

Communities Committee

Date: **Wednesday 9 September 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

Mr R Bearman – Vice-Chairman

Mr C Aldred

Mrs J Brociek-Coulton

Mrs H Cox

Mrs M Dewsbury

Mr N Dixon

Mr D Harrison

Mr S Hebborn

Mr H Humphrey

Mr J Law

Mr W Northam

Mr M Sands

Mr N Shaw

Mr D Thomas

Mr J Ward

Mrs M Wilkinson

**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

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

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 1 July 2015.

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 4 September 2015.**

6. Update on Key Service Issues and Activities

(Page 21)

Report by Executive Director of Community and Environmental Services

7. **Norfolk Adult Education Service: Update on progress post Ofsted Inspection** (Page 56)
Report by the Chair of the Norfolk Adult Education Service Member Steering Group
8. **Public Health Lifestyle Service** (Page 62)
Report by Executive Director of Resources
9. **Re-Imagining Norfolk – service and financial planning 2016-19 for Communities Services** (Page 68)
Report by Executive Director of Communities and Environmental Services and Executive Director of Resources
10. **Final report of the Member Steering Group on Libraries** (Page 87)
Report by Chair of the Member Review Group
11. **Fire and Rescue Strategic Review – Report from the Member Working Group** (Page 96)
Report by the Chair of the Member Working Group
12. **Communities Committee Finance Monitoring Report at Period 04 2015-16** (Page 113)
Report by Executive Director of Communities 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: 2 September 2015



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Communities Committee

**Minutes of the Meeting Held on Wednesday 1st July 2015
10:00am Edwards Room, County Hall, Norwich**

Present:

Mr P Smyth (Chair)

Mr R Bearman (Vice-Chair)
Mr C Aldred
Ms E Corlett
Mrs H Cox
Mrs M Dewsbury
Mr N Dixon
Mr D Harrison
Mr S Hebborn

Mr H Humphrey
Mr J Law
Mr M Sands
Mr N Shaw
Mrs M Somerville
Mr D Thomas
Mr J Ward
Ms S Whitaker

Mr R Bearman, Vice-Chair, in the Chair at the start of the meeting.

1. Apologies and substitutions

- 1.1 Apologies were received from: Mrs J Brociek-Coulton (Ms E Corlett substituted); Mr W Northam, (Mrs M Somerville substituted) and Mrs M Wilkinson (Ms S Whitaker substituted).

2. To agree the minutes of the meeting held on 13 May 2015.

- 2.1 The minutes of the meeting held on 13 May 2015 were agreed as an accurate record by the Committee and signed by the Vice-Chair.

3. Declarations of Interest

- 3.1 There were no declarations of interest.

4. Local Member Issues / Member Questions

- 4.1 There were no member questions.

5. Update on Key Service Issues and Activities

- 5.1 The Committee received the report from the Executive Director of Community and

- Environmental Services which provided Members with fortnightly updates about key service issues and activities. The update enabled Members to discuss the latest position and identify any areas where the Committee would like to receive further information or updates.
- 5.2 The Zinio project would allow members of the public to use their library cards to access 40 popular magazines through the library internet service. There would be no cost for users as it was part of the free lending service and would replace the limited choice which had previously been available at each library for the same cost.
- 5.3 The Committee **RESOLVED** to note the report.
- 6. Re-Imagining Norfolk – Service and Financial Planning 2016-19 for Communities**
- 6.1 The report from the Executive Director of Community and Environmental Services was received. The report provided detailed financial information specific to Communities Committee to inform planning. To help frame the discussion for the Committee, the Executive Director of Community and Environmental Services gave a short presentation (attached at Appendix A) highlighting context, opportunities, risks and performance challenges to help inform future scenario planning for the service.
- 6.2 The Committee agreed that it was too early in the process to agree the outcomes, or results, that the Committee planned to achieve in its areas of responsibility in pursuit of the Council's priorities.
- 6.3 The Committee **RESOLVED** to;
- Note the framework and milestones for delivering Re-imagining Norfolk and the Council's multi-year financial strategy.
 - Commission executive directors to investigate potential models of 'services for the future' and prepare options of what these services could look like in three years' time, with 75% of addressable spend, for consideration by the Committee in September 2015.

Mr P Smyth, Chair, in the Chair.

- 7 To receive any items of business which the Chairman decides should be considered as a matter of urgency**
- 7.1 There were no items of urgent business.
- 8. The Director of Public Health Annual Report**
- 8.1 The Committee received and **noted** a presentation from the Interim Director of Public Health, a copy of which is attached to these minutes. (Appendix B).
- 8.2 The Committee requested some analysis be carried out on the numbers of over-85 deaths in women and how many of these could be related to the recent deaths of

- husbands or partners.
- 8.3 The Interim Director of Public Health would be presenting the Annual Report to the Health and Wellbeing Board at its next meeting on 15 July. Once finalised, the report would be circulated to all Members and published on the JSNA (Joint Special Needs Assessment) website.
- 8.4 The Committee **noted** the presentation.
- 8.5 As this was the last Communities Committee Lucy MacLeod would be attending before she left the County Council, the Committee thanked her for the work she had carried out whilst Interim Director of Public Health and wished her well for the future.
- 9. Communities Committee Finance Monitoring Report at Period 02 2015-16.**
- 9.1 The report from the Executive Director of Community and Environmental Services was received. The report provided the Committee with information on the latest monitoring position for the Committee for 2015-16 and information on emerging issues and the position on the expected use of reserves for Communities purposes.
- 9.2 The Committee **RESOLVED** to note:
- The forecast revenue outturn position for 2015-16 as at Period 02.
 - The forecast capital outturn position for the 2015-16 capital programme.
 - The current forecast for use of reserves.
- 10. Performance and Risk Monitoring Report – Q4**
- 10.1 The report from the Executive Director of Community and Environmental Services was received. The report reviewed the Quarter 4 (January to March 2015) performance results for the service areas covered by the Communities Committee as well as giving a year-end review of performance as a whole during the year 2014-15.
- 10.2 Further analysis was being carried out to manage sickness absence, which in the main was due to a small number of long-term illness and planned surgery absences. Service departments were managing sickness absence within their areas and if members had any specific questions, they could contact the Assistant Directors in the service departments.
- 10.3 A written response would be provided to a question regarding the national 80% target for 'Registration of Part B deaths', as it was well above both the Norfolk performance (28%) and the national performance (43%) for 2014/15.
- 10.4 A written update would be provided to Members on the work being undertaken on the NCC website as part of the Customer Services Strategy.
- 10.5 Members expressed some concerns over the Digital Norfolk Ambition project and were advised that the Policy and Resources Committee had recently agreed to set

up a working group to consider the progress of the project.

- 10.6 With regard to the savings identified by the Fire & Rescue Team and the proposal to offer office accommodation free of charge to Norfolk County Council, work was being undertaken in conjunction with the Corporate Property Team to ascertain suitable premises and analyse the possible savings.
- 10.7 A written response would be provided to Mr N Shaw in response to his request for information about the full costs of the ICT department. The Executive Director of Community and Environmental Services advised that the ICT department had undergone a total reorganisation as part of the DNA project in April 2014 after which approximately one third of the staff had been removed from the establishment.
- 10.8 Members had previously agreed to hold a workshop on performance indicators and how these could be refined. The Business Intelligence and Performance - Senior Analyst would circulate some suggested dates for this workshop to take place.
- 10.9 The Committee **RESOLVED** to note the report.
- 11. Internal and External Appointments**
- 11.1 The Committee received the report from the Executive Director of Resources setting out in the appendix, the outside and internal appointments relevant to Communities Committee.
- 11.2 The Committee **RESOLVED** to agree the appointments to the external bodies, internal bodies and Champions position as set out in Appendix C to these minutes.
- 12** In response to a question from the Chair, the Conservative Group Spokesperson briefly confirmed his party's position on participation in committee working groups

The meeting closed at 12.40pm

Chairman



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Re-imagining Norfolk

Context, opportunities, risks, and performance challenges to inform future scenario planning for communities committee services





Re-imagining Norfolk

The Council's strategy for change


With public sector partners and Norfolk people, we need to make the case for Norfolk as:

'a great place to live, work and do business'

Strategy elements

1. **Norfolk's ambitions and priorities** – placing people at the forefront of our plans, making sure everything we do improves their opportunities and wellbeing.
2. **A 'Norfolk public service'** – working with other partners to provide seamless, targeted services designed around people's lives, achieving better outcomes at less cost.
3. **Improving the Council's internal organisation** – more strategic, smaller, able to change swiftly while saving money.




Our ambition & priorities

- Our **ambition** is for everyone in Norfolk to succeed and fulfil their full potential.
- Our **four priorities** are:
 - Excellence in education
 - Real jobs
 - Good infrastructure
 - Supporting vulnerable people




Their importance

- Our **four priorities** are critical for Norfolk to thrive and ensure people lead independent, fulfilling lives.
- Just as important is for our most **vulnerable residents** to have continued access to community services.
- As the Council works to redesign itself over the next three years, its ambition and priorities will be drawn into a **sharper, sustained focus**. Every decision the Council makes will be set against this strategic framework.




Re-imagining communities...

Norfolk's changing picture ...

40 years ago...

- Councils seen as the provider of services
- A series of separate but largely disconnected services, led by demand and need
- Funding more closely related to need and demand locally and despite protestations at the time, kept pace with need
- Large number of local public service bodies operating primarily independently
- Contact with customers primarily face to face or by letter



Communities – now

A new context ...

- Our population is growing and people are living longer
- Demand has long outpaced available resources
- Seen more as a commissioner and enabler of services – business like and getting best value for money
- Changing expectations and lifestyle – people travel more, greater health and well-being aspirations, 24/7 access, modern family set-ups
- New duty to improve health
- Increased opportunities for independence, including through technology

Future funding

Looking ahead to 2019:

- Government grant to reduce further
- Planning estimates point to an overall shortfall of £111m over the next three years – equivalent to 15% of our current expenditure
- Agreed to draw up plans for £169m savings – 25% - to give 'headroom' for choices

The need for change

- We simply cannot afford to continue to deliver the same level of type of services in the same way. There is a need to take a 'whole system' approach that includes the customer and community in the value chain.
- The services of the future need to enable communities to reduce reliance on high cost services.
- The types of services our customers want and the ways they want to access them are changing.

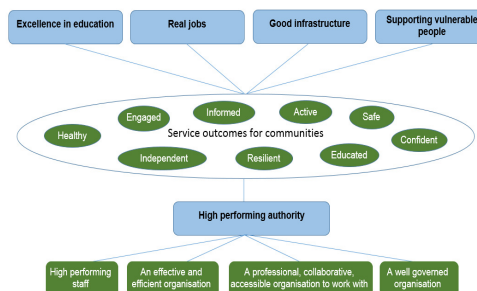
Transformation so far

- Significant change has already taken place ...
 - Public Health functions transferred to NCC
 - Self-service libraries (and unmanned being tested)
 - Significant partnership and collaborative working
 - Creation of Safer Norfolk Community Interest Company
- But we need a more radical redesign based on agreed outcomes to get us where we need to be.

Re-designing for less

- So we can have choices about the future, we need to re-design services based on having **75% of our current budget** by the end of 2018/19.
- Re-designing is **challenging** – it will mean 'letting go' of traditional ideas about service delivery (so helpful to think first about the outcomes or results we want to achieve...)

Proposed outcomes – or results – to be achieved



Re-imagining timetable



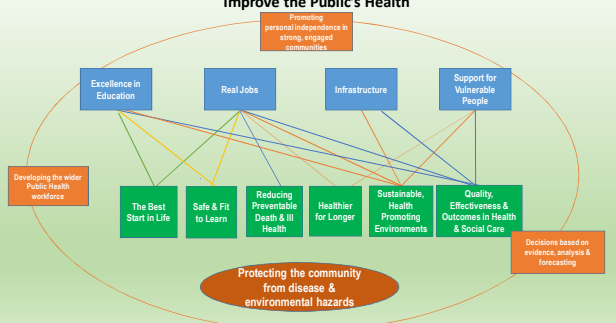
- Re-imagining Norfolk will be a multi-year strategy, backed up with sound financial plan
- By October - high level three-year strategy setting out how the Council intends to meet future challenges
- Specific spending plans for 2016/17 worked up through committees during November, December and January
- The full strategy and year one budget signed off by Full Council in February 2016

Appendix B

Report of the Director of Public Health 2014

Lucy Macleod, Interim Director of Public Health

How Norfolk County Council Priorities Improve the Public's Health



Norfolk 2014 – The Headlines

Excellence in Education- The best start in Life

- ✓ Child poverty – still an unacceptably large gap between the most and least deprived
- ✓ Smoking in Pregnancy – improving, but not enough
- ✓ School Readiness – all measures improving, but still below national average
- ✓ Excess Weight in 4-5 year olds – levelling off and average
- ✓ Excess Weight in 10-11 year olds – level and better than average
- ✓ 15 year olds smoking – national figures falling sharply for “regular”, but static for “occasional”.
- ✓ Infant Mortality – slight upward trend – requires observation

Excellence in Education - Safe and Fit to Learn

- ✓ Hospital Admissions for injuries – 0-4 and 0-14 Norfolk is above the national average, worst in Region and appears to be rising. For 5 -25 year olds better than national average.
- ✓ Emotional Wellbeing of Looked After Children – Considerably improved and now slightly above average
- ✓ First Time Entrants into the Criminal Justice System (10-17) – still poor
- ✓ Adult Alcohol Related Admissions to Hospital – Has risen for both sexes, but especially women. Potential implications for child safety and for Foetal Alcohol Syndrome
- ✓ Hospital Admissions for Child Self Harm – better than average, but rising
- ✓ Teenage Mothers (12-17 year olds) – decreasing, but still above national and regional average
- ✓ Children in Care with up to date immunisations – remains below average
- ✓ Permanent Exclusion from Secondary School – Above Regional and National average

Real Jobs –Reducing Preventable Death & Ill Health

Introduction of a ‘living wage’ generated the largest beneficial impact on health, and led to a modest reduction in health inequalities. (ScotPHO – December 2014)

- ✓ 16-18 year olds not in employment, education or training – falling, but still higher than average
- ✓ Gap in employment level compared to overall rate – Considerably above average for those with Long Term Health Conditions and Mental Health Conditions. Slightly above average for those with Learning Disability. For those with mental health conditions the problem is particularly accentuated for women.
- ✓ Sickness Absence in Norfolk is average but increasing slightly
- ✓ Death from circulatory disease in younger women (<75) is not falling as fast as the national average.
- ✓ Early death (<75) from preventable liver disease is rising for women
- ✓ Excess early death in adults with serious mental illness is rising

Real Jobs – Healthier for Longer

The review “Is work good for your health and wellbeing” (2006) concluded that work was generally good for both physical and mental health and wellbeing. The strategy for public health takes a life course approach and this indicator provides a good indication of the impact limiting long-term illness has on employment among those in the “working well” life stage.

- ✓ Norfolk has a higher than average proportion of overweight and obese adults
- ✓ Recorded diabetes is higher than average
- ✓ Preventable sight loss from 3 major causes is falling
- ✓ Norfolk has a high rate of people of working age claiming Disability Living Allowance
- ✓ Unemployment is average, but long term unemployment relatively low
- ✓ 40.6% of adults in Norfolk have no qualifications or level one qualifications. This is higher than national or regional averages.

Infrastructure

- ✓The rate of people killed and seriously injured on the roads remains high
- ✓Health and social care systems are under considerable pressure. It is important to project the impact of proposed housing growth.
- ✓Going forward the increase in over 55s will be considerably more than in younger age groups
- ✓People in Norfolk are less likely to report being unhappy than the average or elsewhere in the region
- ✓The percentage of people using outdoor space for leisure or exercise is average

Vulnerable People

- ✓Although the number of people with learning disability who have stable and appropriate accommodation is average overall, the numbers for women are below average,
- ✓The number of people in contact with secondary mental health services who have stable and appropriate accommodation is below average particularly for women
- ✓Flu vaccination rates remain low.
- ✓The rate of falls in Norfolk is better for all age groups than the average
- ✓Suicide rates are similar to the national average, but higher than the Region.
- ✓Excess winter deaths measured over a three year period are higher than average in women and particularly in the over 85s

Key points

- There are a number of areas where outcomes for women are worse than for men. This requires further investigation
- Ongoing work to look at the projected impact of housing growth should inform infrastructure planning
- Outcomes for children are improving, but continued commitment is key
- Further analysis is required on the causes of childhood hospital admissions for injury.
- Further analysis is required of the female alcohol related admissions data to understand the potential impact on children.
- Further work is required to understand and address the road traffic deaths and injuries

Mental Health in Norfolk

From the Report of the Chief Medical Officer 2013.....

- Mental illness is the largest single cause of disability and represents 28% of the national disease burden in the UK. It is the leading cause of sickness absence in the UK, accounting for 70 million sick days in 2007.
- There is a very significant overall treatment gap in mental healthcare in England, with about 75% of people with mental illness receiving no treatment at all.
- There is an unacceptably large 'premature mortality gap': people with mental illness die on average 15–20 years earlier than those without, often from avoidable causes.
- Despite a national policy focus on mental illness, there has been a real-terms fall in investment of resources in mental health services in England since 2011.

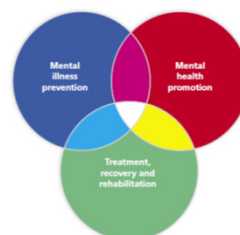
What is Mental Health?

- Mental health is an integral part of health.
- Mental health is more than the absence of illness.
- Mental health is intimately connected with physical health and behaviour.
- *The twin aims of improving mental health and lowering the personal and social costs of mental ill-health can only be achieved through a public health approach. Within a public health framework, the activities that can improve health include the promotion of health, the prevention of illness and disability, and the treatment and rehabilitation of those affected. These are different from one another, even though the actions and outcomes overlap. They are all required, are complementary, and no one is a substitute for the other.*

(WHO 2005)

A complex system....requiring an integrated approach

Figure 1.1 Public mental health: a conceptual model derived from the WHO Public Mental Health framework



Davies and Mehta (2014)

Key Statistics from the CMO Report - Children

- Bullying worsens childhood and adult mental health and is experienced by between a third and half of British school children and young people
- More than 75% of adults who access mental health services had a diagnosable disorder in prior to the age of 18.
- Children and young people with poor mental health are more likely to have poor educational attainment and employment prospects, social relationship difficulties, physical ill health and substance misuse problems and to become involved in offending.
- Children and young people from the poorest households are three times more likely to have a mental health problem than those growing up in better-off homes.
- **There are effective, evidence-based clinical intervention and prevention strategies**
- Evidence-based practice may reduce costs by up to 35% and duration of treatment by up to 43%.
- Early intervention may reduce the risk of later disorder and save money.

Key Statistics from the CMO Report - Adults

- Most adults with mental illness experience their first episode of mental illness before the age of 16.
- Adversity in childhood increases the likelihood of mental illness in adulthood: e.g. non-consensual intercourse before the age of 16 increases the odds of psychosis in adulthood 10-fold.
- People with extensive experience of physical and sexual abuse both as a child and as an adult are 15 times more likely to have multiple mental disorders than people without such experiences.
- People living in cold homes¹⁰ and those who are in debt have higher odds of mental illness, even after controlling for low income.
- Common mental disorders are twice as frequent in carers who are caring more than 20 hours a week than in the general population.

Key Statistics from the CMO Report – Older Adults

- Of people who use specialist mental health services, 34% are aged 65 and over, yet only 16% of the general population are in this age bracket.
- Mental disorders in older people reduce quality of life, increase use of health and social care facilities and are associated with a range of adverse outcomes when co-occurring with physical disorders.
- Around 10–20% of people aged 65 and over in the community have depression, 10 as do 20–30% of those in care homes or on general hospital wards.
- Some 20% of men and 10% of women aged 65 and over are drinking alcohol in harmful quantities. These data represent increases of 60% and 100% over the past 20 years.

Summary and Recommendations

- Safe, integrated mental and physical healthcare should be a shared goal across sectors and is crucial to achieve parity of esteem and outcomes in mental and physical health. This includes the mental health of people with physical illness and the physical health of people with mental illness.
- Improving the mental health of people in Norfolk is clearly much broader than service commissioning or delivery by one sector or one organisation
- Lack of integration is costing money throughout the public sector, the third sector and local business...
- ...and more importantly opportunities are being missed to prevent mental ill health or to address problems at an early stage. Individuals are suffering as a result.
- The 2013 CMO Report provides a framework for integrated strategic planning in relation to mental health and there is an evidence review of interventions and programmes that have been shown to be effective.
- My recommendation is that a multi agency strategic planning/systems leadership group be established and that the Health and Wellbeing Board should take ownership of an ambition to deliver an integrated approach to public mental health in Norfolk.

Communities Committee Boards Appointments at Committee July 2015

A. Communities Committee Boards/Working Groups

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

3 Conservative - Will Richmond, Mark Kiddle-Morris; Harry Humphrey
2 UKIP - Stan Hebborn, Paul Smyth

Great Yarmouth – 4

2 Labour - Pat Hacon and Mick Castle
2 UKIP - Rex Parkinson-Hare, Jonathan Childs

King's Lynn & West Norfolk – 5

1 Labour - David Collis
2 Conservative - Harry Humphrey and Michael Chenery
2 UKIP - Toby Coke, Stephen Agnew

North Norfolk – 5

2 Lib Dem - James Joyce, Eric Seward
2 Conservative - Michael Chenery, Tom FitzPatrick
1 UKIP - Michael Baker

Norwich – 6

3 Labour - Vacancy, Mike Sands, Bert Bremner
1 Lib Dem - Brian Hannah
2 Green - Adrian Dearnley, Elizabeth Morgan

2. Community Engagement Steering Group – 7

Provides guidance and acts as a sounding board for officers on issues around community engagement.

2 Conservative - Judy Leggett and Harry Humphrey
1 UKIP - Stephen Agnew
2 Labour - Julie Brociek-Coulton and Mike Sands
1 Green – Richard Bearman
1 Lib Dem – David Harrison

1 of the appointments should be a member of Children's Services Committee and 1 of Adult Social Care Committee

3. Fire Joint Consultative Forum – 7

1 Labour (Emma Corlett)
1 Lib Dem (Dan Roper)
4 Cons (Wyndham Northam, Harry Humphrey, Nigel Dixon and Nigel Shaw)
1 UKIP (Jonathan Childs)

4. Joint Road Casualty Reduction Partnership Board (4 – 1 from Communities Committee)

A partnership that brings together appropriate public, private and voluntary sector commissioner and provider organisations in Norfolk to reduce the number and severity of road traffic casualties on roads in Norfolk, and to increase public confidence that all forms of journeys on roads in the county will be safe.

The Partnership Board requires a member from the following Committees

Environment, Development and Transport
Communities
Health and Well-Being Board
Children's Services

Jonathan Childs represents Communities Committee

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

3 County Councillors (1 Conservative, 1 Labour, 1 UKIP)

1 Con (Harry Humphrey)
1 Labour (Mike Sands)
1 UKIP (Colin Aldred)

B. Communities Committee Outside Bodies

1. Whitlingham Outdoor Education Centre Partnership (1)

Roger Smith

The Partnership exists to promote and co-ordinate the recreational activities delivered by forum members in the Whitlingham area, particularly in areas in and adjacent to Whitlingham Country Park.

2. LGA Fire Services Commission (1)

Paul Smyth

3. Visit Norwich Limited (1)

Mike Sands

To make the Norwich area a competitive city area destination in domestic and international markets by developing, integrating and supporting all aspects of the visitor economy and attracting new investment, more visitors and increased spend.

