

Communities Committee

Date: **Wednesday, 08 March 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-Chairman)	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

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A g e n d a

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

2. To agree the minutes from the Communities Committee meeting held on 25 January 2017.

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3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 3 March 2017**. For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

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

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 3 March 2017**.

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|-----|---|-----------------|
| 7. | Annual report of the Norfolk Armed Forces Community Covenant
Report by the Executive Director of Community and Environmental Services. | Page 14 |
| 8. | Adult Drug and Alcohol Services
Report by the Director of Public Health. | Page 27 |
| 9. | Progress made in Norfolk Community Learning Services
Report by the Executive Director of Community and Environmental Services. | Page 33 |
| 10. | Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales and illicit Tobacco Products Plan (EARSITPP).
Report by the Executive Director of Community and Environmental Services. | Page 39 |
| 11. | Finance monitoring
Report by the Executive Director of Community and Environmental Services. | Page 97 |
| 12. | Update on key service issues and activities (including decisions taken under delegated authority) plus Forward Plan
Report by the Executive Director of Community and Environmental Services. | Page 101 |

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: 28 February 2017



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Communities Committee

**Minutes of the Meeting Held on Wednesday 25 January 2017
10:00am Edwards Room, County Hall, Norwich**

Present:

Mrs M Dewsbury - Chairman

Mr R Bearman
Ms A Bradnock
M Chenery of Horsbrugh
Mr J Childs
Mr S Clancy
Ms E Corlett
Mr T Garrod
Mr D Harrison

Mr H Humphrey – Vice-Chairman
Mr W Northam
Mr R Parkinson-Hare
Ms C Rumsby
Mr M Sands
Mr P Smyth
Mr J Ward
Mr M Wilby

1. Apologies and substitutions

- 1.1 Apologies were received from Mrs J Brociek-Coulton (Ms E Corlett substituted), Mrs H Cox (Mr T Garrod substituted); Mr N Dixon (M Chenery of Horsbrugh substituted); Mr J Law (Mr M Wilby substituted) and Mr N Shaw (Mr S Clancy substituted).

2. To agree the minutes of the meeting held on 16 November 2016.

- 2.1 The minutes of the meeting held on 16 November 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

- 4.1 There was no urgent business.

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

The Committee agreed to consider agenda item 13 (Strategic and Financial Planning 2017-18 to 2019-20) as its next item of business after confirmation was received that there were no financial monitoring issues which would affect the budget decision.

7 Strategic and Financial Planning 2017-18 to 2019-20

- 7.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out proposals which would inform the Council's decisions on council tax and contribute towards the County Council setting a legal budget for 2017-18 which would see its total resources of £1.4bn focused on meeting the needs of residents.
- 7.2 The following points were noted in response to questions by the Committee:
- 7.2.1 Savings which had not been realised within other departments had been taken into account in the planning assumptions. The Executive Director of Community and Environmental Services confirmed that, in discussion with the Executive Director of Finance and Commercial Services, the proposals in the report had been signed off as being balanced and deliverable.
- 7.2.2 Some Members raised concern about the recommendation made by Communities Committee in May 2016 to remove £900k cuts over three years which had subsequently not been agreed by Policy & Resources Committee. Mr P Smyth proposed the following motion which was seconded by Mr M Sands:
- “As the Fire Authority, the Committee should write to the Home Office Chief Fire Adviser advising that this Authority had made a recommendation that this Council had chosen to ignore in recommending removal of the cuts it proposed in December 2016”.
- 7.2.2.1 The Committee received reassurance from the Executive Director of Community and Environmental Services and the Chief Fire Officer that Communities Committee had removed some savings after discussion with the Executive Director of Finance and Commercial Services and that ongoing dialogue continued to ensure that a robust set of services was deliverable. In addition, there was a sizeable capital investment included in this budget to help secure the longer term resilience of the Fire Service.
- 7.2.2.2 The Chairman advised that herself and the Vice-Chairman had attended a meeting with Peter Holland, Chief Fire Adviser who had visited Norfolk recently. The Chief Fire Adviser had confirmed he was content with the way Norfolk Fire Service was performing.
- 7.2.2.3 The Chairman advised that the fire service would be able to work within the allocated budget, with the Chief Fire Officer confirming this, adding that safety of fire crews and the community was top priority.
- 7.3 Mr Smyth's proposal, which had been seconded by Mr M Sands was then put to the vote. With 9 votes in favour and 8 votes against, the Committee **agreed** to write to the Home Office Chief Fire Adviser accordingly.

- 7.4 In response to a question about proposal CM016 (Norfolk and Norwich Millennium Library opening times – Reduce the opening times for Norfolk & Norwich Millennium Library but install Open Plus technology to enable the ground floor to be open longer via self service), it was confirmed that this related to the £130k savings previously agreed by the Committee and that no further changes were planned.
- 7.5 With regard to CM22 (Libraries self-service – introduce technology (Open Plus) to enable libraries to open with self-service machines), it was clarified that the £622k was for 2018-19 and that the service was also looking at alternative ways of meeting the savings required.
- 7.6 Upon the recommendations being put to the vote, with 13 votes in favour, 0 votes against and 3 abstentions, the Committee **RESOLVED** 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.

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.

8 Norfolk Museums Service - an update

- 8.1 The Committee received a presentation by the Acting Assistant Director Community and Environmental Services (Cultural Services and Lifelong Learning), Head of Norfolk Museums Service and Head of Norfolk Arts Service. A copy of the presentation is attached at Appendix A.
- 8.2 Members commended the work of the Norfolk Museums Service and fully endorsed the applications to be made to the Arts Council England and Heritage Lottery Fund to secure funding from 2018-2022.
- 8.3 The Committee **noted** the presentation.

9 Suicide Prevention Strategy and Action Plan.

- 9.1 The Committee received the report by the Director of Public Health presenting a county-wide suicide prevention strategy and action plan which outlined key principles and actions which were shared across a range of partners. In line with national guidance, Public Health was leading on the regular audit of suicides, the development of the strategy and the implementation of the action plan.
- 9.2 In response to questions from the Committee, the following points were noted:
 - 9.2.1 Feedback from relatives who had experienced the loss of a family member had identified that the preferred terminology was the phrase “take their own lives”.
 - 9.2.2 Statistics had not identified an increase in the number of people discharged from hospital, readmitted, then discharged again before taking their own life. Statistics had also not identified Norfolk as being a known hotspot for people taking their own life.
 - 9.2.3 British Transport Police were Members of the Suicide Prevention Group. In Norfolk there was a very small number of people who took their own lives by train. The British Transport Police had a programme of training for their staff and the Samaritans carried out training for Network Rail staff.
 - 9.2.4 Members commended the work of the organisation SOBS in Norfolk which offered support to families who had a relative that had taken their own life.
 - 9.2.5 Some Members asked for more ambition with the Key Performance Indicators and

- suggested a trend report before the date of September 2018 as outlined in the Strategy. In response it was pointed out that the timescales outlined in the report were in line with the need to await the verdict from the coroner's office.
- 9.2.6 Some Members asked about statistics for ex-servicemen and women as the Ministry of Defence did not hold such data. In response, it was noted that a charity called Walnut Tree had carried out a lot of work with men in targeting interventions and was also keeping a database of vulnerable people. It was recognised that more work needed to be carried out about how this group could be supported in future.
- 9.3 The Committee **RESOLVED** to **approve** the Norfolk suicide prevention strategy and action plan.
- 10 **Norfolk Library and Information Service – update on music sets service.**
- 10.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it 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
- 10.2 During the presentation of the report, the Committee was pleased to note that income for music sets had been greater than expected, as had donations from Friends Group which would enable the service to break even this financial year.
- 10.3 The Committee **RESOLVED** to **note** the activity achieved to date and authorised officers to continue to explore and develop opportunities for developing an efficient and effective way of delivering a performance Sets service.
- 11 **Norfolk Association of Local Councils – Service Level Agreement**
- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out proposals to replace the existing three-year Service Level Agreement (SLA) with Norfolk Association of Local Councils (NALC) which would expire in March 2017 and replace it with a new three-year agreement, supporting building local community capacity. The new SLA would commence on 1 April 2017 and end on 31 March 2020 and would be reviewed annually.
- 11.2 The Committee **RESOLVED** to
1. 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 of Communities and Environmental Services in consultation with the Chairman of the Communities Committee.
- 12 **Voluntary and Community Sector – Engagement Contract.**
- 12.1 The Committee received the report by the Executive Director, Community and Environmental Services proposing the scope, funding provision approaches and

general direction of travel for engaging with Norfolk's voluntary sector in early 2017. The purpose of this was to develop a joint Norfolk County Council (NCC) - Voluntary, Community and Social Enterprise (VCSE) engagement approach that would inform how the Council and the sector could work more effectively together in the future and would help inform procurement of the VCSE engagement contract for 2017-20.

12.2 The Committee **RESOLVED** to:

1. Agree the proposed VCSE engagement with the sector of February-May 2017 – developing the funding framework for future joint working.
2. Agree Funding option 2 (Follow a Grant process).
3. Deliver a Member workshop from Communities Committee and invite representation from Adults and Children's Services Committees to support development of framework.

13 **Finance Monitoring**

13.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with information on the budget position for the Committee for 2016-17. The report provided information on any forecast over and underspends and the forecast use of reserves.

13.2 The following points were noted in response to questions by the Committee:

13.2.1 Mr R Bearman, seconded by Ms E Corlett proposed the following amendment to recommendation (b) – "The current risks being managed by Services including future risks from undeliverable savings". The Committee **agreed** this proposal.

13.2.2 With regard to the sound and vision income within the library service, work was being undertaken to identify the niche market for specialist dvd borrowing and identify trends in order to target a service towards that audience.

13.3 The Committee **RESOLVED** to note:

- a) The revenue budget for 2016-17.
- b) The current risks being managed by Services including future risks from undeliverable savings.
- c) The capital budget for 2016-17 capital programme.
- d) The balance and current forecast of reserves as shown in section 4 of the report and that proposals for any further use of reserves in 2016-17 will be highlighted to the committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.
- e) Note the pipeline for significant contracts for Communities Committee for the period to the end of 2018 as shown in Appendix A of the report.

14 **Norfolk Fire and Rescue Service (NFRS) Annual Statement of Assurance 2015-16.**

14.1 The Committee received the report by the Executive Director of Community and

Environmental Services enabling the County Council, as the Fire and Rescue Authority for Norfolk, to meet its statutory obligations to produce an annual Statement of Assurance.

- 14.2 The following points were noted in response to questions by the Committee:
- 14.2.1 The Specialist Terrorist Team and Search and Rescue Teams were regular firefighters who had received specialist training. They had skills which were distinct from other operational staff and could be loaned to other areas if needed. The specialist team was primarily based in Dereham.
- 14.2.2 A “forced entry” service had historically been provided by the police for the ambulance service. As a pilot scheme, and after discussions with the Police and Ambulance Service, a trial was taking place with firefighters carrying out this service. Once the trial had finished, the Committee would receive an update report about whether this work could be taken on permanently.
- 14.2.3 All accidents involving firefighters were investigated and reviewed. The majority of injuries sustained by firefighters had been received during training exercises and were mainly muscular injuries.
- 14.2.4 One of the criteria for employing a retained fire fighter was that they needed to live within 4-5 minutes from a fire station. A recruitment exercise was taking place to identify if any of the 900 applicants who had applied for full-time positions matched the criteria to become a retained firefighter. If an individual was identified, they would be contacted to see if they were interested.
- 14.3 The Committee **RESOLVED** to
- Note the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.
 - Approve the Norfolk Fire and Rescue Authority Statement of Assurance 2015-16.
- 15 **Update on key service issues and activities (including decisions taken under delegated authority) plus Forward Plan.**
- 15.1 The Committee received the report by the Executive Director of Community and Environmental Services which provided regular information about key service issues and activities which support the Council’s transparency agenda and enabled Members to keep updated on services within their remit. It was important that there was transparency in decision-making processes to enable Members and the public to hold the Council to account.
- 15.2 The Committee **RESOLVED** to note the latest service updates and the Forward Plan.

The meeting concluded at 12.30pm.

Chairman

Norfolk Museums Service Update Report

Steve Miller
Acting Assistant Director Community and
Environmental Services (Cultural Services & Lifelong
Learning)



Norfolk Museums Service

- NMS is a partnership between Norfolk County Council and Norfolk's district councils
- Arts Council England Major Partner Museum
- 10 museums and a study centre spread across Norfolk
- Designated collections of national importance
- Over 400,000 visits each year
- Award-winning schools programme reaching over 46,000 Norfolk children
- A leading role in museum development across the region through the SHARE Museums East programme



Award-winning schools' literacy programme at Time & Tide Museum, Great Yarmouth



New Voices from the Workhouse Galleries at Gressenhall Farm & Workhouse



Skills and employment for young people



Exhibitions 2017



National Portfolio Organisation 2018-2022



Thank you

steve.miller@norfolk.gov.uk

Communities Committee

Item No.....

Report title:	Norfolk Armed Forces Community Covenant Annual Report 2016-17
Date of meeting:	8 March 2017
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p>The Armed Forces Covenant is a voluntary commitment by a local authority to support members of their local armed forces community. Its aim is to ensure that members of the armed forces community receive the support they need in their local communities in recognition of their dedication and sacrifice.</p>	
<p>Executive summary</p> <p>This paper provides Communities Committee with an annual progress report on Norfolk's Armed Forces Community Covenant strategy and action plan. Overall, progress on the action plan over the last year has been strong, and a national independent review has rated Norfolk's Covenant in the top 20% of all UK covenants.</p> <p>Norfolk's Armed Forces Covenant is a voluntary, non-binding commitment by the County Council to support members of the local armed forces community, in recognition of their dedication and sacrifice. Norfolk has a large armed forces community, with operational bases at RAF Marham and Robertson Barracks Swanton Morley. Overall, according to the MOD quarterly location statistics report (January 2017) there are 2,480 serving personnel and their families based in Norfolk plus an additional 370 civilian workers. An additional 80,000 serving personnel use the Stanford Training Area (STANTA) each year. In addition, MoD statistics released in Autumn 2016, show 49,000 veterans living in the County.</p>	
<p>Recommendations:</p> <p>Communities Committee is asked to:</p> <ol style="list-style-type: none"> 1. Consider and comment on progress of the Norfolk Armed Forces Community Covenant 2. Note that a revised strategy and action plan for 2017-2020 will be brought to Communities Committee for information in due course, following endorsement by the Covenant Board. 	

1. Introduction

1.1. Policy context

- 1.2. The Ministry of Defence launched the National Armed Forces Military Covenant in June 2011 in recognition of the contribution and sacrifice service personnel make for their country.
- 1.3. The Government's expectations of local authorities were summarised in its policy paper published in 2015 to ensure that members of the Armed Forces Community "have the same access to government and commercial services and products as any other citizen". The Government also stated that:
 - The Armed Forces Community *should not face disadvantage compared to other citizens* in the provision of services; and that
 - Special consideration is appropriate in some cases especially for those who have given the most.
- 1.4. In June 2013, the Chancellor announced that £10 million per annum would be allocated in perpetuity from the financial year 2015/16, to ensure the continued achievement of the Government's Armed Forces Covenant commitments.
- 1.5. In 2015 an all-party parliamentary group was set up to inform parliamentarians on all aspects of the national Armed Forces Covenant and its implementation. The Group is next due to report on progress on the national Covenant in April 2017.

1.6. Norfolk's Armed Forces Covenant

- 1.7. Set up in 2011ⁱ, Norfolk's Armed Forces Covenant is a well-established part of the National Community Covenant programme. A national independent review last year rated it in the top 20% of all UK covenantsⁱⁱ.
- 1.8. The Armed Forces Covenant is a voluntary, non-binding commitment by a local authority to support members of their local armed forces community. Its aim is to embed and sustain activity, to ensure that members of the armed forces community receive the support they need in their local communities in recognition of their dedication and sacrifice; nurture public understanding and awareness of the issues affecting the armed forces community (including veterans); and encourage activities, which help to integrate the armed forces community into local life.
- 1.9. Norfolk's Covenant comprises of three main priorities supported by an action plan, agreed annually and monitored by a Covenant Board. The aim of the plan is to coordinate actions across the county to support Norfolk's armed forces community. More details about the three priorities and action plan are set out in section 3 below.

Norfolk's Covenant Board

- 1.10. Norfolk's Covenant Board is a multi-agency partnership chaired by Norfolk's Armed Forces Commissioner, Tony Tomkinson. The Board meets formally twice a year to oversee delivery of agreed priorities and actions.
- 1.11. The Board membership includes the County Council's Chairman, David Collis, as the formal NCC member champion, and Cllr Hilary Cox. It also includes elected members from local District councils and representatives from RAF Marham, Swanton Morley Barracks, The Royal Navy, the Reservist Forces represented by 3RD Royal Anglian Company, Norfolk Cadet Forces, Job Centre Plus, Cotman Housing, Public Health, Economic Development and the following charities: Royal British Legion; Soldiers, Sailors, Airmen and Families Association; and the RAF Families Federation.
- 1.12. The Board reports annually on progress on the action plan to Communities Committee.
- 1.13. A full list of Board membership is contained in appendix 1 of this report.

