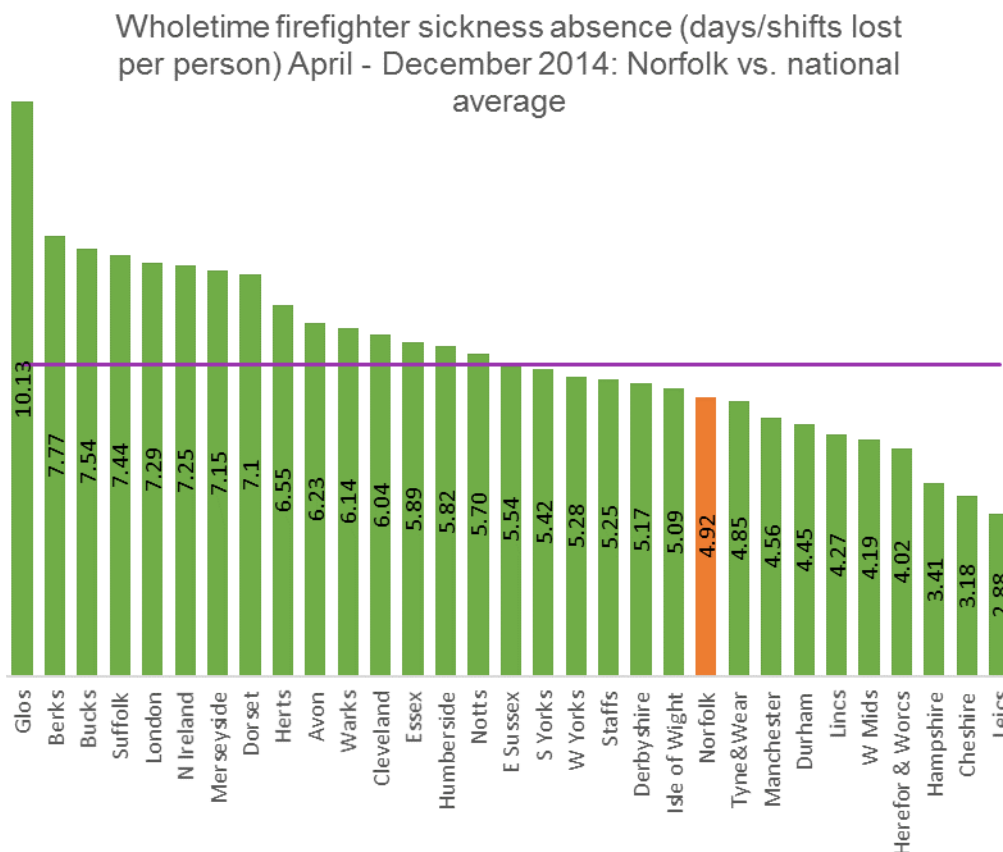
Of the five indicators in this section:

- **Three indicators are red** (sickness absence for: Communications and the Customer Service Centre; NFRS; and Public Health)
- Two indicators are green.

### **Red measure: sickness absence (NFRS)**

- 1.5 Sickness absence in Norfolk Fire and Rescue Service is higher than we would like. The measure includes wholtime firefighters and all non-uniformed and control staff in the service. It does not include retained

firefighters. Between April and December 2014 sickness absence was 5.91 days per Full Time Equivalent (FTE) around half a day above the quarter three target of 5.35 days. The increase in sickness absence can be attributed in part to a rise in wholtime absence which is 0.84 days higher than this time last year. However, wholtime sickness absence continues to be low when benchmarked against other Fire and Rescue Services where the average is 5.5 days per FTE (shown on graph below in purple).



**Red measure:** sickness absence (Communications & Customer Service Centre)

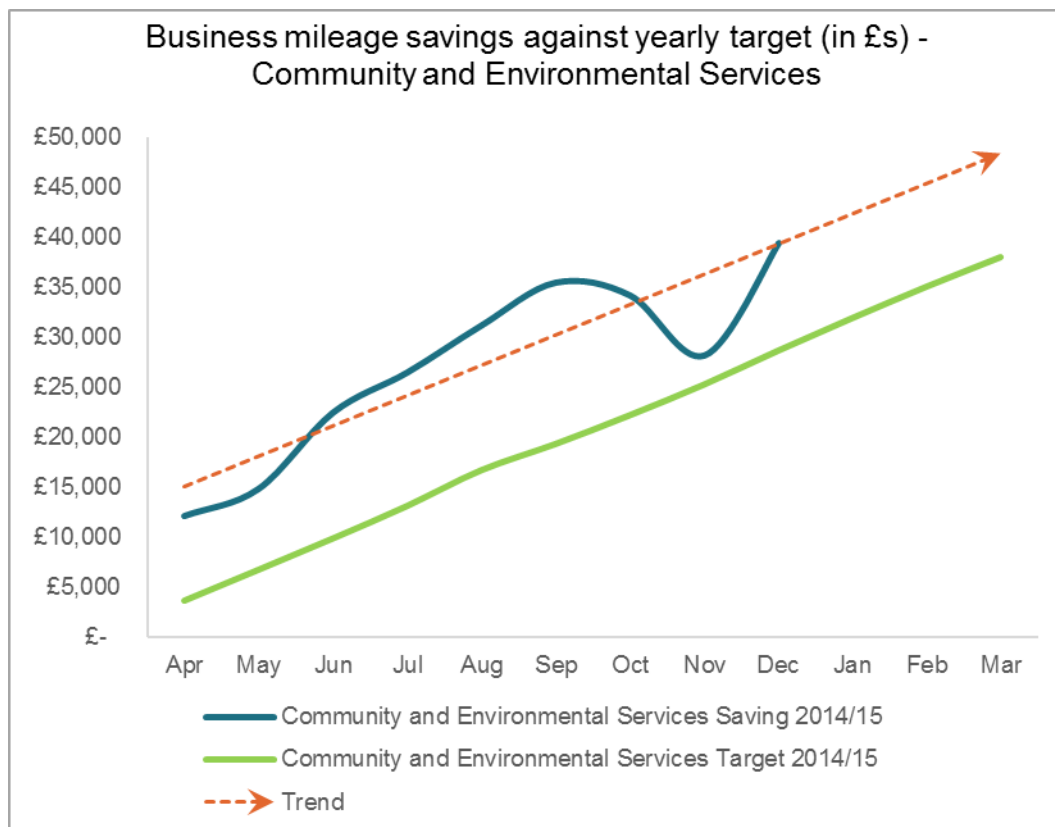
- 1.6 There is a higher rate of sickness absence than we would like across the Communications Service and the Customer Service Centre. Our target at quarter 3 is 5.6 days per FTE but currently we are reporting 8.61 days per FTE so this indicator is red.
- 1.7 Further analysis shows that the majority of the sickness absence relates to the Customer Service Centre, with 18 staff currently off sick following planned surgery, 12 of which are off long term. To give this figure context, the total headcount for the Customer Service Centre is 174 staff (157.73FTE). Appropriate management support has been put in place, including HR Employee Relations support.

**Red measure:** sickness absence Public Health

- 1.8 The rate of sickness absence in Public Health is also higher than we would like – currently 6.87 days per FTE against a target of 4.1. There have been two cases of long term sickness in Public Health which accounts for the sharp increase in absence this year. One individual has now returned to work, and appropriate support is in place for the other. As a result the 2014/15 target will not be met. The impact of sickness absence is pronounced given the small size of the team (head count of 28 or 26.4FTE).

**Green measure:** business mileage savings

- 1.9 The business mileage savings measure has been updated to reflect the new departmental arrangements and we will now report to Communities Committee the savings for Community and Environmental Services department as a whole. Between April and December 2014 the department spent £571, 868 on business mileage, which was almost £40,000 less than during the same period the previous year. Community and Environmental Services had a target of saving £28,654 by December 2014 and exceeded this by over £10,000, saving £39,486. This good performance means the indicator is currently green.



## Risk

- 1.10 A copy of the Communities Committee risk register, reviewed as of February 2015, is attached in Appendix C. The register is a compilation of the risk registers from the areas that report to the Committee including Cultural Services, Trading Standards, Resilience, Public Health and Norfolk Fire and Rescue.
- 1.11 Each service area represented maintains a risk register, the risks on each register are as follows:

Service	No. of risks	Risks out of scope	Risks in scope
Norfolk Fire and Rescue Service	13	7	6
Resilience	2	2	0
Public Health	8	6	2
Cultural Service	3	1	2
<b>Total</b>	<b>26</b>	<b>16</b>	<b>10</b>



- 1.12 The 'Risks in scope' are those that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red. Currently there are 10 of these, as summarised below:

Service area	Risk Number/Name	Risk Score	Prospects
NFRS	RM13974 – Failure to assure that standards of operational competency for fires in the built environment are in place	16	Red
NFRS	RM13975 – Incomplete or out of date safe systems of work	12	Amber
NFRS	RM14122 – Shortage of emergency response personnel including key incident managers through industrial action	25	Red
NFRS	RM14030 – Failure to manage budgets effectively over the next Comprehensive Spending Review	16	Red
NFRS	RM14119 – Failure to secure availability of operational individuals and crews	16	Amber
NFRS	RM14181 – Single points of knowledge	12	Amber
Culture	RM14130 – Lack of capacity in ICT systems and services	16	Amber
Culture	RM14176 – Reduction in NCC funding impacts on external partnerships	12	Amber
Public Health	RM14209 – Lack of coordination of mental health prevention services	12	Amber
Public Health	RM14215 – Reduced overall public health grant	12	Amber

- 1.13 A detailed record of the 10 risks extracted from the risk register is attached, in Appendix B. This includes a full description of the risk, tasks to mitigate the risk, and an update on progress.

- 1.14 The 'Risks out of scope' are those that have a risk score below 12 or have prospects of meeting the target score by the target date as green. Currently, there are 16 of these as summarised below:

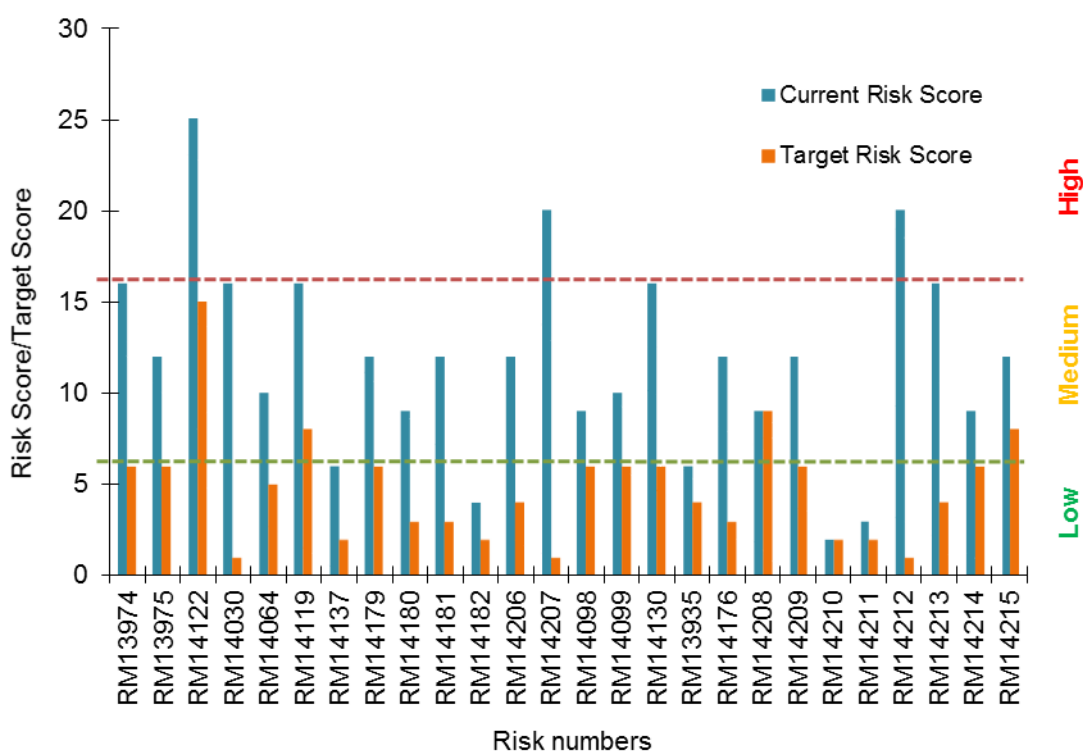
Service area	Risk Number/Name	Risk Score	Prospects
NFRS	RM14064 "Financial liability for P/T RDS firefighters"	10	Amber
NFRS	RM14137 "Failure to provide protective security".	6	Amber
NFRS	RM14179 "Failure to identify, collect and appropriately use good quality data"	12	Green
NFRS	RM14180 "Business management capability".	9	Met
NFRS	RM14182 "Introduction of the committee system".	4	Amber
NFRS	RM14206 "Lack of visibility at corporate level".	12	New

NFRS	RM14207 "Failure to implement ICT refresh in a timely manner".	20	New
Resilience	RM14098 "Incident at key NCC premises or adjacent causing loss of access or service disruption".	9	Amber
Resilience	RM14099 "Embedding BC into the organisation".	10	Amber
Public Health	RM14208 – Failure to obtain adequate funding for 0-5 years for commissioning	9	Met
Public Health	RM14211 "Failure of contractors to deliver services to the appropriate agreed standards".	2	Amber
Public Health	RM14211 "Failure to publish a Pharmaceutical needs assessment".	3	Green
Public Health	RM14212 "Failure of NCC payments systems".	20	Green
Public Health	RM14213 "Failure to implement adequate prevention measures".	16	Green
Public Health	RM14214 "Loss of funding from Partner agencies".	9	Green
Culture	RM13935 "Loss of external funding or grants". (Cultural Service)	6	Amber

1.15 There are no risks that have a corporate significance and so none relating to this committee appear on the Corporate Risk Register.

1.16 An analysis of the 26 risks that are overseen by this Committee suggests a risk averse culture. This is illustrated in the following comparison of the current risk scores and the target risk scores. The chart also identifies the transition points from low to medium to high risks.

Current risk scores against target scores



- 1.17 The average for the current risk score is 12, which places the combined level of risk in the middle of the medium category. The average score for the combined target risk scores is 5. Target scores are a reflection of our risk appetite, the level of risk the risk owner is willing to pursue or retain. This places it at the transition point between the low and medium categories.

#### **Norfolk Fire and Rescue Service (NFRS)**

Of the 11 indicators for NFRS:

- **Two indicators are red** (retained availability and injuries in accidental dwelling fires)
- Two indicators are amber (Emergency Response Standards and false alarms attended)
- Four indicators are green
- Three indicators are surveillance measures so do not generate a RAG (colour) rating.

#### **Red measure: retained fire engine availability**

- 1.18 Norfolk Fire and Rescue Service aims to have fire engines crewed by retained firefighters at least 90% of the time. There is currently a shortfall of staff and recruiting retained firefighters is problematic because staff must live and work within five minutes of the station. This is difficult in rural areas and because many people work some distance from their home.
- 1.19 Although the cumulative figure for this measure in April-December is significantly under target (80.6% - Red), the monthly figures show an improving picture and with January data included the measure has improved to 81.2%.
- 1.20 The performance of a small number of stations in the more rural and sparsely populated areas of the county can have a significant impact upon the overall performance of the service. Work is being done to identify these stations and improve fire engine availability. An example of this is Outwell, where a large number of leavers and the service's limited success in recruitment in this area means that there are five on call staff, compared to the standard establishment of 12. A great deal of effort is being put into identifying potential recruits but until the number of staff has increased, the emergency response in this area is provided by Downham Market, West Walton and Wisbech (Cams).

#### **Red measure: Injuries in accidental fires in the home**

- 1.21 The number of injuries in accidental fires at home is low, with a total of 22 between April and December 2014. The April to December target of 19, however, has been exceeded and so performance is rated as Red. Although this measure is not meeting its target, the direction of travel is improving. When compared to the same time last year there were 24 injuries.

#### **Amber measure: number of false alarms that NFRS goes to**

- 1.22 Over the last four years there has been a call reduction of around 1,000 unwanted mobilisations to automatic fire alarms (AFA). Since the introduction of Phase 2 of the AFA policy in October (which requires a call confirming the fire regardless of when it occurs for those properties in

scope), the service has made further reductions in the number of unwanted AFAs.

- 1.23 Although December data shows this measure as not meeting its target (1,283 against a target of 1,278), the difference of five calls is a very small margin and it is predicted that the end of year target will be achieved. Work in 2015/16 will focus on bedding in the changes introduced in October 2014.

**Amber measure: performance against Emergency Response Standards**

- 1.24 Performance against Emergency Response Standards (ERS) show how often NFRS reaches incidents within targets set for attendance times. The target is to attend 80% or more of fires where life may be at risk within 10 minutes and 80% of other emergencies in which life may be at risk within 13 minutes. Since last reporting to Members, the cumulative ERS has increased slightly from 78% (April to September) to 78.3% (April to December).
- 1.25 The Service has analysed emergency response data to understand the factors which may be impacting on performance. This shows that even if all retained firefighters and appliances were available, the service would not have been able to achieve the standard in all areas of the county at all times of day. The data also shows that the call profile has changed – with a lower proportion of urban call outs (which are quicker to get to) compared to rural. Emergency Response Standards are to be reviewed as part of the current Strategic Review of the fire and rescue service.

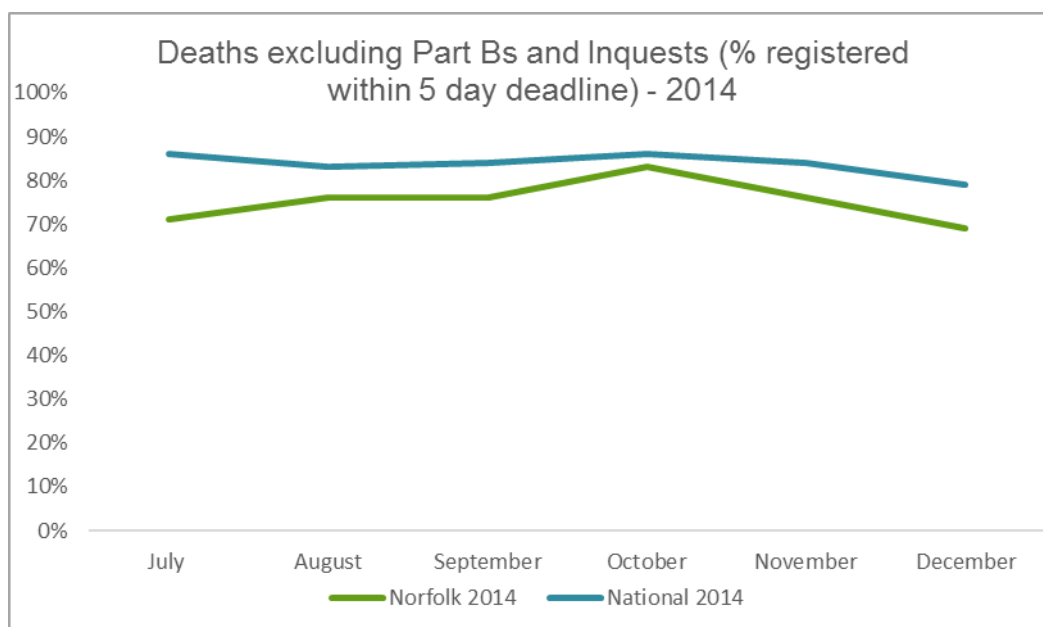
**Registration Service**

Of the four indicators for the registration service:

- **Two indicators are red** (registration of deaths – 2 indicators)
- Two indicators are green

**Red indicator: registration of deaths excluding those with inquests or post mortems**

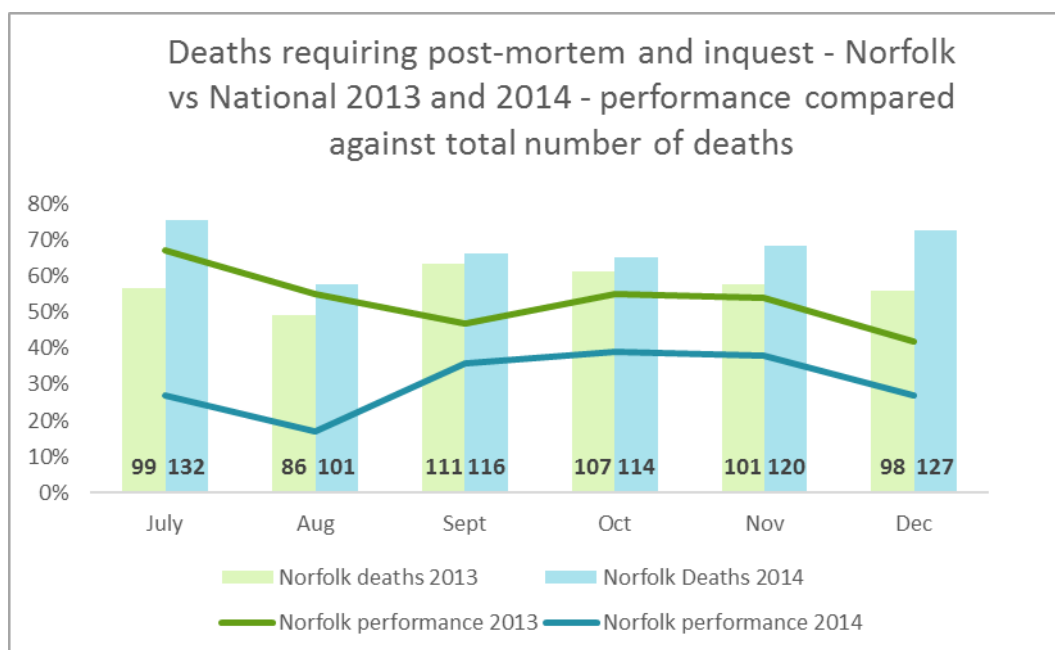
- 1.26 When compared the same period last year, there has been a fall in the percentage of deaths registered in Norfolk within five days. This trend appears to have been experienced nationally, as evidenced by a similar drop in the national figures for the same period. There has been a small increase in the number of deaths registered in Norfolk year on year.
- 1.27 The table below shows the figures since July 2013 and the graph illustrates the decline seen nationally in performance as well as in Norfolk. However, as can be seen, Norfolk's performance is still below national performance.



Month	Norfolk Deaths 2013	Local 2013	National 2013	Norfolk Deaths 2014	Local 2014	National 2014
Jul	640	86%	90%	665	71%	86%
Aug	599	77%	87%	585	76%	83%
Sept	608	74%	86%	689	76%	84%
Oct	675	82%	88%	716	83%	86%
Nov	628	82%	88%	667	76%	84%
Dec	628	76%	84%	735	69%	79%

**Red indicator:** registration of deaths requiring post mortem or inquest (Part B)

- 1.28 In quarters one and two we reported poor performance for Norfolk death registrations where the Coroner had called for a post mortem or Inquest to be held into the cause of death. The failure to register deaths in the seven days following a death where the coroner has been involved continues to be an issue.
- 1.29 An enquiry to the Coroner service has identified that new regulations concerning the Deprivation of Liberty Safeguards has increased numbers of deaths being referred to inquest. This creates a knock-on delay notifying Part B (i.e. not inquest) coroner deaths to families so they can make an appointment to register. We have investigated with spot checks the delay between the date of death and registrars receiving the coroner's paperwork (enabling the registration to take place) and it ranges from a 'best' of 6 days to a 'worst' of 9 days which means that the seven day target is unlikely to be met. The table below shows the figures since July 2013:



Month	Norfolk Deaths 2013	Local 2013	National 2013	Norfolk Deaths 2014	Local 2014	National 2014
Jul	99	67%	63%	132	27%	50%
Aug	86	55%	61%	101	17%	47%
Sept	111	47%	56%	116	36%	45%
Oct	107	55%	58%	114	39%	51%
Nov	101	54%	55%	120	38%	47%
Dec	98	42%	52%	127	27%	44%

### Public Health

Of the eight indicators for Public Health

- **Four indicators are red** (Great Yarmouth's smoking quit rate, Chlamydia diagnosis rate, health checks uptake and health trainer sessions)
- Four indicators are green

### Red indicator: NHS Health Check uptake

- 1.30 The NHS Health Check programme aims to prevent or delay the onset of serious diseases like heart disease, stroke, diabetes, kidney disease and dementia. The health checks are available to individuals between the ages of 40 and 74 without certain pre-existing conditions. They are commissioned by Public Health and in Norfolk are delivered in a variety of locations including most GP practices and many pharmacies.
- 1.31 In quarter three, 9,861 NHS Health Checks were offered and 5,060 were delivered, this gives an uptake rate of 51% - an increase of 2% from the previous quarter. Between April 2013 and December 2014, 80,206 NHS health checks had been offered and 39,719 delivered across Norfolk. This represents a 49% uptake, which is below the aspirational target of 66% but this places Norfolk in line with the England average of 48%. We are working to improve the uptake rate and currently have a promotion campaign 'Precious moments' which aims to raise awareness of NHS Health Checks.

