

# Communities Committee

Date: **Wednesday, 25 January 2017**

Time: **10:00**

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

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

## **Membership**

Mrs M Dewsbury - Chairman

Mr R Bearman	Mr J Law
Mrs A Bradnock	Mr W Northam
Mrs J Brociek-Coulton	Mr R Parkinson-Hare
Mr J Childs	Ms C Rumsby
Mrs H Cox	Mr M Sands
Mr N Dixon	Mr N Shaw
Mr D Harrison	Mr P Smyth
Mr H Humphrey (Vice-Chair)	Mr J Ward

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

Julie Mortimer on 01603 223055 or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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# A g e n d a

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

2. **To confirm the minutes from the Communities Committee meeting held on 16 November 2016.**

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3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Friday 20 January 2017**. For guidance on submitting public question, please view the Consitution at [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

6. **Local Member Issues/ Member Questions**

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Friday 20 January 2017**.

<b>7. Norfolk Museums Service - an update.</b>	<b>Page</b>
Presentation by the Acting Assistant Director Community and Environmental Services (Cultural Services & Lifelong Learning), Head of Norfolk Museums Service and Head of Norfolk Arts Service.	
<b>8. Suicide Prevention Strategy and Action Plan</b>	<b>Page 12</b>
Report by the Executive Director Community and Environmental Services.	
<b>9. Norfolk Library and Information Service – update on music sets service</b>	<b>Page 26</b>
Report by the Executive Director Community and Environmental Services.	
<b>10. Norfolk Association of Local Councils – Service Level Agreement</b>	<b>Page 29</b>
Report by the Executive Director Community and Environmental Services.	
<b>11. Voluntary &amp; Community Sector – Engagement Contract</b>	<b>Page 36</b>
Report by the Executive Director Community and Environmental Services.	
<b>12. Finance monitoring</b>	<b>Page 42</b>
Report by the Executive Director Community and Environmental Services.	
<b>13. Strategic and Financial Planning 2017-18 to 2019-20</b>	<b>Page 49</b>
Report by the Executive Director Community and Environmental Services.	
<b>14. NFRS Annual Statement of Assurance 2015/16</b>	<b>Page 90</b>
Report by the Executive Director Community and Environmental Services.	
<b>15. Update on key service issues and activities (including decisions taken under delegated authority) plus Forward Plan</b>	<b>Page 111</b>
Report by the Executive Director Community and Environmental Services.	

### **Group Meetings**

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

**Chris Walton**  
**Head of Democratic Services**  
 County Hall  
 Martineau Lane  
 Norwich  
 NR1 2DH

Date Agenda Published: 17 January 2017



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## **Communities Committee**

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

### **Present:**

Mrs M Dewsbury - Chairman

Mr R Bearman

Mrs A Bradnock

Mrs J Brociek-Coulton

Mr J Childs

Mrs H Cox

Mr N Dixon

Mr D Harrison

Mr H Humphrey

Mr J Law

Mr W Northam

Mr M Sands

Mr N Shaw

Mr P Smyth

Mr J Ward

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

- 1.1 Apologies were received from Mr C Aldred (Mr R Parkinson-Hare substituted) and Ms.C Rumsby (Ms E Corlett substituted).

### **2. To agree the minutes of the meeting held on 19 October 2016.**

- 2.1 The minutes of the meeting held on 19 October 2016 were agreed as an accurate record by the Committee and signed by the Chair.

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

- 3.1 There were no declarations of interest.

### **4. Urgent business: Norfolk Fire and Rescue Service**

- 4.1 The Committee was informed of the interim arrangements that had been put in place following the departure from operational service of Roy Harold who had recently made the decision to retire as Chief Fire Officer. This matter was the subject of an email to Committee Members. The Chairman agreed that this matter should be taken as urgent business because the sudden nature of the decision had meant that some Members considered themselves unsighted about the future direction of the service.
- 4.2 The Committee was informed that the former Assistant Chief Fire Officer, David Ashworth, who was present in the meeting, had been appointed interim Chief Fire Officer until June 2017. At the Committee's request, a briefing note about the

temporary arrangements, would be presented to the next Spokespersons meeting.

## **5. Public Question Time**

5.1 There were no public questions received.

## **6. Local Member Issues / Members Questions**

6.1 There were no Local Member Issues / Members Questions

## **7 Public Health Members Working Group**

7.1 The annexed report (7) of the Public Health Members Working Group was received.

7.2 Mr Richard Bearman, Chair of the Public Health Members Working Group, introduced the findings from the Working Group and explained how they could directly impact on the development of a new public health strategy. In introducing the report Mr Bearman placed on record his thanks to the members and officers who had taken part in the work of the group.

7.3 During discussion the following issues were noted:

- The Public Health Strategy set out the Council's responsibilities and priorities in commissioning public health services. The strategy recognised the importance of working closely with other council services and with key stakeholders including the Tobacco Control Alliance.
- The Working Group had examined what work was needed to raise awareness of foetal alcohol syndrome. The Public Health Strategy would include examples of the actions and initiatives that were being taken to address this issue.
- The Working Group had chosen not to examine the issue of designating specific safe environments for the injecting use of illicit drugs.
- The public had a misunderstanding of measurements of alcohol that made it harder to understand the harm that was caused by alcohol misuse.
- The Suicide Prevention Strategy and Action Plan that was currently being prepared with partner organisations would be presented to the Committee in January 2017.
- The Public Health Strategy would be formally reviewed midway through the implementation.

## **7.4 RESOLVED**

- a. That the Committee support the findings contained in the report and in Appendix A to the report.**
- b. That the recommendations from the Working Group detailed at paragraph 1 of the report are incorporated into the Public Health Strategy 2016- 2020.**
- c. That Public Health is included in the Member Development Programme for May 2017.**

**d. That a revised Local Member protocol related to public health is incorporated into the Council constitution.**

**8 Public Health Strategy 2016 – 2020**

- 8.1 The annexed report (8) by the Director of Public Health was received.
- 8.2 The Committee received a PowerPoint presentation and a report by the Director of Public Health about the enormity of the issues facing public health and how the Public Health Strategy for 2016 – 2020 was developed in conjunction with elected members who had participated in the Members Working Group.
- 8.3 The Committee discussed the County Council's statutory duty to coordinate actions to improve the health of Norfolk residents, to protect residents from potential health risks and commission a range of services that reduced inequalities across the population of Norfolk. The Committee also discussed the wider importance of public health in light of the NHS Sustainable Transformation Plan and cuts to the public health budget.

**8.4 RESOLVED**

**That the Committee agree the Public Health Strategy as set out at Appendix A to the report.**

**9 Progress made in Norfolk Community Learning Services (NCLS)**

- 9.1 The annexed report (9) by the Executive Director, Community and Environmental Services was received.
- 9.2 The Committee received a report by the Executive Director, Community and Environmental Services that updated Members on plans to improve further the NCLS and to reach a Grade 1 (Outstanding) rating by July 2018, following a recent Ofsted inspection where the services were rated as 'Good'.
- 9.3 The Committee was informed that the year-end retention rates for accredited programmes (Education and Training learners) had significantly improved over 2014-15. Also, the level of learner satisfaction with the NCLS was now at 93.1%, the highest level for any community learning service in the country. A positive Ofsted grade and continued strong partnership working meant that the service remained the second chance provider of choice in Norfolk. The NCLS had taken steps to prioritise the development of learners' English and mathematics skills, which were now being developed effectively. The NCLS had also taken steps to expand the choice of LeisureStream provision and increase income generation. These improvements meant that the NCLS was on track to achieve a grade 1 Ofsted rating by July 2018.

**9.4 RESOLVED**

**That the Committee approve the further improvement and development of NCLS as Norfolk's provider of 'second chance', employment/skills and**

leisure learning through:

- a. **Completing all post Ofsted actions as set out in the service's current Quality Improvement Plan.**
- b. **Fully implementing the new structure and operating model for the service.**
- c. **Improving performance against key objectives including increasing numbers of learners from disadvantaged communities, achieving income targets for self-funded ('Leisure Stream') provision and increasing the number and quality of apprenticeships across Norfolk.**
- d. **Developing locality-based Community Learning Partnerships for implementation of the citizens' curriculum for empowering the most disadvantaged communities.**
- e. **Establishing more systematic partnerships and programmes with NCC service teams for delivering on the priorities of the County Council plan 2016-19.**

10 **Norfolk Library and Information Service : Estimating the value of libraries**

10.1 The annexed report (10) by the Executive Director, Community and Environmental Services was received.

10.2 The Committee received a report by the Executive Director, Community and Environmental Services that looked at the impact of library staff on individuals and communities.

10.3 The Committee discussed how Library staff played an important role in supporting customers to make best use of services by helping them access information, to learn digital skills and by encouraging literacy for people of all ages. Members recognised that there was little hard evidence to show the social value of investment in libraries and in library staff. There were, however, considered to be a number of good examples within the report of where the service delivered significant community benefits beyond the core Library and Information Service functions.

10.4 The Committee discussed the potential use of capital funding for introducing self-service access to a larger number of Norfolk libraries that would be made available to the Service in 2017/18 on an 'invest to save' basis and the staffing reduction that would be made from April 2018, to deliver the planned saving of £0.622m in 2018/19, and asked for a further report to the January meeting on this matter.

10.5 **RESOLVED**

**That the Committee note the impact that library staff have in supporting Communities and ask for a further report to be presented to the next meeting.**

11 **NLIS : Update on Police Information Service at Thetford and Gorleston**

## **Libraries**

- 11.1 The annexed report (11) by the Executive Director, Community and Environmental Services was received.
- 11.2 The Committee received a report by the Executive Director, Community and Environmental Services that provided an update on the pilot project between Norfolk Constabulary and Norfolk Library and Information Service to offer a Police Information Service at Gorleston and Thetford Libraries.
- 11.3 The Committee was informed of a low public take up in the police information offer at Gorleston and Thetford libraries. At the request of the Police, the pilot was due to finish on 1 January 2017 (and not the end of March 2017 as had previously been planned). The findings would be collated and provided to the Committee in due course.

11.4 **RESOLVED**

**That the Committee note the progress after the first month of operation of the pilot.**

## **12 Norfolk Prevent Strategy 2016-19**

- 12.1 The annexed report (12) by the Executive Director, Community and Environmental Services was received.
- 12.2 The Committee received a report by the Executive Director, Community and Environmental Services that provided an update on Norfolk County Council's responsibilities under the Counter-Terrorism and Security Act, progress so far achieved and issues to be addressed.
- 12.3 The Committee noted the work that was being done to engage local communities with Prevent and the relevance of the Prevent Strategy to the work that was being done with regard to the Council meetings its responsibilities under the Equality Act 2010 and other relevant legislation.

12.4 **RESOLVED**

**That the Committee**

- a. Note the actions taken so far and issues to be addressed.**
- b. Note, the Community Safety Partnerships (CSP) agreed strategy will be used as a basis to establish Norfolk County Council's implementation plan.**
- c. Nominate the Chair, Vice Chair and Group Spokes of Communities. Committee to attend Norfolk's next Counter-Terrorism Local Profile briefing, to ensure there is a sound understanding of terrorism-related threats, risks and vulnerabilities for the area as detailed in Paragraph 16 of the report.**
- d. Ask for a further update report on this matter in the New Year.**

13 **Risk management**

13.1 The annexed report (13) by the Executive Director, Community and Environmental Services was received.

13.2 The Committee received a report by the Executive Director, Community and Environmental Services that included the latest Communities Risk Register as at the beginning of November 2016, following the latest review conducted during October 2016.

13.3 **RESOLVED**

**That the Committee:**

- a. **consider the mitigating actions identified in Appendix A of the report to be appropriate**
- b. **agree to the suggested approach with regard to Risk Management improvement actions that are set out in Appendix C to the report**
- c. **note the definitions of risk appetite and tolerance set out in paragraph 2.6 of the report.**

14 **Performance Management**

14.1 The annexed report (14) by the Executive Director, Community and Environmental Services was received.

14.2 The Committee received a report by the Executive Director, Community and Environmental Services that was the fourth performance management report to the Committee to be based upon the revised Performance Management System implemented on 1 April 2016.

14.3 During consideration of this item, the Committee welcomed the work that the Interim Chief Fire Officer had planned for a recruitment exercise in April 2017 to increase the numbers of retained firefighters.

14.5 **RESOLVED**

**That the Committee note the performance data, information and analysis presented in the vital sign report cards and agree that the recommended actions identified in the report are appropriate.**

15 **Finance Monitoring**

15.1 The annexed report (15) by the Executive Director, Community and Environmental Services was received.

15.2 The Committee received a report by the Executive Director, Community and Environmental Services that provided information on the latest budget position for 2016-17. It provided information on any forecast over and underspends and the forecast use of reserves.

15.3 During consideration of this item, Members spoke about how they considered flood response capability to be of more importance to the wider community than the work of the underwater search and rescue service. The underwater search and rescue service was of particular relevance to the work of the Police, especially in relation to the recovery of dead bodies and of the gathering of evidence of loss of life.

15.4 **RESOLVED**

**That the Committee note:**

- a. **The revenue budget for 2016-17.**
- b. **The current risks being managed by Services.**
- c. **The capital budget for the 2016-17 capital programme.**
- d. **The balance and current forecast of reserves as shown in section 4 of the report and that if proposals for any further use of reserves in 2016-17 will be highlighted to this committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.**
- e. **Members are asked to approve the current Public Health savings plan as set out in Appendix A to the report.**

16 **Update on key service issues and activities (including decisions taken under delegated authority).**

16.1 The annexed report (16) by the Executive Director, Community and Environmental Services was received.

16.2 The Committee received a report by the Executive Director, Community and Environmental Services that provided regular information about key service issues and activities and informed Members of a decision taken under delegated powers by the Executive Director within the Terms of Reference of this Committee.

16.3 **RESOLVED**

**That the Committee note:**

- a. **the latest service update at Appendix A to the report.**
- b. **the delegated decision set out in section 2 of the report.**

**The meeting concluded at 1 pm**

**Chairman**

# Communities Committee

Item No.....

<b>Report title:</b>	<b>Suicide Prevention Strategy and action plan</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Dr Louise Smith, Director of Public Health</b>
<b>Strategic impact</b> Suicide is an important public health issue and a priority for Norfolk given our relatively high local rate. Evidence suggests that preventing suicide is achievable. In 2016, government nationally set out an ambition to reduce suicide by 10% from 2016 to 2021. In response to this Public Health England have advised top tier local authorities to develop a suicide prevention strategy and action plan.  The activities involved in developing and implementing the strategy and action plan contribute to meeting the county council priority of supporting vulnerable people. It is also in line with our commitment in the Public Health Strategy 2016-17 to support a multi-agency suicide reduction strategy and plan.  The strategy and action plan has been developed in consultation with a range of agencies and service users, having researched national and local activities. It is wide ranging but has two key themes – population level wellbeing actions and activities, and targeted actions for people with (emerging or existing) mental health issues.	

## Executive summary

<p>The Norfolk suicide prevention strategy and action plan has been developed by Public Health on behalf of multi-agency partners, making a commitment to reduce the number of suicides in the county. Agencies such as Norfolk Constabulary, British Transport police, Norfolk &amp; Suffolk Foundation Trust and Office of Police and Crime Commissioner have actions they will be leading on specific to their functions or responsibility.</p> <p>Norfolk has an average of 12.4 suicides per 100,000 people, which is higher than the national average of 10.1, equating to around 77 suicides in Norfolk each year. The national strategy emphasises that suicide can be preventable and the Department of Health commitment is to reduce suicides nationally by 10 percent from 2016 to 2021. Further details of local characteristics can be found in the Norfolk suicide prevention audit, a comprehensive review of suicides in the last ten years, undertaken by Public Health in 2016. The strategy and action plan includes preventative actions designed to help at an earlier stage such as:</p> <ul style="list-style-type: none"><li>• Enhancing the skills of non-medical or mental health professionals.</li><li>• Rolling out training and raising awareness</li><li>• Developing a web resource and guidance</li><li>• September 2017 conference</li><li>• Working to develop community activities with men's and farmers network (including peer mentor support)</li></ul> <p><b>Recommendation: That the Norfolk suicide prevention strategy and action plan is approved by the committee.</b></p>
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## **1. Proposal**

This paper presents a county wide suicide prevention strategy and action plan which outlines key principles and actions which are shared across a range of partners. In line with national guidance, Public Health is leading on the regular audit of suicides, the development of the strategy, and the implementation of the action plan.

A suicide prevention implementation group will report to the Mental Health Strategic Board to implement the action plan who will provide updates on progress to the Norfolk Health and Well-Being Board. Regular reports on progress will also be provided to committee, as part of our commitment to keep members informed of progress against priority action detailed in the Public Health Strategy 2016-2020.

A range of participants including service users have been involved through consultation and in the development of the actions. The action plan includes the intention to engage further with the public.

## **2. Evidence**

There is a national expectation that Public Health departments lead local initiatives on suicide prevention, with some strategic support provided regionally by Public Health England. No one agency is therefore responsible for suicide prevention, and the commitment will be managed to reflect this collective responsibility.

Evidence from the local suicide audit 2016 identified the groups most at risk and the factors which may influence the. This has allowed us to target activities such as engaging better with men and farming communities. The intention is to encourage all professionals to take a strengths based approach to safety planning, and reducing access to the means of suicide. These methodologies are based on current preventative practice promoted nationally, and in keeping with safeguarding principles in Norfolk.

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

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

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

## **3. Financial Implications**

A small budget within the existing public health budget (circa £20,000) has been identified to promote awareness and reduce stigma, roll out training to health, social care and voluntary sector staff. This funding will be used to initiate or 'pump prime' activities across partner organisations and to assist agencies in using existing resources to also address suicide risks as part of business as usual.

## 4. Issues, risks and innovation

Suicide is a priority public health issue for Norfolk because our rates are relatively high compared to national benchmarks. This high rate means that even if we see improvement in local rates, Norfolk may remain a relative outlier for this outcome. (In statistics, an outlier is an observation point that is distant from other observations). The current economic climate is challenging and suicide is strongly linked to economic circumstances which means that external and national factors may drive further increases in suicide rates despite local efforts. Furthermore current investment proposals are very modest.

The nature of the issue, with no single effective intervention and the need to involve multi agencies mean that it will be difficult to demonstrate a linear relationship between actions and outcomes. The strategy contains a number of innovations for Norfolk – bring on board new partners, for example the National Farmers Union, to widen our approaches to this difficult issue. Encouragingly there is some evidence that this form of multi-faceted multi-agency approach can be associated with reductions in suicide in an area.

## 5. Background

The Suicide Prevention Audit is available on the Norfolk Insight website.  
<http://www.norfolkinsight.org.uk/jsna/adult-health-wellbeing/adult-health/mental-health>

The (Draft) Suicide prevention strategy and action plan is attached at Appendix 1.

### 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:

**Officer Name:** Nadia Jones

**Tel No:** 01603 638280

**Email address:** [nadia.jones@norfolk.gov.uk](mailto:nadia.jones@norfolk.gov.uk)



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# Norfolk Suicide Prevention Strategy 2016-2021

DRAFT FOR CONSULTATION  
COMMENTS TO [Onadia.jones@norfolk.gov.uk](mailto:Onadia.jones@norfolk.gov.uk)

## **Norfolk Suicide Prevention 2016-21**

Norfolk County Council is committed to working with partners to reduce the number of suicides in the county. The local multi-agency Suicide Prevention Group is tasked with implementing and monitoring the suicide prevention action plan. Norfolk County Council's Public Health department has undertaken an audit of suicides in Norfolk which provides an understanding of the evidence base including the people it affects and the agencies that could help.

### **Local knowledge**

In Norfolk there are on average 77 suicides per year (2016) which is higher than the national average. The most recent statistics (over the last ten years up to 2016) identify that 76 percent were male, and a significant proportion of them were aged 45-59. We know that 30 percent lived in the most deprived areas, and 35% were economically inactive. This builds a picture which implies a loss of hope and purpose mainly affecting men in poverty or near it. For further information on local statistics, please refer to the Norfolk Suicide Prevention Audit (2016) published on the Norfolk Insight website.

The government's Preventing Suicide in England (2012) strategy states that it is often the end point of a complex history of risk factors and distressing events; the prevention of suicide has to address this complexity.

**Suicide is not inevitable, and preventing it is everyone's responsibility**

### **Target**

The government Mental Health Five Year Forward View (2016) has set the ambition to reduce the number of deaths from suicide by 10% from 2016-2021. Our suicide prevention group has adopted this target with a view to reducing the suicide rate further in later years, to as close to zero as possible.

### **Who we think it affects the most**

The national strategy identifies the following groups as priorities for prevention:

- young and middle-aged men
- people in the care of mental health services, including in-patients
- people with a history of self-harm
- people in contact with the criminal justice system
- specific occupational groups e.g. doctors, nurses, veterinary workers, farmers and agricultural workers

The Norfolk picture reflects the national one with an additional potential focus on people with substance misuse issues. As a rural county, there is a particular interest in ensuring that individuals experiencing isolation and stress are identified and supported effectively, such as farmers for example. Norfolk has an older population which is growing, and older people with complex physical health issues are identified in the suicide audit as an area of focus for improving quality of life and pain management. There is also a work stream which has identified activities on reducing suicides of children and young people, further details are outlined in Child Suicide Audit (2016) and the suicide prevention action plan attached to this document.

### **Working together**

The Suicide Prevention Implementation Group reports to the Mental Health Strategic Board which oversees the Mental Health Crisis Care Concordat, bringing those with key actions

and responsibilities together to implement the action plan. The strategic board will provide annual updates on progress to the Norfolk Health and Well-Being Board which has agreed mental health as a key ongoing priority. There is a commitment to working with Suffolk County Council to share targets, resources and ideas, an alignment which will benefit the local mental health trust in ensuring consistency as it works across the two areas. We also recognise that the voluntary and community sector has an important role to play, especially in preventative work and engaging with specific groups.

Norfolk county council has launched a campaign to address loneliness ‘In good company’, and we will ensure that the suicide prevention campaign will complement that and other existing messages on reducing social isolation. The Norfolk Safeguarding Adults Board has also identified suicide prevention as a priority, and will work closely with the suicide prevention group to promote learning and workforce development across agencies in Norfolk. The Coroner’s office is a leading voice for suicide prevention in Norfolk, encouraging multi-agency learning to better support communities.

We have set out the Norfolk suicide prevention action plan to reflect government priorities to:

- Reduce the risk of suicide in key high-risk groups
- Tailor approaches to improve mental health in specific groups
- Reduce access to the means of suicide
- Provide better information and support to those bereaved or affected by suicide
- Support research, data collection and monitoring
- Support the media in delivering sensitive approaches to suicide and suicidal behaviour.

### **What we are going to do**

We intend to develop educational guidance to promote strengths based interventions such as safety planning rather than risk assessing, and preventative activities for professionals to support them to identify and encourage individuals contemplating suicide to make a different decision.

We will develop a multi-agency training framework which sets out the levels of awareness and knowledge expected across professions, what the training should include, and how it could be delivered – setting the quality standard for Norfolk. This will be enhanced by the knowledge of experts by experience.

We plan to raise awareness of suicide and campaign to reduce stigma so that people are confident in coming forward to find the right support. This could range from self-help well-being tools, finding meaningful employment, or participating in an activity which reduces social isolation. Campaigns will include messages tailored to carers, friends and family who might otherwise consider themselves powerless to effect change.

We also have commitments from agencies to undertake activities which improve services as well as ideas for innovation and support for community and voluntary sector agencies.

### **We are going to**

	<b>Milestone</b>	<b>When by</b>
✓	Deliver a campaign to raise awareness and reduce stigma across the county	September 2017
✓	Publish guidance which emphasises safety planning and making the environment safe and distribute it online	September 2017

✓	Make a website resource available listing local and national support for people in crisis – putting it all in one easily accessible place	June 2017
✓	Make sure that training on suicide prevention is available for professionals in the county	June 2017
✓	Deliver a carers pack for families and carers supporting loved ones	tbc
✓	Hold a multiagency conference to disseminate learning and resources as near to world suicide prevention day (10 September) as possible	September 2017

#### How will we know we have made a difference?

	Indicator	When by
✓	Feedback from training which will include a follow up 3 months later	January 2018
✓	An increase in the number of hits on the website	January 2018
✓	People use safety planning and share their learning experiences	January 2018
✓	Public Health Outcomes Framework Indicators such as number of suicides per 100,000 begin a downward trend	September 2018
✓	The number of unexpected deaths reported by the local mental health trust goes down	September 2017

Further details of planned activities are outlined in the suicide prevention action plan below.