2. Norfolk's Armed Forces community

- 2.1. Norfolk is home to the following operational bases:
 - **RAF Marham** is celebrating its centenary this year and has secured its future through the MOD and Government placement of the Lightning II Jet at the base (this will replace the Tornado Force from 2018). Introduction of the Lightning is supporting 20,000 UK jobs and a £300M infrastructure investment at the Base.
 - **Robertson Barracks** at Swanton Morley (formerly RAF Swanton Morley which was taken over by the Army in 1995) is currently home to the 1st The Queen's Dragoon Guards (a Welsh regiment also referred to as the QDGs). In 2015 after 15 years, the former residents, The Light Dragoons (also known as the Northern Calvary) left the Barracks and moved to Yorkshire, as part of the Army's rebasing plan. 1st The Queen's Dragoon Guards took up residence at the Base after returning from Germany.
 - **Stanford Training Area (STANTA)** is a training facility owned by the Ministry of Defence, controlled by the British Army and run by the Operational Training and Advisory Group (OPTAG). The site is closed to members of the public and has been used since 1942 to train military personnel for combat.
 - **Remote Radar Head (RRH) Neatishead** provides radar, ground-to-air radio and data links coverage as part of the UK Air Surveillance And Control System (ASACS), in support of national and NATO air defence.

- 2.2. Overall, according to the MOD quarterly location statistics report (January 2017) there are 2,480 serving personnel and their families based in Norfolk plus an additional 370 civilian workers. An additional 80,000 serving personnel use the Stanford Training Area (STANTA) each year. Included in these overall numbers are over 1,000 children from armed forces families, who attend school in Norfolk. Reservists from the County make a valuable contribution to the armed forces and Norfolk also has a very active cadet force made up of over 2,000 young people.
- 2.3. RAF Marham currently employs over 3,500 people. This number is due to increase dramatically with the move from Tornado Force to Lightning II jets which will also see a change in the make-up of the base as the RAF are joined by Naval personnel in a joint task force.
- 2.4. Robertson Barracks at Swanton Morley is currently home to 400 soldiers (185 families) from the 1st The Queen's Dragoon Guards. In 2016 the MOD announced that Robertson Barracks will be closed from 2031. Although the impact of this will not be known for some time the intention to fully close the Barracks will have a profound impact on the surrounding area.
- 2.5. Tracking veteran numbers remains a national issue. This is in part because many individuals do not wish to identify themselves as having served and some form part of the homeless population. MoD statistics released in Autumn 2016, show 49,000 veterans living in Norfolk. Figures also show that 2,020 residents are in receipt of a war pension and a further 85 in receipt of an Armed Forces and Reserve Forces compensation scheme payment.

3. The Covenant Board's priorities and actions

- 3.1. The Covenant's three priorities for 2016/17 reflect the national focus (which were reconfirmed at the MOD's National Community Covenant conference on 29/11/16):
- Building Communities
 - Health, Welfare and Housing
 - Employment, Education and Skills
- 3.2. The following section of this report details some of the key actions that have been successfully delivered by the Board in 2016/17.

Building Communities

- 3.3. The constant shift that some individuals experience as a result of military life can lead to a feeling of isolation from the world outside of their military 'family'. An important element of the community covenant is to ensure that the serving and settled community have the opportunity to come together, building a mutual understanding and sense of the wider community. This will become even more important when the Armed Forces accommodation strategy is actioned (for more information read para 3.14 of this report).

- 3.4. The following activities have helped to support this priority:
- 3.5. The Covenant supported 1st The Queen's Dragoon Guards (QDGs) to hold a Regimental Day in July. The day involved local businesses, community groups and youth groups from the area holding a 'welcome' event to communicate to the military community what was on offer in the area. This helped not only in practical terms to inform the regiment, following their move from Germany on what Norfolk has to offer but also provided an opportunity for local people to visit the base and get to know the people living and working there.
- 3.6. RAF Marham's Friends and Families Day helps to bring together people who live and work on the base with the local community. This well-established event was even more important this year as it fell during the base's centenary celebrations. In recognition of this the Board were able to assist the event through a financial contribution.
- 3.7. The Covenant supported the QDGs to take twenty children from both the local military and settled community in Swanton Morley on a residential activities trip during August to Ross-on-Wye. Although children from both communities attend the same school(s), the trip provided an opportunity to enjoy leisure time and build important skills together, strengthening the sense of community inside and outside the Barracks.
- 3.8. In August, the County Council's Library Service undertook mobile library visits to RAF Marham, Robertson Barracks and Carbrooke in Watton (where some families from RAF Honingham in Suffolk are based). This enabled children of serving families to take part in the Summer Reading Challenge who might not otherwise have had access to the scheme.
- 3.9. Nationally between 2014 and 2018 events are being held up and down the Country to commemorate World War One. In 2014, in recognition of this, the Board established a World War One fund to enable communities to commemorate the end of the War. Since then, on the Covenant's behalf, the Norfolk Community Foundation has awarded 44 grants totalling £12,839 for projects to refurbish memorials, hold events and ensure that the people of Norfolk can remember those who have fallen.
- 3.10. In July 2016, the Covenant supported the opening of a World War Two Fighter Pen at Scottow Enterprise Park (former RAF Coltishall). The restoration project was coordinated by the County Council and was completed with grant funding from the MOD Covenant Fund in order to ensure that this nationally significant site was not lost to future generations. To commemorate the opening veterans in custody at nearby HMP Bure made two benches which were placed at the site. Coltishall Memorial Flight brought along replica model World War Two planes and organised a fly-past by a Typhoon.
- 3.11. The Covenant Board worked with representatives from the military and emergency services cadet forces in Norfolk to identify any common ground

and opportunities for joint training exercises. This work is ongoing and has helped to forge some useful links between the groups.

- 3.12. Linked to the work above the Covenant Board recognised that there are a number of uniformed organisations (such as the Police and Fire Service) in addition to the Armed Forces who work with young people helping to build their confidence, teach them new life skills and bring young people together. To help promote these organisations the Board funded the production of z cards, detailing contact information for ten different organisations. These cards will be distributed at community events to promote opportunities for young people.
- 3.13. In addition to the projects mentioned above, the Board, in partnership with Norfolk County Council's Chairman and other organisations marked a variety of significant events in the military calendar including Armed Forces Week, The Battle of the Somme and The Battle of Britain.

Health, Welfare and Housing

- 3.14. Committee will be aware that housing is currently provided for military families by the Ministry of Defence (MOD). Recent consultation by the MOD on a 'Future Accommodation Model' seeks to address a number of issues including the rising cost of maintaining the current housing stock and criticism from military families about the quality of accommodation. If taken forward the model will build upon financial assistance schemes to allow military families to rent in the local community or get a mortgage.
- 3.15. In conjunction with the Future Accommodation Strategy, the MOD has also agreed a 'Better Defence Estate' Strategy. This strategy aims to support military capability by providing a smaller but better quality estate for the armed forces and their families out to 2040 and beyond. It is a detailed, long term plan to reduce the defence built estate by 30% and provides a framework for the geographical positioning of forces across the UK. The strategy has been developed in partnership with military leaders and sets out where investment will be concentrated and where sites will be sold to deliver a significantly smaller estate which is more efficient and better enables military capability. As a result of this strategy the decision has been made to close Robertson Barracks at Swanton Morley in 2031.
- 3.16. Overall these present some of the most significant changes that the military community has experienced for some time and will have a major impact upon local communities and services in the surrounding areas.
- 3.17. The health and welfare of the serving community are largely covered by the MOD, however this does not extend to their families. An example of how this impacts is through dental care, where nationally re-deployed families have struggled to access local, affordable dental services. In addition, the frequency of redeployment for some, means that they can experience issues with waiting lists for medical treatment. The NHS has committed to improving this situation as part of the national Community Covenant.

- 3.18. A veteran is anyone who has served in the armed forces for a day or more. This means that the description of veteran can mean very different people, with different experiences and issues. Amongst this group can be some of the most vulnerable members of society. This includes so called 'early-leavers' many of whom will have embarked on a military career only to find this cut short at an earlier age with perhaps few prospects and potentially underlying mental health issues. Older veterans can experience isolation, especially if they have had difficulty adjusting to civilian life. Research also shows that experience of military life can make it particularly difficult for some veterans to ask for help, especially from people that don't have experience or knowledge of military life.
- 3.19. The following activities have helped to support this priority:
- 3.20. The Covenant supported Healthwatch Norfolk to carry out research into the experiences of veterans' from Norfolk and Suffolk's regarding mental health services. This research was captured in a report published in May 2016 and later turned into a short film, to increase awareness of the issue. The Board are currently exploring ways in which this work can be promoted with other Armed Forces Community Covenants across the Country.
- 3.21. The Board was responsible for producing the "Tell us" poster, designed to encourage veterans to identify themselves as such so they can receive the help and support that they need. The poster provides useful information on where an individual can access support tailored to their health needs as a result of their military service. There has been ongoing work to ensure that these posters are displayed in GP practices. In 2016 the Board worked with Norwich City Council's Neighbourhoods and Community Enabling Team to ensure the poster was displayed in all the City Council's community centres and the County Council's Library and Information Service. The impact of this action will continue to be monitored.
- 3.22. With Healthwatch Norfolk, the Board has continued to explore ways to encourage GPs to record when a patient identifies themselves as a veteran. This is part of a larger piece of work to improve understanding of the specific needs that some veterans have when it comes to medical care and in response to requests from veterans to deal with professionals that have an understanding of military life.
- 3.23. The Covenant supported Public Health's research to develop a suicide prevention strategy for Norfolk, with specific information relating to veterans. In Norfolk there are on average 77 suicides per year 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. This supports national research which shows that some veterans find it difficult to adjust to civilian life, leading to an increased risk of suicide. Veterans, along with men in general have been identified within the strategy as a specific at risk group who need to be considered when commissioning future service delivery.

- 3.24. There are a significant number of charities working in Norfolk to assist both serving and the veteran community. These charities play a vital role in helping those in need with specialist knowledge and first-hand experience of what it is like to have served. The Board has offered support to these charities, to encourage and foster an integrated approach to supporting veterans where possible.
- 3.25. Ongoing in the Board's work is awareness raising with frontline staff at housing associations, Job Centre Plus and GP practices in order to improve general understanding of the Armed Forces Community Covenant and the needs of veterans. It is vital that all of the services involved understand the needs of the current and ex-serving community in order to best meet their needs.

Employment, Education and Skills

- 3.26. Education and skills are essential to serving families. This priority therefore addresses the needs of children of serving families and also their parents during and after military life.
- 3.27. Nationally, work is underway to ensure that the qualifications that an individual gains while serving are translatable into civilian life. This is in recognition that in the past this has been a barrier to employment as veterans have not necessarily been able to translate their skills and experience past their military life. This has also been linked with misconceptions amongst some civilians of what a veteran can contribute.
- 3.28. It has also been recognised that the spouse of a serving man or woman can be put at a disadvantage as far as employment because of the need to move with their partner when they are re-deployed. This can extend to children as well when it comes to education and later employment.
- 3.29. The Board is working with Norfolk Community Learning Services and the QDGs to develop an adult learning programme for the spouses of serving soldiers. This will enable spouses to gain qualifications and seek employment not only while in the County but also in the future.
- 3.30. Working with the County Council's Education Adviser for Service Children, the Board supported schools with a large cohort of armed forces children to write applications for the MOD Education Support Grant Fund. These have helped to fund a science 'park' project at Cherry Tree Academy at RAF Marham and the training of two members of staff at Shouldham Primary as Emotional Literacy Support Assistants.
- 3.31. The annual school census results are a key source of data used to calculate schools' funding. In relation to children of military families the Service Children Premium helps schools to support the unique challenges children with parents in the armed forces can often face. As of 2017 the NCC Education Adviser for Service Children will sit on the Armed Forces Community Covenant Board to ensure that issues relating to service children are fully understood and inform wider strategy across Children's Services

- 3.32. The Covenant has continued to support families re-deployed into Norfolk by providing advice and guidance, along with schools on issues such as allocation of reception places and school transport. Much of this work has been delivered in partnership with welfare officers from the bases who act as the first point of contact for the families. By offering this service the Covenant has built strong links with the serving community and developed solutions.
- 3.33. The Covenant continues to support the VETS East (Veteran Employment and Training Service) programme, originally launched in November 2015. This seeks to co-ordinate employment support to veterans in Norfolk and Suffolk

4. Next steps

- 4.1. Over the last six months, the Covenant Board has overseen a review, to strengthen governance arrangements and consider forward strategy for 2017/20.
- 4.2. The review has highlighted a range of important issues, such as:
- Emerging issues for Norfolk's Armed Forces community, which may impact on local communities, which the Covenant will be well placed to address
 - How intelligence from local charities can best be shared and used to ensure a joined up approach to helping veterans
 - Continuing to work strategically with health and social care providers to ensure they are aware of the needs of veterans, the current serving community and their families
 - The need to strengthen the Community Covenant's profile within the County Council, District and Borough Councils to ensure staff are fully aware of the needs of the armed forces and veteran community
- 4.3. At its next meeting on 17 March 2017, the Covenant Board will consider a new draft strategy and action plan for 2017-2020, based on the review findings. It will also consider opportunities to refresh the way that the Covenant Board works in order to ensure it remains proactive and able to meet the needs of the armed forces community.

5. Financial Implications

Local funding

- 5.1. Norfolk County Council currently provides £20k of funding to support the work of the Armed Forces Community Covenant, The overall budget is monitored at each Board meeting and a formal process is in place to approve funding bids on a rolling programme.

- 5.2. The table below outlines the allocation to projects during the past 12 months, in support of the Norfolk Armed Forces Community Covenant:

Project	Amount
Supporting RAF Marham Friends & Families Day	£3,000
Summer Reading Challenge	£807
1st The Queen's Dragoon Guards 53 Seater Coach for the 10th Sept 2015 for the Welcome to Norfolk Reception (late invoice)	£225
1st The Queen's Dragoon Guards Regimental Day and for a residential stay for armed forces and local children	£3,000
Grant to a local Army Cadet, selected along with 9 others to represent Great Britain in a trip to Thailand to commemorate the 75th anniversary for British soldiers who were captured and made prisoners of war by the Japanese during World War 2.	£200
Norfolk Community Foundation to deliver the Norfolk Community Covenant's WW1 fund	£5608
Grant to the 3 Royal Anglians for a community event	£500
National Armed Forces Community Covenant Conference	£69
Armed Forces Commissioner expenses	£339
Total	£13,748

- 5.3. This funding is invaluable, as it allows the Covenant not only to support local projects which deliver the Covenant's priorities but also provides a useful source of match funding for schemes such as the over-arching Covenant Fund run by the Ministry of Defence (see para 3.6 for more information on the Covenant Fund). Since 2012, the local Covenant Board has levered in an additional £423,196 external funding to support the Norfolk armed forces community from sources such as the Covenant Fund.

National Funding

- 5.4. National funding is available to Community Covenants through the over-arching MOD Covenant Fund. The Government initially allocated £30million in funding, over four years from 2011, in order to support Community Covenants. However, in July 2015 the MOD announced a new Fund; the MOD Covenant Fund, which is a £10 million annual scheme granted in perpetuity by the Government in recognition of the importance of the Armed Forces Community Covenant.
- 5.5. There are 2 application routes:
- Small grants for funding applications up to £20,000.
 - Large grants for applications between £20,001 and £500,000.
- 5.6. The following four priorities for applications were set by the MOD for the financial year 2016-17:
- Community integration (large and small grants).
 - The Veterans' Gateway.
 - Families in stress.

- Strengthening Local Government delivery of the Covenant.

5.7. The outcome of applications to external funding in 2016/17 are shown below:

Community Integration (small grants under £20,000)	
Walking with the Wounded – “Domestic Violence Perpetrator Programme” (currently awaiting decision)	£20,000
Matthew Project “Getting to know your community” (currently awaiting decision)	£18,505
Community Integration (large grants over £20,000)	
The Rainbow Centre Nursery in Marham Special Educational Needs and School Club Extension	£290,000
Home Start, Swaffham “Reaching Out – Building Bonds” project	£92,710.
MOD Education Support Fund Jan 2017	
The Cherry Tree Academy Schools for their science-park and STEM (Science, Technology, Engineering and Maths) project.	Secured partial funding of £4,500
Swanton Morley Primary School for their STEM project.	£11,565
St Martin at Shouldham Primary Academy to train two of their existing staff as Emotional Literacy Support Assistants.	£1,100

6. Officer Contact

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

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Norfolk Armed Forces Community Covenant Board

The membership of the Board is made up of:

- Armed Forces Commissioner; Tony Tomkinson (chairman)
- Norfolk County Council; Councillor David Collis
- District Council representatives (x3);
 - Councillor Sam Chapman-Allen (Breckland Council),
 - Councillor Elizabeth Nockolds (Borough Council of King's Lynn & West Norfolk),
 - Councillor Hilary Cox (Norfolk County Council).
- NHS representative; Derek Holesworth, Commissioning Manager.
- Representative for skills & employment; Jan Feeney, Norfolk County Council.
- Job Centre Plus armed forces lead; Mark Goldsmith.
- Housing representative; Jane Warnes, Cotman Housing.
- Representatives from the Armed Forces (x4);
 - Major Tim Jones (Army)
 - Major Gavin Rushmere (Army Reservists)
 - Wing Commander Stewart Geary (RAF)
 - David Elford (Navy)
- Representatives from the Armed Forces charities (x3);
 - John Boisson, Royal British Legion,
 - Stuart Fidler, SSAFA (Soldiers, Sailors, Airmen and Families Association)
 - Lisa Thipthorp, RAF Families Federation
- Representative for Reservist Forces and Cadets; Jamie Athill
- Education representative: Simon Davis, Norfolk County Council

ⁱ In March 2012, Norfolk County Council, along with District Councils signed the Norfolk Armed Forces Community Covenant in the presence of the Lord-Lieutenant of Norfolk Richard Jewson; Brigadier Harry Nickerson, Commander 49 (East) Brigade; Commander Gerry Northwood, Chief of Staff, Naval Regional Command, Eastern England; Group Captain David Cooper, Station Commander at RAF Marham; General The Lord Dannatt; representatives of our armed forces community and partner organisations.