### Red indicator: Chlamydia infection diagnosis rate

- 1.32 Chlamydia is the most commonly reported Sexually Transmitted Infection (STI) nationally and since 2003 there has been a National Chlamydia Screening Programme in England. During 2012, the nationally set target was changed from monitoring coverage to monitoring diagnosis rate. This has been difficult to achieve, both nationally and in Norfolk.
- 1.33 There is a time lag with this data meaning we are now reporting quarter two rates (information about July – September 2014). The national target is to achieve a diagnosis rate of 2,300 people per 100,000 15-24 year olds. Our diagnosis rate in quarter one was 1,191 but rising to 1,550 in Q2 meaning this indicator has improved but still remains in red.
- 1.34 The contract for a new sexual health service, run by Cambridgeshire Community Services, commences on 1 March 2015. At present, specialist sexual health services are supplied by six different organisations. Under the new contract the services will be run by a single organisation. The new service will offer tests in its clinics and will promote screening through outreach sites.
- 1.35 From April 2015 the new primary care contracts will commence and we hope to offer better incentives for GPs and pharmacies for Chlamydia diagnoses uptakes.
- 1.36 Outreach services for hard to reach groups will be reviewed in 2015/16. The new service, Terence Higgins Trust and the voluntary sector contracts will be closely monitored to identify priority areas and/or any new provision of services required for re-procurement in 2016/17.

**Red measure: health trainer sessions leading to improved wellbeing**

- 1.37 The Health Trainer service we commission works with people to provide the motivation, encouragement and support needed to enable people to make lasting healthy lifestyle changes. Follow up indicates that 65% of people reported improved health and wellbeing. This means we are short of our target of 70% and so rated red.

**Red measure: smoking cessation**

- 1.38 Smoking cessation remains a challenge in Norfolk, as previously reported to the November 2014 Communities Committee. The performance of smoking cessation services in helping people to quit smoking is worse in Great Yarmouth when compared to the rest of the County.
- 1.39 The quit target for Norfolk is 7,140. As at the close of quarter two we are behind target with 3,006 people setting a quit date and 1,526 people quitting. This reflects the national and regional trend which shows a significant decrease in the numbers of people accessing and engaging in NHS smoking cessation services. The reason for this appears to be that people are turning away from the NHS four week quit model in favour of over-the-counter harm reduction approaches (Nicotine Vapourisers/e-cigarettes) and stop smoking medication. Neither of these approaches provides any additional support. In response to these changes in people's approach to stopping smoking, future contracts will reflect the full range of harm reduction interventions but with flexible support. We are also working with other Service Providers, such as GPs, pharmacies and the voluntary and community sector to increase engagement in NHS smoking cessation services.



## Customer Services & Consultation and Community Relations

Of the seven indicators for Customer Services and Consultation and Community Relations:

- One indicator is amber
- Four indicators are green
- Two indicators are surveillance measures so do not generate a colour rating

### **Amber measure:** priority social care calls answered within timescale

- 1.40 The volume of calls received has led the Customer Service Centre to prioritise social care call handling. Performance against the target to answer 100% of 'priority social care calls' within the agreed time currently stands at 99%, which was more than in the previous quarter when we answered 98.1%.
- 1.41 The number of complaints received reduced in December 2014, which has enabled the team to reduce the backlog caused by previous increases. It is positive to note that the volume of complaints relating to Children's Services is reducing month on month. This is evidence of the improvements brought about by the transformation programme within Children's Services.
- 1.42 We are in the final stages of developing the Customer Service Strategy for the period 2015 to 2020. This will be presented to Communities Committee in March 2015.

### **Green measure:** customer satisfaction

- 1.43 We have been collecting customer feedback against telephone, email and website access channels since October 2014. Of the 9,508 surveys collected during quarter 3: 83% of customers were satisfied with the service they received; 10% felt it was average; and 7% felt the service they received was poor. This feedback allows us to quickly respond to customers issues, and also monitor response to any changes we make to services. This is proving particularly valuable for the website. A significant amount of work is currently taking place with Adult Social Care web pages to improve content and prepare for the Care Act with effect from the 1 April 2015.

### **Surveillance measure:** residents who feel they can influence local decision making

- 1.44 Each year we ask residents for their views on a range of issues including their views on services provided by Norfolk County Council and how engaged they feel in local decision making. This helps us to understand our residents' and customer requirements and concerns so that we can better plan for services in the future.
- 1.45 The annual Customer Satisfaction Tracker Survey is carried out by Ipsos MORI. A postal survey was delivered to 5,600 households in Norfolk from 27 June to 17 August 2014 and 1,581 people responded, giving an overall response rate of 28%.
- 1.46 One in three residents (33%) agrees they can influence decisions that affect their local area. The measure is a former national indicator taken from the now discontinued Place Survey, but a significant number of authorities still capture this data. At 33%, Norfolk fairs similarly to other comparable counties. The Norfolk score has been broadly similar for a number of years.



Nationally, however, the number of people reporting they feel they can influence decision making in their local area has dropped, as evidenced in the Cabinet Office's Community Life Survey which collects data from 2001 and shows a 10 percentage point decline against this measure.

### **Cultural Services**

Of the four indicators for Cultural Services:

- **One indicator is red** (visits to Library and Information Services)
- Two indicators are green
- One indicator is a surveillance measure so does not generate a colour rating

#### **Red measure: Library and Information Services – actual and virtual visitors**

- 1.47 In quarter three the number of people visiting Norfolk's libraries was not as high as we had anticipated. There were an estimated 2,854,897 physical visits which is over 380,000 fewer (around 11%) than our target meaning this indicator is red. The way that the visitor numbers are counted has changed this year and work continues to ensure that the systems are reporting accurately. There is a member-led review of Library and Information Services currently underway.

#### **Green measure: museum visitors**

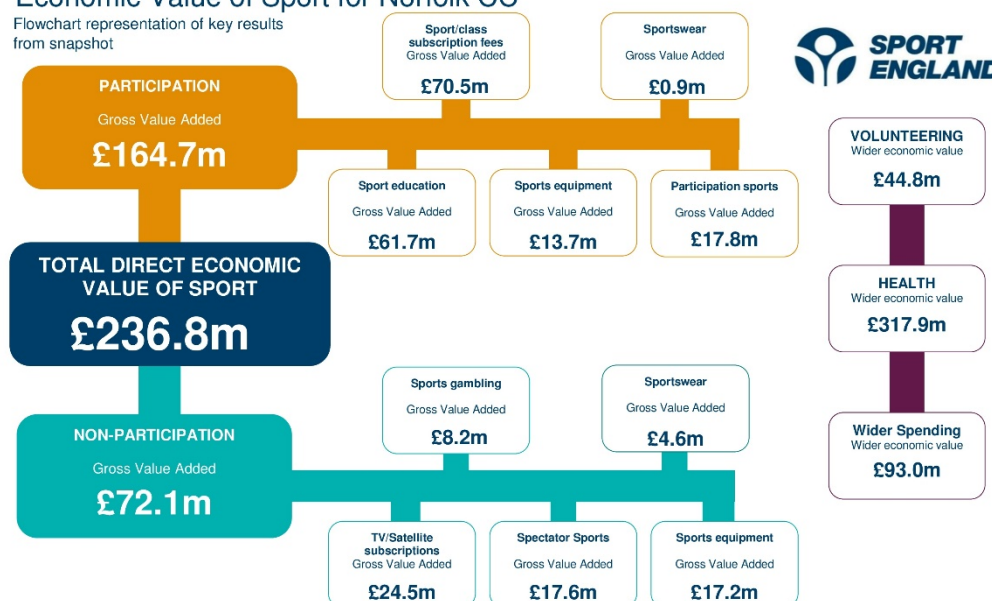
- 1.48 The number of people visiting Norfolk's museums remains high. In quarter three there were 308,460 visitors, over 37,000 more than our target for that period and more than in the same period last year. This performance in terms of total visits has been strong across most of the 10 Norfolk Museum Service sites during 2014/15 with the Norwich sites (especially Norwich Castle Museum & Art Gallery) exceeding the 2013/14 visitor numbers for the year to date. Western Area sites (Lynn Museum, Gressenhall Farm & Workhouse and Ancient House Museum) are also ahead for the year to date, although Eastern Area museums including Time and Tide are down on the equivalent period, mainly due to comparison to the very successful and award-winning exhibition *Frayed: Textiles on the Edge* which ran at Time and Tide during the autumn and winter of 2013/14. Schools visits overall are up year to date on 2013/14.

#### **Green measure: participation in sport**

- 1.49 Evidence shows that by increasing participation in sport and physical activity we can reduce health inequalities, aid economic growth, and improve community engagement. The economic case for physical activity is compelling – it saves money by preventing healthcare costs, reduces crime and anti-social behaviour and associated costs, and directly contributes to the economy. For example, Sports England estimate that a minimum of £1,700 can be saved in healthcare costs per person by taking part in Sport in England and that over £20 billion is contributed to the English economy through sport and sport-related activity. The graphic below highlights some of the economic benefits for Norfolk of sport and sporting-related activity – totalling over £200 million.

## Economic Value of Sport for Norfolk CC

Flowchart representation of key results from snapshot



### Surveillance measure: Norfolk Record Office visitors

- 1.50 The number of people physically visiting Norfolk Record Office (NRO) has fallen when compared to last year. Between April and December 2014 there were 9,860 physical and visitors to the Norfolk Record Office, around 1,300 fewer than in the same months during the previous year. When counting physical visits we include numbers of visitors to the searchroom, visitors to exhibitions and visitors to NRO events. The decline in physical visits is largely due to the NRO ceasing to open on a Saturday as of April 2014.

### Trading Standards

Of the five indicators for Trading Standards:

- All five indicators are green

### Green measures – all Trading Standards measures

- 1.51 Performance remains strong for Trading Standards with all five measures continuing to be green. There have been no significant changes to performance since it was last reported to this committee in November 2014.

### Community Safety

Of the two indicators for Community Safety:

- **One indicator is red** (proportion of non-police referrals to multi agency risk assessment conferences)
- One indicator is green

### Red indicator: Proportion of non-police referrals to MARAC (Multi-Agency Risk Assessment Conferences)

- 1.52 The County Council works jointly with a range of health, social care and

criminal justice agencies and organisations to make vulnerable people safe and reduce the incidence of domestic abuse. We attend multi-agency meetings with partner organisations like the police, health service and voluntary sector organisations to assess risk to people who are at high risk of serious harm from domestic abuse, and agree safety plans necessary to reduce this risk. These meetings are called Multi Agency Risk Assessment Conferences (MARACs). Currently, the rate of referrals for MARACs from organisations other than the police is lower than we would like. Our target is to achieve non-police referral rates within the range recommended by national charity, Co-ordinated Action Against Domestic Abuse (CAADA). The range they recommend is 25%-40% of referrals from other organisations. In quarter three our rate was 22% meaning we are below the CAADA range.

- 1.53 We are working to try and raise the level of non-police referral. The Training and Communications task and finish group are reviewing the delivery and effectiveness of current training and work continues to be undertaken to capture all cases that should be referred to MARAC. In addition the work going as part of the Domestic Abuse Change Programme for Norfolk will raise the prominence of domestic abuse and help partner organisations to ensure that they have an improved approach to identifying issues. While the focus of the programme is on prevention and early intervention, this should also translate into increased awareness of domestic abuse and so higher MARAC referrals.

- 1.54 The total number of referred MARAC cases in Norfolk is higher than both the regional and national figures and total referrals to MARAC have increased by 8% in the last year). This increase is positive and appears to directly reflect the increase in domestic abuse reported to the police for the calendar year 2014 (up 19% on 2013). This is a very positive position in respect of the drive to address under reported crime. Increased reporting of domestic abuse to the police is likely to result in an increasing number of police MARAC referrals, so reducing the proportion of referrals from other agencies.

## 2 **Recommendations**

Committee Members are asked to:

1. Review and comment on the performance information
2. Consider any areas of performance that require a more in-depth analysis.

## 3 **Financial Implications**

- 3.1 There are no significant financial implications arising from performance dashboards.

## 4 **Officer Contact**

- 4.1 If you have any questions about matters contained please get in touch with:

**Performance:** **Officer Name:** Daniel Harry **Tel No:** 01603 222568  
**Email address:** [daniel.harry@norfolk.gov.uk](mailto:daniel.harry@norfolk.gov.uk)  
**Risk:** **Officer Name:** Steve Rayner **Tel No:** 01603 224372  
**Email address:** [steve.rayner@norfolk.gov.uk](mailto:steve.rayner@norfolk.gov.uk)

## Communities Committee – Performance Dashboard

(A key to the symbols used are detailed at the end of the dashboard)

Managing change					
	Value	Date	Rating	Target	Direction of Travel
<b>NORFOLK FIRE AND RESCUE SERVICE – change programme</b>					
Asset Management	Amber	Q3	●	Green	↑
Operational Improvement Programme	Green	Q3	★	Green	→
Out of Hours Call-handling (cross-cutting)	Green	Q3	★	Green	→
Use of Operational Staff (cross-cutting)	Green	Q3	★	Green	→
Use of RAF Coltishall for live-fire training	Green	Q3	★	Green	→
Police collaboration (FIU/IRMT)	Green	Q3	★	Green	→
<b>CULTURAL SERVICES - change programme</b>					
Museums efficiencies	Green	Q3	★	Green	→
Library and Information Services efficiencies	Amber	Q3	●	Green	→
Norfolk Record Office efficiencies	Green	Q3	★	Green	→
<b>Managing our resources</b>					
<b>Number of sickness absence days per FTE</b>					
Communications and the Customer Service Centre	8.61	Q3	▲	5.6	↓
Norfolk Fire and Rescue Service (excluding retained firefighters)	5.91	Dec-14	▲	5.35	↑
Public Health	6.87	Q3	▲	4.1	↓
Cultural Services	3.92	Q3	★	4	↑
<b>Reducing the cost of business travel</b>					
Business mileage savings against yearly target (in £s) - Community and Environmental Services	£39,486	Dec-14	★	£28,654	↑

Service performance					
	Value	Date	Rating	Target	Direction of Travel
Number of Home Fire Risk Checks completed for vulnerable older and/or disabled people	3294	Dec-14	★	2628	↑
Performance against NFRS Emergency Response Standards (how often we get to you within the response times we have set)	78.30%	Dec-14	●	80%	↓
% of time retained fire engines (crewed by part-time fire fighters) are available to respond to an emergency	80.60%	Dec-14	▲	90%	↓
% of 999 calls made to NFRS answered within 5 seconds	96.40%	Dec-14	★	95%	↓
TRADING STANDARDS					
% of businesses brought to broad compliance with trading standards	94.48%	Q3	★	94%	↓
% of rogues and most detrimental businesses brought to compliance	95.69%	Q3	★	85%	→
% of disputes resolved through advice and intervention	85.20%	Q3	★	85%	↓
Customer satisfaction with Trading Standards services	91.90%	Q3	★	85%	↑
Increase in awareness by businesses of Trading Standards responsibilities	80.30%	Q3	★	78%	↑
REGISTRATION SERVICE					
Registration of all births in Norfolk	98%	Dec-14	★	98%	↓
Registration of still births in Norfolk	100%	Dec-14	★	98%	→
Registration of deaths excluding Part B and Inquests	69%	Dec-14	▲	90%	↓
Registration of Part B deaths	27%	Dec-14	▲	80%	↓

	Value	Date	Rating	Target	Direction of Travel
<b>CULTURAL SERVICES</b>					
Library and Information Services – actual and virtual visitors	2,854,897	Q3	▲	3,236,065	↓
Norfolk Record Office - physical visits	8,551	Q3	SURV	SURV	↓
Museums - actual visitors	308,460	Q3	★	271, 124	↑
% of population that have participated in sport at least once a week for at least 30 minutes [A]	33.50%	May-14	★	Year on year increase	↑
<b>CUSTOMER SERVICES &amp; CONSULTATION AND COMMUNITY RELATIONS</b>					
% of Your Voice members that agree they can influence their local area [A]	82.8%	Sep-14	SURV	SURV	↑
% of young people voting in the annual Make Your Mark ballot	19,338	2014	★	15,000	↑
% of priority Social Care Calls answered within service level agreement time	99.0%	Q3	●	ALL	→
% of all other calls answered within service level agreement time	94.5%	Q3	★	90%	→
Average time taken to answer calls (seconds)	45	Q3	★	60	→
<b>PUBLIC HEALTH</b>					
Number of people engaged in Healthy Communities programme activities	5,761	Q3	★	2,000	↑
Number of dementia friendly programme sessions delivered	97	Q3	★	30	↑
Number of people in contact with Public Health commissioned smoking cessation services who quit smoking (Norfolk excl. GY)	52.7%	Q2	★	50%	↓
Number of people in contact with Public Health commissioned smoking cessation services who quit smoking (GY only)	45.9%	Q2	▲	50%	↑
Chlamydia infection diagnose rate per 100,000 population aged 15-24	1,550 per 100,000	Q2	▲	2,300 per 100,000	↑

Outcomes for Norfolk					
	Value	Date	Rating	Target	Direction of Travel
<b>NORFOLK FIRE AND RESCUE SERVICE</b>					
Number of incidents NFRS attends (anything where a fire engine is needed)	5,660	Dec-14	SURV	SURV	SURV
Number of false alarm calls that NFRS goes to	1,283	Dec-14	●	1,278	↑
Number of people rescued by NFRS at incidents	547	Dec-14	SURV	SURV	SURV
Number of accidental fires in the home	337	Dec-14	★	361	↓
Number of injuries (from slight to serious) in accidental fires in the home	22	Dec-14	▲	19	↑
Number of deaths in accidental fires in the home	1	Dec-14	SURV	SURV	SURV
Cost of the service per head of population per year	£30.43	2013/14	★	Less than £35.61	↓
<b>COMMUNITY SAFETY</b>					
Repeat incidents of domestic violence kept below national rate (24%)	14%	Q3	★	24%	↑
Proportion of non-police referrals to Multi Agency Risk Assessment Conference	22%	Q3	▲	25%	↓
<b>CUSTOMER SERVICES &amp; CONSULTATION AND COMMUNITY RELATIONS</b>					
Customer satisfaction measure - Govmetric rating - target set nationally	86%	Q3	★	50% positive all channels	Measure only in place since Oct -14
% residents who feel they can influence decisions affecting their local area – Tracker survey [A]	33%	Aug-14	SURV	SURV	↓
<b>PUBLIC HEALTH</b>					
NHS Healthchecks uptake in Norfolk.	51%	Q3	▲	66%	↑
% of people completing Health Trainer sessions who reported improved health and wellbeing	65%	Sept-Nov 2014	▲	70%	↓
% of people creating a Personal Health Plan who complete the programme.	88%	Sept-Nov 2015	★	80%	↑



## Key

★	Performance is on target, no action required
●	Performance is slightly off-track
▲	Performance is worse than the target, action required
↑	Performance is better than the same period last year
↓	Performance is worse than the same period last year
→	Performance is the same as the same period last year

## Notes

- Direction of Travel – relates to whether performance has improved (arrow up) or deteriorated (arrow down) over time. As standard we measure this by comparing to the same period the previous year however for some measures e.g. change programme, Trading Standards and Public Health we compare to the previous period.
- All performance indicators are reported monthly, unless otherwise noted by 'Q' (denotes quarterly reporting) or 'A' (denotes annual reporting).
- SURV – denotes an indicator where no target is set but trends in performance are reported.



Risk Number	RM13974					Date of update		05 December 2014		
Risk Name	Failure to assure that standards of operational competency for fires in the built environment.									
Risk Owner	Karen Palframan / Roy Harold					Date entered on risk register		13 October 2011		
Risk Description										
Failure to assure that standards of operational competency for fires in the built environment are maintained by staff leads to staff being exposed to avoidable risk of harm.										
Inherent			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	3	2	6	31/09/2015	Red
Tasks to mitigate the risk										
Workforce Development programme delivered to schedule. Development and delivery of BA training. Introduction of "Live Fire" training. Riskfile information accurate and up to date format for all key risk premises. Incident command BA training and associated monitoring. Implementation of "Lessons learnt" from local and national incidents integrated into review processes. Operational reviews and actions undertaken for all significant incidents. Quarterly monitoring of core skills levels. PDRPro and training plans via Team Performance Meetings 1:1. 17/12/13 meetings to be convened with NCC / NPS regarding site availability. PETANS to be contacted re. extension of contract to cover shortfall. Other suppliers, FSC, Lincs, Suffolk to be contacted as a contingency. Political / financial implications raised at Chief Officer level. 29/1/14 Containers being moved to Coltishall as an interim. Discussions taking place with planning to gauge if a full application is required. Other sites to be identified via NPS. Discussions with other FRS to support our FBT in the interim.										
Progress update										
Agreement from Coltishall to relocate containers. Discussions with PO's and ETD regarding rental. Fire behaviour containers have been relocated to Coltishall and arrangements made for FB training courses to be delivered at Wattisham (Suffolk FRS hot fire training venue) while planning consent is resolved. Further discussion in Board 18/3 confirmed that a formal request for a 15 year lease at Coltishall would be submitted to ETD (via NPS) as alternative site is not viable. 27/6 Planning permission granted for use of FBT containers. Discussions on-going with ETD regarding planning for Live Fire module, no approval to date. 18/9 FBT has commenced at Coltishall so this element is no longer a risk. The Live Fire training unit has been granted a 15yr lease at Coltishall. P Permission is being sought from NCC planners. Tender document has been drawn up and is ready to go to market. As of 5/12 Planning has not been applied for so 3/15 target date needs to be moved back 6 months.										

<b>Risk Number</b>	RM13975					<b>Date of update</b>		01 December 2014		
<b>Risk Name</b>	Incomplete or out of date safe systems of work.									
<b>Risk Owner</b>	Roy Harold					<b>Date entered on risk register</b>		17 October 2011		
<b>Risk Description</b>										
Incomplete or out of date safe systems of work for emergency incidents leading to public or staff being exposed to harm and/or damage to assets.										
<b>Inherent</b>			<b>Current</b>			<b>Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	4	12	3	2	6	Apr-15	Amber
<b>Tasks to mitigate the risk</b>										
A Station Manager has been tasked with removing backlog of orders and procedures for review. Monitoring of Operational Assurance Team (OAT's) work plan to produce a full complement of revised format Standard Operating Procedures (SOP) by July 2014. Policy and approach for maintaining currency and accuracy refreshed.										
<b>Progress update</b>										
Baselining of current outstanding work completed. Out of date and duplicated documents identified. Cross referencing against Generic Risk Assessments underway. All documents on Mobile Data Terminals have been checked for currency and accuracy. All are in date. Significant number of unnecessary docs have been removed. NFRS committed to go ahead with the SE consortium following a presentation with HOD's and project lead. Temporary WM secured to lead on this work. Adoption of the SOPs produced by the South East Consortium has now been agreed. The production of SOPs by the consortium has been delayed and the revised date for their completion was 31st May 2014 but further slippage has occurred. This will delay the implementation of the SOPs into NFRS until April 2015. Technical Operations Guidance progressing well. NRFS is part of the National Operations Guidance group implemented to develope new guidance at a national level.										