<b>NORFOLK SUICIDE PREVENTION ACTION PLAN 2016-2021</b>
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	<b>Recommended action</b>	<b>Lead organisation</b>	<b>when by</b>
<b>1</b>	<b>Reduce the risk of suicide in key high-risk groups</b>		
1.1	Develop a training framework and identify key professional groups that should receive it and at what level. Should include how to spot the signs, safety plan and refer on to suitable pathways.	NSFT and partners with input from Adult Learning and Improvement Policy sub group (reports to the Adult Safeguarding board)	2016
1.2	Produce comprehensive and concise guidance on how to ask, how to safety plan and what next for all front line staff including healthcare workers, Jobcentre Plus staff, drug and alcohol services etc. (online)	Norfolk and Suffolk Foundation Trust (NSFT)/Norfolk Clinical Commissioning Groups (CCGs)/ Norfolk Public Health/Suffolk Public Health	2017
1.3	Implement the College of Policing Approved Professional Practice for 'Suicide and Bereavement Response' (currently out for consultation) and National Police Chiefs Council guidance 'Suicide Prevention Risk Management Perpetrators of Child Sexual Exploitation and Indecent Images of Children (IIOC)'	Norfolk Constabulary	

	<b>Recommended action</b>	<b>Lead organisation</b>	<b>when by</b>
1.4	Review guidance and pathways for people with complex needs such as substance misuse and mental health problems.	Norfolk Public Health/CCGs/ Norfolk Recovery Partnership(NRP)/NSFT	2017
1.5	Review current provision of well-being services for men. Consider jointly commissioning and encouraging male specific interventions and support (third sector groups reducing social isolation such as MENSHEDS and VETERANS CENTRE)	Norfolk Public Health/NSFT	2017
1.6	Offenders: Review the possibility of release planning sooner (in some cases this may be at point of entry into custody), for those who are subject to ACCT within the prison community.	OPCC coordinate - Prisons/Probation	

	<b>Recommended action</b>	<b>Lead organisation</b>	<b>when by</b>
1.7	Offenders: More emphasis to be placed on suicide prevention when going through the gate i.e. greater liaison with community mental health teams, more established release planning (accommodation, employment, signposting and appointments to support agencies such as including Samaritans, drug and alcohol agencies, family support, finance and debt advice);	OPCC coordinate - Prisons/Probation	
1.8	Audit compliance with relevant best practice guidelines to ensure good pathways and support on discharge from psychiatric inpatient care to decrease patients' risk of suicide.	NSFT	2016
1.9	Promote good mental health among target group (men in high risk occupational groups) Engage with NFU/Farming community network/You are not alone (YANA) - rural norfolk farming support Oil and gas industries unions/employers Football club Adnams	MIND - and Norfolk Public Health	2018
1.10	Review guidance for hospitals including discharge policies for people who have self-harmed or attempted suicide (specifically the need to contact family or friends to collect them). Consider a follow up plan where appropriate.	Acute Trusts/NSFT	2017
1.11	Psychiatric liaison	Acute Trusts/NSFT	2018
1.12	Children and young people's action plan	Norfolk Safeguarding Children's Board partners	
	<i>6.1 Raising resilience in children and young people</i>		
	<i>6.2 Providing for the long term needs of children and young people who have experienced bereavement</i>		

	<b>Recommended action</b>	<b>Lead organisation</b>	<b>when by</b>
	6.3 <i>Guidance for staff</i>		
	6.4 <i>Training for Tier 1 Staff to support children with Self-Harm/suicide ideation</i>		
	6.5 <i>Mental health awareness for children and young people</i>		
	6.6 <i>Better information sharing and gathering information about 'near misses'</i>		
2	<b>Tailor approaches to improve mental health in specific groups</b>		
2.1	BAME – Men from Eastern European backgrounds are disproportionately more affected. Guidance and Campaigns around self -management or accessing support earlier should be accessible for diverse communities.	County Community Cohesion network	2017
2.2	Raise the visibility of current national/local suicide prevention self-help tools through development of a web resource based in the Wellbeing service website	Suffolk Public Health/Norfolk Public Health/ Samaritans/NSFT Wellbeing service	2017
2.3	Social marketing suicide prevention campaign - focus on men's mental health and delivering key messages to men in midlife experiencing disadvantage	Suffolk Public Health/ Norfolk Public Health	2017
2.4	Embed suicide prevention in workplace health initiatives - ensure employers understand their responsibility for the well-being of employees	Norfolk Public Health	2018

	<b>Recommended action</b>	<b>Lead organisation</b>	<b>when by</b>
2.5	Implement Public Health England guidance and masterclasses on suicide prevention	Norfolk Public Health	2017
3	<b>Reduce access to the means of suicide</b>		
3.3	Approach railway services or British transport police for guidance on training received by their staff and how to maximise impact of campaigns, particularly in rural areas.	BTP	2017
3.4	It should be a routine part of all safety planning to ask about access to guns including ownership.	Norfolk Constabulary / CCGs - GPs	2017
3.5	Car Parks and Malls – Advise on reducing access to methods.	districts - designing in safety features in new structures.	2017
3.6	Provide education materials for GPs and mental health clinicians to use the safest prescribing options for people at risk of self-poisoning	CCG CSU prescribing advisors/NSFT	
3.7	Inpatient mental health, and prison services to regularly review and monitor access to means when individuals are in their care.	NSFT/Prisons	2018
4	<b>Provide better information and support to those bereaved or affected by suicide</b>		
4.1	Improve awareness of resources and support for families of people who die by suicide	NSFT/Norfolk Public Health	2018
4.2	Engage with SOBs and Samaritans on support services available for families	Suicide Prevention Group	2018

	<b>Recommended action</b>	<b>Lead organisation</b>	<b>when by</b>
4.3	Design a support care pack for families	NSFT	2017
<b>5</b>	<b>Support research, data collection and monitoring</b>		
5.1	Improve information sharing and referral pathways between organisations in contact with vulnerable people. In particular, GP and mental health services.	CCGs and NSFT	
5.2	Improve information sharing pathways between different teams within organisations in contact with vulnerable people.	Public Protection Forum	
5.3	Particular consideration should be given to how assessments and safety plans are recorded and to ensuring that the future commissioning of IT systems supports the sharing of information	Public Protection Forum	
5.4	Investigate if there is a link between suicide and being a member of the armed forces, and if this link is stronger for offenders.	Armed forces covenant	
5.5	Conduct further research into female released prisoners and suicide. As the sample size of female released prisoners is so much smaller than males a much larger geographic area should be studied. This could form part of a national piece of research using similar methods and investigating other prisoner characteristics, such as sentence length.		
5.6	Partner agencies commit to seeking opportunities for research and evaluation of impact	all partners	

	<b>Recommended action</b>	<b>Lead organisation</b>	<b>when by</b>
5.7	For suicide data collection of offenders to be standardised so that when the police notify the Coroners' office of a death they are also notifying them whether or not that person was an offender, if this is known. The Norfolk Constabulary should already be notifying the Prison and Probation Ombudsman if the individual who had taken their own life had been released from prison within 28 days.	Norfolk Constabulary /Coroner's Office	
5.8	Produce an annual briefing on the suicide audit, and undertake a refreshed review after three years.	Norfolk Public Health	2017 2019
6	<b>Support the media in delivering sensitive approaches to suicide and suicidal behaviour</b>		
6.1	Contact local media to disseminate use of and awareness of the Samaritans guidance on responsible report, this includes using supportive language and working together to reducing stigma.	Work in partnership with Samaritans/Healthwatch – Norfolk Constabulary or Norfolk Public Health	
6.2	Develop a campaign for world suicide prevention day 10 September 2017	Norfolk Public Health	2017
6.3	Organise a conference in September 2017 to review progress and raise awareness	Norfolk Public Health/Chris Copsey	2017

# Communities Committee

Item No.

<b>Report title:</b>	<b>Norfolk Library and Information Service – update on Music Sets service</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> This report provides Communities Committee with an update on progress made by Norfolk Library and Information Service (NLIS), in partnership with music groups based in Norfolk, to secure a future for the Performance Sets (Music Sets) service.	

## Executive summary

The NLIS delivers a Performance, or Music, Sets service to music groups in Norfolk. This involves lending out multiple copies of a piece of music so that every performer can have their own copy. If there are insufficient copies of the music in our own collection we make arrangements to borrow further copies from other library services - an inter-library loan. In 2016 it was proposed to stop the inter-library loan facility to make staff and administration savings. This caused significant concern for music groups across Norfolk.

Discussions have been held between the Library Service and representatives from local music groups, with other library services in the Eastern Region and the NLIS Library Management System Supplier to explore how we can maintain the current range of provision and deliver a service in the longer term.

### Recommendations:

**It is recommended that the Committee note the activity achieved to date and authorises officers to continue to explore and develop opportunities for developing an efficient and effective way of delivering a Performance Sets service.**

## 1. Proposal

- 1.1. The NLIS delivers a Performance, or Music, Sets service to music groups in Norfolk. In the 2014/15 budget round, and following public consultation, it was agreed by Councillors that the Performance Sets service would be stopped or scaled back (Communities Committee [meeting May 2016](#)). The Library Service increased charges in an attempt to 'scale back' and to make the Performance Sets service self-financing as this service is not a statutory part of library provision.
- 1.2. As reported in the Member update of 26 February 2016, it was proposed to make a saving on staff time by reducing the service currently provided for the loan of Music Sets to orchestral groups and choirs.
- 1.3. It was proposed that from June 1st 2016, NLIS would no longer borrow items on inter-library loan from other library services for customers, as this is the element of the service that requires the most staff input. Music Sets that were in stock in the Norfolk Library catalogue would continue to be loaned to customers.
- 1.4. Following communication of this change in service, a number of music groups made contact with the service and with Elected Members to express their concern at the impact of this reduction in service.

- 1.5. At a meeting with music groups, they were keen to stress the important contribution that music can make to communities and to supporting NCC priorities. They expressed concern that without the current range of facilities of the Performance Sets service, many music groups would struggle to source sufficient sets of affordable music, impacting on their ability to hold performances. In turn the service would start to suffer if there was no further investment in its development.

## **2. Progress Since May 2016**

- 2.1. A number of meetings have been held with representatives from a range of music groups in Norfolk. As a result of these meetings, a Music Library Friends group has been set up. The Music Library Friends constituted itself in Autumn 2016 and the group's priority is to raise funds to contribute to the costs of the running of the service. The aim is that the funds, when added to the income raised from loans in a full year of operation, the service becomes cost neutral.
- 2.2. By contacting Performance Sets Service customers, along with other choirs and orchestras in the county via the organisation 'Making Music', the Friends group has been working hard to raise the profile of the service and rally the support that is needed to keep the service running.
- 2.3. A WordPress 'blog' site - <https://normuslibfriends.wordpress.com> - along with an active Twitter account @normuslibfrens have been set up and are maintained by the group following training delivered by Library Service staff.
- 2.4. The group has been actively fundraising for the service through collections taken at rehearsals and performances by the orchestras and choirs who are customers. In November, the group raised funds through a sponsored 24 hour piano playing marathon in St Peter Mancroft Church. The press release issued about this high-profile activity resulted in interest from both BBC Norfolk and the Eastern Daily Press. December saw the Friends making a collection in the Forum for their Carol singing. The Friends Chair, Peter Lawson, has also been interviewed on Future Radio.
- 2.5. To date £1,762 has been banked and a further £1,140 raised as detailed above making a total of over £2,900.
- 2.6. Discussions have been held with other authorities in the Eastern Region about whether efficiencies can be made by services working more closely together. A number of authorities have expressed an interest and are watching developments.
- 2.7. A shared technical specification aimed at increasing the ability of customers to self-serve has been drawn up in conjunction with Hertfordshire Library and Information Service, in preparation for a meeting to be held in January 2017 with Civica (the Library Service's Library Management System supplier) to develop bespoke amendments to the existing system to increase efficiencies.
- 2.8. Preliminary discussions have been held with Arts Council England (ACE) about the possibility of funding the work. ACE will only fund developments that have the potential to be adopted countrywide.

## **3. Financial Implications**

- 3.1. The notional costs of managing the Performance Sets services is estimated to

be around £10k of staff time. The original planned savings for the Millennium library have been delivered through staff reductions in other areas, and therefore the cost of the service forms part of the overall library budget.

Income to date in 2016/17 is £2,000, compared with £3,141 in the whole of 2015/16.

- 3.2. A commitment has been made by music groups to help to cover the costs for 2016/17 and future years.

Further efficiencies in the management of the inter-library loan arrangements, as highlighted in paragraph 2.6 would help make the process more cost-effective and reduce the amount of staff time required manage the operation.

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

- 4.1. It is possible that delivery of budget reductions by working with other library services, or through improvements in the ICT system may not be realised within the coming 12 months and that there will be a need to cover costs for a longer period.
- 4.2. The Library Service will continue to work closely with the Music Library Friends to ensure that the commitment to help raise funds is delivered. It will also seek to identify an alternative saving to help to cover any deficit in fund raising so that the existing Performance Sets service can be maintained while a new delivery model is developed.

#### **Officer Contact**

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

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# Communities Committee

Item No.....

<b>Report title:</b>	<b>Norfolk Association of Local Councils – Service Level Agreement</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>

## **Strategic impact**

Norfolk's c.545 town and parish or Local councils play an important democratic and service delivery role in communities across the county. Working alone, with each other and with voluntary and public agencies, Local councils can and are making a significant community impact. As such, they are an important player in the strategic leadership provided by the Council to achieve a Norfolk public service as expressed in Moving Norfolk Forward and the County Council Plan 2016-19. Local councils offer potential to be part of the solution in the Council's and our partner's preventative service approaches.

## **Executive summary**

The Council has a long-standing grant funding arrangement with the body representing most Local councils, the Norfolk Association of Local Councils (Norfolk ALC). The existing three year Service Level Agreement (SLA) will expire in March 2017 - the proposal is to replace this with a new three year agreement, supporting building local community capacity. The SLA would commence 1 April 2017 and end 31 March 2020 and would be reviewed annually.

Work has taken place with Norfolk ALC to shape a new three year SLA to deliver the following proposed outcomes:

1. Effective two-way communication between Norfolk County Council (NCC) and all Local councils
2. Increased participation between NCC and Local councils to develop greater strength in communities
3. Increased capacity for Norfolk's Local councils complementary to the Council's future delivery models.

## **Recommendations:**

1. **Consider and agree the priorities and outline action plan for the three-year Norfolk ALC SLA (2017-20)**
2. **Convene a Member workshop to further develop the SLA/action plan with Norfolk ALC for joint working with local Councils and communities. Delegate agreement of the SLA to the Executive Director for Communities and Environmental Services in consultation with the Chairman of the Communities Committee.**

## 1. Proposal

Local councils are an important partner in local governance and accountability across Norfolk. At present, there are around 545 Norfolk Local councils, although the urban areas of Norwich, Great Yarmouth and some wards in King's Lynn, are not parished.

Modern Local councils are fully constituted delivery agents, governed by local people and able to discharge a range of functions to the communities they serve. The duties they exercise vary considerably from the management of local assets such as community rooms, playing fields and recreation facilities, public conveniences etc. to delivery of services for youth and older people. As elected bodies with precept raising powers, and often employing one or more paid staff, Local councils have considerable scope to be even greater delivery agents in Norfolk.

It should be noted that the 545 figure includes areas that have Parish Meetings, which are different to fully constituted Parish and Town Councils. Parish Meetings cannot raise a precept, are constituted only in a limited way and do not have to comply with the Local Council Code of Conduct. They are not subject to the same rules as Parish Councils, do not have the General Power of Competence (see section 1.1) and are unable to hold property.

The Council supports Local councils through an SLA with Norfolk Association of Local Councils. Norfolk ALC provide a membership service including information and guidance, training and engagement services to over 400 member councils, and a more general information service to non-members. For the County Council, the Norfolk ALC arrangements provide a useful way to engage with the wider body of Local councils. In the past, this has been used at times of budget consultation, when considering development of policy and as an important communication channel.

Responsibility for the management of the Norfolk ALC SLA rests with the Community and Environmental Services (CES) department as part of its community remit. The current SLA expires in March 2017 and CES have been working with the Norfolk ALC executive and board to consider options to support enhanced partnership arrangements, of which there are considerable opportunities.

### 1.1 Local councils' powers

Local councils have two sets of powers relevant to the Council's desire to work more closely with all delivery agents in Norfolk. The General Power of Competence granted through the 2011 Localism Act enables Local councils to take on much greater responsibility around service delivery should they choose to do so. This presents opportunities for greater devolvement of services from County to Local council level. In addition, Local council's ability to raise a precept for the Local council area offers considerable scope to support a broad range of delivery functions or work collaboratively with other partners should this be considered desirable.

### 1.2 Current arrangements between Norfolk County Council and Local councils

NCC currently work with or support Local councils in a number of ways ranging from the formal to the informal. Examples include:

- Parish partnerships - Each year Local councils are invited to submit bids for highway improvement schemes. For 2017/18 the fund is £300,000 with

Norfolk County Council funding 50% of the cost of successful bids. Local councils contribute the balance

- Highways rangers tops ups - This initiative allows highway maintenance works to be carried out that is important to the community but would be considered low priority on the Council's highway defect register. The scope of works could include shallow pothole repairs on minor roads and other activities such as verge repairs, grass strimming and sign cleaning
- Third party delegation agreements - Some Town & Parish Councils undertake highway verge grass cutting, public footpath cutting and sign cleaning on our behalf. We pay them a rate and they undertake the works each year
- Informal help offer to train volunteers – Highways provide gritting group training at Swaffham and Thetford. Some Local councils have purchased their own hand spinners to distribute the salt
- Highways information - A good number of Local councils are in close contact with Highways teams regarding a range of highways related issues.

### **1.3 Arrangements at other authorities**

A number of other County Councils have developed specific arrangements for working with Local councils in recent years. Many of these are in response to the opportunities arising from the Localism Act of 2011 and in recognition of the General Powers of Competence Local councils have been able to exercise since then. This means for those Local councils that want to be more active agents of delivery, there are far fewer limits on the type of services they may provide to communities. This greater flexibility is obviously good for local people, and it places the exercise of duties and delivery of services which will directly impact on people living in an area, with people elected from that community.

### **1.4 A new relationship with Local councils – The role of Members and renewal of the Norfolk ALC Service Level Agreement (SLA)**

The expiry of the current Norfolk ALC SLA is a good opportunity to review Norfolk ALC's work programme with NCC and align this to the strategic ambitions around a Norfolk public service as expressed in the Moving Norfolk Forward plan. A draft SLA is attached at Appendix 1. This has been developed with the Norfolk ALC Executive and Board.

In addition, the renewal of the Norfolk ALC SLA presents an opportunity to support Member's leadership role in the development of both sector's relationship with the Council and county councillors role as advocates between local communities and Council services. It is proposed that a Communities Committee workshop be convened to explore how Local council's and other bodies can be supported to work more closely together in the future and to understand how both can maximise their support of each other. This will inform the final SLA.

## **2. Financial Implications**

The proposals in this paper can be met within the existing budget of £26,000 per year.

### 3. Background

County Council Plan 2016-19

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/county-council-plan>

#### 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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## Appendix 1: DRAFT Norfolk ALC SLA action plan (detail agreed with Member working group)

Outcomes sought	Why this is needed	Draft actions led by Norfolk ALC	When (approx)
1. Effective two-way communication between NCC and all Local councils	Regular and effective communication between NCC and all Local councils is the basis of productive working relationships and partnerships going forward. Norfolk ALC will provide an important communication channel for information provision about Council activity within localities and for NCC to receive information about Local councils.	<p>- <b>Local Council Database</b> – Include all 550 Local councils in Norfolk ALC database</p> <p>- <b>New website</b> – Develop close integration of local online infrastructure: to support Locality information eg access to available support; self-access features – include social media</p> <p>- <b>Media content</b> – place content in existing media for Local councils eg NCC’s Norfolk Matters</p>	<p>-Q1</p> <p>-Q3</p> <p>-2 editions / year</p>
2. Increased participation between NCC and Local councils to develop greater strength in communities	<p>NCC recognises the importance of Norfolk’s existing community infrastructure, which is a great asset to the county. Through greater levels of engagement, partnership working and devolved service approaches, Local councils can support, make an active and even greater contribution to local service delivery.</p> <p>Increased collaboration between Local councils and NCC is important for the delivery of NCC’s broader preventative approaches and to meet the strategic ambition in Moving Norfolk Forward for example, greater partnership collaboration, one public service, and making the best use of our resources.</p> <p>Norfolk ALC can support Local council’s take up of opportunities to deliver locally for example Parish Partnerships, community travel schemes, Highways Ranger</p>	<p>- <b>Events</b> – Regular Norfolk ALC events to promote local opportunities eg to develop <b>prospectus</b> of NCC delivery opportunities for Local councils</p> <p>- <b>Active relationships</b> between Local councils and NCC increases eg through parish partnership adoption, Highways Rangers top ups, targeted use of volunteers</p> <p>- <b>Third party delegation agreements</b> – encourage greater take up of these supporting local leadership and delivery of community services</p>	<p>-Qs1-4</p> <p>-Qs1-4</p>

	etc.		
3. Increased capacity for Norfolk's Local councils	<p>Local councils are a long established and important part of local democratic infrastructure with considerable delivery potential. Changes to General Power of Competence in the 2011 Localism Act present an opportunity for Local councils to play a more significant delivery role in their area.</p> <p>Many Local councils have already told NCC they would like to do more in their area – this fits with NCC's strategic approach around enabling communities to create greater capacity and resilience. The Council wishes to enter a dialogue into what can be done to assist and increase Local council's capacity to deliver.</p>	- <b>Research</b> - Provide evidence (including best practice) for current Local council activity for example: use of the Power of Competence, precept levels, Parish Partnerships, asset management to help inform future targeted support of Local councils.	-Q2
		- <b>Sharing good practice</b> - Increased number of councils self-promoting and sharing their work including locality approaches using feature on Norfolk ALC Website. Promoting best practice in financial management, creative thinking, accessing information and advice. Providing toolkits and resources, increasing confidence and competence to deliver amongst Local councils.	-Qs1-4
		- <b>Access to funding</b> – Regular promotion of funding opportunities to support delivery / development of assets.	-Qs1-4
		- <b>Training</b> – The number of councils taking part in Norfolk ALC promoted and delivered training to improve function.	-Qs1-4
		- <b>Next generation thinking</b> – promote initiatives amongst Local councils that: create healthy local democracy, strategic thinking, modern service delivery and fresh approaches to addressing community need.	-Qs1-4
- <b>Standards &amp; Ambition</b> – Promoting improved standards and delivery within councils through demonstrable measures such as the Local Council Award Scheme, Certificate in Local Council	-Qs1-4		

		Administration and compliance with the Governance and Accountability Proper Practices.	
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**SLA length**

Three years from April 2017-March 2020

**SLA value**

£26k per year (£78k over three years). Annual payments made at the commencement of each financial year.

**Review and monitoring arrangements**

Quarterly meetings

Purpose: To review delivery against the outcomes. Quarterly meetings between Norfolk ALC Chief Officer and CES Community team representatives, including the annual review report and the year ahead planning. The meetings are an opportunity to review and make changes, where necessary and through mutual agreement, to the actions that appear in the SLA.

Annual report:

Purpose: To report formally against the outcomes prior to commencement of next year's delivery and describe following years' focus. Reports due by 1 March 2018, 2019 and 2020.

# Communities Committee

Item No.....

<b>Report title:</b>	<b>Voluntary &amp; Community Sector – Engagement Contract</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>	
<p>The Voluntary, Community and Social Enterprise (VCSE) sector has a significant presence in Norfolk contributing in excess of £380m to the economy annually. The systems leadership provided by the Council through the Moving Norfolk Forward plan challenges the VCSE, along with all Norfolk agencies, to work together to deliver a single public service for Norfolk. This focuses on making the best use of available resources in support of our preventative service approaches. Closer working across the public service will also help us deliver on the Council's four priorities: real jobs, better infrastructure, excellence in education and vulnerable people. The Council's arrangements with the VCSE for engagement of the sector are an important way for all departments to seek more collaborative ways of working with communities in pursuit of these aims.</p>	

## Executive summary

This report proposes the scope, funding provision approaches and general direction of travel for engaging with Norfolk's voluntary sector in early 2017. The purpose of this is to develop a joint NCC-VCSE engagement approach that will inform how the Council and the sector can work more effectively together in the future and will help inform re-procurement of the VCSE engagement contract for 2017-20.

### Recommendations:

- 1. To agree the proposed VCSE engagement with the sector for February – May 2017 – developing the funding framework for future joint working**
- 2. To consider the options for financial award to support the Norfolk VCSE and express a preferred option.**
- 3. Deliver a Member workshop from Communities Committee and invite representation from Adult's and Children's services committees to support development of framework**

## 1. Proposal

Norfolk County Council has contracted with various VCSE bodies for them to provide leadership and support to the voluntary sector, for a number of years. Since 2014, the Service Level Agreement (SLA) to do this, which focuses on developing engagement with organisations representing adults and children and young people, has been held by CAN and Momentum respectively. A number of contractual arrangements existed prior to this.

