

Communities Committee

Minutes of the Meeting Held on Monday 21 May 2018

10:00am, Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury – Chairman

Ms J Barnard
Mr D Bills
Mr N Dixon
Mr J Fisher
Mr H Humphrey
Dr C Jones

Mr M Kiddle-Morris (Vice-Chairman)
Mr I Mackie
Mr D Roper
Ms C Rumsby
Ms S Squire
Mr J Ward

Also present:

Mr D Collis
Mrs B Jones
Ms A Kemp
Mr S Morphew

Mr D Rowntree
Mr M Smith-Clare
Mr M Sands
Mrs C Walker

1. Apologies and substitutions

- 1.1 Apologies for absence were received from Mr R Hanton (Mr J Fisher substituted) and Mrs S Butikofer (Mr D Roper substituted).

2 SCAMBassador

The Chairman was presented with a SCAMBassador certificate and badge by the Head of Trading Standards.

3 To agree the minutes of the meeting held on 7 March 2018.

- 3.1 The minutes of the meeting held on 7 March 2018 were agreed as an accurate record by the Committee and signed by the Chairman.

4 Declarations of Interest

- 4.1 There were no declarations of interest.

5 Urgent business

- 5.1 There were no items of urgent business.

6 Public Question Time

6.1 No public questions were received.

7 Local Member Issues / Members Questions

7.1 No Local Member Questions were received.

8 Norfolk Fire & Rescue Service – Presentation

8.1 The Committee received and **noted** the presentation from the Chief Fire Officer on the wide range of activities carried out by the Norfolk Fire & Rescue Service. The Chairman had issued an invitation to all County Councillors to attend the briefing and a copy of the presentation is attached at Appendix A to these minutes.

8.2 The Chairman welcomed the representatives listed below who had attended the meeting to make the presentation and answer questions from Members if necessary:

David Ashworth - Chief Fire Officer, Norfolk Fire & Rescue Service.

Gary Collins - Head of Fire Prevention, Norfolk Fire & Rescue Service.

Lydia Durrant - Youth Development Manager, Norfolk Fire & Rescue Service.

Ella Maxwell – Volunteer on Princes Trust Programme

Amy Brown – Recently completed Team Programme Norwich

Jessica Austin – Fire Cadet Leader

Joshua Self – Fire Cadet Leader

8.3 The following points were noted following the presentation and in response to questions by the Committee:

8.3.1 Some Members raised concerns about the potential takeover of the Norfolk Fire and Rescue Service by the Police and Crime Commissioner and how public safety could be affected if such a change happened. The Chairman agreed that there were some genuine concerns but advised that until a decision had been made about the future of the service no answers could be given about any possible impact of a change in governance.

8.3.2 Although the number of fires attended by NFRS had decreased, the number of road traffic accidents attended by NFRS remained high and other risks, for example terrorism, flooding issues and the ageing population needed assessing and planning to ensure there was sufficient capacity within the service.

8.3.3 Risks were managed through the Integrated Risk Management Plan and work to draft the next Plan would be commencing during the summer, with the final document being published in April 2020.

8.3.4 Members were urged to attend a Princes Trust turnout event if they had an opportunity to do so, in order that they could see for themselves the positive changes in those young people who had completed the course.

8.3.5 The sufficiency grant from the Department of Housing Communities and Local Government (HCLG) reduced year on year. Discussions were taking place with

the National Resilience Lead in Manchester and other Chief Fire Officers, to try to find ways of maintaining services with reduced national funding.

- 8.3.6 A Strategic Agreement was in place between the Police, Ambulance Service and Fire & Rescue Services that no changes in services would be made without relevant discussion between all parties. The Police and Crime Act included a duty to collaborate which was an area the Inspectorate focused on when carrying out its inspection. It was noted that NFRS already shared a Headquarters with Norfolk Police as well as the planned co-location of a control room.
- 8.3.7 Fire appliances were replaced approximately every 15 years, with the ambition that 10 new appliances could be purchased over the next three years. Old appliances needed to be carefully disposed of and an MOD approved disposal company was used to decommission vehicles, which were then auctioned off, with some of the money raised being used to pay for uniforms for cadets.
- 8.3.8 Work was being carried out to promote the work undertaken by NFRS to recruit more young people as cadets, including an article in the next edition of Your Norfolk Magazine. It was felt more work could be done in this area, particularly around recruiting more women.
- 8.3.9 The capacity for the number of full buildings audits which could be undertaken with current resources was 600, therefore buildings audits were split into full and part audits. The public were encouraged to make a complaint about businesses who had unsafe practices and these would be followed up. It was noted that if it was necessary to carry out more inspections, additional resources would be needed.
- 8.3.10 An individual approach was taken to supporting training for young people, therefore Cadet training courses did not necessarily follow a set routine, and they could be adapted according to the needs of each group of cadets. Cadets were taught by instructors as well as their peers. The Princes Trust volunteers agreed that they would be supported in any direction they wished to go in.
- 8.4 The Chairman, on behalf of the Committee, thanked everyone for attending.

9 Resilience and Emergency Planning

- 9.1 The Committee received the report by the Director of Public Health updating it on the work of the Resilience Team which would inform the review of resilience and emergency planning which was highlighted as a priority in the review of the Public Health Strategy approved by Members in November 2017.
- 9.2 The Committee received and **noted** the presentation from the Head of Resilience, and received a copy of the Norfolk Community Resilience Strategy.
- 9.3 The following points were noted in response to questions from the Committee:
 - 9.3.1 Community engagement varied across the county. A “capability directory” had been devised which listed national organisations and their skills which could be called on during an emergency. It was hoped that capability and the number of

trained people in the directory could be increased if the necessary training could be devised to adapt skills to a particular environment, although more work could be done in this area.

- 9.3.2 The Norfolk Resilience Forum had been established to provide information to the public to warn them and inform them about what to do in an emergency. The aim was to make the public aware when there was a risk of an emergency and what the planned response would be and also to provide members of the public with information and advice at the time of an emergency.
<http://www.norfolkprepared.gov.uk/>

Although there was no specific reference to Parish Councils, anyone making an enquiry would be directed to the website - www.norfolkprepared.gov.uk.

- 9.3.3 The Chairman suggested including an article about the work of the Norfolk Resilience Forum in Your Norfolk magazine as it could be an excellent way of raising the profile of the work carried out by the Forum and recruiting additional community volunteers.

- 9.4 The Committee **RESOLVED** to:
1. **Note** the range of emergency planning and preparedness work lead by NCC Resilience Team.
 2. **Agree** to and **support** the review of the NRF Community Resilience Strategy to seek a greater involvement of elected members at parish, district and county levels and greater engagement with local communities and volunteers in emergency preparedness, response and recovery.

10 Appointments to Internal and External Bodies

- 10.1 The Committee received the report by the Managing Director setting out the outside and internal appointments relevant to Communities Committee, together with the current membership.
- 10.2 The Head of Democratic Services agreed to pass on the contact details for the West Norfolk Partnership to Ms S Squire.
- 10.3 A Norfolk Against Scams Partnership (NASP) Steering Group had been agreed, involving Members from Adult Social Care Committee and Communities Committee. The Head of Trading Standards would be canvassing Members of the Committee for membership and possible meeting dates. The Terms of Reference for the Steering Group would be presented to the next Communities Committee meeting for agreement.
- 10.4 The Committee **RESOLVED** to:
- Make appointments to those external bodies, internal bodies and Champions positions as set out in Appendix C to these minutes.