Risk Number	RM14122					Date of update		05 December 2014		
Risk Name	Shortage of emergency response personnel including key incident managers through industrial action.									
Risk Owner	Karen Palframan					Date entered on risk register		06 August 2013		
Risk Description										
The risk that industrial action will cause a serious shortage of operational staff. This will result in considerable disruption and interruption to the delivery of the statutory duty under the Fire and Rescue Act 2004, and the Fire Authorities obligations under the Civil Contingencies Act 2004. This could lead to death or serious injury to members of the public and have a detrimental effect on the reputation of the service.										
Inherent			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	5	5	25	5	3	15	Mar-15	Amber
Tasks to mitigate the risk										
The dispute is between FBU/FOA and Central Government over pensions and cannot be resolved through local negotiations. Contingency planning to cover any type of industrial action. Fire Control (999) call receipt is anticipated to be working fully as the dispute is over Pensions proposals for staff who are in (or eligible to be in) the Fire fighters pension scheme (Fire control staff come under the LGPS). Implementation of a Communication Strategy, including liaison with LRF. Regular meetings with Representative Bodies. Amalgamated resilience Wholetime Duty System crews have been secured for urban areas. Retained Duty System stations have confirmed their availability or otherwise. 11 Incident Commanders will be geographically located around the county. Control will continue to operate from HQ. Comms plan enacted. Stakeholders updated via Local Resilience Forum (LRF).										
Progress update										
Critical Resilience Planning Group established. Resilience scoping and planning underway. Initial meeting held with FBU to discuss handling. Reported to COG on 01-08-2103 COG agreed that Emergency Planning Team should now enter into their planning phase to manage potential disruption. Chief Fire Officers' Association are providing regular updates on UK wide basis for issues and briefings on possible issues for consideration. They are also liaising with Central Gov. over National resilience assets including specialist seconded officers. Agreement has been reached with the FBU nationally that in the event of a declared emergency during industrial action, Fire fighters will be made available for duty. 24 appliances available for 19/10 to cover strike 18.30 -23.00 with 7 officers also working. Second ballot (action short of strike action) closed on 4/12 with a yes mandate. Assessment is minimal impact on NFRS. Further discussions have taken place between FBU and DCLG and outcome awaited.										

Risk Number	RM14030					Date of update		01 December 2014		
Risk Name	Failure to manage budgets effectively over the next Comprehensive Spending Review.									
Risk Owner	Roy Harold					Date entered on risk register			01 May 2012	
Risk Description										
Overspending to deliver intended service levels, or meeting budget limits while failing to deliver intended service levels, or underspending while failing to deliver intended service levels.										
Inherent			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	4	4	16	1	1	1	Mar-15	Red
Tasks to mitigate the risk										
Asset costs - buildings and vehicles subject to regular scrutiny. Utility costs included in revised planning and performance framework. Stakeholder engagement on NCC budget proposals										
Progress update										
A new NCC financial management system is to be piloted within NFRS and is planned to improve information and planning for RBOs. This process is now embedded and working well. Loss of dedicated financial staff since the merging of NFRS into the CES Department. Currently facing a £95k budget reduction and further possible reductions as part of the £450k shared service saving.										

<b>Risk Number</b>	RM14119					<b>Date of update</b>		05 December 2014		
<b>Risk Name</b>	Failure to secure availability of operational individuals and crews.									
<b>Risk Owner</b>	Karen Palframan					<b>Date entered on risk register</b>		01 July 2013		
<b>Risk Description</b>										
Non availability of Retained Duty System (RDS) stations leading to next nearest resource being mobilised with negative impact on performance standards. Non availability of Wholetime Duty System (WRS) staff leading to extended response times and reduced specialist capability. Emergency Response Service (ERS) being stretched with a negative impact on the service's emergency response capability and performance.										
<b>Inherent</b>			<b>Current</b>			<b>Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	4	4	16	2	4	8	Mar-15	Amber
<b>Tasks to mitigate the risk</b>										
Project established (Operational readiness) to review all internal and external influences that affect appliance availability and impact on current ERS. The Integrated Risk Management Plan (IRMP) will review and update NFRS ER standards where appropriate. Dialogue maintained with FBU, access to stations maintained. Managers maintaining a close overview on business as usual.										
<b>Progress update</b>										
Operational Readiness workshop completed and action plan developed. This work along with Concept of Operations project findings, Operational Implications from Priority Based Budgeting and IRMP actions are incorporated into an Operational Improvement Programme. 1st phase of project completed and panel report completed. Workshop 2 16/9 identified next steps. Each station that has consistently been below 90% will be scrutinised. The number of RSO's has been maintained to support RDS availability. Further opportunities are being identified through the IRMP/Concept of Operations and the changes to WDS crewing. Recruitment days have been increased from 3 to 4. Volunteer list established at District level to provide resilience for short term staffing deficiencies. 11/12/13 Operational Improvement Plan agreed by board. 14 month programme of work to capture WDS crewing and RDS support. 27/6. Resilience tested twice during June (1 x 24hr and 1 x7he strikes) 24 pumps available. All incidents attended. Service maintaining neutrality. 18/9. The dispute is no closer to being resolved. All plans remain in place ready to be enabled following 7 days notice by FBU. Dialogue has been maintained with FBU and local issues have been addressed as they arise.										

Risk Number	RM14181		Date of update		01 December 2014					
Risk Name	Single points of knowledge									
Risk Owner	Karen Palframan		Date entered on risk register		10 June 2014					
Risk Description										
Limited service capacity leads to areas where there are single points of knowledge. Loss of key individuals then results in an inability to deliver the appropriate service and increased pressure on remaining staff.										
Inherent			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	3	12	1	3	3	Dec-15	Amber
Tasks to mitigate the risk										
Managers to review single points knowledge in their Teams and identify practical remedial measures including potential succession planning. To be captured appropriately in business continuity plans.										
Progress update										
No current action being undertaken										

Risk Number	RM14130				Date of update		09 December 2014			
Risk Name	Lack of capacity in ICT systems and services									
Risk Owner	John Perrott				Date entered on risk register			30 April 2011		
Risk Description										
A lack of capacity in ICT Services to support Cultural Services delivery, in addition to the poor network capacity out into the County, could lead to a breakdown in services to the public or an inability of staff to process forms and financial information. This could result in a loss of income, misdirected resources, poor performance against NI targets and negatively impact on our reputation.										
Inherent			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	2	3	6	Mar-15	Amber
Tasks to mitigate the risk										
Active monitoring of the ICT resource is being developed to understand and address quality and workflow issues. Continue to work with ICT services to identify ways of resolving library services ICT issues.										
Progress update										
DNA should address concerns re response times and flexible working. NLIS new library management system installed NMS new ticketing system installed Current Outlook migration is causing service disruption, especially for non-County Hall sites i.e.. Active Norfolk, Museums and Libraries. Potential disruption to the museums and NLIS from weekend power-downs and ICT closure during public holidays.										

Risk Number	RM14176	Date of update			09 December 2014					
Risk Name	Reduction in NCC funding impacts on external partnerships									
Risk Owner	Jennifer Holland	Date entered on risk register			30 June 2014					
Risk Description										
The reduced grant funding from NCC will result in other organisations withdrawing support for Cultural Services										
Inherent			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	4	12	1	3	3	Mar-15	Amber
Tasks to mitigate the risk										
Discussions with Chair through budget setting process.										
Progress update										
Committee Chair briefed. Ongoing discussions with elected members and regular updates with partner organisations.										



Risk Number	RM14209		Date of update		00 January 1900					
Risk Name	Lack of coordination of mental health prevention services									
Risk Owner	Angela Fletton		Date entered on risk register		24 May 2013					
Risk Description										
Services are fragmented resulting in an inability to be able to meet estimated local needs especially around dementia.										
Inherent			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	2	3	6	Mar-15	Amber
Tasks to mitigate the risk										
To develop a new strategy based on recent needs assessment and changes; to involve partnership organisations via Health & Wellbeing Board..										
Progress update										
Health and Wellbeing Board named 'dementia' as one of the priorities. One joint post for 1.0 wte APHO to lead mental health and dementia is to be recruited. Final job description (JD) is awaited from Minimising Risk and Harm team. A Locum Consultant in PH is looking at this area of work.										

<b>Risk Number</b>	RM14215		<b>Date of update</b>		29 January 2015					
<b>Risk Name</b>	Reduced overall public health grant									
<b>Risk Owner</b>	Lucy Macleod		<b>Date entered on risk register</b>		29 January 2014					
<b>Risk Description</b>										
The formula for calculating the overall public health grant is changing. From 2016/17 allocations will be based on a 'fair shares' formula based on advice from the ACRA. This could result in a significant but phased overall reduction in funding.										
<b>Inherent</b>			<b>Current</b>			<b>Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	2	4	8	TBC	Amber
<b>Tasks to mitigate the risk</b>										
Participate fully in engagement exercise beginning in early 2015. Political lobbying to ensure that the level of investment in Norfolk's children is maintained. Ensure flexibility of contractual arrangements in order that any reduction could be spread across the range of public health services or targeted in line with political priorities.										
<b>Progress update</b>										
N/a as this is an early warning of an impending risk										

Risk Register - Norfolk County Council																						
	Risk Register Name		Communities Committee																Red			
	Prepared by		Steve Rayner								High								Amber			
	Date updated		December 2014								Med								Green			
	Next update due		March 2015								Low								Met			
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update	
D	NFRS	RM13974	Failure to assure that standards of operational competency for fires in the built environment.	Failure to assure that standards of operational competency for fires in the built environment are maintained by staff leads to avoidable risk of harm.	13/10/2011	4	4	16	4	4	16	Workforce Development programme delivered to schedule. Development and delivery of BA training. Introduction of "Live Fire" training. Riskfile information accurate and up to date format for all key risk premises. Incident command BA training and associated monitoring. Implementation of "Lessons learnt" from local and national incidents integrated into review processes. Operational reviews and actions undertaken for all significant incidents. Quarterly monitoring of core skills levels. PDRPro and training plans via Team Performance Meetings 1:1. 17/12/13 meetings to be convened with NCC / NPS regarding site availability. PETANS to be contacted re. extension of contract to cover shortfall. Other suppliers, FSC, Lincs, Suffolk to be contacted as a contingency. Political / financial implications raised at Chief Officer level. 29/1/14 Containers being moved to Coltishall as an interim. Discussions taking place with planning to gauge if a full application is required. Other sites to be identified via NPS. Discussions with other FRS to support our FBT in the interim.	Agreement from Coltishall to relocate containers. Discussions with PO's and ETD regarding rental. Fire behaviour containers have been relocated to Coltishall and arrangements made for FB training courses to be delivered at Wattisham (Suffolk FRS hot fire training venue) while planning consent is resolved. Further discussion in Board 18/3 confirmed that a formal request for a 15 year lease at Coltishall would be submitted to ETD (via NPS) as alternative site is not viable. 27/6 Planning permission granted for use of FBT containers. Discussions on-going with ETD regarding planning for Live Fire module, no approval to date. 18/9 FBT has commenced at Coltishall so this element is no longer a risk. The Live Fire training unit has been granted a 15yr lease at Coltishall. P Permission is being sought from NCC planners. Tender document has been drawn up and is ready to go to market. As of 5/12 Planning has not been applied for so 3/15 target date needs to be moved back 6 months.	3	2	6	31/09/2015	Red	Karen Palframan / Roy Harold	Dave Ashworth	05/12/2014	

D	NFRS	RM13975	Incomplete or out of date safe systems of work.	Incomplete or out of date safe systems of work for emergency incidents leading to public or staff being exposed to harm and/or damage to assets.	17/10/2011	4	3	12	3	4	12	A Station Manager has been tasked with removing backlog of orders and procedures for review. Monitoring of Operational Assurance Team (OAT's) work plan to produce a full complement of revised format Standard Operating Procedures (SOP) by July 2014. Policy and approach for maintaining currency and accuracy refreshed.	Baselining of current outstanding work completed. Out of date and duplicated documents identified. Cross referencing against Generic Risk Assessments underway. All documents on Mobile Data Terminals have been checked for currency and accuracy. All are in date. Significant number of unnecessary docs have been removed. NFRS committed to go ahead with the SE consortium following a presentation with HOD's and project lead. Temporary WM secured to lead on this work. Adoption of the SOPs produced by the South East Consortium has now been agreed. The production of SOPs by the consortium has been delayed and the revised date for their completion was 31st May 2014 but further slippage has occurred. This will delay the implementation of the SOPs into NFRS until April 2015. Technical Operations Guidance progressing well. NRFS is part of the National Operations Guidance group implemented to develope new guidance at a	3	2	6	30/04/2015	Amber	Roy Harold	Roy Harold	01/12/2014
D	NFRS	RM14122	Shortage of emergency response personnel including key incident managers through industrial action.	The risk that industrial action will cause a serious shortage of operational staff. This will result in considerable disruption and interruption to the delivery of the statutory duty under the Fire and Rescue Act 2004, and the Fire Authorities obligations under the Civil Contingencies Act 2004. This could lead to death or serious injury to members of the public and have a detrimental effect on the reputation of the service.	06/08/2013	4	5	20	5	5	25	The dispute is between FBU/FOA and Central Government over pensions and cannot be resolved through local negotiations. Contingency planning to cover any type of industrial action. Fire Control (999) call receipt is anticipated to be working fully as the dispute is over Pensions proposals for staff who are in (or eligible to be in) the Fire fighters pension scheme (Fire control staff come under the LGPS). Implementation of a Communication Strategy, including liaison with LRF. Regular meetings with Representative Bodies. Amalgamated resilience Wholetime Duty System crews have been secured for urban areas. Retained Duty System stations have confirmed their availability or otherwise. 11 Incident Commanders will be geographically located around the county. Control will continue to operate from HQ. Comms plan enacted. Stakeholders updated via Local Resilience Forum (LRF).	Critical Resilience Planning Group established. Resilience scoping and planning underway. Initial meeting held with FBU to discuss handling. Reported to COG on 01-08-2103 COG agreed that Emergency Planning Team should now enter into their planning phase to manage potential disruption. Chief Fire Officers' Association are providing regular updates on UK wide basis for issues and briefings on possible issues for consideration. They are also liaising with Central Gov. over National resilience assets including specialist seconded officers. Agreement has been reached with the FBU nationally that in the event of a declared emergency during industrial action, Fire fighters will be made available for duty. 24 appliances available for 19/10 to cover strike 18.30 - 23.00 with 7 officers also working. Second ballot (action short of strike action) closed on 4/12 with a yes mandate. Assessment is minimal impact on NFRS. Further discussions have taken place between FBU and DCLG and outcome awaited.	5	3	15	31/03/2015	Amber	Karen Palframan	David Ashworth	05/12/2014
D	NFRS	RM14030	Failure to manage budgets effectively over the next Comprehensive Spending Review.	Overspending to deliver intended service levels, or meeting budget limits while failing to deliver intended service levels, or underspending while failing to deliver intended service levels.	01/05/2012	5	4	20	4	4	16	Asset costs - buildings and vehicles subject to regular scrutiny. Utility costs included in revised planning and performance framework. Stakeholder engagement on NCC budget proposals	A new NCC financial management system is to be piloted within NFRS and is planned to improve information and planning for RBOs. This process is now embedded and working well. Loss of dedicated financial staff since the merging of NFRS into the CES Department. Currently facing a £95k budget reduction and further possible reductions as part of the £450k shared service saving.	1	1	1	31/03/2015	Red	Roy Harold	Roy Harold	01/12/2014
D	NFRS	RM14064	Financial liability for P/T RDS firefighters.	The inability to fund the additional costs of retained firefighter pensions following court ruling. Payments to be backdated to 1999 and firefighters are not expected to contribute until retirement.	29/06/2012	5	3	15	5	2	10	Identify the liability, the costs have as yet not been established. The timescale has to be agreed although all RDS firefighters who have retired since 1999 are eligible. Negotiations through national body, LGA, outside of NFRS control.	Additional funding has been provided for the Provision, but the final costs are still only an estimate. The date for implementation is still unknown.	5	1	5	01/04/2015	Amber	Karen Palframan	Steve Aspin	01/12/2014

D	NFRS	RM14119	Failure to secure availability of operational individuals and crews.	Non availability of Retained Duty System (RDS) stations leading to next nearest resource being mobilised with negative impact on performance standards. Non availability of Wholetime Duty System (WRS) staff leading to extended response times and reduced specialist capability. Emergency Response Service (ERS) being stretched with a negative impact on the service's emergency response capability and performance.	01/07/2013	3	4	12	4	4	16	Project established (Operational readiness) to review all internal and external influences that affect appliance availability and impact on current ERS. The Integrated Risk Management Plan (IRMP) will review and update NFRS ER standards where appropriate. Dialogue maintained with FBU, access to stations maintained. Managers maintaining a close overview on business as usual.	Operational Readiness workshop completed and action plan developed. This work along with Concept of Operations project findings, Operational Implications from Priority Based Budgeting and IRMP actions are incorporated into an Operational Improvement Programme. 1st phase of project completed and panel report completed. Workshop 2 16/9 identified next steps. Each station that has consistently been below 90% will be scrutinised. The number of RSO's has been maintained to support RDS availability. Further opportunities are being identified through the IRMP/Concept of Operations and the changes to WDS crewing. Recruitment days have been increased from 3 to 4. Volunteer list established at District level to provide resilience for short term staffing deficiencies. 11/12/13 Operational Improvement Plan agreed by board. 14 month programme of work to capture WDS crewing and RDS support. 27/6. Resilience tested twice during June (1 x 24hr and 1 x7he strikes) 24 pumps available. All incidents attended. Service maintaining neutrality. 18/9. The dispute is no closer to being resolved. All plans remain in place ready to be enabled following 7 days notice by FBU. Dialogue has been maintained with FBU and local issues have been addressed as they arise.	2	4	8	31/03/2015	Amber	Karen Palfaman	David Ashworth	05/12/2014
D	NFRS	RM14137	Failure to provide protective security	The failure to provide robust physical and IT security at NFRS buildings against criminal and terrorist activity will result in the loss of equipment and secure information.	17/10/2013	3	3	9	3	2	6	A recent government audit has highlighted that there is a risk to NFRS and the wider community as result of unauthorised access to NFRS premises, information and equipment.	A report to the regional group has been completed which is feeding into the national audit. The results have been provided and a bid for corporate funding is being produced to gain compliance with the recommendation. The likelihood of the targeted risk score being achieved by the target date has reduced.	1	2	2	31/03/2015	Amber	Roy Harold	Roy Harold	01/12/2014
D	NFRS	RM14179	Failure to identify, collect and appropriately use good quality data	There is a risk of inappropriate decision making will occur as a consequence of the need to improve the management of data and information, e.g. IRS. This will result in a lack of effective performance and failure to achieve the NFRS objectives.	10/06/2014	3	4	12	3	4	12	Programme/projects being scoped to review data collection and quality. Training of staff to ensure data standards	Morning workshop programmed in for 9th July moved from 18th June due to ROSPA audit. General monitoring of IRS undertaken in FIU team. Following the first workshop it was decided to establish the starting point before prioritising workstreams. Work initiated to identify information process and to determine current contract status of software. pre project work on-going prior to second workshop expected to set priorities.	2	3	6	31/12/2015	Green	Roy Harold	Peter Holliday	01/12/2014
D	NFRS	RM14180	Business management capability	A need to ensure business management capability as a result of inappropriate or insufficient skill sets for some managers which has the potential to lead to issues with financial planning, budgetary control and project management.	10/06/2014	3	3	9	3	3	9	Managers to undertake a review of necessary skills with their reports through appraisal/121 discussions. Training needs to be identified. Budget Manager training to be delivered and Board members to review in year monitoring. PBB process to be delivered. Project management to be reviewed during Fire Ahead process.	Budget Manager now being used by RBO's with support from CC. Some settling in time required.	1	3	3	31/03/2015	Met	Roy Harold	Peter Holliday	01/12/2014
D	NFRS	RM14181	Single points of knowledge	Limited service capacity leads to areas where there are single points of knowledge. Loss of key individuals then results in an inability to deliver the appropriate service and increased pressure on remaining staff.	10/06/2014	3	3	9	4	3	12	Managers to review single points knowledge in their Teams and identify practical remedial measures including potential succession planning. To be captured appropriately in business continuity plans.	No current action being undertaken	1	3	3	31/12/2015	Amber	Karen Palfaman	Roy Harold	01/12/2014
D	NFRS	RM14182	Introduction of the committee system	The introduction of the committee system may lead to confused and delayed decision making and scrutiny for NFRS. This could result in missed opportunities, an inability to achieve suitable outcomes, reduced service levels and reputational damage	10/06/2014	2	2	4	2	2	4	Norfolk County Council internal and external documentation and training material reviewed and updated to reflect the Committee system. Comprehensive review to be conducted within six months of implementation followed by appropriate corrective action.	Timing of budget setting process, interdependencies between different committees, and respective roles of officers, Members & Committee Chairs have been raised a concerns by COG and Committee members. FRS Briefings for Chair & Vice Chair of Communities Committee, and a workshop for Committee members, have been held, with more scheduled. Time available for consultation is extremely tight. Resturcture has placed NFRS in a 2nd Tier position as part of Communities and Environmental Services department to follow the committee model.	1	2	2	31/03/2015	Amber	Roy Harold	Roy Harold	01/12/2014

D	NFRS	RM14206	Lack of visibility at corporate level	The recent restructure has placed NFRS at the 2nd Tier level within the County Council hierarchy. This has resulted in the saturday duty of the County Council under the Fire and Rescue Act 2004 not being directly represented at the Chief Officer Group level. In similar Local Authority areas where this has occurred it has resulted in reduced funding and visibility leading to reduced functionality and legal prosecutions as a result of	01/12/2014	3	4	12	3	4	12			1	4	4	31/03/2015	New	Roy Harold	Roy Harold	03/12/2014
D	NFRS	RM14207	Failure to implement ICT refresh in a timely manner	The contract for the ICT estate is coming to an end and a new contract must be procured. Failure to develop an appropriate tender and procurement process for suitable ICT resources will result in delays, increased costs and a reduction in service delivery.	01/12/2014	4	5	20	4	5	20	Develop tender documents that reflect the needs of the service. Enter into the procurement phase and award to the most suitable provider.	The ICT equipment and warranties ended in June 2014. Service must now buy and repair any replacements/failures and these items will have to be discarded as will not be accepted into a new contract. Some potential mitigation on costs if we do not have a significant number of failures and repairs.	1	1	1	31/03/2015	New	Roy Harold	Roy Harold	20/12/2014
C	CR	RM14098	Incident at key NCC premises or adjacent causing loss of access or service disruption	The risk that fire, flood or structural damage could cause disruption for services due to loss of the building or loss of access to the building	01/04/2013	3	3	9	3	3	9	<div>BCPR001</div> <div>To ensure a corporate approach to work area recovery is agreed.</div> <div>Prospects</div> <div>Amber</div> <div>BCPR005</div> <div>Adrian Blakey</div> <div>Improve out of hours arrangements for all premises access in the event of an incident exist.</div> <div>Prospects</div> <div>Amber</div> <div>BCPR007</div> <div>Graham Wray</div> <div>To ensure evacuation procedures are in place which minimise disruption and support recovery.</div> <div>Prospects</div> <div>Amber</div> <div>BCPR009</div> <div>Andrew Crossley</div> <div>To create an alternative exit for County Hall for use in emergency.</div> <div>Prospects</div> <div>Amber</div> <div>BCPR011</div> <div>Colin Wilson / Adrian Blakey</div> <div>Ensuring Business Continuity is fully considered in the County Hall Strategic Repair project.</div> <div>Prospects</div> <div>Green</div>	Work underway to review and assess core NCC service requirements in line with current organisational change. This will be fed into a new corporate WAR plan. A revised plan for NCC corporate WAR will be presented to the BC Management Board early 2015	3	2	6	31/06/2015	Amber	Tom McCabe	Emma Tipple	29/01/2015