ⁱⁱ A recent national independent review conducted by the Forces in Mind Trust, the LGA and Shared Intelligence placed Norfolk's Covenant in the top 20% of UK covenants (August 2016). It evidenced that Norfolk's Covenant is:

- Well managed by the County Council as its lead partner.
- Actively engaged with all forms of the armed forces community and key stakeholders both within Norfolk and nationally.
- Responsive to the needs of the military bases, serving men and women and their families.
- Supportive of local specialist veteran charities.

-
- Successful at securing funding for local projects which have benefited not only the serving but also the wider community in which they are placed.
 - Actively implements an Action Plan and maintains a web site.

Communities Committee

Item No.....

Report title:	Adult drug and alcohol services
Date of meeting:	8 March 2017
Responsible Chief Officer:	Dr Louise Smith, Director of Public Health
Strategic impact A re-design of the drug and alcohol service contract will meet the commitment detailed in the Council's Public Health Strategy, agreed by committee on 16 th November 2016: to 'redesign drug and alcohol services to focus on recovery, with the aim of supporting people back into education and employment.' This in turn supports the Council's priorities to 'protect and support vulnerable people' and to 'help Norfolk to be economically prosperous by helping people back into employment'.	

Executive summary

Protecting people with drug and alcohol addictions from harm and helping them to recover, supports some of the most vulnerable groups in our society and addresses some of the greatest health inequalities. In addition to helping the individual, substance misuse services can reduce crime, protect children and reduce use of other health and social services.

The current service is performing well on some indicators but it is not delivering the numbers of clients successfully completing treatment that are seen elsewhere. Current provision caters for certain groups within the substance misusing population, while there are also populations that are underserved. In addition to improving service user outcomes there is a need to reduce costs in line with shrinking budgets, and to respond to changing needs.

Three options are suggested for future commissioning strategy:

1. Proceed now to re-design the service through re-procurement starting in March 2017, with successor service starting in April 2018.
2. Extend the current contract for two years and negotiate service re-design with the current provider, followed by a re-procurement exercise from July 2018, with successor service starting in October 2019.
3. Extend the current contract under its current model for two years with no proposal for a formal re-design or re-procurement.

Recommendations:

To agree the option for the commissioning of drug and alcohol services and delegate its implementation to the Director of Public Health.

1. Background

Drug and alcohol dependency is associated with a range of harms to individuals, their families and the wider community, including poor physical and mental health, unemployment, homelessness, family breakdown and criminal activity. Clients can have a range of significant social and economic needs for support, for example with housing, income, reducing crime and safeguarding their children. Drug and alcohol treatment services – through provision of harm reduction and structured clinical and psychosocial interventions – can reduce this harm and help individuals to recover.

Last year over 4,150 adults in Norfolk received specialist drug and alcohol treatment. Of these:

- 61% were parents
- 21% lived with a child
- 11% were regularly employed
- 21% had housing problems
- 22% were diagnosed with mental health problems

Just over half of clients have an opiate dependency, one third misuse alcohol, and the rest use more than one substance.

National evidence shows that a harm reduction approach, including prescribing and providing clean needles, can reduce crime, improve health and reduce harms such as overdoses, HIV and hepatitis C infection, and avoidable deaths.

Furthermore, evidence shows that where clients are also supported with a broader programme of planned social and psychological support they can manage or overcome their dependency and recover. The goal of psychosocial interventions is to help people build and sustain motivation for behaviour change and recovery, to recognise and cope with drug-conditioned urges and emotions, and to engage with or develop family and community recovery supports. Given the additional evidence on the outcomes that can be achieved with a carefully implemented integrated recovery model, this approach now forms a central tenet of national strategies and the commissioning of local services.

Recovery is both clinical and can be personally defined. A personal recovery could include having positive relationships, engaging in meaningful activities, living in safe housing, entering employment and improving mental health.

The potential estimated cost savings and natural benefits in real terms for Norfolk of treating opiate users alone over a five year period are:

- £70.4m for crime services
- £70.9m for health services

It is estimated that for every £1 spent on treatment £4.54 can be gained in total benefits. On average, a heroin or crack user not in treatment commits crime costing around £26,074 a year.

National data shows that for every 100 alcohol dependent people treated, treatment can prevent 18 A&E visits and 22 hospital admissions, saving £60,000. One alcohol liaison nurse can prevent 97 A&E visits and 57 hospital admissions, saving £90,000.

2. Local Context

Commissioning the service is a public health responsibility and funded as part of the public health grant. Under Norfolk County Council's constitution, decisions on drug and alcohol service commissioning are the responsibility of the Communities Committee.

Norfolk substance misuse services are commissioned from Norfolk Recovery Partnership (NRP). This provider partnership is led by the NHS mental health trust (Norfolk and Suffolk NHS Foundation Trust), working with Rapt (Rehabilitation for Addicted Prisoners Trust) and The Matthew Project.

Some service outcomes are good. Out of 11 Key Performance Indicators (KPIs) NRP are meeting 5 - those relating to waiting times, retention of new clients in effective treatment and compliance with reporting data. However, NRP are not meeting targets that relate to the provision of a recovery focused treatment system, such as the proportion successfully completing treatment and not re-presenting, and the proportion in treatment for more than six years.

The 'successful completion of drug and alcohol treatment' is the main drug and alcohol treatment indicator in the Public Health Outcomes Framework and the basis on which funding is provided to the County Council to commission services, as part of the Public Health grant. In 2015-16 Norfolk's 'successful completions' performance was two-thirds the national average (10.9% successfully completed drug treatment locally compared to 15.2% nationally). This places Norfolk among the lowest performing 20% of Local Authorities nationally.

A recent needs assessment highlighted that the clinical nature of the service may be prohibitive to some people's engagement, and that, while the service specification describes an integrated recovery service, this does not seem to be being met.

Commissioners are working with the provider to seek improvements in outcomes within the current service specification, service and staffing model, and current budget. An action plan has been in place since May 2016.

Additionally, over summer and autumn 2016, PH commissioners worked with the provider to identify re-design options that could be made within the current contract to reduce costs. A new service model was proposed by NRP, but external expert advice to NCC was that the proposals would not deliver the outcomes we are seeking. We were advised that given the historic poor performance and a continuing inability to deliver on the current service specification (with respect to successful completion of treatment outcomes) the proposals did not go far enough in providing a robust evidence-based plan to address the current performance issues and to re-orient the service to a greater recovery focus.

In addition, NHS England, who fund the prison service through NCC commissioning, wish to commission it directly using a national specification and contract. This means they are seeking to agree a date to exit current arrangements and end their funding for the prison element within the NRP contract.

Furthermore reductions in the public health budget mean that there is a need to reduce the annual contract costs by 13.8% by 2018/19. For the period October 2017 to September 2019, there is a £1.36m gap between the current costs of £13.22m and the budget of £11.86m.

The current contract ends in September 2017 but can be extended subject to mutual agreement for up to 2 years. From October 2019, the current legal and procurement advice is that this service should be re-procured through a competitive re-procurement exercise on the market.

Re-procuring the service would allow for fundamental changes to be made, including:

1. Improving performance in relation to successful completions of treatment and other under achieving KPIs
2. Separating out the commissioning and provision of the prison service
3. Reducing costs in line with the budget for drug and alcohol services agreed by Committee
4. Aligning services with NCC strategic priorities i.e. impact on adult social care, dementia, criminal justice services, children's services and Learning Disabilities.
5. Rebalancing of the investment for NCC, ensuring it maximises the impact on other health and social care services.
6. Working towards community based recovery, utilising all available resources in the local community
7. Ensuring the right support is available for people with complex care needs i.e. older adults and those with long term conditions, poor mental health, experiencing domestic abuse or engaged in sex work
8. Offering greater integration across the local authority and wider partners
9. Responding proactively to emerging issues, for example supply, exploitation, safeguarding.

3. Proposal (or options)

There are three main options available to NCC as the commissioners of this service:

1. Proceed to re-design the service through re-procurement

This option supports the opportunity to improve services to support quality of life, particularly for some of Norfolk's most vulnerable people.

This would require NCC to extend the current contract for 6 months, with a new service starting April 2018; 12 months is a tight and ambitious timescale to redesign and re-procure a new service.

The current providers have indicated they are willing to work with this proposal and timescale. This option carries the opportunities of a redesign by competition on the market, with the risks of an unsuccessful tender process, or a drop in performance associated with a change in management provider.

2. Seek to redesign the service under the current contract

We can extend the current contract, by mutual agreement, for two years (October 2017 – September 2019) and work with the current provider to redesign and improve the service, and reduce costs in that time.

This option has the advantage of being in line with the spirit of the Sustainability and Transformation Plan (STP) collaboration with the NHS

This option is not favoured by the provider who runs the risk of redesigning the current service and then undergoing the exercise again within 18 months as part of a market based re-procurement.

3. Extend the current contract as is

Extend the current contract with its current model and costs for two years and delay the redesign work and the progression of joint work with the NHS under the STP programme.

Commissioners would work with the provider to seek to improve some aspects of performance however they have had concerns about the current service provision since April 2013 when it started in its current form.

This option would deliver continuity and stability for now but the need for changes in service outcomes remain, current costs are above budget and the current legal options is that any contract beyond September 2019 would require a re-procurement exercise.

4. Financial Implications

The re-procurement would seek to reduce costs.

Option 1 – A formal re-procurement process would look to deliver an improved service within the cost envelope for drug and alcohol services agreed by Committee in November 2016.

Option 2 – Costs are unknown as they would be subject to negotiation with the existing provider. Some additional investment would be required.

Option 3 – Costs would be £1.36m in excess of the current planned budget and fully exhaust Public Health reserves leaving no contingency or funding for the transformation required.

5. Issues, risks and innovation

A detailed risk assessment and risk register for the project will take place once a decision has been made which option to pursue.

Risk	Mitigation
Timescale – Potential risk for slippage	Option 1 - Advice from procurement colleagues is that 12 months is a tight and ambitious timescale to redesign and re-procure a new service. The current providers have indicated they are willing to work with this proposal and timescale. Options 2 & 3 – Redesign within agreed contractual and/or extension period, relies on provider and commissioner jointly developing and agreeing redesign and actions to take, both difficult to predict and measure
Scope – Potential risk of services being commissioned that are not relevant or appropriate	Option 1 - Commissioners have the greatest flexibility for collaboration with partners, align with STP, and engage with service users to inform the development of the service. Leading to improved services provided; outcomes for service users; and impact on NCC and partner priorities; impact on the Norfolk population. Options 2&3 - Commissioners would work with the provider to seek to improve some aspects of performance and service user outcomes
Market - Lack of competition and innovation in supply	Option 1 – Engagement of the market, including market engagement events to inform commissioning process and service development, will mitigate risks of an unsuccessful tender process. We do have evidence of an effective market in this field with a number of potential providers. Options 2&3 - Commissioners would work with the provider to seek to improve aspects of performance and service user outcomes

Risk	Mitigation
Cost – Uncertainty in meeting agreed target costs budgeted for drug & Alcohol Services. Risk dependent upon the option pursued.	Option 1 - The cost envelope is in line with the budget for drug and alcohol services agreed by Committee Options 2 – Negotiation would be required with the existing provider Option 3 – Costs would be greater than budget
Future Changes - Potential drop in performance or quality of services associated with a change in management, staff retention and culture during transition mobilisation phase of a new service.	Option 1 – it is not anticipated that there will be an interruption of services provided, however other changes are difficult to predict and measure Options 2 & 3 – Redesign within agreed contractual and/or extension period, relies on provider and commissioner jointly developing and agreeing redesign and actions to take, both difficult to predict and measure

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

Item No.

Report title:	Progress made in Norfolk Community Learning Services
Date of meeting:	8 March 2017
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact This report provides Communities Committee with the latest information on service progress and in particular the two strategic objectives previously determined for 2016/17 for the Service: a) To build on the recent Grade 2 ('Good') Ofsted judgement and achieve a Grade 1 (Outstanding) service by July 2018 b) To implement a new vision and operating model for the service from September 2016 onwards which will: i. Increase the range of NCLS services on offer to all Norfolk residents ii. Increase the accessibility of NCLS services for all Norfolk residents iii. Continue to improve the quality of NCLS services	

Executive summary

The 2015/16 Self-Assessment Report was approved by the Steering Group in November 2016 along with the 2016-17 Quality Improvement Plan. Progress towards further improvement and meeting the strategic priorities of Norfolk County Council, the Skills Funding Agency and Ofsted is detailed in this report.

Recommendations:

Communities Committee is recommended to approve the further improvement and development of NCLS as Norfolk's provider of 'second chance', employment/skills and leisure learning through:

1. Raising the quality of provision to responding to increased demands and challenges set by Ofsted for the adult skills sector.
2. Further development of its curriculum offer to meet the needs of stakeholders including: NCC service teams, the voluntary/community sector, employers and residents.
3. As the provider of choice in supporting the implementation of the Apprenticeship Levy for Norfolk County Council.
4. Positioning the service to grow as a provider of Skills Funding Agency (core) delivery in a changing funding climate which presents challenges and opportunities.

1. Background

1.1 Update on learner recruitment

Revenue from enrolments for 'Education and Training' (accredited vocational qualifications and functional skills such as English and mathematics) is an improvement compared to the same period of the previous academic year. Meaningful comparisons between academic years are gauged by the total amount of funding rather than enrolments i.e. certain types of enrolments generate different amounts of funding. For example, the Service has generated £80,000 more funding than this time last year after one term.

Enrolments for 'Community Learning' (non-accredited courses) are down on the same period last year by 45%; however a yearly evaluation is not comparing like with like. The learner recruitment target for publicly funded Community Learning programmes needs to reflect two significant changes in curriculum planning designed to use public funding to prioritise the most socially and economically disadvantaged. Firstly, the growth of the privately funded LeisureStream (531 enrolments in Term 1, 2016/17 compared to zero in Term 1, 2015/16) has 'consumed' a large section of learners previously on Community Learning courses. Secondly, recruiting 'harder to reach learners' is more resource heavy and challenging in terms of engagement. This a sector-wide development and senior provider leaders have made a formal representation to the Skills Funding Agency and Department for Education to recognise the challenges facing adult learning providers in engaging and transforming the lives of those furthest from work or independence.

Increased locality working and more strategic partnership work with the public, private and voluntary sectors through the Community Learning forums and established locality platforms is key to improving learner recruitment for the priority target group.

Enrolments in the autumn term 2016/17 were as follows:

Locality	Apprenticeships	Community Learning	Education & Training	Total
Breckland	27	121	232	392
Broadland & North Norfolk	61	376	398	867
Great Yarmouth	13	279	155	452
King's Lynn & West Norfolk	4	110	142	263
Norwich	34	346	333	733
South Norfolk	39	172	173	405
Total	178	1404	1433	3112

NB Above table does not include LeisureStream enrolments

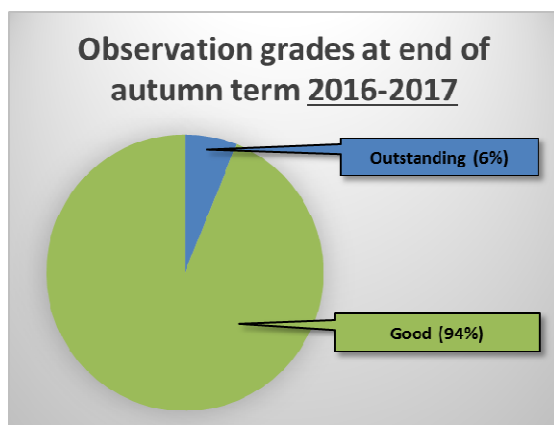
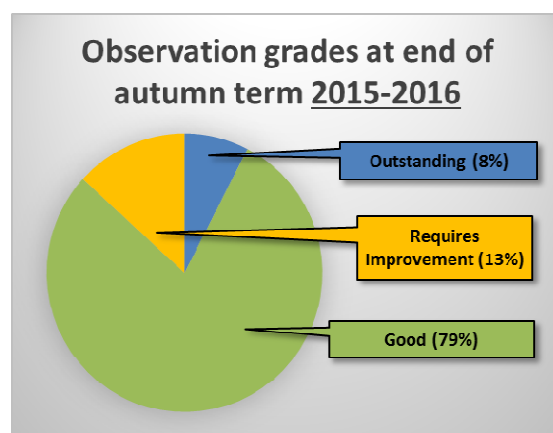
The service is developing and delivering programmes of learning that relate directly to Norfolk County Council's four objectives:

- **Excellence in Education:** For example, in King's Lynn and West Norfolk, NCLS is improving learners' functional skills through the development of English and mathematics skills with 66 learners and English for Speakers of Other Languages (ESOL) with 24 learners. In Norwich, 398 learners have joined GCSE programmes in English, Maths, Science and Psychology and 118 learners enrolled on Accountancy courses
- **Real Jobs:** For example, 61 apprentices started their apprenticeships in the

- **Good Infrastructure:** For example, in this academic year NCLS is giving 300 people across Norfolk the digital skills they need to access services through the Get Digital programme, which we deliver in partnership with the Library Service.
- **Supporting Vulnerable People:** For example, 108 vulnerable learners attended courses in South Norfolk on family learning, lip-reading and bespoke courses for learners with learning difficulties and disabilities.

