

# Communities Committee

Date: **Wednesday, 07 September 2016**

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 C Aldred                                      Mr H Humphrey - vice-Chairman

Mr R Bearman                                      Mr J Law

Mrs A Bradnock                                      Mr W Northam

Mrs J Brociek-Coulton                                      Ms C Rumsby

Mr J Childs                                      Mr M Sands

Mrs H Cox                                      Mr N Shaw

Mr N Dixon                                      Mr P Smyth

Mr D Harrison                                      Mr J Ward

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

Nicola LeDain on 01603 223053 or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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

## A g e n d a

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

2. **To agree the minutes from the meeting held on 29 June 2016**

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3. **Declarations of Interest**

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

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

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

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

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

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

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

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

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

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Friday 2nd September 2016**.

6. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Friday 2nd September 2016**. For guidance on submitting public question, please view the Consitution at [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

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

Report by the Executive Director of Community and Environmental Services

**8. Appointments to Outside Bodies – Hunstanton Convalescent Trust and St George’s Theatre Trust, Great Yarmouth**

At the last meeting of the Committee held on 29 June 2016, Members made appointments to outside bodies for the ensuing municipal year.

Since then there are two appointments that require further Member consideration.

1. Hunstanton Convalescent Trust –a charity which helps people who are on a low income, physically or mentally unwell and in need of a convalescent or recuperative holiday. Cllr Dobson (current representative) considers that this appointment should fall to the local Member as it is a locally based charity. Cllr Bird is the local Member and would be pleased to take on this appointment if the Committee so agrees. **It is recommended** that Cllr Bird be appointed to replace Cllr Dobson on the Hunstanton Convalescent Trust.
2. St George’s Theatre Trust, Great Yarmouth – a charity re-created in 2010 to operate St George's Theatre. Cllr Carttiss has expressed a wish to step down as the Council’s representative. **The Committee is recommended** to consider appointing a replacement for Cllr Carttiss on the St George’s Theatre Trust, Great Yarmouth.

**9. Public Health – Tobacco Control Strategy**

Report by the Executive Director of Community and Environmental Services

**Page 53**

**10. Library and Information Service update**

Report by the Executive Director of Community and Environmental Services

**Page 77**

**11. Administration of the Single Use Carrier Bags Charges (England) Order 2015**

Report by the Executive Director of Community and Environmental Services

**Page 87**

**12. Risk management**

Report by the Executive Director of Community and Environmental Services

**Page 99**

**13. Performance management**

**Page 113**

Report by the Executive Director of Community and Environmental Services

**14. Finance Monitoring**

**Page 139**

Report by the Executive Director of Community and Environmental Services

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

Date Agenda Published: 09 September 2016



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## **Communities Committee**

**Minutes of the Meeting Held on Wednesday 29 June 2016  
10:00am Edwards Room, County Hall, Norwich**

### **Present:**

Mrs M Dewsbury - Chairman

|                               |                     |
|-------------------------------|---------------------|
| Mr R Bearman                  | Mr W Northam        |
| Mr R Bird                     | Ms C Rumsby         |
| Mrs J Brociek-Coulton         | Mr R Parkinson-Hare |
| 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           |

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

- 1.1 Apologies were received from Mr C Aldred and Mr J Childs (substituted by Mr R Parkinson-Hare and Mr R Bird respectively), Ms A Bradnock and Mr J Law.

### **2. To agree the minutes of the meeting held on 16 March 2016.**

- 2.1 The minutes of the meeting held on 16 March 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 were no items of urgent business raised.

### **5. Public Question Time**

- 5.1 There were no public questions raised.

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

6.1 There were no local members issues or questions.

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

7.1 The Committee received the annexed report (7) from the Executive Director of Communities and Environmental Services which provided the Committee with fortnightly updates on key issues and activities. The report also set out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Committee since the last meeting of which there had been none.

7.2 The Committee **RESOLVED** to:

- Review the latest service update at Appendices A to D and identify any areas where the Committee would like to see further information or update.

## **8. Finance Monitoring Report**

8.1 The Committee received the annexed report (8) from the Executive Director of Communities and Environmental Services which provided the Committee with information on the budget position for the Committee for 2016-2017. It provided information on any forecast over and underspends and the use of forecast reserves.

8.2 The Committee, after discussing the report, **RESOLVED** to;

- Note the revenue budget for 2016-17.
- Note the capital budget for the 2016-17 capital programme.
- Note the balance of reserves as shown in section 4 of this report.

## **9. Appointment to Internal and External Bodies**

9.1 The Committee received the annexed report (9) from the Executive Director of Resources which listed the outside and internal appointments relevant to the Committee together with the current membership.

9.2 The Committee **RESOLVED** to **AGREE** to make appointments to external bodies, internal bodies and member champions as set out in Appendix A to these minutes changes.

## **10. Norfolk Community Learning Services: Update on progress**

10.1 The Committee received the annexed report (10) from the Executive Director of Communities and Environmental Services which provided the Committee with the latest information on service improvements.

10.2 The service were currently working through the detail of the full costs of the service which would be confirmed once the restructure was complete.

10.3 An area-led review was taking place which included post-16 training and it was felt

there was a need for NCLS to be involved in the discussions as they were the largest post 19 trainer receiving the largest grants.

10.4 The Committee were reassured that a model was being developed to extend the service out to the whole of the County not just Norwich. This would be achieved by working in conjunction with community partners.