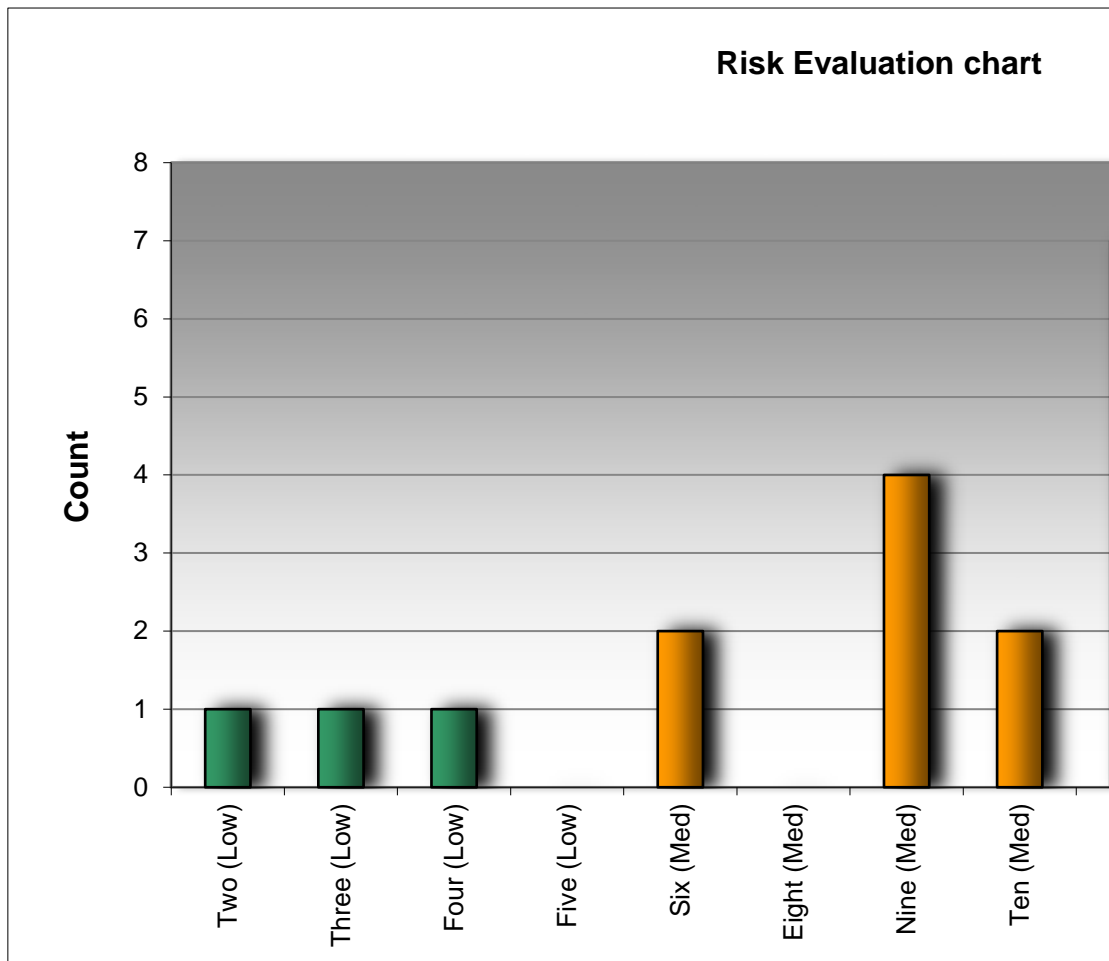


D	CR	RM14099	Failure to adequately embed BC into the organisation.	To ensure disruption is minimised and ensure that we are able to maintain services and respond appropriately to a significant (category 1 or 2 Business Continuity incident) (N.B. this risk will be scored differently for different departments due to different levels of preparedness)	01/04/2013	2	5	10	2	5	10	<div><div><div><b>BCE002</b> All corporately agreed critical activities must have comprehensive Business Continuity plans. Plans to be agreed at Senior Management Team (SMT) meetings and then a plan of action created to ensure they are in place.</div><div>Prospects</div><div>Green</div></div><div><div><b>BCE010</b> <b>BC Management Board</b> That departments are represented at BC Management Board meetings, that training is completed and that the department complete exercises/tests.</div><div>Prospects</div><div>Green</div></div><div><div><b>BCE012</b> <b>Andrew Mcalpine / Lindsey Roue -</b> No notice exercise with CSC at work area recovery WAR site also test of the SMG to exercise revised BC plan and operational arrangements for the new team.</div><div>Prospects</div><div>Green</div></div><div><div><b>BCE020</b> <b>Resilience Reps / Resilience Team -</b> Ensure key processes are documented and "process maps" written for critical activities, enabling others who are less familiar with tasks to complete or support activities. Note: Linked to RM14084 on Information Management Risk Register</div><div>Prospects</div><div>Green</div></div><div><div><b>BCE022</b> <b>Departmental Reps</b> Ensure guidelines are followed for example essential documentation is stored securely and safely (i.e. fire proof safe) and more than one person (where appropriate) has access to materials and passwords.</div><div>Prospects</div><div>Green</div></div><div><div><b>BCE025</b> <b>Lindsey Roue</b> To review BC E-Learning Course, update and relaunch, monitoring uptake.</div><div>Prospects</div><div>Green</div></div></div>	2	3	6	31/06/2015	Green	Tom McCabe	Emma Tipple	29/01/2015
D	Cultural Services	RM14130	Lack of capacity in ICT systems and services	A lack of capacity in ICT Services to support Cultural Services delivery, in addition to the poor network capacity out into the County, could lead to a breakdown in services to the public or an inability of staff to process forms and financial information. This could result in a loss of income, misdirected resources, poor performance against NI targets and negatively impact	30/04/2011	4	4	16	4	4	16	<div><div><div>Active monitoring of the ICT resource is being developed to understand and address quality and workflow issues. Continue to work with ICT services to identify ways of resolving library services ICT issues.</div><div>DNA should address concerns re response times and flexible working. NLIS new library management system installed NMS new ticketing system installed Current Outlook migration is causing service disruption, especially for non-County Hall sites i.e.. Active Norfolk, Museums and Libraries. Potential disruption to the museums and NLIS from weekend power-downs and ICT closure during public holidays.</div></div></div>	2	3	6	31/03/2015	Amber	John Perrott	Jennifer Holland	09/12/2014

D	Cultural Services	RM13935	Loss of external funding or grants	Loss of, or significant reduction in external funding or grants from whatever source or cause could lead to a reduced capacity to deliver or threaten cultural services business viability and in-year service planning. This could result in significant overspends, unplanned recourse to revenue or reserves and potentially high severance costs.	30/04/2011	3	3	9	2	3	6	Stringent monitoring of performance to ensure that targets are met. Regular liaison with funding bodies. Maintain awareness of potential sources of external funding. Monthly monitoring by CSD finance team and reporting to DoF, Committees and Joint Committees. NMAS looking at income generation streams and new business models. Strong exit strategies are built into each Project. All claims to funders will be vetted by CSD Finance Team prior to submission to check financials and outputs.	AdEd negotiating with Skills Funding Agency and making provision with revenue from reserves. School Library Service is improving income forecasts, has a new sales strategy and has developed a small reserve. Arts Council funding for NMS is secured for 2015/18. Income generation and external funding are central actions for NRO service planning. Commercial targets on track Active Norfolk core funding secure to 2017	2	2	4	31/03/2015	Amber	Jennifer Holland	Jennifer Holland	09/12/2014
D	Cultural Services	RM14176	Reduction in NCC funding impacts on external partnerships	The reduced grant funding from NCC will result in other organisations withdrawing support for Cultural Services	30/06/2014	3	3	9	3	4	12	Discussions with Chair through budget setting process.	Committee Chair briefed. Ongoing discussions with elected members and regular updates with partner organisations.	1	3	3	31/03/2015	Amber	Jennifer Holland	Jennifer Holland	09/12/2014



Risk Score	Count
Two (Low)	1
Three (Low)	1
Four (Low)	1
Five (Low)	0
Six (Med)	2
Eight (Med)	0
Nine (Med)	4
Ten (Med)	2
Twelve (Med)	7
Fifteen (Med)	0
Sixteen (High)	5
Twenty (High)	2
Twentyfive (High)	1
<b>Total</b>	<b>26</b>
<b>Count "RM"</b>	<b>26</b>
<b>Target prospects</b>	
Red	2
Amber	14
Green	6
Met	2



# Communities Committee

Item No. 10.

<b>Report title:</b>	<b>Adult Education Service Performance Academic Year August 2013 to July 2014</b>
<b>Date of meeting:</b>	<b>11<sup>th</sup> March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact:</b> This report summarises performance of the Adult Education Service 2013/14.	

## Executive Summary

This paper reports on the performance of the Adult Education Service for the academic year August 2013 to July 2014. This annual review of performance is part of the means by which Council Members fulfil their role in relation to the governance of the service.

The performance data in the report reflects the central government agencies' published data for the service which is made available each year in the December following the end of the previous academic year.

In 2013-14, the service had over 13,000 learners and successfully widened participation, increasing the number of learners living in areas of deprivation from 2,330 in 2012-13 to 4,683 in 2013-14.

Retention of learners on their programmes of study remained good at 90% for learners aged 19+ and 84% for learners aged 16-18.

In 2013-14, success rates for learners attending Apprenticeship programmes were good; however, the success rates for learners attending classroom-based qualifications declined. In particular, success rates were low for learners attending construction programmes delivered by subcontractors and in relation to 16-18 year olds attending the Step Programme.

The service's data analyses the success rates achieved by learners with different protected characteristics. The data for 2013-14 shows that while there are no significant differences between the success of males and females, there are achievement gaps affecting 16-18s and people with learning disabilities.

Overall learner satisfaction increased from 86% in 2012/13 to 88% in 2013/14

In January 2015, a steering group was established to strengthen member input and governance of the service.

The Service is required to do an annual self-assessment. The service had identified areas where performance needed to improve and as a result, the annual self-assessment completed in December 2014 assessed the service as having reduced from a previous 'Good' rating to 'Requires Improvement'.

## Recommendations:

The Committee is requested to comment on the performance of the Adult Education Service in the 2013-14 academic year.

## **1. Introduction**

- 1.1 This paper reports on the performance of the adult education service for the academic year August 2013 to July 2014.
- 1.2 The performance data in the report reflects the central government agencies' published data for the service which is made available each year in the December following the end of the academic year.
- 1.3 Ofsted, the central Government body for education standards, requires the County Council to demonstrate that it has formal governance of the service in place. In January 2015, a steering group was established to help to fulfil the governance role.
- 1.4 This annual review of performance is part of the means by which Council Members fulfil their role in relation to the governance of the service.
- 1.5 Ofsted carried out an inspection of the Adult Education Service in January 2015. The report from that inspection is due to be published shortly.

## **2. Performance in 2013-14**

- 2.1 The Service is funded by grants that are made to the County Council from two central government agencies - the Skills Funding Agency for adult learners; and the Education Funding Agency for 16-18 year old learners. The funding allocation for 2013/14 was £6,083,433.  
  
In addition, the service collected around £808,000 tuition fees from some adult learners.
- 2.2 There are 1122 people employed in the service including sessional tutors. There were over 13,000 learners in 2013/14.
- 2.3 The funding and number of learners supported in the 2013-14 academic year (August 2013 to July 2014) is detailed in Annex 3, with the 2012-13 figures for comparison.
- 2.4 As with all education providers, the service is subject to inspection by Ofsted. In between these inspections, the funding agencies and Ofsted expect the service to manage its performance through continuous self-assessment.
- 2.5 The service had already identified a number of areas where performance needed to improve and as a result, the annual self-assessment completed in December 2014 assessed the service as having reduced from a previous 'Good' rating to 'Requires Improvement'. The reduction in performance is in part a consequence of reduced funding between 2012-14 of over £1m, which meant that the service had carried out a significant restructure that was completed in March 2014.

## **3. Service's Contribution to the Council's vision and priorities**

- 3.1 The Service's mission, vision and values are at Annex 1. The service contributes to

Council priorities as follows:

### **3.2 Real jobs**

Delivery of apprenticeships and vocational training that enables learners to progress into employment. Within their current employment, providing learners with basic skills, such as English and maths, so that they can progress at work. The service's new Enterprise Apprenticeship programme is growing fast and promoting employment in Small and Medium Enterprises.

### **3.3 Good infrastructure**

In 2013-14, the service introduced functional skills eLearning courses aimed at learners for whom travelling to a traditional class is a barrier. The service also uses an E-portfolio system to deliver apprenticeship and vocational training. The service is known by employers for its flexible and responsive delivery methods that enable learners to learn within their place of work.

Funding secured through the Apprenticeship Staff Support Programme has resulted in the service leading the way nationally in the development and delivery of flexible apprenticeship delivery models. The service has been praised by the Association of Employment and Learning Providers (AELP) for its ideas and innovation in flexible apprenticeship delivery methods and aims to use this work to further promote local economic success.

### **3.4 Excellence in education**

The Step Programme delivers to some of the most challenging young people in Norfolk and provides them with life opportunities that they would not otherwise be able to access.

In 2014-15, the service has seen significant growth in its 16-18 Apprenticeship programme as it successfully recruited young people onto its programmes, including the new Enterprise Apprenticeship programme referred to in 3.2.

## **4. A curriculum that meets the needs of learners, employers and the local community**

4.1 The service plans and delivers a broad curriculum in skills training and community learning that seeks to meet the needs of learners, employers and the local community. Most is delivered directly by council staff. Some is subcontracted to private training providers in order to broaden the range of courses. For example, the service does not itself deliver training in construction skills but is able to support learners to acquire these skills through subcontracting. Annex 2 shows the breadth of subjects offered under each funding stream.

4.2 The service has implemented a successful strategy for the delivery of a mixed and balanced community learning funded programme that meets the objectives of the Dept. for Business, Innovation and Skills. Fees generated by a planned leisure and pleasure programme are used effectively to support provision for disadvantaged learners. In 2013-14, 42% of Community Learning funded learners benefited from free provision.

4.3 The service does its best to deliver courses in community venues across the county in response to need. Community workers engage with local organisations to identify

suitable courses. In 2013/14, delivery took place in some 300 venues including in an increased number of libraries.

## **5. Outcomes for Learners**

- 5.1 The main performance measure on which the service is judged by the funding agencies and Ofsted is the success rates of learners. Success rates measure the percentage of learners who achieve their qualification or their learning objective against the number of learners who started a programme of learning. The service's success rates are detailed in Annex 5.
- 5.2 The headline success rates for classroom-based qualifications have declined, in particular in relation to programmes for 16-18 year olds, and are below national benchmarks in most subject sector areas. The service recognises that it needs to develop and implement a comprehensive programme of improvements to address these declining success rates.
- 5.3 Success rates on community learning programmes have declined overall in comparison with the previous academic year. Success rates have improved in Family Learning programmes especially for Family English, Maths and Language.
- 5.4 The service's data analyses the success rates achieved by learners with different protected characteristics. The data for 2013-14 shows that success rates based on gender are similar which demonstrates that the service is meeting the needs of both male and female learners.
- 5.5 The exception to this overall positive picture is in classroom-based qualifications, where the success of White British learners was higher than that of Black and Minority Ethnic (BAME) learners. This data is, however, based on a small cohort of BAME learners. The service has noted that learners for whom English is not their first language have a lower level of success than other learners. The service is putting in place actions that aim to improve the success rates of BAME learners on classroom-based qualifications.

## **6. Learner Feedback**

- 6.1 The service collects feedback from learners on the quality of their experience in a number of ways. Feedback is used to improve and develop provision and respond to community and employer needs.
- 6.2 Examples of feedback from learners in the 2013-14 academic year are contained in the case studies in Annex 6 and provides a flavour of how learners view the service. In addition to internal feedback, each year the Skills Funding Agency carries out a survey of learners. The table at Annex 7 provides comparative data between the service's scores in 2012-13 and 2013-14.
- 6.3 In the Skills Funding Agency FE Choices Learner Satisfaction Survey 2013-14, overall learner satisfaction increased from 86% in 2012/13 to 88% in 2013/14.

## **7. Safeguarding children, young people and vulnerable adults**

- 7.1 The service has a robust Safeguarding policy and arrangements are in place and are

regularly reviewed to keep all learners aged 16-18 and vulnerable adults safe.

- 7.2 All staff receive training appropriate to their role and there is a clear line of responsibility and support. Learners and visitors are advised of Safeguarding through a Learner Handbook which is explicit about their and our responsibilities.
- 7.4 The service's Safeguarding Lead is active in the Norfolk County Council Safeguarding Group and this, along with collaboration with a wide range of other external agencies, plays a significant part in ensuring that safeguards are put in place quickly for the more complex needs of some young learners and vulnerable adults, and to ensure effective inter-agency working.

## **8. Equality and Diversity**

- 8.1 The service is compliant with Equality legislation and has reviewed and updated its Single Equality Policy. The service is rigorous in ensuring that learners have an experience that is free from discrimination. There was one reported incident in this academic year.
- 8.2 The service has been extremely effective in widening participation and works with a wide range of partners in order to reach the hardest to reach learners. In 2013-14, the service successfully widened participation, increasing the number of learners living in areas of deprivation from 2,330 in 2012-13 to 4,683 in 2013-14.
- 8.3 With regard to participation:
- 34% of learners were male and 66% female. While the service's male/female participation compares favourably with the latest data available for similar local authority providers, the service remains committed to increasing male participation both on its directly delivered and commissioned programmes.
  - 16% of learners were Black and Minority Ethnic (BAME) (4% of Norfolk's population identify themselves as BAME). The service is, therefore, highly effective in engaging with individuals who are BAME.
  - 19% learners declared that they had a learning difficulty and/or disability. The service's work with individuals with learning difficulties has been recognised nationally as innovative and ground-breaking by NIACE (National Institute for Adult Continuing Education.)
  - The service's Support into Employment team also supports these learners in the workplace and into employment. The service provides free lipreading and Braille courses across Norfolk, through prioritising its community learning funding for learners who need this type of provision.
  - The age distribution of learners demonstrates that the service is meeting the needs of learners across all age groups from 16-18 year olds through to learners aged 65+.

## **9. Support for learners**

- 9.1 Learners benefit from a high level of care, support and motivation from a range of specialist staff in the service. These include: learner support workers; neighbourhood and community development workers who provide one to one support to learners; learning support assistants and other specialist staff across curriculum and administration teams. The Support into Employment team supports individuals with learning difficulties to seek and access employment. A wide range of support is provided including dyslexia assessments, out of hours support and signing for deaf learners.
- 9.2 All of the learners on the bespoke programmes for learners with learning difficulties and/or disabilities, Job Centre Plus and Step Programme courses received additional support. In addition, one to one support was provided for learners on other qualification programmes.
- 9.3 To support learners who are visually impaired or hard of hearing so as to enable them to access employment and contribute fully within the community, the service uses its grants effectively to provide free access to Braille and lipreading courses across the county.
- 9.4 Some examples of case studies demonstrating the impact the service has on learners can be seen at Annex 6.

## **10. Looking Forward**

- 10.1 The self-assessment report acknowledges that various improvements are needed so that the service matches the Council's aspirations. The service has developed an improvement plan which focuses on the areas identified through its continuous monitoring and self-assessment process. The Member Adult Education Steering Group will monitor these improvements, and those identified through the Ofsted inspection process.
- 10.2 The service will continue to work with stakeholders, partners and partner providers to develop a curriculum that is highly flexible and responsive to the needs of learners, employers and the local community. This will include continuing to develop its relationship with the council's Economic Development team so as to ensure that the service's programmes respond to the skills gaps that have been identified in Norfolk, in line with the goals and the skills strategy of the New Anglia Local Enterprise Partnership and the City Deal.  
  
The Service will also work closely with Children's and Adult Social Services to ensure that learning delivery is closely aligned to corporate objectives.
- 10.3 The service's Community Learning strategy will continue to focus on income generation and the effective use of public funding to inspire hard-to-reach and disadvantaged groups to take up learning opportunities in line with the objectives set out in the Department of Business, Innovation and Skills (BIS) policy document New Challenges, New Chances.

## **11. Resource Implications**

- 11.1 As this report is a review of a previous financial year, there are no resource implications as a consequence of this report

## **12. Issues, Risks and Innovation Equality Impact Assessment (EqIA)**

- 12.1 Adult Education plans place diversity, equality and community cohesion at the heart of its learning provision. The Service aims to ensure that activities included in its delivery are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment. These assessments help the service focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

## **13. Section 17 – Crime and Disorder Act**

- 13.1 Through the engagement of a wide range of people in structured mindful activity the adult education service contributes to the prevention of crime and disorder.

## **14. Recommendations**

- 14.1 The Committee is requested to note the performance of the Adult Education Service in the 2013-14 academic year.

## **Background Papers**

See Appendix 8 – Self –Assessment Report 2013-14 : Summary of Grades and Key Findings, January 2015.

## **Officer Contacts**

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

### **Jennifer Holland**

Assistant Director of Community  
and Environmental Services  
(Cultural Services) and Head of  
Libraries and Norfolk Adult  
Education Service

01603 222 272

[jennifer.holland@norfolk.gov.uk](mailto:jennifer.holland@norfolk.gov.uk)



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



**Our purpose is to:**

Support a lifetime of learning that leads to skilled people and inspired communities

**Our business objectives are to:*****Deliver high quality outcomes for learners***

- Use our public funding effectively to promote and develop the economy and social well-being of the county
- Develop a community learning partnership that will inform provision and build capacity in communities
- Support people to get sustainable jobs
- Enable people in work to improve their prospects
- Provide a high quality service and positive outcomes for learners
- Secure timely outcomes that exceed national benchmarks.

***Work flexibly with partners***

- Commission provision that meets local priorities and need where we cannot deliver ourselves
- Work with partners to secure employment opportunities for learners
- Work with partners to build capacity in local communities.

***Deliver learning across Norfolk***

- Deliver local and national priorities around skills and learning in communities across Norfolk
- Deliver learning in a flexible and responsive way to meet the needs of employers and learners
- Listen and respond effectively to learners and potential learners

***Support people most in need***

- Provide learning opportunities to people who are most in need
- Be an inclusive service.

***Generate income***

- Manage our performance effectively to maximise our income
- Use our strengths to generate income
- Seek commercial opportunities
- Use the income we generate to sustain the future of the service and support people who are most in need
- Use our budget and resources efficiently to secure the sustainability of the service.

***We will also***

- Build a reputation for our Unique Selling Points (USPs) which are:
  - Working with the most disadvantaged who have become disengaged from traditional, mainstream delivery methods
  - Able to deliver in a wide variety of outreach locations.
  - Able to tailor delivery models to the needs of specific groups of learners e.g. timing and frequency of sessions and access to learning in local community venues
- Minimise the impact of our services by further developing our use of flexible delivery patterns, for example, delivery through blended and eLearning approaches and offering classes in the workplace for employees on night shifts
- Ensure accommodation is fit for purpose
- Focus only on the things that are our priorities.

## Curriculum areas

- Classroom-based qualification programmes for adult learners, with a particular emphasis on supporting people into and progressing them within employment.