1.2 Update on Quality

The quality of teaching, learning and assessment observed through formal observations in the autumn term 2016/17 has improved in comparison with the same period in 2015-16. As the table shows, there is no longer any graded observations that fall under the category of 'requires improvement' to date in 2016/17. The figure for 'Good or Better' is high by sector standards as documented in Ofsted inspection findings; although there are no prescribed benchmarks or nationally published figures for the quality of teaching, learning and assessments. An enhanced CPD programme, such as Learning Walks, mentoring and sharing of good practice with other providers, aim to increase the amount of outstanding grades.



However further improvement is needed to increase the level of 'Outstanding' learning experience for our learners.

In the autumn term 2016/17, retention of learners, based on completed courses only (a small sample at this point of the year) was 95.8% overall (2015/16 end of year retention was 96.4%).

1.3 Contribution to consultation on the Building Our Industrial Strategy: Green Paper (January 2017)

The draft strategy is based on 10 pillars and the government is consulting on the proposals until April 2017. Of particular relevance to NCLS in supporting council and Local Enterprise Partnership priorities are the goals for skills development including:

- Apprenticeships
- Digital Skills development
- Basic skills for English and mathematics
- Providing a pipeline to address shortages in sectors that depend on science, technology, engineering and maths (STEM) skills

- Lifelong Learning
- Education and careers advice
- Supporting businesses to start and grow

1.4 Update on NCLS supporting NCC Apprenticeships levy

Delivering in partnership with the Organisational Development Team of HR Services, NCLS will be rolling out 'Apprenticeship Fact Funding' sessions from March 2017 across the county aimed at preparing Council managers and non-managers for the 2017/18 appraisal round.

NCLS is working closely with HR to ensure that the benefits of its high quality apprenticeship programmes and 'wrap-a-around' services are clearly understood by referring managers.

1.5 Update on Post 16 Area Based Review (Norfolk & Suffolk Adult Learning Providers)

The DfE-led Wave 5 Area Review (AR) will be sharing its recommendations with stakeholders by the end of March 2017 (although not nationally published until June 2017). The AR, part of a national process, directly affects providers in the Norfolk and Suffolk areas, delivering to learners in the 16-18 age band such as colleges of further education (not NCLS). NCC involvement in the AR includes an evaluation of the progression routes for learners from 16-18 to adult provision, and support adults with learning difficulties and/or difficulties and those who require English and/or maths qualifications.

NCC's contribution is part of a parallel process to the AR with a consideration of post-18 delivery of all adult learning, where funded by the Skills Funded Agency, in the Suffolk and Norfolk region and it is led by the respective county councils. In particular work on adult provision will focus on:

- Aligning provision that offers support for adults both in and out of work aligned to economic priorities
- providing coherent employment pathways for 19+ with SEND
- Devising a collective plan and coherent offer for English, maths and ESOL provision at entry level to level 2
- Developing a plan for ensuring more adult learners move into the workplace.

The recommendations for adult providers are non-binding with provider participation voluntary (unlike the AR) but the aim is to produce a more collaborative, efficient and geographically balanced skills offer that meets the needs of job seekers and employers.

1.6 Update on Safeguarding

(i) Update on Ofsted inspections of Safeguarding and Prevent Agenda

Following successful Ofsted inspection of NCLS in April 2016, the report stated:

- *The arrangements for safeguarding are effective*
- *Arrangements for safeguarding are thorough and include comprehensive safe recruitment processes.*

However there is growing concern in the sector that Ofsted is 'moving the goal-posts' (from the guidance set out in the Common Inspection Framework). As a result there is growing concern from sector leaders about the lack of consistency in how providers are 'tested' for suitable safeguarding arrangements. In some cases, nationally speaking, Ofsted have deemed as inadequate safeguarding procedures implemented by a provider as part of the wider council's policy. NCLS has already extended its policy for DBS by having in place checks so that every teacher, or staff member who may come into contact with a learner, having to be issued with 'clearance' before starting or continuing their employment with the service.

Further, the Prevent Agenda, classified as a Safeguarding matter, is a higher priority for Ofsted when conducting inspections. At a recent national event Paul Joyce HMI, Deputy Director, Further Education and Skills officially gave notice to providers of the "Increased emphasis on the impact of Prevent duty implementation".

Consequently NCLS management will be working with Council colleagues to review current safeguarding arrangements to ensure it is fully Ofsted compliant.

(ii) Update on Safeguarding and Prevent Records of concern - Norfolk Community Learning Services

Quarters 3 and 4 2016

Month	Vulnerable adults	16-18	Children under 16	Total
July 2016	1	0	0	1
August 2016	0	0	0	0
September	0	0	0	0
October 2016	0	0	0	0
November 2016	0	0	0	0
December 2016	1	0	0	1
	0	0	2	2

All four issues stated in the table above have been dealt with and concluded in accordance with Cultural Services Safeguarding Policy and Procedure.

1.7 NCLS Steering Group Update

The Steering Group has agreed to open membership to learners of the service. The aim is to have two Learner Representatives recruited in the current 2016/17 academic year and a standard process for recruitment for thereafter. The changes are part of a wider internal review of the service's Learner Involvement Strategy.

A training and refresher session will be held in June 2017 (date tbc) for current and any new Elected Members to the Steering Group.

The Steering Group will be holding a 'Review and Strategy Day' on 4th July 2017 that will be open to key stakeholders of NCLS.

1.8 Awards Update:

The NCLS team recently won the OSCA for the category of Real Jobs. In a separate development the Executive Director of Community and Environmental Services submitted NCLS on behalf of Norfolk County Council for the MJ Achievement Awards 2017. The category is *Most Improved Council* – drawing on NCLS as a service case study as part of a wider council 'turn-around success story'.

2. Financial Implications

2.1 None

3. Issues, risks and innovation

3.1. The Norfolk Safeguarding Adults Board potentially may be affected by the safeguarding risk noted under item 2.6

4. Background

4.1. Norfolk Community Learning Services (NCLS) is part of Norfolk County Council and provides apprenticeships and adult learning programmes. Most of the provision is adult learning programmes, which include family learning, community learning and work-based learning, including a growing apprenticeship programme at all levels for 16-18 and 19+ learners. The programmes are delivered at NCLS' main base in Norwich and in a wide range of large and small venues across the county.

Officer Contact

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

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Communities Committee

Item No.

Report title:	Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan (EARSITPP)
Date of meeting:	8 March 2017
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact Building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities. The Trading Standards Service Plan is included within the Council's Policy Framework, under the Council's Constitution, and requires adoption by Full Council. The Service Plan and associated plans set out the service priorities for 2017-18, taking account of the service budget set in February 2017. The purpose of this report is to present recommendations to Committee on the proposed priorities for 2017/18 for consideration and comment prior to making recommendations on adoption of the plan to Full Council.	

Executive summary

This report introduces the Trading Standards Service Plan 2017-18 (Appendix 1) including:

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

All three need to be adopted by Full Council.

Recommendations:

Members are asked to:

Review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council.

1. Proposal

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

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

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

areas can also contribute to Public Health priorities.

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

Our three priorities for 2017/18 are:

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

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

The service plan includes our 'golden thread' (page 6) which summarises our strategic control strategy and focus for protecting the public and legitimate business. The plan is supplemented with some functional specific plans which describe how we will address statutory responsibilities relating to underage sales (Annex I), food and animal feed safety and standards (Annex II), and farmed animal health, welfare and disease control (Annex III). These specific plans include information required by Government on the monitoring of our discharge of these functions.

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

2. Evidence

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

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

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

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

3. Financial Implications

- 3.1. The financial implications of service delivery aligned to the Trading Standards Service Plan 2017-18 and associated policies and plans accord with the budget agreed by Full Council.

4. Issues, risks and innovation

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

4.1. Staff

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

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

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

Statutory duties are addressed in the Trading Standards Service Plan 2017-18 and associated plans.

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

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

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

4.3. Risks

Two key risks in relation to staffing within the Service have been identified:

- Limited service capacity could lead to enforcement areas where there are single points of knowledge. Loss of key individuals would then result in an inability to deliver the appropriate service and increased pressure on remaining staff. Current staff have limited ability to respond to a major incident (such as a food safety alert or animal disease outbreak such as

avian influenza).

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

Actions to mitigate both risks are currently being monitored and managed via the Communities Committee Risk Register.

Other risks associated with service delivery aligned to the Trading Standards Service Plan 2017-18 and associated plans are considered during service planning and the more detailed control strategy planning that underpins it. Identified risks are managed as part of the Service risk management process.

4.4. **Innovations**

During 2017/18 the Trading Standards Service intends to:

- Further develop Primary Authority Partnerships and implement our chargeable business advice model to better support businesses and realise £20,580 income
- Explore with Members the potential transfer of our Calibration, Verification and Testing Services’ governance to a business wholly owned by NCC, to future proof services to businesses and other agencies whilst continuing to provide income for NCC.
- Further develop our Consumer and Community champions schemes and the national ‘Friends Against Scams’ scheme to improve community resilience to scams and rogue trading. We will be seeking to recruit NCC Members and staff to one or more of the schemes.
- Further develop our collaborative working with Suffolk Trading Standards through implementation of our Collaborative Working Action Plan to reap the benefits of greater efficiency, effectiveness and resilience.

5. **Background**

- 5.1. Background Paper - Annex III: Animal Health & Welfare Service Delivery Plan (Appendix 4).

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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Trading Standards Service Plan 2017-18

Responsible Senior Officer Name: **Sophie Leney**

Period covered: **2017-2018**

Latest update: **14 February 2017**

What our service aims to achieve

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

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

The things we do

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

For further information see Annex I: Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan 2017-18.

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

For further information see Annex II: Food & Feed Law Enforcement Plan 2017-18.

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

For further information see Annex III: Animal Health & Welfare Service Delivery Plan 2017-18.

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

Our service structure

The Trading Standards Service consists of five teams:

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

The Service has a full time equivalent staffing complement of 45.62 FTE with a headcount of 48. The Service is delivered from three offices, County Hall in Norwich, Priory House in King's Lynn and Hethel Engineering Centre (Calibration, Verification & Testing Services only).

Norfolk's population is 885,000* and there are 31,365* active enterprises in Norfolk. With a net budget of £1,853,340, the annual cost of the Trading Standards Service is £2.09 per head or £59.09 per enterprise. *2015 Office of National Statistics figures.

Monitoring our outcomes/performance

Measure	How we did in 2015/16	How we did last year	Our target for this year
Percentage of businesses brought to broad compliance with trading standards	Target = 94% Actual = 96.44%	Target = 95% YTD = 95.85%	95%
Percentage of rogue traders and most detrimental businesses brought to compliance	74.47%	Target = 80% YTD = 83.18%	85%
Number of Norfolk people recruited to the 'Friends Against Scams' scheme, supporting the national initiative to 'Take a Stand Against Scams' to protect people from financial abuse	New measure		600 'Friends Against Scams' in Norfolk
Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance	Base-lining Measure	Target = 90% YTD = 96%	93%
Income generated through our commercial activities of calibration, verification and testing services	Target = £327,500 Actual = £361,848	Target = £339,500 Forecast = £387,000	£355,000
Income generated through our commercial activities of Primary Authority Partnerships and bespoke advice	New measure	Target = £20,240 Forecast = £3,750	£20,580
Proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area	New measure	Target = 100% YTD = 94%	100%

Feedback from our customers

Measure	How we did in 2014/15	How we did last year	Our target for this year
Business satisfaction with Trading Standards services	Target = 90 Actual = 91.60	Target = 94 YTD = 91.20	93

Service changes/improvements planned for this year

What	Why	By When	Owner	How we are doing so far	What actions we are taking
Further development of Primary Authority Partnerships and full implementation of our chargeable business advice model	To better support businesses whilst providing additional income of £20,580 per annum from 1 April 2017	31 March 2018	Jon Peddle		
Exploration with Members of the potential transfer of Calibration, Verification and Testing Services' governance to a business wholly owned by NCC	To future proof services to businesses and other agencies whilst continuing to provide income for NCC	31 March 2018	Adrian Chapman		
Further development of our Consumer and Community champions schemes and the national 'Friends Against Scams' scheme	To improve community resilience to scams and rogue trading	31 March 2018	Brian Chatten		
Further development of our collaborative working with Suffolk Trading Standards through implementation of the Collaborative Working Action Plan	To reap the benefits of greater efficiency, effectiveness and resilience	31 March 2018	Alice Barnes		

Our key risks

Risk (Managed and monitored via the Communities Risk Register)
Limited service capacity could lead to enforcement areas where there are single points of knowledge. Loss of key individuals would then result in an inability to deliver the appropriate service and increased pressure on remaining staff. Current staff have limited ability to respond to a major incident (such as a food safety alert or animal disease outbreak such as avian influenza).
The Food Standards Agency, through its “Regulating our Future” Review and Strategic redesign, has determined that the current model for ensuring food is safe and as described is not meeting their expectations. The role for local authorities in any proposed new delivery model is not yet clear but could result in a major change in responsibilities for the Service.

Our budgets

Budget	Pressures and risks	Savings to be delivered	Actual spend	Forecast spend by end of year	Actions we are taking
£489,860 Business, Food & Farming	Inability to attract Primary Authority Partners and other chargeable business advice Inability to market our Trusted Trader scheme as successfully as previously Reductions in grant funding from the Food Standards Agency (FSA)	£19,000 (already accommodated in our 17/18 budget)			
(£69,640) Calibration, Verification & Testing	The proposed governance model may not provide the ability to transfer revenue to Trading Standards and could lead to additional costs incurred by Trading Standards for services currently provided by CVTS It could lead to a risk to the maintenance of TS equipment and provision of verification services (but contracting out options could be explored).				
£533,460 Community Safety & Fair Trading					
£296,360 Intelligence and Legal Enforcement	Increasing costs of legal enforcement, as experienced in 2014/15, 2015/16 and 2016/17 Inability to recover prosecution costs or proceeds of crime assets				

Budget	Pressures and risks	Savings to be delivered	Actual spend	Forecast spend by end of year	Actions we are taking
£422,010 Investigations					
£181,290 Trading Standards Service		£11,940 (already accommodated in our 17/18 budget; having brought forward the 15% transport savings and 20% supplies and services savings previously agreed for 18/19)			
Net total = £1,853,340					

Supplementary information

Please see the diagram below, our 'golden thread' which summarises our strategic control strategy. This 'Plan on a Page' seeks to illustrate in one place the relationship between the Norfolk County Council Strategic Priorities, our Trading Standards' Priorities and the detailed Trading Standards Action areas. Also shown are the Trading Standards Performance measures and National Regulatory Outcomes.

This Service plan is supplemented with our 17/18 control strategy and with the following functional specific plans which describe how we will address statutory responsibilities relating to underage sales, food and animal feed safety and standards, and farmed animal welfare and disease control:

- Annex I: Enforcement of Age Restricted Sales and Illicit Tobacco Products Plan 2017-18
- Annex II: Food & Feed Law Enforcement Plan 2017-18
- Annex III: Animal Health & Welfare Service Delivery Plan 2017-18.

Norfolk County Council Strategic Priorities	Trading Standards Priorities	Trading Standards Actions	Performance measures
<p>1. Excellence in Education</p> <p>2. Real Jobs Our vision:</p> <ul style="list-style-type: none"> Secure more high value jobs Make Norfolk the first choice for business More people who are able to work have the opportunity to do so <p>Success will be:</p> <ul style="list-style-type: none"> More people have jobs that pay more and have better prospects People on benefits can find work more quickly More people are supported to start and successfully grow their own businesses More people with learning disabilities secure employment <p>3. Good Infrastructure</p> <p>4. Supporting Vulnerable People Our Vision:</p> <ul style="list-style-type: none"> All vulnerable people who live, work, learn and are cared for in Norfolk will be safe Vulnerable people are more self-reliant and independent <p>Success will be:</p> <ul style="list-style-type: none"> More children able to live permanently in a family setting More people able to live in their own homes for longer Wherever possible people with long term conditions manage their own care 	<p>Enabling economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading</p> <p>Safeguarding communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders</p> <p>Protecting public safety, health and well-being and ensuring trading is legal, honest and fair</p>	<p>Providing businesses with access to information and compliance advice to help them succeed; targeting support to start-up, small, high-risk and non-compliant businesses</p> <p>Providing calibration, verification and testing services to businesses and other agencies</p> <p>Protecting consumers and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime</p> <p>Safeguarding vulnerable people by tackling rogue traders and scams</p> <p>Building community resilience through our Consumer and Community Champions, No Cold Calling Zones, HomeShield and Trusted Trader schemes</p> <p>Safeguarding communities and public health by tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illicit alcohol and tobacco</p> <p>Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers</p> <p>Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health</p> <p>Ensuring the safety of consumer products, fair trading and legal measurement of goods through a programme of intelligence-led market surveillance and enforcement activities</p>	<p>Business satisfaction with Trading Standards services</p> <p>Percentage of businesses brought to broad compliance with trading standards</p> <p>Percentage of rogue traders and most detrimental businesses brought to compliance</p> <p>Number of Norfolk people recruited to the 'Friends Against Scams' scheme, supporting the national initiative to 'Take a Stand Against Scams' to protect people from financial abuse</p> <p>Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance</p> <p>Income generated through our commercial activities including calibration, verification & testing services, Primary Authority Partnerships and bespoke advice</p> <p>Proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area</p>
<p>National Regulatory Outcomes</p> <ul style="list-style-type: none"> Economy: Support economic growth, especially in small businesses, by ensuring a fair, responsible & competitive trading environment Environment: Protect the environment for future generations Public and product safety: Ensure safe neighbourhoods and safe products Health & Wellbeing: Help people to live healthier lives by preventing ill health and harm and promoting public health Food Chain Infrastructure: Ensure a safe, healthy and sustainable food chain for the benefits of consumers & the rural economy 			<p>National Control Strategy Areas</p> <ul style="list-style-type: none"> Doorstep Crime Mass Marketing Scams Fair Trading Issues Product Safety Illegal Money Lending Intellectual Property



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Enforcement of Age Restricted Sales
and Illicit Tobacco Products Plan 2017-18



Minor Sales – Major Consequences

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



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Context

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

Illicit tobacco products, often smuggled from Eastern Europe, are increasingly becoming a problem in the county, particularly in any urban area where Eastern European citizens have settled. These products fail to carry the health warnings of legitimate tobacco products and are often counterfeits of established brands. Their unknown composition presents an additional health hazard to smoking, already the major cause of death in the UK. The Service receives intelligence that sales of illicit cigarettes are being made to young people. The relative cheapness of these products makes them attractive to underage buyers. This plan integrates the Trading Standards Service actions to tackle these products along with the obligations outlined above.