The tender specification for the 2014-17 SLA was the result of consolidation of existing arrangements in line with budgetary constraints and efficiencies sought at the time. The subsequent VCSE engagement SLA awarded to CAN, was for adult engagement services in the north, west, south and Norwich areas only, whilst adult engagement in the east had been separately commissioned with Voluntary Norfolk – this arrangement expired in March 2016. Momentum retained separate responsibility for children and young people’s VCSE organisation engagement. In practice CAN and Momentum have worked very closely over the last two years to collaborate on projects such as the development of the ‘Sector Led Plan’ an important and wide ranging research piece on the current state and health of the voluntary sector in Norfolk (See background papers in section 5)

CES on behalf of the Communities Committee has the lead for the monitoring, and future strategic development of, the authority’s VCSE engagement arrangements. It is undertaking this work in collaboration with colleagues in Adults and Children’s Services to ensure we have a common and joined up approach to this future engagement. There are opportunities to shape arrangements for VCSE engagement going forward for example, a single consolidated engagement funding arrangements for all areas, across both age divisions and utilising existing voluntary infrastructure providers.

The three voluntary sector infrastructure organisations involved in this proposed engagement and subsequent commissioning activity are:

- *Momentum* – provide support for voluntary and community organisations working with children and young people (CYP) in Norfolk and currently hold the VCSE CYP engagement SLA. In addition Momentum hold a core support SLA with Children’s services focused on quality improvement for VCSE organisations. The Voluntary Sector Forum is Momentum’s vehicle for delivery of children and young people VCSE organisation engagement.
- *Voluntary Norfolk* – held the Adult’s engagement SLA in the east until March 2016. They currently operate a range of support programmes including contributing to the major community development Neighbourhoods That Work programme in Great Yarmouth (part funded by Adults until 2020), as well as delivery of NCC and Health funded work to support volunteering across the county.
- *CAN* – are currently commissioned by the Council for the bulk of Adult VCSE engagement. CAN also has a community development team and delivers a range of programmes funded outside this agreement.

In addition NCC has teams within Adults, Children Services and CES that seek to generate direct links with VCSE organisations to support clients or volunteering.

### **1.1 The importance of the VCSE to Norfolk and the Council**

The annual income of Norfolk’s registered charities is estimated to be in excess of £380m (*Sector Led Plan 2015*). This figure does not take into account income for the 3000 or so non-registered charitable organisations. The Council spends c£85m per year with the VCSE, mainly through Adults and Children’s commissioned services. In an environment of sustained public service spending restraint the relationship between the two, in terms of mutual support for Council service strategies and client groups, has

never been more important. Greater resilience and strength within communities has a positive effect lowering demand for more critical services, for example: reducing numbers of people in residential care and supporting them to live more independently at home, greater numbers of families helped to stay together and work to reduce waste and increase recycling rates within communities. In all three examples, the sector plays an important and complimentary role to the Council's statutory role.

## 1.2. Developing arrangements with VCSE



The proposed VCSE engagement activity would explore how the Council and sector can:

- Understand and address existing community capacity issues in an environment of sustained financial restraint, increased demand, and reduced funding for the VCSE
- Make better use of existing infrastructure

- Target practical support in localities where service demand is high or increasing
- Work together to address resource issues, for example increasing volunteering and participation

### Proposed timetable

Date	Activity
25 Jan 17	Communities Committee agree approach to developing framework and funding route
Feb – May 17	Joint sector / NCC engagement to develop framework for future joint work to support communities
31 May 2017	Communities Committee agree framework for joint working / funding award
May – Jul 17	Funding award process
1 Oct 17	Commencement of new VCSE work programme

### 1.3.Funding Options

1. Re-tender the VCSE engagement SLA under a standard commissioning process

This process is followed when the Council wishes to contract a service that it might otherwise have delivered itself. It is the process followed in 2014 and is subject to the usual Contract Standing Orders.

2. Follow a grant process

The Council requires as far as possible, for all infrastructure organisations to work together in pursuit of the Moving Norfolk forward aims. Although further definition of the way the Council and the sector will work together in the future will be defined by the proposed February – May VCSE engagement activity, this support will likely to be provided by a number of VCSE infrastructure organisations and will fulfil requirements for a grant process. In making a grant the Council would be offering financial support in areas of work, co-designed with VCSE organisations, which it wishes to sponsor. The work to be carried out by the other organisations would be deemed to add value to the Council's overall aims or objectives. This option would see a process following Contract Standing Orders regarding *grants*.

Both options would allow the setting of objectives and success measures. The grant making process (option 2) rather than a contract award would allow greater flexibility for NCC to work with the sector to shape the delivery framework as part of collaboration on supporting capacity and prevention in communities. Therefore the grant making approach is the option preferred by Adult's, Childrens and CES departments and the engagement process this allows is broadly welcomed by sector representatives. This option will support greater co-construction and joint working with the sector.

## 2. Evidence

Collaboration across the whole of the public service has been identified as a key desirable activity in the Moving Norfolk Forward plan. The VCSE is estimated to be worth c.£383m to Norfolk annually. The Council makes a significant investment in

this of £85m per year. In addition, the VCSE brings enormous benefits to Norfolk in terms of 'social capital' or the networks of relationships between people living in a community –this is often through volunteering and participation in the life of communities and individuals. Research in the United States (R D Putnam, Bowling Alone, 2000) has shown a positive correlation between increased social capital and educational performance – this may also be seen in a number of other important indicators for the Council and its partners including: health and wellbeing, community safety and happiness.

Increased social capital increases personal and family resilience allowing citizens to bounce back more easily from life's stresses and can help to reduce individual's levels of vulnerability. The VCSE has, and continues to play, a very significant role in helping build social capital, and hence resilience, within communities and, as such Norfolk County Council and other statutory partners stand to gain hugely from this contribution because this resilience makes a dramatic contribution to our preventative work helping reduce demand for services and lowering service user spend per capita.

### **3. Financial Implications**

The Council's current investment in VCSE infrastructure organisations for engagement totals £161k per annum. This is divided into two main parts:

- Adults sector engagement - £140k per annum (£420k over three years) with CAN
- Children and young people sector engagement £21k per annum (£63k over three years) with Momentum

In addition, there is an opportunity to pool a further £10k per annum for adult sector engagement services in the east making a total fund of £171k per annum. It is proposed to make financial awards for 2017-20 at the same level of spending ie £171k per annum.

There are no additional spend implications for any of the options presented in section 3.

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

The Norfolk VCSE makes a significant impact on communities in Norfolk and contributes considerably in helping manage demand for services.

Future engagement with the VCSE needs to take a cross Council approach and it will be important for each service delivery department to work together on these developments.

There are no other implications for any of the options in sections 1.2 and 1.3.

### **5. Background**

County Council Plan 2016-19

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/county-council-plan>

Sector Led Plan

<http://www.communityactionnorfolk.org.uk/sites/content/sector-led-plan-published>

## 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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# Communities Committee

Item No.....

<b>Report title:</b>	<b>Finance monitoring</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> This report provides the Committee with information on the budget position for the Committee for 2016-17. It provides information on any forecast over and underspends and the forecast use of reserves.	

## Executive summary

The approved 2016-17 net revenue budget for this Committee is £47.800m. At the end of November, period 8, we are forecasting a balanced budget.

The 2016-17 Capital budget for this committee is £6.467m. We are currently anticipating full delivery of the programme.

The balance of Communities' unspent grants, contributions and reserves at 1<sup>st</sup> April 2016 was £12.840m. The current planned use of reserves are £4.712m and the details are reflected in the report.

### Recommendations:

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

- a) **The revenue budget for 2016-17.**
- b) **The current risks being managed by Services.**
- c) **The capital budget for the 2016-17 capital programme.**
- d) **The balance and current forecast of reserves as shown in section 4 of this report and that proposals for any further use of reserves in 2016-17 will be highlighted to this committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.**
- e) **Members are asked to note the pipeline for significant contracts for communities committee for the period to the end of 2018 as shown in appendix A.**

## 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 budgets and forecast position as at the end November 2016, period 8.

## 2. Evidence

### 2016/17 Revenue Monitoring

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

Table 1: Communities 2016-17 as at November, Period 08, 2016

	2016/17 budget £'000	Forecast £'000	Variance £'000	Variance %
<b>Community and Consultation</b>	233	233		
<b>Cultural Services</b>	<b>13,465</b>	<b>13,465</b>		
Active Norfolk*				
Cultural Services Management	44	44		
Norfolk Art Service	279	279		
Norfolk Community Learning Services	210	210		
Norfolk Libraries and Information Service	9,701	9,701		
Norfolk Museums Service	2,422	2,422		
Norfolk Records Office	809	809		
<b>Customer Services</b>	<b>5,616</b>	<b>5,616</b>		
<b>Public Health</b>	<b>(1,330)</b>	<b>(1,330)</b>		
FIRE: Service Delivery	27,857	27,857		
Resilience	274	274		
Trading Standards	1,872	1,872		
<b>Registrars</b>	<b>(187)</b>	<b>(187)</b>		
<b>Total for Committee</b>	<b>47,800</b>	<b>47,800</b>		

\*Active Norfolk is wholly funded from grants and contributions including public health funding.

2.2. There are currently no forecast variances to the net budgets for the services however there are a number service risks that are being monitored and managed that could have an impact on the forecasts.

2.3. Public Safety - The major budget risks relate to the £0.100m grant reduction for USAR which is still forecasting a full year operational spend, water rescue including dive team £0.080m and Youth Development trading unit at £0.040m.

2.4. Library Services – The Library service is closely monitoring the levels of sound and vision income, which are lower than historic trends. The service will continue to review the position and if required will report to committee any management action required.

2.5. Public health – Public Health activities are currently funded via a ring fenced public health grant that is used to deliver a range of activities, some of which span financial years and will be managed through the use of reserves. The 2016/17 budget included a number of assumptions around the planned use of the reserves carried forward. Currently there are a number of forecast in year underspends, due to efficient management of contracts and provisions made for planned expenditure that are no longer required, which mean that the required amount of funding that needs to be drawn down from reserves will be reduced. This impact is shown in section 4 of this report.

2.6. Public Health continue to work with other parts of the organisation to support common objectives and public health outcomes.

### 3. Capital Programme 2016-17

3.1. The overall capital budget for the services reported to this Committee is £6.467m

3.2. The capital programme is shown in the tables below:

Scheme or programme of work	2016/17 capital Budget £m	2016/17 Forecast capital Outturn £m	Total Forecast (under)/ over spend £m	
Norfolk Fire & Rescue Service	3.731	3.731	0.000	
Museums	1.393	1.393	0.000	
Libraries	0.373	0.373	0.000	
Customer Services Strategy	0.970	0.970	0.000	
<b>Committee Total</b>	<b>6.467</b>	<b>6.467</b>	<b>0.000</b>	

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

4.1. The committees' unspent grants, reserves and provisions as at 1<sup>st</sup> April 2016 stood at £12.840m.

4.2. The current forecast use of reserves are shown in the table below.

4.3. The use of Public Health reserves is to facilitate the agreed health projects programme and manage the delivery of large programmes over multiple financial years.

Reserves & Provisions 2016/17	Balance at 1 April 2016 £m	Forecast Balance at 31 March 2017 £m	Forecast movement reserves £m
Norfolk Fire & Rescue Service	2.970	2.026	(0.944)
Libraries, Museums, Record Office & Arts	2.142	1.745	(0.397)
Trading Standards	0.113	0.113	0
Norfolk Community Learning services	0.163	0.000	(0.163)
Public Health	5.378	2.589	(2.789)
Active Norfolk	0.638	0.791	0.153
Customer Services	0.658	0.493	(0.165)
Registration Services	0.509	0.293	(0.216)
Consultation & Community Relations	0.269	0.078	(0.191)
<b>Committee Total</b>	<b>12.840</b>	<b>8.128</b>	<b>(4.712)</b>

4.4. The forecast movements include:

- Norfolk Fire and rescue Service – Forecast use to fund planned training costs £0.064m, Equipment Costs £0.172m, planned ICT replacements £0.195m and Pension costs £0.248m.
- Libraries – Forecast use of the monies brought forward from 2015/16 for investment in self-service technology
- Public Health – includes the proposed £2m previously discussed by committee. The balance of £0.789, is the updated forecast of unspent grant required to fund the current levels of activity. This is a forecast reduction from previously reported to members and reflects a number of savings on contracts and budgeted provisions which are no longer required in the current financial year.

## 5. Financial Implications

5.1. The financial position for Communities services is set out within the paper.

## 6. Issues, Risk and Innovation

6.1. Committee regularly receive information on risk via a separate report, members are not due to receive the next report until May, however services continue to review those risks and there are no significant changes to the risk reported at the November meeting.

6.2. A regular 'contract pipeline' report is being produced, which:

- a) provides an opportunity to get a grip on contracts well in advance of their expiry and to identify opportunities for re-negotiation, re-specification, cessation, merging activities and taking activities in-house; and
- b) enables senior managers collectively to discuss member engagement and reputational issues and to consider organisational capacity and preparedness to manage forthcoming contract renewals.

6.3. Further details relevant to this committee are shown in Appendix A.

## 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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## Communities Committee - Review of pipeline of contracts within the Communities Committee's purview

The council buys goods and service worth more than £600m each year. Policy & Resources committee has asked that each service committee receive an overview of forthcoming contract renewal dates for its area so that members have sufficient notice about forthcoming procurements to provide strategic input.

We spend £600m each year on services and goods for Norfolk people so we need to ensure that we are buying the right things in line with our strategy to help manage demand and target resources so they have the maximum impact for Norfolk residents.

The contracts within this committee's purview mainly relate to public health and the fire service. Of these, the largest by far are for public health. They include the healthy child contract, the contracts for drug and alcohol treatment, the sexual health contracts and various health promotion contracts, such as for weight loss and smoking cessation.

The pipeline for the period to the end of 2018 (the period of this report) is relatively brief but includes one major contract, for drug and alcohol treatment services, with a break point in 2017. A paper will come to this committee in March on that contract.

In due course we will need to review contracts with a break point in 2019, particularly those for integrated sexual health services and the healthy child programme.

### 1. Current position

- 1) A regular 'contract pipeline' report is being produced, which:
  - a. provides an opportunity to get a grip on contracts well in advance of their expiry and to identify opportunities for re-negotiation, re-specification, cessation, merging activities and taking activities in-house; and
  - b. enables senior managers collectively to discuss member engagement and reputational issues and to consider organisational capacity and preparedness to manage forthcoming contract renewals.
- 2) The pipeline consists of the top 400 contracts, and each quarter Executive Directors review all contracts amongst the top 400 with a break or expiry point in the next three years. This will enable decisions to be brought to committees in a timely fashion.
- 3) The top 400 contracts cover approximately £500m of annual expenditure, and include contracts down to around £250k per annum.
- 4) The pipeline for communities committee for the period to end-2018 are shown below. Contracts with an annual value of approximately £9m are due to end or have a break point.
- 5) The contracts for smoking cessation shown on the pipeline have just been re-let and so are coded 'blue', showing that no further decision is required.
- 6) However, the contract with a consortium led by the Norfolk and Suffolk NHS Foundation Trust (NSFT) for drug and alcohol treatment has a break point in September 2017 and is coded 'red/amber' because an urgent decision is required.
- 7) There is an inbuilt extension option for up to two years. We will need to use this extension option to ensure that there is time to transition to new contractual

arrangements; we are in discussion with NSFT about the optimum length of the extension. We will return to the committee in March with a paper proposing next steps.

- 8) Although not shown on the pipeline as they extend into 2019, it should be noted that both the integrated sexual health contract and the Healthy Child Programme, both with Cambridgeshire Community Services NHS Trust, have break points in 2019. Both can be extended for up to four years beyond that point.

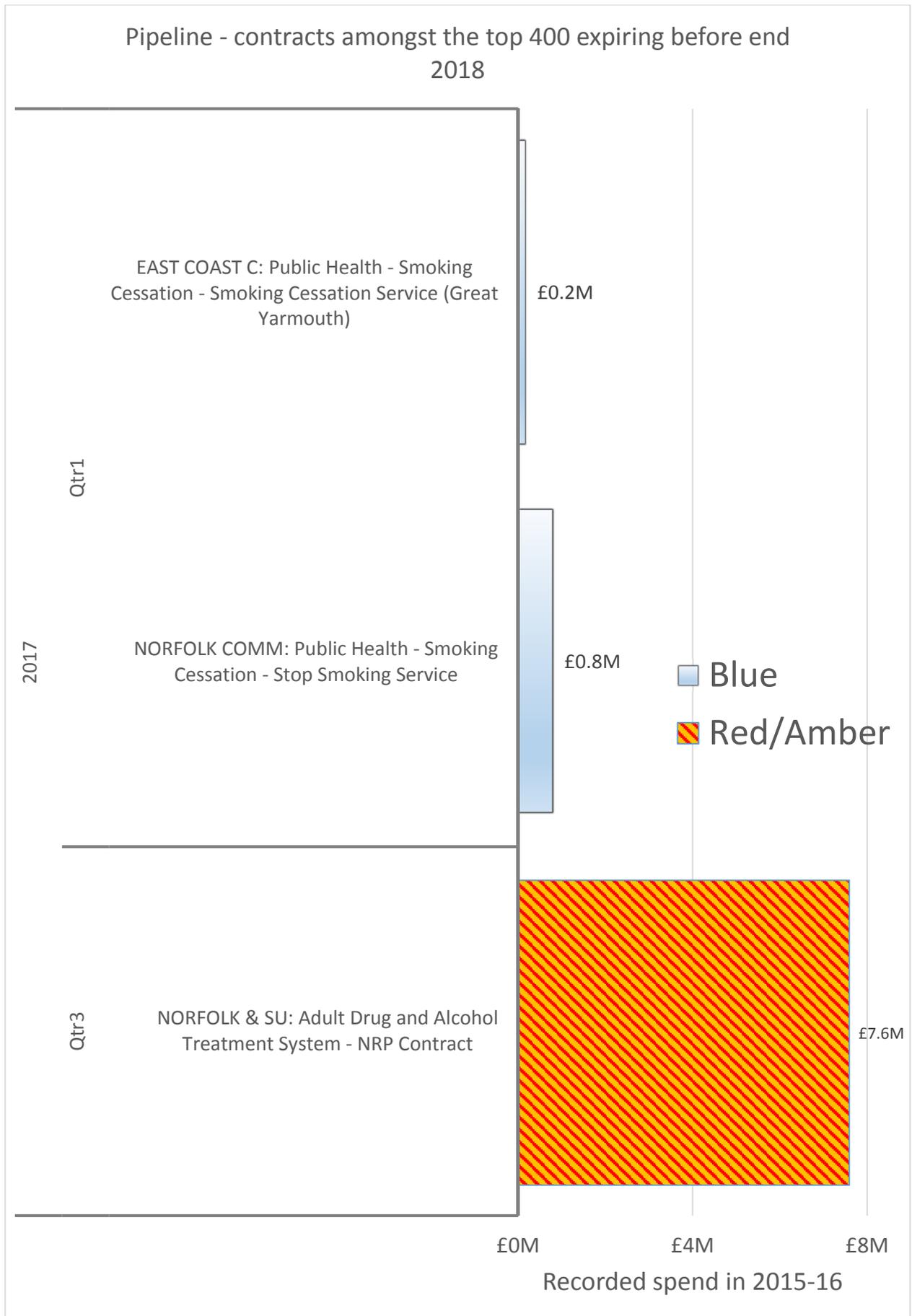
Additional information can be found in the report to Policy & resources Committee [Procurement six-monthly update report to Policy & Resources committee, 31 October 2016](#)

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

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**Contract pipeline**



# Communities Committee

Item No.

<b>Report title:</b>	<b>Strategic and Financial Planning 2017-18 to 2019-20 and Revenue Budget 2017-18</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> The proposals in this report will inform the Council's decisions on council tax and contribute towards the County Council setting a legal budget for 2017-18 which sees its total resources of £1.4 billion focused on meeting the needs of residents.	

## Executive summary

Norfolk County Council is due to agree its budget for 2017-18, and Medium Term Financial Strategy to 2019-20, on 20 February 2017. The Policy and Resources Committee works with Service Committees to coordinate the budget setting process and to develop a robust and deliverable whole-council budget. Service Committees review and advise on budget plans for their service areas, taking into account the overall planning context as advised by Policy and Resources.

The Autumn Statement 2016 was announced by the Chancellor on 23 November. The Statement did not provide significant additional funding for local government, and details of the implications of announcements by the Chancellor are set out later in this report. The Council has been informed that its Efficiency Plan, prepared after the 2016-17 Budget, has been accepted, providing access to the four-year allocations of funding announced by the Government in 2016-17. The Provisional Local Government Finance Settlement was subsequently published on 15 December, and confirmed these allocations.

The Autumn Statement 2016 confirmed that the Government intends to follow the departmental spending plans set out in the Spending Review 2015, but with the target of a balanced budget being pushed back from 2019-20 into the next parliament as a result of worsening forecasts for the wider economy. As a result, the challenges of austerity and fiscal consolidation for the public sector are now expected to continue beyond 2019-20. This means that the County Council must continue to plan for significant uncertainty and financial pressure, while the implications of major funding changes, including the move to full business rates retention by local government, remain unclear.

In preparing last year's budget, the Council undertook a large scale consultation exercise with a view to identifying a significant level of savings to be achieved by the Council radically changing its role and the way it delivers services. As a result of this, savings of £115.182m were agreed by County Council for the period 2016-17 to 2019-20. For the 2017-18 Budget, this meant that the Council faced a smaller gap to be closed, initially identified as £8.827m and subsequently revised by Policy and Resources Committee. At this point, Services were requested to identify a further £20.000m of savings to enable a balanced budget to be set due to the impact of a number of changes in the Council's budget assumptions. This resulted in new savings proposals totalling £15.249m for 2017-18 reported to Service Committees in October. In November, new savings totalling £11.616 were reported to the Policy and Resources Committee and, following the Autumn Statement, the Executive Director of Finance and Commercial Services advised Policy and Resources that a further £4.000m of savings needed to be found to support the

preparation of the 2017-18 Budget.

As part of the preparation of the 2017-18 Budget, the Council has assessed the deliverability of planned savings, and considered the overspend pressures within the current year 2016-17. Following this review, the proposals for the 2017-18 Budget represent a considerable investment in services to deliver the Council's key priorities and ensure that a robust, balanced Budget can be presented to Full Council for consideration.

This report sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2017-18. It summarises the Committee's saving proposals for 2017-18, the proposed cash limited revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

It also reports on the findings of rural and equality assessments. The findings of the public consultations are summarised where relevant to the committee.

The information in this report is intended to enable the Committee to take a considered view of all relevant factors in order to agree budget proposals for 2017-18 and the financial plan to 2019-20, and recommend these to Policy and Resources Committee. Policy and Resources will then consider how these proposals contribute to delivering an overall balanced budget for the whole council on 6 February 2017 before Full Council meets on 20 February 2017 to agree the final budget and plan for 2017-20.

This report includes proposals for significant capital investment which includes:

- Fire and Rescue      £2.440m      Capital investment for Buildings, Equipment and vehicles for the Fire service over the next 3 years.
- Museums              £2.850m      Proposed investment in the Castle – including £1.950m match funding for the Keep development.
- Libraries              £0.800m      Replacement of Self Service Kiosks in Libraries

### **Recommendations:**

The Committee is recommended to:

- (1) Consider and comment on the Committee's specific budget proposals for 2017-18 to 2019-20 in respect of:
  - The budget proposals set out in Appendix A (summary of new proposals) and Appendix B (list of full proposals);
  - The new and additional savings proposals to contribute to the supplementary target of £4.000m for the Council as identified to Policy and Resources Committee in November 2016; and
  - The scope for a general Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2017-18, noting that the Council's budget planning is based on **an increase of 1.8%** reflecting the fact that there is no Council Tax Freeze Grant being offered, and that central government's assumption is that Councils will increase Council Tax by CPI every year. The Council also proposes to **raise the Adult Social Care Precept by 3%** of Council Tax as recommended by the Executive Director of Finance and Commercial Services. Bringing forward increase in the social Care Precept will mean that the 2% increase planned for 2019-20 will not occur.
- (2) Consider the findings of the equality and rural assessment (included at Appendix D) and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is

- prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(3) Consider and agree any mitigating actions proposed in the equality and rural impact assessment at Appendix D.

(4) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix B:

- a. including all of the savings for 2017-18 to 2019-20 as set out. **Or**
- b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals within the Committee's remit. **Or**
- c. removing any savings unacceptable to the Committee and recommending a commensurate increase in Council Tax, within the referendum limits, to meet the shortfall.

For consideration by Policy and Resources Committee on 6 February 2017, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 20 February 2017.

(5) Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix C to Policy and Resources Committee for consideration on 6 February 2017, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 20 February 2017.

## 1. Background

1.1. Norfolk County Council is due to agree its new budget and plan for 2017-18 to 2019-20 on 20 February 2017. This paper sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2017-18 to 2019-20. It summarises the Committee's savings proposals for 2017-18, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme

## 2. The County Council strategy

2.1. The County Council has set its overall strategic direction through the [County Council Plan](#)<sup>1</sup>, agreed by Full Council earlier in 2016-17. The Plan details the Council's ambition for everyone in Norfolk to succeed and fulfil their potential and demonstrates that by putting people first a better, safer future, based on education, economic success and listening to local communities can be achieved.