11 Finance Monitoring

- 11.1 The Committee received the report by the Executive Director of Community and

Environmental Services providing it with information on the budget position for services reporting to Communities Committee for 2017-18. The report also provided information on the revenue budget outturn for 2017-18 and the net revenue budget for 2018-19, as well as an update on the use of reserves and details of the capital programme.

- 11.2 In response to a question, the Committee was advised that the £100k underspend in the library service had been returned to the general budget, the use of which would be decided by Policy & Resources Committee.
- 11.3 The additional income from Registrars related to the increase in the number of wedding venues.
- 11.4 The Committee **RESOLVED** to **note**:
- a) The 2017-18 revenue outturn position for Communities Committee, and the 2018-19 revenue budget values.
 - b) The Capital programme for the Committee.
 - c) The actual use of reserves in 2017-18 and the balance of reserves carried forward to 2018-19.

12 Forward Plan and Decisions taken under delegated authority

- 12.1 The Committee received the report by the Executive Director of Community & Environmental Services setting out the Forward Plan for Communities Committee.
- 12.2 The Committee requested reports on the following topics at future meetings:
- Update report on the progression of the Business Case agreed by full Council about the governance of NFRS.
 - Presentation on planned Norfolk County Council activities to support Norfolk Day.
 - Update report on “Substance mis-use” following the transition period after the move to a new provider.
 - Written or verbal updates from Members that sit on outside bodies, or other internal committees about any meetings they had attended.
 - Report on the key performance challenges from Norfolk Fire & Rescue Service.
- 12.3 The Committee **RESOLVED** to **note** the forward plan.

The meeting concluded at 12.45pm.

Chairman

Appendix A

Norfolk Fire and Rescue Service

Prevent Protect Respond



'Working together effectively to Save Life, Reduce harm and make Norfolk Safer for everyone'

Serving the Communities of Norfolk

Norfolk County Council

Norfolk Fire and Rescue Service

Budget Comparison

	Budget 2017-18	Total No. of stations	Population	Area Miles sq	Budget by population	Budget by Stations £000	Population per Station	Budget by area	Area Sq Miles per Station
Cornwall	22,081	31	553,700	1,369	0.0399	712.29	17,861	16.13	44.77
Cumbria	21,807	38	497,900	2,613	0.0438	573.87	13,103	8.25	68.75
Gloucestershire	19,861	21	623,100	1,024	0.0319	945.76	29,671	19.39	48.78
Hertfordshire	37,814	29	1,176,700	634	0.0321	1303.93	40,576	59.61	21.88
Isle of Wight	7,552	10	139,800	147	0.0540	755.17	13,980	51.45	14.68
Lincolnshire	24,681	38	743,400	2,292	0.0332	649.51	19,563	10.77	60.33
Norfolk	27,176	42	892,900	2,077	0.0304	647.10	21,259	13.06	49.48
Northamptonshire	23,891	22	733,100	913	0.0326	1085.93	33,323	26.17	41.49
Northumberland	14,759	15	316,000	1,906	0.0467	983.93	21,067	7.62	129.06
Oxfordshire	21,393	24	683,200	1,006	0.0287	611.23	21,294	14.58	41.93
Suffolk	41,192	35	745,300	1,468	0.0350	1194.31	45,250	64.17	24.69
Surrey	21,235	25	1,176,500	842	0.0381	1249.12	32,753	27.85	44.86
Warwickshire	25,359	17	556,800	763	0.0301	1014.36	33,752	32.99	30.75
West Sussex	25,359	25	843,800	769	0.0274	12.60	460	9.99	1.26
Isles of Scilly	63	5	2,300	6					

Lowest 4th 3rd 5th 5th 4th
Norfolk 0.030 647.095 21259.524 13.064 49.458

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Norfolk Fire and Rescue Service

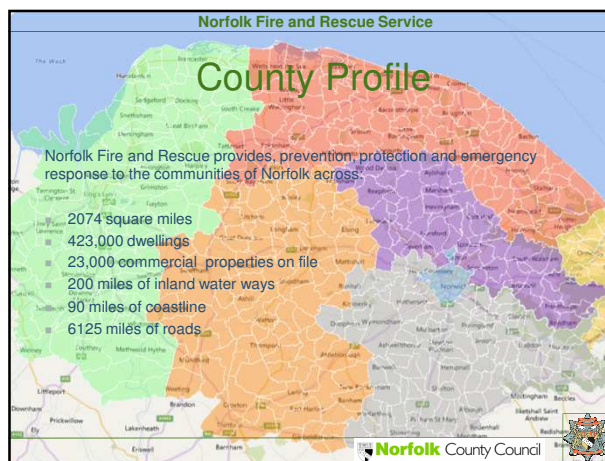
Resources

- 42 stations
 - 34 stations crewed by Retained Duty System Personnel
 - 1 station crewed by Day Duty (Thetford)
 - 7 stations crewed by Wholtime Duty System Personnel (Kings Lynn Norwich and Gt Yarmouth)
- Urban Search and Rescue (Dereham)
- Control Room
- 188 Wholtime Duty System Fire Fighters
- 470/506 Retained Duty System Firefighters
- 21 Control Operators
- 85 non uniformed support staff





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Norfolk Fire and Rescue Service

Performance has Improved

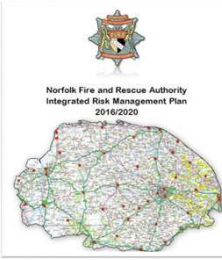
- Retained Duty System Availability 83.1% from 82.1% ↑
- Home Fire Safety Risk Checks. 4174 from 3280 ↑
- Number of Road Safety Casualty Reduction Events 50 from 43 ↑
- Average days lost to sickness 8.3 from 10.4 ↓
- Accidental Deaths in Domestic Dwellings 1 reduced from 2 ↓
- Accidental Deaths in Commercial premises 1 reduced from 2 ↓
- Emergency Response Standards ↑
- Reduction in Primary Fires ↓
- Reduction in Secondary Fires ↓
- Reduction in Malicious Calls ↓

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Norfolk Fire and Rescue Service

Areas of Focus

- HMICFRS
- National Framework
- Flooding and water rescue
- Smoke detections
- Accidental Dwelling Fires
- Arson Incidents
- Fire Engine replacement programme
- Personal Protective Equipment
- Aerial Ladder Platform
- Health and Well-being
- Control Room Co-location - East Coast and Hertfordshire Collaboration Project



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Norfolk Fire and Rescue Service

Partners

We deliver our services by working with a range of partners:



Norfolk Fire and Rescue Service

Risk Reduction Activity

■ What - Target delivery for all hazard prevention beyond Fire :-

- Reduce volume, injury, harm and consequences from domestic dwelling fires
- Fire Investigations and shared learning
- KSI Road Casualty accidents & injuries
- Water Safety incidents & injuries