Background

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

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

- Preventing the sale of alcohol to young people
- Taking action through Alcohol Licensing requirements
- Preventing the sale of cigarettes and tobacco to young people
- Disrupting the supply of Illicit tobacco products
- Working with The Norfolk Tobacco Alliance
- Working with Community Alcohol Partnerships (CAPs)
- Preventing the sale of regulated e-cigarette liquids to young people

Public Health has allocated £47,000 to the Trading Standards Service to support delivery of these actions in the 2017-2018 service year. Service delivery will take place across the whole of the county based on the intelligence derived from information about the sale of age restricted products. A scaled approach is adopted with due regard to the Community and Environmental Services Enforcement Policy.

This includes:

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

Where targeted advice and assistance is given following the receipt of information that a retailer has sold to underage purchasers, test purchasing by a person aged between approximately 18 and 20 may be used to ascertain the robustness of the business’ procedures in place to prevent underage sales, including effective implementation of a Challenge 25 type policy.

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

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

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

In exceptional circumstances a premises may be targeted for underage test purchasing immediately, usually this is where a premises has a history of underage sales taking place. The Trading Standards RIPA policy and application procedure requires a scaled approach where intelligence continues to show that sales to underage volunteers is taking place

During the 2015-16 service year the number of complaints received from the public or traders regarding the underage sale of regulated products fell considerably when compared to that of previous years. This trend has continued into the 2016-2017 service year. This includes complaints made to the police and licensing departments of the district councils in the county. As a result and in light of the OSC advice described above the number of underage test purchases utilising young volunteers currently stands at one in the 2016-2017 service year. One other premises received a test purchase utilising an 18 year old volunteer.

In October 2016 Trading Standards further modified its policy of action to include a test of the advice it has given to retailers where information regarding sales to underage purchasers is received; to test the effectiveness of the implementation of that advice. A young adult of approximately 18 - 20 years of age is utilised to test the effectiveness of the implementation of the business' challenge policies. Where such a test purchase goes unchallenged, the Service will then apply for authorisation under RIPA to undertake an underage volunteer operation.

A range of legislation supports this work, setting out controls for the following products:

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

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

Alcohol

A number of reports have put the cost of alcohol related crime in the UK at between £8 billion and £11 billion per annum. Alcohol-related crime and disorder by young people is currently estimated to cost society £1 billion per year. Despite the success of the Community Alcohol Partnership (CAP) in Great Yarmouth the highest proportion of under-18-year-old admissions to hospital for alcohol related harm in East Anglia is still at the James Paget Hospital in the town.

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

However, young people who are drinking are consuming large amounts. In 2014, the average (mean) alcohol consumption by pupils who had had alcohol in the last week was 9.8 units – albeit a reduction of 3.1 units over the level in 2012. 12% of those young people who drink said that in the last 12 months they had experienced a serious harm (trouble with the police, being a victim of crime, taken to hospital or getting into a fight).

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

- Great Yarmouth
- Norwich, and
- Kings Lynn

Norwich & Great Yarmouth are in the top 10 areas of admissions within the Eastern Region.

In the first three quarters of the 2016-2017 service year, intelligence was received about 6 premises selling alcohol to underage persons. All premises have been visited and advised on their responsibilities in relation to underage sales. One premises was tested by an 18 year old volunteer and identification was requested and no sale was made. Two complaints regarding alcohol sales to minors from off licences have been received in January 2017. Both have been visited and provided with advice and will shortly be tested with an 18-20 year old volunteer.

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

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

The Community Alcohol Partnership (CAP) launched in Great Yarmouth continues to take a multi-agency/organisation approach to reducing underage access to alcohol. The partnership includes the Police, Youth Services, the Matthew Project, schools, and retailers. The partnership has proved to be successful in reducing the prevalence of underage and street drinking which has continued to decrease in 2016. Alcohol users get support from local agencies. The service will continue to support this initiative during 2017/2018 to ensure its continued success. Part of the CAP initiative is that retailers will implement a Challenge 25 policy and this is tested utilising volunteers aged approximately 18-20. The next round of testing will be carried out in early March 2017. Retailers who fail the testing will be offered free of charge training on age restricted sales by CAP.

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

Tobacco Control

The Government's Tobacco Control Strategy is key to the Trading Standards Service's response in enforcing legislation in relation to both the supply of illicit tobacco and underage sales. During 2017/2018 it will remain a priority to gather and then act upon any intelligence received, including that received from our partners. Norfolk Trading Standards is an active member of the Norfolk Tobacco Alliance and will be striving to help achieve CLearR (Challenge, Leadership and Results) status in tobacco control for Local Government specifically for Norfolk County Council.

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

About 1 in 10 young people aged 15 years smoke. The 2015 England average for children and young people smoking is 10.1% and in Norfolk this is 8.7%. Public Health Tobacco Control Strategy aims at reducing this to 5% by 2020 and Trading Standards has an important role to play in this reduction.

In England, the average percentage of 11-15 year olds who regularly smoke is 3.1%. Unfortunately within the East of England, Norfolk holds the two highest percentages. The top three areas for 11-15 year old smokers are:

- Norwich (4.8%)
- Great Yarmouth (4%), and
- Kings Lynn (3.6%)

In the first three quarters of the 2016-2017 service year, we received 8 complaints about premises selling cigarettes or hand rolling tobacco to persons aged under 18. All premises were visited and offered advice. Due to its sales history, one premises was tested utilising two 16 year old girls but no sale was made. In January 2017 three complaints have been received about the sale of cigarettes to young people under the age of 18. Due to the changes to our procedures in October 2016, all three premises will shortly be tested using an 18-20 year old volunteer.

The Chartered Trading Standards Institute Tobacco Control Survey England for 2015 to 2016 states that the sale rate to volunteers under 18 was 10% during this period.

Trading Standards Officers have the power to advise business and enforce legislation in respect of age-restricted goods and illicit tobacco and therefore have a vitally important role to play in supporting health improvement by reducing access to these products. We recognise that the most effective way of doing this is by working in partnership with a range of agencies and stakeholders, including the tobacco industry. Our approach in doing so relies on intelligence, such that we take appropriate action against suppliers of a range of illicit/counterfeit products, and ensures that we always limit our engagement with industry for the purposes of enforcement of the relevant legislation.

Illicit tobacco continues to be an area of great concern; not only in terms of the associated (additional) health risks but also in the potential for extending illegal sales of tobacco products to under 18's. Illicit tobacco is being sold by unscrupulous businesses from under the counter in most cases. It follows that this makes it more accessible to young people as it is more affordable (for example, £4-5 for a pouch of hand rolling tobacco as opposed to £17).

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

Trading Standards has instigated a number of unannounced inspections of retailers where intelligence has shown that illicit tobacco is being sold. The amount of illegal tobacco products seized in the first three quarters of the 2016-2017 Service year has been much higher than in the past with nearly 130,000 illegal cigarettes and over 31kg of hand rolling

tobacco seized. Two more enforcement days using tobacco detection dogs are planned before the end of the service year.

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

The service has continued to adopt a multi-agency approach during 2016 to tackle this problem. Partners include Norfolk Constabulary and HMRC. Action by the Service alone is not stemming the supply even when the perpetrators are prosecuted. Other deterrents are being used, including seeking a review of premises licences where the store also sells alcohol. Four premises licences have been through the review process as a result of illegal tobacco being found in September 2016 and January 2017. One premises had its licence voluntarily surrendered, one had its licence suspended for 3 months and two premises had their licences revoked. One further hearing was suspended to be heard at a later date.

A Public Health funded project jointly carried out in Norfolk, Suffolk, Cambridgeshire and Peterborough began in September 2016. This involves a number of areas of work including raising awareness of illegal tobacco by carrying out a roadshow (in Norfolk for 5 days in September and October 2016), focusing on intelligence received (particularly cross border premises/individuals) and enforcement visits (including subsequent legal action where required). This project is due to complete at the end of the 2016-2017 service year.

A similar Public Health funded project is planned for the 2017-2018 Service year with another week long roadshow booked in for the school Summer holidays.

Other areas of focus

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

Fireworks

The levels of antisocial incidents reported to Norfolk Police and Trading Standards during the Guy Fawkes period had shown a steady reduction over the past 5 years. In view of the reduced level of incidents, targeted activities were only conducted in the Breckland area (Watton & Thetford) in relation to firework sales in the run up to November the 5th 2016.

It is regrettable that reports of anti-social behaviour have risen significantly in 2016, particularly in Kings Lynn, Great Yarmouth and Norwich. These reports show that instances involving juvenile misuse of fireworks were highest in Great Yarmouth, Kings Lynn, Thetford and Norwich.

Therefore consideration will be given to multi-agency proactive visits in these areas in 2017, particularly where there is intelligence of underage sales from a premises. These will include provision of advice and test purchasing where necessary. Consideration will also be given to targeted advice through schools.

Aerosols, solvents & DVDs

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

In 2015 and the first three quarters of the 2016-2017 service year no complaints have been received about underage sales of aerosols or DVDs. Two complaints have been received about the underage sale of solvents. Both of the premises involved received an advice visit and no further intelligence has been received.

Knives

Norfolk Trading Standards will continue to work with the Police and other agencies in support of local and National initiatives to reduce knife crime. Analysis of crime data does not highlight Norfolk as having a particularly high level of knife related crime, and Trading Standards has received no complaints relating to illegal sales of knives to under 18's in the past 12 months.

However national intelligence continues to identify knife crime as a serious concern and one which the government is keen to see effectively tackled. Major retailers, including Amazon UK and eBay, have been encouraged to sign up to a voluntary agreement with the Government to reduce underage sales. Trading Standards has a role to play in preventing the sale of knives to young people under the age of 18 and so will, on an intelligence-led basis, conduct test purchase operations and provide advice and education to businesses. Where necessary, formal action including prosecutions will be taken, in accordance with the CES enforcement policy.

In 2016, 13 police forces undertook coordinated action against knife crime, with further weeks of action planned. The coordinated response by police resulted in 401 arrests, 2,111 weapons taken off the street, and involved targeting habitual knife carriers, weapon sweeps, test purchases of knives from identified retailers and use of surrender bins. Trading Standards has offered support to Norfolk Constabulary with this project. Sales have been made to young people in Cambridgeshire and Peterborough during the project.

In addition, in August 2016, new laws banned the sale, manufacture, rental or importation of knives often referred to as 'zombie knives', 'zombie killer knives' and 'zombie slayer knives'. The knives can have cutting blades of up to 25 inches, have a serrated edge and include images or words that glamorise violence.

New Psychoactive Substances (NPS)

Synthetic drugs designed to mimic illegal drugs like cocaine, cannabis and ecstasy were increasingly and extensively available through the internet. Throughout the UK the sales of these substances through retailers known as 'Head Shops', particularly to young adults, was a major cause of anti-social behaviour and admission to A&E services. These substances were sometimes referred to incorrectly as 'Legal Highs'. In previous years Trading Standards had to deal with these 'Head Shops' using safety legislation and this involved very costly analysis of the ingredients.

The Psychoactive Substances Act 2016 came into force in May 2016. This Act introduced both criminal and civil sanctions relating to the manufacture and commercial supply of any

substance that can have a psychoactive effect. The Act gives a wide range of powers to the Police and HRMC. Powers are also given to the police and local authorities (including district and county councils) to tackle individuals and premises used in the manufacture or commercial supply of psychoactive substances.

Norfolk Constabulary, like all other police forces in the UK, now take the lead on these substances being sold and Trading Standards will support them where necessary. Early indications are that, since the legislation came into force, 'legal highs' are no longer readily available in the County. Unfortunately it appears that users have returned/switched to other illegal drugs instead.

Nicotine inhalation products (Electronic Cigarettes)

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

A National project was carried out in the early part of 2016 using young volunteers to test retailer compliance with the age restriction on nicotine inhalation products. During the project 246 visits were carried out and sales were made to the volunteers at 39% of the premises. A second round of testing was carried out to 260 premises (the same premises and a few new ones) and this time there was a 25% sale rate which is a large improvement.

Trading Standards has received two reports alleging their sale to young people in 2016-17 which were dealt with by way of advice visits to the business. No further intelligence has been received about the premises.

There is some debate amongst health professionals in that some believe e-cigarettes are a safer alternative to tobacco, whilst others do not. Public Health England appears to endorse their use as a tool to wean tobacco users away from nicotine. Trading Standards does not have a particular view on this but feels that the long term health impacts of inhaling the substances used to create the vaporising fluids is unknown at present. Recent reports suggest that some flavoured e-cigarettes may use the chemical diacetyl, which has been linked to the incurable disease, popcorn lung, when inhaled over prolonged periods.

In addition fire safety concerns have been raised where e-cigarettes left charging, often with cheap chargers, have exploded resulting in house fires. Some authorities have also found nicotine inhalation products being sold which have the appearance of food products such as sweets and ice cream cones. This makes them attractive to young people and increases the danger of children consuming them because they believe they are edible.

A project is currently underway to ensure retailers selling nicotine inhalation products are aware of the legislation surrounding the products, focusing on areas such as imitation foods and electrical safety as well as the age limits for sales.

Looking ahead to 2017/2018

Enforcement Activity (including test purchasing programmes)

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

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

We will also continue to provide Officers and utilise Trading Standards young volunteers to support Norfolk Police in relation to their lead role for 'on licence' premises.

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

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

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

Tackling Anti-social Behaviour

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

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

Proof of Age Schemes

The Trading Standards Service does not promote any specific proof of age scheme but supports those schemes that conform to the PASS Scheme criteria. Many retailers have adopted the “Challenge 25” policies in relation to all age restricted products. Trading Standards will continue in 2017/2018 to encourage all premises involved in the sale of any age restricted products to adopt a policy which achieves the aims of “Challenge 25”. Our ‘Minor Sales Major Consequences’ pack includes a section on adopting a Challenge 25 type policy.

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

Education Programmes

Businesses

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

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

One topic requiring publicity is The Standardised Packaging of Tobacco Products Regulations 2015. These regulations introduced requirements for plain packaging of cigarettes and hand rolling tobacco as well as minimum pack sizes in the UK (20 cigarettes and 30g of hand rolling tobacco). The transitional periods in this legislation come to an end in May 2017 and from then on only compliant products can be sold. The Trading Standards Service is awaiting guidance on a consistent National approach to non-compliant products still on sale (for example, voluntary surrender). The Service will ensure that retailers are aware of these requirements and that they are followed.

Using data from Public Health, the top three ‘hotspots’ for underage persons using alcohol and tobacco have been identified as Great Yarmouth, Norwich and King’s Lynn and business advice visits will be carried out in these areas to ensure retailers are aware of their obligations. These will be followed up with test purchases (either with underage or 18-20 year old volunteers where required).

Young Persons

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

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

Publicity and media campaigns

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

As stated previously, reports of underage sales of alcohol in the Great Yarmouth CAP area have continued to decrease significantly. However, young people are still accessing alcohol. The likely supply chain is from adults purchasing on behalf of young people. Where appropriate, enforcement action will be reported through local media outlets.

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

Trading Standards will also be carrying out a second 5 day illegal tobacco roadshow around the County. The roadshow will highlight to communities the dangers of illegal tobacco, particularly focusing on the ease of supply to children. This is planned for the school summer holidays in 2017.

Community Involvement

Support and publicity will be sought for new initiatives launched during 2017/2018. Where possible local members and/or community representatives will be invited to support or attend relevant activities.

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

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

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



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Food & Feed Law Enforcement Plan
2017-18



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



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Food and Feed Sampling Policy

The Food Standards Agency (FSA) Framework Agreement requires Food & Feed Law Enforcement Plans to be laid out in a common format but recognises that, as local authorities may have corporate service plan templates, they may use the corporate format as long as the information requirements laid out in the Agreement guidance are included and are separately identifiable. Therefore wherever possible this Annex makes reference to the applicable sections of the Trading Standards Service Plan 2017-18 rather than replicating the information it contains.