4. The Forum Trust Ltd (1)

Bert Bremner

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

5. Theatre Royal Trust – The Board (1)

Wyndham Northam

6. St. George's Trust (1)

Michael Carttiss

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.

7. Norfolk Rural Community Council (1)

Margaret Dewsbury

Norfolk Rural Community Council is an independent charity founded in 1986 to support communities across Norfolk. It lobbies on rural issues at strategic level, providing a voice for the local communities of Norfolk.

8. Norfolk Playing Fields Association (2)

Richard Bearman
Will Richmond

The Association aims to encourage and develop the playing of all games, sports and pastimes, and to extend the benefits of playing fields, playgrounds and open spaces to all members of the community.

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

Paul Smyth

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

10. Norfolk Can Inspire (1) (Chairman of NCC is a Trustee)

Chairman of the Council

NCI is a registered Charity set up to help create opportunities for work experience with community/voluntary groups to help people (particularly those with no academic qualifications) more employable.

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

Jonathan Childs

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

12. 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.

13. Norfolk Arts Forum (2)

Richard Bearman
Margaret Dewsbury

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

Chairman of Council

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

Local members:

Wroxham Division (Tom Garrod)

Hoveton and Stalham (Nigel Dixon)

Aylsham (David Harrison)

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.

16. Hunstanton Convalescent Trust (1)

John Dobson

The HCT 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.

17. Great Yarmouth Sports and Leisure Trust (1)

Pat Hacon

Established for public benefit primarily for the community and visitors to the Borough of Great Yarmouth and the surrounding area. To provide or assist in the provision of facilities for recreation or other leisure time occupation in the interest of social welfare and to promote and preserve good health through community participation in healthy recreational activities.

18. Friends of Gressenhall Committee (1)

Mark Kiddle-Morris

19. East of England Trading Standards Association Member Group (1)

Paul Smyth

- To develop a Member body of the EETSA to provide political engagement in relation to EETSA's activities.
- To provide governance and scrutiny for EETSA's activities through monitoring.
- To provide support to the development of EETSA across the region.
- To keep an overview of EETSA's activities and those of other regional Trading Standards Associations.

- To monitor EETSA and to receive regular reports on progress in the development and implementation of infrastructure.

20. Broads Tourism (1)

John Timewell

21. Active Norfolk Board (1)

Hilary Cox (as the Council's Cycling and Walking Champion appointed by EDT Committee)

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.

22. West Norfolk Partnership (1 plus 1 substitute)

Jason Law
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.

24. South Norfolk Alliance (1)

Margaret Dewsbury

The South Norfolk Alliance is the Local Strategic Partnership (LSP) for South Norfolk.

25. 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 (Cllr Ward)
- Elected Member with lead responsibility for Cultural Services at NCC (Richard Bearman)

26. Charles Burrell Benefit Society (1)

Ian Monson (3 year appointment, expires March 2018)

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.

27. Norfolk Tobacco Control Alliance (1)

Paul Smyth (Council representative chairs the Alliance)

A strategic partnership which can influence the health of the population and address Health Inequalities

Member Champions

Armed Forces – David Collis

Restorative Approaches – Brian Hannah

Communities Committee

Item No. 6.

Report title:	Update on key service issues and activities
Date of meeting:	9 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit.	

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 26 June, 10 July, 24 July, 7 August and 21 August are included at Appendices A to E.

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. There are no delegated decisions for this period.

Recommendations:

To review the latest service update at Appendices A to E 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, C, D and E (dated 26 June, 10 July, 24 July, 7 August and 21 August 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 16 June 2015. Since that time and the date this report was written (25 August 2015) there have been no delegated decisions taken to report.

2. Evidence

- 2.1. See updates attached at Appendices A to E.

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



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

Community Committee Fortnightly News Update

This news update gives committee members a swift update on known plans/activities within their remit and highlights any new issues they may wish or need to take account of.

If a service has nothing significant to report, the relevant column will state '**NSTR**' (Nothing significant to report)

Committee Spokespeople continue to have the opportunity of receiving more detailed briefings, including those that may be of a more confidential or complex nature at the scheduled spokes meetings through which they are able to keep their own members further updated as necessary.

News Update for the period ending: 26/06/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	The Consultation and Community Relations Team has supported the Transport for Norwich consultation on the proposed changes to Golden Ball Street and Westlegate. The proposed changes are aiming to reduce through traffic across the city and remove general traffic from the main shopping streets, whilst at the same time making it easier for pedestrians and cyclists to get around. We want to make the city centre a more enjoyable space for people and to support shops and businesses in Norwich.	Paul Jackson
Customer Services	<p>The new Norfolk Service Directory, which signals one of the early improvements to our digital offer to customers, will go live this week. The service directory helps customers to find services and facilities in their local area to meet their needs and interests. You can look at the directory here. The directory will improve existing offers, such as the Special Educational Needs and Disabilities Local Offer, and also start to build up the tools available for the Care Act and early help. Features of the new directory include, advanced filtering, links to external oversight bodies (such as CQC/Ofsted), as well as a rate and review function for customers to provide feedback. Where possible we are looking to share this facility with other public sector providers to create more consistency for Norfolk residents.</p> <p>As part of the Customer Service Strategy, and in light of the financial pressures facing NCC, we will be revisiting our customer service standards. An internal working group has been established to develop the standards and</p>	C Sumner

	an invitation will be extended to members to shape this work.	
Cultural Services	<p>Library and Information Service</p> <p>Antiquarian Stock sale - A large part (£100,000) of the NLIS budget savings this year will come from the sale of some antiquarian books. Since this proposal was approved by Committee we have had advice and valuations on assorted antiquarian items in our reserves.</p> <p>The Library Member Review Group recently inspected a number of items of different values which could be combined to make up the target figure, and agreed that they can be sold. These will now be entered into auction a few at a time until we have raised the necessary income after fees. None of the items that will be sold are about Norfolk, by Norfolk authors or related to the history or culture of Norfolk. They do not belong to any of our specialist collections, and they have been carefully chosen to minimise impact on our stock holdings and on customers.</p> <p>Reading Well Books on Prescription (RWBOP) for dementia – 700 books on dementia related issues have been loaned out by the Norfolk Library and Information Service in the 2 month period between the launch week on 26th January and the end March 2015. This national initiative helps to provide support and advice for people with dementia and their carers.</p> <p>On a related issue, and in partnership with the Alzheimer's Society, all Norfolk Libraries will be "Dementia Information Hubs". This involves each library being a location where a collection of information brochures and leaflets about dementia from the Alzheimer's Society are accessible to the general public.</p> <p>Museums Service & Arts Service</p> <p>Look Sideways East - A new cultural tourism campaign for Norfolk and Suffolk has just gone live. Look Sideways East is being run by Spring, a marketing agency based in Southwold, and is designed to increase visits to Norfolk and Suffolk by cultural tourists.</p> <p>Spring – which have been contracted by the New Anglia Local Enterprise Partnership to deliver this project – is seeking to maximise PR opportunities which promote the two counties as a leading cultural destination. The campaign has developed branding and has just launched a new online resource called Culture 365 which is presenting one cultural highlight a day from the region over the coming year. The posts are a mixture of events</p>	<p>J Holland</p> <p>S Miller</p>

	<p>and facts about the cultural life of Norfolk and Suffolk – all public facing and designed to intrigue visitors: https://www.facebook.com/looksidewayseast</p> <p>Norfolk Museums Service is a partner in the Cultural Tourism project and will be contributing content regularly to the Culture 365.</p> <p>Joint Museums Agreement - The Head of Norfolk Museums Service, supported by Chairman Cllr John Ward and members of the Joint Museums Committee, met with senior representatives of each of the partners of the Joint Museums Agreement during the summer and autumn 2014 to review the individual service level agreements and to ensure that they are fit for purpose for the future.</p> <p>Following these meetings, the Joint Museums Agreement has been updated and will be reissued to all parties for signing shortly. Meanwhile, individual service agreements are being agreed with each partner.</p> <p>Norfolk Arts Service</p> <p>New Norfolk Arts Project Fund Awards - The Arts Project Fund supports initiatives and events in all art forms and multi-artform areas. This includes the development and promotion of a wide range of arts activity in communities throughout Norfolk. Each year Norfolk Arts Service makes awards of up to £500 to around 70 projects. The Fund has three deadlines per year in May, September and January.</p> <p>Norfolk Arts Service has just completed the first round of funding for 2015/16, making awards to 25 projects, including:</p> <ul style="list-style-type: none"> • All-In Productions: A creative team will collaborate with Truth, a 24 year old rapper with cerebral palsy, to create a Barrier-Free theatrical experience exploring the themes of growing up disabled in our society. • Anteros Arts: A pilot series of art courses on Saturday mornings which pioneers a buddy system between physically disabled and able bodied children aged six to nine. Each class will involve up to ten children participating in a diverse range of sensory workshops that have been designed with physical disabilities in mind. • Growing Together: An initial series of 2 day-long workshops in the garden areas at Dereham Community Hub in scarecrow and bird scarer design & construction. The project is aimed at Dereham Community Hub service users, and participants will learn to express themselves through designing & creating practical garden items. 	<p>S Miller</p>
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	<p>This small fund is a vital means of providing match funding for small scale local arts initiatives, and an investment of £7,850 this round is expected to leverage £248,464 in grants from Arts Council England and various trusts, foundations, and local councils.</p> <p>Adult Education Service</p> <p>The Further Education Commissioner's report on the Adult Education service following his visit in April has now been published and is available at:</p> <p>FE Commissioner Assessment Summary</p> <p>The service received its second Ofsted monitoring visit on 9th June and inspectors said that "reasonable progress" had been made – this is the highest possible grade for a formal monitoring visit following an Inadequate grade.</p> <p>NRO - NSTR</p> <p>Active Norfolk - NSTR</p>	
<p>Community Safety and Fire and Rescue</p> <p>Norfolk Fire and Rescue Service</p>	<p>Chief Fire Officer, Nigel Williams was awarded the Queen's Fire Service Medal in the Queen's Birthday Honours.</p> <p>Wild Duck & Joint Emergency Services Interoperability (JESIP) On 21.06.2015, emergency services were called to the Wild Duck Haven Holiday Park, near Great Yarmouth. A leak of chlorine had affected 40 people in the swimming pool. The ambulance service declared this a major incident due to the number of casualties. NFRS lead the joint service response, deploying our newly established Hazardous Materials Incident Response Team to identify and monitor the chemicals, control the leak and make the area safe.</p> <p>Emergency services in Norfolk are this week being jointly audited by a government inspection team, to test our ability to work together to collectively manage incidents. Norfolk led the initial pilots for a national interoperability programme (aka JESIP) and we continue to strongly support this initiative to ensure we are delivering a joined up and effective collaborative public service. The successful resolution of the Wild Duck event has provided a timely practical demonstration to provide evidence into this inspection, the results of which will be reported to Committee on receipt.</p>	Nigel Williams

Emergency & Resilience	<p>Member Working Group - the NFRS MWG met on 19.06.2015 to review final results of the modelling of different savings options for the service. Directions on content and format for a report to the September committee were provided to officers for further drafting, with a continued emphasis from Members on the need to base the report very clearly on the impact on public safety and on benchmarking of current performance, using independently verified evidence. The mechanisms to achieve this (the government supplied FSEC risk modelling toolkit, and CIPFA performance statistics) have been examined and confirmed by Members, and a shortlist of options agreed for further refinement.</p> <p>Revised Resilience Policy and Corporate Business Continuity Plan presented to the Chief Officers Group for approval.</p> <p>Report to the Audit Committee on Business Continuity (BC) Management. Discussion on member engagement with BC arrangements.</p> <p>Ongoing preparation for the planned power outage over the weekend of 26-29th June during which electrical power and the NCC servers will not be available for part of the time during the Friday evening and Saturday. Members and officers will experience interrupted access to the NCC server and website during this period. Liaison on internal and external communications and with departments to ensure BC arrangements are in place and contingency plans ready for any complications and delays in the planned work.</p> <p>Participation in a Norfolk Resilience Forum (NRF) workshop to review Norfolk command, control and coordination arrangements in an emergency.</p> <p>The Resilience Duty Officer involved in communications in response to the Wild Duck chlorine release incident which demonstrated effective multi-agency co-ordination arrangements.</p>	Jan Davis
Trading Standards	<p>Following a raid on a fulfilment house and the seizure of the post held, the National Scams Team has provided details of a further 107 Norfolk people who have sent money to scammers. Trading Standards is working with partners including Adults to determine contact details so that we can return the money and support the victims so as to reduce the risk of them being defrauded again.</p>	Sophie Leney

	<p>Fulfilling regional working arrangements, our Accredited Financial Investigator has provided secure detention and made the legal application necessary to take possession of cash seized by Suffolk Trading Standards in an on-going money laundering investigation.</p> <p>Following information received from the Food Standards Agency (FSA) Trading Standards Officers have been checking that local businesses are not supplying food products that contain Isopropyl alcohol (IPA). IPA is a solvent carrier used in colours for edible marker pens used for cake decoration. IPA is not a permitted additive and any foods containing IPA breach food safety legislation. Checks with Norfolk based online and high street suppliers have traced 3 products containing IPA. The businesses concerned have been instructed to withdraw the products from sale in order to maintain food safety standards.</p>	
Public Health	<p>A very successful training day was held on the 4th June on Alcohol, Memory Loss and Dementia. 116 people attended from 37 organisations, with people coming from Norfolk, Suffolk and one from London. Organisations attending included the Alzheimer's Society, Public Health, Independence Matters, Care Line Community Service, Matthew Project, Norwich City Council, Genesis Housing, UEA, Broadland District Council Housing Services, Broadland Housing Association, Flagship Housing, New Boundaries Group, HMP Bure, St Martins Housing, Royal Mencap Society, NRP, Norcas / Phoenix Futures, NSFT, Age UK, Orbit Housing, Doughtys, Extra Hands and Keystone. The presentations from the day are on the DAAT website.</p> <p>Congratulations to Helen Adcock, Consultant in Public Health who has been awarded a medal from the Faculty of Public Health for her work as Chair of the Examining Board which oversees the examination of all new UK Consultants in Public Health.</p> <p>Get into Summer has been launched – a free magazine co-produced by Norfolk County Council Public Health and Active Norfolk, which aims to inspire Norfolk families to get more active this summer. Get into Summer is packed with ideas for cheap, fun activities and days out for all ages - from free outdoor gyms and guided cycle rides, to park theatre and pond dipping.</p> <p>Launched in the Eastern Daily Press on Wednesday 24 June and some of Archant's weekly titles on Friday 26 June, copies of the free magazine will also be available at libraries and children's centres from 1 July. Or it can be viewed online - view it online.</p>	Lucy MacLeod

	In preparation for the Committee Review of the Public Health function a briefing note for Members outlines the financial and contractual commitments. This is attached separately.	
Registration Services	<p>Progressing discussions with Libraries, Archive and Museums around accommodation.</p> <p>Removal of the pre-2011 registers to the Archive gets underway.</p> <p>New summer brochure has been produced by the team with Archant.</p>	Caroline Clarke

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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: 10/07/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>A group of young people, partners and officers have been convened to develop and deliver an action plan to deliver the Council's commitment to more young people into social action and volunteering opportunities – The project will focus on intergenerational opportunities with vulnerable adults that will help meet council priorities and ambitions for communities to do more to work with us in the Re-imagining Norfolk strategy.</p> <p>Four Members of Youth Parliament will attend the annual UK Youth Parliament National Sitting at the University of Exeter to debate and determine the issues that will appear on the ballot paper for this year's Make Your Mark ballot in September. Last year's issues and actions can be seen at the following link www.norfolk.gov.uk/youthparliament where you can see how the MYPs are helping to meet our council priority around support for vulnerable people.</p> <p>The Consultation and Community Relations Team is supporting the waste team with market research to understand the behaviours around trade waste of small businesses.</p>	Paul Jackson
Customer Services	<p>We have completed the first part of our work to upgrade the Norfolk Directory. We now have the improved platform in place and have updated the look and feel (making it more generic to encourage partners and district councils to use it too), made it display better on mobiles and tablets, and included features like "Rate and Review" to allow customers to give their opinions of services, activities and groups.</p>	C Sumner

	<p>The next phase of the upgrade is to enhance the content further, and add other new features such as a well-being plan tool for customers, and a Bed Vacancy Monitoring module for Care Homes. This work will be scoped out in July.</p> <p>This work supports our statutory duties to provide information under the Care Act, Local Offer and Childcare Act.</p>	
Cultural Services	<p>Library and Information Service Libraries are encouraging the whole family to enjoy books and libraries together this summer.</p> <p>Children aged from 5 – 11 can go for a personal best this summer with Records Breakers, Summer Reading Challenge 2015</p> <p>They will discover AMAZING world records from Guinness World Records [™] as they read their way through their choice of library books, collecting stickers as they go to complete a fold - up poster.</p> <p>New for 2015 is a Record Breakers challenge for pre-school children supported by Norfolk County Council Public Health.</p> <p>11 – 18 year olds can let their ImagiNation go wild with ideas for art, music, photography, poetry inspired by the books they enjoy over the summer.</p> <p>9 libraries and County Hall are participating in a national official Guinness World Record [™] title attempt for the most pledges received for a reading campaign during the weekend of 10 – 13 July. (At these libraries : Dersingham, Diss, Downham Market, Gaywood, Hunstanton, King's Lynn, Norfolk and Norwich Millennium Library, Taverham and Yarmouth)</p> <p>All libraries will be hosting Record Breakers linked events over the summer with 37 libraries creating a Norfolk Libraries record for the most people listening to the same story at the same time on Saturday 25 July. (At these libraries : Acle, Attleborough, Aylsham, Brundall, Caister, Costessey, Cromer, Dereham, Dersingham, Diss, Downham Market, Earlham, Fakenham, Gaywood, Gorleston, Great Yarmouth, Harleston, Hellesdon, Hethersett, Holt, King's Lynn, Loddon, Mile Cross, Mundesly, Norfolk and Norwich Millennium Library, North Walsham, Plumstead Road, Poringland, Reepham, St Williams Way, Sheringham, Sprowston, Stalham, Taverham, Thetford, Tuckswood, Wells, West Earlham, Wroxham, Wymondham)</p> <p>The summer activities and challenges keep children reading over the long summer holidays maintaining and</p>	J Holland

	<p>for some improving their reading levels. Children who are new to reading discover the enjoyment of books through a fun and inclusive activity. Enjoying books and visiting the library is a great preparation for those about to start school or playgroup.</p> <p>Norfolk Arts Service</p> <p>Look Sideways – East - Look Sideways - East is project funded by Arts Council England, New Anglia Local Enterprise Partnership, Norfolk County Council, Suffolk County Council, and seven regional arts organisations. The Project runs until the end of 2017 and is designed to encourage collaboration between cultural organisations and tourism bodies to the mutual benefit of both sectors.</p> <p>Look Sideways - East has officially launched and can be followed on Facebook and on Twitter at @Look_Sideways. Every day for 365 days, Look Sideways - East will be highlighting a cultural gem from somewhere in the East and working to help create an increased awareness of the wonderful cultural and tourism offer in Norfolk and Suffolk.</p> <p>If you would like further information on this initiative please contact Norfolk Arts Service at arts@norfolk.gov.uk.</p>	S Miller
	<p>Museums Service</p> <p>Gressenhall Farm and Workhouse Wedding Fair</p> <p>Gressenhall Farm and Workhouse has launched itself as a wedding venue this year and is holding a Wedding Fair on Sunday 12th July to showcase Gressenhall in a new light and introduce this unique offer to a new audience.</p> <p>Couples will have the chance to see Gressenhall's 50 acre site decorated for the big day, including the beautiful Old Chapel. They will be able to gain inspiration from the wonderful museum collections, meet local wedding suppliers and get creative with some inspirational DIY ideas to personalise their big day, including decorations and wedding favours.</p> <p>The event is free to pre-booked prospective couples, with standard admission prices on the day.</p> <p>The development of the wedding offer at Gressenhall is part of a Service-wide plan to make the most of our sites' commercial potential through venue hire, including weddings. In addition to Gressenhall, wedding licenses have been secured for Strangers' Hall and Norwich Castle</p>	S Miller

	<p>in Norwich, and Time and Tide Museum, Elizabethan House and the Tolhouse in Great Yarmouth.</p> <p>Adult Education Service</p> <p>Attached is a detailed report about the recent inspections and progress with the service.</p> <p> CES Committee Report on NAES v4.d</p> <p>NRO Birth, Death and Marriage Registers</p> <p>This week sees the arrival of the remaining birth, death and marriage registers from the Registration Service at the Norfolk Record Office. This means than anyone needing a copy of their certificate can purchase a certified copy at the Norfolk Record Office. This service, as well as fitting in with the Record Office's role as a place of record in the county has also been a key element in enabling the Registration Service make a saving of £50K.</p> <p>Active Norfolk Fri 12th June saw the 7th annual Corporate Games taking place at the Sportspark UEA. With over 40 public, private and voluntary sector organisations from across the county taking part in the multi-sport competition. The day was another resounding success, with Norfolk County Council Children's Services Finance team winning for the 4th time.</p> <p>The annual Norfolk School Summer Games took place over the last week of June, at various specialist sporting locations. The event attracted an unprecedented 2500 young people, who had qualified through competitions in their local area across 20 different sports, including: cycling, angling, athletics, cricket, basketball and football, amongst many others.</p> <p>Active Norfolk hosted a number of local clubs and organisations, well as National Governing Bodies of sport at the Royal Norfolk Show on the 1st & 2nd of July, on a significant pitch located in the in Discovery Zone. The pitch attracted a high volume of visitors, with various health-related and sport-specific initiatives promoted over the 2 days.</p> <p>Active Norfolk has launched a new website, facilitating a more positive user experience and taking advantage of technological developments. Visit www.activenorfolk.org to have a look.</p>	<p>H Wetherall</p> <p>G Tuson</p> <p>B Jones</p>
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<p>Community Safety and Fire and Rescue</p> <p>Norfolk Fire and Rescue Service</p>	<p>Over a three day period last Wednesday, Thursday and Friday, NFRS experienced its highest level of emergency response since the floods of 2013, where in the region of 10 fire engines and a number of specialist appliances were deployed to a fire in Thetford Forrest. This deployment included 2 High Volume Pumps (HVP's) from Norfolk and Cambridgeshire. A further 5 fire engines and crews worked for two days at Fritton Woods to bring a fire under control. During this period, there was chemical exposure at a Cromer hotel which resulted in 40 guests being exposed to a chemical used for carpet cleaning. Tragically, a lady lost her life in a serious house fire in Watlington, Nr Downham Market – 6 fire engines were deployed to this incident. All of these incidents were in addition to the normal call rate to which our Control staff and remaining resources were able to fully respond too.</p> <p>The two forestry fires came at the same time as a National Report by the Environment Agency into climate change which indicated that in the coming years, the UK will experience longer hotter periods, potentially putting additional pressures on UK fire and rescue services.</p> <p>In a week of remembrance following the Tunisia shootings and the 7/7 bombings, this week's commemorations end on Thursday, 09 Jul at 19:00 when NFRS personnel join fire services around the world to commemorate the Last Post being played at the Menin Gate, Ypres, Belgium for the 30,000 time. In particular, Great Yarmouth Fire Station will have a bugler sounding the Last Post followed by a lone piper playing Flowers of the Forest.</p>	<p>Nigel Williams</p>
<p>Emergency & Resilience</p>	<p>Business Continuity communication arrangements for the planned power outage ran smoothly.</p> <p>The Resilience Team contributed to the running of "Crucial Crew" for schoolchildren at Easton College on "Preparing for Emergencies".</p>	<p>Jan Davis</p>
<p>Trading Standards</p>	<p>Officers from Trading Standards can report on the outcome of their diligent work to protect our communities and consumers that, on 6 July, a shop owner in Great Yarmouth, appeared at Great Yarmouth Magistrates Court for sentencing in relation to 6 charges under the Trade Marks Act 1994 and 4 charges under The Consumer Protection Act 1987. The charges related to the supply and possession for supply of counterfeit tobacco and tobacco that did not have the required safety labelling information. The owner, having previously pleaded guilty</p>	<p>Sophie Leney</p>

	to 10 charges on the day of trial in June 2015 was convicted for the illegal sale of large quantities of illegal tobacco products that were concealed in the premises and sentenced to 8 months in custody with a view that they will serve 4 months in prison and 4 months released under licence.	
Public Health	NSTR	Lucy MacLeod
Registration Services	<p>We are reviewing the number and location of registration service delivery points to identify potential savings.</p> <p>The move of the remaining pre-2011 registers to the Record Office is underway and proceeding smoothly; revenue from certificate production will begin to shift from Registrars to the Record Office.</p>	Caroline Clarke