Provision included:

- Access to Journalism
  - Accountancy, secretarial, customer service, retail and business administration
  - Basic English, Maths and English for Speakers of Other Languages (ESOL)
  - Children and Young People's Workforce
  - Construction trade related qualifications in bricklaying, site carpentry, building craft occupations, maintenance operations, painting and decorating and plastering (commissioned)
  - Creative Arts
  - Employability and Independent Living Skills programmes for learners with learning difficulties and disabilities
  - Fitness and Personal Training
  - GCSEs in English, Maths and Science
  - Support for individuals who are unemployed in partnership with Jobcentre Plus, delivering job search and internet skills, as skills in reception, ICT and administration
  - Supporting Teaching and Learning.
  - Teacher and assessor training qualifications
- Classroom-based qualification programmes for young people aged 16-18, with an emphasis on young people who are NEET (not in employment, education or training).  
Provision included:
  - The Step Learning Programme. This programme targets the most disadvantaged young people in Norfolk, who have become disengaged from a conventional approach to teaching and learning and who have a high level of complex needs. Learners study qualifications from a choice of 14 vocational areas, as well as Personal Social Development (PSD) or Employability and Functional Skills in English, Maths and ICT. This programme is co-delivered in partnership with partner providers who enable the range of provision to be extended to vocational areas such as construction and engineering
  - The Art Foundation Diploma, which provides entry to HE
- Apprenticeships for 16-18 year olds and adults. Provision included:
  - Accountancy
  - Business Administration
  - Children and Young People's Workforce
  - Customer Service
  - ICT
  - Marketing
  - Supporting Teaching and Learning.
- Community learning programmes for adult learners. These programmes included:
  - Personal Development Learning in a wide range of subjects, including: British sign language, creative arts, health, fitness and leisure, modern foreign languages and other specialist subjects
  - Sports participation and coaching programmes in partnership with Active Norfolk

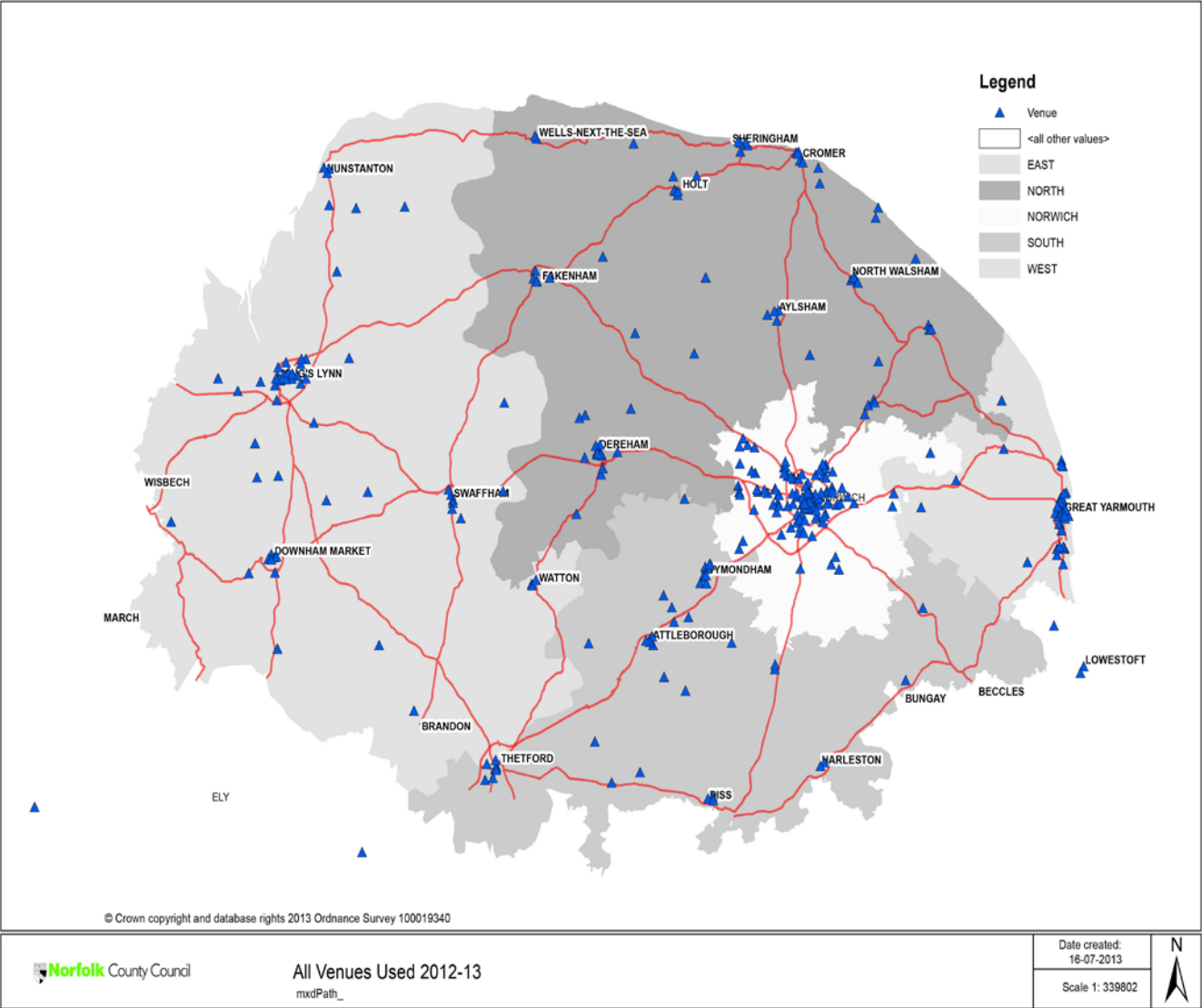
- Community Development Learning that focuses on widening participation and which is developed through links with community groups and the voluntary and faith sectors across Norfolk
- Neighbourhood Learning in Deprived Communities, which focuses on individuals who need a high level of one-to-one support because they are vulnerable and disengaged from society and have very low self esteem or confidence
- Family Learning, which encourages parents and other adult family members to gain parenting skills and to be actively involved in children's learning. This programme also develops employability skills and literacy, numeracy and language.

The following table outlines funding and learner starts in the 2012-13 and 2013-14 academic years:

Funding Stream	Type of programme	Academic Year 2012-13 Learner starts	Academic Year 2013-14 Learner starts	Academic Year 2012-13 Funding £	Academic Year 2013-14 Funding £
Adult Skills Budget	Classroom-based qualifications for adult learners	6087	4906	3,553,999	3,643,032
Adult Skills Budget	Adult Apprenticeships	198	107		
16-18 Apprenticeships	16-18 Apprenticeships	6*	4	26,018	28,678
16-18 Classroom Qualifications	Classroom-based qualifications for 16-18 year old learners	932	443	1,100,656	753,069
Adult Community Learning	Personal Development Learning for adult learners	9,045	7766	1,658,073	1,658,073
Adult Community Learning	Community Development Learning for adult learners	1,242	4948		
Adult Community Learning	Neighbourhood Learning in Deprived Communities for adult learners	389	152		
Adult Community Learning	Family Learning for adult learners	2,783	2666		
	<b>Total of all learner starts</b>	<b>20,682</b>	<b>13226</b>	<b>6,338,746</b>	<b>6,083,433</b>

\* In addition to these new learners, the funding was also used to continue paying for learners who started the previous academic year

Map of the venues used by Adult Education in the 2012-13 academic year



**Success Rates:**

<b>Service Level Success Rates</b>			
<b>Type of Provision</b>	<b>2011-12 (%)</b>	<b>2012-13 (%)</b>	<b>2013-14 (%)</b>
<i>Classroom-based all ages</i>	84	82	75
Classroom-based 16-18	78	75	59
Classroom-based 19+	84	83	77
<i>Apprenticeships all ages</i>	67	70	79
Apprenticeships 16-18	50	83	100
Apprenticeships 19-24	71	77	72
Apprenticeships 25+	66	69	80
<i>Community Learning Headline</i>	82	87	81
Personal & Community Development Learning	82	90	82
Neighbourhood Learning in Deprived Communities	93	85	71
Wider Family Learning	87	89	87
Family English, Maths & Language	82	70	75

## Examples of Learner Case studies

### Case Study 1

*Learner A was 22 when she joined a Basic English course. She had been a full time carer to her mother who had a variety of health and drug/alcohol abuse problems. She had no social skills, had been bullied at school, left at age 14 and her mother had attempted to home school her.*

*On joining, she did not have access to a mobile phone or computer, and appeared totally isolated. She told the tutor that when anyone called to the house she would hide in the bathroom.*

*The first day of class her mother accompanied her on the bus as she was so nervous, but gradually she was able to use the bus alone. Her tutor got her involved in a book challenge and she joined the library. As she became less anxious, she started to tell her tutor the plots of her books.*

*The day of her presentation for her L2 functional skills English, the tutor asked if she wanted to go first, and she surprised the whole group as she did really well.*

*Over the weeks she had her hair cut in a style away from her face and her mother reported that she had noticed a huge change in her, and she was avidly reading.*

*She even started to go out in town on her own.*

*At the end of her course she was encouraged and supported to sign up to a Basic maths course where she achieved Entry 3 and has progressed onto Level 1. Her tutors reported: "it was lovely to see the change from a shy introverted person to someone who had confidence in her own abilities".*

### Case Study 2

*Learner B joined the Access to HE Diploma in September 2013. She was homeless during much of the course, dependent on the generosity of friends. She passed the course with 51 out of 60 credits at distinction (The highest we have seen) and is now studying a degree course in Edinburgh. She also won a Helena Kennedy Foundation award, which 'exists to overcome social injustice by the means of bursaries'.*

### Case Study 3

*Learner C, after two years on the Step Learning Programme, was commended in the national Young Builder of the Year awards and has secured a construction apprenticeship.*

### Case Study 4

*Learner D, attending a Level 2 City & Guilds Creative Arts course, was suffering from depression, PTSD and dyslexia. During the course he experienced very serious multiple family issues, including the death of his father, his daughter and mother with serious health issues and the breakdown of his marriage. At various stages he withdrew from the course, but after 1-1 tutorials and extra support from his tutor, he successfully achieved the qualification. His self-esteem and confidence have improved and he has progressed on to a Level 3 course.*

### Case Study 5

*Learner E said: "A is a fantastic tutor, very supportive and encouraging she helped me by providing a memory stick for me to do my work as I do not have the internet at home.*

### **Case Study 6**

*Learner F, attending a modern languages course, said: “The course was taught excellently. The teacher was very skilled, enthusiastic, motivating and produced entertaining lessons full of variety. The materials and methods were diverse and well suited”.*

### **Case Study 7**

*Learner G, attending a functional skills maths course, said: “I'm proud of myself, of where I've got with this Maths course and I'm glad to go through it all. Thank you for helping me improve”*

### **Case Study 8**

*Example of ‘active’ tutor feedback following an in-school observation of a Supporting Teaching and Learning learner*

*“J, this is a thorough and detailed explanation of the many ways a school can ensure inclusion for learners. I particularly like the understanding you demonstrated in relation to the positive impact a well deployed teaching assistant can make and the very simple but effective strategy of considering the physical location of a pupil in the classroom to ensure they are receiving the most effective support for their learning. Excellent work!”*



## Skills Funding Agency FE Choices Learner Satisfaction Survey 2012-13

Survey of All Ages and All levels (Based on 557 respondents)	<b>2012-13 Score out of 10</b>	2013-14 Score Out of 10	Change between service in 12-13 and 1213/14	2012-13 middle score of ALL organisations
<b>Overall Learner Satisfaction:</b>	<b>8.6</b>	8.8	0.2	8.5
Question 1: How good or bad was the information you were given when you were choosing your course/programme?	<b>8.2</b>	7.9	-0.3	8.2
Question 2: How good or bad was the help staff gave you in the first few the weeks?	<b>8.7</b>	8.8	0.1	8.6
Question 3: How good or bad is the teaching/training on your course/programme?	<b>9.0</b>	9.2	0.2	8.6
Question 4: How good or bad is the respect staff show to you?	<b>9.3</b>	9.5	0.2	8.9
Question 5: How good or bad is the advice you have been given about what you can do after this course/programme?	<b>8.0</b>	8.2	0.2	8.0
Question 6: How good or bad is the support you get on this course/programme?	<b>9.0</b>	9.2	0.2	8.7
Question 7: How good or bad is the provider at listening to the views of learners?	<b>8.3</b>	8.9	0.6	8.4
Question 8: How good or bad is the provider at acting on the views of learners?	<b>8.1</b>	8.6	0.5	8.2
Question 9: Overall, how good or bad do you think the provider is?	<b>8.7</b>	8.8	0.1	8.6

## Norfolk County Council Adult Education Service

### SAR 2013-14: Summary of Grades and Key Findings

January 2015

#### Summary of Self-Assessment Grades 2013-14

<b>Overall effectiveness</b>	<b>SAR 2013-14:</b>	<b>Requires Improvement – 3</b>
	<i>SAR 2012-13:</i>	<i>Good – 2</i>
	<i>SAR 2011-12:</i>	<i>Good – 2</i>
	<i>OFSTED (published 4-1-2012):</i>	<i>Good – 2</i>
<b>Outcomes for learners:</b>		Requires Improvement - 3
<b>Quality of teaching, learning and assessment:</b>		Good – 2
<b>Effectiveness of leadership and management:</b>		Good - 2

#### Summary of Key Findings for Learners

##### CIF Aspect A – Outcomes for Learners

##### **Norfolk County Council Adult Education Service is good because:**

- Retention of learners on their course is very good
- The level of learner success on Apprenticeships is good and improving
- Learners develop good personal, social and employability skills
- Learners progress well to higher level qualifications and into jobs

##### **Norfolk County Council Adult Education Service needs to improve because:**

- Learners' achievement of qualifications in classroom-based courses has declined, in part due to course set up and administrative issues
- The administration of achievement in community learning needs to improve so as to ensure that learners' achievement is recorded
- The use of RARPA to support learners to achieve their goals in community learning is not yet effective in all subject areas
- Plans to manage learner attendance more effectively, so as to improve learner outcomes, need to be fully implemented in 2014-15
- There are achievement gaps between different groups of learners
- The tracking of learner destinations needs to be fully implemented in 2014-15.

## **CIF Aspect B – Quality of Teaching, Learning and Assessment**

### **Norfolk County Council Adult Education Service is good because:**

- Learners receive a high level of engagement, care, support and motivation
- Learners benefit from very good teaching and learning
- Assessor practice in the workplace is outstanding and contributes to good learner outcomes
- The use of technology to deliver and support learning is generally good, enabling learners to access a wide range of delivery methods and resources
- Initial assessment and monitoring of progress of learners is generally very good and learners say they feel they make good progress
- Tutors and assessors give comprehensive, accurate and timely feedback that enables learners to improve
- Information, advice and guidance enables learners to make informed choices

### **Norfolk County Council Adult Education Service needs to improve because:**

- Initial assessment and recording of initial assessment outcomes needs to improve on the Step Programme so as to ensure that learners' study programmes are appropriate for their needs
- Learners are not yet able to benefit from embedded English, maths and functional skills in all subject areas
- The provision of progression information to learners needs to be extended across all subjects
- While the promotion of equality and diversity to learners through teaching and learning has improved, further improvements are required

## **CIF Aspect C – Effectiveness of Leadership and Management**

### **Norfolk County Council Adult Education Service is good because:**

- Leaders and managers have a clear vision of how they will improve the service they provide for all users and stakeholders and have improved the quality of teaching and learning to very good and the quality of assessor practice to outstanding
- Regular performance management meetings ensure that the Continuous Improvement Plans at management team and service level are regularly reviewed so as to ensure that actions that aim to improve the learner's experience and outcomes are taken effectively and in a timely manner
- It manages its subcontracting arrangements effectively and uses subcontracting to extend the opportunities it offers to learners and employers across Norfolk
- It regularly seeks feedback from learners in a variety of ways and is successful in securing and using it to improve provision, including through its rigorous, continuous self-assessment process. Learner satisfaction is good and improving
- Strategic and operational planning is very good. The service works with a wide range of stakeholders, partners, partner providers and employers to plan a broad curriculum that meets learner, employer, local and community needs

- It is highly effective in widening participation, in particular with regard to engaging with BAME learners and learners with learning difficulties and/or disabilities and/or health problems. A high proportion of learners reported that they were treated fairly and with respect by staff
- Safeguarding arrangements are robust and regularly reviewed. Feedback from learners confirmed that the learning environment was safe and they felt safe on their course.

**Norfolk County Council Adult Education Service needs to improve because:**

- Leaders and managers need to take effective action to improve success rates and achievement for all learners
- The implementation of the RAG-rating system of tutors is variable and needs to improve so as to further improve the quality of teaching, learning and assessment
- Feedback from employers is secured on an ad hoc basis through subject teams, but the service needs to improve its strategies for securing standardised feedback from employers and use it to improve its service to employers

# Communities Committee

Item No. 11.

<b>Report title:</b>	<b>Customer Service Strategy 2015 - 2020</b>
<b>Date of meeting:</b>	<b>11 March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe Executive Director of Communities and Environmental Services</b>

## Strategic Impact

Customer Service is essential to the effective delivery of many Council priorities, statutory responsibilities, and meeting the needs of Norfolk residents. Effective use of customer access channels, and the intelligence they provide, supports and enables wider service transformation by helping departments manage demand, simplify processes, release efficiency savings and improve customer experience.

The strategy aims to deliver against the following organisational goals:

- We have resilient, independent people and communities
  - People take accountability for their own lives and are less dependent on council services
  - Communities are enabled to support each other
  - Self-help, prevention and early help are prioritised
- Customers receive consistent, good quality, services
  - Internal processes are designed to meet customer needs and resources are optimised
  - Customer satisfaction and confidence is increased by “right first time” service
- Our overall “cost to serve” is reduced
  - The majority of customers use digital “self-service” channels as their preferred option and resources for vulnerable customers are protected.

## Executive Summary

The Customer Service Strategy defines the transformation of service delivery over the next 5 years (2015 – 2020) by simultaneously improving focus on customer service, and reducing cost. The strategy forms part of the Council’s policy framework and is therefore a matter for full council.

The Customer Service Strategy builds on the principles of the previous customer service strategy and responds to the pressures currently facing the public sector by addressing three main themes:

- Improved customer experience –Improving quality and satisfaction by developing and delivering our services around the needs of customers
  - Customer focused culture that aligns brand, service standards and internal ways of working

- Customer Relationship Management (CRM) system and customer portal: simple access/ personalised information/ tailored interventions
- Joined up customer journeys, based on customer need
- Efficient Customer Access Model - Reducing our overall costs by redesigning services to make them simple, efficient and available digitally
  - Embed “front door”, single phone number access approach to manage customer demand
  - Create a “digital by design” focus for service delivery
  - Redesign processes to remove waste and add value for customers
  - Enhance the online “Service Directory” to support local offer and prevention
- Better use of Customer Insight – Making effective use of information to drive decision making, planning and continuous improvement
  - Define outcomes for customers and performance management
  - Measure and track customer journeys
  - Customer insight to develop targeted interventions

The strategy is enabled by new technology in the form of a digital portal (website) and Customer Relationship Management (CRM) system. This technology means that customers can have a single user name and password for all NCC services and personalised web content based on their online account and preferences. Depending on what individuals choose to tell us about themselves, we would also be able to proactively offer/ suggest other services they may be interested in, or which would support the early help agenda. This will be particularly beneficial for adult social care by helping to manage demand and meet the personalisation responsibilities under the Care Act. The portal would also mean that customers can see details of all their interactions with us in one place, and view/update their details or transactions if they want to.

The strategy puts the building blocks in place for the organisation to realise efficiency savings through digital service delivery in the future.

#### **Recommendations:**

- To agree the proposed Customer Service Strategy and implementation approach for the financial year 2015/16
- To recommend the Customer Service Strategy for agreement by Full Council

## **1. Proposal**

The Customer Service Strategy builds on the principles of the previous strategy (2011 – 2014), responds to the emerging pressure currently facing the public sector and addresses wider council goals and outcomes (as shown in Appendix 1).

The Customer Service Strategy (2015 – 2020) has been shaped by:

- Unprecedented financial pressure throughout the public sector
- Rising levels of demand and the need to offer prevention/ early help interventions
- Changing customer expectations – people expect to be able to access information, services and complete transactions online at a time that suits them (24/7)
- Inconsistency and difficulty in measuring existing service delivery
- Existence of technologies which can help us to personalise service and deliver targeted interventions.

The Customer Service Strategy has been summarised into three main themes which are explained in sections 1.1 – 1.3.

1. An improved customer experience – improving quality and satisfaction by developing and delivering our services around the needs of customers
2. An efficient and responsive customer access model – reducing our overall costs by redesigning services to make them simple, efficient and available digitally
3. Better use of customer insight – making effective use of information to drive decision making, planning and continuous improvement.

Section 1.4 outlines the proposed implementation approach.

### 1.1. Improved Customer Experience

The experience customers receive when interacting with Norfolk County Council is not always of the quality we would like, and is not consistent throughout different areas of the council, and does not always meet customer expectations.

We proposed to improve the experience customers have when they interact with us by developing and implementing the following:

- A customer focused culture that aligns brand, service standards and ways of working
- A Customer Relationship Management (CRM) system, namely Microsoft Dynamics<sup>1</sup>, and a new customer online portal which will facilitate simple access, personalised information and tailored interventions.
- Joined up customer journey's based on customer need and life events , for example grouping together activity to make things easier for the customer such as “my child is starting school “ – find schools in my catchment, apply for a school place, apply for school transport, check eligibility for free school meals, get advice on healthy children etc.

Existing Issue	Proposed Actions
<ul style="list-style-type: none"> <li>We lack a clear brand and service proposition – customers don't know what to expect from us and this causes confusion and complaints</li> </ul>	<ul style="list-style-type: none"> <li>Define a clear brand and service proposition – make it clear what we are here to do and what customers can expect from us</li> </ul>
<ul style="list-style-type: none"> <li>Our customer service standards are out of date and inconsistently applied</li> </ul>	<ul style="list-style-type: none"> <li>Develop, publish and measure clear service standards</li> </ul>
<ul style="list-style-type: none"> <li>Customers find us difficult to access</li> <li>Our website is not customer friendly</li> </ul>	<ul style="list-style-type: none"> <li>Create a customer friendly, intuitive website, including a “portal” for single log in</li> <li>Decrease the number of externally hosted sites to reduce cost and improve quality</li> </ul>
<ul style="list-style-type: none"> <li>NCC can feel impersonal and bureaucratic</li> </ul>	<ul style="list-style-type: none"> <li>Build the capability to deliver personalised service, enabled by technology</li> </ul>
<ul style="list-style-type: none"> <li>We are organised around departments, risk, and individual processes, rather than customer need</li> </ul>	<ul style="list-style-type: none"> <li>Review all customer journeys to ensure they are designed “end to end” around customer need</li> <li>Improved consistency, responsiveness,</li> </ul>

<sup>1</sup> Microsoft Dynamics CRM is part of the DNA partnership suite of products

	transparency
<ul style="list-style-type: none"> <li>We have multiple technology systems and different processes – this adds cost and complexity</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the number of systems in use and maximise information sharing to enable staff and partners to meet customer need - customers will only need to tell their story once</li> </ul>

A key element of this part of the strategy is the implementation of a CRM system, Appendix 2 sets out some benefits of CRM systems as well as some public sector examples of successful implementation.

We propose to implement the CRM system across the NCC Complaints, Freedom of Information (FOI) service and customer service centre during the financial year 15/16 to ensure it is fit for purpose, before embarking on a wider rollout programme aligned to the redesign of customer interactions across the organisation.

## 1.2. Efficient Customer Access Model

Norfolk County Council has had a “single front” door and one main access number (0344 800 8020) for approximately 5 years, however it has never been fully implemented and there are a number of “exceptions”. This has led to an ineffective access model which is difficult for customers to navigate, and expensive for NCC to operate. In addition, the government has suggested that all councils move to a digital delivery model which helps to manage demand by allowing customers to service themselves where possible, and also reduces overall operating costs.

The main aspects of this section are aimed at reducing our overall costs by redesigning services to make them simple, efficient and available digitally.