Section One: Trading Standards Service Aims and Objectives

1.1 Aims and Objectives

The Trading Standards Service priorities of:

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

are set out in our golden thread diagram on page 6 of the Trading Standards Service Plan 2017-18.

1.2 Links to Corporate Strategic Ambitions

The County Council's priorities are:

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

How Trading Standards helps to deliver the County Council's strategy, particularly in relation to real jobs and supporting vulnerable people is captured in our golden thread diagram on page 6 of the Trading Standards Service Plan 2017–18.

Section Two: Background

2.1 Profile of the Local Authority

The population of Norfolk in 2015 was estimated to be 885,000. The age profile of Norfolk's population is much older than England as a whole with 23.4% of people being aged 65 and over compared to 17.6% for England.

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

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

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

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

2.2 Organisational Structure

The structure of the Trading Standards Service is set out on page 2 of the Trading Standards Service Plan 2017-18.

The Trading Standards Service currently reports, via the Assistant Director of Environment & Planning, David Collinson, to the Executive Director of Community and Environmental Services.

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

The Council has 84 elected Members. The current political makeup of the Council is: Conservative 42 council seats, Labour 14, UKIP 12, Liberal Democrat 10, Green Party 3, 2 non-aligned and 1 vacant.

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

Providing support for Norfolk based businesses to further economic growth;

- delivering targeted proactive business information to achieve compliance, promoting self-help

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

Ensuring the standards of animal health and welfare; the quality, safety and hygiene of the food chain, and the maintenance of metrological trading standards through delivery of intelligence-led compliance programmes, including sampling, inspections, verifications and market surveillance enforcement activities in the following areas:

- Animal health and welfare, including disease control and licensing
- Primary food production including fertilizers, animal feeding stuffs and food hygiene
- Food standards
- Legal metrology

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

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

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

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

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

2.3 Scope of the Animal Feed and Food Service

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

- Programmed inspections at animal feed and high-risk food premises
- Targeted enforcement activities
- Inspections and other enforcement activities arising from complaints and referrals
- Sampling of food and animal feed for analysis and/or examination as part of EU, national, regional and local programmes
- 'Home/Primary Authority' responsibilities
- Responding to food and feed safety incidents

- Provision of information, advice and support for businesses
- Publicity including public awareness campaigns
- Working in partnership with other agencies involved in the protection of the food chain including the Food Standards Agency (FSA); the Department of the Environment, Food and Rural Affairs (Defra); the Department of Health (DH); Public Health (PH); the other ten local Trading Standards authorities who together make up the East of England Trading Standards Authorities (EETSA); the seven District Council Environmental Health Departments in Norfolk and the Meat Hygiene Service.

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

2.4 Demands on the Animal Feed and Food Service

Using the appropriate risk scoring profile food businesses are scored on a high, medium or low risk basis. There are 59 high-risk, 4,318 medium-risk and 3,721 low-risk food businesses recorded on the Trading Standards Service's database, totalling 8,098 food businesses.

The appropriate risk scoring profile for feed businesses scores them on a frequency of inspection basis from 1 to 5 years with a score of 1 being the highest risk and 5 being the lowest. There are 5,658 agriculture businesses recorded, 3 of which are high-risk, 2,654 medium-risk and 3,001 low-risk.

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

There are 372 food manufacturers in Norfolk, 5% of the sector, ranging from major multinational companies to cottage industries. The majority of food businesses are caterers (4,856 = 60%) such as public houses, restaurants and hotels or retailers (2,092 = 26%) including general stores and bakers.

The County has 30 animal feed, including pet food, manufacturers as well as a very large number of on-farm mixers.

A significant percentage of the companies with which the Trading Standards Service has a 'home/primary authority' relationship are within the food and agriculture sectors.

2.5 Enforcement Policy

The Community and Environmental Services (CES) Directorate is responsible for a range of regulatory functions, including Trading Standards, Planning Enforcement (mineral and waste sites) and Highways (Networks and Maintenance) and the CES Enforcement Policy has been implemented, having regard to the established legal framework for decision-making, the Code for Crown Prosecutors (CPS) and the "Regulators' Code" published by Regulatory Delivery (RD).

Section Three: Service Delivery

3.1 Animal Feed and Food Premises Inspections (Interventions)

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

3.1.1 In relation to feed businesses this service takes part in the regional approach to feed enforcement with its EETSA partners and liaises with National Trading Standards (NTS) and the FSA. At the time of compiling this plan the number of Norfolk feed visits required by the NTS/FSA programme for the forthcoming year, based on a full risk based inspection programme, is 583. This proposed programme predominantly includes lower risk livestock and arable farms.

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

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

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

The above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, and as such the Service will not be able to fulfil a food inspection programme in accordance with the requirements of the Food

Law Code of Practice (England). This discrepancy is covered in greater detail under section 4: Resources.

3.1.3 The Service is aware of a number of high risk food and feed manufacturing businesses within its local authority area that are partnered with other Trading Standards Services through Primary Authority Partnerships. It is the case with these businesses that they are subject to the audit and control of their respective Primary Authority Trading Standards Service and that Service takes on the responsibility for ensuring the business is compliant. It is also the case that interventions carried out by this Service at such businesses, and any post intervention work we would otherwise undertake with that business, can be limited by the scope of controls imposed by any Primary Authority agreement. In such circumstances this Service will not include such businesses in its risk based intervention programme. We will, however, ensure any intelligence received locally is passed on to the relevant Primary Authority Service to enable them to take the necessary steps to ensure the business they have responsibility for is legally compliant.

3.1.4 The Service has assessed the value of carrying out unannounced inspections as opposed to announced inspections. It applies the following policy on animal feed and food inspections and audits:

- (a) Where official controls take the form of an audit or there is a need to have the feed or food business operator present e.g. so that records can be examined then such visits will be announced. In these cases prior notification will be kept to a minimum.
- (b) In all other cases and in particular where previous visits or intelligence suggests that serious non-compliances have occurred, visits will be unannounced. All establishments will be subject to ad hoc visits which will be unannounced.

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

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

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Feed Hygiene & Standards Inspection Programme	To inspect 149 agriculture businesses, e.g. selected feed mills, importers, retailers and farms. To ensure compliance in relation to feed labelling/packaging, stock rotation/storage, feed hygiene, record keeping/traceability and sale or use of prohibited materials.	0.25 FTE	0.25 FTE
Inspection of High-Risk Food Businesses	To carry out inspections at 59 businesses identified as high risk for food.	0.9 FTE	0.8 FTE
*Excluding managerial, administrative and legal support but including revisits and follow up action			

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

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

3.2 Animal Feed and Food Complaints

Anticipated resource requirements for handling animal feed and food complaints are based on the complaint/contact numbers received in previous service years, the nature of those complaints/contacts and the level of enforcement response required. The number of food complaints/contacts is anticipated to be 137 and the number of agriculture complaints/contacts is anticipated to be 15.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Complaints and Referrals	To undertake reactive enforcement in response to complaints from other enforcement agencies, businesses and the general public in relation to animal health, agriculture and food matters to ensure legal compliance. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.05 FTE (feed)	0.05 FTE (feed)
		0.30 FTE (food)	0.30 FTE (food)
*Excluding managerial, administrative and legal support			

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

3.3 Home Authority Principle and Primary Authority Scheme

Norfolk Trading Standards supports the Home Authority Principle administered by the Chartered Trading Standards Institute (CTSI). The Service also supports Primary Authority Partnerships administered by Regulatory Delivery (RD), although this is an area the Service is still developing.

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

- Place special emphasis on the control of goods and services originating within Norfolk
- Actively promote the benefits of the Home/Primary Authority system to businesses within Norfolk
- Designate a Home/Primary Authority Officer or team to each business, with the relevant competencies or access to the necessary expertise to be able to offer advice
- Respond to requests for advice and guidance from Home/Primary Authority businesses
- In the case of Primary Authority businesses issue assured advice where it is appropriate to do so
- Facilitate a response to enquiries raised by other authorities
- Maintain Home/Primary Authority records of relevant incidents, business policies and diligence procedures, where known
- Maintain confidentiality in relevant circumstances
- Ensure Home/Primary Authority businesses are aware of our procedure for dealing with complaints or disagreements
- Have in place arrangements to notify other authorities of indulgences relevant to “subsequently corrected” errors
- Participate in relevant sector groupings of Home/Primary authorities
- Support national advice and conciliation procedures, where appropriate.

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

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

Currently, the Service has a Home or Originating Authority relationship with 144 food businesses and 13 animal feed manufacturers. Although under development at the time of writing this plan the Service has Primary Authority Partnerships with two businesses, both of which relate to the agricultural sector. The resources required to handle complaints and service requests relating to these Home/Primary Authority businesses are included in Sections 3.2 and 3.4.

3.4 Advice to Business

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

- directing the business to our website or that of a partner organisation, such as the Chartered Institute of Trading Standards’ Business Companion
- referring the business to another agency
- providing leaflets produced by partner organisations, our business briefings or standard letters

- providing comprehensive bespoke information or advice via the telephone, email or a letter, and/or
- visiting the business to provide comprehensive advice.

In each case, our response will be proportionate to:

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

We will prioritise requests for advice from new businesses and Home/Primary Authority businesses.

The Service reviews all information and advice it provides to consumers and businesses on an annual basis. This is with a view to signposting customers to the most appropriate source of online information available to enable self-service and assisted service. This work will continue in 2017-18.

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

The number of food service requests is anticipated to be 216 and the number of agriculture service requests is anticipated to be 600.

At the time of writing this plan this Service has agreed to deliver a number of hours of advice under two Primary Authority Partnerships. One business is a pet food manufacturer whilst the other is an association of Farm Shops and Markets. These hours have been included in the resources below. As the Service's Primary Authority offer to businesses is developed it is most likely, given the local business demography, that further food and feed resources will need to be committed.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Business Advice	To provide enforcement and compliance information and advice in relation to agriculture (animal feed, feed hygiene, pet food, fertilisers) and food in response to requests from businesses. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.35 FTE (feed)	0.40 FTE (feed)**
		2.00 FTE (food)	2.05 FTE (food)**
*Excluding managerial, administrative and legal support			
**Includes agreed hours of advice to be delivered under two Primary Authority Partnerships			

3.5 Animal Feed and Food Sampling

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

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

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

Listed overleaf are sampling surveys that will be carried out in 2017-18. This list will be added to as, for example, intelligence identifies other animal feed/food that should be targeted. At the time of writing this plan the service planning cycle for food and feed sampling has not been concluded and further surveys will be added as a result of this process.

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

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

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

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Agricultural Sampling	To undertake animal feed and fertiliser sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	0.80 FTE £15,000 Purchase and analysis costs	0.80 FTE £15,000 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> • Feed materials which are the subject of a complaint to the Service • Imported feeds/ingredients that have been the subject of feed hazard notifications • Finished feed for the presence of carryover veterinary medicines 			
Food Sampling Programme including Food Safety and Public Health	Targeting food sampling at areas identified as causing the most harm to consumers in terms of food safety, quality or nutritional standards	1.30 FTE £33,000 Purchase and analysis costs	1.30 FTE £33,000 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> • Sampling during the investigation of complaints • Sampling during the investigation of food fraud • Foods produced in Norfolk or imported by Norfolk based businesses • Foods imported from outside the EU as identified by Food Standards Agency priorities • Foods sold online • Meat speciation in meat products or preparations • Undeclared allergens in non-prepacked foods • Nutrition and Health Claims 			
* Excluding managerial, administrative and legal support			

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

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

The Food Standards Agency issues a "Product Withdrawal Information Notice" or a "Product Recall Information Notice" to let local authorities and consumers know about problems associated with food. In some cases a "Food Alert for Action" is issued which requires intervention action by enforcement authorities. 88 food alerts were issued by the FSA in 2016 (January to December), two of which were for action by Local Authorities. The FSA also issued 93 allergy alerts. The FSA also requires action through the issue of letters to enforcement authorities (ENF letters). These alerts and letters from the FSA resulted in the Service

undertaking activity relating to food brokers and sampling of meat for undeclared meat species.

During 2016, as a result of sampling activity, the Service raised two food incidents with the FSA. These included a product that stated it was free from allergens (wheat and celery) when it was not, a product containing undeclared additives and high levels of acrylamide in crisps.

Feed alerts are far less frequent than food alerts and we have not been involved in any feed alerts issued by the FSA during 2016. We continue to liaise with the FSA with regard to raising feed incidents relating to businesses in our area. In these instances we have directed the businesses to raise the incident directly with the FSA. This improves the speed and effectiveness of response given the nature of feed incidents. During 2016 (January to December) the Service was involved in 6 feed incidents with the FSA in such a manner. These included matters relating to salmonella in feed materials and one incident of feed containing meat and mammalian bone meal.

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

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

3.8 Liaison with Other Organisations

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

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

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

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

The Service is fully committed to working with the Food Standards Agency on its Regulating Our Future programme, to determine a future delivery model for official food controls. The Head of Trading Standards is a member of the Expert Advisory Panel of Regulators, which has been and will continue to be consulted throughout the programme.

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

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

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

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

Resourcing details are provided in the table overleaf.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2016/17	2017/18
Promotional Work, Intelligence Gathering	Promotional work including results of market surveillance, enforcement projects, prosecutions and information dissemination. Promotion will include use of our website, social media pages and feeds, local, regional and national press releases and liaison with media organisations.	0.05 FTE (feed)	0.05 FTE (feed)**
	Intelligence gathering work will include complaints and information monitoring, review of local, regional, national and international data to inform market surveillance and enforcement activity.	0.05 FTE (food)	0.05 FTE (food)**
*Excluding managerial, administrative and legal support			
**Intelligence gathering work also undertaken by Intelligence and Legal Enforcement Team.			

Section Four: Resources

4.1 Financial Allocation

The net budget for the Trading Standards Service for 2017/18 is £1,853,340. A breakdown of the Trading Standards budget for feed and food enforcement is shown below:

	2016/17 Projected Outturn (tbc)	2017/18 Estimate
Staffing	Total BFF: £485,410 Food & Feed: £272,015 (based on 6.45 FTE)	Total BFF: £489,860 Food & Feed: £274,509 (based on 6.45 FTE)
Sampling budget (Food & agriculture purchase and analysis)	£48,000	£48,000*
Subsistence/car allowances and travelling	Total TS: £41,958 Food & Feed: £5,932 (based on 6.45 FTE)	Total TS: £44,320 (profiled budget) Food & Feed: £6,266 (based on 6.45 FTE)
<p>*At the time of writing this plan the Service is proposing to apply for grant funding for feed/hygiene audits and feed sampling to supplement the 2017/18 sampling budget. The results of any grant bid will affect surveys proposed in 3.5 above. The grant funding for 2017/18 is not yet approved but should be comparable to the funding for the current 2016/17 year which is projected to total £46,092 for:</p> <ul style="list-style-type: none"> • Feed/hygiene audits = £33,372 • Feed sampling = £12,720 <p>As a result of a national review the FSA has yet to confirm if any food sampling grants will be available for 2017/18.</p>		

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

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

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

The Service has determined that, if it were to conduct the routine feed and food inspection programme detailed above, the following resource would have to be

redeployed from other enforcement activities, such as fair trading, animal health & welfare or product safety work:

Food Business Inspections:	• Medium risk	4.90 FTE
Food Business Alternative Enforcement Strategies	• Low risk	0.17 FTE
Feed Business Inspections:	• Grouped Medium risk	3.02 FTE
	• Grouped Low risk	0.68 FTE

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

- 4.1.2 The County Council has invested in an ICT modernisation programme, Digital Norfolk Ambition, which has resulted in all operational staff (including all feed and food officers) in the Service receiving a new laptop with enhanced functionality. The Service continues to invest in modern ICT systems and provides its annual Local Authority Enforcement Monitoring System (LAEMS) return via a direct download to the FSA. Access to the Internet, to the APP Civica database and to other information systems is seen as a vital resource for operational staff. The Service uses the UK FSS iNet database for recording, managing and submitting food and feed sampling data.

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

- 4.1.3 No fixed amount is set aside for legal costs with specific regard to food and feed law. However a general legal cost header is allocated to the budget, the budgeted amount for 2017/2018 being £58,000.

4.2 Staffing Allocation

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

Plan Section	Project/Activity	FTE			
		2016/17 Feed	2016/17 Food	2017/18 Feed	2017/18 Food
3.1	Feed Hygiene & Standards Inspection Programme	0.25		0.25	
3.1	Inspection of high-risk food businesses		0.90		0.80
3.2	Complaints and Referrals	0.05	0.30	0.05	0.30
3.4	Business advice	0.35	2.00	0.40	2.05
3.5	Agricultural sampling	0.80		0.80	
3.5	Food Sampling Including Public Health Initiatives		1.30		1.30
3.7	Food/feed alerts		0.10		0.10
3.8	Liaison including Public Health Initiatives	0.15	0.15	0.15	0.15
3.9	Promotional Work, Intelligence Gathering (including non-qualified staff)	0.05	0.05	0.05	0.05
	Subtotal:	1.65	4.80	1.70	4.75
	Total:	6.45		6.45	

4.3 Staff Development Plan

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

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

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

The Food Law Code of Practice England (2015) lays down new competency demonstration requirements for food officers which took effect from 1 April 2016. The Service has taken steps, including the provision of additional time and resources, to ensure the new requirements are met.

Section Five: Quality Assessment

5.1 Quality Assessment and Internal Monitoring

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

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

Section Six: Review

6.1 Review Against the Service Plan

The Service uses a performance measurement toolkit and database (PRISM) to collate, report and review performance on a monthly basis.