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Risk Reduction Activity

■ What - Target delivery for all hazard prevention beyond Fire :-

- Compliant Fire Safety Audit Inspections
- Early informal local intervention (known / Unknown + Pre / Post incident)
- Proportionate enforcement for Serious Risk (Cautions & Prosecutions)
- Educational engagement with Young adults & Children
- Enhanced partnership collaboration and information sharing



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Norfolk Fire and Rescue Service

Protection Activity 2017/18

- Total No of Audits - **663** (Service target **600**) of which;
- Full Audits **297**
- Short Audits **366**

Outcomes Out of All Audits **12%** had an unsatisfactory outcome

- No of Prosecutions - **1**
- No of Prohibition Notices Served - **3**
- No of Enforcement Notices Served - **4**
- No of Deficiency Notices Issued - **63**
- No of Level 2 Fire Investigation - **57**
- No of Fire Safety Complaints Recorded - **118** (25 - No action)

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Protection Activity 2017/18

Review of High Rise Premises (140+)



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Norfolk Fire and Rescue Service

Prevention Activity 2017/18

- Home Fire Risk Checks (HFRC's) - **3751**
633 by Volunteers & **146** Safe & Well Checks (Smoking, Falls & Well-being)
- Crucial Crew - **7** Events - **350** Schools - **6173** Pupils
- #Impact - 30 Road Safety events, (over 8,000 young people)



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Norfolk Fire and Rescue Service

Prevention Activity 2017/18

- Norfolk Show – Emergency Services Village 270 – (fatal 4 safety pledges)
- School Visits - 137
- Prince's Trust – 12 programmes, 164 young people (3 in 4 - employed or further education or training, including Community volunteers)
- Fire Cadets - 4 units of 40 (Diss, Sheringham, Wymondham, Hunstanton)



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Prevention Activity 2017/18

- Fire Setter Interventions - 29
- Arson Prevention engagement - 63
- Quick Strikes - 56
- Water Safety Events & other Community activities - 156



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Norfolk Fire and Rescue Service

Fire Cadets

- Longest running Fire Cadet programme in the country
- Weekly drill nights across four locations
- Strong emphasis on supporting communities
- Natural recruitment for retained fire fighters



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Norfolk Fire and Rescue Service

Youth Development

- Princes Trust Team Programme
- Funded by The College of West Anglia
- County Wide - 12 teams delivered annually across 4 locations
- NEET Young People
- Giving back to the community
- 2017 – 2018 engaged 164 young people



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Norfolk Fire and Rescue Service

Outcomes

- **Inclusive prevention engagement** - Partnership education, inspections, events and engagement in People, Home, Road and Water Safety
- **Risk Reductions** – fewer incidents, deliberate fires & unwanted calls + safer buildings (commercial and residential)
- **Improved early intervention** – Focused on most vulnerable by Early help hubs, Homeshield, partnership referral systems and young adults and children engagement and development
- **Strengthened partnerships** – Shared intelligence, joint inspections, priorities & activity as valued partner (COWA, Prince's Trust, ASC, Blue Light Services, NCC, EA, Rotary, NSAB, CSP, RNLI, RLSS, Broads Beat)
- **Shaping future practice** – evolving as a learning organisation to continue to drive down risk and harm across the Community (Safe & Well visits, High rise inspections, Exercises, Co-location, sharing skills, resources and assets)

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Norfolk Fire and Rescue Service

Questions

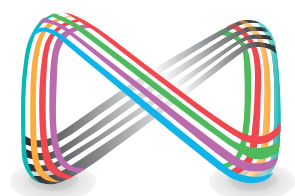
Norfolk County Council





NORFOLK COMMUNITY RESILIENCE STRATEGY

Enabling communities to prepare for, respond to and
recover from emergencies.



**NORFOLK
RESILIENCE FORUM**



preparing for emergencies

Introduction

Contents

Introduction	2
Strategic Plan	3
Who is this for?	4
How does a community make itself resilient to future emergencies?.....	5
Increasing community engagement	6-7
Different levels of community engagement	8-9
Understanding Community Resilience.....	10
Understanding Community Networks	11
Role of the Norfolk Resilience Forum	12
Activities in Norfolk	13-15

The Norfolk Resilience Forum (NRF) Community Resilience Strategy aims for communities in Norfolk to become more resilient to adverse events.

Foreword

Recent events such as the December 2013 East Coast tidal surge, utilities failures, surface water flooding and severe weather have all placed extreme demands on Norfolk communities.

During these events communities rallied round to help each other in a wide range of resourceful and inventive ways.

With this in mind the new NRF Community Resilience Strategy aims to enhance the ability of communities to respond to and recover from emergencies by recognising there are many different paths to resilience and encouraging communities and official emergency responders to work together in innovative ways to get there.

Crucially this involves:

- Building on the 'social capital' that exists within communities
- Listening to what's important to communities
- Encouraging a flexible approach to resilience

Where communities want to produce a formal emergency plan we will assist them to do so. However, the new strategy reflects the fact that a community may be just as resilient because of its existing social groups which, on the face of it, may well have nothing to do with emergency preparedness.

Experience around the UK has shown that it is often the help and support of these very groups which allows a community to unite and recover following an emergency.

We hope that by using the principles and guidance within this strategy, all members of the NRF will be able to maximise the effectiveness of their own community resilience activities and ensure that communities across Norfolk are better able to prepare, respond and recover from emergencies.

Phil Kirby,
Norfolk Resilience Forum Chairperson



Our Strategic Plan

Why is this important?

Remember...

- Widespread flooding in Great Yarmouth 2007
- Pandemic Flu across Norfolk 2009
- 'Snowed in' in Norwich 2013
- Tidal surge impacts on Walcott, Hemsby and other coastal locations in 2013
- Fakenham fire closed the town centre in 2014

To enable communities to prepare for, respond to and recover from emergencies, we will:

1. **Proactively engage** with community based activities which brings people together, increasing connectedness.
2. **Lead on capacity building initiatives** through creatively facilitating activities which identify, nurture and strengthen the skills and capabilities which exist in communities.
3. **Work with schools, community groups and other neighbourhood based organisations** creatively to develop campaigns and initiatives which raise awareness of emergency planning and preparedness.
4. **Collaborate with groups and community organisations** to develop locally driven activities, responding to locally identified priorities.
5. **Support the start-up and development** of 'community resilience' groups in a range of formats suiting each community.
6. **Develop a network** of place-based community resilience volunteers to represent communities across Norfolk.
7. **Share examples of successful work** and promote good practice of building resilience.
8. **Encourage partners and wider stakeholders to collaborate** and adopt NRF community resilience principles.

Communities with strong and vibrant social networks, where neighbours know one other and where friends offer support, are naturally resilient.

In supporting communities to become better connected, the NRF will promote the use of social and community networks by demonstrating that through developing them a community will become more resilient. By encouraging communities to go a little further to produce a community emergency plan, they can ensure that predictable support always offered during and after an incident is co-ordinated as efficiently and effectively as possible.

Connections through neighbourly friendships, interest clubs and sports teams, right through to people familiar with each other from the school run or from walking the dog are all examples of established networks which can be used to help individuals through day to day challenges. Importantly they can also be used to galvanise support when adversity strikes.