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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: 24/07/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>The team are working with a group of young people and Members to develop our approach to Takeover Day 2015, which aims to greatly increase the numbers of young people in the county taking part (110 last year), partners and Members that are involved (supporting our Real Jobs priority).</p> <p>The team have supported surveys for climate change, Love Food Hate Waste volunteer champion scheme and Your Voice development.</p> <p>Norfolk schools are to be recognised for their excellent contribution to promoting democracy through initiatives like the Youth Parliament elections where 48% of eligible young people took part, and for our Make Your Mark ballots where 25% voted on issues that matter to them. Framingham Earl High School will be one of only four schools nationally to attend an event at Admiralty House with Minister John Penrose to represent Norfolk at the launch of the new Discovering Democracy Award which will celebrate schools that invest in democracy and develop youth participation in society (supporting our Excellence in Education priority).</p>	Paul Jackson
Customer Services	Customer Services have worked closely with Adult Education to create a better offering on our web pages by providing lots of information on all the courses available within adult education. We have also improved the customer journey when booking on to courses. Every customer wanting to apply for a course listed on the adult	C Sumner

	<p>education catalogue can now book online. This will help in securing bookings on to courses 24 hrs a day.</p> <p>The new pages are here: http://www.norfolk.gov.uk/Leisure_and_culture/Adult_education/index.htm</p> <p>In the first few days we have seen customers enrol online on to courses previously unavailable online, we have also received compliments from customers on the new offering.</p>	
Cultural Services	<p>Library and Information Service</p> <p>Open+ pilot - Earlier this month, staff from ICT shared services worked alongside colleagues at Acle Library and engineers from Bibliotheca and Civica to install Open+ at Acle Library. The technical equipment has been tested and plans for launching Open+ with the public are going ahead. We have started joining customers to be Open+ users.</p> <p>The Open+ pilot will increase the availability of library services in Acle to a wider group of customers. It works with existing library infrastructure, providing the ability to automatically maintain and control self-service kiosks, public access computers, lighting, and security. As a result of the introduction of Open+ a new method of public printing (wireless) is being introduced alongside an increase in the number of public computers.</p> <p>Open+ provides the flexibility to open and close the library, without the need for any staff to be on site. It allows libraries to extend opening hours and at Acle we plan to increase our opening hours from 23 to 37 in the first instance. Acle library will still be staffed for its original opening hours, but will be open in staff less mode for 14 hours a week.</p> <p>Open+ customers will opt into the service and be given good practice guidelines, safety and other advice for using Acle library in 'staff less' mode. The public toilets will not be available when no staff are in the building.</p> <p>Summer Reading Challenge – Over a thousand pledges were collected in Norfolk for the official attempt to set a Guinness World Records TM title for the Record Breakers Summer Reading Challenge 2015. Children have pledged to read over the summer and adults have pledged to encourage people they know to read with children. Library services across the country were participating in this national record attempt and we will know if it has been successful in a couple of weeks.</p> <p>Also as part of the Record Breakers Summer reading challenge 38 of our libraries will be participating in</p>	J Holland

	<p>and Data Management will be advertised shortly. One of the other two Assistant Heads of Service is now focused on improvements to the Quality of Teaching, Learning and Assessment.</p> <p>NRO – NSTR</p> <p>Museums Service - NSTR</p> <p>Active Norfolk - NSTR</p>	
<p>Community Safety and Fire and Rescue</p> <p>Norfolk Fire and Rescue Service</p>	<p><u>Incident - 13th July 2015 – Harford Attachments, Spar Road – Nigel Williams</u></p> <p>Following events at Harford Attachments last week, Norfolk Police remain in charge of the Investigation. NFRS's investigative role into the cause of the explosion has now ended, with regulatory primacy relating to the cause of the explosion being handed over to the HSE. The investigation into the explosion will be ongoing for some considerable amount of time and further information will be released at the discretion of the Police and the Health and Safety Executive.</p> <p>This event may also gain added focus in light of the tragic explosion in Cheshire at the end of the same week. Undoubtedly there will be questions/speculation of process risks in businesses and the management and 'enforcement' of safety systems in workplaces. It might be wise to assume that FOI enquiries may rise, albeit temporarily for both emergency services and local authorities on this matter. The UK remains at 'Severe Threat' level due to international events. Anything that creates such interest may be a catalyst for hostile activity.</p> <p>Teams responding to the event include national USAR assets from Merseyside – these provide the same capability as the USAR teams in Norfolk.</p>	Nigel Williams
Emergency & Resilience	<p>In a new partnership between the NCC Resilience Team and Great Yarmouth Borough Council a new Resilience Officer, Alison Haines, has been appointed to provide emergency planning and business continuity support to GYBC. This complements the ongoing support provided through the Resilience partnership with Breckland District Council.</p>	Jan Davis

Trading Standards	<p>Following an intervention by Trading Standards, a 90-year-old Norfolk resident has been refunded £10,414 by a company who had been fraudulently supplying her with “green products” since 2013. The company targeted her, persuading her to buy products such as solar panels, an “off grid box” (a device that would allegedly supply lighting to the home if there was a power cut) and to spend £1,420 for a 15-year warranty for parts and labour for a boiler. In total the victim spent over £17,000 on work, equipment and warranties, on one occasion being driven to the bank to withdraw cash.</p> <p>Trading Standards Officers are keeping a watching brief following the confirmation of a highly pathogenic strain of Avian Influenza in Lancashire. Controls have been put in place at a local level surrounding the infected premises and tracings of movements to and from the farm are now being undertaken to ascertain if the disease has spread to any other part of the country. At present there are no implications for the very large Norfolk poultry industry but the Chief Veterinary Officer has asked all poultry keepers to be vigilant at this time.</p> <p>The Trading Standards Metrology Laboratory recently passed its UKAS assessment with flying colours and achieved a further extension in scope to the accreditation allowing calibration of E1 weights up to 50g. The assessment report stated “The management system was found to be of a high standard, well maintained and working effectively for the laboratory. One of the strengths of the laboratory is the obvious commitment of all staff to deliver the best service possible...This reinforces the existing confidence that the technical assessor has in the laboratory’s capability to maintain its high standards of calibration certification.”</p>	Sophie Leney
Public Health	<p>Norfolk Public Health (with Momentum (Norfolk) and Norfolk Community Foundation) have been successful in an application for a National Energy Action community action award of £1500 to support the Warm and Well work to reduce excess winter deaths.</p> <p>The consultation on the 7.4% cut announced by the Chancellor last month has still not been produced. Cuts from the public health budget have been identified by ceasing all one-off project spend other than £1 million that was identified to support the Children’s Services early help offer. A certain amount of reserve funding was accumulated in the first two years from transfer. Initially posts were held vacant until it became clear what the needs were in NCC as compared to the NHS and some one-off funding also accrued as money was held back to increase the value of the 5-19 contract. This means that the in year cut can be achieved. If, however, the cut</p>	Lucy MacLeod

	<p>becomes recurrent in the Autumn Spending Review, then there will have to be reductions on contract and staffing spend.</p> <p>Public Health staff will be presenting at the Member Development session next week. It is hoped that this will be a useful preliminary to the Committee discussions about Public Health priorities going forward. All Communities Committee members are invited to attend.</p> <p>The slide set for the DPH Annual Report is attached. The full Report will be circulated when it has been finalised.</p>  <p>Report of the Director of Public He</p>	
Registration Services	NSTR	Caroline Clarke

Community Committee Fortnightly News Update

This news update gives committee members a swift update on known plans/activities within their remit and highlights any new issues they may wish or need to take account of.

If a service has nothing significant to report, the relevant column will state '**NSTR**' (Nothing significant to report)

Committee Spokespeople continue to have the opportunity of receiving more detailed briefings, including those that may be of a more confidential or complex nature at the scheduled spokes meetings through which they are able to keep their own members further updated as necessary.

News Update for the period ending: 07/08/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>We supported a consultation on proposed changes to Golden Ball Street and Westlegate in the centre of Norwich, as part of the Transport for Norwich strategy. We received over 100 responses on Citizen Space, our online consultation site, before the consultation closed last week. The responses are currently being analysed.</p> <p>Four members of the Norfolk Youth Parliament, along with a member of our team, attended the British Youth Council annual sitting in Exeter at the weekend. With other Youth Parliament members from across the country, they took part in workshops, heard keynote speeches and began to plan the national Make Your Mark campaign, which takes place in the autumn and gauges young people's views on a number of issues.</p>	Paul Jackson
Customer Services	NSTR	C Sumner
Cultural Services	<p>Library and Information Service</p> <p>Summer Reading Challenge - Norfolk libraries is in the middle of the summer reading challenge (called Record Breakers this year) where children are encouraged to read 6 books of their choice over the summer holidays. Last year 12,000 children took part in the challenge and this year 5200 children have signed up to join the challenge to date. Supporting children's literacy through the summer is a key target for libraries and research shows the annual reading Challenge helps to prevent the summer holiday dip in literacy skills and help to develop precious language and communication skills in pre-school children.</p>	J Holland

	<p>As the theme this year is Record Breakers, on Saturday 25 July, 38 Norfolk libraries set their own record when 1168 people all and listened to a reading of 'A Squash and a Squeeze' by Julia Donaldson at 11.15am.</p> <p>Museums and Arts Services</p> <p>Working with young people: collaborations between museums and arts – the Ancient House Museum in Thetford has built up a particular expertise in the delivery of Arts Award, a national programme to promote involvement in the arts and provide opportunities for young people to build confidence, raise aspirations and learn and share new skills. It offers young people an opportunity to gain accreditation for participation in museum learning and to enable them to develop strong and lasting relationships with museums and heritage (further information here: www.artsaward.org.uk). Ancient House's innovative approach has resulted in them becoming a sector lead in the delivery of Arts Award. In 2014 Thetford Ancient House Museum was the first museum in the country to become an Arts Award Centre of Good Practice.</p> <p>Trinity College, the organisation which assesses Arts Award, are in the process of editing a suite of films about the different Arts Award levels for inclusion on their web site and also for use in training.</p> <p>Ancient House and young people we have worked with feature in all but the Gold level film. For the Discover level film Ancient House is the main Arts Award centre featured. The Bronze film includes an interview with Meg who achieved Arts Award at Ancient House and is now one of the Teaching Museum trainees at Yarmouth. The films are about to be signed off and will be made public soon.</p> <p>In another example of NMS working successfully with an external arts partner, the Young Norfolk Arts Festival has just been shortlisted for the EDP Norfolk Arts Awards in the Arts Entrepreneur category. The Museums Service worked closely with YNAF this year on the ARTIST ROOMS: Jeff Koons exhibition through the Koons Collaborative, a group of young people who helped devise and deliver a programme to engage young audiences in contemporary art. This included a YNAF day at Norwich Castle on 27 June which was featured in the EDP report on the Arts Award nominations announcement: http://www.edp24.co.uk/news/norfolk_s_stars_of_the_arts_are_set_to_be_celebrated_at_annual_awards_1_417756</p> <p><u>1</u></p> <p>Norfolk Arts Service – Norfolk Arts Forum Conference and AGM & CPD Programme</p>	<p>S Miller</p> <p>S Miller</p>
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	<p>Norfolk Arts Service (NAS) manages and promotes the Norfolk Arts Forum, a free cross-sectoral membership organisation with over 850 members and an annually elected Executive Committee which is chaired by Cllr Bearman. Forum membership includes representatives from a wide range of arts and other organisations including: statutory and voluntary sector partners, regional organisations, local businesses, voluntary and community groups, and individual practitioners.</p> <p>As part of ongoing strategic arts development support for Forum members, we are currently organising our annual Norfolk Arts Forum Conference and AGM, which this year will take place on 18 November at Norwich Castle Museum. The programme will focus on Arts Fund-raising, Philanthropy, and Enterprise and features keynote speakers from NESTA, the National Endowment for Science, Technology and the Arts, Arts Fundraising & Philanthropy, and the Share Museums East SHARED Enterprise project.</p> <p>In addition, Norfolk Arts Service is also delivering an ongoing series of funding information seminars for members. Our recent seminar on Local Funding Opportunities included presentations from the Norfolk Community Foundation, The John Jarrold Trust, and Norwich Charitable Trusts. Topics for forthcoming seminars include crowd-funding and digital fundraising.</p> <p>For further information on the Norfolk Arts Forum please contact arts@norfolk.gov.uk.</p> <p>Norfolk Adult Education Services (NAES)</p> <p>Tutor Communications with the Head of Service - A number of tutors have taken the opportunity to meet directly with the Head of Service and/or have set up direct email correspondence. These contacts have been a useful way to gauge the mood of some parts of the service and some useful suggestions have emerged. The next Tutor Forum Session with the Head of Service and other managers will take place on Tuesday 11th August at 2pm.</p> <p>NRO</p> <p>Heritage Open days – the brochure for Heritage Open Days in Norfolk was published on 3 August. This will take place in Norfolk between 10 and 13 September and along with other parts of Cultural Services, the NRO will be holding several events. These include a beginner's workshop to take attendees through the first steps in tracing their family tree, and to demonstrate how to use</p>	<p>H Wetherall</p> <p>Gary Tuson</p>
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	<p>the sources in the Norfolk Record Office, and about the work of the collection care team in conserving the archives of King's Lynn Borough from the last 800 years.</p> <p>Active Norfolk – NSTR</p>	
<p>Community Safety and Fire and Rescue</p> <p>Norfolk Fire and Rescue Service</p>	<p>NFRS were called to a chip shop fire on Beach Road, Hemsby on Friday, 31st July. The initial call was at 1249 hrs and the fire was well developed when the first crews arrived. The shop having been refurbished was due to open the following day. NFRS deployed 6 fire engines and an aerial ladder platform to tackle the fire. The police attended to assist in managing the large crowd that had gathered. Fire investigators worked with the police to establish the most likely cause. The building suffered extensive damage and neighbouring premises were also affected by heat and flames. There were no injuries to members of the public.</p> <p>The budget challenge submission for Fire and Rescue was drawn from the deliberations of the Members Working Group who presented their recommendations as budget saving proposals. In addition two cost pressures for the future were identified as budget growth proposals. The draft Integrated Risk Management Plan (IRMP) is being prepared for presentation to the September Communities Committee in draft with a view to final confirmation at the October Committee ready for public consultation as part of the wider corporate consultation process.</p> <p>A decision has been made on the process for determining the successor to the Chief Fire Officer post. A notification to all members of staff and CESD team was circulated this week outlining the proposal that text is included below.</p> <p>Colleagues</p> <p>As you will be well aware, the County Council is facing unprecedented budgetary pressures and will continue to do so for the foreseeable future. The Managing Director has launched Re-imagining Norfolk as a way in which the County Council can consider how to meet the challenges of austerity - but still ensuring that all of our money is invested wisely and for the benefit of the people of Norfolk.</p> <p>A key component of Re-imagining Norfolk is the concept of 'a Norfolk public service', working across the public</p>	<p>Nigel Williams</p>

	<p>sector family and within communities to join up our services regardless of which organisation is responsible for them. This will require us, over time, to redesign our services around people's lives, achieving better outcomes at less cost; working with partners and communities, and sharing premises.</p> <p>Within that context I have been considering how best to replace Nigel Williams as Assistant Director / Chief Fire Officer. In order to allow the opportunity for the Re-imagining Norfolk work to continue with as much flexibility as possible – but still ensuring continuity of leadership and direction – I have decided to advertise the vacant position within the County Council as a temporary role for up to two years. There is no presumption that there will be significant change to the leadership of the Fire, Trading Standards or Resilience services but it allows the time to consider alternative options in a measured way.</p> <p>You will therefore see an advert in the next few days for the role. I am confident that there is sufficient depth of talent within the County Council to make a robust appointment, but to give assurance we will be running a full selection process with members making the final decision. I am hoping that we will have made an appointment before Nigel leaves us.</p> <p>Kind regards</p> <p>Tom</p> <p>Tom McCabe Executive Director Community and Environmental Services</p>	
Emergency & Resilience	<p>Health providers assure local and national commissioning organisations of their preparedness to manage emergencies through a health assurance process. Norfolk providers are in the process of completing their assurance returns with a deadline of the 1st September. The Resilience Team facilitates discussion and agreement on the Norfolk health assurance process.</p> <p>The Resilience Team will be facilitating the preparation and running of a multi-agency pandemic flu exercise, Exercise Corvus, to be run on 20th October 2015. The aim of the exercise is to test the health and partner agency response to an influenza pandemic.</p> <p>Julie Smith, a Lead Trading Standards Officer with Norfolk, specialising in food law enforcement, is joining the</p>	Jan Davis

Trading Standards	<p>Food Standards Agency (FSA) for a year-long secondment; as their Local Authority Policy & Technical Adviser. Julie is the past chair of the East of England Trading Standards Authorities (EETSA) Food Group and sits on the National Food Standards & Labelling Focus Group. She is recognised as a food standards expert within the Trading Standards profession and by partner agencies and the secondment will enable her to gain an insight into food law policy at a national level. The FSA will be funding backfilling arrangements.</p> <p>Norfolk has coordinated a Department of Business, Innovation & Skills (BIS) funded regional project testing 10 cycle helmets against safety standards. All 10 helmets failed to meet at least one aspect of the safety standards. The Norfolk distributor of one of the helmets has conducted a complete product withdrawal in response to the test results. The Service is to participate in the BIS coordinated national project testing the flammability of children's dressing up clothes; which has been instigated following the Chief Fire Officers' Association response to Claudia Winkleman's awareness raising campaign.</p> <p>Trading Standards has investigated a spate of complaints about pigs suffering broken legs and severed snouts during transit. A TSO determined that the fault lay with a particular multi-tiered vehicle design where pigs were able to poke their snouts into air vents and catch their legs in gaps between the walls and floor of the lorry as the upper floors were lowered during unloading. She worked with the local haulier on modifications both to the design of the vehicles and the method of unloading. Further investigations revealed this was a national problem and currently Local Authorities are collating data to enable Defra to write to the European Commission and Member State involved to ensure the vehicle manufacturer undertakes a redesign to prevent future animal welfare problems.</p>	Sophie Leney
Public Health	<p>The Infection Prevention and Control team in Public Health were successful in being shortlisted for the 2015 Patient Safety Awards. There were over 700 applicants so competition was great. The Patient Safety Awards recognise and reward outstanding practice within the NHS and independent healthcare organisations. Although we didn't win it was an honour and privilege to be among the few who were shortlisted and see NCC represented at a national event.</p> <p>New needs profiles of Children and Young People by LA District are available on the JSNA Website. They cover five domains of economic needs, community, family, education and learning, and health. This was a joint project between Children's Services, Business Information</p>	Lucy MacLeod

	and Performance Team (BIPS) and Public Health. Also, new on the JSNA is a health needs profile of children and young people at a county level	
Registration Services	<p>The Registrars location in the Great Yarmouth Library has been receiving poor press; anonymous resident citing homeless and drinkers in garden harassing bridal parties and other visitors. No evidence arising to support these allegations, but Libraries and Registrars reps are meeting with GYBC to consider any additional actions that might help the external situation. Local members are interested to pursue the Town Hall as a more suitable venue which would need to be on a cost neutral basis. Planning a special survey of Gt Yarmouth registration office users, including couples who have been married, to ensure we have an accurate picture of what they experience.</p> <p>All registers pre-2011 are now lodged in the Archive and therefore a shift of revenue from registration to archive should be expected. Certificate requests are now channelled through the CSC and the tap is 'switched on' fully.</p>	Caroline Clarke

Community Committee Fortnightly News Update

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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: 21/08/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	The team are supporting the delivery of several important elements of the Re-imagining Norfolk engagement including the need for consultation requirements on the council's budget.	Paul Jackson
Customer Services	<p>The Blue Badge Service has now officially transferred from Adult Social Care to Customer Services, which will provide greater resilience and ability to deal with varying customer demands.</p> <p>The work on customer services standards is progressing (as part of the Customer Service Strategy, agreed by committee in March). The new service standards will be more reflective of the services we offer and how we aim deliver for the residents and service users of Norfolk. Members are invited to a workshop on 9th September to provide their input to the standards (details to follow).</p> <p>Development of the new web platform is progressing, the ICT servers are being installed and the teams are starting to think through the early structure and requirements for the site. We will be developing a more detailed approach to the design throughout September.</p>	C Sumner
Cultural Services	<p>Library and Information Service</p> <p>Brave New Reads - Between May and July six Norfolk libraries (Dersingham, Downham Market, Diss, Swaffham, Wroxham and the Norfolk and Norwich Millennium Library)</p>	J Holland

	<p>took part in a joint promotion with libraries in Suffolk and Cambridgeshire, and the Writers Centre Norwich. Six books, chosen to challenge people to read beyond their comfort zone, were selected by a Readers Circle with members from the three counties. These were then promoted as Brave New Reads with accompanying online resources, events & author visits in participating libraries. The programme generated over 4000 loans of the books, 1700 of these in Norfolk, which surpassed the previous year of this 3-year partnership project (funded by Arts Council England. Details at www.bravenewreads.org.uk).</p> <p>DVD special offer - Between Tuesday 1st to Saturday 5 September the Norfolk Library and Information Service will be running another DVD promotional offer with all non Top Title DVDs available for £1.50. DVDs are an important source of income for the service and promotions such as this are run regularly to encourage customers to rent more DVDs.</p> <p>Norfolk Arts Service—</p> <p>Putting Culture at the Heart of Regional Economic Growth - Arts Council England has recently issued a call for applications to the Creative Local Growth Fund, a new fund which will support arts and cultural organisations to contribute to local economic growth. The Fund will help to support the creative industries, tourism, and a stronger cultural sector by leveraging in EU Structural and Investment Funds from Local Enterprise Partnerships.</p> <p>Norfolk Arts Service is working in partnership with Suffolk County Council and the New Anglia LEP Cultural Board to develop bids for both the Creative Local Growth Fund and the European Regional Development Fund (ERDF). Each bid will request £500,000 and depending on a successful outcome in the first stage of the ERDF funding application, a final decision is expected to be reached by Spring 2016.</p> <p>Both bids are still in the very early planning stages but for further information, please contact arts@norfolk.gov.uk.</p> <p>Norfolk Museums Service HLF grant to develop Olive Edis collection:</p> <p>Cromer Museum has been successful in its HLF bid for £81,000 to support the display and interpretation of the internationally important collection of photographs by Olive Edis. The grant will make Edis' work available to a new audience through an online archive of her work and a series of touring exhibitions which will include venues in North Norfolk and in Norwich. The project will also see the</p>	Steve Miller
		Steve Miller