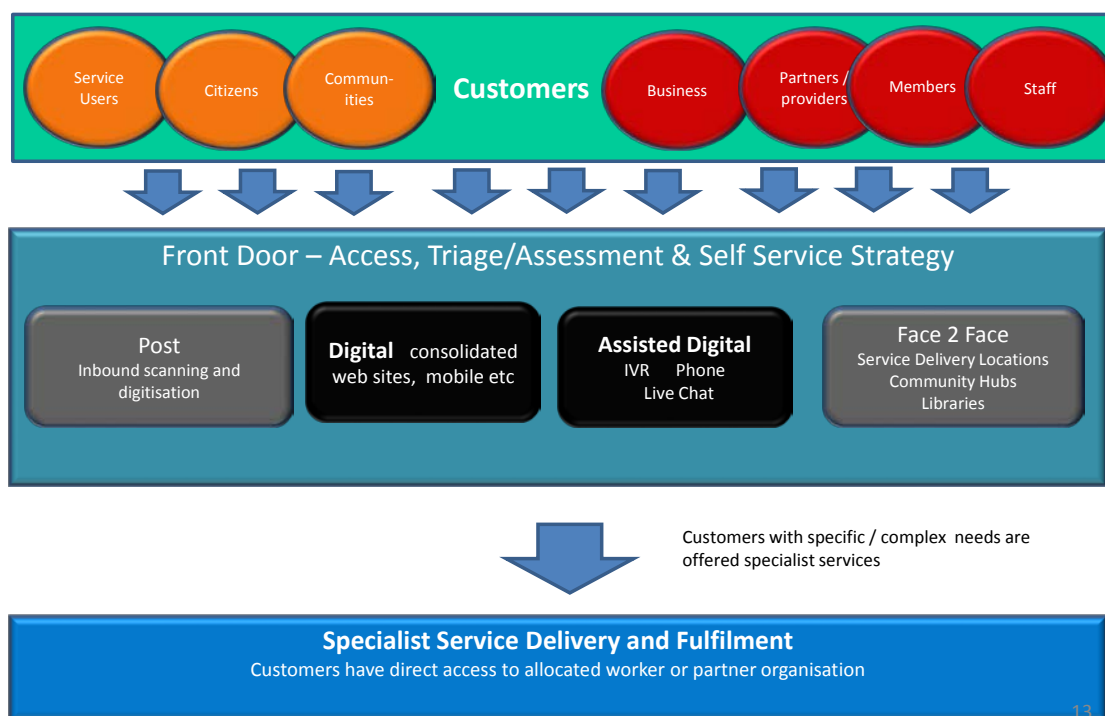
- Embed “front door” approach, single phone number access approach to manage customer demand
- Create a “digital by design” focus for service delivery – this will mean that all services are available to customers 24/7 with a self- service option, however support will be available for those customers who still need our help
- Redesign processes to remove waste and add value for customers – examples of waste include, duplication, manual processing, rework, unnecessary monitoring/ checking and mismatched resource (highly skilled staff performing basic skill activity – e.g. a social worker booking appointments)
- Enhance the online “Service Directory” to support local offer and prevention – we currently have a “directory” of wide ranging services for citizens in Norfolk. This works really well for some areas, such as Special Educational Needs for children (the SEN local offer), but would benefit from being developed and enhanced for other areas.

Existing Issue	Proposed Actions
<ul style="list-style-type: none"> <li>Financial pressure – we can’t afford our current ways of working. Some basic activities are carried out by skilled staff when they could be automated or moved to a basic skill area</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of “back office” activity by developing digital channels (online, mobile etc.) and automating processes</li> <li>Redesigned processes that remove “waste” from the system</li> </ul>
<ul style="list-style-type: none"> <li>Not enough services are available as a digital/ self-service offer</li> </ul>	<ul style="list-style-type: none"> <li>Make the majority of services available on a “digital” platform</li> </ul>



Existing Issue	Proposed Actions
	<ul style="list-style-type: none"> <li>Customers will be encouraged to self-serve using digital channels where possible</li> </ul>
<ul style="list-style-type: none"> <li>The single front door not working efficiently- only 15 % of call activity is coming through the NCC customer service centre</li> </ul>	<ul style="list-style-type: none"> <li>Single front door for NCC to access, assess/ triage contacts to manage the demand on specialist services</li> </ul>
<ul style="list-style-type: none"> <li>No clear understanding of the services on offer across the county and how customers can access them</li> </ul>	<ul style="list-style-type: none"> <li>Improved Service Directory to support early help/prevention and enhance the local offer</li> </ul>
<ul style="list-style-type: none"> <li>Inability to meet demand over time – no capability to proactively offer prevention and early help activity</li> </ul>	<ul style="list-style-type: none"> <li>Ring fenced resource for the vulnerable and those with complex needs</li> </ul>

This area of the strategy proposes an organisation wide approach to digital service delivery, with associated service redesign, process change and efficiency savings – it is not just about the existing customer service function. There will be significant savings to be made across the council from re-profiling the current contact activity.



**Figure 1 Proposed Customer Access Model to Manage Demand**

### 1.3 Better Use of Customer Insight

Norfolk County Council needs to put customers at the heart of the organisation – we need to understand who our customers are, what's important to them, how they are experiencing the services they interact with, and whether we are achieving the right outcomes and impacts. Various operators within the retail sector are excellent at understanding their customers, predicting their wants and needs, and shaping services to suit them. Similarly, manufacturing industries have used data and analysis to drive efficiencies and continuous operational improvement. By taking the best approaches from the private sector and applying them to our own challenges we can achieve better results for Norfolk communities.

Specifically, this section of the strategy is about making effective use of information to be evidence led, drive decision making, commissioning planning and continuous improvement

- Define outcomes for customers and performance management
- Measure and track customer journeys
- Customer insight to develop targeted interventions

Existing Issue	Proposed Actions
<ul style="list-style-type: none"> <li>• Customer insight is used sporadically across the organisation – we make good use in some areas and don't use it at all in others</li> </ul>	<ul style="list-style-type: none"> <li>• Clear outcomes, objectives and KPIs agreed for all customer facing activities</li> <li>• Quality and satisfaction measures in place</li> </ul>
<ul style="list-style-type: none"> <li>• The complexity of processes and systems means we have an inability to track end to end customer journeys (from our perspective and the customers)</li> </ul>	<ul style="list-style-type: none"> <li>• End to end transparency of customer journeys – understand what happens to the customer, where are the delays etc.</li> </ul>
<ul style="list-style-type: none"> <li>• It's difficult to get a single view of the customer or customer data (one version of the truth)</li> </ul>	<ul style="list-style-type: none"> <li>• Create consolidated information sources through the CRM system and information hub</li> <li>• Evidence based decision making based on customer insight</li> </ul>
<ul style="list-style-type: none"> <li>• There can be lots of hand offs between departments</li> <li>• It can be difficult to link action to outcome</li> </ul>	<ul style="list-style-type: none"> <li>• Develop real time performance data</li> <li>• Create visibility of "bottlenecks" and emerging operational issues</li> </ul>
<ul style="list-style-type: none"> <li>• There could be clearer links between customer behaviour and need, and locality provision</li> </ul>	<ul style="list-style-type: none"> <li>• Service take-up information and emerging needs/ trends to inform locality planning</li> <li>• Resources focused where they can make the most difference</li> </ul>

Providing NCC with information and data is a good starting point, but it will take time to become a truly evidence based organisation and individuals will need to improve their analytical capabilities.

## 1.4 Implementation Approach

The proposed implementation approach focuses on externally facing customer activity. Although the principles of the customer services strategy should be replicated for internal (staff) service, the delivery options and technology requirements are different.

<b>Phase 1</b> FY 2015/16 Implement single front door and supporting CRM	<b>Phase 2</b> Digital Transformation : self-service for externally facing services Service based approach ( 2 – 4 years)
<ul style="list-style-type: none"> <li>• Refresh brand and service proposition</li> <li>• Defined customer service standards</li> <li>• Embed “one number for Norfolk”</li> <li>• CRM system implemented within Customer Service Centre, Complaints, FOI and part of Finance</li> <li>• External websites brought in house (where appropriate) – implement new web “forms” capability</li> <li>• Upgraded NCC service directory (including new care arranging module) automated care arranging module</li> <li>• New web platform, redesigned customer friendly site, and “My Norfolk” portal</li> <li>• Wider rollout of automated payment line for financial transactions</li> <li>• Initial interventions to support the Care Act</li> <li>• Online care and carer assessment</li> <li>• Online financial assessments</li> <li>• Transformation of Highways activity and integration with new system provider</li> <li>• Report , Apply, Pay</li> </ul>	<p>“My Norfolk” citizen portal with single log on</p> <ul style="list-style-type: none"> <li>• Offer self-service for low complexity, higher volume services first , moving to social care in years 3 and 4</li> <li>• Community and Environmental Services -</li> <li>• Adults Services</li> <li>• Children’s Services</li> <li>• CRM becomes main ordering system (book and pay) and links to relevant Finance systems</li> <li>• New supplier portal developed – single log on for providers</li> </ul>

## 2. Evidence

### 2.1. Customer Outcomes

The Customer Service Strategy has been developed with significant internal and external input. Internally a Customer Service board was convened with representation from each of the main service areas. Externally, a public consultation has been conducted on the main themes of the customer service strategy. The consultation took place through October and early November 2014 and included:

- Face to face meetings
  - Bridge Plus, representing the BME community
  - Norwich Deaf Association
  - South Norfolk Older People's Forum
- Postal Consultation (Your Voice) - 28% response rate: over 800 actual responses
- Online Consultation (Partner and Voluntary orgs) - 7% response

We also incorporated themes from compliments and complaints, verbal feedback to our Customer Service Centre and emerging information from our new customer satisfaction measurement tool (Gov Metric). Feedback from service users and through the NCC complaints process was also used to develop a set of customer priorities and outcomes. Table 1 sets out the key outcomes that our customers want, and provides an analysis between current and future state capability to deliver those outcomes.

**Table 1**

<b>Customer Outcome</b>	<b>Current Situation</b>	<b>Vision for 2020</b>
It is easy to find information, access services and complete transactions <b>ACCESSIBLE</b> <b>INTUITIVE</b>	<ul style="list-style-type: none"><li>• Web platform not customer friendly with multiple sign ons</li><li>• Lots of access points</li><li>• Complex back office systems</li></ul>	<ul style="list-style-type: none"><li>• Customer friendly, intuitive web site</li><li>• Single log-on through "my Norfolk" portal</li><li>• One phone number and "front door" to organisation</li><li>• Redesigned processes to meet customer need</li></ul>
I can deal with the council in the way that suits me best <b>AVAILABLE</b>	<ul style="list-style-type: none"><li>• Traditional office hours</li><li>• Minimal self-service options – mobile, social media not maximised</li></ul>	<ul style="list-style-type: none"><li>• Self-service available for all customer journeys</li><li>• Better use of mobile technology and social media</li><li>• Demand is managed to ensure resource availability</li></ul>
Services are responsive and I am kept up to date with progress <b>RESPONSIVE</b> <b>PROACTIVE</b>	<ul style="list-style-type: none"><li>• No "end to end" visibility of customer journeys</li><li>• Difficult to track responses / waiting times</li><li>• Processes can be disjointed and involve several "hand-offs"</li></ul>	<ul style="list-style-type: none"><li>• Services are automated and provide a real time response - hand-offs minimised</li><li>• Customers receive proactive updates</li><li>• End to end visibility of</li></ul>

Customer Outcome	Current Situation	Vision for 2020
		customer journeys
Information is personalised and meets my needs PERSONALISED NEEDS BASED	<ul style="list-style-type: none"> <li>• No “single view” of the customer</li> <li>• No record of all customer interactions</li> <li>• Web content can’t be personalised</li> <li>• Lack of data sharing between systems</li> </ul>	<ul style="list-style-type: none"> <li>• Single view of the customer available to staff</li> <li>• Customers able to manage their accounts</li> <li>• Responsive web content</li> <li>• Tailored prevention and early help offers/ local offer</li> </ul>
I only have to make a request, or tell my story once, and the job gets done RIGHT FIRST TIME ACCOUNTABLE	<ul style="list-style-type: none"> <li>• Limited customer updates</li> <li>• Limited tracking data /progress of requests</li> <li>• Processes and transactions are not designed for customer need / life events</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive tracking /updates of customer requests</li> <li>• Visibility drives accountability</li> <li>• Customer journeys are designed around life events and joined to other public sector organisations</li> </ul>
Explanations are clear and I know what to expect CLEAR SIMPLE	<ul style="list-style-type: none"> <li>• Customer expectations are not well managed NCC brand is confused</li> <li>• Customers experience is variable</li> </ul>	<ul style="list-style-type: none"> <li>• The NCC brand is well managed and consistent</li> <li>• Customers know what to expect and have confidence</li> <li>• Clear service standards are published and delivered</li> </ul>

The gap between the current state and the future desired state for 2020, along with the cost reduction imperative faced by the council, has driven the shape of the customer service strategy.

The strategy places a strong emphasis on the use of digital services which has been developed in full knowledge of Norfolk’s digital capacity and capability. In terms of the take up of digital services

- We already have 86% plus take up of some services, such as school admissions
- 85% of residents who responded to our consultation survey claimed they could get online or had a friend or relative who could help them
- Other councils have seen online registration uptake in the region of 85% of households creating an online account
- However:
- We have an improving broadband picture and mobile Wi-Fi coverage, but there are still many areas where coverage is poor
- We have a larger than average population of older people
- Our exemplar work with HP (our DNA partner) indicated potential savings in particular processes of between 30% and 70%

- We can assume that a 30% take up of digital service is achievable – although this may be significantly higher for some services, and will improve over time.

In order to support wide scale take up of digital services, and to ensure our customers are fully enabled, a digital inclusion strategy to improve skills and confidence in key customer groups will be developed in support of the Customer Service Strategy. This will also complement the Better Broadband for Norfolk programme which is improving broadband penetration and speed across the county.

## **2.2. Supporting a Locality Based Approach**

There is an emerging strategy around communities and locality which complement the outcomes of the customer service strategy around promoting resilience, self-help and early intervention to make best use of resource. Ultimately, we aim to support communities in developing local responses and self-sufficiency so that they do not need to access, or be dependent on, council services at all. Prevention needs to be our primary focus and our approach in this area is still emerging.

Where it is council support is truly necessary the Customer Service Strategy proposes a centralised access model which supports and enables locality based delivery in four key ways:

1. Consistent and equitable service – by having a standardised approach to service delivery we can ensure that people in all parts of the county are assessed and offered services, based on need, in a consistent way. Whilst services can be tailored to locality requirements, we need to avoid incoherence and inconsistency.
2. Centralised demand management – the opportunities provided by digital service will allow more people to help themselves through prevention, self-service and signposting. Providing services and information on a digital platform will allow communities, partner agencies and voluntary organisations to meet the needs of people in localities who would otherwise access services directly. In conjunction with prevention and self-service, a single front door can complete basic requests as well as providing a triage and needs assessment for the more vulnerable customers and complex cases. Where a customer has been defined as having a complex need / vulnerability and has been assigned a specialist worker, it is expected that they would contact that individual directly rather than coming through the front door each time.
3. Service directory of local offer – the service directory will provide a centralised repository of locality based services and community assets. Where possible we should aim to share the directory with other public sector and voluntary organisations with a view to creating single directory for Norfolk, again promoting self-help and prevention by allowing people to find locality information and access services without council intervention. Content can be used by other organisations, and similarly information from other sources can be pulled in to the directory to enhance the offer – for example Care Quality Commission data can be automatically matched to each care home entry to inform choice and independent decision making.
4. CRM: personalisation and insight – we don't have the capacity to build individual relationships with all our customers, but we can provide a central record of their interactions, requests and services so that we "know" who they are when we speak to them. With improved technology we will also have a better measure of service take up and be able to track whether services are reaching the customers for whom they were intended. Advanced insight and analytics will start to build a picture of emerging trends and evidence needs for commissioning and support sufficiency planning in localities.

### 3. Financial Implications

There is significant evidence available to demonstrate the savings which can be achieved through digital service delivery and the associated channel shift that this brings.

- The Government calculate that on average an online service is 20 times cheaper than a phone transaction, 30 times cheaper than by post and 50 times cheaper than face to face.
- The Government figures are backed up by the calculated cost in NCC
  - Face to face approx. £10 – 20 (transactional, not social care)
  - Phone £ 6.50 (non CSC) or £4.60 (CSC)
  - Online £0.04 – £0.40
- NCC currently handle around 4 million (telephone) calls per year, however only 15% of these are dealt with through the CSC. Whilst it is not possible to fully analyse where these calls are dealt with, it is sensible to assume that a proportion could be automated and delivered via a digital self-service option, therefore creating savings.

The implementation approach, as set out in section 1.4, proposes creating a platform upon which digital services can start to be delivered to the general public. It is envisaged that this will provide the capability to enable savings across all service in support of the 2020 strategy. These will be dependent on customer type and take up of the self-service option. In some services these efficiencies will be in the form of cost avoidance around demand management, and in others they will be cashable savings. These will be monitored and reported as the strategy is implemented.

#### 3.1 Efficiencies

Implementation of the Customer Service Strategy requires investment of £540k in the first year to realise and deliver the savings already in the budget. This investment will provide the platform and infrastructure required to deliver further savings in later years as the strategy is rolled out across all council services. The business case set out by central government indicates that significant savings can be achieved through digital service delivery, and these will be worked through during the first year detailed planning activity. A proportion of the efficiency savings already identified for FY 15/16, and agreed at Council, are dependent on the principles and technology of the Customer Service Strategy being put in place; these are in the region of £0.97 million.

<b>Costs analysis</b>	£m
In-house staff opportunity costs	0.38
Additional software costs	0.05
External support costs	0.40
Contingency	0.09
Investment Required (not including staff costs)	<b>0.54</b>
<b>Savings</b>	
Existing savings identified for FY 15/16	<b>0.97</b>
Highways savings identified through replacement of existing system and customer interface	0.24

Finance – financial assessment cost reduction	0.22
Review of care arranging service (Adult Social Care)	0.14
Increase charges in Registration	0.05
Post service – outbound post savings	0.06
Efficiency within the Customer Service Centre	0.1
Finance – automation of supplier activity	0.11
Finance – online/ automated payments	0.1

The savings are mostly allocated to the finance classification 1b Digital Transformation, Better Ways of Working, Lean, with just the Registrars saving of £0.05m relating to 3a Income generation, Trading, Sweat the Assets.

The required investment of £540k will be drawn from the Organisational Change reserve on an “invest to save” basis and will be paid back on delivery of future savings. Where the savings involve redundancies, the costs will be met through the redundancy reserve, or through management of vacancies.

The investment to saving ratio will be approximately 1:2 for the first phase and we would anticipate it improving to 1:3 or 1:4 in future phases. As detailed analysis and service transformation gets underway it will be possible to identify further efficiencies. Any further significant investment needs will be brought to Members on an invest to save basis. In terms of the phasing of savings, the totals for 15/16 have already been mapped against departmental budgets, as agreed at Council, and implementation plans are currently being developed.



## **4. Issues, Risks and Innovation**

As the customer service strategy effects service deliver for the majority of council services it is imperative that it is developed to effectively meet council priorities and needs, as well as those of our customers. We will utilise the new technological platforms available through the DNA partnership to be more innovative in access arrangements and responsive to changing customer expectations in a digital world.

The major risks and issues associated with the Customer Service Change programme can be summarised as follows:

1. Failure to adopt the principles and approach across the whole council
2. Gaining shared consensus on customer service strategy and approach to implementation
3. Failure to secure resource in directorates, from ICT and from DNA partners
4. Failure to prioritise and invest in the implementation of the Customer Service Strategy
5. Failure to manage the dependencies of the ICT/DNA programme
6. Managing the impact of decisions to share customer services with others

The new version of the Customer Service Strategy will be developed to address concerns around equality, diversity and social exclusion. As mentioned in section 3, a Digital Inclusion approach will be developed to build the necessary digital skills and confidence in key customer groups.

There are no significant environmental or health and safety issues associated with the strategy development.

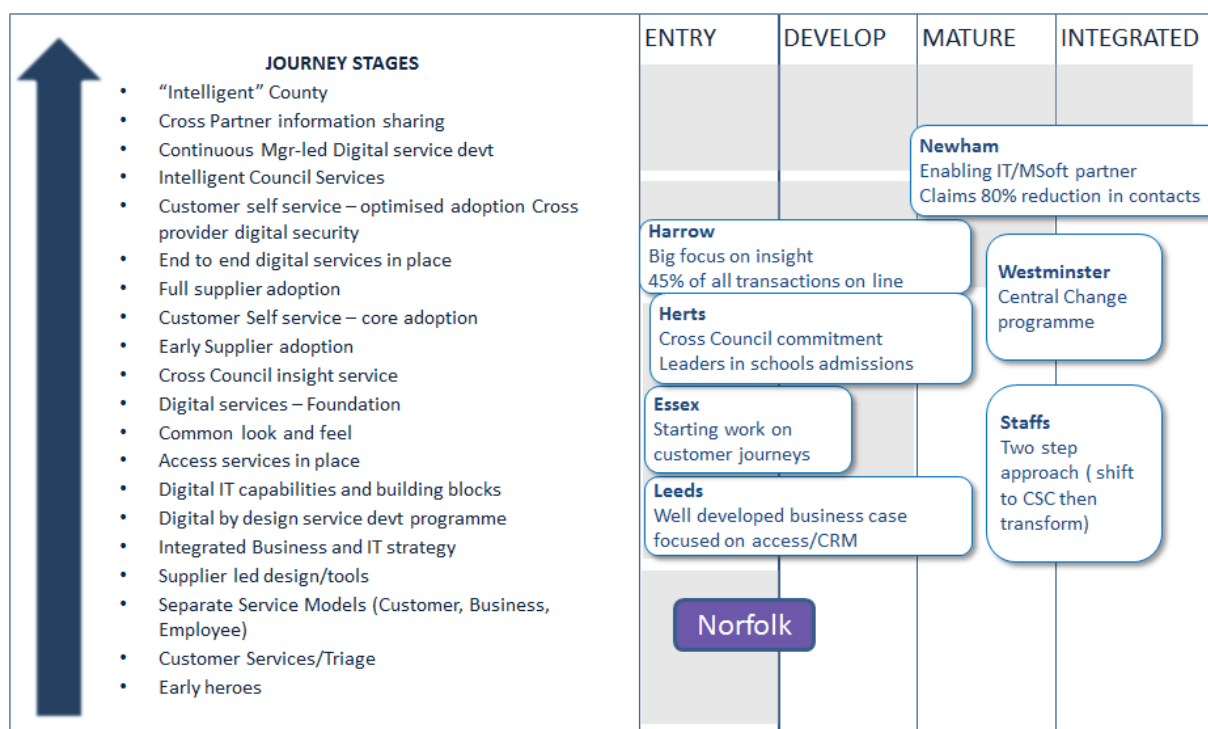
## **5. Background**

### **5.1 National Context**

The national and local policy agenda for all public services encourages all councils to develop strategies that promote the use of digital platforms to respond to changing customer expectations and requirements and critically, to drive out more efficiency savings. Given Norfolk's demography and geography we have deliberately endorsed a "digital by design" approach, rather than digital by default, because evidence tells us many of our contacts are still by telephone and there are still large areas of our county and customer groups who are unwilling or unable to use online services (however consultation with residents indicates up to 85% will have the capability to access online services either directly or with support from a friend or relative).

The challenge for Norfolk County Council is to deliver an online services which are of such high quality and so quick and easy to use that most customers will choose to interact with us in this way. This requires a comprehensive digital offer intuitive, robust, timely, up-to-date and accurate, with easy to find information. Customer activities should be joined up in such a way that related services are clearly identified and people can do, apply for, enrol on, pay for and track as many services as possible online whenever it is convenient to them – where possible this should be linked to other public service organisations.

The diagram on the next page highlights the current Norfolk picture in comparison with other authorities.