10.5 The Committee **RESOLVED** to

- **APPROVE** the further improvement and development of NCLS as Norfolk's 'second chance' learning provider through;
  - Completing all post Ofsted actions as set out in the service's current Quality Improvement Plan
  - Fully implementing the new structure and operating model for the service
  - On-going monitoring of achievement of targets including increasing numbers of learners from disadvantaged communities, achieving income targets for full cost ('Leisurestream') provision and increasing the number and quality of apprenticeships across Norfolk.

## **11. Norfolk Library and Information Service – report on Self Service Access Pilot**

11.1 The Committee received the annexed report (11) from the Executive Director of Communities and Environmental Services which considered the impact of the pilot of self service at Acle Library and proposes extensions to self-service access to increase access to libraries for customers.

11.2 It was clarified that the self-service access provided an opportunity for libraries to deliver extended opening hours without reducing the staffing. Acle library hadn't reduced staff but had extended the opening hours of the library by 14 hours per week. There were no plans to reduce the staffing of the libraries in the current year.

11.3 Some libraries were not suitable for self-service and the proposed sites for installation of the next round of self-service equipment were libraries of a small to medium size.

11.4 The implementation of self-service included CCTV and access was only given by enabling customers' library cards following a conversation with a member of staff. Currently children and young people up to 16 were not being granted self-service access on their library cards.

11.5 The Committee **RESOLVED** to;

- Note the installation of further self-service access technology at further libraries.

## **12. Performance Management Report**

12.1 The Committee received the annexed report (12) from the Executive Director of

Communities and Environmental Services which was based upon the revised Performance Management System having been implemented as of 1 April 2016, and the committee's 27 vital signs indicators.

- 12.2 Health assessments were now being carried out by a new provider and early reports suggested that 100% were now meeting all of the conditions.
- 12.3 The Committee asked if further analysis was able to be carried out for the figures of early diagnosis of HIV. It was suggested that stigma relating to HIV and people moving into Norfolk could contribute to these figures. People were encouraged to be tested early.
- 12.4 The Committee asked if there was an update on the unplanned rate of teenage pregnancies. This data relied on national data which was causing the delay.
- 12.5 The Committee **RESOLVED** to;
- Agree that the 'Apprenticeships Funding Utilisation' vital sign identified in section 2.2 can be removed from the list for this committee.
  - Note the performance data, information and analysis presented in the vital sign report cards.

### **13. Risk Management Report**

- 13.1 The Committee received the annexed report (13) from the Executive Director of Communities and Environmental Services which provided the Committee with the second performance management report to the committee that was based upon the revised Performance Management System, which was implemented as of 1 April 2016 and the committee's vital signs indicators.
- 13.2 The Committee were reassured that there had been a recent national drive to recruit for retained firefighters and locally it had been included in the Eastern daily Press newspaper and on radio Norfolk.
- 13.3 The Committee **RESOLVED** to;
- Note the progress with risk management since the last Communities Committee.
  - Note the changes to the exceptions risks as outlined in Appendix A and B of the report, and the progress with mitigating those risks.

The meeting closed at 11.30pm

**Chairman**





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# Communities Committee

Item No.

|  |  |
|--|--|
| <b>Report title:</b>   | <b>Update on key service issues and activities (including decisions taken under delegated authority)</b> |
| <b>Date of meeting:</b>  | <b>7 September 2016</b>  |
| <b>Responsible Chief Officer:</b>  | <b>Tom McCabe – Executive Director Community and Environmental Services</b>                              |
| <b>Strategic impact</b><br>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 24 June, 8 July, 22 July, 5 August and 19 August) are included at Appendices A to E.

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 two relevant delegated decisions to report to this meeting.

### Recommendations:

- 1. To review the latest service updates at Appendices A-E and identify any areas where the Committee would like to receive further information or update.**
- 2. To note the two decisions taken under delegated authority as set out in para 1.2.**

## 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-E (dated 24 June, 8 July, 22 July, 5 August and 19 August 2016). Note that some of these updates may have included attachments with further information when they were originally shared with Members but these have not been included with this report.

### 1.2. Delegated decisions

- 1.2.1. 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 two delegated

decisions to report to this meeting.

**Subject: Public Health - stop smoking service re-procurement**

Decision taken: Currently within Norfolk we have two specialist Stop Smoking Service providers delivering services to reflect previous NHS commissioning structures. A decision has been taken to make some changes to this model and re-procure the service. This means procuring a single countywide specialist service for three years (with options for three further extensions two years each) with a contract value of ≤£800,000 per year, as well as using the Public Health Primary Care Contract to target the service towards areas of high need. A procurement exercise is underway.

This approach is in line with the strategy and policy and budget previously approved by Committee.

Taken by: Director of Public Health (Louise Smith)

Taken on: 13 June 2016

Contact for further information: Angela Fletton, Public Health Commissioning Manager  
Email [angela.fletton@norfolk.gov.uk](mailto:angela.fletton@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Public Health – workplace health service re-procurement**

Decision taken: A decision has been taken in relation to the approach to providing workplace health services. Public Health will deliver elements relating to employment sectors, public sector and the unemployed, including though engaging Norfolk businesses, working collaboratively with and support partners and public sector employees and influencing the Department of Work and Pensions Work and Health Programme. Services for workplaces and work-zones will be re-commissioned and a procurement exercise is underway with a view to putting a new service in place for April 2017.

This approach is in line with the strategy and policy and budget previously approved by Committee.