	<p>Museums Service expand its work with schools, older people and youth groups in the North Norfolk area.</p> <p>Olive Edis was an outstanding photographer who worked between 1905 and 1955 with studios in Sheringham, Cromer, Farnham and London. Her portrait subjects ranged from fishermen of North Norfolk to Prime Ministers and British royalty. She was also the first official female war photographer: in 1919 she was commissioned by the War Office to take photographs of women serving in the military in Europe where she also recorded evocative images of the destruction caused by the war. The collection of her work held by NMS is the largest in the world, amounting to over 2,000 images.</p> <p>We have secured excellent national media coverage including the Guardian, BBC and the Daily Mail.</p> <p>http://www.theguardian.com/artanddesign/2015/aug/11/work-of-pioneering-war-photographer-olive-edis-to-be-showcased-online</p> <p>http://www.dailymail.co.uk/news/article-3193891/Amazing-pictures-taken-Britain-s-woman-war-photographer-revealed-online-archive.html</p> <p>http://www.edp24.co.uk/news/cash_windfall_for_project_to_boost_profile_of_sheringham_photographer_olive_edis_1_4189544</p> <p>Norfolk Adult Education Services (NAES)</p> <p>Our vision for the future of the Service - The Service Management Team recently took part in a Visioning Day and started working on a strategic vision for the Service taking into account the service's 'core provision and market'.</p> <p>Discussions were focussed and productive with a number of recommendations being made including:</p> <ul style="list-style-type: none"> • That the name of the service should more clearly describe what the service will do in the future and it was proposed that this should be 'Norfolk Community Learning Services (NCLS)'. • That the service should be described broadly as a 'second chance learning service' – giving individuals and communities the opportunity to 'have another go' at developing new skills for work or personal development 	<p>Helen Wetherall</p>
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	<p>This vision clearly aligns to the improvements the Service is making in order to achieve a Good grade at our next Ofsted inspection and has been communicated to all staff.</p> <p>Performance Data developments - There have been significant successes in the development of a set of KPIs for the service. Colleagues from Business Intelligence and Performance Services, ICT, Corporate Programme Office and NAES have worked collaboratively to move this key action onwards. The next Ofsted Support and Challenge visit will take place on 18th September and as part of that visit we will be sharing with OFSTED the performance data that staff at each level (tutor, subject manager, programme managers, Senior Leadership Team, Steering Group) in the organisation will receive weekly and monthly. This has been an excellent example of shared services working together effectively with operational delivery teams.</p> <p>NRO - NSTR</p> <p>Active Norfolk - NSTR</p>	
<p>Community Safety and Fire and Rescue</p> <p>Norfolk Fire and Rescue Service</p>	<p>Tragically, an incident at Thorpe Marshes Reserve occurred late in the afternoon on Wednesday, 12 August where two teenagers got into difficulty and drowned in the disused quarry. Stella Kambi, 17, had dived into the lake to try to rescue Bonheur Musungay, 14, who was struggling in the water. A multi agency response including NFRS, Police, Broads Authority, Norfolk Lowland Search and Rescue (NORLSAR), RNLI, Ambulance and a RAF Search and Rescue helicopter all attended; using a full spectrum of water rescue capabilities from wading, rafts, and search dog. Our Fire and Rescue Service Dive team recovered both individuals within minutes of the team entering the water but having been under the surface for over two hours there was little hope of their survival. An investigation, by the Police, continues into this tragedy. No other emergency service response in the UK could have undertaken the recovery in this time thanks to our fire and rescue service having the only sub surface dive recovery team. Last year nearly twice as many people drowned in Norfolk than died in fire in their homes. This event came only 24 hours after our service had published safety warnings in local media on this type of risk. NFRS are continuing to work with partner</p>	<p>Nigel Williams</p>

	<p>agencies to once again highlight the dangers of entering open water. NFRS' Head of Community Safety has met with both RNLI and the Royal Lifesaving Society, arranged prior to this incident; a multi-agency Norfolk Drowning Group will be set up and will include the Police and Coastguard. It is hoped that the Broads Authority, RoSPA and a representative from the mineral extraction companies will also join. The group will take into account the draft national Drowning Prevention strategy and work carried out by similar groups in the UK.</p> <p>NFRS Comms team will continue to reiterate the dangers of playing in locations that look idyllic but in reality are lethal.</p> <p>A second serious fire in Hemsby within about a week after another serious fire at a fish and chip shop has seen NFRS fire-fighters once again engaged in responding in this area. Reports in the media have suggested that this may be Arson. NFRS fire investigators are still working to establish the cause and it is too early to say how, exactly, the fire started.</p> <p>A serving firefighter from Dereham Fire Station was badly injured in a road traffic collision on Saturday, 8 August. He was not on duty at the time. Coming off his motorcycle he contacted the central road barriers, at speed, causing extensive injury to his upper right arm and shoulder. After immediate medical care and a 5 hour operation on the Saturday his injuries are described as life changing and not life threatening. Since then he has had two further periods of 4/5 hour surgeries. The latest update suggests a period of about 2 years of reconstructive surgery. Officers and work colleagues have visited him in hospital and provided support to his family too.</p> <p>NFRS is to be the lead authority in managing the regional pre-transition funding which is to be provided by DCLG to begin preparing for the Emergency services Mobile Communication Project which is to deliver a replacement for existing (Airwave) Blue Light Communications with the Emergency Services Network by 2020.</p> <p>On a lighter note.</p> <p>A party of 12 officers and members of partner agencies to Norfolk Fire and Rescue Service took part in the official Last Post memorial at 8pm at the Menin Gate on Saturday</p>	
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Emergency & Resilience	<p>15th August (this also being VJ day). A Fire Service wreath was laid along with wreaths in memory of the relatives of those who represented the service who served, some being killed in Action, between 1914-18. The Chief Fire Officer applied to the Last Post Organisation to take part in this event earlier in the year with all members attending covering the costs of participating in the event themselves. A photo is appended to the end of this Sit Rep.</p> <p>The Resilience Team arranged a 2-day training course for its staff and officers from Fire & Rescue on "Preparing Plans for COMAH" (COMAH = Centres Of Major Accident Hazard) to be delivered by the Emergency Planning College following a recent revision of COMAH regulations. Such regular training is essential to ensure officers are fully qualified to carry out their duties under the Civil Contingencies Act.</p> <p>Norfolk was chosen as one of two pilot resilience forums in a project to develop and communicate business resilience tools and resources to support the recovery of SMEs following a major incident. A part of Business in the Community, the Business Emergency Recovery Group (BERG) enables larger organisations to assist SMEs. A presentation on the scheme was given to the Great Yarmouth Tidal Defences Business Partnership on 12th August ahead of workshops for local businesses to be run in Norwich and Great Yarmouth in October.</p>	Jan Davis
Trading Standards	<p>Trading Standards has established a number of new routes to tackle trading malpractice by company directors; through closer joint working and improved information sharing with other enforcement agencies. Recent examples have included referral of false claims and banned activities to the Insolvency Service, the Official Receiver and Companies House. This has ensured that all possible action is taken by the wider enforcement community, to better protect consumers and legitimate businesses and prevent further offending.</p> <p>Gas Safe Week will run from 14 to 20 September. Trading Standards will be supporting this excellent campaign with media messages to raise the awareness of the need to be safe with gas. A key message is for consumers to register their appliances with the manufacturer so they can be alerted if the item is subject to a safety recall. Trading Standards will commence a programme of checks at second hand retailers throughout the county to ensure they have procedures in place to ensure that the appliances they sell are safe and are not subject to recalls.</p>	Sophie Leney

Public Health	NSTR	
Registration Services	<p>Following a very productive meeting with Great Yarmouth Borough Council officers are exploring the possibility of opening another, larger, ceremony room in the Town Hall to give couples more choice. A survey has been sent to all customers who have attended Great Yarmouth registration office this year asking for their views on the location, facilities and service received. There have been almost 150 responses already.</p> <p>The Public Space Protection Order (PSPO) which will give the Police and the Borough Council powers to act on antisocial issues being encountered outside the building is hoped to be in place by early October. The six week consultation around the PSPO prior to its introduction is underway.</p>	Caroline Clarke



Communities Committee

Item No. 7

Report title:	Norfolk Adult Education Service: Update on progress post Ofsted Inspection
Date of meeting:	09 September 2015
Responsible Chief Officer:	Director of Community and Environmental Services Tom McCabe
Chair of Steering Group:	Cllr Richard Bearman
Strategic impact This report updates the Committee on the work of the Steering Group for Norfolk Adult Education Service	

Executive summary

Following the Ofsted inspection in January where Norfolk Adult Education Service was judged to be 'Inadequate', this report provides Committee members with an update on progress and improvements made, and also outlines the plans for 2015/16 to re-shape the service.

There is significant effort and additional resource being applied to Norfolk Adult Education Service and all indications so far are that the service is moving in the right direction. Over 2015/16, a Change Management Programme will ensure that the service is reshaped so that it is fit for purpose from September 2016 and has been awarded an Ofsted Grade 2 (Good) that will ensure its future is sustainable and the quality of its provision is assured.

Recommendations: Committee Members are recommended to:

- 1. Note the progress made in the Norfolk Adult Education Service since the last report in May 2015 and following the Ofsted 'Inadequate' judgement received in January 2015;**
- 2. Approve the new vision which will better align the service to address identified needs across Norfolk and more effectively target resources and learning opportunities.**
- 3. Agree to change the name of the Norfolk Adult Education Service to Norfolk Community Learning Services, which ore clearly describes what the service will do in future.**

1. Proposal

There is significant effort and additional resource being applied to Norfolk Adult Education Service and all indications so far are that the service is moving in the right direction. Over 2015/16, the Change Management Programme described below will ensure that the service is reshaped so that it is fit for purpose from September 2016 and has been awarded an Ofsted Grade 2 (Good) that will ensure its future is sustainable and the quality of its provision is assured.

2. Evidence

- 2.1 Since the last Communities Committee Report in May, there have been a number of significant events including the publishing of the FE Commissioner's Report, a second Ofsted Inspection Monitoring visit and a further visit from the Support and Challenge Inspector assigned to Norfolk to assist with rapid improvement.

2.2 FE Commissioner's Report

The conclusion to this report stated that Norfolk County Council has acted swiftly in response to the OFSTED report to identify the changes that are needed to provide a high quality adult education service.

The first of a number of recommendations made by the FE Commissioner is:

'On the basis that Norfolk County Council wishes to continue its commitment to delivering an adult education service it should, through its Steering Group of elected members, take a more strategic view in setting the mission and deciding the key objectives of the service in order to concentrate resources more effectively on its core provision and market. Significant investment will be required to improve organizational culture, introduce new information systems and raise the quality of teaching learning in order to strengthen the offer to learners.'

The report goes on to conclude:

'Translating these ideas into action, however, will require both a significant investment in the IT infrastructure and management information systems and new posts to lead and develop the service. The Council needs to be clear that it is prepared to support these changes, without which it is unlikely that the necessary improvements will be made and alternative providers will need to be sought.'

A further visit from a representative of the FE Commissioner's Office is planned for 10th September.

2.3 Ofsted Inspection Monitoring Visit (9th June 2015)

Two inspectors were on-site for one day and inspected evidence under the following headings:

- Improvement in teaching, learning and assessment; and
- Improvement in the quality of the study programme.

The judgements made by inspectors were that 'reasonable improvement for learners' had been achieved across all areas of operations that were reviewed. This is the highest judgement possible at an Inspection Monitoring Visit. These two inspectors will inspect again in the autumn, likely to be at the end of September or beginning of October.

2.4 Support and Challenge Inspection (18th August 2015)

This one-day visit was an opportunity for the Inspector to further interrogate the Post Inspection Action Plan and in particular to scrutinise the implementation of performance reporting data systems within the service and improvements in the service's capacity to self-assess and evaluate performance on an on-going basis and in a way that will lead to more rapid and sustainable improvement. A formal letter summarising the inspector's findings is awaited. However, verbal feedback indicated that there was clear evidence of improvement across all the areas that would be expected at this point in time, including governance. The inspector urged the service to ensure the changes and improvements being made were clearly evident in the classroom when the autumn term starts in September and he communicated that this would be an emphasis in the next formal Inspection Monitoring visit that is due in autumn 2015 and in the full re-inspection which will be within two years of the inspection of January 2015.

2.5 Skills Funding Agency Monitoring

In addition to the external scrutiny from Ofsted and FE Commissioners Office, there are also regular (half-termly) visits by the Skills Funding Agency (SFA) where they review progress being made on the Post Inspection Action Plan and where they question managers on plans for further improvement and capacity building within the service. The SFA has responsibility for post 19 vocational learning and all apprenticeships. As a result of receiving an 'Inadequate' Ofsted judgement in January 2015, the Education Funding Agency (EFA) with responsibility for all 16-18 year old funding, removed the funding from NAES and will not be funding any more provision until the Ofsted grade has improved.

The most recent meeting with SFA representatives was 28th July and there were no concerns raised, with minutes of the meeting showing that the SFA are content with progress and improvements made so far. The next monitoring meeting will be on 8th September.

2.6 NAES Steering Group

Internal Norfolk County Council scrutiny of progress within the service is provided through the monthly meetings of the Adult Education Steering Group where there are standing agenda items including a monthly Head of Service report and Key performance indicator data. The Steering Group has political representation from all parties and minutes of meetings show there is effective support and challenge being applied. The Steering Group, in its most recent meeting, received a presentation which outlined the changes to the Ofsted Common Inspection Framework which will be effective from September 1st this year. Members of the group were able to assess the extent to which the service will need to adapt and change its focus and questioned officers on their preparedness for these changes.

2.7 Human Resource Issues

Since January 2015, in their communications with NCC, Ofsted have welcomed the resources made available by NCC and efforts that have been made to improve the service and ensure sufficient capacity and capability to make further swift improvements. This message has been reinforced through the letter from the FE Commissioner. Plans are in place to recruit a new permanent Head of Service and a third Assistant Head of Service with responsibility for Performance data and funding requirements. Both of these posts are currently being

recruited to with the interim Head of Service remaining in post to steer the service until the permanent post-holder is in place.

2.8 Re-imagining NAES

Work has begun on a systematic programme that will re-shape the service with the broad aims of:

- Aligning NAES more effectively with the priorities of the County Council.
 - Excellence in Education
 - Real Jobs
 - Good infrastructure
 - Supporting Vulnerable People
- Building on the Post Inspection Action Plan (PIAP) and addressing the recommendations of the Ofsted report (January 2015).

2.9 On 5th August, managers met to plan and scope out the project and to develop proposals that would significantly re-shape the service. Discussions were focussed and productive with the following recommendations made:

- That the name of the service should more clearly describe what the service will do in the future and that this should be '**Norfolk Community Learning Services (NCLS)**'.
- That the service should be described broadly as a '**second chance learning service**' – giving individuals and communities the opportunity to 'have another go' at developing new skills for work or personal development.
- That there should be **identified, clear progression routes** built into our programmes and that learners should be supported to move, at their own pace through these progressive programmes of learning which may be on to other providers as well as within NCLS.
- That the **aspirations and goals of learners should be very clearly articulated** at the start of their journey with NCLS and that learners will be supported and guided by NCLS to achieve their aspirations and goals.
- That 'leisure and pleasure' courses which meet certain criteria including for example courses where learners are not progressing but return year after year and courses that do not fit well within a quality framework, should be full-cost to those who can afford this and that these courses will be subsidised for those who cannot. These courses will be delivered through a commercial model and will be completely removed and separate from oversight by funding bodies and Ofsted.
- That the service will continue to offer courses that give people the opportunity to learn something new but with a requirement for progression at the end of the course so that these courses do not become "blocked".
- That the focus of all NCLS provision will be on quality and where quality cannot be achieved this provision will be removed from the programme. For 2015/16 the focus of the whole service will be on

achieving a Grade 2 in the Ofsted re-inspection.

- That in order to realise this vision a disciplined, robust programme management approach will be employed.
- That the role of Subject Manager be scrutinised to ensure that it effectively assures the management of tutor teams and individual and team performance.
- That NCLS begins to plan collaboratively with Early Help teams in Adult Services and Children's Services to identify groups and individuals who will benefit from NCLS provision, including Apprenticeships and classroom-based provision that supports individuals from disadvantaged backgrounds to progress into employment as well as those who are seeking to return to or progress in work.

2.10 This major change management programme will start on 2nd September and will involve Adult Education officers working very closely with corporate colleagues to ensure robust decision-making and sustainable change is achieved. Programme progress including updated risks and issues logs and achievement of all milestones will be tracked and scrutinised through a Programme Board chaired by the Assistant Director Community and Environmental Services (Cultural Services). Monthly progress reports will be made to the Steering Group and to this Committee as required. The aim of the programme is to re-shape the service to ensure it is fit for purpose by September 2016.

2.11 A further significant piece of work has been embarked upon by managers and this is to ensure that by the time of the Ofsted re-inspection which could be as early as Spring 2016, the service can evidence that it provides Grade 2 (Good) learning opportunities. This would mean that the service will have moved from Grade 4 to Grade 2 in one move. This is a challenging ambition but is possible given the increased resource and the improvements already made.

3. Financial Implications

The cost of a new permanent Head of Service and a third Assistant Head of Service will be underwritten by NCC with a view to the Service repaying the funding in the medium term.

4. Issues, risks and innovation

The major change programme that is planned will have a full risk register that will be updated fortnightly and a summary of risks and issue will be provided with each Committee Report. The greatest risk that is posed currently is that the service does not change sufficiently quickly to address the concerns of Ofsted, the FE Commissioner and the service's major funder, the SFA with the result that all funding is removed.

5. Recommendation

Committee Members are recommended to:

5.1 Note the progress made in the Norfolk Adult Education Service since the last report in May 2015 and following the Ofsted 'Inadequate' judgement received in January 2015.

- 5.2 Approve the new vision which will better align the service to address identified needs across Norfolk and effectively target resources and learning opportunities.

Background Papers

Ofsted Inspection Report	January 2015
FE Commissioner's Report	June 2015
Ofsted Inspection Monitoring Report	June 2015

Officer Contact

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Communities Committee

Item No. 8.

Report title:	Public Health Lifestyle Services
Date of meeting:	09 September 2015
Responsible Chief Officer:	Executive Director of Resources
Strategic impact An Integrated Healthy Lifestyle Service (IHLS) for adults would improve health and wellbeing in Norfolk and help reduce the need for future health and social care services.	

Executive summary

Under the Health and Social Care Act 2012, local authorities have a statutory duty to improve the population's health. The Care Act 2014 requires local authorities to promote wellbeing and independence to reduce the need for support and delay or prevent the need for care.

Health problems arising from poor diet, lack of exercise, smoking and drinking too much alcohol pose a significant burden to Norfolk's health and social care services. For example, on average smokers need care nine years earlier than non-smokers. Being a smoker doubles the chance of receiving care. Having diabetes doubles the chance of entering a care home.

Current services to address these issues are currently fragmented and inequitable. The expiry of current contracts in 2016 provides an opportunity for Public Health to commission an efficient service to give increased value-for-money, better health outcomes, and align services more closely with NCC priorities.

The proposed service will use an innovative model to help people to improve their health by changing their behaviour using a holistic approach to tackle health inequalities.

Current spend on services is £2.97m per year. A reduced budget available for the IHLS would be determined following review of the Public Health budget and would be subject to change in light of further revision to the Public Health budget.

As an example, for £2.5m per year an integrated service could provide these services and targeted Tier 2 weight management, low level mental health/wellbeing and low-level alcohol interventions, all of which are current service gaps.

Recommendation:

It is recommended that Communities Committee support option C: The procurement of an Integrated Healthy Lifestyle Service. Procurement will led by Public Health in collaboration with Adult Social Services and Children's Services.

1. Proposal (or options)

A. Do Nothing. Current Health Trainer contract will expire in 2016.

This option is not recommended as:

- The detrimental health effects will lead to increased need for health and social care services which will increase the already unsustainable financial burden.
- A failure to commission lifestyle services poses population health risks.
- NCC failing to provide lifestyle services for the population will pose a reputational risk to the authority as it will not be overtly addressing key public health issues.
- There is a risk of conflict with statutory duties.

B. Re-commission existing multiple lifestyle services.

This option is not recommended as:

- Separate services are more expensive, less efficient and inequitable.
- Little scope for innovation and improvement.
- No opportunity for more close alignment with Re-imagining Norfolk.
- Existing lifestyle services can be difficult to negotiate.

C. Procure an Integrated Healthy Lifestyle Service (commence procurement Oct 2015 for a service to be fully in place by Oct 2016). This includes agreeing an extension of the Health Trainer Service contract¹.

This option is recommended as it will be more cost-effective, has good strategic fit and will have the biggest population health impact, and:

- A new integrated service would be cheaper than current multiple services.
- Services elsewhere suggest that combining support for co-occurring key issues (e.g. smoking, overweight and low self-esteem) produces better outcomes.
- Service users benefit from only needing to tell their story once.
- A single point of contact is easier for service users and referrers to navigate.
- Most people accessing traditional lifestyle services have more than one health behaviour change to make. Integrated services can support this more effectively.
- A single contract to manage saves commissioning resources.
- By working collaboratively with Adult Services the IHLS service can reduce the need for care by meeting needs of those in the early stages of using social care. This will support the Promoting Independence Strategy which includes providing information and advice, getting early help when people need it and supporting people to manage their long term conditions.
- Would be based on the most effective components of the current Health Trainer service as described in Appendix 1.

¹ The current Health Trainer Service contract expires on 28th Feb 2016.

A seven month contract extension at current volumes would have a value of £963,000. However there is the opportunity to negotiate with the provider to reduce the service and therefore the price. The contract extension will need to be enacted to ensure safe transition and continuity of services until the IHLS is fully operational (Oct 2016).

2. Evidence

Good quality lifestyle services make significant reductions to the cost of adult health and social care provision. Improved health and self-esteem are major drivers for reducing dependency on services and helping Norfolk residents to maintain or regain their independence.

The average cost for health and social care for a Norfolk resident who has 1 long-term condition is nearly £194,000 per year; this increases to nearly £280,000 per year average cost for residents with multiple long-term conditions, so a prevention service has significant financial benefits.

Smokers tend to need care nine years earlier than non-smokers. Being a smoker doubles the chance of receiving care. Having diabetes doubles the chance of entering a care home.

By aligning closely with the providers of children's services and initiatives such as NCC's pledge to support Step Up to Serve, the service could actively tackle the inter-generational transmission of poor health attitudes and behaviours.

Combined lifestyle services that focus on outcomes are being used increasingly throughout the country to achieve better quality and value-for-money. Integrated services that tackle multiple unhealthy lifestyle behaviours within the same episode are more convenient for service users and referrers and more cost-efficient to commission. It can also provide a basis from which we can integrate better with other stakeholders (e.g. Job Centre, District Council functions and Clinical Commissioning Groups).

The IHLS would support achievement of Re-imagining Norfolk:

- **Education:** by improving health and wellbeing among families through a strong family focus, smoke-free homes and interfacing with the Healthy Child programme, the service will have a positive impact on children's health, school readiness and their future health choices.
- **Real jobs:** the health trainer service component recruits and trains people from deprived communities, leading to paid employment and enhancing employment skills and confidence in those without employment.
- **Infrastructure:** IHLS will maximise the use of assets and partnerships to ensure that the service is delivered locally including in rural areas, and offers digital service access points.
- **Vulnerable populations:** better health and wellbeing will improve the quality of life for all service users. The service will target the most deprived and vulnerable groups, who often have the worst health, and offer them more intensive interventions to reduce health inequalities.

As a prevention model, the IHLS will contribute to improving children's health, achieving the Adult Services' strategy Promoting Independence, the Health & Wellbeing Board's priority of reducing obesity, and various Public Health Outcomes Framework indicators.

3. Financial Implications

There are considerable financial consequences that arise from failure to prevent health problems.