## 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 :** Ceri Sumner

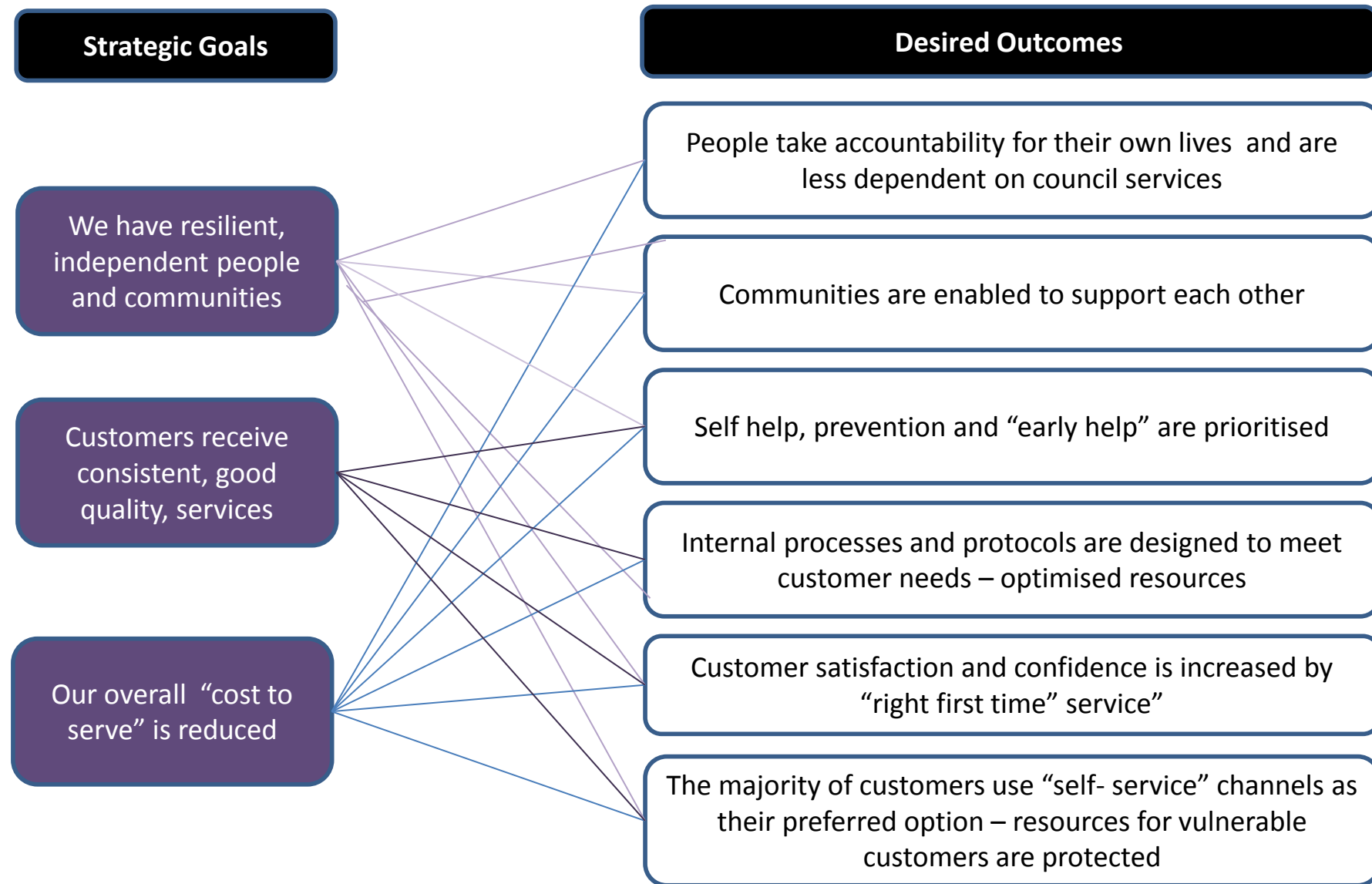
**Tel No. :** 07771370124

**Email address :** [ceri.sumner@norfolk.gov.uk](mailto:ceri.sumner@norfolk.gov.uk)



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## Appendix 1 Strategic Goals supported by the Customer Service Strategy



## **Appendix 2 CRM and Digital Service Delivery Benefits**

The customer benefits of implementing CRM systems are well documented and can be summarised as:

- Cost savings through digital delivery
- Staff productivity improvements
- Individual view of each customer
- Personalisation of customer interactions
- Improved customer confidence through visibility
- Ability to “track” customer journeys
- Promotion of relevant information/ services to support the prevention and early help agenda
- Analytical capability enhanced

In the private sector, CRM systems are used to maximise sales opportunities by identifying the customers most likely to respond to different products and services. In the public sector the same technology will support the targeted offering of early help, prevention and public health information and interventions.

### **CRM Example Success Stories**

#### **Newham Council**

Newham Council have saved over £12 m per annum in the first two phases of their Microsoft Dynamics CRM implementation. They have joined with two other boroughs to reduce development costs and maximise savings. Over a three year period they have succeeded in encouraging 85% of households in their own borough to register for accounts and transact online.

#### **Kent Fire and Rescue**

Introduced Microsoft Dynamics CRM to help manage its home safety visits. It serves a community of 1.6 million people and comprises 2,000 members of staff. Last year Kent Fire and Rescue carried out 1,500 home safety checks.

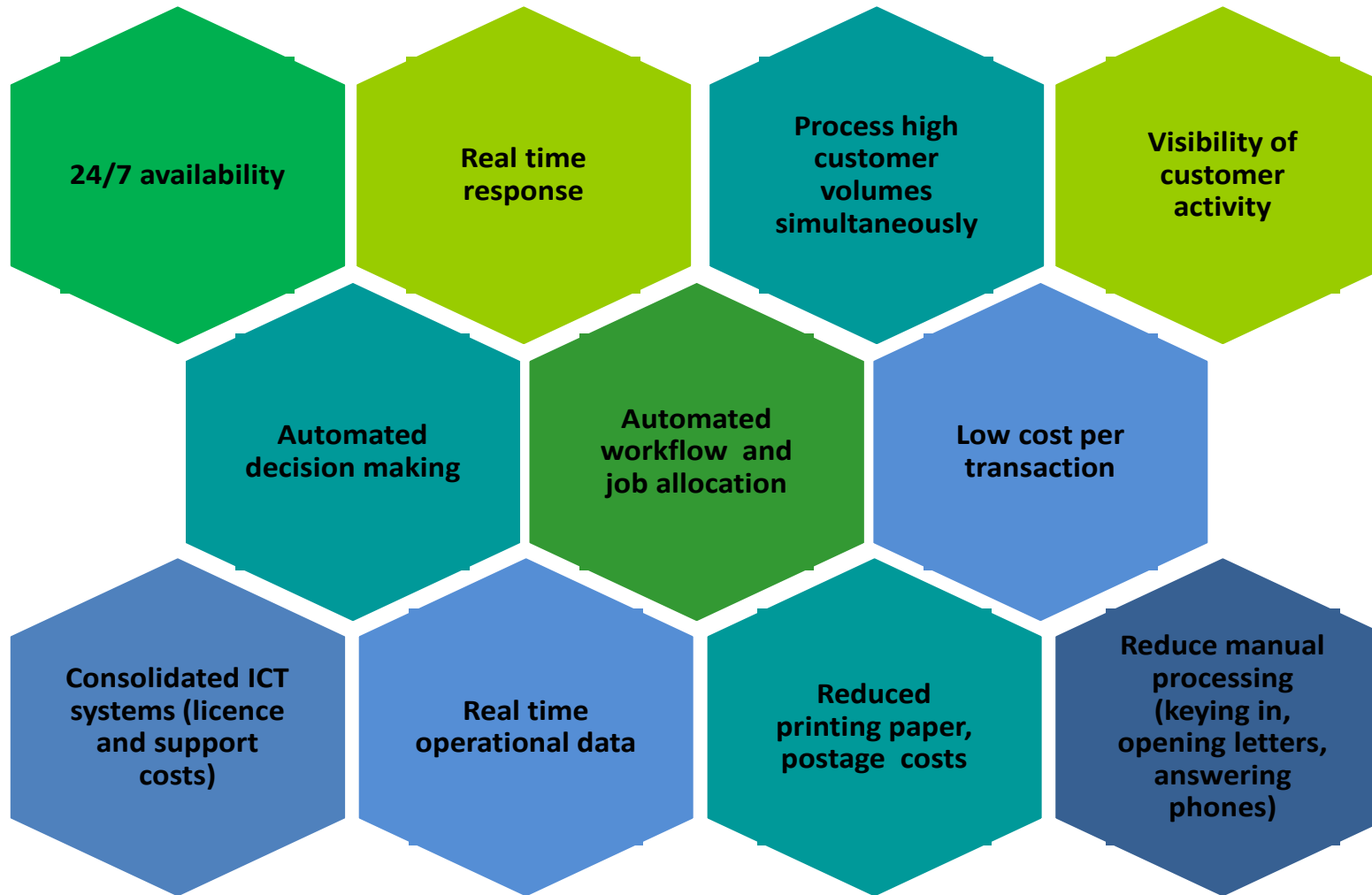
This year (2014), since introducing Microsoft Dynamics CRM, it has been able to carry out 4,000 home visits, a productivity increase of 266%

#### **Cumbria NHS Foundation Trust**

Deployed Microsoft Dynamics CRM to help manage stakeholder engagement with its 7,000 members and help it introduce more targeted communications. Since introducing Microsoft Dynamics CRM it has seen a 50 per cent reduction in its mailing costs.

In addition to the benefits of a CRM system, wider benefits can be achieved from end to end digitisation of services, some of which are highlighted in the diagram below.

### Benefits of Digital Service Delivery



# Communities Committee

Item No. 12.

<b>Report title:</b>	<b>Norfolk Fire and Rescue Authority Statement of Assurance 2014</b>
<b>Date of meeting:</b>	<b>11 March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> 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 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.

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 2014.

### Recommendation

- To note the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.
- To consider and approve the Norfolk Fire and Rescue Authority Statement of Assurance 2014 (Appendix 1 at end of report) and commend the statement for signature by the Chief Fire Officer and by the committee Chair on behalf of the Communities Committee.

## 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 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. 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 2014.

## **2. Background**

- 2.1 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.
- 2.2 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. The development of the IRMP provides an opportunity for a fundamental review of fire and rescue provision in Norfolk. Norfolk's Fire and Rescue Authority Integrated Risk Management Plan 2014/17 was endorsed by Full Council in March 2014.
- 2.3 Fire and rescue authorities were required to produce their first statements of assurance in 2013/14. The first Norfolk Fire and Rescue Authority Statement of Assurance was published in March 2014 and is now due for review. This committee is requested to review and approve the draft Norfolk Fire and Rescue Authority Statement of Assurance 2014 as shown in Appendix 1 in order to fulfil the requirement to produce an annual statement of assurance.

## **3. Evidence**

- 3.1 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 2014 links to corporate information wherever possible, rather than duplicate it.
- 3.2 There is 'light touch' guidance on what statements of assurance should cover with authorities able to judge for themselves what to include according to local need and circumstance. However there is an expectation that as a minimum it should include:
  - Financial information – the Council's Statement of Accounts
  - Governance arrangements – the Council's Annual Governance Statement
  - Operational matters – the IRMP, compliance with legislation, cross border and multi-agency working arrangements
  - Framework requirements – assurance the Service meets the National Framework
  - Future developments – plans in place to deliver improvements to communities.
- 3.3 The Norfolk Fire and Rescue Authority Statement of Assurance 2014 (Appendix 1) has been devised as a short, accessible summary document (seven pages) on the basis that it 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.

## 4. Financial Implications

- 4.1 The Statement of Assurance provides assurance that Norfolk Fire and Rescue Service'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.

## 5. Issues, risks and innovation

- 5.1 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.

## 6. Background Documents

Norfolk Fire and Rescue Authority Integrated Risk Management Plan 2014/17 -  
<http://www.norfolkfireservice.gov.uk/nfrs/>

Communities and Local Government (2012) The Fire and Rescue National Framework for England -  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/5904/nationalframework.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5904/nationalframework.pdf)

Department for Communities and Local Government (2013) Guidance on Statements of Assurance for Fire and Rescue Authorities in England  
<https://www.gov.uk/government/publications/statements-of-assurance-for-fire-and-rescue-authorities-in-england>

## Officer Contact

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

**Nigel Williams, Chief Fire Officer – 01603 819703**  
[nigel.williams@fire.norfolk.gov.uk](mailto:nigel.williams@fire.norfolk.gov.uk)

**Roy Harold, Deputy Chief Fire Officer – 01603 819753**  
[roy.harold@fire.norfolk.gov.uk](mailto:roy.harold@fire.norfolk.gov.uk)



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## Appendix 1



# Norfolk Fire and Rescue Authority Statement of Assurance 2014

### 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. What this means is that Norfolk Fire and Rescue Service (NFRS) must demonstrate 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.



Welcome to Norfolk Fire and Rescue Authority's Statement of Assurance 2014.

Norfolk Fire and Rescue Service (NFRS) is one of many services provided by Norfolk County Council (NCC). The County Council acts as the Fire and Rescue Authority, with this function carried out by its Communities Committee. The Committee reviewed and approved this Statement of Assurance at its meeting on 11 March 2015.

Through this Statement of Assurance the members of the Communities Committee and the Chief Fire Officer 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.



Signed by the Chief  
Fire Officer:

.....  
Nigel Williams



Signed on behalf of  
Communities  
Committee

.....  
County Councillor Paul Smyth  
(Chair of Communities Committee)

Date: 11 March 2015

## Introduction

### Norfolk's context

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

- 90 miles of coastline
- 250 miles of inland waterways
- 6,256 miles of roads
- 10,567 listed buildings
- 430 scheduled ancient monuments
- 401,756 dwellings
- 32,872 active businesses
- Population of 870,100
- 22.5% of the population aged 65 and over
- Around a third of the county's population live in Norwich, Great Yarmouth and King's Lynn.
- 49% of the population live in areas defined as 'rural' making Norfolk the second most rural county in the country
- 8,000 households where English is not the first language

### Norfolk Fire and Rescue Service resources

There are 42 fire stations across the county. Of these, Carrow and Sprowston stations in Norwich are wholetime only which means they are staffed by firefighters on shifts 24/7. Great Yarmouth, King's Lynn and Earlham stations have both wholetime and retained firefighters. Gorleston and Kings Lynn South stations are wholetime but they are currently tidal crewed by wholetime firefighters from Great Yarmouth and

King's Lynn respectively. Thetford station is both day duty crewed and retained. The other 35 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.

The Service has an establishment of 904.6 posts, of which 287.8 are uniformed, 96.8 are non-uniformed and 520 are retained firefighters.

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, large animal rescue and water rescue. 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 an environmental protection unit, a control vehicle, a water foam unit, a driver training vehicle and an underwater search and recovery diving unit. The Service also hosts a team of Urban Search and Rescue personnel and vehicles that is trained to respond to national, regional or major incidents.

### Responding to emergencies

The type of emergency that the Service responds to is changing. The number of fires is falling and more of the day to day work done by the Service is taken up with responding to accidents on Norfolk's roads and automated fire alarms.

## **Legislative background and the National Framework**

Fire and Rescue Authorities have to work to a set of standards laid down in key Acts of Parliament, including the Fire and Rescue Services Act 2004, and also in the Fire and Rescue National Framework for England.

In the National Framework 2012 ([link](#)), Government has set out the key priorities for Fire and Rescue Services across England, as follows:

- Identify the risks in the local area and make provision for prevention and protection activities and respond to incidents.
- Work in partnership with communities and partners to deliver the service.
- Be accountable to communities for the service they provide.

The National Framework lists a number of more detailed activities that Fire and Rescue Services must do in the areas of prevention, protection, emergency response, risk and resilience.

The Service must also perform the duties outlined in the Civil Contingencies Act 2004. This includes, 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.

The National Framework was updated in 2014 with an additional section of firefighter fitness ([link](#)).

## **Operational Assurance**

### **Integrated Risk Management Plan (IRMP)**

The IRMP sets out the issues that the Fire and Rescue Service will need to respond to over the next 3 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 line with Government guidance and best practice, the Service consults with the public on the IRMP. As part of the County Council's consultation on its budget proposals an extensive consultation exercise took place on NFRS's IRMP proposals in the autumn of 2013. It included meetings and events held with staff, partner agencies, and the public. The information gained from this consultation shaped the final version of the IRMP 2014-17 ([link](#)).

Our main IRMP projects are the construction of a new fire station (2011 IRMP) and the purchase of new fire vehicles (2014 IRMP). The new fire station at South Lynn became operational on 21 January 2015. The Service has bought ten new larger fire appliances of which four are operational. It is reviewing the technical specifications and proposed locations

for the six new compact fire engines and six new 4x4 lightweights.

In January 2015 the Council commenced a Strategic Review of the Fire and Rescue Service which will inform the future development of the Service.

### **Over the border mutual aid agreements**

We work with Fire and Rescue Services in Suffolk, Cambridge and Lincolnshire, supporting each other by responding to emergencies along our shared borders and providing additional support at major incidents. We are able to provide them with national resilience specialist support through Urban Search and Rescue, mass decontamination, high volume pump, water rescue teams and tactical advisors and also the underwater search and recovery diving unit. In turn, Suffolk Fire and Rescue Service provides us with specialist vehicle support for off-road animal rescue or forestry/heathland fires.

### **Health and Safety and other legislation**

Norfolk Fire and Rescue Service 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.

## **Governance**

### **Democratic accountability**

Norfolk Fire and Rescue Service (NFRS) is one of many services provided by Norfolk County Council (NCC) which acts as the Fire and Rescue Authority. The County Council has a Constitution ([link](#)) 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.

In 2013/14 NFRS was overseen by the Cabinet Member for Public Protection and held to account by Cabinet, the cross-party Fire and Rescue Overview and Scrutiny Panel and Full Council. In June 2014 the governance arrangements at NCC changed from a cabinet system to a committee system, thereby amending the reporting and scrutiny arrangements for the Service. Papers from both the Fire and Rescue Overview and Scrutiny Panel and the new Communities Committee

which now governs NFRS are available on the NCC website ([link](#)).

### **Governance Statement**

NCC 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 ([link](#)) is a review of this.

## **Financial and Performance Management**

### **Finance**

NCC 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 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.

NFRS operates on a revenue budget, which in 2013/14 was £28.6 million some 4.5% of the Council's overall revenue

budget. This equates to £30.43 per head of population (excluding capital charges), which is much lower than the Family Group Fire and Rescue Services' average of £35.61 and the national average of £38.78.

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](#)).

### **Performance**

The Service operates within the County Council's corporate performance framework and uses a dashboard of over 40 performance indicators to monitor and manage performance relating to major projects, service performance, management of resources and outcomes for local people. Some of the indicators are former national indicators that we can compare with other Fire and Rescue Services and others are locally determined.

Performance is regularly monitored both within the Service and by County Councillors through the democratic process with data and reports published on our website ([link](#)).

The key indicators for NFRS are:

- Emergency Response Standards – how quickly we are able to get to an emergency.
- Availability of retained fire appliances – how many fire engines that are crewed by retained firefighters are ready and able to respond to an emergency.

- Accidental dwelling fires – the number of fires in people’s homes.
- Home fire risk checks – the number of fire safety visits we have carried out, usually with vulnerable people.
- Automatic false alarms – the number of times we respond to a fire alarm that turns out to have been a false alarm.
- Customer satisfaction – what people think of our service.
- Economic cost of fire – an estimate of the overall cost of fires to the county of Norfolk.
- Cost per head of population – the cost of running the fire and rescue service, per person.

In 2013/14 there was a reduction in the number of deliberate fires and the Service attended fewer automated false alarms. We increased the number of home fire risk checks and customer satisfaction levels remained high. We have been closely monitoring our Emergency Response Standards and the availability of retained fire appliances as we are not achieving the targets that we have set ourselves ([link](#)).

We regularly compare our performance against similar Fire and Rescue Services so that we can contextualise our own performance and also identify areas where we may be able to learn from others – see our 2013/14 benchmark report ([link](#)) and the national Fire Statistics Monitor report ([link](#)).

## Future developments

### Strategic Review of the Fire and Rescue Service

In 2014 the Service was assessed by an external team of peer assessors ([link](#)). This review found the Service to have strong political and managerial leadership, good overall performance, and effective community engagement. The peer team identified the need for the Service to develop a longer term vision and for strong leadership to be maintained through the County Council’s changes to governance arrangements and continued budget reductions.

To take the issues identified by the peer review into account, County Councillors commenced a strategic review of the Service in January 2015. This will determine the longer term vision for the Service based on the resources that are likely to be available. As with all public sector services, it is anticipated that reducing budgets will continue to be an issue for the Service for the next few years. The strategic review will ensure that we can continue to provide an efficient and effective service that makes the best use of public money.

# Communities Committee

Item No. 13.

<b>Report title:</b>	<b>Appointment to Norfolk Tobacco Control Alliance (NTCA) and Charles Burrell Community Benefit Society</b>
<b>Date of meeting:</b>	<b>11<sup>th</sup> March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Lucy Macleod, Interim Director of Public Health Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> The appointments would add value in terms of contributing towards the Council's priorities and strategic objectives.	

## Executive summary

- A) The Norfolk Tobacco Control Alliance was established in 2000 to lead, coordinate and promote the tobacco control agenda in Norfolk. The transformational effort in Norfolk focuses on stopping the inflow of young people recruited as smokers, assisting every smoker to quit and protecting families and communities from tobacco related harm. This needs a political champion/ chair of the alliance.
- B) The Council has received a request to appoint a Member to represent the Council on the Charles Burrell Community Benefit Society, which administers the Charles Burrell Centre (formerly High School), in Staniforth Road, Thetford. The Society provides and manages the centre which provides the location and facilities for businesses, charities and community groups.

### Recommendations:

- That the Norfolk Tobacco Control Alliance is seen as a strategic partnership which can influence the health of the population and address Health Inequalities and that the committee appoints a Member to chair the Norfolk Tobacco Control Alliance
- That the committee appoints a Member to represent the Council on the Charles Burrell Community Benefit Society and the appointment is made for a period of 3 years and is a full member of the management committee.

## 1. Proposal

### 1.1. Appointment of Council Representative to chair the Norfolk Tobacco Control Alliance (NTCA)

That the Norfolk Tobacco Control Alliance is chaired by a councillor appointed by the Communities Committee.

That the Tobacco Control work is seen as an area that will benefit from having a political champion. Councillor Smyth has been chairing the Alliance since mid 2014 and Members are asked to consider endorsing this appointment.

### Appointment of Council Representative to the Charles Burrell Community



## **Benefit Society**

The Council has received a request to appoint a Member to represent the Council on the above organisation, which administers the Charles Burrell Centre (formerly High School), in Staniforth Road, Thetford. The Society provides and manages the centre which provides the location and facilities for businesses, charities and community groups in Thetford and the surrounding area.

The appointment is for a period of 3 years and is a full member of the management committee. There are no restrictions on who the Council may nominate.

The Committee is requested to consider making the above appointment.

## **2. Evidence**

- 2.1. The Norfolk Tobacco Control Alliance was established in 2000 to lead, coordinate and promote the tobacco control agenda in Norfolk. After a period of sluggish activity, it was rejuvenated in early 2013 and was at that point chaired by Dr Augustine Pereira, consultant lead for Tobacco Control.

As part of national best practice, the alliance assessed itself against Public Health England's CLeAR model for excellence in tobacco control. One of the aspects where Norfolk had a gap against the CLeAR model was political championing of Tobacco Control.

## **3. Financial Implications**

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

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

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

## **5. Background**

- 5.1. The Norfolk Tobacco Control Alliance was established in 2000 to lead, coordinate and promote the tobacco control agenda in Norfolk. After a period of sluggish activity, it was rejuvenated in early 2013 and was at that point chaired by Dr Augustine Pereira, consultant lead for Tobacco Control.

As part of national best practice, the alliance assessed itself against Public Health England's CLeAR model for excellence in tobacco control. One of the aspects where Norfolk had a gap against the CLeAR model was political championing of Tobacco Control.

Councillor Smyth was therefore approached in 2014 to take on this role. The Alliance has been strengthened and consolidated and is now seen as an exemplar across the region in being an area that has benefited from political championing for an issue that is a significant contributor to Health Inequalities and one of the top three causes of early death.

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

Under the Committee system responsibility for appointing to internal and external bodies lies with the Service Committees. As a result, it is prudent that appointment to the Norfolk Tobacco Control Alliance and the Charles Burrell Community Benefit Society is made via the Communities Committee.

The current membership of the Norfolk Tobacco Control Alliance include:

- Environmental Health
- Norfolk Fire and Rescue Service
- Healthy Schools
- Keystone Trust
- Local Pharmacy Committee
- Mytime Active
- Public Health Norfolk
- Stop smoking services in Norfolk
- Trading Standards
- UEA
- Youth Advisory Board - South Norfolk and
- Clinical Commissioning Groups (CCGs) in Norfolk

## **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 :** Dr Augustine Pereira, Chris Walton    **Tel No. :** 01603 638470

**Email address :** [augustine.pereira@norfolk.gov.uk](mailto:augustine.pereira@norfolk.gov.uk)



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# Communities Committee

Item No. 14.

<b>Report title:</b>	<b>Update on key service issues and activities</b>
<b>Date of meeting:</b>	<b>11 March 2015</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director Community and Environmental Services</b>
<b>Strategic impact</b> Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit.	

## Executive summary

Officers provide Committee Members with fortnightly updates on key issues and activities. These updates will also be reported to this Committee to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates (dated 23 January, 6 February and 20 February 2015) are included at Appendices A to C.

In the interests of transparency, this report will also include details of any decisions taken under delegated authority by the Director in consultation with the Chairman and Vice Chairman, or similar delegations.