The leading 'Command and Control' approach to emergency management is appropriate for the official part of managing an emergency. In developing a Resilient Community, local 'connectors' in neighbourhoods can link into their street level networks whilst working in partnership with emergency responders, Voluntary and Faith sector organisations and statutory agencies to connect, build capacity, and work collaboratively from the outset.

The NRF expects all members to be aware of and integrate community-based groups into their emergency planning.



Who is this for?

This strategy is intended for all partners of the NRF and importantly for community based groups, networks and organisations. The strategy will guide the NRF on how it can develop work with local communities to help them to become more resilient. Through understanding and using a shared strategy we will all be better able to increase Community Resilience across Norfolk.

What is this for?

The purpose for this strategy is to create a shared way forward for Community Resilience work in Norfolk, by:

- Defining and illustrating the range of Community Resilience roles and activities for NRF bodies and organisations.
- Adopting a set of strategic objectives to inform and enhance Community Resilience.
- Establishing engagement principles and tools to enhance community resilience.
- Fostering stronger relations and partnerships between community leaders, community connectors, and emergency management practitioners within the NRF.
- Guiding and channelling future resilience thinking for Norfolk.

Scope:

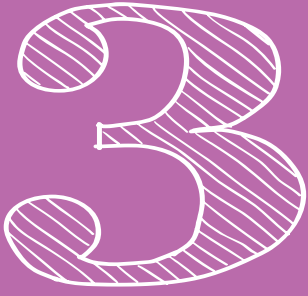
The NRF Community resilience strategy covers the county of Norfolk. Its main focus is on communities being better prepared, with a strong emphasis on generating social capital to enable communities to become more resilient during emergencies.

Benefits:

Having a community resilience strategy helps all of the NRF members, and communities working on resilience agendas across Norfolk, through;

- Using a clear set of engagement principles.
- Clarifying the role of the NRF and its community resilience responsibilities.
- The development of principles, programmes and activity that specifically link with emergency planning, creating the opportunities for communities to influence emergency related outcomes.
- Enabling NRF members and communities throughout the County to develop and strengthen relationships, with a goal of working together to achieve mutually desired outcomes.
- Establishing good access to local information through two-way information flows, improving both message dissemination and the utilisation of local knowledge.
- Laying the groundwork for an effective and swift recovery after an emergency.





How does a community make itself resilient to future emergencies?

To enhance community resilience, we must:

Get connected

- Support activities that increase 'connectedness' and strengthen relationships, building social capital.
- Identify, discuss and share priorities. Then facilitate collective action to bring about solutions.
- Use Community Development approaches to enable local people to come together to bring about social change within communities.
- Ensure that work is underpinned by the values of social justice, equality and mutual respect, in line with the NRF Voluntary and Faith Group's ethical guidelines (see www.norfolkprepared.gov.uk).



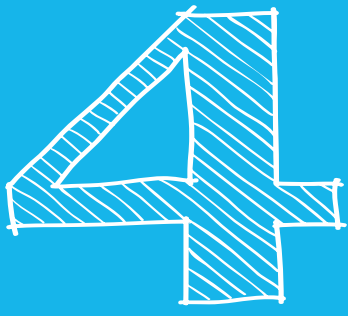
Build capacity

- Everyone is good at something. Find out the 'who's and what's' through getting to know people via general community activities, and ensuring everyone's skills are used positively.
- Identify and strengthen skills, talents and capabilities amongst individuals and communities. It's amazing what people can do together.
- All of us want to feel in control of our lives. Recognise and respect the knowledge and resources within communities, supporting them to mobilise and act, when they need to.



Work collaboratively

- Partner with communities to develop activities that build trust, encourage two way support, and bring about new and improved solutions for resilience.
- Facilitate collaboration by bringing a range of different people and communities together. This includes public service providers, voluntary and faith organisations, and communities working together, to incorporate the diverse spread of knowledge and expertise.
- The NRF members will partner with communities and other stakeholders to improve social capital, which in turn will help to prepare for, respond to and recover from emergency events.



Increasing
community
engagement

Members of the NRF aim to use a variety of approaches to interact with people, individually and collectively.

We know that people in communities have varied interests, priorities and resources. For this reason, the NRF aims to engage through conversation and action appropriate to these interests, priorities and resources. As a consequence, 'preparedness activity' will be varied, but proactive and meaningful.

Even if there is no obvious connection to traditional emergency planning, the sheer act of people coming together for a shared cause is strengthening the social fabric of the community.

“There is no
power for
change like a
community
discovering
what it cares
about”

Margaret Wheatley, author of *Turning to One Another*

Engagement Principles:

The NRF will work with communities and stakeholders in a way that makes sure that trust and cooperation is built before, during and after an emergency event, ensuring that the opinions and priorities of communities are understood and considered as part of decision making processes.

The knowledge and expertise that exists in every community is extremely valuable for emergency planning. Ensuring community resources are utilised effectively for emergencies relies on genuine relationships being developed at the earliest opportunity, well before an emergency event.

The engagement principles listed below are key to building strong, honest and effective partnerships.