Taken by: Director of Public Health (Louise Smith)

Taken on: 25 July 2016

Contact for further information: Angela Fletton, Public Health Commissioning Manager  
Email [angela.fletton@norfolk.gov.uk](mailto:angela.fletton@norfolk.gov.uk)  
Phone 0344 800 8020

## **2. Evidence**

2.1. See update attached at Appendices A-E.

## **3. Financial Implications**

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

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

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

#### **5. Background**

5.1. N/A

#### **Officer Contact**

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

**Officer name :** Sarah Rhoden

**Tel No. :** 01603 222867

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



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### Community Committee Fortnightly News Update

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

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

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

| News Update for the period ending: 24/06/2016 |  |   |
|---|--|---|
| Service                                       | Service Update key bullet points   | Contact                                   |
| Consultation & Community Relations            | We've agreed that students from City College Norwich will run the County Council for the day on 18 November 2016. The day will give students real experience of work and provide us with the opportunity to learn about what young people think of the County Council, what's important to them and what we could do differently. This will be part of the Takeover Challenge promoted by the Children's Commissioner, which gives children and young people across the country the opportunity to get involved in decision-making and experience of work. There will be an opportunity for Members to work with a group of students, so please put the date in your diary.  | Anne Tansley<br>Thomas and Chris Williams |
| Customer Services                             | <p>The Customer Service Delivery Group met this week to review the progress of the Customer Service Strategy and to shape the detail for the next phase of the programme. The development of the Registrar's Copy Certificate process is now well underway, and testing of the solutions for Information Compliance (including FOI, SARs etc) is due to take place next week with deployment due for 15 July 2016.</p> <p>The main areas for development in Phase 2 include Travel and Transport, NCLS and underpinning technology for a more secure customer account. We are also working closely with colleagues in Finance to develop the requirements for an E-Commerce solution to make it easier to buy products and services from NCC.</p> <p>The move from Vantage House is now complete and all the Customer Service teams are located on the first floor of county hall, with the exception of the post team who</p> | C Sumner                                  |

## Appendix A

|                   |   |                              |
|-------------------|---|------------------------------|
|                   | remain in their bespoke area near the loading bay – the move has gone smoothly with minimal disruption to the service provided to our customers.  |                              |
| Cultural Services | <p><b>Library and Information Service</b></p> <p><b>Volunteers</b> – the Norfolk Library and Information Service works closely with volunteers across the county to add value to services and to expand the range of activities delivered in the County’s Libraries. In 2015/16 654 volunteers of all ages contributed 21,650 hours to 46 out of 47 libraries, offering their time to support reading and learning, digital literacy, job seekers, and to help reduce social isolation.</p> <p>People volunteer in libraries for all kinds of reasons, but some volunteer to get experience in a particular area of work. Volunteering with NLIS has paid dividends for many people who have succeeded in pursuing their career goals, or gaining employment as a result of their volunteer time with the service.</p> <p>One example is that of a volunteer who leads a book group at West Earham library. Starting with the service as a young volunteer supporting the Summer Reading Challenge, she has continued to volunteer at West Earham Library organising activities to help children and young people read more widely and more often during her university career. She has been successful in getting a job in a local school as a librarian. In this capacity she will continue to make a difference to young people’s literacy and we are grateful that she will continue to volunteer with us alongside her paid work.</p> <p><b>Norfolk Community Learning Services</b></p> <p>Five senior manager posts have now been recruited from within the current staff pool, with post holders informed and new posts accepted. All other new posts are due to be offered in the next two weeks.</p> <p>A post Ofsted inspection action plan has been compiled as part of the on-going quality improvement processes within the service. The service is setting out its plans to achieve a Grade 1, ‘Outstanding’ standard within 2 years.</p> <p>The Learning bus has now completed its tour of Norfolk with approximately 100 new learners registering their interest in a variety of courses including childcare and family art. A series of tasters at County Hall led to 65</p> | J Holland<br><br>H Wetherall |



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|  | <p>enrolments in a variety of subjects including holiday Spanish, French and Italian. The Learning Festival at Wensum Lodge led to 450+ enrolments on taster sessions</p> <p><b>Norfolk Arts Service</b></p> <p><b>Norfolk Arts Forum</b> – this is a free cross-sectoral membership organisation with more than 850 members and an annually elected Executive Committee, managed and promoted by the Norfolk Arts Service. Membership includes representatives from a wide range of arts and other organisations including: statutory and voluntary sector partners, regional organisations, local businesses, voluntary and community groups and individual practitioners.</p> <p>Established in 1984, it is now in its 32<sup>nd</sup> year, and promotes greater interest in and access to arts related issues and information; facilitates creative collaborations between the arts sector, the voluntary sector, local government, and regional and national bodies; proactively responds to local, regional, and national policy initiatives and changes on behalf of the arts sector.</p> <p>Members receive regular information, via weekly email bulletins, on jobs, opportunities, and funding for the arts in Norfolk. The Norfolk Arts Forum also has a <a href="#">Facebook page</a> with over 1,200 members and <a href="#">Twitter account</a> with over 890 members. The Norfolk Arts Forum always welcomes new members - if you would like any further information, please email <a href="mailto:arts@norfolk.gov.uk">arts@norfolk.gov.uk</a>.</p> | S Miller |
|  | <p><b>Active Norfolk</b></p> <p><b>Women’s Tour</b> - Active Norfolk was responsible for bringing the Women’s Tour to Norfolk for the first time when it passed through South Norfolk and Breckland, en-route to a finish outside City Hall in front of thousands of spectators on Wednesday 15 June. With events organised in market towns along the way, as well as a host of activities in the city, the event was a huge success. The community spirit evident throughout the Stage as well as the direct economic benefits derived from hosting such a prestigious international sporting event, including having a dedicated hour of highlights on ITV focusing on the tourism appeal of the county, show that events like these are of great value to the county</p> <p><b>Active Norfolk Strategy</b> - On Tuesday 21<sup>st</sup> June Active Norfolk launched an exciting and ambitious new strategy,</p>  | B Jones  |