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

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

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

Information on performance measures and targets is set out on pages 2, 3 and 6 of the Trading Standards Service Plan 2017-18.

6.2 Identification of any Variation from the Service Plan

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

6.3 Areas of Improvement

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

Food and Feed Sampling Policy

Background

The Trading Standards Service priorities are:

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

Introduction

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

Policy

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

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

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

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

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

This Service will target its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in

or import into Norfolk. In line with guidance issued by the FSA this Service is also committed to ensuring at least 10% of all food samples are foods imported into the European Union.

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

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

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

Local Authority: Norfolk County Council

Animal Health & Welfare Service Delivery Plan for year: 01/04/2017 to 31/03/2018



PART A NATIONAL PRIORITIES (including Critical Control Points)

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

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A3. Licensing Activities		
<p>A3.1 Recording of Animal Movements</p> <p>Follow up action where errors are identified that require resolution</p>	<p>Action to be taken where errors are detected that require follow up resolution</p> <p>Outcomes 1 and 4</p>	<ul style="list-style-type: none"> Follow up action is taken to address persistent movement errors on a risk based and proportionate basis. The Service recognises that its use of animal health databases to identify breaches needs to be developed. At the time of writing this plan the Service is in discussion with Suffolk Trading Standards to share their interrogation of AMLS/EamI2/ARAMS. This would then allow the Service to target repeat offenders who are failing to report movements or breaching standstill periods.
<p>A3.2 Issuing of specific animal movement licences on AMLS2</p>	<p>Specific licences (on AMLS2) issued for those individuals prohibited by the Minister from operating under the general licence</p> <p>Receipt of licence applications</p> <p>Assessment and issue of specific licences</p> <p>Issue of animal movement licences manually where approval given</p> <p>Outcomes 1 and 4</p>	<ul style="list-style-type: none"> All licences issued on day of receipt (if received at least one hour before closing time) of application where no pre movement inspection required
<p>A3.3 Investigation of specific (AMLS2) movement licence refusals</p>	<p>Initial investigation of (AMLS2) licence application refusals; resolve if possible, otherwise co-operation with AHO to achieve resolution</p> <p>Outcomes 1 and 4</p>	<ul style="list-style-type: none"> Resolution of all licence refusals within two working days

PART A NATIONAL PRIORITIES (including Critical Control Points)

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

PART A NATIONAL PRIORITIES (including Critical Control Points)

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

PART A NATIONAL PRIORITIES (including Critical Control Points)

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

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A4.5 Attendance at Critical Control Points - High risk Farms (Other than dealers)	Visits/inspections to verify legislative compliance Outcomes 1, 2, 5 and 6	<ul style="list-style-type: none"> The Service plans for a 100% inspection programme for all high risk businesses Businesses are risk re assessed following visit/inspection Inspection programme takes into account other agency inspections e.g. RPA/APHA to avoid duplication and joint visits are arranged where necessary; where these agencies are prepared to share their inspection programmes Checks are made using appropriate database data Written reports are given at the time of inspection Major non compliances found during inspections are reported to relevant agencies Revisits are made when actionable infringements have occurred The Service has in-house quality assurance procedures
A4.6 Stand by and on call arrangements	Emergency interagency contact regarding disease and other enforcement incidents Outcomes 1, 2, 3, 4 and 6	<ul style="list-style-type: none"> The Service has emergency out of hours contact procedures in place All relevant agencies are aware of contact procedures
A5. Partnership working and intelligence driven enforcement		
A5.1 Identified Infringements	Identified breaches of legislation, including biosecurity, licensing, welfare, livestock identification, standstill breaches, illegal imports, by products, and other disease control work. Irregularities found on documentary checks followed up Outcomes 1, 2, 5 and 6	<ul style="list-style-type: none"> Identified breaches are investigated and appropriate action taken in accordance with the published CES Enforcement Policy. The Service recognises that its use of animal health databases to identify breaches needs to be developed. At the time of writing this plan the Service is in discussion with Suffolk Trading Standards to share their interrogation of AMLS/EamI2/ARAMS. This would then allow the Service to target repeat offenders who are failing to report movements or breaching standstill periods.

PART A NATIONAL PRIORITIES (including Critical Control Points)

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

PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A7. Contingency planning and emergency action		
A7.1 Animal Health/Defra/Welsh Assembly Government and local authority emergency preparedness	<p>Planning and contributing to emergency preparedness plans with APHA/Defra/Welsh Government and other agencies as appropriate</p> <p>Outcomes 1, 3, 5 and 6</p>	<ul style="list-style-type: none"> • The Service's contingency plans are compiled through the Norfolk Resilience Forum (NRF) and are consistent with Defra APHA generic plans for disease outbreaks. This ensures our local authority contact details on the AH&W master contact list held by the National Animal Health & Welfare Panel (NAHWP) are kept up to date • The Service's plans: <ul style="list-style-type: none"> ○ are formally approved by the Norfolk Resilience Forum (NRF) ○ include a generic plan and specific plans for diseases identified as high risk for the local authority area as a result of local intelligence ○ are reviewed annually and shared with identified partners ○ are made publicly available through the Norfolk Resilience Forum (NRF) • An annual exercise takes place with relevant partners/neighbouring authorities. Lessons learned reports are used to review our plans. • A desktop contingency plan exercise for Avian Influenza was undertaken in 2016 along with NRF partners • The Service responds to notification of disease outbreaks
A7.2 Testing and Training	<p>Testing, training, practising and evaluating activities in relation to the emergency plan</p> <p>Outcomes 1, 3, 5 and 6</p>	<ul style="list-style-type: none"> • Exercises to test our contingency planning include direct practical participation, contribution through others or on paper • Internal and external contact details are reviewed annually • Plans are tested and review reports provided • Training in relation to plans includes service implementation

A7.3 Emergency Action	Provision of full emergency range of services under the emergency plan, when disease emergency declared by Defra/Welsh Government Outcomes 1, 3, 5 and 6	<ul style="list-style-type: none"> The Service plans for the requirements of our contingency plans to be actioned when necessary
A8. Additional Activities to reflect National Priorities		
A8.1 National Priorities	Provide details in Service Delivery Plan (Annex C) of identified priorities as discussed with the, Operations Directors Defra and the Welsh Government, as appropriate. Outcomes 1,2,5 and 6	<ul style="list-style-type: none"> The Service takes into account the national priorities as discussed with Operations Directors (APHA) and Defra – no requests have been received from the ROD to date.

Activity Matrix for Animal Welfare

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

Activity Matrix for Animal Welfare

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

Activity Matrix for Animal Welfare

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

Local Authority Profile

Name of LA	Norfolk County Council	Financial year	2017-18
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1. Staffing

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

2. Data input

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

3. Work Load - Critical Control Points (CCPs)

a) with defined work patterns

Type of CCP	No.	Operating pattern (markets) or throughput (slaughterhouses)
Markets, Collection Centres & Assembly Centres	1	Store market every other Saturday
Slaughterhouses	5 4	Red meat slaughterhouse White meat (APHA inspected only)
Shows, sales and one-off events	8	3 poultry sales - one weekly, one monthly and the other approx. 6 times per year. Shows are yearly events

b) without defined work patterns

Type of CCP	No.
Ports	3
Dealers	4

4. Total risk assessed premises including CCPs

According to risk assessment by LA	High Risk	Medium Risk	Low Risk
No. of premises (including 3(a) & (b) above)	25	1710	2658

Communities Committee

Item No.....

Report title:	Finance monitoring
Date of meeting:	8 March 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact This report provides the Committee with information on the budget position for 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 £44.393m. At the end of January 2017, period 10, we are forecasting a balanced budget.

The 2016-17 Capital budget for this committee is £4.376m. We are currently anticipating full delivery of the programme.

The balance of Communities' unspent grants, contributions and reserves at 1st April 2016 was £12.840m. The current planned use of reserves are £4.205m 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.

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 January 2017, period 10.

2. Evidence

2016/17 Revenue Monitoring

2.1. The table below summarises the budgets relevant to this committee as at January 2017

Table 1: Communities 2016-17 as at January, Period 10, 2016/17

	2016/17 budget £'000	Forecast £'000	Variance £'000	Variance %
Community and Consultation	233	233		
Cultural Services	12,112	12,112		
Active Norfolk*				
Cultural Services Management	47	47		
Norfolk Art Service	279	279		
Norfolk Community Learning Services	261	261		
Norfolk Libraries and Information Service	8,089	8,089		
Norfolk Museums Service	2,558	2,558		
Norfolk Records Office	878	878		
Customer Services	5,616	5,616		
Public Health	(1,330)	(1,330)		
FIRE: Service Delivery	25,803	25,803		
Resilience	274	274		
Trading Standards	1,872	1,872		
Registrars	(187)	(187)		
Total for Committee	44,393	44,393		

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

2.2. The net revenue budget shown in table 1, has reduced from the £47.800m budget previously been reported to Committee, due to the changes to adjustments to the budgets related to capital charges. There is no impact on spend on front line services as these are cost neutral accounting changes relating to the historic capital spend.

2.3. 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.

2.4. Fire Service - The major budget risks relate to the £0.065m grant reduction for USAR which is still forecasting a full year operational spend, water rescue including dive team £0.143m, Youth Development trading unit at £0.090m and additional costs in relation to ICT projects. These areas are being monitored by the service and will be mitigated by underspends elsewhere in the service or by use of specific available reserves.

2.5. 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.

2.6. Museum Service – despite good attendance numbers within Museums there is current pressure on the admissions income budgets. The service continues to

monitor these budgets closely and will manage the impacts of any shortfall through the control of expenditure and other additional income.

2.7. NCLS – As per the report elsewhere on the agenda the service continues build on the recent Ofsted Grade 2 rating (good). As part of delivering that improvement plan there service has incurred some transitional costs. In addition there is a historic claw back of funding from the 2015/16 academic year. To mitigate the impacts of these issues the service has managed its costs and will use the allocated reserves as appropriate.

2.8. 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.

2.9. 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:

Table 2: Communities Capital Programme				
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	1.620	1.620	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	
Committee Total	4.376	4.376	0.000	

The revised Fire and Rescue service programme reflects the re-profiling of funding to 2017/18 to match the revised programme of delivery for projects.

4. Communities Reserves, Provisions and Unspent Grants/ Contributions

4.1. The committees' unspent grants, reserves and provisions as at 1st 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.

Table 3: Communities Reserves & Provisions

Reserves & Provisions 2016/17	Balance at 1 April 2016	Forecast Balance at 31 March 2017	Forecast movement reserves
	£m	£m	£m
Norfolk Fire & Rescue Service	2.970	1.639	(1.331)
Libraries, Museums, Record Office & Arts	2.142	1.934	(0.208)
Trading Standards	0.113	0.113	0
Norfolk Community Learning services	0.163	0.000	(0.163)
Public Health	5.378	3.239	(2.138)
Active Norfolk	0.638	0.845	0.207
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)
Committee Total	12.840	8.634	(4.205)

4.4. The forecast movements include:

- Norfolk Fire and rescue Service – Forecast use to fund planned training costs £0.060m, Equipment Costs £0.120m, planned ICT replacements £0.154m and Pension costs £0.248m.
- Libraries – Forecast use of the monies brought forward from 2015/16 for investment in self-service technology
- NCLS – use of the reserve to manage the cost of transition to the new structure and deliver the improved Ofsted rating.
- Public Health – includes the proposed £2m previously discussed by committee. The balance of £0.138, 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.

Officer Contact

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

Officer Name: Andrew Skiggs **Tel No:** 01603 223144
Email address: andrew.skiggs@norfolk.gov.uk



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Communities Committee

Item No.

Report title:	Update on key service issues and activities (including decisions taken under delegated authority and the Committee Forward Plan)
Date of meeting:	8 March 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

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 13 January and 3 February) 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 17 February) 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 13 January and 3 February). 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 17 February) 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:

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



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Community Committee Three-weekly 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: 13/01/2017		
Service	Service Update key bullet points	Contact
Customer Services	<p>Customer Services are currently dealing with the annual peak in social care calls, which traditionally happens directly after Christmas. The peak is generated as a result of people visiting elderly relatives over the Christmas period and subsequently seeking additional support for them. We are resourced to deal with the increased call volume and cases, but there will be occasions where the lines are very busy and we need to prioritise emergency calls only.</p> <p>We are also supporting Adult Social Care with the implementation of their Promoting Independence Strategy by trialling some different practices to better manage demand. At present we are working with iMPower to rollout a toolkit that focuses on the strengths and community resources that individuals have, to try and find solutions that don't involve formal council services. Changes have been made to the Adult Social Care web navigation to make it easier for people to find the information and advice they need.</p>	C Sumner
Cultural Services	<p>Library and Information Service</p> <p>In Good Company - Libraries have taken this project to their hearts. For example, Dereham Library in late November the staff put a table in the library inviting people to make Christmas cards to send to housebound customers as part of the campaign – using the opportunity to promote some key Adult Social Services or Public Health information at the same time, such as Stay Well this Winter card thermometers and Norfolk Directory cards. Following an excellent response, a lot of cards were made which were then delivered by our RVS volunteers to spread some Christmas cheer to housebound library users, reminding them that they're not alone. The success of this initiative led King's Lynn, Downham Market and Gorleston</p>	J Holden

Sensitivity Classification:

	<p>libraries to follow suit.</p> <p>The activity programme in libraries in 2017 is being altered to put reducing social isolation at the heart of what we do. The service has been selected by the Arts Council as a case study of good practice in reducing loneliness and social isolation and will be constructing the study around In Good Company.</p> <p>Festival of Storytelling – This Norfolk Library and Information Service organised festival took place between 24 September and 9 October 2016. During the festival we had :-</p> <ul style="list-style-type: none"> • 2300 people attending performances aimed at school groups, young children, families and adults; • 88 storytelling performances, at least one in each of Norfolk's 47 Libraries, as well as the mobile service; • 16 professional storytellers from Norfolk and across England involved in 80 performances totalling 32 days' worth of storytelling; • BSL signing offered at 2 performances (in Norwich and Great Yarmouth) and one Hindi storytime and 2 traditional Chinese tales sessions were told in the different languages and then translated. <p>There were a wide range of storytelling styles and themes – including traditional folk and fairy tales, pirate adventures, African tales and Greek Myths and legends. Some storytellers used props, costumes or musical instruments to help tell their tales, while one used illustration.</p> <p>The next stage is to produce a workbook which will provide guidance to support library colleagues to programme, market and organise arts activities in libraries. There have already been enquiries from other library services in the UK to use the workbook once it is completed.</p> <p>Norfolk Arts Service</p> <p>Arts Council England funding success for Writers' Centre Norwich - Writers' Centre Norwich have received the green light to develop the city's historic Dragon Hall into the National Centre for Writing.</p> <p>Norwich's medieval Dragon Hall, parts of which date to circa 1430, will be developed into the National Centre for Writing, following Arts Council England's decision to award £789,434 from National Lottery sources to support the project's capital costs.</p> <p>Opening its doors in April 2018, the centre will comprise educational and community spaces, enhanced office space and technical facilities, a refurbished public performance arena seating up to 120 people, and even residential space for visiting writers, in England's first UNESCO City of Literature.</p>	S Miller
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	<p>Visit the Writers' Centre Norwich website to find out more about their plans for The National Centre for Writing: http://www.writerscentrenorwich.org.uk/main-events/national-centre-for-writing/</p> <p>Museums Service - NSTR</p> <p>Norfolk Community Learning Services - NSTR</p> <p>NRO - NSTR</p> <p>Active Norfolk - NSTR</p>	<p>S Miller</p> <p>I Yusuf</p> <p>G Tuson</p> <p>B Jones</p>
<p>Public Safety</p> <p>Norfolk Fire and Rescue Service</p>	<p>The acting CFO David Ashworth has updated the senior manager structure to reflect recent movement in personnel and to meet medium term priorities.</p> <p>The service has shortlisted 300 applicants who will go forward to the next stage of the recruitment process for wholetime firefighters.</p> <p>NFRS has worked closely with the PCC in delivering road safety messages to over 1000 teenagers within the target group.</p> <p>A strategic plan is being developed to close down the old Whitegates HQ site. The control room function will co locate to the Police contact and communication room at the joint HQ. NFRS workshops will relocate to a new shared site with Highways under the 'one fleet' project. Remaining departments, water, procurement and ICT will move to the joint HQ later on this year as capacity is created. The intention is to provide NCC with a capital receipt by 2020.</p> <p>The Chief Fire and Rescue Advisor Peter Holland visited the service in December and met with the chair and vice chair of the communities committee, HR and NFRS Board. He returned to the Home Office satisfied with the progress NFRS is making against local and national agendas.</p>	<p>David Ashworth</p>
<p>Trading Standards</p>	<p>Further to the Situation Report of 2 September 2016, in response to the Trading Standards identified risk of limited service capacity, a second assessment (to statutory and Service standards) of current qualification, competency and ongoing competency levels within the Service has been made.</p> <p>The proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area now stands at 94%, an increase of 4% on August's assessment. This increase has been achieved through:</p>	<p>Sophie Leney</p>

Sensitivity Classification:

- Recruitment into a vacant post, targeting qualifications and competencies identified as a shortfall in August
- Prioritising learning and development in those functional areas where a shortfall was identified; including the development of practical workshops
- Identifying qualified officers and assessing how best to bring those officers whose competency has lapsed back into full competency.