2.2. Delivery of the Council's four priorities remains a core commitment for the local community. These priorities go beyond statutory responsibilities to focus on the areas that will bring the best results for Norfolk people:

- **Excellence in education** – working for a well-educated Norfolk and championing everyone's right to an excellent education, training, good health and preparation for employment;
- **Real jobs** – real, sustainable jobs available throughout Norfolk, making Norfolk a place where businesses are able to grow or want to invest;
- **Improved infrastructure** – making Norfolk a great place to live, work and

<sup>1</sup> <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/county-council-plan>

- visit, and ensuring communities are resilient, confident and safe;
  - **Supporting vulnerable people** – ensuring vulnerable people are safe, and helping people earlier before their problems get too serious.
- 2.3. Helping more people into real jobs, obtaining good qualifications, within a county which is accessible and connected to the rest of the country are key to Norfolk's future. With economic growth and sustainable services, people living here will be able to lead independent and fulfilling lives. Just as important is for the most vulnerable residents to have access to the support they need to live as independently as possible in the community.

At the same time as agreeing the overall County Plan, Members also agreed the County Plan Tracker, a three year set of targets which would signal significant progress towards each of the four priorities.

### **3. Strategic financial context**

- 3.1. The financial context in which the council operates continues to be challenging. Overall, councils have dealt with a 40% real terms reduction in core government grant since 2010. County Councils face some unique challenges within the local government family and research by the County Councils Network has identified that grants per head are 20% lower and social care cash funding has reduced by 21% between 2013 and 2015 while children's care referrals have increased and the needs of the frail, elderly and people with disabilities have become more complex.
- 3.2. Local authorities across the country are increasingly highlighting to Government the significant financial pressures they face, particularly in respect of social care budgets. Norfolk County Council is therefore not unique in reporting both pressure on the delivery of planned savings, alongside a current forecast overspend against the revenue budget in 2016-17. The issues being reported nationally include: consultation on emergency mid-year budget cuts for Northamptonshire County Council, a forecast £49m overspend at Birmingham City Council, which requires £78m of savings to balance the budget for 2017-18, and a savings requirement of £79m by 2020-21 for Lancashire County Council, which has also rejected the four year finance settlement on the basis that it is insufficient to deliver a balanced budget in the short to medium term. The Committee's responses to these budget pressures are set out in this paper, with the key focus being the contribution to the preparation of a robust budget for the whole Council for 2017-18.
- 3.3. In this context the government is moving towards a proposed new local government funding regime which reflects the expectations for local councils to fulfil a new role. By 2020, it is anticipated that revenue support grant will cease; instead it is intended that councils will become self-sufficient and fund services through a system of 100% business rates retention, Council Tax and miscellaneous locally generated revenue streams.
- 3.4. This shift away from national funding allocations to locally raised income is probably the single most significant change to local government in modern times. It introduces new incentives for councils to place a priority on their role in generating economic growth, by developing the right conditions for businesses to grow, people to work, and places to thrive whilst running services on the most efficient basis so as to keep costs to a minimum. At this time the details of the new funding system remain to be fully defined.
- 3.5. Over the period from 2010-11 to 2016-17, Norfolk County Council's share of cuts has seen the authority lose £160.916m in Government funding while the actual cost pressures on many of the Council's services have continued to go up. For

example, last year alone, extra demands on children’s services and adult’s social care services arising from circumstances outside of the Council’s control – such as inflation, changes in Norfolk’s population profile, and legislative changes by Government – cost another £13.790m. Absorbing ongoing spending reductions of this scale requires the Council to keep its business and operations under constant review, and to continually seek to deliver services in the most effective way possible, for the lowest cost.

#### 4. The Council’s planning process for the 2017-18 budget

- 4.1. In February 2016, the Council agreed the budget for 2016-17, and a four year medium term financial strategy (MTFS) taking account of the four year settlement figures provided by the Government. This included agreement of planned savings of £115.182m for 2016-17 to 2019-20, which resulted in a broadly balanced budget across the whole period, but with shortfalls of £8.827m and £11.714m to be addressed in 2017-18 and 2019-20 respectively.
- 4.2. In July 2016 Policy and Resources Committee received a report setting out details of the progress of the Council’s budget work, which also recommended that the Council accept the Government’s four year funding allocation to ensure a greater degree of certainty about future funding levels. This was followed in October with reports to Service Committees to set out options for savings to meet a projected £20.000m budget gap, and consideration of the deliverability of previously agreed savings.
- 4.3. Initial work to develop savings identified proposals totalling £15.249m for 2017-18 across the Council, which were reported to Service Committees in October. In November, new savings totalling £11.616m were reported to the Policy and Resources Committee. Following the Autumn Statement in November 2016, on the advice of the Executive Director of Finance and Commercial Services, Policy and Resources Committee heard that Services should continue to seek an additional £4.000m of savings to deliver a balanced budget for 2017-18.
- 4.4. The indicative allocation of the £4.000m of required savings to Departments and Service Committees, based on 2016-17 net budgets, is as follows:

**Table 3: Allocation of Savings**

Department	Savings Target Based on 2016-17 Net Budget	Committee	Savings Target Based on 2016-17 Net Budget
	£m		£m
Adult Social Care	1.4	Adult Social Care	1.4
Children's Services	0.8	Children's	0.8
CES	1.2	Communities	0.3
		EDT	0.9
Resources	0.1	Policy and Resources	0.6
Finance, Property and Finance General	0.5		
<b>Total</b>	<b>4.0</b>	<b>Total</b>	<b>4.0</b>

- 4.5. Details of Service Committee savings proposals, including contributions towards this additional savings requirement, are set out later in this report.

#### 5. The Autumn Statement 2016 and the Provisional Local Government Settlement 2017-18

- 5.1. The Autumn Statement 2016 confirmed that the period of shrinking government finance and cuts to local government funding is set to continue. The Government is no longer on course to eliminate the deficit by the end of the parliament and as a result the period of “fiscal consolidation” will continue longer than originally anticipated.
- 5.2. On 23 November 2016 the Chancellor of the Exchequer announced the Autumn Statement 2016, which set out the course for public sector expenditure up to 2021-22 and confirmed that the government would continue to follow the spending plans outlined in the 2015 Spending Review, except that the target of achieving a balanced budget would be pushed back into the next parliament. The Chancellor confirmed that departmental spending plans set out in the Spending Review 2015 will remain in place, and the £3.5bn of savings to be delivered through the Efficiency Review set out in the last Budget still need to be found. However, the Chancellor also announced that he was budgeting for up to £1bn of these savings to be reinvested in priority areas in 2019-20. These priority areas have not yet been specified. The government’s continued commitment to achieving a balanced budget means that the current period of fiscal consolidation is likely to continue well into the 2020s, so there is little prospect of an end to the financial challenges facing local government in the medium term. The government has however signalled that Departmental Expenditure Limits will increase in line with inflation from 2020-21.
- 5.3. The Council received confirmation from the Department for Communities and Local Government (DCLG) on 16 November 2016 that its Efficiency Plan submission had been accepted. This means that the Council is now formally on the multi-year settlement and can expect to receive the allocations published as part of the 2016-17 settlement for the period to 2019-20 (subject to future events such as transfers of functions and barring exceptional circumstances). The multi-year settlement does not include all of the funding in the local government settlement. The relevant elements that are included are:

**Table 1: Certainty funding allocations for Norfolk County Council**

	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Revenue Support Grant	77.926	58.035	38.810
Transitional Grant	1.657	-	-
Rural Services Delivery Grant	3.195	2.458	3.195
<b>Total</b>	<b>82.779</b>	<b>60.493</b>	<b>42.005</b>

- 5.4. The Government also indicated that tariffs and top-ups in 2017-18, 2018-19 and 2019-20 would not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.
- 5.5. In spite of this welcome additional clarity, significant uncertainty remains about the implications of the Government’s plans for 100% business rates localisation, intended to be in place before the end of the parliament. As a result the County Council continues to face major financial challenges and considerable planning uncertainty. Taken together, the Autumn Statement, and Provisional Settlement represent a key input for the Council’s budget and service planning over the next three years, and will be one of the many elements that the Committee will need to take into account in determining its savings proposals and budget for 2017-18, and its financial plans up to 2019-20.

- 5.6. On 15 December 2016, the Government announced its Provisional Local Government Settlement 2017-18, which confirmed the figures set out in the multi-year settlement. The funding settlement provides provisional details for 2017-18, and is expected to be confirmed in late January / early February. The Settlement Funding Assessment (made up of Revenue Support Grant and Business Rates funding) is £0.106m higher than expected in 2017-18.
- 5.7. The adjusted Settlement Funding Assessment for 2016-17 is £250.382m, for 2017-18 the Settlement Funding Assessment reduced by £27.689m to £222.693m.
- 5.8. Alongside the main settlement figures, the Government announced additional funding for social care. This was in the form of a new Adult Social Care Support Grant worth £4.197m for Norfolk (one off for 2017-18), and increased flexibility (subject to Member decisions) to raise the Adult Social Care Precept by a further 1%. This would represent approximately £3.3m in 2017-18 but at the expense of the discretion to increase by 2% in 2019-20 being removed. As a result, subject to council tax decisions, the Council's overall position following the Provisional Settlement announcement reflects an improvement by around £7.500m when compared to previous assumptions.
- 5.9. The Adult Social Care Support Grant has been funded by bringing forward reductions in New Homes Bonus (reduction in grant of £0.934m compared to 2016-17). Reductions in New Homes Bonus of a similar amount have already been assumed in the budget planning model. In 2018-19 onwards, changes in New Homes Bonus Grant have already been planned to fund the Improved Better Care Fund, the allocations for this have been confirmed and are unchanged as per the council's budget planning from 2016-17.

## **6. The Council's budget planning assumptions 2017-18**

- 6.1 The Council's budget planning assumes:
- That remedial actions will be successfully implemented to achieve a balanced budget in 2016-17, supporting the delivery of 2017-18 budget plans.
  - That undeliverable savings have been removed as set out elsewhere in this report, and that all the remaining savings proposed and included for 2017-18 can be successfully achieved.
  - Financial planning **assumes a CPI increase in council tax** above the 3% Adult Social Care precept in 2017-18 and 2018-19, and a CPI increase only in 2019-20. This is in line with the assumptions used by the Government at the time of the 2016-17 local government settlement, amended for the new flexibility in the Adult Social Care precept. Any reduction in this increase will require additional savings to be found. These are of course subject to Full Council's decisions on the levels of Council Tax, which will be made before the start of each financial year. In addition to an annual increase in the level of Council Tax, the budget assumes modest annual tax base increases of 0.5% for future years.
- 6.2 The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2017-18 Budget is substantially based upon these assumptions.

## **7. Investing in Norfolk's priorities**

- 7.1. At a time of significant and sustained financial pressure, the Council has continued to invest in infrastructure through significant capital projects; it has invested to support and sustain a strong care market through funding for pressures such as the living wage, and has largely protected children's services as it continues on its improvement journey. Protection for social care services in

the 2017-18 Budget includes:

- £25.872m to support the **Adult Social Care** budget:
  - £6.134m for demographic growth pressures.
  - £4.500m for Cost of Care pressures.
  - £5.660m for pay and price market pressures.
  - £9.578m to address 2016-17 overspend pressures (including £4.197m one-off Adult social Care support grant in 2017-18).
- To support the **Children's Services** budget:
  - £9.000m to address 2016-17 overspend pressures (one-off for 2017-18).

7.2. Budget planning for 2017-18 has included extensive work to review the deliverability of savings and understand service pressures. As a result, the 2017-18 Budget sees a **significant investment in Service Committee budgets** through both the removal of previously planned savings and recognition of budget overspend pressures.

7.3. The table below summarises the proposed investment in services which is also being made in the 2017-18 Budget through the removal and delay of savings. .

**Table 2: Summary of saving removal and delay**

<b>Savings Removal and Delay</b>	<b>Relating to 2016-17 and prior years</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adults	3.000	10.000	7.000	-10.000	-10.000	<b>0.000</b>
Children's	3.500	0.700	0.085	-0.535	0.000	<b>3.750</b>
Communities	0.000	0.000	1.357	0.000	0.000	<b>1.357</b>
EDT	0.000	1.600	10.355	0.000	0.000	<b>11.955</b>
Policy and Resources	0.350	1.025	-0.325	0.000	0.000	<b>1.050</b>
<b>Total</b>	<b>6.850</b>	<b>13.325</b>	<b>18.472</b>	<b>-10.535</b>	<b>-10.000</b>	<b>18.112</b>
<b>Total removal / delay from 2017-18 Budget planning</b>	<b>20.175</b>					

## **8. Service Strategy and Priorities 2017-18**

8.1. The Committee will be aware that there are a number of different services under the remit of the Communities Committee, with a range of different strategies etc. supporting the County Council's four core priorities. Some key areas of work to note for 2017-18 are set out below.

8.2. The majority of the services reporting to Communities Committee are part of the CES Department. As previously reported, work is underway to implement a new Locality based model for the department. The new model of delivery will be based around local accountable teams, working more effectively with partners and the voluntary and community sector. Underpinning the model is strong emphasis on integration, blending the strengths of the disciplines within CES.

There will be a clearer focus on targeting resources to meet local needs, with more decisions made in localities, rather than at HQ. It is anticipated that a staff consultation on a proposed new organisational structure will be ready for consultation in June 2017.

- 8.3. CES is leading work to implement the Customer Services Strategy, and associated programme, across all of the County Council's services. This includes further roll-out of the new Customer Relationship Management system to both enhance the experience of customers, improve the efficiency in our ways of working and promote channel shift.
- 8.4. Public Health is working in the context of a reducing grant, therefore there is a cost pressures in relation to activity based contracts with GPs and Pharmacists e.g. Health Checks, Stop Smoking, Sexual health. We are currently seeing increases in activity.
- 8.5. Work will continue to maximise income generation activity across services, including further commercialisation of services like Norfolk Community Learning Services (NCLS) and the Registration Service.
- 8.6. Alternative funding sources will continue to be sought to enable continued investment in our services, for example the Norwich Castle Keep project. We will continue to work closely with partners and other stakeholders.

## **9. Implications of the settlement for Communities Committee**

- 9.1. There are no specific implications arising from the settlement that impact directly on the services falling within the remit of Communities Committee.

## **10. Budget proposals for Communities Committee**

- 10.1. Budget proposals for this Committee have been developed within the context of some well understood factors that affect the way services are planned, in particular:
  - Public Health – the continued reductions in ring-fenced grant mean changes/reductions to service area needed to operate within this reduced level. Population growth in the context of a reducing grant means there are pressures in relation to activity based contracts with GPs and Pharmacists e.g. Health Checks, Stop Smoking, Sexual health
  - Customer services and complaints handling - this is a corporate service and is a direct enabler for other NCC services, as well as efficiency savings through channel shift. As budget reductions and other service and policy changes are made across NCC, the pressure and reliance on customer services increases. For example, there is a need for continued growth in the web content team and we are also seeing increase pressure on the complaints team
  - Income generation - as we continue to maximise and increase reliance on generation of income, from various sources, and become more reliant on market factors, we increase our risk
- 10.2. In response to the need to identify additional savings of £4.000m to contribute to closing the budget gap 2017-18, the following proposals have been prepared for this Committee. These are in addition to those previously considered by the Committee in October (a full list of new proposals for 2017/18 is at Appendix A, including officer views on deliverability):

**Table 4: Additional savings proposed**

<b>Reference</b> (if an existing saving)	<b>Savings Proposal</b>	<b>2017-18</b> <b>£m</b>	<b>2018-19</b> <b>£m</b>	<b>2019-20</b> <b>£m</b>
	Additional income generation (museums, Norfolk Records Office and Arts Service)	0.015		
	Bring forward remaining amount of CMM018 from 2018/19 to 1017/18 – customer services delivery re-design	0.025	-0.025	
<b>Total</b>		<b>0.040</b>	<b>-0.025</b>	

- 10.3. In addition, the following new budget savings have also been identified for Communities Committee, and were taken into account by the Director of Finance and Commercial Services in identifying the £4.000m saving gap set out in para 10.2 above:

**Table 4a: Further additional savings proposed**

<b>Reference</b> (if an existing saving)	<b>Savings Proposal</b>	<b>2017-18</b> <b>£m</b>	<b>2018-19</b> <b>£m</b>	<b>2019-20</b> <b>£m</b>
	Capitalisation of library books and other purchases	0.680		
	One-off saving – capitalisation of library books and other purchases in 2016/17, to release a revenue saving to carry forward to 2017/18	1.000	-1.000	
<b>Total</b>		<b>1.680</b>	<b>-1.000</b>	

- 10.4. Table 5 below sets out a summary of the savings proposals total values for 2017-18 to 2019-20. Communities Committee has identified £1.720m of new savings proposals to help enable the Council to set a balanced budget for 2017-18.

**Table 5: Summary of recurring net budget savings by Committee**

<b>Committee</b>	<b>2017-18 Saving £m</b>	<b>2018-19 Saving £m</b>	<b>2019-20 Saving £m</b>	<b>Total Saving £m</b>
Adult Social Care	-7.976	-18.653	-10.000	-36.629
Children's Services	-1.854	-0.859	-0.535	-3.248
Communities	-2.711	-0.102	0.000	-2.813
EDT	-6.020	-0.156	-0.005	-6.181
Policy and Resources	-27.061	6.454	-0.769	-21.376
<b>Grand Total</b>	<b>-45.622</b>	<b>13.316</b>	<b>11.309</b>	<b>70.247</b>

10.5. With the exception of the additional savings set out in tables 4 and 4a above, the new budget proposals detailed in Appendices A and B are the same as those considered by the Committee at the meeting in October 2016.

10.6. In addition, a number of previously agreed savings have been identified as undeliverable following a robust review of deliverability. It is proposed that, on that basis, those savings are removed. Details of these savings for Communities Committee are set out in Appendix B under the heading 'removal of prior year savings and one-off items'.

## **11. Revenue budget**

11.1. The tables in Appendix B set out in detail the Committee's proposed cash limited budget for 2017-18, and the medium term financial plans for 2018-19 and 2019-20. These are based on the identified pressures and proposed budget savings reported to this Committee in October and November, and have been updated in this report to reflect any changes to assumptions. The main changes impacting on this committee are around the removal of previous savings, as mentioned in para 10.5 above. Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2017-18 to 2019-20 paper which will be presented on the 6 February 2017.

11.2. The revenue budget proposals set out in Appendices A and B form a suite of proposals which will enable the County Council to set a balanced Budget for 2017-18. As such recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.

11.3. The Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This assessment will be reported to Policy and Resources Committee and County Council.

## **12. Capital budget**

12.1. A summary of the Capital Programme and schemes relevant to this committee can be found in Appendix C.

12.2. These capital bids, if agreed, represent additional investment in services of £8.623m. As well as ensuring we are able to purchase essential new equipment to ensure safe and effective service delivery, a number of the bids also relate to investment in new areas with a view to generating further savings and attracting additional funding. This includes the match funding for the Norwich Castle Keep project and the technology improvements being led by the Customer Services teams in their corporate role across all council services. A summary of the proposed investment includes:

- Fire and Rescue £2.440m Capital investment for Buildings, Equipment and vehicles for the Fire service over the next 3 years.
- Museums £2.850m Proposed investment in the Castle – including £1.950m match funding for the Keep development.
- Libraries £0.800m Replacement of Self Service Kiosks in Libraries

### **13. The public consultation process**

- 13.1. Those individual savings for 2017-18 which required consultation have been published and consulted on via the Council's consultation hub [Citizen Space](#)<sup>2</sup>. Targeted consultation with those who may be affected by any changes has been carried out and equality and rural impact assessments completed. The Council carried out a substantial consultation programme in autumn 2015 and this has provided a strong body of evidence of views. This has been used as a starting point, where it is still relevant and current, and supplemented with additional targeted consultation with affected groups, particularly those at risk of disadvantage.
- 13.2. The set of new budget savings proposals falling under the remit of Communities Committee did not require any public consultation. Some proposals relate to changes to staffing structures and teams, and relevant staff consultations have been carried out.
- 13.3. As set out elsewhere in the report, financial planning for 2017-18 is based on an increase in council tax of 3% for the Adult Social Care precept, and an inflationary increase of 1.8%. People were invited to give their views on council tax increases through the Council's website, and through the on-line edition of Your Norfolk. An equality impact assessment has also been carried out, updating the findings from previous year.

### **14. Equality and rural impact assessment – findings and suggested mitigation**

- 14.1. When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination of people with protected characteristics. The Council's impact assessment process for 2017-18 budget proposals has sought to identify the potential for adverse impacts on protected groups and rural communities, so that decisions can be informed, and where appropriate, action can be taken to address any impacts identified. A full copy of the assessment relating to new budget proposals for Communities Committee is included at Appendix D.
- 14.2. Overall, there is no evidence to support that the new Communities committee budget proposals for 2017/18 will have any detrimental or disproportionate impact on people with protected characteristics or people in rural areas.
- 14.3. However, the assessment has highlighted some issues it will be important to address in going forward. These are summarised in the assessment, and proposed as mitigating actions.
- 14.4. The proposed actions for Communities Committee are:
- HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.

<sup>2</sup> <https://norfolk.citizenspace.com/>

- (ii) Ensure maximum possible accessibility for disabled people in the re-design of the website team.
- (iii) Officers to identify potential opportunities for maximizing accessibility for disabled and older people across Communities services, and bring a report to Strategic Equality Group proposing possible options. The advice of Strategic Equality Group on these potential options will be provided to Communities Committee for consideration.

14.5. The full assessment findings are attached at Appendix D. Clear reasons are provided for each proposal to show why no adverse impact has been identified.

#### 14.6. **Impact assessment – libraries self-service**

14.6.1. At the last meeting, Communities Committee considered a report from the Head of Libraries and Information about the role of library staff and the qualitative impact they have on communities. The Committee asked for the Equality Impact Assessment relating to the following previously agreed budget saving to be reviewed and updated to reflect the information discussed:-

CMM022 Libraries self-service – introduce self-service technology to enable libraries to open with self-service machines - £0.622m saving in 2018/19

A copy of the reviewed and updated assessment is included at Appendix E.

14.6.2. Members have previously expressed concern about staffing reductions associated with the implementation of this budget proposal. Officers are reviewing spend and budgets with a view to identifying alternative ways to deliver this saving, without the need to reduce staffing levels.

### 15. **Implications and risks for budget planning for 2017-18**

15.1. A number of the services reporting to this committee are highly reliant on funding from external bodies. These relationships, and any requirements associated with funding grants and allocations, needs to be carefully managed to ensure that the service can to deliver the outcomes required and ensure that we have the best chance of continued successful bidding for external funding.

15.2. The risk implications for the Fire and Rescue Service are clearly set out in the Integrated Risk Management Plan (IRMP) 2016-20, approved by members in January 2016. None of the proposals contained within this report change the budget assumptions previously approved.

15.3. Public Health is currently funded through a ring fenced grant, the authority has a requirement to ensure that this grant is spent in line with the clearly defined Public Health outcomes.

### 16. **Evidence**

16.1. The proposals in this report are informed by the Council's constitution, local government legislation, best practice recommendations for financial and strategic planning, and feedback from residents and stakeholders via the Re-imagining Norfolk public consultation launched in October 2015, which has been supplemented by targeted consultation on specific new savings proposals for 2017-18.