Smoking remains the leading preventable cause of disease and early death; there are currently in excess of 126,000 adult smokers in Norfolk. Smoking costs Norfolk £240m per year, including an estimated £20m in social care costs for later life (ASH), equivalent to an annual cost to services of £1,900 per smoker. Reducing the smoking prevalence from 18% to 17% could save an estimated £13m each year.

Two thirds of the adult Norfolk population are overweight or obese (over 475,000 people) and the proportion is increasing annually. The most rapid increase is in patients with severe and complex obesity. If obesity trends continue at their current rate, then by 2020 there will be over 250,000 obese adults in Norfolk.

This level of obesity will have contributed to an additional 43,000 people with diabetes, 87,000 with hypertension, 2,000 extra strokes and over 6,000 cases of CHD in Norfolk arising from obesity, on top of the existing burden of disease.

Table 1 estimates health and social care cost avoidance in Norfolk from prevention. It illustrates the potential impact on the number of people with an obesity related condition if obesity in Norfolk's population is reduced.

Table 1: Effect of reducing obesity prevalence in Norfolk by 2020. *Estimated annual health and social care cost to Norfolk County Council and Norfolk NHS. ** Prescribing costs only.

Condition	Do nothing (Obesity attributable cases in Norfolk's population)	Cases and cost* avoided by a 1% reduction of obesity in Norfolk's population	Cases and costs* avoided by a 5% reduction of obesity in Norfolk's population
Hypertension	87,000	2,700 (£0.2m)**	14,000 (£0.8m)**
Diabetes	43,000	1,000 (£4m)	6,600 (£24m)
Stroke	2,000	300 (£1.2m)	500 (£2m)
CHD	6,000	100 (£0.1m)**	900 (£0.7m)**

Currently commissioned Public Health services that would come under the scope of the new service are:

- Health Trainer Service (behaviour change – dietary, physical activity & smoking)
- Specialist Stop Smoking Services
- Workplace Health Programmes

These services currently cost £2.97m per year. These services are separately contracted, more expensive and less efficient than the proposed IHLS service. The budget available for the IHLS would be determined following review of the Public Health budget and would be subject to change in light of further revision to the Public Health budget.

As an example, for a reduced budget of £2.5m per year, an integrated and innovative service could provide services as detailed above and meet additional health and

wellbeing needs by providing targeted and specific interventions e.g. weight loss, low level mental health and wellbeing and low-level alcohol interventions, all of which are current gaps in service provision.

4. Issues, risks and innovation

- Expiry of the Health Trainer contract would result in about 50 redundancies within the Health Trainer Service provided by MyTime Active, many of whom are people that have been recruited from deprived communities in Norfolk.
- Under the Health and Social Care Act 2012, local authorities have a statutory duty to take steps to improve the health of the local people.
- The Care Act 2014 puts an emphasis on Local Authorities to promote prevention.
- The demand for health and social care services in Norfolk will continue to grow unabated without prevention services.
- Procurement of an IHLS would allow transformation and improvement of services, helping to reduce the need for social care and health services.
- There is public and partner reputational risk to Norfolk County Council if we do not provide services that help people to change health risk behaviours and improve health.

5. Background

The procurement of an IHLS would be led by Public Health in close collaboration with Adult Social Services and Children's Services.

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Appendix 1: The Norfolk Health Trainer Service

Health Trainers provide one to one brief intervention, motivation and bespoke support to people who want to make changes in their behaviour and typically address smoking, alcohol, healthy eating, weight loss and physical activity goals. The service raises awareness of how people's lifestyle choices can affect their overall sense of wellbeing and is available to all residents in Norfolk and Waveney

Health Trainers are targeted to support vulnerable groups and communities where particular need has been identified e.g. deprived, gypsy traveller and BME communities. In addition to the core service there are projects that support additional identified needs:

- British Heart Foundation (West Norfolk) focusses on CVD prevention in men through targeting workplaces
- British Heart Foundation (Gt. Yarmouth) focusses on health improvement for people with learning disabilities
- Mobile Food Store (Gt. Yarmouth & Waveney) provides low cost fresh fruit and vegetables to increase 5-a-day consumption levels in deprived communities
- Weight management and weight maintenance programmes for adults
- Supportive function of prison and probation services and Job Centre plus

Communities Committee

Item No. 9.

Report title:	Re-imagining Norfolk – service and financial planning 2016-19 for Communities Services
Date of meeting:	9 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services Anne Gibson – Executive Director of Resources
Strategic impact To provide a strategic framework – Reimagining Norfolk - for the County Council to re-focus its role and pursue its priorities within a radically reduced level of resources.	

Executive summary

Re-Imagining Norfolk sets out a strategic direction for the Council which will radically change the role of the County Council and the way it delivers services. It commits the authority to delivering the Council's vision and priorities for Norfolk, making clear that the future lies in working effectively across all public services on a local basis.

The Committee considered a report on Re-Imagining Norfolk at its last meeting, in July, and agreed to commission Executive Directors to investigate potential models of 'services for the future', and prepare options of what these services could look like in three years' time, with 75% of addressable spend. This papers sets out the outcomes of this work.

Information included at Appendix 2 sets out an officer view of what services could look like at 75% addressable spend, with further commentary about what could be different at 84%. It is not intended for this modelling to be a proposal or any form, rather to help the Committee in its Reimagining Norfolk deliberations. This report also sets out further information about the National financial context and financial planning assumptions.

In the meantime, officers have developed a number of budget saving proposals for the Committee to consider. The proposals, set out in Appendix 3, would deliver permanent revenue savings over the next three years. There are a total of 11 proposals with a total saving value of £2.024m.

Recommendations:

The Committee are asked to:-

- 1. Note the service models set out in Appendix 2;**
- 2. Note and comment on the savings proposals set out in Appendix 3;**
- 3. Ask officers to bring back further detailed savings proposals in October which will contribute to the development of budgets based on 75% of the Committee's addressable spend, to allow for choices and options to be considered, and to support the delivery of a balanced budget for 2016-17, for subsequent consideration at Policy & Resources Committee in October.**

1. Background

- 1.1. Re-Imagining Norfolk, agreed by Policy and Resources in June, sets out a direction for the County Council which will radically change its role and the way it delivers services. It commits the Authority to delivering the Council's vision and priorities for Norfolk making it clear that the future lies in working effectively across the whole public service on a local basis.
- 1.2. As an early step in the Council's approach to service and financial planning for 2016-19, Committees were asked to consider the impact of re-modelling their services based on 75% of their current addressable spend.
- 1.3. At the last meeting, Members had the opportunity to comment on a high level strategy for the services covered by this committee, and agreed to ask the Executive Director to develop potential models of 'services for the future' and prepare options of what these services could look like in three years' time, with 75% of addressable spend.
- 1.4. This paper sets out further detail about new service models, and includes an initial set of savings proposals for consideration.

2. Strategic and financial planning 2015-19 – re-imagining Communities Services

- 2.1. The financial challenges facing the Council are on such a scale that incremental budget cuts to existing services are unlikely to deliver the step change required. For this reason, Committees have been asked to Re-Imagine their services and to set out how the Committee's spending power will be used in the future.
- 2.2. This Committee has already been provided with financial information setting out 75% of its current addressable spend. As previously explained, this would address the forecast shortfall, and allow 'headroom' and choices for Members in making budget decisions. Figures for 84% of addressable spend are also included below – the spending figure which would close the shortfall, but not give choices or headroom.
- 2.3. Since that time, consideration has been given to what this could mean in practice in practical terms i.e. at 75% of addressable spend what services would be provided, what would we do less of, what would we need to stop doing etc. Further information on this is included in Appendix 2.

3. National financial context

- 3.1. The Summer Budget announced by the Chancellor on 8 July 2015 indicated that the pace of deficit reduction over this parliament would be similar to that experienced under the Coalition. This represents a longer and slower reduction of the deficit than that suggested by the previous budget in March 2015. A budget surplus is now forecast in 2019-20 – one year later than previously planned, with average reductions in the deficit of 1% of GDP a year.
- 3.2. Limited detail about the implications for Local Government was provided in the Summer Budget, but it did confirm that £37bn of savings need to be delivered over the life of this parliament, with £12bn from welfare and £5bn from tax-

related measures being announced. The remaining £20bn of savings are expected to come mainly from Government departments, and will be announced at the Spending Review on 25 November 2015.

3.3. The key headlines from the Summer Budget which are likely to impact on Local Government are:

- The introduction of a new National Living Wage for the over 25s. The National Living Wage is set to reach £9.00 an hour by 2020, starting at £7.20 from April 2016. Work is currently underway to assess the full implications of the National Living Wage for the County Council. The impact on the Council's directly employed workforce is initially likely to be small (although it will increase up to 2020), however there is potential for significant cost pressures to be experienced in contracted services particularly within social care and waste.
- Further progress is to be made to deliver devolution to a local level. The first County devolution deal has been agreed with Cornwall and plans to give Local Authorities powers to set Sunday trading hours were confirmed.
- The standard rate of Insurance Premium Tax will increase from 6% to 9.5%
- The Chancellor announced plans for public sector pay increases to be limited to 1% for the next four years. This is likely to be taken into account in national pay negotiations.
- The Chancellor indicated that local authority pension funds will be forced to pool investments if they do not achieve agreed savings targets. The government will invite local authorities to propose their own plans to deliver "common criteria for savings", suggesting that authorities that do not come forward with sufficiently ambitious proposals will be required to pool investments.
- The Chancellor confirmed the £15bn of funding for new roads for the rest of the decade announced in the last parliament. A new Roads Fund is to be established from an updated Vehicle Excise Duty system.

3.4. There remains considerable uncertainty about how the £20bn of savings from Government departments will be achieved ahead of the Spending Review, although the Chancellor confirmed in the Summer Budget that Defence is to be added to the list of protected spending, joining Education, the NHS and International Aid. The effect of this continuing protection is to increase the impact of deficit reduction plans on the remaining unprotected areas. The Spending Review has directed Government departments to plan for reductions of 25% and 40% over the term of the parliament.

3.5. The County Council's individual funding allocation will not be known until the publication of draft Local Government Settlement figures, which are expected to be released in late December.

4. Council financial planning 2016-17 to 2018-19

4.1. Following the Summer Budget, limited additional information to inform financial planning has been forthcoming. As reported to Policy and Resources Committee in July, a projected budget 'gap' of £148.849m over the three years 2016-17 to 2018-19 has previously been identified. After taking account of savings agreed in the 2015-16 budget round totalling £33.875m, and a forecast council tax base increase of £4.381m, this leaves a net budget gap of £110.593m. Policy and

Resources Committee has also agreed that additional ‘headroom’ of £58.000m should be built into the budget planning process to allow choices and options to be considered, as well as providing a contingency for adverse funding decisions by the Government. This total savings requirement of £168.594m represents a 25% reduction in “addressable” spend (the expenditure within the budget which can be influenced or controlled by services, which excludes items such as depreciation, pension amounts and long-term contractual commitments such as PFI).

- 4.2. Details of initial savings proposals to close the budget gap for 2016-17 are set out for Committee consideration in this paper. Policy and Resources Committee has recommended that Committees continue to plan on the basis of the overall gap, but also consider the savings required to close the baseline gap of £110.593m. These positions are set out in Table 1 and 2 below.
- 4.3. It should be noted that the budget figures set out in this paper are based on an assumption that planned budget savings for 2015-16 and future years will be delivered. It is therefore highly important that achievement of current year budget plans remains a key priority for the remainder of the financial year.
- 4.4. The Executive Director of Finance is in the process of undertaking an assurance exercise on the deliverability of the previously budgeted savings for 2016-17 and 2017-18. Any shortfall or anticipated non-deliverability will be reported to a future meeting of the Policy and Resources Committee.
- 4.5. There are a number of risks to the delivery of budgeted savings in the current year. As such Policy and Resources Committee has recommended that Committees in September focus particularly on consideration of savings proposals which have the potential to be implemented in-year, to support the delivery of a balanced position for 2015-16.
- 4.6. The tables below provide illustrative budgets for the next three years, based on current planning assumptions. For planning purposes the supplementary tables set out details of what these budgets would require in respect of the budget gap identified for each year, by Committee. Table 1 provides details of the budgets including “headroom”, allowing for greater Member choice in delivering a balanced budget, Table 2 sets out the budgets without that headroom.

Table 1: Illustrative budgets with reduction of 25% of addressable spend over three years

Committee	Gross Expenditure			
	15-16 £m	16-17 £m	17-18 £m	18-19 £m
Adults	358.963	332.535	315.686	308.170
Children’s (Non Schools)	208.605	190.304	183.790	180.738
Communities	103.321	94.219	86.642	81.573
EDT	179.153	172.647	167.442	164.873
P&R (inc. Finance General)	156.698	152.859	148.080	144.592
Grand Total	1,006.739	942.564	901.640	879.947

- 4.7. The gross expenditure figures in Table 1 assume the following budget gap by Committee in each year:

Table 1.1 Committee	Budget Gap (with headroom for Member choice)			
	16-17 £m	17-18 £m	18-19 £m	Total £m
Adults	27.223	27.943	19.631	74.796
Children's (Non Schools)	11.595	11.902	8.361	31.858
Communities	8.167	8.383	5.889	22.440
EDT	8.288	8.507	5.976	22.771
P&R (inc. Finance General)	6.089	6.250	4.391	16.729
Grand Total	61.361	62.985	44.248	168.594

Table 2: Illustrative budgets without headroom (reduction of 16% of addressable spend over three years)

Committee	Gross Expenditure			
	15-16 £m	16-17 £m	17-18 £m	18-19 £m
Adults	358.963	341.112	332.840	333.902
Children's (Non Schools)	208.605	193.957	191.097	191.698
Communities	103.321	96.792	91.788	89.293
EDT	179.153	175.259	172.664	172.707
P&R (inc. Finance General)	156.698	154.777	151.917	150.347
Grand Total	1,006.739	961.897	940.307	937.947

4.8. The gross expenditure figures in Table 2 assume the following budget gap by Committee in each year:

Table 2.1 Committee	Budget Gap (without headroom for Member choice)			
	16-17 £m	17-18 £m	18-19 £m	Total £m
Adults	18.646	19.366	11.053	49.064
Children's (Non Schools)	7.942	8.249	4.708	20.898
Communities	5.594	5.810	3.316	14.720
EDT	5.676	5.896	3.365	14.937
P&R (inc. Finance General)	4.170	4.331	2.472	10.974
Grand Total	42.028	43.651	24.914	110.593

4.9. Table 3 below provides details of the underlying assumptions for pressures and savings included in the illustrative budget figures set out in Tables 1 and 2. The outcomes of Service Committees consideration of initial savings proposals in their September meetings will be used to inform the preparation of an updated position to be reported to the Policy and Resources Committee at its meeting 28th September 2015.

Table 3: Budget planning assumptions 2016-17 to 2018-19

	Adults	Children's (Non Schools)	Communities	EDT	P&R (including Finance General)	Grand Total
	£m	£m	£m	£m	£m	£m
Gross Expenditure 2015-16	358.963	208.605	103.321	179.153	156.698	1,006.739
Inflation on gross expenditure 16-19	17.367	9.785	2.430	9.942	2.735	42.260
Legislative changes impact on gross expenditure 16-19	0.000	0.000	0.000	0.000	9.068	9.068
Demand and demographic growth on gross expenditure 16-19	18.076	6.108	0.000	0.000	0.000	24.184
County Council Plan changes on gross expenditure 16-19	0.000	0.000	-0.030	0.000	1.250	1.220
Previously identified savings on gross expenditure 16-19	-11.440	-11.901	-1.709	-1.451	-8.430	-34.931
Savings to be identified 16-19	-74.796	-31.858	-22.440	-22.771	-16.729	-168.594
Gross expenditure 2018-19	308.170	180.738	81.573	164.873	144.592	879.947
Add back budget gap "headroom"	25.732	10.959	7.720	7.834	5.755	58.000
Gross expenditure 2018-19 without headroom	333.902	191.697	89.293	172.707	150.347	937.947

5. Initial savings proposals

- 5.1. There are a total of 11 proposals that have been developed and are listed at Appendix 3. This includes proposals recommended by the Member Working Groups for Libraries; there is a separate paper on the agenda for this meeting relating to the recommendations from this group. A report from the Fire and Rescue Strategic Review Member Group is also included separately on the agenda for this meeting and provides an update on the working group's detailed considerations and deliberations.

- 5.2. When developing these proposals, consideration has been given to whether services could be carried out by others e.g. the third sector and voluntary services and the community as well as considering if there are any services provided that do not have a statutory basis. Proposals have also been considered according to the impact and risk to the public.
- 5.3. Each of the proposals listed at Appendix 3 would deliver permanent revenue budget savings. For the next three years, these would total £2.019m:-

Saving category	Saving (£'000)		
	2016-17	2017-18	2018-19
Cutting costs	394	144	
Getting better value for money on what we spend	745		
Enabling communities and working locally	-78	138	
Helping people earlier			
More online services – serving people better through technology		622	
Being more commercial	10	44	
Total	1,071	948	0

Note that Appendix 3 and the figures above do include the potential savings set out in the report from the Libraries Steering Group included elsewhere on the agenda for this meeting.

6. Further potential areas for savings

- 6.1. Work continues to identify further savings. Areas under consideration include:-
- One element of the reimagining Norfolk programme is enabling communities and working locally. This is about shifting our focus to a locality approach which allows a more integrated service model. We are considering how to take this forward within the Community and Environmental Services Department.
 - As reported in the Member Working Group report on the library and information service (included separately on the agenda for this meeting) there is the potential to utilise library buildings as hubs in communities.
 - The new council-wide Customer Service Strategy was agreed by full Council earlier this year. Work being progressed as part of implementation of the Strategy will enable services to be delivered digitally and more efficiently, which will enable savings and also improve customer service.
- 6.2. As proposals are developed and finalised, equality impact assessments will be developed for proposals that potentially have an impact on identified groups with protected characteristics. A full equality impact assessment report will be published alongside the Policy and Resources budget papers for 8 February 2016.

7. Next steps

- 7.1. Committee Chairs will be asked to update Policy and Resources Committee on service and financial planning when it meets on 28 September 2015. In line with its constitutional role, Policy and Resources Committee may at this point need to provide further guidance for service committees in the light of any updated financial forecasts.
- 7.2. All service committees are meeting during October and will be requested to finalise and agree a future model of services and a set of savings proposals for 2016-19, highlighting those which require formal public consultation.
- 7.3. The full set of proposals will be considered by Policy and Resources Committee at its meeting on **26 October 2015**. At this meeting Policy and Resources Committee will receive advice and recommendations from Committees and will:
- Review all proposals from Committees to ensure that collectively they will enable the Council to achieve a balanced, sustainable budget;
 - Agree any proposals which require more detailed formal consultation because of their impact on specific users or residents;
 - Agree arrangements for assessing the impact of any proposals in line with;
 - Equalities legislation, ensuring there are sound arrangements for individuals and groups directly affected by potential proposals to have an opportunity to voice their views.
- 7.4. In November, Committees will be able to consider feedback from statutory consultation and engagement so far. The consultation will close at **midnight on Thursday 14 January 2016**. At their meetings in the last week of January, Committees will review the findings and public consultation, the outcome of the local government settlement, other risk and impact assessments and agree final proposed budget savings.
- 7.5. It is the role of Policy and Resources Committee to recommend a set of proposals to Full Council. This will take place at its meeting on **8 February 2016** and Full Council on **22 February 2016** will agree the Council's budget.

8. Financial Implications

- 8.1. As set out above and in Appendices 1, 2 and 3.

9. Issues, risks and innovation

- 9.1. Issues, risks etc. have been considered as part of developing budget proposals for this committee to consider. The development of equality impact assessments, as relevant, and any public consultation process will provide further opportunities for issues and risks to be identified and considered.

10. Background

- 10.1. The Committee considered a report on Reimagining Norfolk at the 1 July 2015 meeting.

Officer Contact

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

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

2016-17 Budget and Service Planning Timetable

Activity/Milestone	Time frame
Service Committees consider initial savings proposals and undertake service planning in the context of 75% of addressable budgets	September 2015
Policy and Resources Committee receive feedback on initial service and financial planning and review the latest forecast financial position for 2016-17 to 2018-19	28 September 2015
Member review of any further financial updates or information from expected Government consultations affecting funding settlement Service Committees consider further proposals for savings to close budget gap, and agree proposals requiring public consultation	October 2015
Policy and Resources Committee considers budget proposals in the round	26 October 2015
Consultation on new planning proposals and council tax 2016-17 to 2018-19	November 2015 to early January 2016
Spending Review 2015	25 November 2015
Assess implications of Spending Review 2015	Late November and December 2015
Service reporting to Members of service and budget planning – review of progress against three year plan and planning options and early feedback from statutory consultation and engagement activity	November 2015
Chancellor's Autumn Statement and Provisional Finance Settlement	Late December 2015
Consultation closes	Midnight on 14 January 2016
Service reporting to Members of service and financial planning and consultation feedback	January 2016
Committees consider outcomes of public consultation and local government settlement, and agree revenue budget and capital programme recommendations to County Council	Late January 2016
Policy and Resources consider consolidated budget position to recommend budget proposals to County Council	8 February 2016
County Council agree Medium Term Financial Strategy, revenue budget, capital programme and level of Council Tax	22 February 2016

Communities Committee services at 75% addressable spend

The information below sets out an officer view of what services could look like at 75% addressable spend, with further commentary about what could be different at 84%. This has been compiled to help the Committee in its reimagining Norfolk deliberation i.e. to support the committee to identify priority areas etc.

The information below is not intended to be a proposal or any form (budget proposals are set out in Appendix 3). The information below is for modelling purposes only.

Arts service

The Arts Service would reduce the arts grants over three years and to work in partnership to generate more income to help to compensate for the reduction.

[With budgets at 84%, the reduction in the arts grants would be lower.]

Norfolk Museums Service

Over 50% of the Museums Service (NMS) budget is from non NCC sources of funding – HLF, Arts Council England and earned income. The Service has an ambitious income generation strategy which is in its first full year. A reduction in NCC funding could impact on the level of funding from the Arts Council/HLF. To deliver on 75% of current NCC funding the Service would move to lone working at some of its 10 sites in year one.

By year 3 the Service would deliver a reduced and revised model of service loosely described as ‘major sites and community sites’:

The three Major Sites would be Norwich Castle Museum & Art Gallery, Gressenhall Farm & Workhouse and Time and Tide Museum of Great Yarmouth Life. The seven remaining NMS sites would be reclassified as Community Sites. These Community Sites would offer only a basic service including regular opening hours and self-guided education visits. The reduction of services at these Community Sites would see a substantial fall in schools’ visits, a reduction in earned income for the Service, a fall in overall visitor numbers and an almost complete reduction in special programmes, including work in the communities which these museums serve.

[With budgets at 84% of current funding, the ‘major sites and community sites’ model would still be adopted, but more could be offered within the basic service including some guided education visits and a basic events programme.]

Library and Information Service

To deliver on 75% of current NCC funding, the Library and Information Service (NLIS) would need to make significant changes and reductions in provision over the 3 years.

To maintain the role of libraries delivering literacy and learning in communities it is proposed that a new model of delivery, which includes using libraries as venues for early help and first level learning and literacy in all its forms is adopted. An investment in self-

service technology would enable library services and buildings to be used by customers and other services and organisations for longer each day.

There would be reduced stock and staff across the service, and the Norfolk and Norwich Millennium Library would have a reduction in fully-staffed opening hours. Larger sites would offer a wider range of stock and services than smaller sites. There would be a reduction in mobile library provision. Book lending to people in residential homes would be delivered through volunteers or through full cost recovery.