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|  | <p>signalling intentions to improve the health and well-being of Norfolk residents, as well as increase the impact that sport and physical activity has on communities, socially, environmentally and economically. A link to download the strategy can be found <a href="#">here</a>.</p> <p><b>Museums Service - NSTR</b></p> <p><b>NRO - NSTR</b></p>  |            |
| <p><b>Public Safety</b></p> <p>Norfolk Fire and Rescue Service</p> | <p>Operational activity for 23 to 24 June – Norfolk Fire and Rescue service experienced the following:</p> <p>There were 936 calls incoming in the 24 hour period from 23/6 – this is the most calls received in our history. The previous busiest was 600 5/12 tidal surge</p> <ul style="list-style-type: none"> <li>• 631 Calls in three hours</li> <li>• 321 Flooding incidents after 18:00 23/06/2016</li> <li>• 95 calls received from Hertfordshire (contingency plan enacted) 1800-1930</li> </ul> <p><b>Significant areas affected:</b></p> <p>Watton, Dereham, Shipdham, Hethersett, North Walsham, coastal around Mundesley, Norwich area</p> <p><b>Incidents of note:</b></p> <ul style="list-style-type: none"> <li>• Cliff slip in Mundesley</li> <li>• 4 x 4 assisted moving ballot boxes</li> <li>• Major flooding in Saham Toney</li> </ul> <p><b>Appliances:</b></p> <p>At one point there were only four front line pumps available for deployment, all other pumps were used, some a number of times and some for considerable time in the Dereham , Watton and North Walsham/Mundesley area.</p> | Roy Harold |

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| Trading Standards | <p><b>Control:</b></p> <p>Staff were recalled to duty (10 in total, half the establishment) and all available mobilising PC's were used.</p> <p><b>Coordination:</b></p> <p>NCC, Breckland and North Norfolk emergency planning was closely coordinated with rest centres established at Dereham and Saham Toney.</p> <p>This year the focus of Food Safety Week (Monday 4 to Sunday 10 July) is how we can all waste less food.</p> <p>In the UK we throw away 7 million tonnes of food and drink from our home every year, the majority of which could have been eaten. Wasting this food costs the average household £470 a year. The two main reasons why we throw away good food are that we make too much or we don't use it in time. Research also shows that people can be confused about the difference between "Use By" and "Best Before" dates and they don't always know what can be safely cooked or frozen.</p> <p>Trading Standards have lead responsibility for food standards and labelling, including ensuring that "Use By" and "Best Before" dates are present on food labelling and have been used correctly by food producers.</p> <p>Officers from the Service have teamed up with waste reduction officer colleagues in Environment and Waste and officers from waste reduction and environmental health services in the district councils to deliver key messages to Norfolk residents during Food Safety Week. Information will be provided via social media and traditional media outlets.</p> <p>Tackling the most detrimental traders is a priority for Trading Standards. As part of this work we identify through intelligence the most complained of business sectors in Norfolk and then use a comprehensive approach to tackle that sector as a whole. This is a two way process - we aim to reduce complaints by consumers and increase compliance by traders. The most complained of sector in Norfolk is the second hand car sector. The Service has identified that buyers could do more for themselves to prevent them from making a bad decision when buying a second hand car. As part of our work to help prevent consumers having problems when</p> | Sophie Leney |
|-------------------|--|--------------|

|                        |  |           |
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| Emergency & Resilience | <p>they buy a second hand car we have developed a simple “checklist” based on the word CHECK for consumers to consider:-</p> <p>C – Compare the costs – know your budget and get the most from it. Use a price guide website to understand the value of the cars in your price bracket</p> <p>H – History. Check the V5 document ties up exactly with the car. Use the .Gov website to check its MOT and past mileage. Any gaps in the service history? - find out why</p> <p>E – Expectations. Age, price, mileage and descriptions all have a bearing on what you can expect of a used car. Ask - will it be serviced? Will it have an MOT?</p> <p>C – Confirm the deal in writing - price, trade in value, MOT/service and remedial work should be in writing on the sales document</p> <p>K – Keep all your paperwork on the sale.</p> <p>Trading Standards will put this message into a simple graphic format so that it can be promoted, through media, social media and our website.</p> <p>The Resilience Team has been busy facilitating and running several training courses and exercises in recent weeks. We may have emergency and business continuity plans in place, but we also need trained staff who have exercised those plans to be able to respond effectively to incidents when they occur. Hence the provision of training and exercising to ensure we are able to implement the plans and test they are fit for purpose. This has comprised both internal (NCC) and external training &amp; exercising for businesses operating in Norfolk:</p> <ul style="list-style-type: none"> <li>• 8 June Exercise Odin, Bacton Gas Terminal</li> <li>• 9 June Norfolk Resilience Forum Tactical Co-ordinating Group training, Kings Lynn</li> <li>• 14 June Media and Communication Strategies for Effective Emergency Response – multi-agency training for communications officers</li> <li>• 16 June NCC Emergency Loggist Training at Priory House, Kings Lynn</li> <li>• 17 June Emergency Loggist Training for Shell, Bacton</li> <li>• 23 June Exercise Zephyr for Briar Chemicals, Norwich.</li> </ul> | Jan Davis |
|------------------------|--|-----------|