Looking at a detailed breakdown of the assessment:

- 7 of the 14 functional areas assessed now have 100% of the qualified and competent staff required to deliver the service priorities. This is an increase of two functional areas since August.
- 7 of the functional areas have seen a percentage increase with two of this 7 reaching 100%. There were no reductions.
- There are 7 functional areas identified as still having insufficient numbers of suitably qualified and competent staff to deliver against our priorities. These are Metrology (27% shortfall), Agriculture (14% shortfall), Fair Trading (Criminal) (14% shortfall), Civil Enforcement (11% shortfall), Intelligence (8% shortfall), Business and consumer support (3% shortfall), and Investigations skills (3% shortfall).

In order to maintain the upward trend:

- Officers currently studying for the Trading Standards Qualifications Framework (TSQF) will fill the shortfalls in qualified/competent officers in Agriculture, Fair Trading (Criminal) and Investigations within the next 1-2 years.
- An officer has been enrolled on the TSQF legal metrology unit and will qualify in 2017.
- Officers identified as qualified but with lapsed competency, will, where required, be bought back to competency through shadowing, the service L&D plan, personal development and a series of practical workshops planned between now and the end of the service year.
- All operational officers/managers maintain a log of qualifications and competency demonstration across the identified functional areas. Managers monitor these logs at least three times a year to identify changes to competency and qualification levels, to inform learning and development planning and to ensure continued competence is maintained.

Emergency and Resilience	<p>The Resilience Team have been responding to Cold Weather Alerts and Flood Alerts by disseminating information to our partners, particularly those supporting our vulnerable residents. The Coastal Pollution Plan has been updated and signed off so that we are well prepared for a pollution event on our coastline.</p> <p>The Resilience Team, together with our partners in the Norfolk Resilience Forum, is currently occupied in preparing to respond to the predicted North Sea tidal surge which will be accompanied by snow, ice and strong winds. The Environment Agency is running modelling to obtain the best possible prediction of how severe the tidal surge will be but at the moment it is not converging on a clear prediction. Therefore, all agencies are preparing for the worst with Strategic, Tactical and Local Coordination Group meetings taking place. The surge is not predicted to be as high as in 2013 when flooding and coastal erosion was a significant issue. However, there will be strong northerly winds which will have an impact on the coast with possible wave overtopping of hard flood defences and erosion of soft defences (sand dunes). Local communities especially at risk are being informed and preparations are being made to include door-knocking and local meetings of community resilience volunteers. The main impacts are expected on Friday into Saturday.</p>	<p>Jan Davis</p>
Public Health	<p>Growing our own School Nursing Service</p> <p>The Public Health Strategy 2016-2020 set out our plan to increase skill mix for the delivery of the Healthy Child Programme (HCP).</p> <p>A revised model for the 5-19 year old element of the HCP service, incorporating greater skill mix, is being developed by the HCP leadership in conjunction with HCP staff, schools, children and young people (CYP).</p> <p>The HCP service for 5-19 year olds is led by School Nurses: nurses who have undertaken post-graduate training to become Specialist Community Public Health Nurses. The revised model makes greater use of their leadership skills and strategic public health overview.</p> <p>There will be increased employment opportunities for apprentices, people with skills and enthusiasm in supporting the health needs of CYP, and the new model will develop career pathways into nursing. This will support Norfolk to 'grow its own' School Nurses of the future. Schools, CYP and other stakeholders have been part of the development of the changes to the service and will have regular briefings and communication to keep them informed</p> <p>Launch of Public Health Strategy</p> <p>The Public Health Strategy 2016-2020 was agreed by Communities Committee in November. Since then we have finalising the published document. A printed version of the</p>	<p>Louise Smith</p>

Sensitivity Classification:

	<p>strategy has been issued to members of the committee this week, and will available on our website shortly.</p> <p>New Stop Smoking and Workplace Health Services</p> <p>Following a recent procurement, Public Health are pleased to announce the award of two contracts.</p> <p>Public Health have awarded the contract to deliver a county-wide Specialist Stop Smoking Service. This service will provide support to people who wish to quit smoking. It will also support other providers such as GPs and pharmacies with training and expert advice to ensure that provision of stop smoking services across the county are available in the right places to the right people, and are also of a high quality.</p> <p>Thrive Tribe have been awarded the contract to deliver a county-wide Workplace Health offer. This service will work with local employers to promote health improvement schemes within workplaces and support the whole work and health agenda.</p> <p>Both contracts are for 3 years from commencement, which is anticipated to be 1st April 2017.</p>	
Registration Services	NSTR	Caroline Clarke

Community Committee Three-weekly 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: 03/02/2017		
Service	Service Update key bullet points	Contact
Customer Services	<p>The CSC ran a very successful business continuity and resilience exercise on Friday 27 January, where some of the team relocated to the emergency site (the Professional Development Centre) and were able to have a functional contact centre running within the hour. The trial of transferring all social care calls to the social care localities was also enacted and lessons learned are currently being evaluated. Overall it was an incredibly useful exercise, and will equip the team to respond to any real emergency situations in the future.</p> <p>The digital team are continuing to make changes and improvements to the main NCC website, and the latest customer journey on Libraries "e-books", tested by SocITM, (the society for IT practitioners in the public sector) has been awarded a four star rating, which is the highest possible. Over the past 18 months, the majority of the customer journeys tested by SocITM have been rated as four star, and we are starting to see further improvements in the customer satisfaction levels reported by customers.</p> <p>The digital team are also in the process of working on a new web design with the Norfolk Museums Service – this will enable the Museums site to move off the old, outdated technology platform and onto the new flexible platform (SiteCore) which the main corporate site uses.</p>	C Sumner
Cultural Services	<p>Library and Information Service (NLIS)</p> <p>Assistant Head of Service – Jill Terrell joined the NLIS on 1 February from the Cambridgeshire County Council Library Service where she was Acting Head of Service.</p>	J Holden

Sensitivity Classification:

Mobile Library New Livery – one of the mobile libraries has been freshly painted with a dramatic Norwich Castle design, heralding a new year of partnership between the Norfolk Mobile Library Service and the Norwich Castle Museum. Following the successful ‘How to train your dragon’ exhibition in early 2016, the two organisations are again working together to serve our local communities and to promote life-long learning. Look out for the new mobile as it travels throughout the county.



Historical record on King's Lynn Library Tower - An interesting record left on the tower of King's Lynn Library during World War One has attracted the interest of researchers. Soldiers posted to Kings Lynn as look-outs for Zeppelins engraved their names and service numbers on the sides of the bricks and stones at the top of the crenelated tower of the-then newly-built library.

Most of the men were from the Queen's Own Oxfordshire Hussars and the Royal Bucks Hussars. After the summer of 1916, the two regiments were posted to France, with most of the men fighting in the Battle of the Somme.

NLIS is working with the Oxfordshire Yeomanry Association, the Soldiers of Oxfordshire Museum and the Buckinghamshire Military Museum to make a joint bid for lottery funding to research and record the names and recreate the wall to make it accessible digitally. Currently there is scaffolding around the tower while repair work takes place.

Norfolk Arts Service Update

Arts Council England *Cultural Destinations* funding success for Norfolk and Suffolk - The New Anglia LEP Cultural Board in partnership with Suffolk County Council and Norfolk County Council has been awarded £300k from the Arts Council England *Cultural Destinations* fund.

The aim of *Cultural Destinations* is to enable arts and culture organisations working in partnership with destination

S Miller

	<p>organisations to increase their reach, engagement and resilience through working with the tourism sector. Closer working between the two sectors will contribute to the economic growth of the cultural and tourism visitor economies. During the three year project, the New Anglia LEP Cultural Board will make the East a 'must see cultural destination'.</p> <p>The project builds on the New Anglia LEP Cultural Board initiative, <i>Building Cultural Tourism in Norfolk & Suffolk</i>, which runs until the end of 2017 and is designed to encourage collaboration between cultural organisations and tourism bodies to the mutual benefit of both sectors, and specifically to increase the impact and scale of cultural tourism in the region.</p> <p>Norfolk Museums Service</p> <p>Norfolk Museums Service has submitted two funding bids to Arts Council England for the period 2018-22. The first application is for the Museums Service to remain a part of the Arts Council's National Portfolio of regularly funded organisations and the second is to continue to deliver Museums Development services across Norfolk and the East of England. The total value of these two applications is £6.2m.</p> <p>Norfolk Community Learning Services - NSTR</p> <p>Active Norfolk - NSTR</p> <p>NRO - NSTR</p>	<p>S Miller</p> <p>I Yusuf</p> <p>B Jones</p> <p>G Tuson</p>
<p>Public Safety</p> <p>Norfolk Fire and Rescue Service</p>	<p>Downham Market Fire Station</p> <p>Following an extensive consultation period, the proposal for a new fire station at Downham Market received planning consent on 23 January 2017.</p> <p>The proposal was for a new station that combines with the existing Police, and includes a new three bay fire appliance room with sprinkler system. Norfolk Fire and Rescue Service (NFRS) are also pleased to include a much needed fire training tower to allow realistic training for fire crews.</p> <p>The procurement tender process has been run in parallel to the planning process, and a suitable contractor has been identified. Detailed construction design work is underway and we hope to start building works in the very near future.</p> <p>NFRS are grateful to our Police colleagues for working with us on sharing their accommodation. This partnership is another example of property collaboration between Fire, Police, other blue light services and other public partners and charities.</p> <p>NFRS has been in attendance at a fire at an illegal waste site since the 28 January. The service has been managing the controlled burning of 30,000 tonnes of wood material along with</p>	<p>Les Britzman</p>

Sensitivity Classification:

<p>Trading Standards</p>	<p>the environment agency, District Council and the parish council, to bring the incident to a conclusion.</p> <p>Norfolk Fire and Rescue Service recently closed its recruitment campaign for wholetime firefighters, where we received 900 applications for 18 positions. Sifting has been completed and 150 potential recruits will be assessed during February, with successful applicants being employed by the service from April 2017.</p> <p>Following a complaint from a parent that their 16 year old child had purchased illegal cigarettes from a neighbourhood store in Norwich, Trading Standards made a test purchase of illegal cigarettes, which cost less than half the price of legitimate ones.</p> <p>On Tuesday 31 January, Trading Standards officers carried out an inspection at this store along with officers from Norfolk Constabulary Licensing, the Drug and Alcohol Team and HMRC. 2,700 cigarettes and 1.25kg of hand rolling tobacco were seized by Trading Standards from a concealment under the counter. A further 7,960 cigarettes and 750g of hand rolling tobacco were seized from a vehicle, believed to be used as a storage unit at the store. The majority of the products did not carry the correct English warning information, and some are suspected to be counterfeit. An investigation is now under way with regards to the seized products.</p> <p>On the same day a second Norwich store was also visited, and the Service provided the owner with advice regarding the sale of illegal tobacco.</p> <p>In the past six months, Trading Standards, working with Norfolk Constabulary, has seized nearly 130,000 illegal cigarettes and over 31kg of illegal hand rolling tobacco from retail stores around the County.</p> <p>The low selling price of illegal tobacco is a concern to Trading Standards as it makes the products readily accessible to young people. Those retailers who sell under-the-counter tobacco are more likely to sell to underage customers than legitimate businesses, facilitating youngsters getting hooked on tobacco from an early age. Trading Standards is planning to continue enforcement work to disrupt the sale of illegal tobacco in Norfolk; supported by grant funding from Public Health.</p>	<p>Sophie Leney</p>
<p>Emergency and Resilience</p>	<p>The Resilience Team and many staff throughout NCC were involved in responding to the tidal surge event of Friday 13 January. The response to such an event is based on long-term multi-agency planning with partners of the Norfolk Resilience Forum. The volunteer rota set up to staff the Emergency Operations Centre in County Hall would have been vital to coordinate recovery efforts if there had been widespread flooding. Fortunately this was not required, but we were ready for if widespread flooding had occurred.</p>	<p>Jan Davis</p>

	<p>There was good coordination with other local authorities and emergency responders through regular strategic, tactical and local coordination group meetings. Volunteer support from school staff and members of faith and community groups was particularly appreciated at the five rest centres in Great Yarmouth. Community resilience volunteers and elected members were active in supporting their own communities, especially looking out for their vulnerable neighbours. Changing weather conditions averted a major impact, but next time it might be different and we cannot afford to become complacent. Debriefing on the event is taking place and will be collated to feedback into a review of the flood plans for Norfolk.</p> <p>On the 11 January, our Health Principal Resilience Officer arranged for a Cyber Security Workshop facilitated by Norfolk and Suffolk Constabulary to look specifically at health cyber risks. The workshop raised awareness and considered measures to enhance resilience within the health sector.</p> <p>Since January 21 the Resilience Team has been engaged in the response to the waste fire at Manor Farm, through supporting our colleagues in Fire & Rescue, the Borough Council, the CCG and Public Health England, the Parish Council and the Environment Agency. We have also been liaising with Children's and Adults Services in the identification and support of vulnerable people in the local area, and in the dissemination of public health messages to local residents.</p> <p>On Wednesday 1 February, the Resilience Team contributed to a multi-agency presentation to second year students at City College Norwich attending the Uniformed Services Course. The presentation was designed to dovetail with their syllabus covering planning for, responding to, and recovering from emergencies and how organisations work together to ensure the most effective results. The students took part in a table top exercise which simulated a major incident where they assumed the roles of initial responders and subsequently the Tactical Coordinating Group.</p> <p>Also on 1 February a presentation was given to "Norfolk Buy Local" small business members, as part of our networking to promote measures that can be taken to anticipate and assess risks to businesses, and actions that can be taken to respond and recover from business disruptions.</p>	
Public Health	<p>Mortuary Capacity Action Plan – successfully tested to the full</p> <p>Communities Committee members will remember that committee discussed concerns about mortuary capacity on a number of occasions last year. There was concern that normal levels of deaths, combined with events such as bank holidays were leading to challenges in managing capacity.</p> <p>A considerable amount of work was undertaken by colleagues in democratic services, the coroner's office, public health and</p>	Louise Smith

	<p>resilience working with NHS providers and private sector funeral directors. An action plan was agreed in 2016 to manage future surges in demand.</p> <p>Over recent weeks this action plan has been implemented and has been extensively tested. County staff from several directorates have been working very effectively with partners, including meeting weekly, and to date the planning has led to successful implementation of actions.</p> <p>To build on the success of this approach we have scheduled a workshop on the 27 February to review our longer term mortuary provision strategy.</p> <p>Launch of new development programme</p> <p>In our public health strategy we made a commitment to support the development of public health skills and knowledge for district, borough and city council partners.</p> <p>Consultation with these colleagues found an interest in more training, and access to public health data for localities. To meet this interest a programme of training has been developed and is now being rolled out. The training, which forms part of our district public health offer, will allow their officers to understand health data and how to use the tools available to inform decision making, support day-day activities and funding proposals, design new projects and review strategies.</p> <p>The sessions, open to all seven local authorities, will be held on days in April, May and June.</p> <p>If members are interested in attending a session, ideally in their locality, please contact Sally.Newby@Norfolk.gov.uk for more information.</p> <p>Promoting healthy sexual relationships through Facebook</p> <p>In February we will launch our third Facebook campaign, this time targeting young people under 24 to promote safe, healthy sexual relationships. During half term, for 2 days including Valentine's Day (13 and 14 February) you can find Public Health and The Terrence Higgins Trust in a pop up shop in the Castle Mall, Norwich. They will be on hand to offer advice and support for young people on healthy sexual relationships, contraception, chlamydia screening, sexually transmitted diseases, HIV services and promoting access to the C-CARD scheme (free condoms) for young people.</p> <p>We have already run two Facebook campaigns to raise awareness of HIV testing in Norfolk. The campaigns have been very cost effective with a total spend of just over £2,000 that has reached nearly 120,000. The campaign has also generated over 5,000 visits to our webpage www.norfolk.gov.uk/tested which directed people through to our sexual health provider.</p>	
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	Whilst running the campaign, there has been a 50% increase of online HIV testing. Early diagnosis and treatment can lead to having a healthy lifestyle, as well as preventing ongoing transmission.	
Registration Services	The commercial arm of registration, Marry in Norfolk, was headline sponsor of the first ever EDP Bride Wedding Awards, working with our magazine producers Archant. Ten members of the team attended a special ceremony at Dunston Hall on Friday 27 January. Caroline Clarke gave a speech and Anita Hennington presented the Wedding Innovation Award.	Caroline Clarke

Forward Plan for Communities Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting Wednesday 31 May 2017			
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)
Appointments to internal and external Bodies	None	To agree appointments to internal and external bodies	Head of Democratic Services (Chris Walton)
Meeting Wednesday 5 July 2017			
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)
Meeting Wednesday 6 September 2017			
Update on key service issues and activities (including	No	To review service updates on key issues and activities and identify any areas	Business Support & Dev. Manager

Forward Plan for Communities Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
decisions taken under delegated authority)		where the Committee would like to receive further information.	(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)
Meeting Wednesday 11 October 2017			
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)
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)
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)
Meeting Wednesday 15 November 2017			
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)

Forward Plan for Communities Committee

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 – January, March, June/July, October	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – January, March, June/July, October	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
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	Every meeting	To discuss progress with the Service and its improvement plan and to agree any recommendations	Head of Adult Education Service (Ilgun Yusuf)
Annual report of the Norfolk Armed Forces Community Covenant	Annual Report – March 2018	To note the report	Senior Planning and Partnerships Officer (Merry Halliday) / Assistant Director, Env. & Planning (David Collinson)