By year 3, NCC would be unable to run more than around 30 libraries.

[To deliver at 84% of current funding the majority of changes described above would need to be implemented. NCC would be able to run around 12 more libraries (42 total).]

Norfolk Record Office

On top of the savings already proposed for 2016/17 a 75 % service would see:

Opening hours reduced by 42% to approximately 24 per week, with support supplied to potential and on site-users reduced to a minimum. There would be no archive specialist working at the Norfolk and Norwich Millennium Library, which would reduce the library service's ability to deliver a full service from the Norfolk Heritage Centre.

[With budgets at 84% of current levels, opening hours would still be reduced to 24 per week. Staff interaction with searchers would be limited to registration, security, document issue and very limited assistance. A written enquiry service could be provided with paid service for searches, certificates and digital access. The archive specialist working at the Norfolk and Norwich Millennium Library would be maintained.]

Fire and Rescue service

On top of savings already identified for 2016/17, operating at 75% of our current budget would provide 32 frontline stations, 3 wholtime fire engines (one in each of King's Lynn, Norwich and Great Yarmouth), one day crew in Norwich and approximately 27 retained pumps to cover market towns and rural areas. We would be able to provide a basic level of firefighting and road collision response, with some limited technical capability.

This would be a 40% reduction in front line emergency response cover, removing 3 wholtime pumps, converting one to day crew and removing another, and remove 18 retained pumps with the closure of 10 stations. Our ability to provide technical rescue services would be impacted significantly as the reduction in crews would limit our capacity to train and crew specialist vehicles. This will include flood response, hazardous materials response and animal rescue, and there may be some incidents which we would no longer be able to attend.

The numbers of people at above average risk of death from fires in their homes would potentially more than double (c.60,000 increase) and the increased economic cost of fires and other emergencies (net of NCC budget savings) could be £12.8 million (7% increase).

Fewer and more dispersed resources mean we would take longer to arrive at incidents and our emergency response standard performance will worsen by over 11%. Fires will grow in magnitude and casualties will be trapped for longer leading to increased

chances of loss of life, property and damage to the environment. This will also impact on our ability to tackle fires aggressively when resources at the scene are limited and we will need to manage the risk to our crews. The total reduction in front-line appliances will have an impact on the resilience of the Service, especially during periods of high activity such as flooding or forest fires, and we will be more dependent on aid from other services or national assets with extended response times.

To fully deliver against a 25% savings requirement could also require reduced provision of regulatory fire safety, fire prevention and potentially impact on local 999 call handling.

[At 84% of current budget, we would be able to provide 4 wholetime crews to cover the urban areas, a day crew provision and some reduction in the impact on retained stations. This would still see a reduction of more than 18 pumps total with consequential impacts on response performance as set out above.]

Trading Standards service

The Trading Standards Service protects consumers and legitimate businesses by tackling fraudulent and rogue trading and by supporting legitimate businesses to trade fairly and safely. If the Service is required to operate at 75% of its existing budget the staffing complement will have to be further reduced by a fifth. The Service would only deliver its core statutory enforcement duties:

- Targeting the most serious fraudulent, illegal and unfair trading, including those rogues who target vulnerable victims through rogue doorstep trading
- Undertaking intelligence-led market surveillance through sampling, test purchasing and advisory business interventions to:
 - ensure the standards, quality and safety of the food chain,
 - safeguard the standards of animal health and welfare and reduce the risk of animal disease outbreaks
 - ensure the safety and fair trading of goods and services
- Tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illicit alcohol and tobacco.

The reduction in staffing would limit the Service's capacity to tackle rogue traders and to thwart emerging safety issues/fraudulent trading as soon as they arise, increasing the potential for detriment. It would reduce our resilience to respond to emergencies such as animal disease outbreaks. The Service would no longer be able to lead on our community protection initiatives including No Cold Calling Zones, financial scam education, and Norfolk Home Shield and Trusted Trader Schemes.

[If the Trading Standards Service is required to operate at 84% of its existing budget the required staffing complement reduction will be reduced from 20% to 12%.]

Resilience service

Resilience is currently delivered through 6.25 FTE's. At 75% this would see reductions in the service and a reduction of 1.6 FTEs, which in part could be managed by potential further collaboration with districts, however this would place significant risk around the ability of the authority to respond to potential incidents in the County.

Customer Services

The Customer Service Strategy, as agreed in March 2015 by Communities Committee and later by full council, sets out a programme of digital transformation, channel shift and process efficiency that will see wide-scale re-profiling of customer facing activity across the council over the next five years, including the implementation of a new web platform and CRM (customer relationship management) system, which will enable cost reductions for many services. As a result, operating at 75% of existing cost is not possible for all of Customer Services without risking the success of the strategy, and could therefore prove counter-productive as it would hinder other frontline services from transforming.

Customer Service Operations

Once the new technology associated with the Customer Service Strategy is implemented, it would be possible to make some efficiencies within the contact centre related to team structures (spans of control) and operational effectiveness. We would also continue to review the required skill sets within the teams. As new services are transferred into the contact centre, opportunities will be sought to digitise and automate the activity to promote ongoing cost reduction. A move to delivering at 75% of cost would start to impact on response/answer times experienced by the general public.

[To deliver at 84% and maintain existing service levels, the quality assurance and monitoring will become more automated and we would embed quality into team leader roles, rather than having a dedicated role.]

Social Care Centre of Expertise

The Social Care Centre of Expertise is operated on behalf of Adult Social Care and will therefore be considered as part of the Promoting Independence review currently underway. Customer Services are working closely with Adults to ensure we have an optimised front door to the organisation in line with the Customer Service Strategy and Adult's priorities.

Complaints

To deliver a 75% reduction in the complaints service, we would be at significant risk of not being able to meet our statutory responsibilities – this is particularly relevant for Children Act and Adult Social Care complaints. To move to 75% consideration would need to be given to merging with another team and sharing managerial overheads.

[To deliver the service at 84% we will need to change the skills profile of the team and replace some of the case manage roles with lower skilled case officers – in addition the “front door” to the service will move fully to the contact centre.]

Healthwatch

Healthwatch is currently commissioned from within Customer Services and receives £600k per annum, ring fenced until 2017/18. There is potential to examine the funding position going forwards with a view to providing 85% or 75% of the existing amount. Healthwatch Norfolk would be less able to fulfil its strategic objectives and would be forced to prioritise activity around the greatest levels of need/ concern. This may mean that vulnerable/ underrepresented groups are less likely to have their voices heard and their views represented – this would be a matter for consideration by the Healthwatch Norfolk board

Public Health

About ninety per cent of the current Public Health budget is towards commissioning of services, with the rest contributing to the specialist and support workforce. The commissioned services include a core set of mandated services along with some discretionary services.

In addition, Public Health adds value to the County Council's business, in areas such as Business Intelligence and Infection Prevention & Control advice to Care Homes.

The evidence shows that key public health prevention programmes can be cost-effective and give returns on investment in both the short and longer terms. Quick returns on investment for all stakeholders come from interventions that:

- promote healthy behaviours, e.g. increasing physical activity, addressing for example tobacco, alcohol and substance misuse
- provide healthy employment
- address mental health

The PH team will adopt the following systematic approach to identify ways to achieve a further reduction to 85% and 75% level:

- Clarify the baseline PH capacity and assess against existing substantive complement;
- Explore effectiveness and efficiency savings through integration of functions across organisations and integrated commissioning approaches;
- Scope reduction and/or streamlining of discretionary functions;
- Scope contract variation to achieve reduction in budgetary outlay of mandated functions, together with increase in provider productivity;
- Explore opportunities to add value to Council's agenda thereby influencing budgetary reductions across the Council's directorates;
- Explore income generating opportunities.

The above exercise will be accompanied by a risk assessment framework, including the likely assurance returns to Public Health England.

Norfolk Registration Service

To deliver on 75% of addressable spend would necessitate a reduction in costs or an increase in income or a combination of both.

The Service delivers registration of Births and Deaths against a statutory framework. No fees can be charged for these two services. In addition, the service undertakes marriages, for which a fee may be charged.

The Registration Service is projected to move to £27k surplus in 2015/16. There is a target for a £75k surplus in 2016/17. The service is part of a corporate project on income generation led by the Director of Communities and Simon Coward, Managing Director of Hethel. This piece of work is at an early stage so it is not possible to provide any details in this report as to how increased income would be achieved over and above the targets that have already been set for this year and next year. Any additional income generated through this project would mean we could mitigate the implications of savings.

The service is building based, since notifications have to be undertaken face to face by County Council staff. Therefore the service cannot by law be outsourced or automated (e.g. delivered on-line). On top of the premises savings already proposed for 2016/17 elsewhere in this report, a 75 % service would mean further reductions in service delivery points (buildings) and staff numbers. We would lose the capacity to develop the weddings business which is key to meeting the challenging existing income targets.

We would significantly increase the waiting time for appointments to notify births and deaths and we would reduce the length of appointments, thereby limiting the time we spend with informants and we would not offer to see couples to discuss their ceremony arrangements. People would have to travel further. The precise impacts of these changes will be modelled based on available management information.

The Council would be at risk from reputational damage from the level of customer service we would be able to deliver at these life events, especially through the significant reductions in our ability to register births and deaths in timely manner. It is possible that producing a significant surplus at the same time as significantly reducing the customer experience would cause concern for the Registrar General.

[At 84%, the above scenario would still apply, however it would be possible to make some improvements to the timelines of registration (i.e. we would reduce the time people would have to wait for appointments and the time we could spend with a customer and potentially reinstate another service delivery office).]

Communities Committee savings proposals

As a precursor to discussions within Committees and the wider community about how best to target spending and resources for the future, the Council has adopted a framework for a systematic review of our spending on services which has a series of strategic approaches. The Communities Committee savings proposals below have categorised into these six strategic approaches.

Note that the proposals and figures below do include the potential savings set out in the report from the Libraries Steering Group which is included elsewhere on the agenda for this meeting.

Summary of total savings identified against categories

	Saving (£'000)		
	2016-17	2017-18	2018-19
Cutting costs	394	144	
Getting better value for money on what we spend	745		
Enabling communities and working locally	-78	138	
Helping people earlier			
More online services – serving people better through technology		622	
Being more commercial	10	44	
Total	1,071	948	0

- 1. Cutting costs** – every pound we cut in the first year will save us three in the third. We'll do this by increasing productivity and stopping doing some services that are not essential to our priorities.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
1.1	Reduce grants provided by the Norfolk Arts Service.	10		
1.2	Move to lone working across the 10 museums managed by the Norfolk Museums service, where it is safe to do so	50		
1.3	Re-shape some customer service delivery teams	59		
1.4	Reduce service standards for the Norfolk Record Office to reduce hours for the search room, accept new items for the archives 2 days a week only with an appointment and reduce conservation work	66		

1.5	Reduce library spend on stock and the staff who manage new stock	199	100	
1.6	Reduce the public mobile library mobile fleet from 9 to 8 vehicles, reduce the frequency of some visits and stop Saturday routes	10	44	

- 2. Getting better value for money on what we spend** – buying the right things at the best cost and thinking about new ways of doing things, like outsourcing (how we work with Norse), social enterprises (like Independence Matters) and making the most of our purchasing power by exploring options for buying things jointly with others.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
2.1	Recharge the full cost of the shared services used by Public Health	720		
2.2	Close four part-time registration offices at Downham Market, Fakenham, Watton and Swaffham and find alternatives for provision in public buildings at no cost	25		

- 3. Enabling communities and working locally.** We will look at how we can reduce reliance on high-cost services and work more locally - and closely - with other organisations. Many local services are working with the same families or individuals, so there is scope to do much more.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
3.1	Reduce the opening times for Norfolk and Norwich Millennium Library, but install Open Plus technology to enable the ground floor to be open longer via self service	-78	138	

- 4. Helping people earlier** – promoting independence, supporting people into employment and to get good qualifications. Stepping in sooner before things reach crisis point.

No specific proposals relating to this category at this time. As mentioned in the main report, there is potential for library buildings to be community hubs, which would provide opportunities for other services by using site more creatively.

- 5. More online services – serving people better through technology.** As well as being better for customers, this also saves money on paper transactions and processes.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19

5.1	Introduce technology to enable libraries to open with self-service machines		622	
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6. Being more commercial. We will look at ways of selling products and services to external customers.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
6.1	Change the mobile library service for people in residential care, by allowing care homes to pay for the service or using volunteers to provide books for individual people	10	44	

Communities Committee

Item No. 10.

Report title:	Final report of the Member steering group on libraries
Date of meeting:	9 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services
Chair of Review Group:	Cllr Hilary Cox
Strategic impact This report outlines the recommendations of the Member Review Group on the future direction of library and information service delivery.	

Executive summary

This is the final report from the Member Review Group on Norfolk Library and Information Service (NLIS). The Group was tasked with considering the future direction and delivery of the NLIS within the context of further reductions in public spending, and to make recommendations to the Communities Committee on strategic proposals.

This paper outlines the considerations of the Member Review Group on library provision, and concludes that the service plays, and must continue to play, an important role in supporting the four Norfolk priorities. Particular emphasis is put on supporting the early help agenda as well as contributing to literacy and learning for everyone in Norfolk. It proposes a model of joint working that will strengthen the council's ability to deliver to a range of priorities and it will ensure libraries continue to be hubs for learning, literacy and early help.

Recommendations:

The Communities Committee is recommended to agree that:

- 1. There should be a consultation with communities about their current use of libraries and their longer term aspirations for libraries.**
- 2. Libraries should have a strengthened role in supporting NCC's early help and community development agendas. Libraries should be used as hubs in communities for supporting literacy, information, learning and for facilitating access to communities for NCC and other agencies and councils.**
- 3. Funding should be agreed to introduce self-service access to libraries to enable an increase in the availability of the service while reducing staff costs, and enabling buildings to be used by other services and organisations.**
- 4. The proposed reasonable distance for travel to a library as outlined in section 1.1.3 is agreed.**
- 5. The Service should continue to encourage community engagement and involvement in libraries, including for example, increased volunteering opportunities and installing donations boxes in all libraries.**

1. Introduction

- 1.1.1 The Member-led Norfolk Library and Information Service Review Group has met 8 times. It has reviewed the current delivery and options for the future direction of the service with a view to making recommendations to the Communities Committee.
- 1.1.2 An [interim paper](#), presented to the Communities Committee on 13th May 2015, considered the impact of library provision in Norfolk and the way in which the service delivers a wide range of activities linked to the 4 priorities for the Council around infrastructure, excellence in education, providing real jobs and supporting Norfolk's most vulnerable people. The paper also noted some of the different ways the service might be delivered.
- 1.1.3 There is a statutory duty (under the Public Libraries and Museums Act 1964) for Norfolk County Council to provide 'comprehensive and efficient library public library services for all persons desirous to make use thereof'.

At the 13th May meeting a definition of a comprehensive and efficient library service for Norfolk was agreed and this is listed at annex 1 with the addition of a proposed standard for 'reasonable travelling distance' from a library. It is recommended that the reasonable travelling distance is defined as at least 90% of the Norfolk population living within either 2 miles of a library, or 0.25 miles of a mobile library service.

- 1.1.4 This paper outlines the conclusions of the steering group, and concludes that the service plays, and must continue to play, an important role in supporting the early help agenda as well as contributing to literacy and learning for everyone in Norfolk. It proposes a model of joint working that will strengthen the council's ability to ensure libraries continue to be hubs for learning and literacy.

1.2 Strategic Framework - Re-imagining Norfolk

- 1.2.1 Re-imagining Norfolk sets out a strategic direction for the Council which will change the role of the Council and how it delivers its services. While this direction was developed after the Review Group had been established, the group considered how well the service delivers to the council priorities and whether an alternative model of delivery might help to make the service more sustainable in the current financial climate.

1.3 Seighart Review

- 1.3.1 The Government's department of Culture, Media and Sport (DCMS) and Communities and Local Government (DCLG) have recently published the report of a national review by William Sieghart of public library services which states that:

'Libraries are among the most valued of civic spaces. They have a cross generational appeal that other local authority services can only dream of and are a gateway to information, ranging from public health to adult learning, jobs, volunteering, the police and other cultural services. Against a background of austerity, the future of libraries has to be considered as part of the overall council service offer to communities. Libraries are most likely to be viable when they can demonstrate their value to the widest possible group of users.'

1.3.2 **NCC's Customer Service Strategy**

The Customer Service Strategy was approved by Communities Committee on 11 March 2015 and by Full Council on 13 April 2015. The Strategy confirms the NCC aim to support communities in developing local responses and self-sufficiency so that they do not need to access, or be dependent upon, council services. Prevention needs to be a primary focus and while the NCC approach in this area is still emerging it is the opportunities provided by digital services that will allow more people to help themselves through self-service and signposting.

2. Alternative models of delivery

The Member Review Group considered the following models and options for service delivery. These options have been considered within the context of existing service provision, current assets (buildings, ICT, stock, staff), as well as the requirement to make savings.

- 2.1 Of particular relevance in considering these options is the introduction of self-service technology that will enable Norfolk Library and Information Service (NLIS) to maintain or extend library opening hours and provide communities with more choice and flexibility about when and how they engage with the library service. The technology automatically controls and monitors building access, self-service kiosks, public access computers, lighting, alarms, CCTV and public announcements, enabling libraries to open without staff. If this facility were extended to more libraries, they could continue to be staffed for some of the time as library staff provide an important service to customers, but self-service technology enables libraries to open for longer periods without the need for staff to always be present.

A pilot of a system called Open+ has just commenced at Acle Library and if successful the system could ultimately be introduced to many more libraries across the county. There are capital costs associated with setting up Open+, but enabling greater use of library services will generate more income, as well as potential savings in the long term.

2.2 Transfer of libraries to communities

- 2.2.1 Since 2010, there has been a trend to involve communities in library service delivery in significant ways.

No two library authorities have followed exactly the same approach, so there is a broad spectrum in the nature of activities. Councils also often use more than one model, accepting that even within one area, 'one size does not fit all', although generally the libraries that are becoming community supported or managed tend to be the smaller libraries. There is no evidence that communities in Norfolk are interested in running their local libraries.

- 2.2.2 NLIS relies on volunteers to offer extended services through all Norfolk's libraries, and last year more than 700 people gave their time to support libraries in their community.
- 2.2.3 The review group concluded that there would be no significant benefit or

savings achieved by transferring libraries to communities as, in terms of the legislation, the Council would remain responsible for the delivery of the service. The service should however, continue to involve volunteers in extending the range of services that can be accessed from libraries.

2.3 Arm's length operating model

2.3.1 A number of UK public library services are operated at arm's length; these include:

- Suffolk Libraries – Industrial Provident Society
- Luton Culture – Charitable Trust
- Warrington Livewire – Community Interest Company
- Aspire Sussex – Charitable Trust
- Explore York (Libraries and Archives) – Community Benefit Society

2.3.2 The process of moving a service to an arm's length model is generally estimated to take between 18 and 24 months.

2.3.3 The immediate savings that are made following a move to an arm's length operating model are through a reduction in business rates. The arm's length organisation is still largely dependent on council funding but there may be more opportunities to get hold of grants from charitable trusts, and to explore sponsorship and income generating opportunities

2.3.4 The review group concluded that given the long lead-in time in moving the service to an arm's length model, this option would not release short-term financial savings.

2.4 Private Sector Company

2.4.1 Public libraries can be run by private companies on contract from the local authority. In the UK, Community Cultural Solution (CCS) run the library services in Hounslow, Croydon, Ealing and Harrow. CCS is the not for profit arm of the building firm Carillion.

2.4.2 In addition, the social enterprise GLL runs Greenwich and Wandsworth library services. It is a non-profit company and was 'spun out' from the London Borough of Greenwich Leisure Services.

2.4.3 There is no legal barrier to private companies running public libraries on behalf of a local council in the UK. It does not constitute a contravention of the 1964 Act as long as the council subcontracts out the running to a private company rather than divesting itself of the service altogether.

2.4.4 The review group concluded that the prospect of losing control and local accountability of the library service does not make this a viable option.

2.5 Sharing Services with other Councils

2.5.1 NLIS is part of a consortium called SPINE with Suffolk and Cambridgeshire Libraries. The consortium is focusing on exploring efficiencies driven by the 3 services having the same library computer system. The Society of Chief Librarians in the Eastern Region also continues to explore how all 11 authorities work together when there can be efficiencies.

- 2.5.2 The review group concluded that working together and sharing best practise should continue but that it will not deliver further significant efficiencies.

2.6 Closing libraries

- 2.6.1 Norfolk has 47 library buildings varying in size from the Norfolk and Norwich Millennium Library to Hingham which is 52sq m and open 16 hours a week.
- 2.6.2 The review group concluded that libraries should not close. As identified in the interim report, libraries play a key role in supporting all of the council's priorities, including supporting children's learning and development, particularly in their early years. Libraries are a front door in local communities to council and other services and smaller libraries can have a significant impact in their communities. It would also be at odds with the conclusions of the Seighart Review about the value of libraries in communities.

2.7 Reducing opening hours

- 2.7.1 The service reduced its opening hours by 10% across all libraries in 2011/12. In the following year the service saw an 8.2% reduction in visitors.
- 2.7.2 The review group concluded that reducing staffed opening hours would not be beneficial to the service given the added value library staff provide to customers. However, the introduction of Open+, or similar self-service technology could enable an increase in the availability of the service while reducing staff costs, and enabling library buildings to easily be used by other services and organisations.

3. Costs

- 3.1 The review group also considered whether the service could run more efficiently with the current model. It considered current staffing levels, including management and structures, and the cost of running buildings and delivering a book lending service.
- 3.2 The service has made significant efficiency savings in the past few years – moving a large amount of transactional service to self-service, enabling staff to support customers with their more specific reading, learning and information needs.
- 3.3 The budget has reduced from £12.5m in 2003/4 to £ 9.6 m in 2015/16. The cost per head has reduced from £15.50 to £11.51 and staff numbers have reduced from 300 FTE to just over 210 FTE.
- 3.4 The cost of a visit to the library in 2014/15 (latest CIPFA figures) is £2.78 which is the 4th lowest of library services within the CIPFA family and compares favourably with the cost of a phone call to the Customer Service Centre which is £3.94 (latest figures) including all overheads.
- 3.5 Libraries are a front door for council services, as well as other Central Government and public services. They are a route for people to contact the Customer Service Centre via dedicated phones. Library computers are used by

many people to access a wide range of on-line services and library staff support people to learn ICT skills to enable them to benefit from digital access.

3.6 As noted in the interim report in May, a recent report on the health and well-being benefits of participation in culture and sport show that people who used a library in the past year are more likely to report good health than people who did not. Based on reductions in GP visits and use of mental health services caused by this improvement in health, the report's authors predict the medical cost savings associated with library engagement at £1.32 per person per year.

3.7 Based on the calculation used in the research, and the current number of registered users of Norfolk's libraries (501,296), the average annual cost saving to the NHS in Norfolk is £661,710.

3.8 An evidence review of the economic contribution of libraries by the Arts Council in 2014 concluded that:-

'...public libraries provide positive outcomes for people and communities....far exceeding the traditional perception of libraries as just places from which to borrow books. What the ...evidence shows is that public libraries contribute to long term processes of human capital formation, the maintenance of mental and physical wellbeing, social inclusivity and the cohesion of communities. This is the real economic contribution that public libraries make to the UK. The fact that these processes are long term, that the financial benefits arise downstream from libraries' activities ...shows that measuring libraries' short term economic impact provides only a very thin, diminished account of their true value.'

3.9 The review group concluded that £2.78 can be seen as a very cost effective figure for the impact that every library visit can have in supporting people to: be ready for school; get a job; learn to read; learn more about caring for their children; feel better and to learn how to use a computer. The library service helps other services such as children's centres to meet their objectives and the service also helps reduce costs for other parts of the public sector, such as health and social services, from reduced demand for their services.