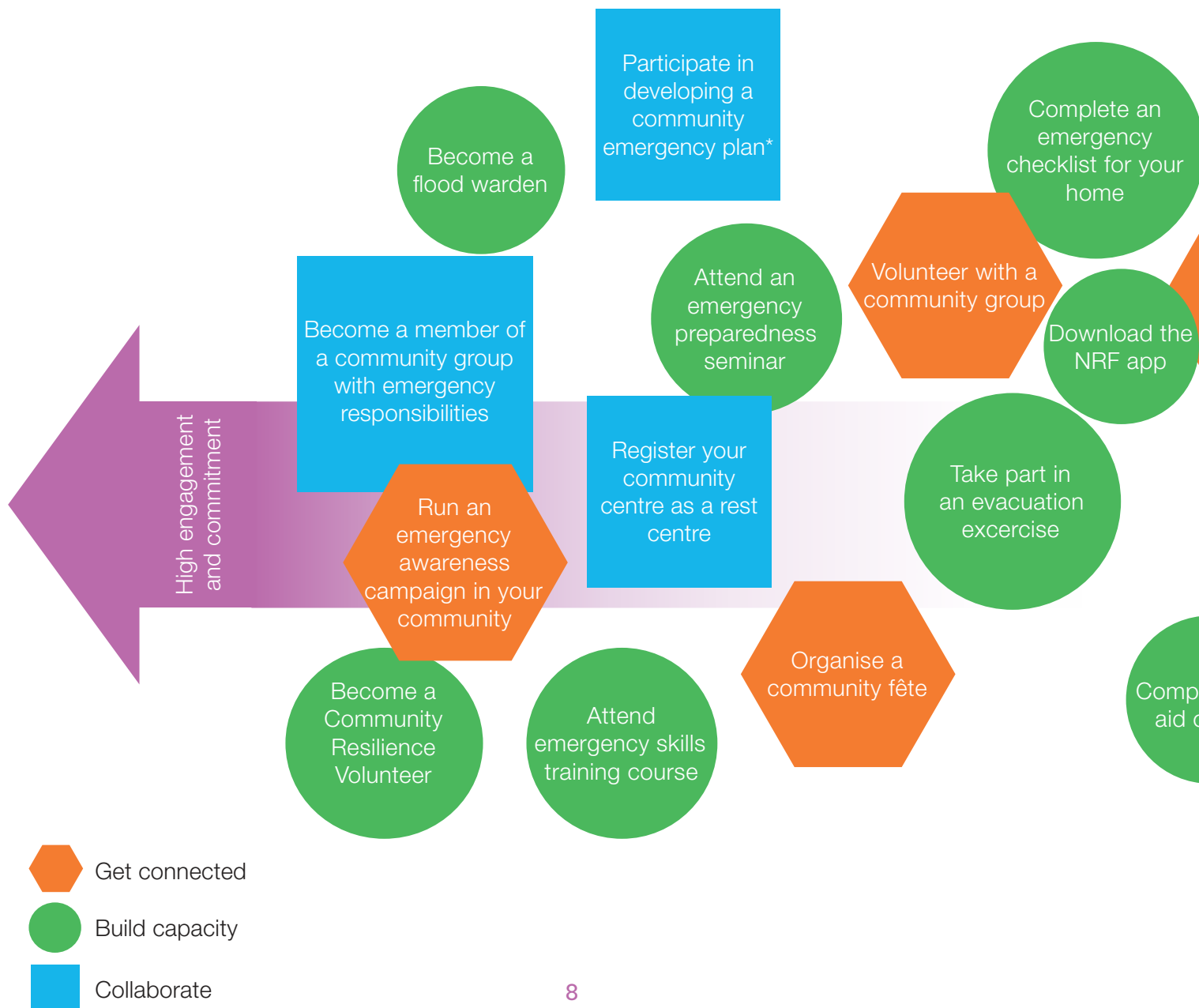
- **Support local ideas**- Talk to people. Find out what a community cares about. Support action on those priorities before offering your own initiatives.
- **Encourage ownership**- Play a facilitative role, bringing people together to enhance resilience, whilst encouraging preparedness responsibilities on the individual/organisation/community.
- **Make it meaningful**- Publicity and activities must make sense, be easy to adopt, and mean something to people.
- **Relationships matter**- It's social bonds that are the most effective in maintaining resilience during a crisis. Activity that strengthens relationships, and starts new ones, is key to building resilience.
- **Keep learning**- See what good work others are doing to build resilience. Utilise stories, knowledge and evidence to improve practice and effectiveness of NRF partner delivery.
- **Be creative**- Don't be afraid to innovate in working towards strategic objectives. Finding new approaches are likely to engage different people and produce a wider range of outcomes.
- **Find connectors**- Natural community 'connectors' know people and know what's going on. They exist in every community- from the shop assistant, to the pub landlord, to the parish clerk. Find them, get to know them, involve them.
- **Be inclusive and seek diversity**- Don't put all your eggs in one basket! The more diverse 'a system' is the more options it has to cope, adapt and develop. Diversity can therefore add to the capacity of a community.
- **Be transparent**- Always be clear on your intentions when working within communities.
- **Welcome people**- Doing something new can often be daunting. Be friendly, hospitable and make community gatherings enjoyable! We all prefer to have fun than not.
- **Do it together**- From issues, to ideas, to plans, to action. Work from the outset as a team with local resident groups, connectors, councillors, and organisations and your shared solutions will be stronger.
- **Act ethically**- Always act in a manner that reflects the NRF Voluntary and Faith Group's code of conduct.
- **Be reflective**- Try to take time to reflect on your action and activity. Building this into your practice helps uncover different and improved ways of working effectively with communities.
- **Be dynamic**- Community resilience is characterised by constant change, activity, progress. Add to this by bringing positivity, new ideas, and energy.
- **Appreciate skills and talents**- We can! Everyone is good at something and it's incredible to see how much a community can do when everyone contributes in some way.



Levels of community engagement

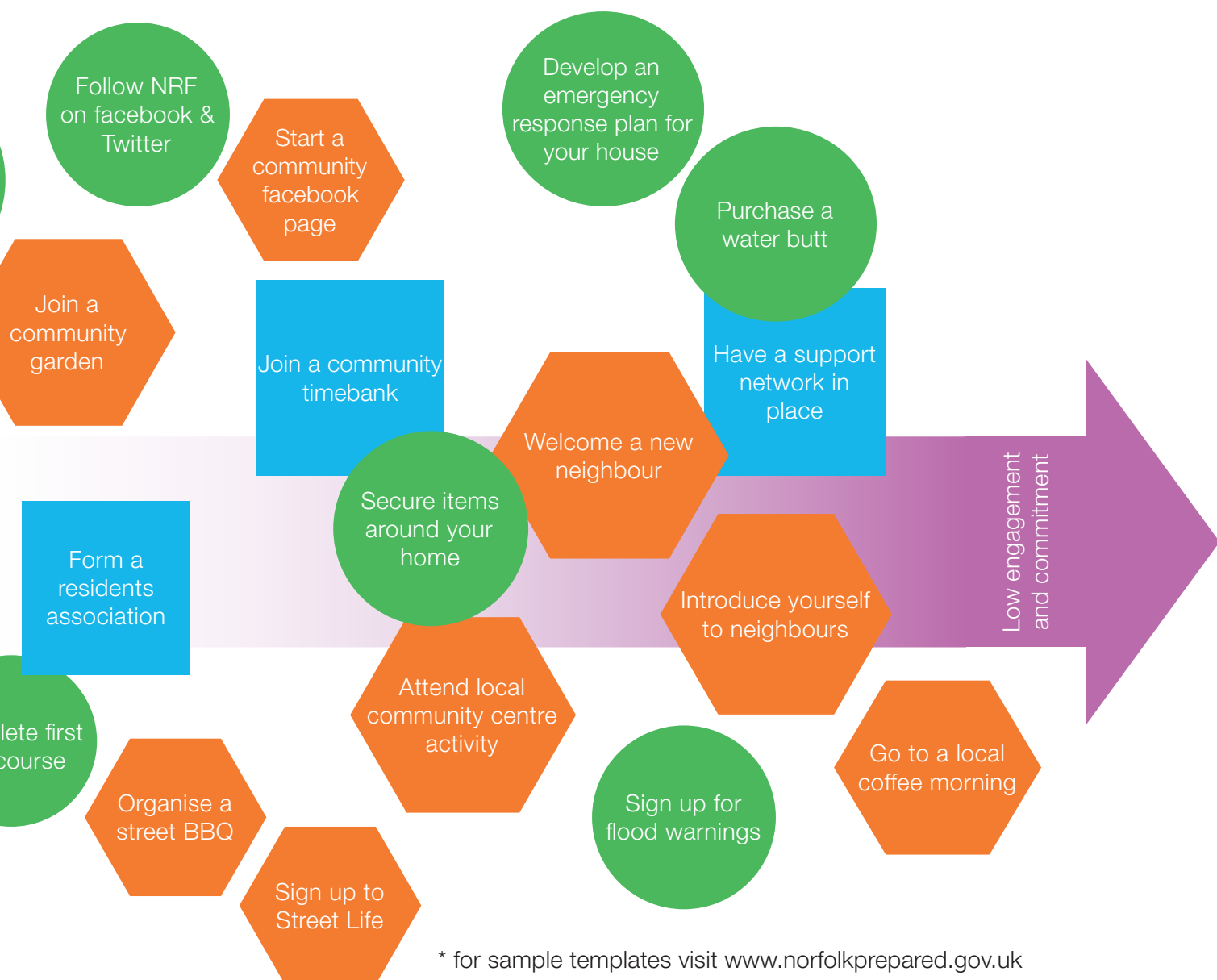
Some people will have a natural interest in emergency planning and actively take part in a community resilience group, or sign up to be a flood warden.