### 17. **Financial implications**

17.1. The financial implications of the 2017-18 budget proposals are detailed throughout this paper.

## 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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## 2017/18 budget proposals

## Communities Committee

Ref	Proposal	Saving 2017-18 £m	Risk Assessment (officer view on deliverability)
	Cross-cutting savings - using some Public Health grant to off-set cost of CES services	0.250	Green
	Vacancy management and deletion of vacant posts	0.021	Green
	Further reductions in back office spend	0.015	Green
	Bring forward CMM018 from 2018/19 to 2017/18 - Customer Service delivery re-design	0.100	Green
	Additional income generation (Museums, Records Office, Trading Standards)	0.069	Amber
	Bring forward part of CMM023 from 2018/19 to 2017/18 - Fire service – reductions in back office support and running costs	0.110	Green
	One-off saving through re-setting budgets for leased equipment	0.090	Green
	Capitalisation of library books and other purchases	0.680	Green
	One-off saving - Capitalisation of library books and other purchases in 2016/17, to release a revenue saving to carry forward to 2017/18	1.000	Green
	<b>Total</b>	<b>2.335</b>	

Budget change forecasts for 2017-20 Communities				
Reference		2017-18 £m	2018-19 £m	2019-20 £m
	<b>OPENING BUDGET</b>	<b>47.683</b>	<b>48.781</b>	<b>49.327</b>
	<b>ADDITIONAL COSTS</b>			
	<b>Inflationary</b>			
	Basic Inflation - Pay (1% for 17-20)	0.449	0.452	0.457
	Basic Inflation - Prices	0.050	0.032	0.033
	<b>Legislative Requirements</b>			
	Reduced Public Health expenditure	-0.462	-1.043	
		<b>0.036</b>	<b>-0.558</b>	<b>0.490</b>
	<b>REMOVAL OF PRIOR YEAR SAVINGS</b>			
	<b>A - Cutting costs through efficiencies</b>			
RES082	Efficiency savings arising from utilising Public Health skills and resources to remove duplication - removal due to reduced Public Health Grant	0.805		
		<b>0.805</b>	<b>0.000</b>	<b>0.000</b>
	<b>SAVINGS</b>			
	<b>A - Cutting costs through efficiencies</b>			
CMM013	Healthwatch - reduce the Healthwatch grant	-0.150		
CMM033	Cross-cutting savings - Allocation of Public health grant to other services delivering Public Health outcomes	-0.250		
CMM034	Vacancy management and deletion of vacant posts	-0.021		
CMM035	Further reductions in back office spend	-0.015		
CMM040	Capitalisation of library books 16-17 resulting in a One off saving	-1.000	1.000	
CMM041	Capitalisation of library books 17-18 - ongoing revenue saving	-0.680		
CMM016	Norfolk and Norwich Millennium Library opening times - 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	-0.138		
CMM022	Libraries self-service - introduce technology (Open Plus) to enable libraries to open with self-service machines		-0.622	
CMM026	Special service mobile library service - change the mobile library service for people in residential care, by encouraging care homes to pay for the service or using volunteers to provide books for individual people	-0.044		
	<b>C - Service Redesign: Early help and prevention, working locally</b>			
CMM018	Customer Service delivery re-design - further re-shaping and re-design of some customer service teams	-0.200		
CMM023	Fire service operational support reductions and redeployment of WDS staff - re-design the operational support structures to rationalise and remove some teams, and reduce the operational training budget. Re-design of some operational activities and redeployment of associated resource to other community focussed activities	-0.110	-0.490	
CMM027	Public mobile libraries - reduce the public mobile library mobile fleet from 9 to 8 vehicles, reduce the frequency of some visits and stop Saturday routes	-0.044		
	<b>D - Raising Revenue; commercial activities</b>			
CMM004	One-off sale of some antiquarian and collectible library books that do not relate to Norfolk or its history	0.100		
CMM036	Registration service income generation - develop business opportunities within the service to generate additional income		-0.080	
CMM037	Additional income generation (Museums, Records Office, Trading Standards)	-0.054		
CMM046	Additional income generation (Museums, Records Office, Arts Service)	-0.015		
	<b>E - Maximising property and other assets</b>			
CMM039	One-off saving through re-setting budgets for leased equipment	-0.090	0.090	
	<b>NET RECURRING SAVINGS</b>	<b>-2.711</b>	<b>-0.102</b>	<b>0.000</b>
	<b>BASE ADJUSTMENTS</b>			
	Reduced Public Health grant	0.462	1.043	
		<b>0.462</b>	<b>1.043</b>	<b>0.000</b>
	<b>COST NEUTRAL ADJUSTMENTS</b>			
	2016-17 staff transfer between Customer Services and P&R	-0.125		??
	Transfer saving from Trading Standards to Road Safety	0.200		
	Transfer of HR & OD stationery budgets to central service	0.001		
	Travel allowances savings	-0.002		??
	Microfiche store at Tuckswood Library Transfer from EDT Committee	0.006		
	Transfer of stationery budget to Corporate Post Team	0.014		
	Customer Service Assistant base budget from EDT to Communities	0.021		??
	Return of excess lease budget on lease termination	0.000		??
	Depreciation	1.117		
	Debt Management	0.002		
	REFCUS	0.439		
	Leases	0.427	0.164	0.197
	Museums marketing budget	0.054		
	Libraries marketing budget	0.005		
	Communications budget realignment	-0.025		
	Casualty reduction share of cross-cutting saving CMM033	0.228		
	Corporate Planning and Partnerships staff transfer	0.142		
		<b>2.505</b>	<b>0.164</b>	<b>0.197</b>
	<b>NET BUDGET</b>	<b>48.781</b>	<b>49.327</b>	<b>50.014</b>

### Capital programme 2017-20

A summary of the proposed Norfolk County Council capital programme budget is summarised in the following table:

<b>Service</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20+</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Adult Social Care</b>	12.014	0.995	-	<b>13.009</b>
<b>Children's Services</b>	57.375	70.816	-	<b>128.191</b>
<b>CES Highways</b>	104.388	3.933	0.602	<b>108.923</b>
<b>CES Other</b>	22.741	8.530	21.172	<b>52.443</b>
<b>Resources</b>	-	-	-	-
<b>Finance</b>	32.722	24.050	2.150	<b>58.922</b>
<b>Total</b>	<b>229.239</b>	<b>108.324</b>	<b>23.924</b>	<b>361.488</b>

(note: the table above may be subject to small rounding differences)

The programme is still in development, and an updated proposed programme will be presented to the Policy and Resources Committee on 6 February 2017.

Details of proposed new schemes directly relevant to Communities committee are set out overleaf:

## Proposed new capital schemes - Communities Committee

Service	Title	2017-18	2018-19	2019-20	Summary of Bid
		£m	£m	£m	
Customer services	E-commerce digital development	0.173			This capital bid is for the development of a holistic e-commerce programme being run in collaboration with NCC Finance and ICT, The digital front end required for the ecommerce offer will be the customer view in to the organisation, and will primarily be used to promote, describe and sell events, activities and products on behalf of all relevant NCC services.
Customer services	Single Employee Portal	0.320			<p>The current employee digital offer is disjointed and does not provide an optimal experience for staff and managers within NCC. In addition, the current content management platform (Oracle) for iNet and PeopleNet is out of support and needs to be replaced. It has been agreed that Sitecore will be used for the new employee digital platform, as for the externally facing customer offer.</p> <p>In designing and developing the new employee offer the following objectives need to be achieved</p> <ul style="list-style-type: none"> <li>• Overall cost to serve is reduced</li> <li>• Employee satisfaction is increased by seamless journeys and easy to use processes (workflow)</li> <li>• Management processes and performance information are enabled through self service</li> <li>• All internal customers fully utilise self-service where it is available</li> <li>• Professional resources are deployed effectively and where they add value</li> </ul>
Fire and Rescue	Fire Premises:	0.150			<p>Premises: Downham Market (non-insured shortfall in funding), Attleborough – Fire share of new joint building</p> <p>Stand-by power generators</p>

					Fitting of NCC swipe card access to some of our fire stations to allow NCC staff access sites to aid mobile working.
Fire and Rescue	ICT – Control systems relocation from Hethersett to Wymondham	0.210			Move of NFRS Fire Control Room to Norfolk Constabulary Control Room to facilitate greater operational effectiveness.
Fire and Rescue	Fire station fire detection systems	0.150			Installation of Fire Detection and Monitoring for all NFRS sites that currently have no provision
Fire and Rescue	Live fire unit	0.080			To maintain Operational Firefighter training and make changes to meet the planning and associated requirements from the local planning authority. <ul style="list-style-type: none"> <li>• Provision of gas fire units</li> <li>• Additional Fire Behaviour unit.</li> </ul>
Fire and Rescue	Replacement fire engines		0.950		Replacement of four fire engines.
Fire and Rescue	Aerial Appliance	0.300			Replacement of current aerial appliance
Fire and Rescue	Operational equipment	0.200	0.200	0.200	Capital fund for replacement of critical equipment replacement, (working at height, hose, airbags).
Cultural services - museums	Norwich Castle Keep development match funding		1.950		Norfolk Museums Service will deliver a major project to redevelop the medieval Keep at Norwich Castle Museum & Art Gallery. This £13m project will re-create the 12th century Norman royal palace and will develop a new British Museum Gallery of the Medieval Period, creating the first permanent presence for the British Museum in the East of England. This project is one of the highest profile heritage projects in the UK, delivering strongly against all four of the Norfolk County Council strategic priorities, with a successful bid to the Heritage Lottery Fund already accounting for the majority of

					<p>funding. Additional match-funding has also already been secured from Treasury and other charitable trusts and foundations. The project also redresses the current site failings in terms of disabled access as set out by the statutory requirements of the Equalities Act 2010.</p>
Cultural services - museums	Norwich Castle museum business critical Mechanical and Engineering (M&E) services	0.150		0.750	<p>The ability to deliver services and programming at Norwich Castle Museum &amp; Art Gallery is currently threatened by significant failures affecting two critical elements of site M&amp;E infrastructure including the vital M&amp;E systems that control Relative Humidity and temperature in exhibition galleries, and the external lift. Without these systems in a good working order, the Museum will not be able to deliver its Service Plan, including taking in loan items for major exhibitions from other museums including national museum partners.</p>
Cultural services - Libraries	Replacement of Self Service Kiosks in Libraries		0.800		<p>Norfolk Library and Information Service have 106 self-service kiosks in libraries that customers use for around 90% of standard transactions. Originally introduced in 2008, the kiosks were refreshed in 2013/14 and have an effective life expectancy of 6 years. This bid is for 106 replacement kiosks in 2018-19, 50 of which will accept coins/notes and 56 of which will accept money and electronic payments.</p>
Cultural services - Libraries	Capitalisation of library books	0.680	0.680	0.680	<p>The majority of expenditure on library books has previously been treated as revenue expenditure within the Council's accounts. To the extent that library books form a class of "non-current assets" with a life of more than one year they can be capitalised. The actual amount capitalised and impact on the revenue budget will depend on the exact mix of library purchases in any one year.</p>
<b>Total Communities</b>		<b>2.413</b>	<b>4.580</b>	<b>1.630</b>	

## **Communities Committee budget proposals 2017-2018**

# **Equality and rural assessments – findings and recommendations**

January 2017

**Lead officer – Sarah Rhoden, in consultation with the relevant senior managers (Steve Miller, David Ashworth, Dr Louise Smith and Ceri Sumner) & Jo Richardson, Corporate Planning & Partnerships Manager**

**This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.**

**For help or more information please contact Corporate Planning & Partnerships team, email: [cpp@norfolk.gov.uk](mailto:cpp@norfolk.gov.uk) or tel: 01603 222611.**

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## The purpose of equality and rural assessments

1. The key aim, with both equality and rural assessments, is to enable elected members to consider the potential impact of decisions on different individuals and communities prior to decisions being taken. Mitigating actions can then be developed if adverse impact is identified.
2. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or people in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

## The Legal context

3. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act<sup>1</sup>;
  - Advance equality of opportunity between people who share a relevant protected characteristic<sup>2</sup> and people who do not share it<sup>3</sup>;
  - Foster good relations between people who share a relevant protected characteristic and people who do not share it<sup>4</sup>.
4. The full Act is available [here](#).

## The assessment process

5. This assessment comprises three phases:
  - **Phase 1** – we gather evidence on the proposal – looking at the people who might be affected, the findings of related assessments and public consultation, contextual information about local areas and populations and other relevant data. Where appropriate, we engage with residents, service users and stakeholders to better understand any issues that must be taken into account.
  - **Phase 2** – we analyse all the results. We make sure that any impacts highlighted by residents and stakeholders inform the final assessment. If the evidence indicates that the proposal may impact adversely on people with protected characteristics, mitigating actions are identified.
  - **Phase 3** – we report the early findings to the Council's Strategic Equality Group, so that elected members can scrutinise the process, and highlight any specific equality or accessibility issues that should be factored into the assessments.
6. When completed, the findings are provided to decision-makers, to enable any issues to be taken into account before a decision is made.

## Communities Committee 2017-2018 budget proposals

1. Communities Committee budget proposals for 2017/18 will see an overall saving of £0.615m in 2017/18, including a one-off saving of £0.090m.
2. There are seven new proposals in total:

	<b>Title of proposal</b>	<b>Description</b>
1.	Cross-cutting savings - using some Public Health grant to off-set cost of CES services	The Director of Public Health has identified an opportunity to use some of the ring-fenced Public Health grant to fund some existing services in CES which deliver Public Health priorities. Doing this means we can make a revenue saving.
2.	Vacancy management and deletion of vacant posts	We take a strong vacancy management approach in the department which means we have taken the opportunity to freeze posts as individuals leave, and change ways of working. This proposal relates to part of a post in the Resilience Service.
3.	Further reductions in back office spend	The Trading Standards and Resilience Services will reduce spend on transport and supplies and services.
4.	Bring forward part of CMM018 from 2018/19 to 2017/18 - Customer Service delivery re-design	Members have previously agreed a proposal to save £100k in 2017/18 and £100k in 2018/19 from the Customer Service area. This proposal brings forward this saving to deliver early. It will involve some staff reductions in the customer service centre, at management level posts, some changes to the mail room team and a re-design of the website team. A staff consultation has been carried out and some changes to the proposals have been made as a result of this and a further staff consultation carried out.
5.	Additional income generation (Museums, Records Office, Trading Standards)	These services already have targets to generate income. Based on current income levels, there is scope to increase our targets.
6.	Bring forward part of CMM023 from 2018/19 to 2017/18 - Fire service – reductions in back office support and running costs	Members have previously agreed £600k saving in 2018/19 for reductions in fire service operational support. This proposal brings forward some of this saving to deliver early. The saving relates to the deletion of two back office administration posts, and reductions in some back office running costs. For example, the fire service has signed up to the new NCC wide printing contract, which will enable some savings, and there has been some success in reducing the amount of business rates we pay on some sites. We can also make savings on some other similar running costs.
7.	One-off saving through re-setting budgets for leased equipment	This relates to Fire Service Personal Protective Equipment (PPE). PEE like gloves and helmets are leased from a third party. The current lease arrangement is coming to an end and is there is an opportunity to

	<b>Title of proposal</b>	<b>Description</b>
		extend the life of some equipment for a small period (around a year) to generate a one-off saving in advance of agreeing a new lease.
8.	Capitalisation of spend on library books to release a revenue saving	Increasing our capital funding to enable us to transfer some revenue costs to capital. Overall, there will still be the same level of budget available to spend on library books etc. and therefore no service reduction.

## Who is affected?

3. The proposals could affect staff, residents, visitors and businesses in Norfolk. The proposals could also affect people in rural areas:

<b>People of all ages</b>	<b>YES</b>
<b>Disability</b> (all disabilities and long-term health conditions)	<b>YES</b>
<b>Gender reassignment</b> (e.g. people who identify as transgender)	<b>YES</b>
<b>Marriage/civil partnerships</b>	<b>YES</b>
<b>Pregnancy &amp; Maternity</b>	<b>YES</b>
<b>Race</b> (different ethnic groups, including Gypsies and Travellers)	<b>YES</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>YES</b>
<b>Sex</b> (i.e. men/women/intersex)	<b>YES</b>
<b>Sexual orientation</b> (e.g. lesbian, gay and bisexual people)	<b>YES</b>

## Potential impact

4. Overall, there is no evidence to suggest that the Communities Committee budget proposals for 2017/18 will have any detrimental or disproportionate impact on people with protected characteristics or in rural areas.
5. A summary is provided here:

	<b>Title of proposal</b>	<b>Description</b>
1.	Cross-cutting savings - using some Public Health grant to off-set cost of CES services	There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:- <ul style="list-style-type: none"> <li>• There will be no changes to service standards or delivery.</li> </ul>
2.	Vacancy management and deletion of vacant posts	There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-

	Title of proposal	Description
		<ul style="list-style-type: none"> <li>• This post is already vacant.</li> <li>• The deletion of this post will not lead to changes to service standards or delivery.</li> </ul>
3.	Further reductions in back office spend	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> <li>• There will be no changes to service standards or delivery.</li> </ul>
4.	Bring forward part of CMM018 from 2018/19 to 2017/18 - Customer Service delivery re-design	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> <li>• There will be no changes to service standards or delivery.</li> <li>• The number of Customer Service Assistants dealing with front line contacts and phone calls is unchanged.</li> <li>• The Social Care Centre of Expertise Team dealing with some of the most vulnerable calls/contacts is not affected.</li> <li>• The re-design of the website team is to ensure that we are best placed to develop and implement improvements to our website and associated electronic processes, as part of the Customer Service Strategy. This will make it easier and cheaper for customers to contact us electronically, potentially freeing up resource to focus on those people who are in most need of support. It is important to ensure that web design is accessible for disabled people, and this is dealt with in Action 2 below.</li> <li>• Whilst it is possible that the reductions in staff could impact on the responsiveness of the service for example answering calls during peak times, the impact is expected to be minimal as the main reduction relates to back office management and admin support roles.</li> <li>• Overall, the number of posts is reducing. With the exception of (note 1) below, there is no reason to expect that staff with protected characteristics would be disproportionately represented in any redundancy or redeployment position. Current HR monitoring data confirms that the profile of redundancies remains in line with the overall workforce profile of the organisation. In going forward this will continue to be monitored.</li> <li>• Whilst the overall reduction in the number of posts is around 5, there is a high number of temporary, acting</li> </ul>

	Title of proposal	Description
		<p>up, secondment and similar arrangements in place within CES that provide a great deal of flexibility to manage the impact of the change and there will be a need for a much smaller number of redundancy or redeployments. Staff have also been given the opportunity to express an interest in voluntary redundancy.</p> <ul style="list-style-type: none"> <li>• It should be noted that redundancy or redeployment may have different degrees of impact on staff, depending on their background or circumstances. Staff who are older, disabled or Black, Asian or minority ethnic may find it more difficult to find new employment compared to the population as a whole (with the same qualifications, experience etc). Staff aged 55+ may have been in post for a number of years and have no recent experience of job applications and interview.</li> <li>• It should also be noted that some staff may have access arrangements in place to enable them to do their jobs effectively (for example, disabled parking and travel to work etc). Changes to these arrangements will be discussed with staff prior to any changes being implemented.</li> </ul> <p>Note 1: It should be noted that some services employ a higher number of women than men, or vice-versa<sup>5</sup>. This, combined with a potential decrease in the number of redeployment opportunities available, means that if a service employing a higher than average number of women (or men) changed, the profile of redundancies may not reflect the overall profile of the workforce. Also, older staff (the 55 – 64 age group) may sometimes be overrepresented in redundancy figures, due to older staff being particularly likely to opt for voluntary redundancy.</p>
5.	Additional income generation (Museums, Records Office, Trading Standards)	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> <li>• There will be no changes to service standards or delivery.</li> <li>• This does not relate to new charges or increased charges.</li> <li>• Whilst there are risks associated with any income generation targets because we expose ourselves to market factors, current predictions are that achieving this level of income is possible.</li> </ul>
76	Bring forward part of CMM023 from 2018/19 to 2017/18 - Fire service –	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p>

	<b>Title of proposal</b>	<b>Description</b>
	reductions in back office support and running costs	<ul style="list-style-type: none"> <li>• There will be no changes to service standards or delivery. There will be no changes to front-line service delivery (retained and whole-time staff) and no changes to fire stations or fire operational delivery standards.</li> <li>• The Chief Fire Officer is satisfied that the proposals are deliverable and will not have any adverse impact on front line service delivery or responsiveness.</li> <li>• The proposal relates to the reduction in overall number of posts by two posts, one of which has been vacant for some time.</li> <li>• The potential impact in staffing terms is as set out in 4. above.</li> </ul>
7.	One-off saving through re-setting budgets for leased equipment	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> <li>• Fire professionals confirm that it is safe to extend the life of the equipment by around a year and that there is no adverse risk.</li> </ul>
8.	Capitalisation of spend on library books to release a revenue saving	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because overall, there will still be the same level of budget available to spend on library books etc. and therefore no service reduction.</p>

## **Accessibility considerations**

6. Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
7. The services reporting to the Communities Committee are community focussed and universal services in that they are used by all communities, residents and visitors in Norfolk. This includes providing emergency services.
8. Individuals with protected characteristics can often have a greater need for personal support, and/or be less able to travel to be able to access the things they need. In particular, disabled and vulnerable people (including older and young people). For example, some library visitors are able to self-service without any staff help or intervention, and others need individual support from front line staff to access services.
9. Accessibility considerations are taken into account as part of day to day processes and working. Because of the importance of ensuring that accessibility is integrated into ongoing service planning and commissioning of community services, consideration will be given to any opportunities for maximizing this in 2017.

## Recommended actions

	Action	Lead	Date
1.	HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	HR Shared Service	From 1 April 2017
2.	Ensure maximum possible accessibility for disabled people in the re-design of the website team.	Equality & Cohesion Officer	From 1 April 2017
3.	Consider opportunities for maximizing accessibility in ongoing service planning and commissioning across community services and bring a report to Strategic Equality Group proposing possible options.	Corporate Planning & Partnership Manager, in consultation with Business Support and Development Manager	By 31 March 2018

## Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Relevant service specific Codes of Practice and national guidance

## Further information

For further information about this equality impact assessment please contact Sarah Rhoden, Business Support and Development Manager, Email [sarah.rhoden@norfolk.gov.uk](mailto:sarah.rhoden@norfolk.gov.uk)



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Sarah Rhoden on 0344 800 8020.

### <sup>1</sup> Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

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Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2 The protected characteristics are:

**Age** – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

**Disability** - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender reassignment** - the process of transitioning from one gender to another.

**Marriage and civil partnership**

**Pregnancy and maternity**

**Race** - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

**Religion and belief** - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

**Sex** - a man or a woman.

**Sexual orientation** - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

5 This is due to a number of reasons, e.g. it has been well documented that different genders have traditionally been attracted to specific career choices, or because women are more likely than men to want to work part time or flexibly to accommodate parenting responsibilities.



## **Communities Committee budget proposals**

# **Equality Assessment for proposal to introduce self-service technology in libraries – review and update**

**January 2017**

**Lead officer – Sarah Rhoden, in consultation with the relevant senior managers (Steve Miller and Jan Holden) and Jo Richardson, Corporate Planning & Partnerships Manager**

This revised assessment helps you to re-consider the impact of agree service changes on people with protected characteristics. The assessment can be updated at any time to inform service planning and commissioning.

For help or more information please contact Corporate Planning & Partnerships team, email: [cpp@norfolk.gov.uk](mailto:cpp@norfolk.gov.uk) or tel: 01603 222611.

## Background

1. As part of the budget setting process, Members have previously agreed the following saving:-  
  
CMM022      Libraries self-service - introduce self-service technology to enable libraries to open with self-service machines - £0.622m saving in 2018/19
2. In practice, this means putting technology in place that enables customers to access the library without the need for staff to open the building. Self-service kiosks where customers can check books etc. in and out are already in place. The saving amount would be made through reductions in staffing levels.

The above did not relate to the Millennium Library where a separate proposal to implement self-service technology was agreed, and has been implemented.

The investment needed to fund self-service technology has been included on the corporate capital programme on an invest to save basis.

During 2016/17, Norfolk Library and Information Service invested in the roll out of Open Library technology and a further 18 sites will be open for longer hours by the Autumn of 2017. Open Libraries involves installing more self-service technology which allows Libraries to control and monitor: building access; self-service kiosks; public access computers; lighting, alarms; public announcements; and customer safety. As a result libraries will be able to increase their opening hours, without increasing staff costs, and will help to make accessing libraries more convenient for customers.

During 2016, the Communities Committee raised some concern about this budget proposal. At the November meeting, the Committee received a report about the role of library staff and the qualitative impact they have on communities. The Committee requested that the Equality Impact Assessment for proposal CMM022 be reviewed and updated to reflect the information they received in their report.

## Original assessment

The original assessment, January 2016, is included at Appendix A.

As reported to Committee in January 2016, the conclusion from this assessment was that the proposal **may have some lesser adverse or disproportionate impacts** on people with protected characteristics and/or rural communities.

The assessment carried out originally focussed on the increased accessibility of libraries made possible by the introduction of Open Library technology, and potential impact on library users in terms of access in the context of this technology and reducing staff numbers. The recent discussions at Committee have identified that Members would wish to see greater consideration of the impact on library users in terms of the quality of face-to-face interactions with staff, particularly in the context of a reduction of staff numbers.