4. Conclusions

4.1 Bearing in mind the comparative costs, the qualitative evidence of the value of libraries, and the comments from the Seighart Review, the review group proposes that libraries in Norfolk should have a strengthened role in supporting NCC's early-help and community development agendas. They should be used by all services in NCC as hubs in communities for strengthening literacy in all its forms for all ages (including numeracy, ICT skills, and health literacy); for information; for first level learning and for facilitating access to communities for NCC and other agencies and councils.

4.2 The Library Service is an underpinning element to the "assisted digital" offer, alongside the phone based service of the Customer Service Centre.

4.3 Libraries are ideally placed to become community hubs and provide not only the physical infrastructure, but the learning support that individuals will need to access a wide range of services including digital services. Digital literacy and confidence will be developed and promoted through the wider library offer.

- 4.4 In addition, as Adult Social Care redesigns its front door and implements a clinic based approach to initial assessments, some larger libraries would provide ideal clinic locations in terms of location, access and facilities. This approach would also provide opportunities for wider early help interventions and community building.
- 4.5 The review group also proposes that communities should be consulted about how they use libraries now and what they would expect from their library service in the future and that the model should be developed accordingly.
- 4.6 The group has also considered the introduction of donation boxes to all libraries following last year's pilot in 6 libraries. Last summer donation boxes were introduced to 5 of the libraries that attract holiday visitors, and at the Norfolk and Norwich Millennium Library. The feedback from library customers was generally positive and almost £300 was raised over a course of a few weeks. Some customers would like to offer practical assistance to their local library and donating gives them a way to do so if, for example, they are unable to dedicate time as a volunteer. The Review Group proposes the introduction of donations boxes to all Norfolk libraries.

5. Financial implications

- 5.1 There would be no additional costs to carry out a consultation.
- 5.2 Self-service technology such as Open + costs an average of £20,000 per site.

6. Recommendations

The Communities Committee is recommended to agree that:

- 1. There should be a consultation with communities about their current use of libraries and their longer term aspirations for libraries.
- 2. Libraries should have a strengthened role in supporting NCC's early help and community development agendas. Libraries should be used as hubs in communities for supporting literacy, information, learning and for facilitating access to communities for NCC and other agencies and councils.
- 3. Funding should be agreed to introduce self-service access to libraries to enable an increase in the availability of the service while reducing staff costs, and enabling buildings to be used by other services and organisations.
- 4. The proposed reasonable distance for travel to a library as outlined in section 1.1.3 is agreed.
- 5. The Service should continue to encourage community engagement and involvement in libraries, including for example, increased volunteering opportunities and installing donations boxes in all libraries.

7. Background

- 7.1 [Committee paper May 2015](#)

[Quantifying and valuing the wellbeing impacts of culture and sport Fujiwara DCMS April 2014](#)

[Evidence review of the economic contribution of libraries Arts council England June 2014](#)

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:

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A comprehensive and efficient service for Norfolk

- The service is available to all citizens either through visiting their local or mobile library, or online;
- The service should reflect the needs of children and young people, vulnerable people (eg older and disabled people) and those living in deprived areas;
- Norfolk people should have access to library services that are a reasonable travelling distance (walking or via public transport) to the local library or mobile service, with opening hours that enable sufficient access outside of normal office hours. The reasonable travelling distance is defined as at least 90% of the Norfolk population living within either 2 miles of a library, or 0.25 miles of a mobile library service
- The service should provide a range of core services that promote literacy and an enjoyment of reading, provide information for life, encourage lifelong learning and support local communities;
- NLIS should be a service that make best use of its assets (buildings, ICT, stock, staff), offering value for money but looking for new ways to make the service more efficient (eg further improvements to ICT and use of Open+).

Communities Committee

Item No. 11

Report title:	Fire and Rescue Strategic Review – Report from the Member Working Group
Date of meeting:	9 September 2015
Responsible Chief Officer:	Tom McCabe - Executive Director of Communities and Environmental Services
Chair of Working Group:	Cllr Dan Roper
Strategic impact Working Groups enable a small group of Members to develop a more in-depth knowledge in a particular subject area and to focus on that subject area in a way that Committees would not have the time to be able to do so. As such, they have a useful purpose in assisting committees in the decision making process.	

Executive summary

The Committee agreed to establish a Working Group to carry out a strategic review of the fire and rescue service. The Working Group reported its initial findings to the Committee in May, setting out a proposed strategic vision and operating principles for the service. This report provides a further update on the Working Groups considerations and deliberations.

The Working Group have considered some detailed analysis around potential future options for service delivery, and these are set out in the attached report from the Working Group (Appendix A) At this stage, the Working Group is not making any detailed recommendations to the Committee but would invite the Committee to consider these options as part of their consideration of potential future budget scenarios. In advance of this, it is proposed that a workshop for Committee Members is held.

Recommendations

- 1. To acknowledge the detailed analysis and options considered by the Fire and Rescue Working Group, and**
- 2. To agree that these options be considered in detail at a proposed workshop for Committee Members held in advance of the October meeting, to provide Members with the opportunity to inform the recommendations to be presented in October.**

1. Background

- 1.1.** In November 2014 the Committee agreed to establish a number of Working Groups to progress important pieces of work, including a Working Group to carry out a strategic review of the Fire and Rescue Service. The Committee subsequently agreed the Terms of Reference and the Group has met a number

of times. The Group has been Chaired by Cllr Dan Roper alongside Cllr Jonathan Childs, Cllr Emma Corlett, Cllr Harry Humphrey (replacing Cllr Hilary Cox who stood down from the Group in May), Cllr Nigel Dixon and Cllr Nigel Shaw.

2. Strategic Review

2.1. The Working Group adopted a 'form follow function' approach to their deliberations, considering the following questions:-

- What statutory services do fire and rescue authorities have to provide and what services does NFRS offer?
- What should our role be in prevention and protection activity in future?
- What response services should we offer?
- Is there anything we should stop doing/ do differently and still meet our statutory obligations? What are the implications of this and is the level of risk acceptable?

2.2. These have subsequently been used by the Working Group as the guiding principles for their further considerations. The report of the Working Group attached at Appendix A, sets out the Groups' findings and presents for further consideration some options of service change that could deliver savings.

3. Service delivery options

3.1. Government has provided an ICT software modelling tool specifically for fire and rescue services that enables detailed service delivery impacts to be modelled. The software – called the Fire Services Emergency Cover (FSEC) toolkit – has three main components which enable a fairly detailed picture of potential impacts of changes to be identified and considered:

- Risk Assessment - the fire and other emergency related risks facing Norfolk's communities
- Response Planning - which vehicles and staff are sent to deal with emergencies
- Modelling the consequences of resource deployments - if vehicles and staff are placed in specific places what impact does this have on response times, how many lives/properties will it save or lose and how much will it cost the economy of Norfolk.

The FSEC toolkit enabled the Working Group to discuss the potential impacts of a wide range of service delivery options.

3.2. The Working Group considered what the service could look like at 75% of addressable spend. The FSEC toolkit was used to identify the potential impacts if this type of model was implemented and the Working Group agreed that a service reduction at this level represented an unacceptable level of risk for both the County Council and its communities. Further information on this is included in the Reimagining Norfolk report elsewhere on the agenda.

3.3. The Working Group felt that they would want to examine if it would be possible to

achieve a balance between the need to save money and to provide a service that is able to effectively save lives, prevent injuries and to limit the economic and environmental impact of fire and emergencies.

- 3.4. The Working Group did identify some potential service changes where they felt that the level of risk identified by the FSEC toolkit were in a range that they considered to be worthy of further exploration – these are described in the Working Group report as the ‘8%’ option. This took into account the overall financial context and the type of service changes being implemented in other fire and rescue services.

These options are set out in the attached report but may be summarised as:

- Reducing full-time cover at some fire stations e.g. from 24/7 to 12/7 cover
 - Potentially increasing full-time cover at some fire stations e.g. from 8/5 to 12/7 cover
 - Removing 2nd appliances and their retained crews at some stations (and possibly replacing fire engines with another vehicle e.g. pickup truck)
 - Reducing the number of retained firefighter crews at some stations
 - Removing retained fire engines and crews from some stations
 - Closing some retained fire stations
- 3.5. It is recognised that should these options be progressed this would need to be within a process that further examines the risk impacts and financial savings that could be delivered. Those in the attached report are based on the modelling at June 2015 which needs to be confirmed.

4. Other Options

- 4.1. In recognising the priority to identify potential savings, the Working Group were keen to examine any significant opportunities other than those that would impact on frontline operational response. This included consideration of:-
- Potential collaboration with other emergency/blue light services;
 - Current income generation activities and potential opportunities for further income generation;
 - Potential savings in other areas of service delivery e.g. prevention, protection and 999 mobilising (control) activities;
 - Potential savings that could be generated from areas of service support or back office.
- 4.2 The Working Group also considered opportunities relating to the new Community Interest Company – Norfolk Safety. They noted that this new venture is a separate entity to the County Council but could provide future income to support community safety initiatives, in accordance with its articles of association.
- 4.3 The Working Group concluded that whilst there are a number of useful opportunities in this area, most of which officers are already progressing as part of their day to day working, it would not be possible to develop options relating to these areas that would deliver significant savings. A number of savings are already being delivered within existing plans and budgets. However, a collaborative approach may provide new opportunities to be developed in the

future.

5. The next steps

- 5.1. The Committee will be considering a separate report on Re-imagining Norfolk on the agenda for this meeting.
- 5.2. The potential options identified by the Working Group could be examined in detail in the context of the full range of issues and options the Committee will consider across all of the services it is responsible for.
- 5.3. It is also recommended Committee members have the opportunity to attend a workshop to further explore the work and conclusions of the Working Group, to help inform the proposals to be presented at the next meeting.
- 5.4. There is a requirement for the service to prepare and publish an Integrated Risk Management Plan (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. Any savings measures that impact the delivery of services will require a revised IRMP for 2016-20 to be compiled and brought to the Committee in October for consideration.
- 5.5. There is a statutory public consultation requirement for the IRMP, which can be carried out as part of the Council's overall public consultation on budget saving proposals (the timetable for this is set out in the Reimagining Norfolk report elsewhere on the agenda for this meeting).

6. Financial Implications

- 6.1. There are no recommendations arising directly from this report. The Committee are invited to give detailed consideration to the options from the Working Group and the level and potential impact of any subsequent savings recommendation will be presented to Members in October.

7. Issues, risks and innovation

- 7.1. There are no national standards for fire and rescue service emergency response – decision making on what the service does, how quickly it responds to 999 calls, and with what, is devolved to the Fire and Rescue Authority, which in Norfolk is Norfolk County Council.
- 7.2. NCC owns Norfolk Fire and Rescue Service, and is required by law to evaluate all risks facing the public in Norfolk, determine what roles it wants the fire and rescue service to perform in managing those risks, provide the necessary resources for us to deliver those roles, and then hold officers to account for delivery to the plan. This process is called Integrated Risk Management Planning, or IRMP.
- 7.3. The FSEC model enables the impacts and risks of detailed service changes to be fully modelled and understood. Any proposals developed from these options will need to fully evaluate any associated risks or issues. The implementation of

any changes will in turn shift the balance of risk.

8. Background

- 8.1. Report to Communities Committee, 13 May 2015, Fire and Rescue Review – Interim report from the Member Working Group

Officer Contact

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

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Norfolk Fire & Rescue Service

Vision 2020

Fire and Rescue Strategic Review Member Working Group Report

June 2015



- **Context**

Norfolk County Council operates the lowest cost Fire & Rescue Service in the UK, whilst providing the country's widest range of operational capabilities. Over the last decade, spending on Norfolk's fire and rescue service (NFRS) has reduced by more than 25%. Fire safety education and enforcement work by NFRS has reduced fire calls substantially, but other rescue work continues to increase.

Independent external reviews and [benchmark comparisons](#) show that NFRS performs well, but is extremely lean, and is under increasing pressure to maintain service levels against falling funding.

Norfolk County Council faces an estimated £210 million [shortfall in funding](#) over the period 2015-2020. Every part of the County Council needs to take a share of this funding cut, and the Fire & Rescue Service is no exception. If any individual service were to be protected, other teams have to take a larger share of the cuts.

Fire & Rescue Services are part of local government, and decisions on how much money they get, and what they have to deliver for that money, are made at local level, by the Fire & Rescue Authority; in Norfolk, the Authority is the County Council. Central government provides regulatory guidance on how the Fire & Rescue Authority can go about making changes to the service it provides to the public.

- **The Plan**

With the scale of financial cuts we face, year on year incremental salami slicing will not deliver a coherent plan that can cope with the scale of change needed. Councillors have therefore carried out a strategic review of their Fire & Rescue Service, intended to **provide a high level vision and strategy that can carry us through the next five years**. Fundamental changes are inevitable, and failing to properly plan for them will risk a collapse in service delivery.

The Fire & Rescue Service Act 2004, and the [Fire & Rescue Service National Framework](#), set out the mechanism by which such plans must be drawn up and consulted on. This mechanism is called the "Integrated Risk Management Plan", or IRMP. In the IRMP, the Fire & Rescue Authority must:

- Review all foreseeable risks that threaten its area
- Identify what roles it wants its fire & rescue service to take in managing those risks
- Fund it to undertake those roles as economically and effectively as it can
- Monitor, manage and report clearly and openly on how it is performing against the plan
- Consult with the public and other stakeholders on its proposals

In May 2015, the Communities Committee agreed their 2020 vision for NFRS. This vision will drive the decisions we take on resources and objectives, but its delivery cannot be guaranteed if funds are insufficient.

Strategic Vision

In 2020, Norfolk's Fire and Rescue Service will be at the heart of community protection for Norfolk. Its focus will be on saving lives, rendering humanitarian assistance, protecting property and the environment and safeguarding the local economy. It will plan, prepare for and support the end to end management of every risk that has been identified by the Fire & Rescue Authority through its Integrated Risk Management Plan. Norfolk Fire and Rescue Service will provide an 'All Hazards' service covering the full spectrum of prevention, enforcement and emergency response.

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

The Fire and Rescue Service will be locally accountable through Norfolk County Council as the Fire and Rescue Authority. Operational delivery will be joined up seamlessly with the partners we work with on the ground and we will play a leading role in the multi-agency management of emergency incidents.

When measuring our performance, we will, for those risks that most affect Norfolk, such as flooding or forest fires, seek best practice wherever it can be found. In terms of cost-effectiveness and joined up service delivery, we will measure ourselves against all UK emergency services. For operational capability and competence, we will measure ourselves against all UK fire & rescue services.

Whether full-time, part-time, retained or volunteers, our people will be respected as professional, able to operate independently, competently, and flexibly to deliver the right result, in the right place, at the right time, every time.

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

Aestimemur Agendo – let us be judged by our actions

- **Funding Scenarios**

The Councillor Working Group tasked officers to report back on a number of different funding scenarios, covering a range of potential future financial settlements. The scenarios Councillors identified included:

- a. Raise funding to the average for similar fire & rescue services. NFRS funding is 17% below this average. It would cost £5.22 million extra to bring us up to the average. Given that we already perform well, Councillors asked what more we could do if we got the extra funding
- b. Ring-fence the service – what would we do differently if we were left with the same amount of money as we now get?
- c. Continue with the existing pattern of cuts – as part of the savings already identified, we anticipate a further 8-10% cut, or up to £2.7 million.
- d. 12.5% budget cut (£3.5 million)
- e. 25% budget cut (£7 million)

Having considered the wider context of funding cuts faced by NCC, the working group have shortlisted the following budget cuts for detailed consideration:

- 8%
- 10%
- 12.5%
- 25%

- **Evidence based decision making**

The Government has provided every fire and rescue service with an approved software toolkit that maps risk and which is designed to test different models of emergency response to find the most effective options. This toolkit is called “Fire Service Emergency Cover”, or FSEC. To make sure that we were using the best available tools to help us redesign our fire and rescue service, we have used FSEC, and have had our use of it independently audited.

FSEC provides two different products – risk maps and cost-benefit analyses. The maps give a graphical picture of risks and how they have changed over time. The cost-benefit analyses calculate the impact of proposed changes in terms of lives lost and economic cost. *The savings shown in FSEC are indicative only*, and would need refinement to confirm actual cashable savings alongside consequential impacts

The results for Norfolk show that your chance of dying in a fire has dropped significantly over the last decade, but your chances of dying on the roads are going up. In terms of workload, we are now very much a rescue service that occasionally goes to fires.

Key facts for 2014-15 –

- 797 rescues by Norfolk’s firefighters
- £129 million of economic costs from fires and other emergencies

- **Options Summary**

- a. *Average Funding: 17% (£5.22M) increase*

If available, we would invest:

- **£1.7M to fund protection & education**
- **£2M on improving emergency cover in market towns and on major roads**
- **£1.5M to fund capital programmes for emergency vehicles and equipment**

- b. *Ring-fencing*

A limited number of FSEC options could reduce the economic cost of fires without putting more people at risk. These options focus on **downgrading two full time fire engines** (in Great Yarmouth & King's Lynn) from 24 hour crewing (24/7) to 12 hours a day, 7 days a week (12/7), **redeploying resources to bolster retained cover** in Thetford, Dereham and other market towns and on the roads, and **increasing prevention** activity. **We would also begin co-responding if the Ambulance Service wanted to** and believe this would save many lives.

- c. *8% Cut (£2.224M)*

To deliver savings rather than reinvestment, we would not redeploy the resources released from **downgrading two 24/7 pumps**, but would give them up as a saving instead. Dependent on the progress of wider corporate cross-cutting savings and inflationary pressures, we would also have to further **reduce numbers of**

retained firefighters, and potentially **close two retained fire stations**

- d. *10% cut (£2.78M)*

In addition to the changes identified for an 8% cut, **we would merge the Urban Search & Rescue (USAR) team with the fire crew at North Earlham**. The USAR team, based at Dereham, is currently largely funded by government grant. By combining the team's role with normal firefighting, we could use that grant funding to subsidise local fire cover. Earlham is a busy fire station, so there will be occasions when the dual roles of the team will clash, but other firecrews could provide back-up.

- e. *12.5% cut (£3.48M)*

To deliver 12.5%, we can either further downgrade wholetime urban pumps (bigger population affected), or remove larger numbers of retained rural pumps (wider areas affected).

- f. *25% cut (£6.95M)*

This would require **significant reductions in both urban and rural firecover**, down to levels currently provided during strike action – ie., three 24/7 pumps and twenty five retained pumps. The nature of services we deliver would change, as we would have to **cease the bulk of our current rescue and prevention activities**. *At 25%, the strategic vision is not deliverable, but a basic level of firefighting cover is.*

% Saving Target	Cash Saving Target	FSEC Reference	Frontline Saving	Net Economic Cost	Change in population at risk	Additional lives lost pa	Change in ERS
8	£2.22M	V28Axxvi	£1.96M	-£0.56M	+5,845	0.71	-0.5%
10	£2.78M	V28Axxxxi	£2.48M	-£0.93M	+4,006	0.78	-2.5%
12.5	£3.48M	V28Axxxii	£3.18M	-£0.88M	-864	1.06	-6.5%
15	£4.17M	V28Axxxvi	£3.95M	+£2.05M	+10,337	3.02	tbc
17.5	£4.87M	V28Axxxiv	£4.37M	+£2.66M	+12,193	3.54	tbc
25	£6.95M	V28Axxxiii	£6.17M	+£2.03M	+13,312	4.06	-11%

Summary Overview of Savings Targets and Impacts

- **Details of Shortlisted Options**

The fundamental rationale being applied to proposals is that:

- Downgrading crewing on a fire engine is better than removing that fire engine
- If removing fire engines, it is better to take 2nd pumps from two pump stations, before taking the only pump from a station that only has one.
- If the only cover at a fire station is provided by a single retained pump, the only option is closure. 28 of our 42 stations are already at this level.

Whilst some options stack sequentially, others are mutually incompatible – the changes we would make to save 10% are different, and affect different stations, from those we would make at 12.5% or 25%

- a. 8% Cut -

- i. Downgrade Gorleston & King's Lynn North 24/7 wholetime pumps to 12/7 day cover, releasing 12 posts.
- ii. *If possible*, upgrade Thetford & Dereham to 12/7 day cover. These two stations are as busy as Gorleston & King's Lynn North. Upgrading Dereham can be achieved at nil cost by using the USAR team currently based there. Upgrading Thetford would require the transfer of 6 posts to that station. If upgraded, both

stations would keep 2 pumps, with RDS cover for the 2nd at all times and out of hours for the 1st.

- iii. Replace 2nd pumps at 2 pump retained stations with lightweight 4WD vehicles (existing IRMP commitment): Cromer, Diss, Sandringham, Wymondham, Fakenham, Dereham* (* = unless 'ii' above applies)
- iv. Reduce retained crewing to a standard establishment of 12 posts at all RDS stations (38 posts released). This would exclude Thetford & Dereham if 'ii' above applies.
- v. *If necessary*, remove retained pumps in the following priority order:
 1. North Earlham
 2. Great Yarmouth
 3. Thetford
 4. Dereham
- vi. *If necessary*, close Heacham & West Walton fire stations
- vii. To match changing levels of fire cover, shift patterns for wholetime watches and fire control would change to 12 hour shifts

Emergency Response Standard (ERS) decreases by approximately 0.5%

- b. 10% Cut
 - i. Changes itemised in 8% model plus:
 - ii. Transfer USAR to North Earlham
 - 1. Relocate vehicles & equipment, with a capital cost of £150,000 to provide garaging
 - 2. Transfer wholetime USAR staff from Dereham
 - 3. Transfer retained USAR from existing Ff roles at other stations to Earlham, to provide 24/7 USAR and firefighting cover
 - iii. This option reduces training costs for retained USAR staff, bringing the running costs for USAR back within the reduced level of government grant which applies from 2015-16 (11% grant reduction), removing a cost pressure on the revenue budget. However, there will be other consequential costs if backfilling is required for attendance at fire calls when USAR are already committed to specialist incidents. USAR operational calls totalled 504 hours last year.
 - iv. The potential exists to achieve the 8% reduction model via relocation of USAR, instead of implementing all items listed under 'a' above – eg., avoid station

closures and/or upgrade Thetford and/or keep some RDS pumps

- v. USAR is grant funded by government; the grant was cut in 2015-16, and there is no guarantee of long term support.

Emergency Response Standard (ERS) decreases by approximately 2.5%

c. 12.5% Cut

i. Option 1 – Reduce Wholetime

1. All changes itemised for 8%, except keep Earlham retained pump and instead close another retained station (Terrington or Hethersett)
2. Transfer USAR to North Earlham as 12/7 Day Crew
 - a. Capital costs as above
 - b. Transfer USAR as above
 - c. Retained USAR stay at existing postings
 - d. Earlham downgraded to 12/7 (24 WDS posts)

ii. Option 2 – Reduce Retained

1. Remove all 11 retained second pumps (84 RDS posts)
2. Close the following 11 one pump retained stations:
East Harling, Heacham, Hingham, Martham, Massingham, Mundesley, Reepham, Sheringham, Terrington, Watton, West Walton (132 RDS posts)

Of these two options, FSEC suggests the latter, as the impact on life risk from reducing cover in sparsely populated rural

areas is less than that in a densely populated city.