Others may just like to stay informed, and so may join a Facebook group or register for text alerts.



And others may have so many other pressing priorities that they just don't feel they have the time to engage in emergency planning, although they may happily turn up to community fun days or coffee mornings for example, where they are likely to meet people, and build connections with people.

It is therefore important that emergency management practitioners work with people in a wide range of ways.



* for sample templates visit www.norfolkprepared.gov.uk



Understanding Community Resilience

The Demos publication **Resilient Nation** defined resilience as:

“The capacity of an individual, community or system to adapt in order to sustain an acceptable level of function, structure, and identity.”

There are many different definitions of ‘Community Resilience’, but this is okay. It is characterised by change, activity, and progress, owned by individuals and groups within society.

It means that communities and individuals are able (and encouraged) to decide on what it means to them and what steps they may wish to take to become better able to identify issues, manage problems, and find solutions.

“Resiliency is like a muscle...that must be developed in advance and consistently exercised [to] be both strong enough to withstand severe challenges and flexible enough to handle a wide range of unpredictable forces.” - www.globalresiliency.net

Communities and individuals are free to determine what an emergency means to them and may take steps which, for example, make them better equipped to detect house fires, protect their home from flash flooding, or deal with sudden illness.

“The ability of a system or organisation to withstand and recover from adversity.” - Sir Michael Pitt, 2007, reviewing flooding in England and Wales.

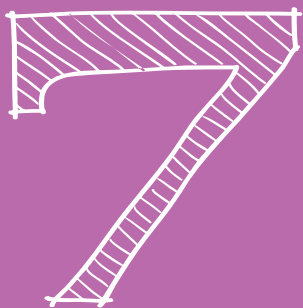
Emergency Response and Recovery published by the Cabinet Office gives further guidance regarding how communities can assist during and an emergency event.

“Communities can play a vital role in planning for, responding to, and recovering from, emergencies. Those individuals and communities who have spent time planning and preparing are often better able to cope, and recover from national and local emergencies. Individuals and communities can provide resources, skills and expertise and will often have a good understanding of their geographical areas and of those people who may need extra support during an emergency, which can be very helpful for responding agencies. Communities can also provide links to pre-existing local networks that response agencies can use for the dissemination of information to the wider local community. ”

- (Emergency Response and Recovery, Version 5, October 2013: Section 3.4.30)

Communities within Norfolk will be more resilient before, during and after an emergency event, if:

1. People feel a sense of place, pride and belonging in their community.
2. Communities are connected and work together for shared goals.
3. Individuals, groups and networks are engaged and empowered to make a difference.
4. Communities have clear channels of communications to link into physical and social assets and resources.
5. Individuals and communities have realistic expectations of the levels of support during an emergency event.
6. Communities take action to reduce the impacts of hazards.
7. Communities have strong and trusting relationships with each other and all bodies within the NRF.
8. Private, public and community sectors are prepared to respond effectively and return to business quickly.



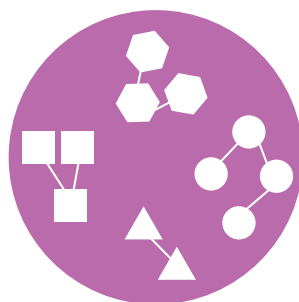
Understanding Community Networks

The most successful communities are those with strong social bonds, connections and cohesion.

Human connections and social networks are extremely valuable for the formation of a healthy and strong community.

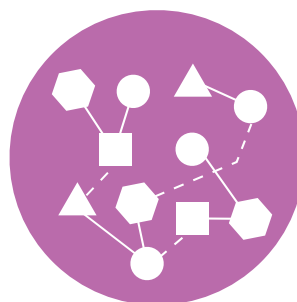
The familiarity, trust and reciprocity that come from connections and networks, help us to access physical and social resources every day, especially in an emergency. This is called 'Social Capital', illustrated below.

Bonding (close ties)



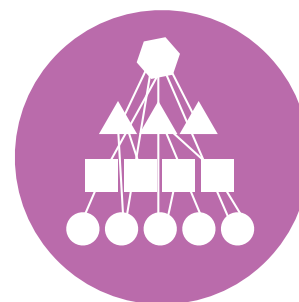
'Bonding' social capital refers to close relationships between people in similar circumstances, such as family, friends and close neighbours.

Bridging (commonality)



'Bridging' social capital refers to looser relationships held between different groups who have shared interests, such as loose friendships and those in our wider social networks.

Linking (wider interests)



'Linking' social capital refers to hierarchical relationships between citizens and those in power, such as the local authority, and the access to power and resources.

Social Capital refers to resources that can be drawn upon via networks, connections and relationships based upon familiarity, trust and reciprocity.

A growing international movement has developed the practice and theory of social capital since 1970s, although the importance of social capital has only recently been recognised by practitioners within the Emergency Management sector.

High levels of social capital is one of the most important characteristics of a resilient community; therefore, building community resilience involves growing social capital within communities.



Role of the Norfolk Resilience Forum

The NRF aims to encourage and support Norfolk Communities to become more resilient to emergencies by:

- Providing a link to the emergency services and other responder agencies.
- Focussing on and developing existing relationships and networks within communities to enhance resilience.
- Assisting communities in assessing risks, producing plans and testing them via regular exercises.
- Building a support network of like minded communities.
- Raising awareness among emergency responders on how communities can help during an incident.

The primary role for members of the NRF is to facilitate opportunities that improve communities' ability to prepare for, respond to, and recover from an emergency event. This can largely be achieved through working within the objectives of increasing connectedness, building capacity, and collaborating.

Get connected - By supporting the development of strong and connected communities, social capital will be increased. This means that people will have better access to social and physical resources before, during and after an emergency. When traditional, non-emergency opportunities arise, the NRF members will play a supporting role by offering a hand, turning up and joining in. For example, supporting a general community group to form, enabling people to connect as a community via Facebook, or supporting a group to organise a street party. All of these activities lead to increased and improved social capital. By forming positive relationships with a diverse group of individuals and organisations, the NRF members become the go-to people for emergency related info and advice, as well as a conduit to support a wide range of community building events.

Build capacity and collaborate - This could include; supporting community leaders to become Community Resilience (CR) volunteers, attending community events, facilitating training at community based workshops.

Individuals, and organisations, have competing priorities for their time and energy. In most cases, emergency planning does not rank highly on their list. Therefore, the NRF strategy does not expect everyone to be completely prepared for emergencies. Instead it supports small steps towards being better prepared. As individuals and groups become more connected and engaged, they will increase their social capital and strengthen their resilience.

It is similar to marketing strategies that offer a wide range of different products, which cater for different interests and budgets.