## Review of assessment

A review of the original assessment has been carried out, in the context of the information provided to Committee in November in the report titled “Norfolk Library and Information Service: estimating the value of libraries”. In particular, the report highlighted that there was not specific evidence on the social return on investment of libraries, but provided information on the type of work carried out and the qualitative impact of that work on customers. This included the following information:-

- Welcoming 3,736,795 visitors annually, across 79,256 hours of opening
- Majority of borrowing transactions have been carried out through self-service kiosks, which has already enabled some staff reductions, with remaining staff being able to concentrate their efforts on activities to support customers who need most assistance
- Libraries provide face to face and assisted digital council information and signposting, and have done so since the closure of the Council Information Centres in 2011/12
- Digitally excluded groups in Norfolk make up between 15 and 25% of the population, and these tend to be mainly older people and people on low incomes
- There is evidence that library use is linked to increased reading levels among children and young people and that library use is an important factor in educational attainment and positive social economic outcomes

A review of the original assessment, has confirmed the outcome original assessment - that this proposal **may have some lesser adverse or disproportionate impacts** on people with protected characteristics and/or rural communities - continues to be appropriate. This is because:-

- There have been no significant changes in the evidence considered as part of the assessment e.g. the make-up of people using the library remains about the same
- Although, if implemented, the proposal would reduce staff levels in libraries, there would continue to be some staff resource, but the impact stories collected by library staff over the past 12 months, since the original risk assessment was written, demonstrate that libraries are much more than a collection of books and computers in a room and the needs of individuals in the communities served by Norfolk’s libraries are more complex
- Open Library technology satisfies the needs of confident library customers, the people with protected characteristics are less well served by its introduction
- Mobile libraries provide an alternative way for individuals to access a number of library services

Much of the evidence relating to the quality and importance of face-to-face interactions with library users and staff is anecdotal in nature. Whilst the points above remain factual, there are some new pieces of information, not evident at the time of the original assessment, that can now be taken into account. These are:-

- As set out in the report in November, Officers are becoming increasingly aware of the complexity of need presented by library customers to library staff. We have impact stories that show library staff have made a significant contribution to the

mental well-being of Norfolk residents, supported customers in successfully finding employment, making a significant contribution to the reduction of social isolation, a significant contribution to the literacy of children

- Anecdotal evidence is that those people with more complex needs and requiring staff support are typically individuals in the 60+ age group and individuals with disabilities, including those with mental and wellbeing issues. However, detailed records of customer interactions are not maintained and therefore it is difficult to say with any certainty what type of customers are accessing support from staff
- There is evidence that the complexity of library customer needs is increasing. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and this is predicted to increase significantly over the next 20 years. It also has a growing number of disabled young people. These issues may be compounded as changes are being made to reduce and stop other County Council and public services.
- The number of safeguarding referrals by library staff is increasing; around 20 referrals in the last three months, compared to four referrals for the same period in 2015.
- Staffing levels in libraries are based on the size and volume of individual libraries. Libraries in urban areas tend to have higher volumes of use and staff, and libraries in rural areas have lower volumes. Because of this, a reduction in staff across the service could impact more greatly on rural areas, depending on the approach taken.

## Potential impact - conclusions

Taking into account this most recent information, it is considered that this proposal **may have a disproportionate and detrimental impact on people with protected characteristics**, and may have a lesser adverse or disproportionate impact on rural communities.

Additional actions to mitigate this could include:-

	Action/s	Lead	Date
1.	A behaviour change programme for staff, to ensure that those library customers who are able to self-service, do so, ensuring that any staff resource can be available for those who most need it		
2.	Continuing to monitor customer volumes and need		



## 2016/17 Budget proposal Equality impact assessment form

<b>Title of proposal:</b>	Open+
<b>Aims of proposal:</b>	Project to introduce self-service technology to enable libraries to open when staff are not present
<b>Directorate:</b>	Communities and Environmental Services
<b>Lead Officer:</b>	Jan Holden
<b>Names of other officers/partners involved:</b>	Neil Howard

### Analysis of proposal & potential impact

The Government grants that make up most of Norfolk County Council's income have been reducing steadily since 2011 and will continue to do so. In addition, demand for services, particularly from vulnerable residents, continues to grow, and like everyone else, we face year on year rises in some unavoidable costs. Taking these into account, we have a further £111m savings to find in order to balance our budget for the next three years. This is on top of the £245m of savings we have already budgeted (of which £145m are to be achieved through improving efficiency).

This impact assessment looks in more detail at the proposal to install self-service technology to enable people to use libraries at certain times without staff being present in up to 39 of the 47 libraries in Norfolk

The proposal is to install a solution that works with existing library infrastructure, providing the ability to automatically maintain and control self-service kiosks, public access computers, lighting, and security. It will provide the flexibility to open and close the library, without the need for any staff to be on site

The technology will allow savings to be made in staff costs and potentially offers the opportunity to extend opening hours making the library more convenient for library customers

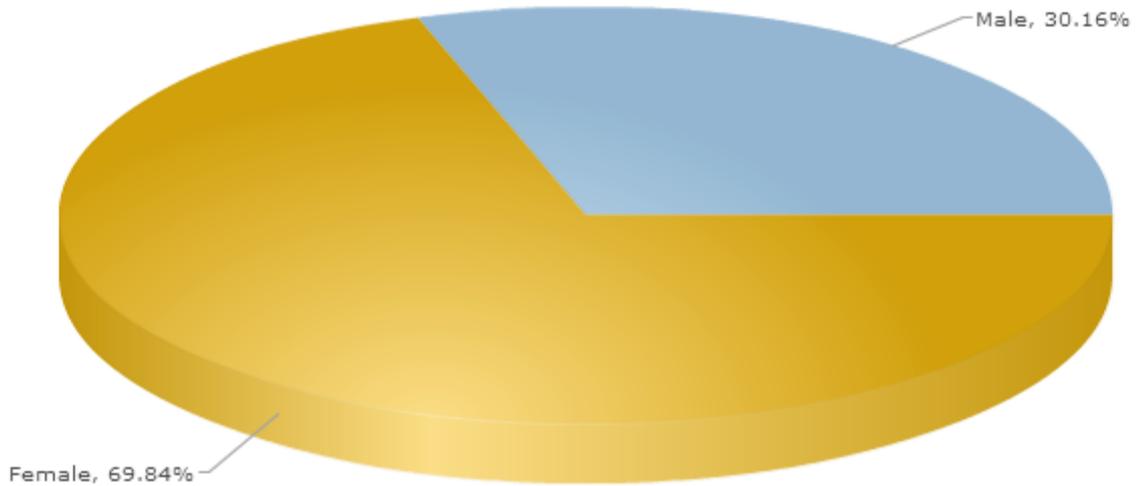
A successful pilot has been carried out at Acle Library

The impact of Open+ has been considered on the following groups

#### Gender

We do not envisage either positive or negative impacts as a result of a person's gender. More information about the gender and age demography of current customers of Norfolk Library and Information service can be found below: This

information has been collated from respondents of a recent survey of library customers where 4,180 customers were surveyed.



### Race

We do not envisage either positive or negative impact as a result of a person's race or ethnic origin. There could be language difficulties, and consideration will be given to translation user guidance if requested

### Travelling Communities

We do not envisage either positive or negative impacts as a result of persons living as part of a travelling community

### People with disabilities

The introduction of unstaffed hours could have a negative impact on some disabled groups who may need assistance with access or use of facilities. Consideration will be given to audible and visual alarms.

A recent survey of customers of Norfolk Library and Information Service asked information about disability. The core staffing hours of the library will be reduced



### Gay, Lesbian and Bisexual

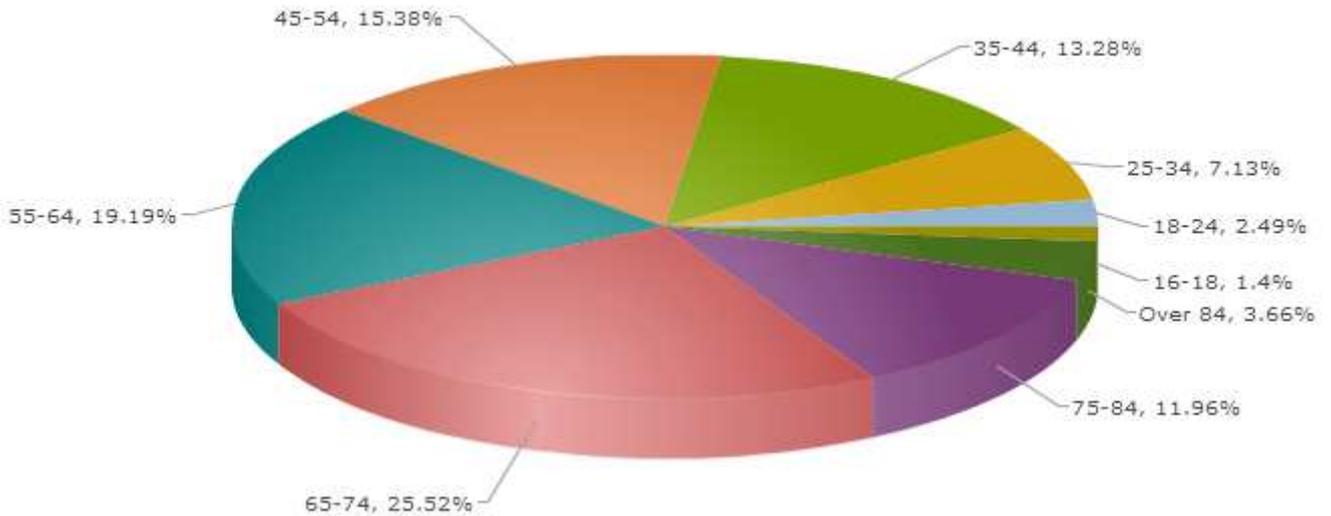
We do not envisage either positive or negative impacts as a result of a person's sexual orientation.

**Transgender/sexual**

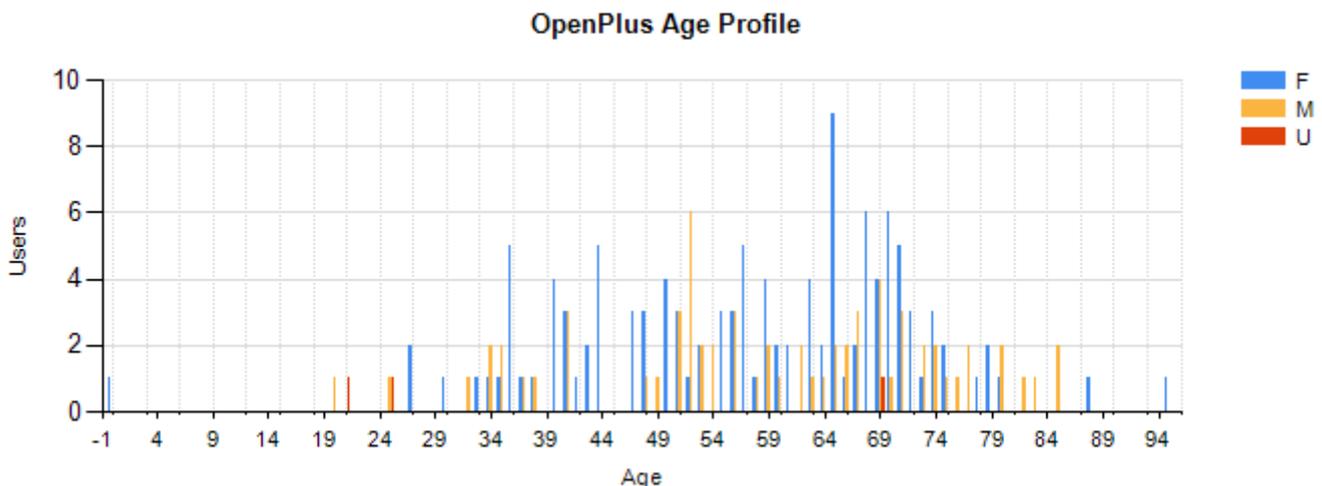
We do not envisage either positive or negative impacts as a result of a person's gender identity

**Age**

The age profile of current adult customers who completed a recent survey can be found below. We will monitor any changes in the age profile of library customers that occurs as a result of the introduction of this technology.



In addition, here is an example of the age/gender profile of current customers of Acle Library who use the library during unstaffed hours. It shows that the predominant customers are women aged 60+



**Children and Young People**

During self service hours, libraries will not be accessible for those under 16 years of age who are not accompanied by a parent or guardian. Where facilities are not

staffed access for unaccompanied young persons could pose a safeguarding child protection risk.

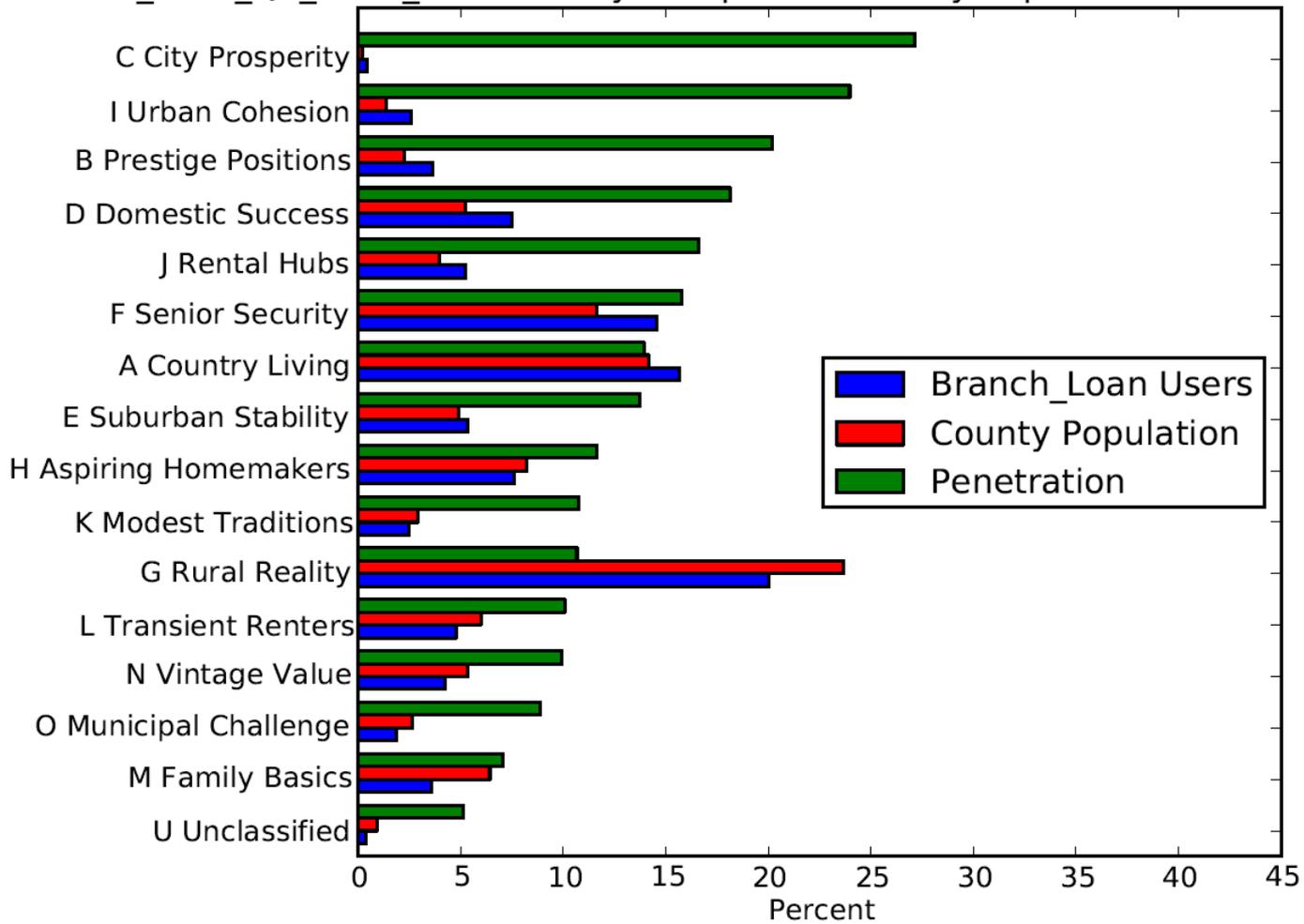
**Religious/Faith groups**

We do not envisage either positive or negative impacts as a result of a person's religion or beliefs

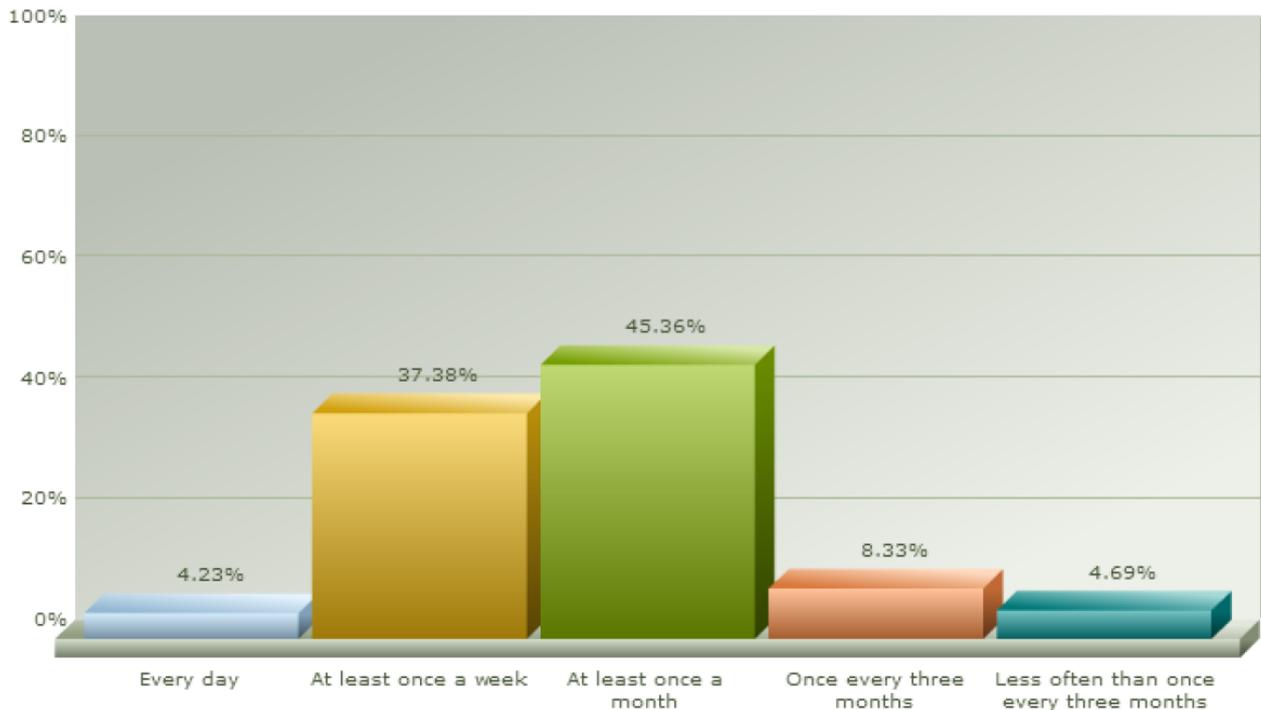
**Socio-economic background**

We have used Experian Mosaic to look at the social backgrounds of current customers of Norfolk Library and Information Service – see below

Branch\_Loan\_Q4\_2014\_2015 countywide penetration by Experian Mosaic



A recent survey of library customers revealed the following frequency of use of library services



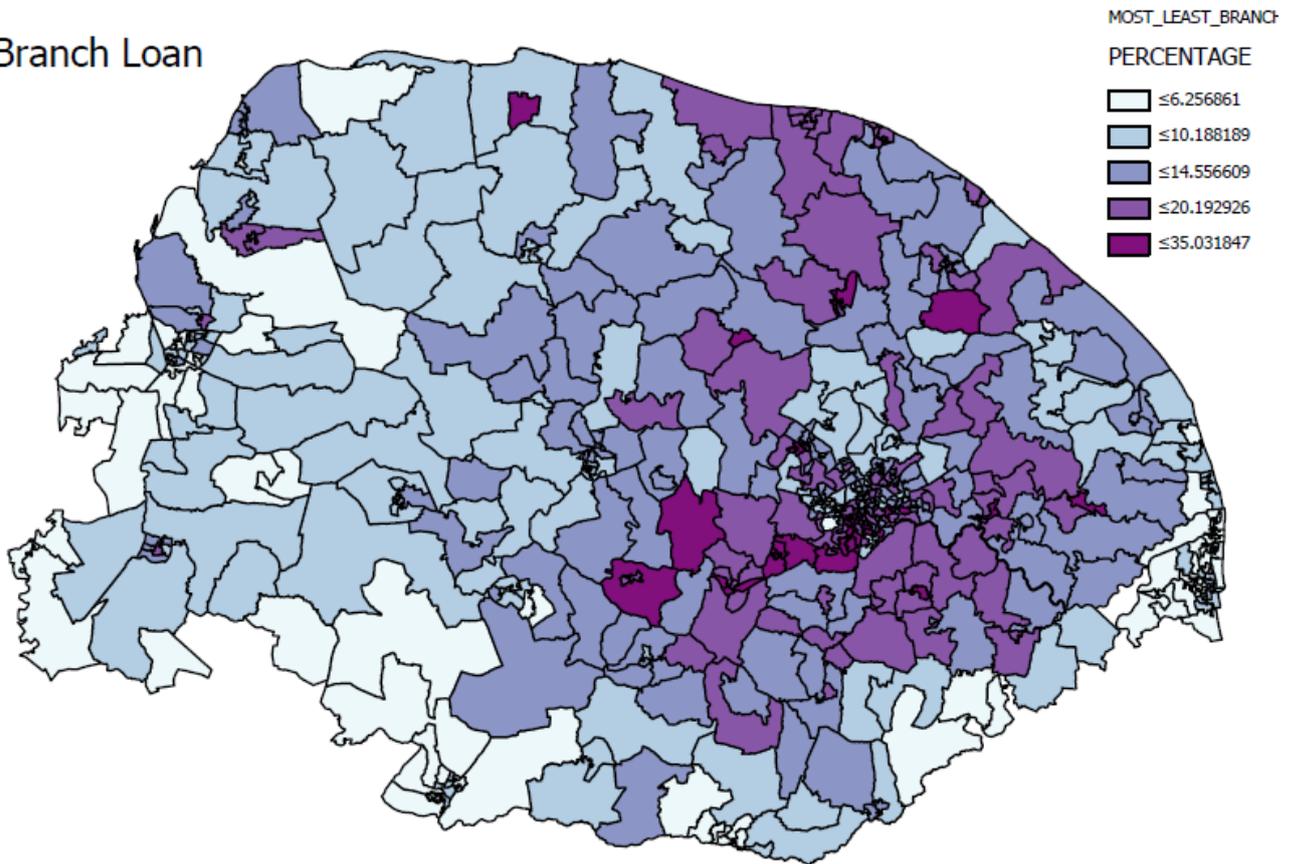
A recent survey of Library customers revealed the following information about preferred service access times



## Rural Impact

Norfolk has 47 libraries situated in larger communities and market towns. The proposal is that 39 out of the 47 libraries will be open using self service technology. This proposal will not disadvantage rural communities. The current use of libraries by Lower Super Output Area can be found below. The darker colours are areas with the most library use.

## Branch Loan



## Action to address any negative impact

If your assessment identified any adverse impact, you must consider measures to avoid or mitigate this before a final decision is taken. This might include taking action to ensure that the needs of a particular protected group are met.

	Action/s	Lead	Date
1.	Consider the need for a visual fire alarm as well as an audible alarm		
2	Following customer recruitment days consideration to be given to the need to provide information to customers in other languages		
3	Continue to monitor the age, gender and demographics of library customers		
4	Information on 'group/organisation' access to be made available		
5	Swipe and password entry points to be provided in an accessible way, both in location and type of equipment used		
6	Where appropriate due to demographics of local communities, consideration to be made for key information to be provided in alternative languages		

## List of evidence used to conduct analysis

List here the evidence you have used to make an informed assessment.

Library membership information

Library survey results

Mosaic information

**An assessment is a live document to help you consider the implications of service changes on service users or employees - particularly potentially vulnerable service users. You can update this assessment at any time so that it informs ongoing service planning and commissioning.**

**For help or more information please contact Corporate Planning & Partnerships team, email: [cpp@norfolk.gov.uk](mailto:cpp@norfolk.gov.uk) or tel: 01603 224196**

# Communities Committee

Item No.....

<b>Report title:</b>	<b>NRFS Annual Statement of Assurance 2015/16</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> This report enables the County Council, as the Fire and Rescue Authority for Norfolk, to meet its statutory obligations to produce an annual Statement of Assurance.	

## Executive Summary

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

Norfolk County Council is the Fire and Rescue Authority for Norfolk with these responsibilities being carried out by the Communities Committee. Members of this committee are requested to review and approve the Norfolk Fire and Rescue Authority Statement of Assurance 2015/16.

## Recommendation

- **To note the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.**
- **To consider and approve the Norfolk Fire and Rescue Authority Statement of Assurance 2015/16 (Appendix 1).**

## 1. Proposal

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

- 1.2 Government guidance states “*Fire and Rescue authorities may wish to include a section in their statements of assurance on any potential improvements they have identified across their accounting, governance or operational responsibilities to communities, particularly where plans are underway*”. The following areas are highlighted in our Statement of Assurance 2015/16:

#### Accounting

- A dedicated Finance Business Manager will strengthen financial management and support the delivery of a balanced budget

#### Governance:

- We will publish more data online and in an annual report to increase transparency.
- Creation of a new Audit and Review team to co-ordinate and improve internal scrutiny of service delivery and link with the Finance Business Manager.

#### Operational assurance:

- We will develop our IRMP Action Plan which will include restructuring the service and making some changes to the way we use resources to achieve best operational effect.
- We will increase collaboration with other services, including moving our Control room to our shared Headquarters with Norfolk Constabulary at Wymondham.
- We will develop workforce and succession plans to ensure we have the employees we need for the future.