|               |  |              |
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|               | Training and exercising is an ongoing process and further events are planned.  |              |
| Public Health | <p><b>Suicide Audit</b></p> <p>Public Health have completed the 2016 Audit of suicide in Norfolk. Suicide is a preventable cause of death, it is devastating for families and communities and there are significant social and gender inequalities. More men aged under 50 in England and Wales die from suicide than from road deaths, coronary heart disease or diseases of the liver.</p> <p>Local data shows that Norfolk has a higher rate of suicide than the national average – this is largely due to a higher than average rate in males. Three quarters of Norfolk people dying by suicide are males (76%) and over half of all suicide are hanging (53%). A third of all people who die by suicide are aged 45-59. Overwhelmingly the most commonly cited contributing factor was poor mental health, cited in two thirds of cases (66%). 90% of people who had died by suicide had seen their GP in the 12 months prior to their death and nearly a quarter of people (23%) had seen their GP in the week before their death. 47% were known to have had some contact with mental health services before their death.</p> <p>The Norfolk Suicide Prevention group, jointly chaired with Norfolk and Suffolk Foundation mental Health Trust is considering the findings and agreeing an action plan to seek to reduce the numbers of suicides in our communities.</p> <p><b>Audit of Care Home Infection Control</b></p> <p>The Infection control team have been working with Adults Care services to develop infection control arrangements in Care Homes. The team undertake audits in care homes to help them understand where they can implement improvements to their infection control arrangements. Since 2014, 85 homes have been audited. Can compliance averages 82%. Homes staff have engaged well with the work and over 95% of those audited have completed action plans. Overall we are finding the majority have good overall cleanliness. The main areas for improvement identified in audits were laundry, sluice and housekeeping facilities. The team are also delivering study days for care home champions and nearly 250 staff have attended.</p> | Louise Smith |

## Appendix A

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|                          | <br>Adult social care<br>SMT March 2016.ppt |                    |
| Registration<br>Services | NSTR   | Caroline<br>Clarke |

### Community Committee Fortnightly News Update

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

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

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

| News Update for the period ending: 08/07/2016 |   |  |
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| Service                                       | Service Update key bullet points  | Contact                                |
| Consultation & Community Relations            | <p>Charities and community groups can now apply for funding to get more young people taking part in social action, such as volunteering, fundraising and campaigning. The programme funds intergenerational projects, such as getting young people to teach older people how to use technology. Young people benefit because they gain new skills and experiences that help them with their studies and to get a job. Older people benefit from a range of projects designed to help them stay independent for longer.</p> <p>The Consultation and Community Relations team has worked with the Norfolk Community Foundation, Children's Services and Adult Social Services to set-up the programme. The grant funding is part of the work we've done to support the County Council's commitment to the #iwill campaign. You can find more information about the Love Norfolk Youth Social Action Fund on the <a href="#">Norfolk Community Foundation</a> website.</p> | Anne Tansley Thomas and Chris Williams |
| Customer Services                             | NSTR  | C Sumner                               |
| Cultural Services                             | <p><b>Library and Information Service</b></p> <p><b>New head of Service</b> – as part of the restructuring of Community and Environmental Services the two roles currently held by Jennifer Holland, as Head of Libraries and Information and Assistant Director for Culture and Lifelong Learning, are being separated. Jan Holden, one of the current Assistant Heads of Service, has been appointed Head of Libraries and Information and will start</p>   | J Holland                              |