### Recommendations:

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

## 1. Proposal

### Service updates

- 1.1. Officers provided Members with a regular news update. These updates are also reported to this Committee, as a standard agenda item for each meeting, to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates are included at Appendices A, B and C (dated 23 January, 6 February and 20 February respectively).

### Delegated decisions

- 1.2. In the interests of openness and transparency, this report will also include details of any decisions taken under delegated authority by the Executive Director in consultation with the Chairman and Vice Chairman, or similar delegations.
- 1.3. The report to the last Committee meeting covered decisions up to 30 December. Since that time and the date this report was written (24 February 2015) there have been no delegated decisions taken to report.

## 2. Evidence

- 2.1. See updates attached at Appendices A, B and C.

## 3. Financial Implications

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

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

4.1. There are no other implications arising from this report.

#### **5. Background**

5.1. N/A

#### **Officer Contact**

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

**Officer name :** Sarah Rhoden

**Tel No. :** 01603 222867

**Email address :** [sarah.rhoden@norfolk.gov.uk](mailto:sarah.rhoden@norfolk.gov.uk)



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## Communities Committee fortnightly news update

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

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

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

News Update for the period ending: 23/01/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<ul style="list-style-type: none"> <li>Coordinating partnership activity to deliver International Women's Day event at the Forum on 11 March – the day will highlight women's issues of local, national and international significance with senior representatives from the council and assists us in our partnership working role. The day not only aims to inspire people, but also encourage more women to get involved in their local communities and to find ways of improving their employment prospects and wellbeing.</li> <li>Youth Parliament members represented Norfolk at Westminster at a reception for the 750<sup>th</sup> anniversary of the de Montfort Parliament – Our MYPs got to meet and several Norfolk Lords and to represent young people's views to them</li> <li>Supporting Environment with the development of the County's approach to Public Rights of Way – the work aims to work with key community partners to improve access to the network</li> <li>Supporting Waste Partnership with Recycling Revolution questionnaire via Your Voice – testing public reaction to the recent recycling innovations</li> <li>Customer research for Adults to develop new Care Act pages on Website via Your Voice – this aims to maximise the relevance of new web content for service users</li> </ul>	Paul Jackson
Customer Services	The Customer Service Centre implemented some new "push button" phone technology this week to better direct customer calls. This will ensure that customer calls are delivered to agents with the right skill set to help with their query and should improve the overall customer experience. The average call waiting time is also likely to reduce as a result of how the new technology tracks the	Ceri Sumner

	calls.	
Cultural Services	<p><b>Libraries</b></p> <p><b>Library Review Group</b> – The first meeting of this group was held on Wednesday 14 January. Councillor Cox was elected as Chairperson of the group. The Group will meet monthly.</p> <p><b>3 Rs Norfolk</b> - The Library Service has been working with People Shaped Solutions, a Community Interest group, on a project funded by Time To Change called the '3Rs Norfolk' (Reading, Reconnecting and Reducing Stigma) . 23 volunteers have been having conversations with library and mobile library customers based on books and reading as a way of lifting people's moods and providing the volunteers the opportunity to talk about mental health. The volunteers have been based at the Norfolk and Norwich Millennium Library, Great Yarmouth, Acle, Gorleston and Mile Cross.</p> <p>Funding for the project comes to an end on 31st January 2015 and People Shaped Solutions estimate that by the end of the project around 1000 conversations will have been held in libraries.</p> <p>People Shaped Solutions will be hosting an event to celebrate the achievements of both the project and the team of volunteers, on Friday 23rd January 2015, 4pm - 5.30pm at the Curve, The Forum, Norwich. Councillors are welcome to attend and take the opportunity to find out more about the 3Rs project and to meet the team and volunteers. If you would like to attend please get in touch with <a href="mailto:angela@peopleshapedolutions.co.uk">angela@peopleshapedolutions.co.uk</a> or call her on 07427 695060.</p> <p><b>Dementia care</b> - Libraries are active in supporting people with dementia and their carers. The latest development is a "Books on Prescription scheme for Dementia" which will be launched on Monday 26<sup>th</sup> January. It includes 25 titles to provide support and advice for people with Dementia and their carers. Health professionals will be able to use the list to prescribe a book to their patients but the titles will be available for anyone in the community to borrow.</p> <p>The collections will be based at 25 libraries and mobile libraries across the County, but are free to request from other libraries and can be borrowed for 6 weeks.</p> <p><b>Museum &amp; Arts</b></p> <p><b>Museums Service Restructure Consultation</b> - In order to address a funding shortfall of £432,000 for the financial year 2015/16, Norfolk Museums Service is currently</p>	<p>J Holland</p> <p>S Miller</p>

	<p>consulting on a restructure of the Service. The proposal affects 14 posts and, if adopted, will include a restructure of the Service's senior management team.</p> <p><b>Manet Exhibition</b> - Norwich Castle Museum &amp; Art Gallery's latest temporary exhibition opens on 31 January. <i>Homage to Manet</i> explores the legacy of one of the most important artists of the Nineteenth Century; the French artist Edouard Manet. The exhibition centres around his <i>Portrait of Mademoiselle Claus</i> on loan from the Ashmolean Museum Oxford, and introduces the central theme of the exhibition – how Manet influenced the way future generations of artists depicted women. <i>Homage to Manet</i> comprises approximately 60 works, including oils, prints and drawings on loan from national collections such as Tate, the British Museum and the National Portrait Gallery. The exhibition also features several rarely seen works from Norwich Castle's own collection.</p> <p><b>Heritage Lottery Fund</b> - have given Permission to Start on the £1.8m redevelopment of the Workhouse and associated galleries at award-winning Gressenhall Farm &amp; Workhouse, one of the 10 Norfolk Museums Service sites.</p> <p><b>Trainees</b> - Norfolk Museums Service is recruiting the third cohort of Museum Trainees as part of its nationally acclaimed Teaching Museum programme. 400 potential candidates attended briefing days held at Norwich Castle on 9<sup>th</sup> and 10<sup>th</sup> January so that they would be eligible to apply for one of the eight paid traineeships on offer.</p> <p><b>Adult Education</b></p> <p><b>Ofsted</b> – Inspectors are currently undertaking a full inspection of the Adult Education Service (19 to 23 January). The previous Ofsted Inspection took place at the end of 2011.</p> <p><b>Adult Education Steering Group</b> – The first meeting of the group was held on Monday 19 January, with Councillor Bearman elected Chairman. The next meeting of the group in early March will consider the Ofsted report.</p> <p><b>ESOL Funding</b> - Adult Education has secured £74,000 of ESOL (English for Speakers of Other Languages) funding to support Job Centre plus mandated clients to improve their English and help them into work. We have also increased our 16-18 Apprenticeship funding to £76,000 following a request for growth and we will be requesting further growth in February-March as a result of increased demand.</p> <p><b>NRO - NSTR</b></p>	J Holland
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Emergency & Resilience	that Norfolk has the second most rural population in England, only slightly exceeded by Cornwall. Set against our cost, of c.£33 per head, which is the 2 <sup>nd</sup> lowest of any UK FRS, this rurality factor represents a considerable local cost pressure.	
	Significant incidents – crews attended two fatal fires (Norwich and Shipdham), a large building fire (Hickling Hall) and a range of serious road accidents over the Christmas and New Year period. Additionally, specialist technical rescue assets have been deployed to assist police searches in Cambridgeshire and Hertfordshire.	
	The new Resilience Manager, Jan Davis, started in post on 19th January.	Jan Davis
	Duty Officer responses in the period: 7/01/2015 – Cringleford gas main incident 10/01/2015 – EA Flood Warnings for the Norfolk Coast and the Broads	Jan Davis
Trading Standards	NCC Resilience exploring a partnership agreement with GYBC for emergency planning & business continuity services.	Jan Davis
	The Calibration, Verification & Testing Services team has calibrated their first E <sub>1</sub> weight – a 5mg weight for a company based in Ireland.	Sophie Leney
	Registrars are working with Trading Standards, piloting a scheme to provide safety advice on items such as nappy sacks and liquid-tabs to new parents, when they register the birth of their child.	Sophie Leney
	Two men, roofing firm directors, jailed for offences under the Consumer Protection from Unfair Trading Regulations 2008, have been ordered to pay compensation to their victims.	Sophie Leney
Public Health	<p>An assessment of the needs of young people witnessing domestic violence has just been completed as part of the Joint Strategic Needs Assessment. The Report was launched this week to a range of stakeholders and is now on the JSNA website.</p> <p><a href="http://www.norfolkinsight.org.uk/news/item?itemId=758">http://www.norfolkinsight.org.uk/news/item?itemId=758</a></p> <p>Key findings were</p> <ul style="list-style-type: none"> <li>○ that at least a fifth of children in Norfolk are present when domestic abuse takes place. This comes from police reports and is therefore probably a considerable under estimate.</li> <li>○ Just under half of these children are younger than 7 years of age.</li> <li>○ Children who witness the abuse of their mother are</li> </ul>	Lucy Macleod

	<p>considerably more likely to have behavioural problems than others and may therefore need support from services.</p> <ul style="list-style-type: none"> <li>○ Children witnessing domestic violence are more likely to become victims or perpetrators themselves and 1 in 14 cases reported to the police last year were perpetrated by 16-19 year olds, of whom a third were girls.</li> <li>○ Many children have worrying perceptions of what constitutes a healthy relationship</li> <li>○ Every District in Norfolk has at least two geographical areas where the rate of incidents affecting children was higher than the Norfolk average</li> <li>○ Services to support children in Norfolk who are affected by adult domestic abuse are patchy and of insufficient capacity. Many services are generic rather than specialist and no single organisation has oversight of the system.</li> </ul> <p>Joint whole system procurement of Sexual Health and HIV services in Norfolk using a Section 75 agreement between Norfolk County Council &amp; NHS England - East Anglia Area Team has been shortlisted for the <i>Public Health England Sexual Health, Reproductive Health &amp; HIV Award 2015: Best Practice in Whole System Commissioning</i>. The awards ceremony is in early March. The recommissioning of Norfolk sexual health services was an intensive and detailed piece of work involving staff from Public Health Procurement and NHS England. The innovative approach to integration and reprocurement will, we hope, provide an improved service as well as substantially reducing costs.</p> <p>As a result of the work that the team has been undertaking on developing services for 0-5 year olds, the DPH has been asked to act as mentor to one of the new Fellows of the Institute of Health Visiting.</p> <p>Tim Winter, Head of Health Intelligence has been asked to contribute work he has done for Norfolk on health inequalities to support the development of a national scorecard to measure whether actions are having an impact.</p> <p><b>0-19 years Healthy Child Programme procurement:</b> A strategy to involve young people in the dialogue session on co-production has been agreed and will involve four young people. A review of recently published guidance has reassured us that the project is in line with, and in some important respects ahead of, current thinking.</p> <p><b>Dementia Friends – Fire Service:</b> Public Health staff have been working with the fire service over the past three months to develop their workforce, addressing an identified need to increase awareness, information and</p>	
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	<p>communication skills around Dementia. As well as rolling out Dementia Friends sessions to senior fire staff, operational staff and fire and rescue volunteers we have also developed a Dementia Support Guide – this has been given the seal of approval by Alzheimer's UK and will be issued to all Fire and Rescue Service personnel by April 2015.</p> <p>The suicide audit for 2013 has been completed and is on the JSNA website  <a href="http://www.norfolkinsight.org.uk/news/item?itemId=754">http://www.norfolkinsight.org.uk/news/item?itemId=754</a> .  This work is an annual responsibility of public health departments and aims;</p> <ul style="list-style-type: none"> <li>○ To assess the number of suicides and deaths from undetermined injury, from 2003 to the 3rd of March 2011.</li> <li>○ To identify any important characteristics or trends in the events during this time.</li> <li>○ To reduce suicides in Norfolk by ensuring a coordinated approach to mental health promotion, treatment and care services whilst ensuring that services are relevant and appropriate to meet the varying degree of risk people may experience.</li> <li>○ To ensure that suicide prevention is seen as part of the broader public health population approach that spans the wider determinants of health, including employment, housing education and the environment as well as the specific needs of people identified at higher risk of suicide.</li> <li>○ To identify any important characteristics or trends in the events during this time.</li> </ul> <p>Key findings were that over the time period concerned just over half of the suicides took place among residents of isolated communities and nearly 40% among residents of 'small and mid-sized towns with strong local roots'. Highest rates were amongst males aged 35 - 64 followed by males aged 18 - 34, and lower rates for females aged 35 - 64, with young women aged 18 - 34 having the lowest rates of all.</p>	
Registration Services	<p>The countrywide Medical Examiner scheme (as proposed following the Shipman Enquiry) has been deferred.</p> <p>Development of our new marriage ceremony and 'Marry in Norfolk' brand is complete and a team are attending the ExCel Wedding Show in London, during late January.</p> <p>Work continues on the copy certificate ordering / ceremony booking and payment projects.</p>	Caroline Clarke

	The new CSC phone menu includes a registration option for the first time, which is great news for customers.	
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News Update for the period ending: 06/02/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>Supporting the Committees Governance review through development of the members online survey</p> <p>On 5 February the team met with colleagues from Public Health and Ipsos MORI to begin work on a major new qualitative research project to understand customer behaviour. The work will better inform health and wellbeing choices, inform commissioning in services across the council and sit alongside quantitative research in the Joint Strategic Needs Assessment</p> <p>Working with Public Health and Children's Services, the team supported service user involvement in the re-commissioning of the Healthy Child Programme - young people interviewed companies bidding to win the multi-million pound contract to deliver school nursing, health visiting and family nurse partnership services in Norfolk.</p>	Paul Jackson
Customer Services	<p>The new "push button" technology implemented within the Customer Service Centre has had a positive impact on customer service delivery and call resolution has improved to around 98% (100% on social care calls). Customer satisfaction with the web site has also been steadily improving and is now at around overall level of 69% as measured by SocrTm - we will continue to use feedback from GovMetric and focus groups to develop the site.</p> <p>The Corporate Post service, in conjunction with Procurement, has just started a project to understand the feasibility of outsourcing outbound post across sites to realise its savings targets for the year.</p>	<p>Ceri Sumner</p> <p>Ceri Sumner</p>
Cultural Services	<p><b>Libraries</b></p> <p>Self-service pilot – At their meeting on 4 February the</p>	J Holland

	<p>Norfolk Library and Information Service Review Group agreed to the introduction of a pilot which would see a library opening outside of staffed hours using the Open+ and library self-service systems. Customers who applied to be part of the year-long pilot would use their library card to gain access to the building during set hours (for example between 9 and 10 before library staff arrive), and security gates and cameras would help to record their actions. Capital funds have been identified to introduce the Open+ system into the pilot library early in the next financial year.</p> <p><b>Museum &amp; Arts</b>  <u>Stories from the Sea</u> is a partnership between the Time and Tide Museum in Great Yarmouth and the National Maritime Museum in Greenwich. It supports the development of children's writing by inspiring the young writers of tomorrow to explore local and national maritime history through museum collections, stories and characters. The project has been supported by Arts Council England's <u>Museums and Schools programme</u> for two years with funding from the Department of Education. The project has been so successful in helping primary aged children to develop their literacy skills that the DoE has just confirmed and additional £60,000 has been made available for Time and Tide Museum to continue the project throughout 2015/16.</p> <p><b>Active Norfolk</b>  Active Norfolk was asked to review its board structure and effectiveness by Sport England, its primary funder. Sport England funded consultants to support the exercise and at the Active Norfolk board meeting held on 29 January the board agreed to the recommendation to create a new governance structure for Active Norfolk. It is intended to have these new governance arrangements in place by May.</p> <p>An innovative pilot project aimed at engaging older people in sheltered accommodation with physical activity has been shortlisted for a national County Sports Partnership award. You can watch a short promotional video about this project by clicking <a href="#">HERE</a> . A funding application involving Public Health and Norwich CCG has been submitted to Sport England to roll-out this pilot across Norwich for 3 years.</p> <p><b>Adult Education</b>  The service was subject to an Ofsted inspection between 19 and 23 January. The results of the inspection will be reported to the Committee when the Ofsted report is made public.</p>	<p>S Miller</p> <p>J Holland/ Ben Jones</p> <p>J Holland</p>
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Committee Spokespeople continue to have the opportunity of receiving more detailed briefings, including those that may be of a more confidential or complex nature at the scheduled spokes meetings through which they are able to keep their own members further updated as necessary.

News Update for the period ending: 20/02/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>-CCR have supported teams with surveys via Your Voice on Norfolk Trails (Marriott's Way), the Recycling Partnership's post implementation of the recent changes to collections, Citizen's Advice Bureau and information services survey</p> <p>-Supporting Adults with focus groups to redesign information and advice on the Norfolk County Council Adults Services webpages</p> <p>-Trained eight young people to be able to interview applicants for jobs working with children and young people. We have a pool of trained young people who are involved in recruitment, some of whom have been involved in the recent recruitment for the new senior managers in Children's Services.</p>	P Jackson
Customer Services	NSFT	C Sumner
Cultural Services	<p><b>Libraries</b></p> <p><b>Summer Reading Challenge and Public Health</b> - In recognition of the importance of early literacy to health and wellbeing, Public Health is funding Norfolk Library and Information Service to provide Summer Reading Challenge resources for pre-school children in Norfolk for the next three years.</p> <p><b>Norfolk School Library Service</b> has been pleased to support the school improvement agenda through the Norfolk 2 Good and Great (N2GG) initiative which will run until July 2015, when it will refocus and be called the Norfolk Better 2 Best initiative. N2GG schools have benefitted from a range of tailored additional SLS services, including visits from the SLS mobile library van, author visits to schools, specialist support and advice to improve school libraries to encourage reading for pleasure and</p>	J Holland

[illegible]

	<p>the preservation of these important assets.</p> <p><b>Active Norfolk - NSTR</b></p> <p><b>Adult Education - NSTR</b></p>	
<p><b>Community Safety and Fire and Rescue</b></p> <p>Norfolk Fire and Rescue Service</p> <p>Emergency &amp; Resilience</p> <p>Trading Standards</p>	<p>The Fire Brigades Union (FBU) has announced a further period of Strike Action, over its dispute with Govt on pension's reforms, on 25 February from 07:00 for 24 hours until 07:00 26 February, after which Action Short of Strike (ASOS) will continue.</p> <p>The Services Business Continuity Plans for this are well rehearsed and actions will be taken to ensure all steps are taken to provide fire and emergency response cover during the 24 hour period.</p> <p>A Demonstration by the FBU and members will also take place in Westminster on 25<sup>th</sup>.</p> <p>The Member's Strategic Review Working Group held a further meeting on 12<sup>th</sup> Feb, and have provided officers with a series of directions for further research, to report back in March.</p> <p>NCC's contract for the LDRPS BC Management tool is ceasing. LDRPS is now closed to all users to allow extraction of data for inputting into a new Word-based BC plan template. All BC plans to be transferred to the Word template by Friday 29 May 2015. Relevant guidance is on the Intranet.</p> <p>On 9 February the Food Standards Agency published the results of its national <a href="#">Lamb Takeaway Survey</a>, which found 21% of curries/kebabs sampled contained undeclared meat species. Trading Standards participated in the survey but it is pleasing to note that all those takeaways sampled in Norfolk were satisfactory.</p>	Nigel Williams
Public Health	<p><b>CLear local tobacco control assessment:</b> Public Health England is offering a £1,000 discount to councils undertaking a <a href="#">CLear</a> peer assessment. The model supports local authorities to review their current tobacco control efforts, and identify actions to further reduce smoking rates.</p> <p><b>Strengthening communities:</b> NHS England and PH England have jointly launched guidance on community-centred approaches to strengthening communities. The guide calls on local partners to consider the 'family' of community centred approaches to improve health and wellbeing in their areas, including: strengthening communities (building on community capacities to take action together, both on health and on the social determinants of health); volunteer and peer roles</p>	Lucy MacLeod

	<p>(enhancing individuals' capabilities to provide advice, information and support or organise activities around health and wellbeing in their or other communities); collaborations and partnerships (communities and local services working together at any stage of planning cycle); access to community resources (connecting people to community resources, practical help, group activities and volunteering opportunities to meet health needs and increase social participation). See <a href="#">link</a> for more information.</p> <p><b>Integrated contraception and sexual health services:</b> Cambridge Community Services have been awarded the contract to provide the new integrated contraception and sexual health services (iCASH) across Norfolk, starting 1 March 2015. All sexual health services will now be available under one roof with outreach services throughout the county. Norfolk County Council and NHS England have also been shortlisted for the Public Health England Sexual Health, Reproductive Health and HIV Award 2015: Best Practice in Whole System Commissioning. Award announcement will be on 6 March 2015.</p> <p><b>Domestic Abuse Change Programme</b> Norfolk has a single merged Community Safety Partnership covering its 7 districts, and the County's Police &amp; Crime Commissioner. The Partnership (NCCSP) initiated an LGA funded review of Domestic Abuse in Norfolk which is a key priority of the Partnership, the ambition being to achieve:</p> <ul style="list-style-type: none"> <li>• Greater integration of delivery across partners on the ground</li> <li>• Increased prevention through community resilience</li> <li>• Protection of the most vulnerable people.</li> </ul> <p>Following the multi-agency review, 4 key areas of improvement were agreed by the NCCSP, and endorsed by Norfolk's other strategic partnerships involved in safeguarding, early intervention and prevention:</p> <ul style="list-style-type: none"> <li>• <u>Strategy &amp; Service Redesign</u> – deliver a strategic approach to integrated service provision using the NICE domestic abuse commissioning guidelines, to include a framework for services to explicitly consider how DA will be identified and tackled alongside other issues.</li> <li>• <u>Workforce Capabilities</u> – all staff to have a 'Public Welfare Responsibility' and skilled up to recognise both DA and wider safeguarding &amp; welfare issues, and how to take positive action.</li> <li>• <u>Service Delivery</u> – embedding DA as part of co-ordinated early help service delivery. DA Co-ordinators providing specialist DA support to</li> </ul>	
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	<p>partners and community across Early Help hubs, developing and supporting a network of positive relationships champions.</p> <ul style="list-style-type: none"> <li>• <b><u>Communications &amp; Campaigns</u></b> – improving visibility and knowledge about DA, and wider safety issues. A single integrated Media &amp; Comms group developed across all Countywide strategic boards working to keep people safe.</li> </ul> <p>Further information establishing the case for change and the recommendations for improvement can be found at this link:  <a href="http://www.norfolk.gov.uk/Safety_emergencies_and_accidents/Community_safety/Domestic_abuse/Domestic_abuse_change_programme/index.htm">http://www.norfolk.gov.uk/Safety_emergencies_and_accidents/Community_safety/Domestic_abuse/Domestic_abuse_change_programme/index.htm</a></p> <p><b>Housing Planning and forecasting service demand</b></p> <p>Public Health staff are becoming increasingly involved in working with District Council, CCGs and social care colleagues in reviewing District Council plans for housing growth and attempting to forecast the demand for services in the future. The team is also engaged with planning colleagues across the County in raising awareness of the impact of spatial planning on health and the need to build health promoting communities.</p> <p><b>Rural Health Care</b></p> <p>The Interim Director has contributed to a Public Health England paper on the costs and challenges of rural healthcare which was presented to the Public Health England Board. The aim of this work is to promote an understanding of the issues specific to rural areas, particularly in relation to assumptions about inequalities and implications for future funding formulas.</p>	
Registration Services	<p>The Registration Service was given a boost by some heavy and positive coverage in the Valentine's Day issue of the EDP, which mentioned a number of the new Museum Heritage Wedding venues as well as publicising civil weddings generally.</p> <p>The ceremony team will be attending the Norfolk Showground EDP Wedding Show over the weekend of 21/22 Feb to speak to couples about their civil wedding and give advice.</p> <p>A Registration Staff Reference Group met for the first time on 6th Feb to discuss what actions will help deliver the service improvements identified from the NCC employee survey.</p>	Caroline Clarke

	<p>Work has begun on the 2015/16 registration service delivery plan. The management team will be reviewing the service aim and setting objectives to meet the savings targets and deliver improvements in both service performance and delivery.</p>	
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