## **2. Background**

- 2.1 The National Framework for Fire and Rescue Authorities 2012 sets out the Government’s priorities and objectives for fire and rescue authorities in England. These are high level expectations that guide the development of the IRMP. The IRMP is a strategic plan that sets out the Fire and Rescue Service’s objectives for at least a three year period and it is part of the Norfolk County Council Policy Framework.
- 2.2 The purpose of the IRMP process is for fire and rescue authorities to consider and evaluate all risks to communities including risk to life, the economy, heritage and the environment and then to determine the use of resources to meet the requirements of the risks. Operational priorities and responses are locally determined as part of the process and through engagement with a broad range of partners across the public, business and voluntary sectors and members of local communities. The development of the IRMP provides an opportunity for a fundamental review of fire and rescue provision in Norfolk. Norfolk’s Fire and Rescue Authority Integrated Risk Management Plan 2016-20 was endorsed by Full Council in February 2016.

### **3. Evidence**

- 3.1 Norfolk Fire and Rescue Service (NFRS) is a county fire and rescue service that operates within the financial, governance and performance frameworks of the County Council. These corporate systems are subject to annual audit and review so the Norfolk Fire and Rescue Authority Statement of Assurance 2015/16 links to corporate information wherever possible, rather than duplicate it.
- 3.2 There is 'light touch' guidance on what Statements of Assurance should cover with authorities able to judge for themselves what to include according to local need and circumstance. However, there is an expectation that as a minimum it should include:
- Financial information – the Council's Statement of Accounts.
  - Governance arrangements – the Council's Annual Governance Statement.
  - Operational matters – the IRMP, compliance with legislation, cross border and multi-agency working arrangements.
  - Framework requirements – assurance the Service meets the National Framework.
  - Future developments – plans in place to deliver improvements to communities.
- 3.3 The Norfolk Fire and Rescue Authority Statement of Assurance 2015/16 (Appendix 1) has been devised as a short, accessible summary document on the basis that it draws together a wide range of information on performance, finance, governance and planning that is already in the public domain. Rather than reproduce all of this material, internet links are provided to previously published documents.

### **4. Financial Implications**

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

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

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

### **6. Background Documents**

Norfolk Fire and Rescue Authority Integrated Risk Management Plan 2016-20  
<http://www.norfolkfireservice.gov.uk/nfrs/nfrs-business/publications/irmp-integrated-risk-management-plan-2014-17>

Department for Communities and Local Government (2013) Guidance on Statements of Assurance for Fire and Rescue Authorities in England  
<https://www.gov.uk/government/publications/statements-of-assurance-for-fire-and-rescue-authorities-in-england>

## Officer Contact

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

**Officer Name : David Ashworth, Chief Fire Officer** Tel. No. : 0300 123 1383  
Email address : [david.ashworth@fire.norfolk.gov.uk](mailto:david.ashworth@fire.norfolk.gov.uk)

**Officer Name : Peter Holliday, GM Audit and Review** Tel. No. : 0300 123 1417  
Email address : [peter.holliday@fire.norfolk.gov.uk](mailto:peter.holliday@fire.norfolk.gov.uk)



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



# Norfolk Fire and Rescue Authority Statement of Assurance 2015/16

**Chief Fire Officer  
David Ashworth**

**January 2017**

# INTRODUCTION

## Purpose

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

This statement of assurance covers the period April 2015 to March 2016.

## Norfolk's context

In Norfolk the Fire and Rescue Authority is Norfolk County Council which governs and operates the Fire and Rescue Service. Following a reorganisation at the County Council we are now part of the Public Safety Group in the Council's Community and Environmental Services Directorate. Our Chief Fire Officer is the Assistant Director for the Public Safety Group with responsibility for the Fire and Rescue Service, Trading Standards, Resilience and Community Safety.

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

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



885,000 population  
24% aged over 65



1.6 persons per  
hectare



90 miles of coastline  
250 miles of inland  
waterways



408,045  
dwellings



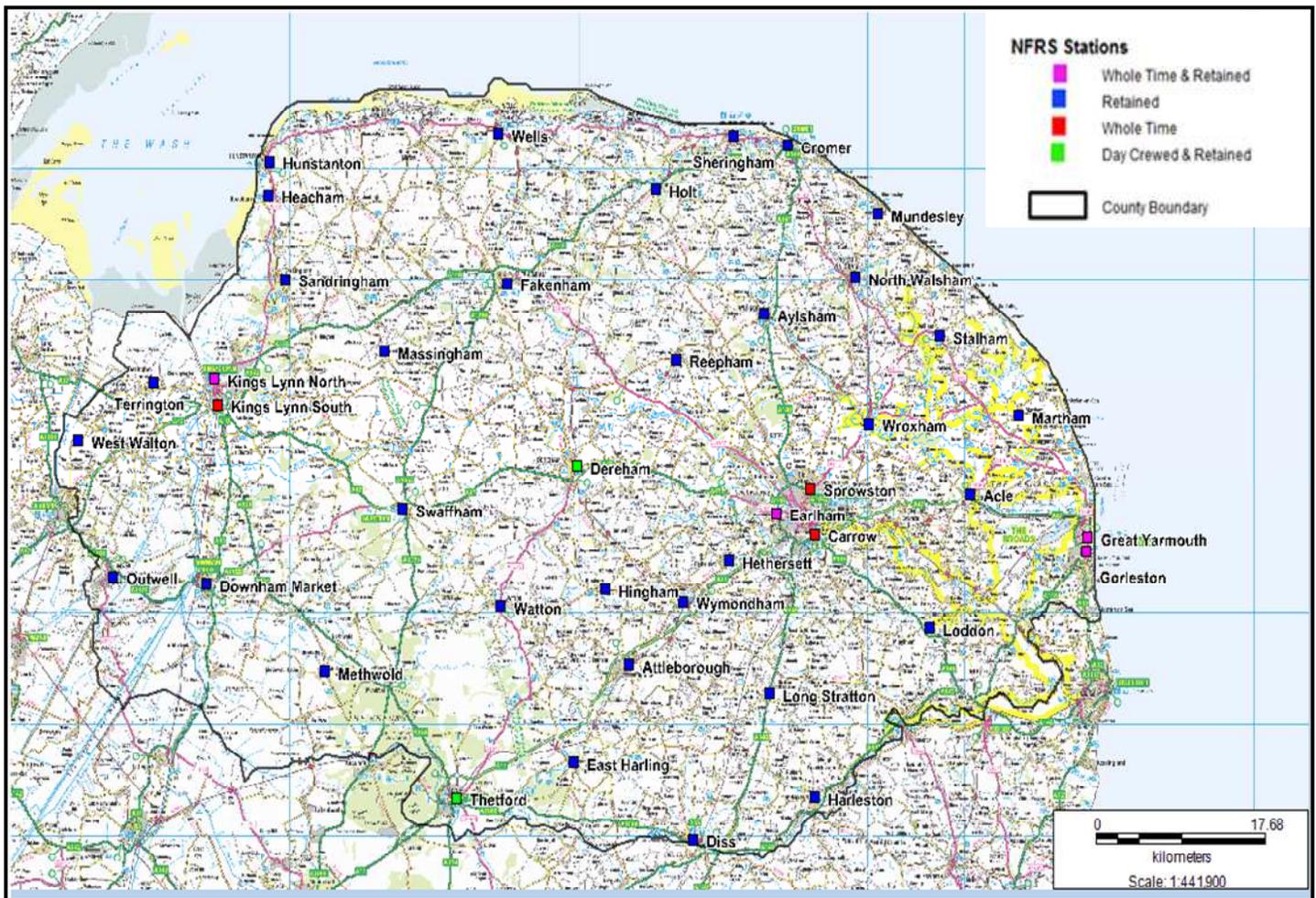
6,256 miles of roads



34,274 active  
businesses

## Norfolk Fire and Rescue Service resources

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



Firefighters

263.50 wholetime  
470 retained



96.41 non-uniformed



23 control room

**Full-time equivalent  
employees at end of  
March 2016**

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

<sup>1</sup> Designed by Freepik and distributed by Flaticon

# GOVERNANCE

## National governance

In January 2016 responsibility for Fire and Rescue Services moved from the Department of Communities and Local Government to the Home Office. The Home Office are also responsible for policing and the move supports the Government's commitment to deliver greater joint working between the police and fire and rescue services. As part of the reform a new independent inspection regime will be introduced for fire and rescue services and legislation will give Police and Crime Commissioners the ability to take on responsibility for fire and rescue services where a local case is made ([link](#)).

## Democratic accountability

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

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

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

## Service management

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

The Chief Fire Officer is supported by a Public Safety Board comprised of senior officers from the Fire and Rescue Service, Trading Standards, Resilience and Norfolk Safety Community Interest Company. The Board provides a formal decision making forum for the Public Safety Group and a formal record of such decisions. It does not make decisions that fall within the responsibility of the Fire and Rescue Authority.

## Governance Statement

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

# FINANCE

## NFRS Budget

NFRS operates on a revenue budget which in 2015/16 was £27.2 million, 4.5% of the Council's overall revenue budget. This equates to £31.19 per head of population (excluding capital charges), which is much lower than our Family Group of similar Fire and Rescue Services' average of £36.13 and the national average of £34.95.

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

Financial performance for the year resulted in a small underspend at 0.33% of budget.

We continue to be one of the lowest cost fire and rescue authorities in England at £31.19 per head of population (English average £34.95).

CIPFA estimates 2015/16

## Financial management

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

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

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

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

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

## Audit and review

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

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

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

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

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

Concern with capital investment and medium term capital planning, funding of programmes and infrastructure asset replacement programmes was highlighted. Work is ongoing with regards to reviewing and assessing the changing needs of the service and making optimum use of current funding available. With no foreseeable injection of capital funding forecast, future programmes for NFRS will be demanding.

The Government has indicated its desire to see greater Blue light collaboration and until legislation or policy is confirmed, NFRS continues to develop positive partnership working arrangements with the Police, Ambulance and other FRA's.

## Norfolk Safety Community Interest Company (CIC)

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

The articles of association outline the composition of the Board of Directors, to include a Member of the Council, who are responsible for the operation of the Company. The Company has adopted quality assurance and health and safety policy standards consistent with the Council as appropriate

to the activities of the Company. NSCIC is required to report annually to the Regulator on how they are delivering for the community and how they are involving their stakeholders in their activities. The company is subject to legislation and external audit. In relation to profits generated these are asset locked into community interest projects by the Board and Regulator (an independent statutory officeholder appointed by the Secretary of State).

# PERFORMANCE

## Performance management framework and scrutiny

NFRS operates within the County Council's corporate performance framework. A [new framework](#) was introduced in October 2015 to provide greater assurance that the Council's resources are being used to best effect and to deliver demonstrable results to the people of Norfolk. A set of 'vital signs' for each service have been produced which provide transparency and assurance on the health of key services. The vital signs for NFRS are 'Emergency Response Standards (ERS)' and 'Percentage of time that retained (part-time) first fire engines are available to respond to emergencies'. These are regularly monitored by County Councillors through the democratic process with reports published on our website ([link](#)).

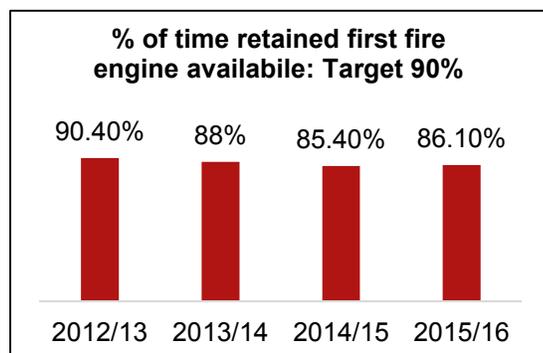
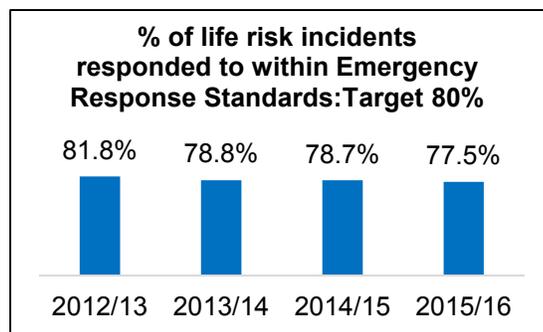
In accordance with the corporate performance framework, our Public Safety Board monitor a broader dashboard of indicators and escalate issues to County Councillors if required. Some of the indicators are former national indicators that we can compare with other fire and rescue services and others are locally determined. An overview of our performance in 2015/16 can be found in the next section.

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

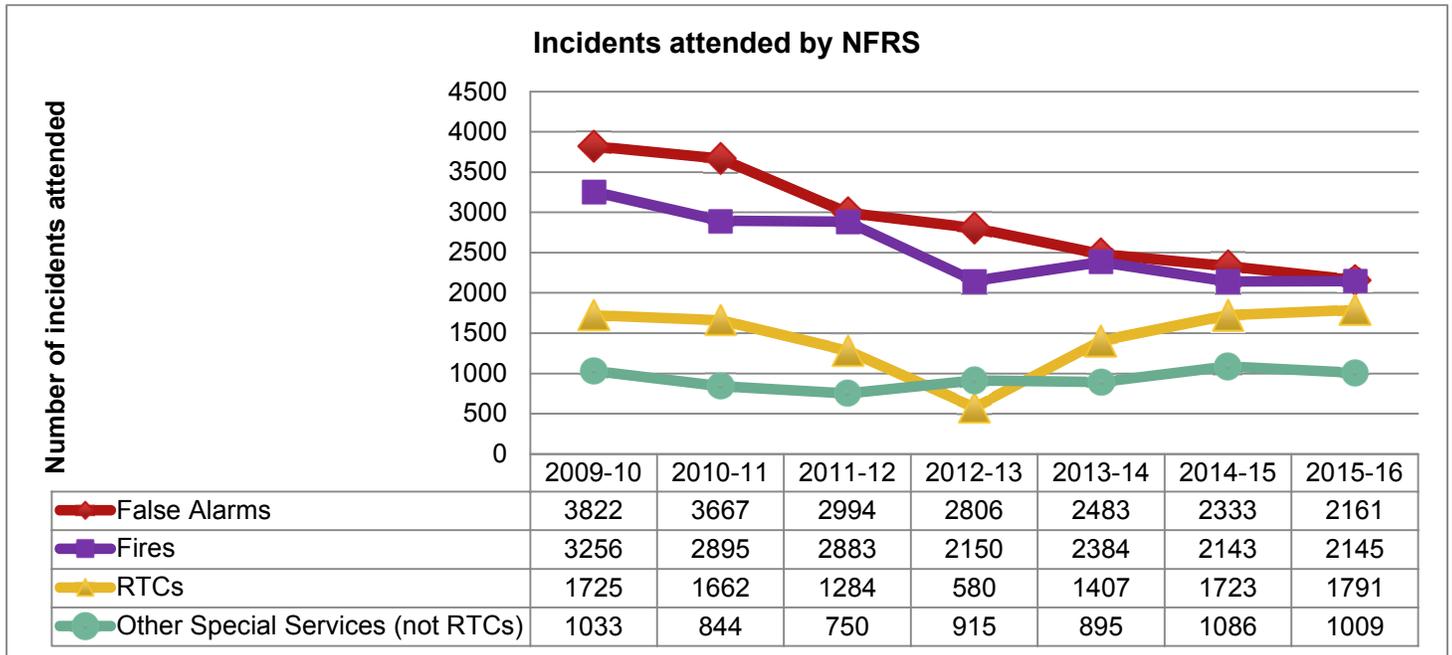
## Performance in 2015/16

### Vital Signs

- We aim to get to 80% of life risk incidents within our **Emergency Response Standards** (how quickly we should attend an incident) but we only achieved this on 77.5% of occasions. We know that the changing nature and location of calls (fewer in urban areas and a larger proportion in rural areas) and a shortage of retained firefighters is affecting our ability to meet this target.
- Our **retained (part time) first fire engines were available and ready to respond to an emergency** 86.1% of the time against a target of 90%. This is an improvement on last year's figure of 85.49%. We know we have some stations where more firefighters are needed and we are actively recruiting in these areas.



## Incident attendance in 2015/16



- We attended 2145 fires – two more than last year. This included:
  - 450 **accidental dwelling fires** in people’s homes -one more than last year, resulting in five fatalities and 20 people being injured. This compares to four fatalities and 30 injuries in 2014/15.
  - 596 **arson incidents** – an increase of 10.2% compared to 2014/15.
  - 24 fewer **accidental non-domestic premises fires** (170 in total) - a reduction of 12.4%. However three people were injured and there were two deaths- a rare occurrence in accidental non-domestic premise fires.
- We attended 7% fewer **false automatic fire alarms** as a result of our successful policy of not attending automatic fire alarms in low risk properties unless we also receive a 999 call.
- We attended 1791 **road traffic collisions** where we released 227 people from their vehicle. We expect to attend fewer road traffic collisions in future as we have returned to the mobilising criteria we used in 2012-13. This brings us in line with other fire and rescue services and focuses our support to the incidents where our specialist skills are most needed.
- We attended 1009 other **special service incidents** such as flooding, freeing trapped people or animals and calls to assist other agencies.

In 2015/16 we attended a total of 7,106 incidents where 730 people were rescued

97% of emergency response telephone calls are answered by our Control Room within 5 seconds

## Protection and Prevention

To help prevent incidents from occurring and to protect people and property when they do happen in 2015/16 we:

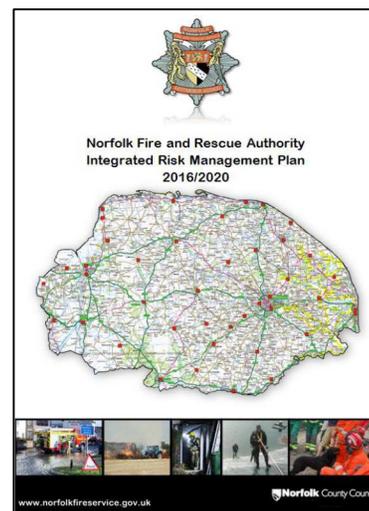
- Carried out 3,798 **Home Fire Risk Checks**. These fire safety visits, usually with vulnerable people, are designed to help make people safer in their home. In partnership with other agencies we are now trialling “Safe and Well” checks- a broader review of risks and safety issues in the home.
- Carried out 963 **audit visits of non-domestic premises** to ensure they complied with fire safety legislation.
- Maintained **up-to-date files of the risks** at over 600 non-domestic premises so that if an incident did occur we would have the information that we need to deal with the event as safely as possible, thus reducing the risks for our firefighters and the public.

# OPERATIONAL ASSURANCE

## Integrated Risk Management Plan (IRMP)

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

In January 2015 we commenced a Strategic Review of the Fire and Rescue Service which informed the development of our Integrated Risk Management Plan for 2016-20. In line with Government guidance and best practice, we consulted with the public and stakeholders on the draft IRMP as part of the County Council's consultation on its budget proposals ([link](#)). The consultation period was from 30 October 2015 to 14 January 2016 and feedback can be found [here](#).



Full Council approved the [IRMP 2016-20](#) on 22 February 2016 when the County Council's 2016/17 budget was approved. We are now developing the detail of our three year IRMP Action Plan.

## Collaborative working

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

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

communications programme (ESMCP) to provide the next generation communication system for the 3 emergency services (police, fire and rescue, and ambulance).

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

## Training and development

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

To ensure our firefighters maintain their competency in fighting fires we have built a live fire training unit at Scottow Enterprise Park with the new structure firefighting courses being run from the beginning of September 2016.

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

### Our performance in 2015/16:

- We completed 233 assessments of incident command management
- 93.4% of operational firefighters were trained for full duties
- 97.4% of employees received an appraisal

## Health and safety and other legislation

NFRS continually seek to comply with the Health and Safety at Work Act 1974 and other applicable health and safety legislation. Active health and safety management at all levels in the Service combined with routine performance monitoring and review are at the core of maintaining safe working environments for Service staff and those we assist and support. This is achieved through a

combination of operational performance review and periodic pre planned audit of the Service's health and safety management system via regional peer challenge using the Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit tool kit. This helps the Service to ensure that it has the right equipment, training and practices in place to respond effectively and safely.

A review of the existing Health and Safety training policy and guidance is ongoing in order to provide a range of systems and process that adopt a reasonable approach to securing adequate information, instruction and training that is appropriate and proportionate to the health and safety responsibilities of each role across the Service.

**In 2015/16 there were 16 reportable health and safety absences lasting more than 7 days – 3 more than last year**

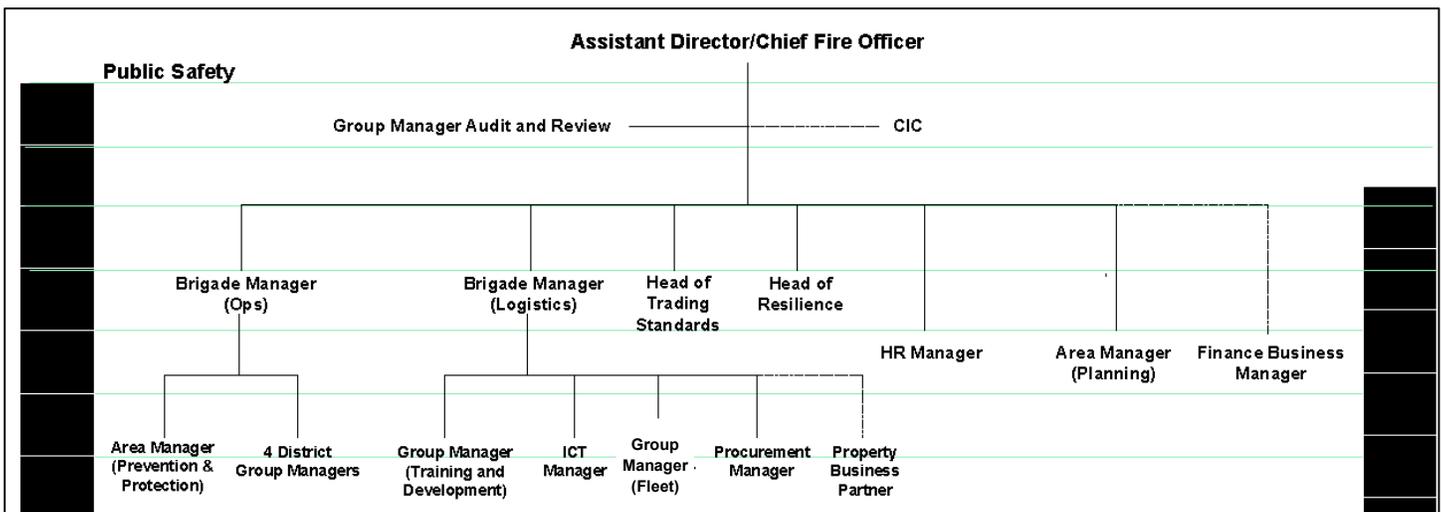
# FUTURE DEVELOPMENTS

## Planned improvements to accounting, governance and operational assurance

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

### Accounting

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



### Governance

Our service restructure will create a **new Audit and Review team** by combining functions into one unit to strengthen and co-ordinate our approaches. We have also combined our Community Prevention and Protection units into one team.

In order to improve the **transparency of our performance and therefore our accountability** we will be publishing performance information as open data on our new website in December 2016. We also await further guidance on the new national inspection regime of fire and rescue that is being introduced by the Government.

## Operational assurance

We will be developing our **IRMP Action Plan** to make changes that allow us to use our resources to achieve best operational effect. We have reviewed ways in which our Emergency Response Standards can be improved and from April 1 2016 Dereham fire station became day crewed.

**Wider collaboration and partnership working** is an area we expect to become more prevalent in future years and we will continue to identify and develop partnership opportunities that are legal, logical and save money. The next major period of collaboration will see fire control co-locate with Norfolk Constabulary to create a Joint Operations Communication and Control room. The joint control room will improve the multi-agency command of incidents and improve the quality and speed of sharing critical information. The joint control room is planned to go live by the 1<sup>st</sup> April 2017.

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

# AUTHORISATION

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

This Statement of Assurance was approved by the Authority at the Communities Committee meeting on 25 January 2017.

Margaret Dewsbury, Chair of Communities Committee  
David Ashworth, Chief Fire Officer and Assistant Director Public Safety

# Communities Committee

Item No.

<b>Report title:</b>	<b>Update on key service issues and activities (including decisions taken under delegated authority) plus Forward Plan</b>
<b>Date of meeting:</b>	<b>25 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

## Executive summary

Officers provide Committee Members with fortnightly updates on key issues and activities. These updates are 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 18 November and 9 December) are included at Appendices A and B.

This report also sets out the Forward Plan for Communities Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering communities issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 6 January 2017) is included at Appendix C.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee. There are no relevant delegated decisions to report to this meeting.

### Recommendations:

- 1. To review the latest service updates at Appendices A and B and identify any areas where the Committee would like to receive further information or update.**
- 2. To review the Forward Plan at Appendix C and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**

## 1. Proposal

### 1.1. Service updates

- 1.1.1. Officers provide 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 and B (dated 18 November and 9 December 2016). Note that some of these updates may have included attachments with further information when they were originally shared with

Members but these have not been included with this report.