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|  | <p>this job from the beginning of October.</p> <p><b>New Spydus library APP</b> – From 11 July a smartphone application by the Norfolk Library and Information Service will be available to download. The Norfolk Spydus app will enable customers to keep track of their library account and manage their loans and account information; search for books and place holds on items they are interested in; download e-books, e-audio books and magazines; use their device's camera to scan the barcode on a book, CD, DVD or other item and search for available copies at their local library.</p> <p>It gives library customers the opportunity to access reading, knowledge and information for free on a smartphone or tablet while at home or on the go. The app is just one of the ways the library service is using digital technology to improve the services available for Norfolk's residents. The app can be download for Apple and Android devices from the App Store and Google Play.</p> <p><b>Summer Reading Challenge</b> – starts on Saturday 16 July and runs through the summer. This year we celebrate 100 years of the world's favourite storyteller – Roald Dahl. There will be special Big Friendly Read themed activities at libraries around the county for instance, visit Wymondham library for the Gruesome tale of Mr Twit's Beard from 14:00 - 14:45 on 22 July, Great Yarmouth library for Big Friendly get Crafty from 11:00 - 13:00 on 30 July or Dereham library for Roald Dahl Fun from 10:00 - 11:00 on 23 August. Click <a href="#">here</a> and select your local library from the A - Z to see what activities are planned in your area.</p> <p><b>Norfolk Arts Service</b></p> <p><b>Building Cultural Tourism in Norfolk and Suffolk: Look Sideways – East Update</b> - Funded by Arts Council England, New Anglia Local Enterprise Partnership, Norfolk County Council, Suffolk County Council and seven regional arts organisations, the New Anglia LEP Cultural Board initiative, <i>Building Cultural Tourism in Norfolk &amp; Suffolk</i>, 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>The initiative is being delivered by Spring, a communications agency based in Southwold. Spring has</p> | <p>S Miller</p> |
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|  | <p>created a range of ‘tools’ including <a href="#">Look Sideways – East</a>, a distinctive brand to help unify and promote the regions’ cultural offer.</p> <p>The Visit East Anglia website is <a href="#">now hosting</a> <i>Look Sideways – East</i> content, showcasing upcoming cultural highlights across Norfolk and Suffolk. <i>Look Sideways – East</i> have also developed a leaflet of cultural highlights which is being distributed <a href="#">online</a> and across both counties. For further information on the Cultural Tourism project, please contact: James Gorry, Cultural Tourism Project Manager, at <a href="mailto:james@agencyforchange.co.uk">james@agencyforchange.co.uk</a>.</p> <p><b>Museums Service</b></p> <p><b>British Art Show 8</b> – this show has opened successfully at Norwich Castle Museum &amp; Art Gallery and venues at Norwich University of the Arts and the Forum. This is the first time this ambitious show, widely considered the most important and influential contemporary art exhibition in the UK, has come to the region.</p> <p><i>British Art Show 8</i> is dedicated to showcasing the best work of a new generation of artists and features over 100 works by 42 artists. The artists are chosen on the grounds of their contribution to art in this country in the last five years – making <i>The British Art Show</i> a vital measure of the current state of contemporary art in the UK. The show is curated by the Hayward Gallery, Southbank, and has been delivered in Norwich through a partnership between the Norfolk Museums Service and Norwich University of the Arts, the first time the two organisations have worked together on such a large scale project.</p> <p>The show’s arrival in the City was announced by a specially commissioned event devised by BAS8 and Great Yarmouth-based artist, Alan Kane. ‘The History Train’, which took place on Saturday 18 June, married East Anglia’s rich past with brand new contemporary art. A parade of heavy horses pulled six drays which delivered <i>British Art Show 8</i> art works and related material to the key venues.</p> <p>The show itself looks spectacular across the different venues, with the Hayward Touring team being very complementary about the installation and the professionalism of both NMS and NUA staff. Strategically, BAS8 builds on Norwich Castle’s</p> | S Miller |
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|  | <p>commitment to presenting cutting edge contemporary art shows and bringing in audiences from further afield. Working closely with Visit Norwich, Norwich BID and external PR support, the show will attract tourists to the city during the summer period. It has cemented NMS' relationship with both Hayward Touring and NUA while also providing an ideal platform for extending NMS' commercial sponsorship activities. We are grateful to the three headline sponsors for the show, Larking Gowen, intu Chapelfield and Mills &amp; Reeve, in addition to other key support from East Anglia Art Fund, Norwich City Council, Norfolk County Council, Hudson Architects, Norwich BID and Archant, our media partners.</p> <p><b>Norfolk Community Learning Services</b></p> <p><b>Teaching Observations</b> - Norfolk Community Learning Services aimed to make significant improvements to the quality of teaching, learning and assessment so that by the end of the current academic year, in July 2016, at least 90% of observations demonstrated that the quality was either good or outstanding. As at the end of June 2016, NCLS is proud to report that 96% of observations have been at good or outstanding.</p> <p><b>Building everyday life skills through quilting in the community</b> - One of our dedicated tutors in the West recently completed delivery of an initial engagement community partnership course at Gaywood library, which received acclaim in the local Lynn Newspaper as the donation of 20 quilted cushions was made from the course to the East Anglian Children's Hospice for the summer fundraising events.</p> <p>This offer was particularly designed to engage with learners from the local community who felt isolated and/or lacking in confidence. Quotes from learners were "friendships blossomed" and one learner said that this course had been a lifeline for her - "My personal confidence grew over the weeks and from not getting out of the house to supporting another learner on a one to one basis with her quilting". Feedback clearly indicates that our offer "hit the button"</p> <p><b>NRO</b></p> <p><b>Change Minds</b> - Members of the first cohort on this mental health wellbeing course, based at the Norfolk Record Office, had their final session in June. To mark the occasion each participant was presented with a</p> | <p>I Yusuf</p> |
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## Appendix B

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|  | <p>certificate by Jennifer Holland. Some of the work they completed during the course, including poems and art, is now on display in the Long Gallery at the Record Office.</p> <p>An evaluation of the first year of this Heritage Lottery Fund supported course, run in partnership with two local mental health charities, is now being written up by the University of East Anglia. Some of the comments collected during this evaluation have been shared with the Record Office. These are:</p> <p>“I think the course and the outcome for everyone has been a fantastic help to all involved”<br/> “Change Minds is brilliant”<br/> “I have enjoyed change minds immensely. It has been a great success”<br/> “Has been awesome!! Thank you 😊”</p> <p>Members of the group are now planning to stay in touch by meeting monthly at the Record Office to continue their research.</p> <p><b>Active Norfolk - NSTR</b></p>                                     |              |
| <p><b>Public Safety</b></p> <p>Norfolk Fire and Rescue Service</p> | <p>The Home Secretary set out her agenda for reform of the fire &amp; rescue service at a keynote speech (<a href="https://www.gov.uk/government/speeches/home-secretary-speech-on-fire-reform">https://www.gov.uk/government/speeches/home-secretary-speech-on-fire-reform</a>) on 24 May. Norfolk was one of three services highlighted as demonstrating good practice in collaborating with other agencies to deliver joined up emergency management. The reintroduction of an independent Inspectorate to provide external scrutiny and assurance was signalled to follow later this year. Our Chair and Vice-Chair met with the new Police &amp; Crime Commissioner on 7 June to review the speech and to review collaboration between fire and police in Norfolk. There was agreement that the continuing development of practical collaboration, as reflected in the 2020 Vision in the Integrated Risk Management Plan, remained valid and appropriate.</p> | Roy Harold   |
| <p>Trading Standards</p>   | <p>July is National Scams Awareness Month. The Chartered Trading Standards Institute (CTSI) and the Citizens Advice Consumer Service deliver this annual initiative to raise awareness that millions of people every year in the UK fall</p>  | Sophie Leney |