By supporting or facilitating an array of opportunities to connect and get involved, including those that are entirely community driven (and not necessarily appearing to be 'emergency planning' focussed), members of the NRF will engage with diverse interests, with different groups, and at different levels, to build resilience. And, by empowering groups to identify and decide on resilience solutions that suit them, greater ownership is achieved.

Members of the NRF therefore recognise and support each person's level of interest as the right one for them. In turn the NRF members will aim to provide a wide range of ways to engage individuals and communities.

Across England there are 38 Local Resilience Forums (LRFs) and the Norfolk Resilience Forum (NRF) is one of them. Set up under the 'Civil Contingencies Act 2004', the **NRF is a multi-agency partnership.** Members, often referred to as Partners, include representatives from local public services, such as the emergency services, local authorities, the NHS, the Environment Agency and others. These agencies are known as Category 1 Responders.

The NRF is supported by organisations (known as Category 2 responders) such as the Highways Agency and public utility companies. They have a responsibility to co-operate with Category 1 organisations and to share relevant information with the NRF.





The NRF also works with other partners in the armed forces, voluntary and faith sectors, and community sector who provide a valuable contribution in emergency preparedness work.

Who is part of the NRF? See www.norfolkprepared.gov.uk



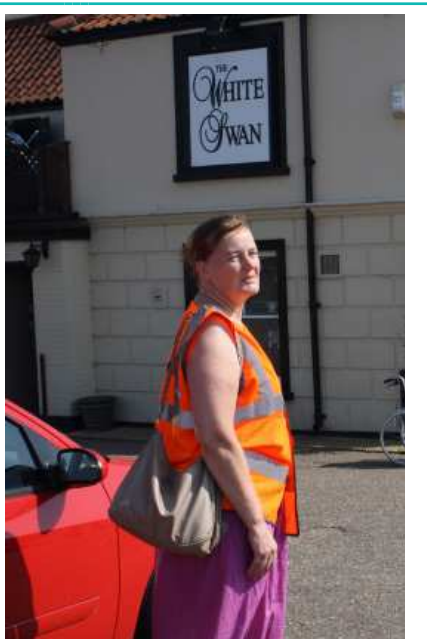
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Activities in Norfolk

The following list comprises a range of activity undertaken across Norfolk which increases community resilience. All examples were provided by NRF partners and community groups.

Norfolk Prepared week	A multi-agency promotional event including live exercises, roadshows and other activities held all around Norfolk. The week kicks off with a family fun day held in and around the Forum in Norwich with lots of emergency vehicles, stalls, live displays, music and games to help raise awareness of emergency preparedness.	
Crucial Crew	Multi-Agency emergency and safety awareness event for Year 6 School Children held at various locations around the County and co-ordinated by Norfolk Fire & Rescue Service. The fast paced event features 10 x 10 minute talks and activities ranging from how to stay safe online to how to get out of a burning house and how your family can be prepared for emergencies.	
Pre – Planned events, like The Green Build	<p>Lots of organisations have large pre-planned events where it may be possible to get a stall to promote community resilience.</p> <p>The Greenbuild Festival organised by North Norfolk District Council is a prime example where people are thinking about their homes so they are receptive to start thinking about personal and community resilience.</p>	
Exercise Harmony	A large scale live exercise held in Norwich in Sept 2013 testing rest centre arrangements and how the Voluntary and Faith Sector play an important part in emergency response. Elements of the exercise also ran in GYBC and KLWN to test local arrangements.	

The household flood defence DIY challenge	Using a community fete as the back drop, the Emergency Planning manager teamed up with the Community Development worker to run this creative activity. Aimed at young people and families, teams of residents were tasked with building the best DIY household flood defence capable of withstanding a flood- or in this case a jet of water, kindly provided by the local fire crews! A fun (and soggy) activity which got people thinking about protecting their homes from flooding.
Guiding and song	<p>A local resident, with a history of Girl Guiding and also involved in running a youth project, developed an activity where children danced and sang an 'emergency preparedness' song, which they went on to perform in front of parents and neighbours at a local community event. The children still do the dance and still sing the song!</p> 
The Wave- are you prepared!	<p>Working with the local school, the community development worker employed through the voluntary sector ran activities to make blue streamers and a giant papier-mache 'boat' for a street parade. Children, dressed in blue, wave their streamers and sailed the boat down the street, simulating a human 'wave'. Blowing their whistles, handing out leaflets and chanting "Are you prepared?" residents came to their doors to witness the parade, raising awareness of local flood risks.</p> 
NRF app	<p>Developed by the Norfolk team, the NRF app for Android and iOS is a quick and easy way to connect and gain emergency preparedness advice, live updates during an incident and an 'I'm Safe' feature for quickly contacting friends and family. The app has been so successful that it has been considered for use all over the country (see back page for more details).</p> 
Emergency Kit packing game	<p>What do we pack in an emergency? Choose from a selection of 'emergency items' and pack a bag against the clock! Some things are obvious, others less so (and watch out for a few red herrings...). An easy and fun activity, played in youth groups, schools and at community events.</p> 
Church hall activity	Church halls and other community venues are often a hive of activity and a nucleus for community networks. We are working to ensure emergency planning colleagues engage with these venues, to meet, make connections, build capacity, and collaborate together on the things that matter most to communities, building valuable relationships with key 'connectors' in communities.
1953 Food History talks	In 2013, on the 60 th anniversary of the worst Norfolk flooding on record, teams across the county organised oral history sessions, bringing those older residents who remembered the floods together with community groups and schools to reminisce, and learn about how communities responded, recovered, and how communities today can prepare.

Home Watch	<p>Promoted by the police across the country Home Watch provides a way for local people to play an important part in making their communities safer and reducing crime.</p> <p>By being the ‘eyes and ears’ of a neighbourhood and protecting the most vulnerable members of the community, community safety is enhanced. Police then work with groups to provide accurate information about risks, supporting victims, promoting a sense of security and a caring community.</p>	
Community resilience street sessions	<p>Great Yarmouth urban Community Resilience groups have, on several occasions, set up a stall in the market place equipped with a variety of resilience related banners, leaflets, sample airbrick covers and flood maps. They engaged passers-by in conversation and encouraged residents to sign up to the Environment Agency’s Flood Line so that they could receive automated warnings. Household preparation to cope with or prevent an incident interested the locals and even summer visitors were attracted. Volunteers on one occasion talked to over 40 people.</p>	
University ‘Community Resilience’ internships	<p>In 2010 Great Yarmouth Borough Council joined forces with the School of international Development at the University of East Anglia to develop a work placement within the councils Communities team. Not only has this been great practical experience for students, translating theory into practice, but it bolstered the team’s capacity to facilitate community resilience events, activities and campaigns with communities.</p>	
Resilience groups in action	<p>On a very hot day a man tried to weld his motorbike and set fire to his garage! The Fire Service set up an exclusion zone because of the danger of exploding gas cylinders. This included a day centre and residential home for people with disabilities. The Emergency Planning Manager organised evacuation of the residents to the nearby White Swan pub. Local resilience group co-ordinators deployed within minutes to look after the people in the pub, supporting people with disabilities, entertaining children and even organising for melting shopping to be put in the pub fridge! The exclusion, thankfully, only lasted for four hours, but was a great demonstration of the ability of volunteers to help in emergency situations.</p>	

The Norfolk Resilience Forum aims to plan and prepare for emergencies. It works to identify potential risks and produce emergency plans to either prevent or mitigate the impact of incidents and emergencies across Norfolk.