Importantly, wholetime pumps are a known quantity with predictable availability. Many of our retained pumps, despite the best efforts of their crews, have variable availability, meaning that they may not be ready when we need them. If we are reducing the overall level of resource, the reliability of what remains becomes even more crucial, and gaps in retained availability create much larger problems. However, the reduction of so many vehicles and stations will impact on resilience, and our ability to cope with surges in workload, such as during severe weather (floods, drought, etc)

For Option 2,

Emergency Response Standard (ERS) decreases by approximately 6.5%

d. 25% Cut

Removal of twenty one fire appliances (3 WDS & 18 RDS), the reduction of one WDS station to DDS and the closure of ten stations

- i. Removal of the WDS fire appliance from the following stations:
 - Earlham (28 WDS posts)
 - Gorleston (20 WDS posts)
 - Kings Lynn North (20 WDS posts)
- ii. Changing the WDS fire appliance to DDS at the following station:
 - Sprowston (14 WDS posts)
- iii. Removal of the DDS fire appliance from the following station:
 - Thetford (8 WDS posts)
- iv. Removal of the RDS fire appliance from the following WDS station:
 - Great Yarmouth (14 RDS posts)
- v. Removal of the second fire appliances from the following RDS stations:
 - Cromer
 - Dereham
 - Diss
 - Fakenham
 - Sandringham
 - Wymondham(24 RDS posts in total)
- vi. Removal of the fire appliance and closure of the following RDS stations:

- East Harling
 - Heacham
 - Hingham
 - Martham
 - Massingham
 - Mundesley
 - Reepham
 - Sheringham
 - Terrington
- (108 RDS posts)

Total frontline staffing reduction – 90 WDS posts, 146 RDS posts

Operational capabilities would require wholesale revision, at two levels:

Firstly, the strategic vision, of providing a full spectrum of prevention, protection and response activity, would not be deliverable and all technical rescue activity, such as Flood Response, would cease.

Secondly, basic firefighting activity would shift towards a much more defensive approach, with crews less able to get inside burning buildings through lack of reinforcements to back them up.

Emergency Response Standard (ERS) decreases by approximately 11%

- **Costs of Non-Core Activities**

Prevention (£0.269m)	Protection (£0.414m)	Response (£13.373m)
Fire Safety	Risk based inspections	Fire
Road Safety (partnership funded)	Enforcement	RTC
Youth Development (self-financing)	Planning guidance (building design, access, water supplies)	Hazardous materials & environmental protection
Community Safety Volunteers		Counter terrorism
Public health (Fire fit volunteers)		Animals
		Flooding
		Co-responding
		Technical rescue
		999 Call handling

Activities in red are statutory functions – those shaded red have discretion as to the level of service provided.

Activities in amber are discretionary, but, if carried out, are done so via government grant funding, to nationally set standards – in effect, we are fulfilling contractual work as a supplier to government, as part of national resilience.

Activities in green are discretionary, and carried out from locally sourced funding

- a. Amber Activities

- a. Counter terrorism

- i. Decontamination – DCLG Grant

- ii. Firearms Incidents – DCLG Grant

- b. Flooding

- i. High Volume Pumping – DCLG Grant
 - ii. Flood Rescue – Annual running costs £96,000, currently covered by DEFRA Grant (expires 2017).
 - iii. Diving Unit – £79,000 cost in 2014-5, covered by DEFRA & DCLG Grant reserves

- c. Technical Rescue

- i. Urban Search & Rescue – £891,000 expenditure in 2014-15, funded by DCLG Grant (reduced by 11% 2015-16).

- b. Green Activities

- a. Animal Rescue

- i. Set up costs £77,000 (excluding vehicles funded by DEFRA Flood grant)
 - ii. Running costs c.£53,000 per year

- b. Road Safety – funded by Safety Camera Partnership

- c. Youth Development – nominally self funding, but recurring shortfalls (£86,000 in 2014-15)

- d. Community safety volunteers – paid coordinator also undertakes other CS work, plus limited incidental costs (£35,000 pa)

- e. Public Health – voluntary activity by firefighters

c. Co-responding

Based on figures provided by the ambulance service in 2014, the following annual call volumes might be anticipated if providing a full co-responding service on their behalf:

- Loddon - 127
- Massingham - 26
- Methwold - 63
- East Harling - 72
- Hingham - 78
- Reepham - 64
- Wells - 100

If the costs of these 530 calls were borne by NFRS, rather than by EAAST, at an average of £150 per call, then the total would be c. £79,500 pa.

At present, EAAST refuse to consider co-responding schemes.

Communities Committee

Item No. 12

Report title:	Communities Committee Finance Monitoring Report at Period 04 2015-16
Date of meeting:	9 September 2015
Responsible Chief Officer:	Executive Director of Community and Environmental Services – Tom McCabe
Strategic impact This report provides the Committee with information on the latest monitoring position for the Committee for 2015-16. It provides information on emerging issues and the position on the expected use of reserves for Communities purposes.	

Executive summary

The approved 2015 – 16 net revenue budget for this Committee is £48.282m. The net budget at period 04 is £48.592m which reflects that transfer of budgets from other service committees, further details are shown in section 2 below. At the end of Period 04 we are forecasting a net underspend of £0.056m.

The 2015-16 Capital budget for this committee is £3.882m, increased from period 03 of £0.042m due to additional funding within the Fire Service. As at period 04, there are no forecast variations to the programme, but any changes or variations, and their implications, will be reported as soon as they are identified.

The balance of Communities' unspent grants, contributions and reserves at 1st April 2015 stood at £13.138m. The service is forecasting a net use of grants/ reserves in 2015-16 of £7.408m to meet commitments. The 2015-16 forecast outturn position for Grants, reserves and provision is £5.730m.

Recommendation

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

- a) The forecast revenue outturn position for 2015-16 as at Period 04
- b) The forecast capital outturn position for the 2015-16 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 at the end of July 2015 (period 04).

2. Evidence

2015/16 Revenue Monitoring

- 2.1 The table below summarises the budgets relevant to this committee and the forecast outturn position at the end of July 2015 (Period 04).

Table 1: Communities 2015-16 Forecast Position as at Period 04

Revenue Monitoring 2015/16	Approved NET Budget	Forecast Outturn	Forecast +Over/(Under spend)	
			£m	%
Consultation & Community relations	0.268	0.268	0.000	0.00
Active Norfolk	0.000	0.000	0.000	0.00
Adult Education	0.186	0.186	0.000	0.00
Libraries, Museums, record office & Arts	13.723	13.723	0.000	0.00
Customer Services – including Health watch	5.296	5.296	0.000	0.00
Registration service	(0.027)	(0.027)	0.000	0.00
Community safety	0.200	0.200	0.000	0.00
Emergency Planning & Community resilience	0.268	0.254	-0.014	-5.22
Norfolk Fire and Rescue service	28.035	28.030	-0.005	-0.02
Trading Standards	1.845	1.806	-0.037	-2.01
Public Health	(1.200)	(1,200)	0.000	0.00
Committee Total	48.592	48.536	-0.056	-7.25

Note: Active Norfolk is wholly funded from external grants

- 2.2 The net budget has increased by £0.313m due to a transfer of post budgets to the Customer Services (£0.014m) and the return of leasing budgets to the Fire services from Corporate Finance (£0.299m).
- 2.3 As at the end of May 2015 (Period 04) the forecast revenue outturn position for 2015-16 is a net underspend of £0.056m.
- 2.4 The current forecast is based on the information available at Period 4, taking into consideration the approved budget and known issues, which provides a reasonable basis on which to estimate the future forecast outturn at this stage of the year. Details of the forecast variances are included in the table below:

Variances		
	£m	
Fire HQ - salaries	-0.005	
Fire Resources	0.100	Forecast overspend due to pressures on Fuel and maintenance costs
Fire Operations	-0.160	Forecast underspend in retained drill/ Turnout Fees
Fire - Finance	0.060	Forecast overspend due to increased insurance costs
Fire – Net Underspend	-0.005	
Trading standards	-0.037	Forecast underspend to vacancies
Resilience	-0.014	Forecast underspend to vacancies
Net Underspend	-0.056	

Capital Programme 2015-16

- 2.5 The overall capital budget for the services reported to this Committee is £3.840m, as at the end of July 2015 and is shown at table 2 below.
- 2.6 The programme is forecast to be in line with the current budget for 2015/16. Further details on individual schemes are shown at **Appendix B**.

Table 2: Communities Capital Programme				
Scheme or programme of work	2015/16 Capital Budget £m	Expenditure to Date £m	2015/16 Forecast Capital Outturn £m	Total Forecast (under)/over spend £m
Norfolk Fire & Rescue Service	2.441	0.131	2.441	0.000
Libraries, Museums, Record Office & Arts	1.441	0.049	1.441	0.000
Committee Total	3.882	0.180	3.882	0.000

The Fire service programme has increased due to a new scheme funded from the Carbon Energy reduction fund at Kings Lynn fire station (£0.020m) and additional grant funding for Fire Appliances (£0.021m).

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 2015/16.

Communities Reserves, Provisions and Unspent Grants/ Contributions

- 2.8 Communities unspent grants, reserves and provisions as at 31st March 2015 stood at £13.138m. The service is forecasting a net use of reserves in 2015/16 of £7.408m to meet commitments.
- 2.9 The 2015/16 forecast outturn position for reserves and provision is £9.434m. Further details on reserves and provisions for each service are shown at **Appendix C**.
- 2.10 The use of Public Health reserves is to facilitate the agreed health projects programme.

Table 3: Communities Reserves & Provisions					
Reserves & Provisions 2014/15	Balance at 1 April 2015	Forecast Balance at 31 March 2016	Forecast use of reserves	Planned use of reserves	Variance
	£m	£m	£m	£m	£m
Norfolk Fire & Rescue Service	3.413	2.430	0.983	0.983	0.000
Libraries, Museums, Record Office & Arts	1.876	1.496	0.380	0.380	0.000
Trading Standards	0.104	0.063	0.041	0.041	0.000

Adult Education *	0.464	0.421	0.043*	0.000	0.043
Public Health	5.924	0.065	5.859	2.176	3.683
Active Norfolk	0.546	0.546	0.000	0.000	0.000
Customer Services	0.347	0.245	0.102	0.081	0.021
Registration Services	0.412	0.412	0.000	0.000	0.000
Consultation & Community Relations	0.052	0.052	0.000	0.000	0.000
Committee Total	13.138	5.730	7.408	3.661	3.747

*Adult Education provision may be subject to claw back from Funding agencies, further details will be reported to Committee as they become known

The major movement on the use of reserves is in Public health, which reflects the use of the specific ring fenced grants to meet its planned activities.

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:

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Email address: Andrew.skiggs@norfolk.gov.uk



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

Appendix A

Appendix A				
Revenue Monitoring 2015/16				
Service	Budget £'000	Year to date Actuals £'000	Forecact Outturn £'000	Variance £'000
Consultation & Community Relations Committee	268	76	268	0
Active Norfolk	0	83	0	0
Norfolk Adult Education Service	186	(165)	186	0
Cultural Services				
Cultural Services Management	49	49	49	0
Norfolk Art Service	308	106	308	0
Norfolk Libraries and Information Service	9,754	3,219	9,754	0
Norfolk Museums Service	2,807	(118)	2,807	0
Norfolk Records Office	804	214	804	0
Cultural Services Total	13,722	3,470	13,722	0
Registrars	(27)	(60)	(27)	0
Customer Services				
Complaints	329	141	329	0
Customer Access Development	182	59	182	0
Healthwatch	369	175	369	0
Service Centres	3,591	3	3,591	0
Single Post Service	570	187	570	0
Web Content Management	255	89	255	0
Customer Services Total	5,296	655	5,296	0
Community Safety Team	200	53	200	0
Fire & Rescue				
Finance - HQ	3,337	705	3,397	60
FIRE: Central Services	5,282	1,685	5,222	-60
FIRE: HQ Salaries	578	217	573	-5
FIRE: Service Delivery	18,838	6,346	18,838	0
Fire & rescue Total	28,035	8,954	28,035	-5

Resilience	268	117	254	(14)
Trading Standards				
Business, Food and Farming	457	110	460	3
Calibration, Verification and Testing	(69)	(46)	(49)	20
Community Safety and Fair Trading	539	157	534	-5
Trading Standards Manager	208	32	243	-64
Intelligence and Legal Enforcement	294	107	305	11
Investigations	416	117	413	-3
Trading Standards Total	1,845	478	1,845	-37
Public Health				
Business & Staffing	(27,528)	(14,158)	(27,528)	0
Children & Young People Programme	3,923	843	3,923	0
Communities	175	22	175	0
DAAT	9,243	3,227	9,243	0
Health Protection	25	(0)	25	0
Intelligence & Info Management	107	82	107	0
Minimising Risk & Harm	9,276	2,405	9,276	0
Reducing Early Mortality	3,580	677	3,580	0
Public Health Total	(1,200)	(6,902)	(1,200)	0
Total For Committee	48,595	6,758	48,595	0

Appendix B

Capital Programme

Libraries Capital Programme 2015/16

Scheme Name	Spend Project to date (prior years)	2015/16 Programme	2015/16 forecast Out -turn	2015/16 Forecast Variance
CERF Kings Lynn Library	14,847	14,263	14,263	
Wymondham Library	1,926,650	905	905	
Fairstead Kings Lynn	14,009	6,695	6,695	
S106 Wootton Rd Gaywood	428	800	800	
Bell Meadow, Hingham	1,611	17	17	
Norwich Rd, Thetford	2,841	9	9	
Parklands, Harleston	1,138	134	134	
North of the Tud - COS	52,898	28	28	
Lodge Farm, New Costessey	19,971	7,444	7,444	
Freeman St, Wells	1,530	52	52	
Roundhouse, Cringleford	38,245	1,852	1,852	
Land adj Elmside, White Street	1,944	52	52	
S106 Old Market Rd Stalham	875	129	129	
Mendham Lane Harleston	4,997	1,003	1,003	
S106 Lynn Rd Swaffham	1,057	304	304	
Dowson School, Valpy Avenue, Norwich	1,719	1,101	1,101	
S106 Lime Tree Ave, Long Stratton	2,422	618	618	
S106 Brandon Rd, Thetford	1,661	139	139	
S106 Littlewood House, Drayton	1,304	16	16	
S106 MOORGATE BUSINESS C	4,295	40	40	
S106 ROUNDWELL PH, COS	1,874	881	881	
S106 ALSTON'S MEADOW	468	410	410	
S106 Ph2 - Former RAF Watton Technical Site	15,877	108	108	
S106 CAWSTON RD, REEPHAM	907	690	690	
S106 Former Canary PH, Watling Rd	1,483	61	61	
S106 approval - Victoria Road (Bartrums), Diss	1,049	1,951	1,951	
S106 Bennett St / Grimshoe Rd Downham Market	3,629	4,576	4,576	
S106 Right Up Lane, Wymondham	2,968	390	390	
S106 approval - Queens Road, Attleborough	2,195	324	324	
S106 approval - The Lammas / Malsters Close, Munford	30	1,050	1,050	
S106 approval - Old Hunstanton Holiday Park	753	144	144	
S106 St Peters Road [West]	179	2,950	2,950	
S106 Edinburgh Road, Holt	271	1,245	1,245	
S106 Hall Farm Yard, Gayton	715	880	880	
S106 Station Road, Great Massi	851	460	460	
S106 Long Meadow, Roydon Road	414	5,822	5,822	
S106 Bridge Farm, Norwich Road	658	390	390	
S106 Mendham Lane, Harleston		3,080	3,080	

S106 149 Yarmouth Road, Thorpe	1,273	1,725	1,725
S106 Cremorne Lane Norwich	1,337	1,450	1,450
S106 Railway Rd Phase 1 Downham Market	507	6,510	6,510
S106 Teasel Road, Attleborough	669	580	580
S106 Dowding Road	3,108	340	340
S106 Former Civil Service Sports Grnd, Wentworth Green		4,190	4,190
S106 Carvers Lane / Bryony Way		2,640	2,640
S106 Sweyn Close Thetford		1,920	1,920
S106 Post Office Rd Lingwood Brundall	709	335	335
S106 Frenze Hall Lane Diss		5,200	5,200
S106 Hospital Road Little Plumstead	1,774		
S106 Mill Street Necton	711	2,695	2,695
S106 Norwich Road Watton	1,018	1,742	1,742
S106 Holt Road, Fakenham	1,198	240	240
S106 Nora, Kings Lynn		900	900
S106 Beech House Downham Market		550	550
S106 Norwich Rd, Cromer		3,090	3,090
S106 Pinewoods Horsford	1,199	2,664	2,664
S106 Norwich Common, Wymondham		21,350	21,350
S106 Oak Meadow, Shipdham		2,150	2,150
S106 Ketts Rd, North Walsham		2,590	2,590
S106 Express Plastics		5,400	5,400
S106 Gt Wutchingham	48	2,302	2,302
S106 Slough Lane, Attleborough		710	710
S106 Land off Greengate		1,280	1,280
S106 Cemex Site, Wymondham		1,740	1,740
S106 Langham Rd, Blakeney	167	1,273	1,273
S106 Ringland Close, Little Melton			
S106 Brazen Gate, Norwich		5,230	5,230
S106 Land off Market Lane		8,040	8,040
S106 Norwich Road, Watton		240	240
S106 Kenninghall Rd		2,660	2,660
S106 Brandon Road, Swaffham		1,500	1,500
S106 De Narde Road, Dereham		1,290	1,290
S106 Ditchingham Maltings		6,920	6,920
S106 Three Score Care Village		5,900	5,900
S106 Thetford Road, Watton		6,640	6,640
S106 Yarmouth Rd/Ingram Rd, Stalham		9,810	9,810
S106 Crostwick Lane, Spixworth		3,690	3,690
CERF Dersingham Windows	126	1,049	1,049
Library Improvements 14/15+	151,424	108,576	108,576
CERF Watton Library	24,146	354	354
CERF Blofield Library	250	28,450	28,450
CERF Gt Yarmouth Library		36,500	36,500
CERF Mle Cross Library		15,100	15,100
Libraries Transformation 14/15+		94,780	94,780
CERF Mile Cross Library	450	5,850	5,850

Total Libraries Capital Programme	2,318,877	479,158	479,158
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Museums Capital Programme

Scheme Name	Spend Project to date (prior years)	2015/16 Programme	2015/16 forecast Out -turn	2015/16 Forecst Variance
Bridewell Redevelopment	1,555,472	17,597	17,597	
GFW Voices from the Workhouse		900,000	900,000	
Seahenge	72,293	7,007	7,007	
Biomass Boiler CERF	165,025	8,552	8,552	
GFWH Wind & Solar		16,800	16,800	
Castle Keep Improvements	13,384	10,576	10,576	
Strangers Repl Ligh	5,166	1,864	1,864	
Biomass RHI Scheme	9,485			
Gressenhall CCTV	27,190			
GFW Collections Sockets	425			
Tolhouse Fire Safety Improvements	3,797			
Total Museums Capital Programme	1,852,237	962,396	962,396	

Fire and Community Resilience

Scheme Name	Spend Project to date (prior years)	2015/16 Programme	2015/16 Out -turn	2015/16 Variance
Real Fire Training Unit est 14-15		94,626	94,626	
Gt Yarm Fixed Generator		20,882	20,882	
Other station improvements		83,003	83,003	
Carrow Fire Station		7,341	7,341	
Training Buildings		18,307	18,307	
New Fire Station - Boat Store & Enhanced		157,965	157,965	
Flood Rescue Grant - Defra		96,207	96,207	
Kings Lynn Satellite Station		145,188	145,188	
Defra East Coast Flood Rescue 3 counties		4,949	4,949	
Portable generators & wiring		259,355	259,355	
North Lynn Improvements		427,292	427,292	
Downham Market replacement appliance		259,615	259,615	
Methwold FS Fire Safety Improvements		1,251	1,251	
Kings Lynn CERF		19,540	19,540	
Sprowston CERF		19,860	19,860	
Swaffham CERF		3,135	3,135	
Wymondham CERF		45,965	45,965	
Command & Control vehicles and ICT		306,000	306,000	
Dereham CERF		7,894	7,894	
Diss FS Fire safety improvements (watch office door & partition)		2,062	2,062	
Sandringham FS Fire Safety Improvements		2,050	2,050	
Sprowston FS Fire Sfety Improvements		816	816	
Wroxham FS Fire Sfety Improvements		1,210	1,210	
MTFA 4x4 vehicle		59,000	59,000	
Handheld UHF radios		240,000	240,000	

ALP for Earlham FS		
CERF N Lynn FS	19,540	19,540
CERF Carrow FS PV solar panels		
Fire Appliances (Type B pumps)	21,600	21,600
Compact Fire Appliances (CLG bid) est 14-15		
Unallocated capital grant (est 2014-15)		
LPSA Domestic Violence	115,982	115,982

Fire and Community Resilience

2,440,635 2,440,635

Total Capital Programme

4,171,114 3,882,189 3,882,189

Communities Reserves & Provisions 2014/15

Reserve	2015/16 Opening Balance £m	Additions £m	Planned movement of Reserves £m	Forecast Final Balance 2015/16 £m
Norfolk Fire & Rescue Service				
Provisions				
EU Part Time Workers Provision (Pensions)	0.850			0.850
Reserves				
Fire Pensions	0.348		-0.050	0.298
Equipment/Leasing	0.000			0.000
Operational / PPE / Clothing	0.000			0.000
Retained Firefighters	0.130			0.130
Capital Sustainability - Position & Project Reserve	1.903		-0.824	1.079
Grants				
Unspent Grants & Contributions Reserve	0.182		-0.109	0.073
Fire and Rescue	3.413	0.000	-0.983	2.430
Community Safety				
Trading Standards - ICT	0.000			0.000
Trading Standards - R&R	0.104		-0.041	0.063
	0.104	0.000	-0.041	0.063
TOTAL: Fire & Community Safety	3.517	0.000	-1.024	2.493
Cultural Services				
Norfolk Libraries & Information Service - Library Projects	0.586		-0.227	0.359
Norfolk Libraries & Information Service - ICT Reserve	0.113			0.113
Norfolk Libraries & Information Service - Library Grants	0.109		-0.029	0.079
Arts & Recreation - Projects	0.014		-0.014	0.000
Arts & Recreation - Tour of Britain	0.005		-0.005	0.000
Norfolk Museums Service - Museums Projects	0.161		0.010	0.171
Norfolk Museums Service - Income Reserve	0.130			0.130
Norfolk Museums Service - Insurance	0.004		-0.004	0.000
Norfolk Museums Service - Museums Grants	0.465		-0.026	0.439
Norfolk Records Office - NRO Projects	0.278		-0.085	0.193
Norfolk Records Office - NRO Grants	0.012			0.012
	1.876	0.000	-0.380	1.496
Norfolk Adult Education - Education Funding	0.463		-0.042	0.421
Norfolk Adult Education - Adult Education Grants	0.001			0.000

	0.464	0.000	-0.042	0.421
Active Norfolk	0.546			0.546
Total Cultural Services	2.887	0.000	-0.422	2.463
Customer Services				
Customer Access & Devpt IT Fund	0.269		-0.056	0.213
Complaints Org Change Reserve	0.045		-0.045	0.000
Customer Service Centre R&R Fund	0.025			0.025
Customer Service Centre It Fund	0.007			0.007
Total Customer Services	0.346	0.000	-0.101	0.245
Public Health				
Unspent Grants & Contributions - Warm & Well	0.064			0.064
Unspent Grants & Contributions - PH Ring fenced grant	5.860		-5.860	0.000
	5.924	0.000	-5.860	0.064
Consultation & Community relations				
Organisational Change (Consultation)	0.049			0.049
IT Fund (Consultation - Youth Parliament)	0.003			0.003
	0.052	0.000	0.000	0.052
Registrars				
Registrars R&R Fund	0.412			0.412
	0.412	0.000	0.000	0.412
Total Grants and Reserves	13.138	0.000	-7.407	5.729