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| Emergency & Resilience | <p>prey to scammers. Some estimates of the total cost of mass-marketed scams are as high as £5 billion. The truth is - with reporting levels as low as 5% - the cost could be far higher. Each week of the month is themed to help consumers protect themselves from different scams, the themes being postal scams, telephone scams, internet scams and doorstep rogue trading scams.</p> <p>This initiative is being supported in Norfolk by the Trading Standards Service providing, through radio interview and social media platforms, lots of helpful postings and messages; with the latest information on how to spot a scam and prevent yourself from being taken in by them. Trading Standards will also provide this information to Consumer Champions (who are members of the public who agree to support the dissemination of advice and information from Trading Standards) and Community Champions (who are key individuals in the community and banking sectors who help Trading Standards to stop people falling prey to scammers).</p> <p>Trading Standards has also worked with Norfolk Police to launch a new No Cold Calling Zone in Heacham and will be holding a scams awareness event in the village later in the month. Trading Standards officers and the local police neighbourhood officers will raise awareness with the NCCZ residents to protect them from being hoodwinked by scammers.</p> | Jan Davis    |
| Public Health          | <p><b>Standing together against domestic abuse</b></p> <p>A county wide campaign to raise awareness of domestic abuse and increase reporting and referrals to agencies was launched on 21 June.</p> <p>It will aim to reach those responsible for abuse, those who experience it, and friends and family members who may be aware of it. Posters using the strapline #IWalkedAway will be used across the county to highlight how others have left abusive situations and made new starts.</p> <p>Domestic abuse can affect anyone and takes all kinds of forms – physical, emotional, psychological, financial, or sexual. Much of it goes unreported. In March this year there were 1,115 domestic abuse crimes and incidents reported to Norfolk police, of which 407 were crimes and 72 deemed of significant risk to be referred to the Multi-Agency Risk Assessment Conference (MARAC). Every</p>   | Louise Smith |

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|  | <p>year, domestic abuse costs Norfolk an estimated £60million, of which £50million is borne by public health services.</p> <p>Councils, health services, police and other public and voluntary sector organisations from across Norfolk are uniting for the initiative led by the Norfolk Community Safety Partnership, which aims to encourage earlier intervention, reduce stigma and minimise harm.</p> <p>For more information about domestic abuse and the campaign, visit <a href="http://www.norfolk.gov.uk/safety/domestic-abuse">www.norfolk.gov.uk/safety/domestic-abuse</a> and look out for the hashtags #IWalkedAway and #IsItYou?</p> <p>You can also call the National Domestic Violence Helpline on 0808 2000 247 (24 hours).</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>I walked away poster 1.pdf</p> </div> <div style="text-align: center;">  <p>I walked away poster 2.pdf</p> </div> </div> <p><b>National Breastfeeding Week</b></p> <p>National Breastfeeding Celebration week 20-25 June saw the Public Health team launch an active social media campaign promoting breastfeeding across Norfolk “wherever, whenever, however”. A group of 60 volunteer mums were photographed feeding their babies in locations across the county to help normalise breastfeeding and encourage other new and expectant mums to breastfeed their babies if they can. The photos appeared on Facebook and on Twitter and the story was featured in the EDP and the Evening News. ‘Mumsnet’ also actively supported the campaign. The campaign achieved an overall campaign reach of over 8000 people via social media alone.</p> <p><b>Royal Norfolk Show</b></p> <p>Public Health teamed up with Active Norfolk at the Royal Norfolk Show on 29 and 30 July at the Costessey Showground. Located in the Sports Zone they created a Norfolk’s Living Well trail, which took participants around the show collecting answers to questions about their health, thus promoting several Public Health messages.</p> <p><b>Shelf Help – Books on prescription</b></p> <p>Public health teamed up with Norfolk libraries and funded the purchase of a library of 35 self-help and literature books aimed at helping teenagers with mental health</p> |  |
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## Appendix B

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|                       | <p>problems.</p> <p>A joint Public Health and Libraries project – Shelf Help – has received great feedback within just a week of it being launched. The collection of books available in all 47 libraries and online as e-books focus on supporting children and young people with self-help around mental health and wellbeing.</p> <p>Some of the feedback so far includes: ‘A foster carer who called to compliment the Shelf Help Collection – she got in touch to say how helpful she was finding the Shelf Help list of books she has been made aware of. She has been particularly looking for any help or support groups or information that she can find about ADHD for her Foster Child, and found the books on this in the collection very helpful.’</p> <p>To find out more on the scheme or to send details of the referral and information form to potential referrers please click here:<br/> <a href="http://brochure.norfolklivingwell.org.uk/product/find-shelf-help-in-your-local-library">http://brochure.norfolklivingwell.org.uk/product/find-shelf-help-in-your-local-library</a></p> |                 |
| Registration Services |  | Caroline Clarke |