“We work together to ensure that our approach to managing risks and emergencies is planned and coordinated.”

Have you downloaded the free Norfolk Prepared app yet?



Acknowledgements

The key inspiration for this document has come from the WREMO team in Wellington New Zealand, providing us with a framework, structure and content. We thank them and encourage you to read their Community Resilience Strategy at: www.getprepared.org.nz

Produced by the NRF Community Resilience workstream. For more info on the NRF visit: www.norfolkprepared.gov.uk



**NORFOLK
RESILIENCE FORUM**

preparing for emergencies

Communities Committee/Boards/Outside Bodies (2017/18 appointments shown)

A. Communities Committee Internal Bodies

1. Area Museums Committees:

As below, plus 1 named substitute for each Group represented. These bodies are provided for in the Museums Agreement. They are area based committees so their composition will be determined by the group representation in the areas concerned.

Breckland – 5

4 Conservative - Will Richmond, Mark Kiddle-Morris; Philip Duigan, Fabian Eagle
1 Labour – Terry Jermy

Great Yarmouth – 4

2 Conservative – Haydn Thirtle and Carl Smith
1 Labour – Mike Smith-Claire
1 Indep - Mick Castle

King's Lynn & West Norfolk – 5

1 Labour - David Collis
4 Conservative - Harry Humphrey, Thomas Smith, Sheila Young and Michael Chenery

North Norfolk – 5

3 Lib Dem – Tim Adams, Sarah Butikofer and Ed Maxfield
2 Conservative - Michael Chenery, Tom FitzPatrick

Norwich – 6

4 Labour – George Nobbs, Kim Clipsham, Brenda Jones, Chrissie Rumsby
1 Lib Dem – Brian Watkins
1 Conservative – John Ward

2. Norfolk Community Safety Partnership Sub Panel (3 County and 7 District Members)

Provides a scrutiny function for the Community Safety Partnership

3 County Councillors (1 Conservative, 1 Labour, 1 Lib Dem)

1 Con (Mark Kiddle-Morris)
1 Labour (Mike Sands)
1 LD (Sarah Butikofer)

3. Norfolk Community Learning Services Steering Group.

Terms of reference:

- a. To consider the adult education service learning offer in the context of Norfolk's priorities for skills, health and community development.
- b. To monitor the provision of adult and community learning to help ensure there is access to learning across Norfolk.
- c. To consider service performance in the context of funding, national and local agendas and the service's business plan.
- d. To monitor the quality of the experience provided by the service for all learners and their outcomes.
- e. To monitor the safeguarding of all learners.

1 Labour (Chris Jones)
Chairman of the Committee (Margaret Dewsbury)
1 Lib Dem (David Harrison)
1 Con (David Bills)

B. Communities Committee Outside Bodies

1. LGA Fire Services Commission (1)

Mark Kiddle-Morris

The Fire Commission provides a forum for member authorities to come together to discuss matters of common interest and concern, to exchange good practice and to influence the priorities and activities of the LGA.

2. The Forum Trust Ltd (1)

Labour Member (TBA)

The Forum Trust is the independent, self-financing, charitable organisation which manages The Forum building.

3. Theatre Royal Trust – The Board (1)

Stephen Askew

The Board oversees the strategic direction of the Theatre Royal, Norwich

4. St. George's Trust (1)

Penny Carpenter

St George's Theatre Trust is a charity re-created in 2010 to operate St George's Theatre on behalf of Great Yarmouth Borough Council.

5. Norfolk Association of Local Councils Executive Committee (1)

Margaret Dewsbury

NALC represents and supports the work of Parish and Town Councils in Norfolk

6. Norfolk and Norwich Association for the Blind (1)

Member Champion for Physical Disability and Sensory Impairment (Brenda Jones – appointed as Champion by ASC Committee November 2017)

Aims are to provide accommodation and care, community visiting services and educational and recreational facilities for the visually impaired and blind in Norfolk.

7. Norfolk and Norwich Novi Sad Association (NCC Chairman is Honorary Vice-President)

Chairman of the Council

The Norfolk and Norwich Novi Sad Association was set up in 1985 to support the twinning of the two cities and to further twinning links and activities.

8. Norfolk Arts Forum (2)

Stephen Askew
Margaret Dewsbury

The Forum Promotes greater interest in and access to arts related issues and information. Aids communication between arts practitioners, arts organisations, non-arts organisations, local government and regional and national bodies. Promotes the role of the arts in the cultural, social, educational, environmental and economic life of the county.

9. Kings Lynn Festival – Vice President (1) (Chairman of Council)

Chairman of Council

King's Lynn Festival provides high quality performances of classical music, recitals, choral and jazz plus talks, exhibitions and films.

10. H.M.P. Bure Liaison Group (3 local members)

Local members:

Wroxham Division
Hoveton and Stalham
Aylsham

This Group acts as a channel of communication between those individuals, organisations and bodies whose policy and practice in relation to the operation of HMP Bure might affect local communities within close proximity to the prison establishment.

11. Hunstanton Convalescent Trust (1)

Local Member (Andrew Jamieson)

The Trust is a charity who helps people who are on a low income, physically or mentally unwell and in need of a convalescent or recuperative holiday, with a preference for those living in Norfolk and Cambridgeshire.

12. Friends of Gressenhall Committee (1)

Mark Kiddle-Morris

Friends of Gressenhall is a voluntary organisation whose aim is to give practical and financial support to Gressenhall Farm and Workhouse.

13. Broads Tourism (1)

John Timewell

Broads Tourism is the destination management organisation for the Broads. Alongside the Broads Authority and other organisations it delivers actions in the Sustainable Tourism Strategy to promote the national park to visitors and ensure the long term future of the industry

14. Active Norfolk Board (1)

An ex-officio position for the Council's Cycling and Walking Champion appointed by EDT Committee (Andrew Jamieson)

The organisation provides a coherent and structured approach to the development of sport and physical activity in Norfolk through a strong and integrated partnership. The partnership involves all those involved in sport and physical activity but, principally, the Local Authorities, School Sports Partnerships and the National Governing Bodies of Sport. Funded mainly by Sport England but also receives funding and support from the County Council and all the Local Authorities.

15. West Norfolk Partnership (1 plus 1 substitute)

Sandra Squire

Harry Humphrey (Sub)

The Partnership is a group of organisations that represent the public and voluntary sector. Current priorities include Health and Social Care, Improving Attainment and Rural Communities.

16. Norfolk Museums Development Foundation (2)

This Foundation has been established for the purposes of fundraising for the Museums Service

Elected members representation to be:

- Chair of the Joint Museums Committee
- Elected Member with lead responsibility for Cultural Services at NCC (Mark Kiddle-Morris)

17. Charles Burrell Benefit Society (1)

Roy Brame (3 year appointment, to March 2021)

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.

Member Champions

- Armed Forces (also represents the County Council on the Norfolk Armed Forces Community Covenant Board) – Keith Kiddie
- Restorative Approaches – Alison Thomas