## 1.2. **Forward Plan**

- 1.2.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to communities issues in Norfolk.
- 1.2.2. The current version of the Forward Plan (as at 6 January 2017) is attached at Appendix C.
- 1.2.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix C may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

## 1.3. **Delegated decisions**

- 1.3.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are no relevant delegated decisions to report for this meeting.

## 2. **Evidence**

- 2.1. See information in appendices.

## 3. **Financial Implications**

- 3.1. There are no financial implications arising from this report.

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

- 4.1. There are no other relevant implications to be considered by Members.

## 5. **Background**

- 5.1. N/A

### **Officer Contact**

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

**Officer name :** Sarah Rhoden

**Tel No. :** 01603 222867

**Email address :** sarah.rhoden@norfolk.gov.uk



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

## Community Committee Fortnightly News Update

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

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

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

News Update for the period ending: 28/10/2016		
Service	Service Update key bullet points	Contact
<b>Customer Services</b>	<p>Customer Services have been recruiting to ensure we have a full complement of people to meet the post-Christmas Social Care peak. Many people visit elderly relatives over the Christmas period and subsequently contact social care to seek support. We will be ensuring that staff are appropriately trained and know how to look for ways to manage demand by providing information, advice and signposting people to community resources.</p> <p>As the front door to care services, Customer Services are also involved in working with Adult Social Care and external consultants Impower in delivering their Promoting Independence strategy, and will be continuing to look at ways to improve the online and contact centre offer.</p> <p>The Customer Service Strategy is progressing well and Phase Two work-streams have now been agreed. Detailed plans are being developed for Norfolk Community Learning Services (NCLS) and Norfolk's Holdall card. For NCLS we will be working with the service to deliver an improved online offer for leisure courses, providing "e-commerce" technology for the organisation. This will be of use to other departments in the future and we are considering this project as a pathfinder for "apply and pay" services. For Holdall, we will be attempting to join up systems to provide the Holdall activity as part of the main "My Norfolk" customer account. Work has also started on a redesign of the Museums website.</p>	C Sumner





	<p>banks and anyone who wants to help to stop this fraud. This is an example of the collaborative working to which the two Services are committed, since the decision not to join on a more formal basis.</p> <p>The conference was very successful with key speakers from academia, the police, social services and the media. Delegates were invited from a wide variety of organisations, businesses and individuals; all of whom are concerned about the needs of elderly and vulnerable people who become defrauded of their savings by tricksters. Councillor Mathew Hicks, Cabinet Member for Environment and Public Protection at Suffolk County Council opened the conference and kept the pace going throughout this informative, thought-provoking and stimulating day. Professor Keith Brown took the early slot on the podium to kick-start the conference with a wealth of information and knowledge about how scammers are able to target almost anyone, but are particularly adept at taking in elderly and vulnerable people. The professor is the Director of the National Centre for post Qualifying Social Work at Bournemouth University, and is currently leading a research group looking at the impact of financial scamming of the vulnerable in the UK. One of Keith's early discoveries was that loneliness in old age is a major contributor to becoming a victim of a scammer.</p> <p>Paul Maskall is the Cybercrime Security Advisor for Norfolk and Suffolk Constabularies. Paul, a PhD student cybercrime researcher, gave delegates an insight into why we both personally and in business can fall prey to cybercrime because of being complacent about our attitude to risk. Walter Lloyd-Smith is the Safeguarding Adults Board Manager for the county of Norfolk, and he helped the conference to understand that tackling scamming is both a moral and legal safeguarding duty of local authorities. Scamming has such a profound impact on those who become victims that it is a public health issue which we must not ignore.</p> <p>Mark Murphy of BBC Radio Suffolk conducted a live interview with a consumer champion stalwart who helps local people to stay safe from scammers after her own mother died in debt having lost everything to scams, and also with the lead officer for rogue trader enforcement at Suffolk Trading Standards.</p> <p>Two workshops were laid on during the day, one by the National Trading Standards (NTS) Scams Team and the other by Stephen Maunder of Norfolk Trading Standards, Barclays and the Nationwide Building Society. Delegates learned of the new 'Friends against Scams' scheme launched by NTS which helps ordinary citizens to get involved in helping vulnerable people in the community protect themselves from scammers. Stephen's workshop helped delegates to see how the new Banking</p>	
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<p><b>Emergency &amp; Resilience</b></p>	<p>Protocol enables bank staff to protect vulnerable customers. This workshop also made delegates think about victims, scam techniques and ways that we all can help to reduce the risk of being scammed.</p> <p>An excellently acted play by two local actors brought home to all delegates how scammers can rob the vulnerable of their life savings, their health and much more. Scam victims are typically people aged 70 and over. Scamming affects both genders equally, but those with cognitive health issues are much more likely to be caught. Scam victims often lose thousands of pounds to the scammers and in some cases their whole life savings. Such victims are highly likely to lose their self-confidence, develop mental health problems and need social care from their local authority, including residential care as a result of the crimes perpetrated against them.</p> <p>The conference was widely shared on social media platforms and received excellent radio and TV coverage. Councillor Hicks sent delegates away with a challenge to get involved and continue to join the fight against these dishonest, evil tricksters.</p> <p>The NCC Resilience Team will be contributing to a community resilience workshop in Scratby on preparing for severe weather, as one of a series of events around the county designed to enhance community resilience. This builds on a similar event held in Acle on 1 October in collaboration with Broadland District Council. The event at Scratby All Saints Parish Hall will take place on Thursday 1 December from 4-7pm, and will focus on how to help your local community prepare for severe weather events. The workshop is planned in partnership with a range of contributors including Norfolk County Council, Great Yarmouth Borough Council, the Broads Authority, Met Office, the Environment Agency, Norfolk Fire &amp; Rescue service, Norfolk Lowland Search and Rescue (NorLSAR), RAYNET radio amateurs and parish councils. It is planned to take this event around the county, and so we are looking to connect with communities interested in raising awareness and preparing for potential emergencies related to severe weather, flooding, power cuts, etc. to host future events.</p> <p>As part of “Takeover Day” on the 18 November the Resilience Team are hosting a group of Norwich City College students from the Public Services (Uniformed) course, to activate and test the Emergency Operations Centre at County Hall by working through a planned emergency exercise. It will provide students with hands-on experience of managing an emergency whilst providing an opportunity to test our systems and provide feedback.</p>	<p>Jan Davis</p>
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<p><b>Public Health</b></p>	<p><b>A new look for the Norfolk’s Joint Strategic Needs Assessment</b></p> <p>A refreshed Joint Strategic Needs Assessment for Norfolk has been launched. The contents have moved to a model based on people, place, and the life course. Each topic page has high level statistics and a descriptive narrative. The various strategies are aligned to topic areas. We are busy writing briefing papers for each topic area which will cover; a summary of the issue, what this means for Norfolk, suggested areas of interest for commissioners and also pointing readers in the direction of further information. The briefing papers are linked within their topic sections but also as a complete set within the reports section. If you would like to contribute a briefing paper on a subject then please let us know.</p> <p>Thank you to Tony Harrison from information management who put together the new design, and to others who have contributed and supported us in the process to build this new JSNA. Follow the link to the content <a href="http://www.norfolkinsight.org.uk/jsna">http://www.norfolkinsight.org.uk/jsna</a> and let us know what you think by contacting us on <a href="mailto:jsna@norfolk.gov.uk">jsna@norfolk.gov.uk</a></p> <div data-bbox="501 1122 568 1182" data-label="Image"> </div> <p>JSNA Structure</p> <p><b>Norfolk Working to end violence against women – Spread the word</b></p> <div data-bbox="432 1440 836 1736" data-label="Image"> </div> <p>Every year the Domestic Abuse and Sexual Violence Board run a campaign to coincide with the <a href="#">International Day for the Elimination of Violence Against Women</a>. 25 November is <a href="#">White Ribbon Day</a> and marks the International Day for the Elimination of Violence against Women. Later this month, the Community</p>	<p>Louise Smith</p>

	<p>Safety Partnership will be introducing 'Is this You?' to the campaign to encourage self-reflection of perpetrators' behaviour.</p>  <p><b>Healthy Norwich launches new initiative for Norfolk Schools</b></p> <p>The Daily Mile is a positive activity for Primary schools to embed 15minutes of whole school physical activity into their daily routines. The stark reality of the health of our children is incredibly alarming. In Norfolk 1 in 5 reception aged children are overweight and these figures rises to 1 in 3 by the time children reach year 6. Sadly, the proportions of overweight children are even higher in areas of deprivation.</p> <p>For an illustration on how this initiative is already working in local schools please view this quick video.  <a href="https://youtu.be/TNrGO587qc">https://youtu.be/TNrGO587qc</a></p> <p><b>Innovative School Nursing Service celebrates its first year in Norfolk</b></p> <p>An innovative project to improve the way pupils access their school nurse is celebrating its first anniversary in Norfolk. The School Nursing service, part of the Healthy Child Programme, launched the Chat Health service to allow pupils aged 11-19 to contact their school nurse through text messages.</p> <p>Messages, which can be anonymous, are received at the school nurse duty desk Monday-Friday, where a school nurse will reply directly to the pupil, either offering advice via text, or arranging a phone call or local face-to-face appointment. An automated message is sent outside of working hours. The first year of operation, the Norfolk chat health service received 3,170 messages from pupils, with approximately a third requesting an appointment with a school nurse, a third asking for advice on emotional health and wellbeing issues and the remaining third covering issues such as sexual health, bullying, self-harm and requests for advice on diet and lifestyle.</p>	
Registration Services	NSTR	Caroline Clarke



	<p>in the same category last year and is a real tribute to the high quality experience offered by our smaller sites. The award was judged via a 'mystery shopper' report which gave Time and Tide an outstanding score of 99%.</p> <p>The win will feature prominently in advertising for the Service in the coming months, helping to drive up visitor numbers. With tourism playing such a key role in the economic life of the county, it's invaluable to have the cultural sector's contribution to this success recognised.</p> <p><b>Norfolk Arts Service</b></p> <p><b>New Norfolk Arts Project Fund Awards</b> - The fund supports initiatives and events in all art forms and multi-artform areas, including the development and promotion of a wide range of arts activity in communities throughout Norfolk.</p> <p>The second round of funding for 2016/17 has just been completed, making awards to 21 projects, including;</p> <ul style="list-style-type: none"> <li>• <b>Limbik Theatre</b>, which will create a new piece of devised theatre entitled <i>The Forecast</i>, inspired by George Saunders' short story <i>The Semplica Girl Diaries</i>.</li> <li>• <b>Moon on a Stick</b>, which is developing a 50-minute production of <i>Jack Frost</i> designed to be accessible for those with autism and special educational needs, and will be performed at the Norfolk and Norwich Library.</li> <li>• <b>Tim Mann's Crowded Room Snettisham</b> is an exciting initiative aimed at highlighting the importance of community.</li> </ul> <p>The Arts Project Fund also supports several annual events including the <a href="#">Barrington Farm</a> Open Days and the <a href="#">King's Lynn Fiction Festival</a>.</p> <p><b>Norfolk Arts Service Advocacy Report 2016-17</b> – published by the Norfolk Arts Service the advocacy report outlines the role of the service and the strategic context in which it operates. It provides an overview of the arts sector and the impact it has in the county, including the financial leverage of Norfolk County Council Arts Grants and Arts Project Fund awards. The report has been developed for use in a wide range of internal and external contexts to advocate for the role, value and impact of the arts in Norfolk.</p> <p>The report is <a href="#">available to download online</a>. Hardcopies can be obtained from Laura Cole-Matthews <a href="mailto:laura.cole-matthews@norfolk.gov.uk">laura.cole-matthews@norfolk.gov.uk</a>.</p> <p><b>Active Norfolk - NSTR</b></p>	<p>S Miller</p> <p>B Jones</p>
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	<p>The Trading Standards Service supported National Consumer Week (NCW); which is an annual consumer education campaign. This year, NCW was held from November 28 to December 2, slightly later than in previous years, so that key messages and reminders regarding consumer rights were delivered during a peak shopping period. The theme was ‘Switched On’ – be Switched On to your rights with faulty or unsafe electrical goods. Problems with the purchase of unsatisfactory and unsafe white goods has been a continually recurring theme throughout 2016. The Trading Standards Service supported NCW by circulating both locally and nationally produced messages via Twitter and Facebook and to those consumers and businesses who have requested weekly alert updates. This means that the messages reached an audience of just under 10,000 people; many of whom we know will have shared them with friends, family and local communities.</p> <p>The Trading Standards Service has used its extensive network of social media and alerts to promote this year’s Top Ten Tips for Christmas. Many festive gifts are bought online so this year’s top tips focus on staying safe online when buying goods and services. This year’s Top 10 are:</p> <ul style="list-style-type: none"> <li>○ If you’re buying online, using a credit card or debit card will give you greater protection from fraud than with other methods of payment</li> <li>○ Before entering any payment details online, ensure the link is secure: <ul style="list-style-type: none"> <li>i) A padlock symbol should appear in your browser window frame as you log in or register. Make sure the padlock is not on the page itself. If it is it could be a fraudulent site</li> <li>ii) The web address should begin ‘https://...’ The ‘s’ stands for secure</li> <li>iii) In later versions of browsers, the address bar or name of the site will turn green</li> </ul> </li> <li>○ Looking to buy via an online auction site? Always use a secure payment site, such as PayPal – never pay money directly into the bank account of someone you don’t know</li> <li>○ When buying from online auction sites, if something seems too much of a bargain, it probably is. The goods could be poor quality, fake or not even exist. Research the seller before you bid, check feedback if available (but remember it can be falsified), be cautious if the items are being supplied from outside the UK and, if you’re in any doubt, back out of the purchase</li> <li>○ If you’re buying electrical goods or toys online, make sure they’re safe, check: <ul style="list-style-type: none"> <li>i) The voltage for the product is 230v 50Hz (the UK’s usual domestic voltage)</li> </ul> </li> </ul>	Brian Chatten
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<p><b>Emergency &amp; Resilience</b></p>	<ul style="list-style-type: none"> <li>ii) That it's fitted with a three-pin UK plug or charger</li> <li>iii) The item is CE marked</li> <li>o This is a very busy time of year for many websites. Make sure you order in plenty of time and get the trader to confirm the delivery date in writing. If it's just an estimated date it could change and you could end up waiting 'til after Christmas for the delivery</li> <li>o If you need to return anything, proof of purchase is very important. Keep receipts, electronic or otherwise</li> <li>o Upon receipt of items bought online, check them before wrapping them. This way you'll avoid disappointment on Christmas day and can sort any problems quickly with the supplier</li> <li>o If a website is claiming to have stock of this year's 'must have' item that no one else has, check them out before you order:             <ul style="list-style-type: none"> <li>i) Does the site have full contact details? If it's just an email address be very wary</li> <li>ii) Look online, what is the site's reputation? What are other customers saying about them?</li> </ul> </li> <li>o Looking to buy tickets as a gift? If a site is offering tickets for 'sold out' events, they could well be fake or fictional.</li> </ul> <p>On 30 November a meeting was attended in Cambridgeshire of representatives of East of England Local Resilience Forums (LRFs) to explore how the LRFs might work more closely together to share, collaborate &amp; network with the aim of enhancing understanding, collaboration &amp; co-ordination. We look forward to being involved in developing this regional collaboration.</p> <p>From "Drought to Downpours" was a Community Resilience event held on 1 December in the northern part of Great Yarmouth Borough. It was a well-received event that brought together about 40 people, from various Parish councils, organisational and volunteer delegates to view demonstrations of equipment, displays and gain an insight into multi-agency coordination during an emergency, community-based planning and further opportunities for working together.</p> <p>On the 8 December the Resilience Team staffed an information stand at the Breckland Town &amp; Parish Council Forum to promote awareness and preparedness of emergencies and how they are managed. The Team is keen to work with elected members and district councils to be present at similar events in the future.</p>	<p>Jan Davis</p>
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Public Health	<p><b>Staying Active and Independent in Later Life (SAIL)</b></p> <p>The Community and Environment Service, Active Norfolk and Public Health have been successful in a joint bid to an EU programme (Interreg V Two Seas).</p> <p>The Stay Active and Independent for Longer (SAIL) project will focus on targeted coastal areas in Norfolk (part of the funding requirement), and its main objective is to stimulate active ageing and longer independent living by identifying new ways of helping people remain independent for longer, and to become more self-reliant and less dependent on traditional health care and social care services.</p> <p>SAIL will introduce a social innovation process of co-creation to identify new partnerships and opportunities, especially in unlikely combinations between different sectors, to develop new, sustainable and economically viable business models that encourage active ageing. For example how we can use tourist sites across the coastal areas in Norfolk to promote community interaction and physical activity during their 'out of season' periods. There are clear links to using the environment and community assets in supporting reduction in loneliness, promotion of Physical Activity to specific target groups as well as other outcomes such as falls prevention and supporting people with Dementia.</p> <p>The project is in partnership with universities and local authorities in the Netherlands, Belgium, France and Bournemouth, being led by the Dutch HZ University of Applied Science. The UEA are also a partner and will be carrying out evaluation of some outputs.</p> <p>The Environment team within CES will be responsible for the management of the project and the overall budget (371,000 euros or approximately £300k) over the three years.</p> <p><b>Terence Higgins Trust sexual health outreach services</b></p> <p>The main provider of our sexual health services in Norfolk (Cambridge Community NHS Trust) subcontract the Terrance Higgins Trust (THT) to provide sexual health outreach and promotion to our young and vulnerable residents of Norfolk. THT are a well-known charity based nationally and provide extensive sexual health and HIV support for the most vulnerable groups.</p> <p>Chlamydia is the most common sexually transmitted diseases in the UK partly due to the fact that symptoms largely remain 'silent' and the person may not know they are infected. However if it is untreated it can lead to serious diseases, mainly in women. Latest figures demonstrated that in the last three</p>	Louise Smith
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	<p>months alone they achieved 1,875 (in line with national target) chlamydia testing and treatment to under 24's which includes partner tracing and notification.</p> <p>THT also run the C-Card scheme where providers across the region (iCASH clinics, GP's, Pharmacies) are outlets for the under 24's to receive free condoms. They also delivered Sexual Relations Education to schools in deprived areas as well as sessions in colleges, and they worked closely with the UEA and the student union for fresher's week in September, giving advice and education around sexual health to the students. This is to encourage our young people to have safe and positive sexual relationships.</p> <p>In addition to this THT did over 60 outreach sessions working closely with Black and Minority Ethnic (BME) community and faith organisations with over 300 contacts in a few months. They also work closely with asylum seeker education programmes in partnership with city reach and new routes and delivered free condoms and sexual health education to over 30 men from Somalia, Pakistan, Eretria, Egypt and Syria. THT also do a lot of work with MSM (men who have sex with men) and LGBT (Lesbian, gay, bi-sexual and transgender) community by doing outreach work in gay pubs, clubs and other sites to give out free condoms and advice to keep people safe from Sexually Transmitted Infections (STIs) and HIV. They have also recently acquired 'point of care' testing which is an immediate HIV test to increase testing in the most vulnerable and at risk groups.</p> <p>Not only do THT protect our young and vulnerable but they also delivered extensive training (124 delegates) to GP's and Pharmacies around C-Card and chlamydia training, ensuring primary care services across the region are delivering outreach and open access services to all.</p> <p><b>Family Nurse Partnership (FNP) Health Fair Event at the Priory Centre in Great Yarmouth</b></p> <p>Clinical staff at Breydon will be attending the Family Nurse Partnership (FNP) Health Fair Event at the Priory Centre in Great Yarmouth on 13 December. They will be running a stall during the event and myth busting sessions for young people. They'll have coil and implant models to show them, explain about testing, contraception, give out condoms, leaflets, and iCaSH Norfolk Breydon info etc.</p> <p>In addition to the HPV pilot running at Oak St and Breydon, Oak Street will be participating in another research study in the New Year – called Safetext.</p> <p>The study is being led by the London School of Hygiene and Tropical Medicine and the National Institute for Health Research,</p>	
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	<p>and is testing whether informative text messages and safe text tips increase safer sexual behaviour.</p> <p>Those aged between 16 and 24 will be invited to take part if they receive a positive NSU, Chlamydia or Gonorrhoea diagnosis.</p> <p>Those who consent to take part will be required to complete a short questionnaire. They will be randomly chosen to receive safe text messages or simple text messages to confirm contact details - therefore this is a random study - over 12 months. Recruited patients will then have to complete a further two questionnaires and at the end of the study they will need to complete a home testing kit for Chlamydia and Gonorrhoea.</p> <p><b>‘Mind Out for Each Other Campaign’ – Reducing casualties of vulnerable road users</b></p> <p>Public health will be commissioning a local production company to produce a short animation for us to raise awareness of cycling and driving safely to reduce incidents between cyclists and vehicles. The focus is on reminding road users of the ‘rules’ of the road, to ‘mind out for each other’ and to try to create ‘street harmony’. This is externally funded from a grant we have received from the Department for Transport. This follows on from our ‘Mind Out for Each Other Campaign’ in October.</p> <p>This forms part of a Vulnerable Road Users strategy (ICEEE) that we are developing with a multi-stakeholder group which focuses on <b>I</b>nformation (targeted interventions and campaigns based on intelligence), <b>C</b>ommunication (getting the message to the right people in the right place), <b>E</b>ducation (training delivered to target groups such as commuters), <b>E</b>ngagement (multi stakeholder input) and <b>E</b>nforcement (working with the police and other agencies to enforce the rules of the road).</p> <p><b>It’s never too late to go smoke free</b></p> <p>As part of Public Health’s ongoing campaign to persuade women that giving up smoking means a healthier baby and a healthier pregnancy we have launched a new video. It will be available through various media, including the Facebook pages of Maternity Services, and in Antenatal clinics. A link to the video is here <a href="https://www.norfolk.gov.uk/care-support-and-health/health-and-wellbeing/adults-health/smoking">https://www.norfolk.gov.uk/care-support-and-health/health-and-wellbeing/adults-health/smoking</a></p>	
<p><b>Registration Services</b></p>	<p>NSTR</p>	<p>Caroline Clarke</p>

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting Wednesday 8 March 2017</b>			
Update on key service issues and activities (including decisions taken under delegated authority)	No	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Business Support & Dev. Manager (Sarah Rhoden)
Progress made in Norfolk Community Learning Services	None anticipated	To discuss progress with the Service and its improvement plan and to agree any recommendations	Head of Adult Education Service (Ilgun Yusuf)
Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales Plan (EARSP)	Follows on to full Council as service plan is part of NCC policy framework	To recommend the adoption of the Service Plan to Full Council – including the Food and Feed Law Enforcement Plan and the Enforcement of Age Restricted Sales Plan.	Head of Trading Standards (Sophie Leney)
Finance monitoring	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Public Health – Sexual Health Service	No	To consider recommendations for improving sexual health outcomes	Director of Public Health (Dr Louise Smith)
<b>Meeting Wednesday 31 May 2017</b>			
Update on key service issues and activities (including decisions taken under delegated authority)	No	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Business Support & Dev. Manager (Sarah Rhoden)
Finance monitoring	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Risk management	No – each Committee receives a report on risk management	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Performance monitoring	Some performance measures also reported to P&R Committee	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Appointments to internal and external Bodies	None	To agree appointments to internal and external bodies	Head of Democratic Services (Chris Walton)
<b>Meeting Wednesday 5 July 2017</b>			
Update on key service issues and activities (including decisions taken under delegated authority)	No	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Business Support & Dev. Manager (Sarah Rhoden)
Finance monitoring	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Risk management	No – each Committee receives a report on risk management	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Performance monitoring	Some performance measures also reported to P&R Committee	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
<b>Meeting Wednesday 6 September 2017</b>			
Update on key service issues and activities (including decisions taken under delegated authority)	No	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Business Support & Dev. Manager (Sarah Rhoden)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Finance monitoring	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Risk management	No – each Committee receives a report on risk management	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Performance monitoring	Some performance measures also reported to P&R Committee	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
<b>Meeting Wednesday 11 October 2017</b>			
Update on key service issues and activities (including decisions taken under delegated authority)	No	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Business Support & Dev. Manager (Sarah Rhoden)
Finance monitoring	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
<b>Meeting Wednesday 15 November 2017</b>			
Update on key service issues and activities (including decisions taken under delegated authority)	No	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Business Support & Dev. Manager (Sarah Rhoden)
Finance monitoring	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Risk management	No – each Committee receives a report on risk management	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Performance monitoring	Some performance measures also reported to P&R Committee	To comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Update on key service issues and activities (including decisions taken under delegated authority)	Every meeting	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Business Support & Dev. Manager (Sarah Rhoden)
Performance management	Four meetings each year – May, July, September and November	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – May, July, September and November	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Finance Monitoring	Every meeting	To review the service’s financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Progress made in Norfolk Community Learning Services	Updates to November 2016 and March 2017 meetings.	To discuss progress with the Service and its improvement plan and to agree any recommendations	Head of Adult Education Service (Ilgun Yusuf)