## Community Committee Fortnightly News Update

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| News Update for the period ending: 22/07/2016 |   |  |
|---|---|--|
| Service                                       | Service Update key bullet points  | Contact                                |
| Consultation & Community Relations            | NSTR  | Anne Tansley Thomas and Chris Williams |
| Customer Services                             | <p>The latest deployment of the CRM system went live this week, and has provided modules for the Information Management team, specifically Freedom of Information requests, Subject Access Requests, Data Protection breaches, Information Shares and Police Information requests. The new module should provide a robust way of managing these enquiries, which will put the organisation in a good position for the Information Commissioner Audit later in the year.</p> <p>The Customer Service Centre has been relatively busy over the last few week with waiting times being higher than usual at peak times. There has also been a relatively high turnover of staff, many due to career advancement in NCC, and therefore we need to ensure we are now adequately resourced. The situation has been closely monitored and we are currently recruiting.</p> | C Sumner                               |
| Cultural Services                             | <p><b>Library and Information Service</b></p> <p><b>Review of School Library Service</b> - A key part of the library service to young people in Norfolk is the School Library Service (SLS), which alongside services to children and young people offered in libraries and mobile libraries across the county plays a vital role in supporting</p>   | J Holland                              |

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|  | <p>literacy and in supporting the County Council's priority of Excellence in Education.</p> <p>Schools pay for the SLS and we estimate that there will not be enough income from school customers this year to cover the expenses of the service. The issues that have contributed to this include cuts to school budgets as well as the conversion of schools to academies and Multi Academy Trusts.</p> <p>As a result of the shortfall we need to review the service to ensure we are responding to the needs of schools within the budgets we have available. The review will produce:-</p> <ul style="list-style-type: none"> <li>• A delivery plan for public library services to Children and Young People that identifies how the service will contribute to council priorities;</li> <li>• Costed options for the future operation of SLS.</li> </ul> <p><b>Annual Report</b> – the one page report below highlights the main achievements of the Library Service during 2015/16. Alongside highlights that include almost 4 million visits to our 47 libraries and mobile service and almost 5 million items borrowed, the service has supported literacy (264 schools through the School Library Service and 5,500 under 5s joined the library) and jobseekers have been supported at every library.</p> <p>A similar report has been prepared for each library and is available on request from the library.</p> <div data-bbox="564 1294 625 1361" data-label="Image"> </div> <p>Norfolk library<br/>service annual report</p> <p><b>Norfolk Community Learning Services</b></p> <p><b>High quality of advice, guidance and support for NCLS learners recognised by national accreditation body</b></p> <p>NCLS is required to hold Matrix Accreditation to ensure each learner receives the highest quality of advice, guidance and support at every stage of their learner journey – before, during and after completing their programme.</p> <p>The Matrix standard itself is made up of 4 sections which organisations are judged against: Leadership and</p> | <p>I Yusuf</p> |
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|  | <p>Management, Resources, Outcomes (Impact) and the Continuous Improvement Plan.</p> <p>After a Matrix Accreditation Visit in July 2016 NCLS was awarded accreditation for another three years. The formal report will be published in about two weeks but provisional strengths identified include:</p> <ul style="list-style-type: none"> <li>• Good and passionate engagement with residents, especially for those needing to overcome barriers in progression to education, employment and community engagement</li> <li>• Proactive, personalised and non-judgemental advice, guidance and support</li> <li>• Staff have embraced the NCLS re-structure and developed responsive models in meeting the needs of residents.</li> </ul> <p>As well as building on these strengths NCLS was challenged to improve the quality of external communications, online and hardcopy, with potential and actual learners and also to show evidence of external destinations such as job outcomes.</p> <p>The outcome from the Matrix visit and subsequent accreditation can be seen as external validation of a strategy to position NCLS as a service which is much more than a provider of courses – it is about harnessing our strengths in employer and community engagement to promote independence in adults through improved outcomes in jobs, education, health and digital inclusion</p> <p><b>Textiles Exhibition</b> - the recent 'Take One Colour' Exhibition show-cased the work of our Creative textiles learners and attracted a large number of visitors to Wensum Lodge. The work was of a very high standard and the feedback received was excellent with a number of pieces being sold.</p> <p><b>City &amp; Guilds Level 3 (Digital Photography)</b> - A group of five NCLS photography learners are showcasing their City &amp; Guilds work at an exhibition at St Nicholas's Church in Wells as part of Wells Carnival week, which runs from Friday 29 July to Sunday 7 August. The event will include information about their course to encourage other people to have a go, as well as promoting all the locally available adult education courses.</p> <p><b>Norfolk Arts Service</b></p> | <p>S Miller</p> |
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|  | <p><b>Arts Council England awards and appointments for Norfolk County Council supported arts organisations - <a href="#">Creative Arts East</a></b> has been awarded £449,850 from the Arts Council England Strategic Touring programme to deliver <i>Inn Crowd</i> in partnership with Applause Rural Touring. This exciting new project will tour live literature to pubs across six counties in the East of England and the South East.</p> <p><a href="#">Norwich Arts Centre</a> has been appointed as Creative Producer for Luton – completing the Arts Council’s £1.5 million investment in the town as part of the Luton Investment Programme. Drawing on its experience of delivering high quality programming, Norwich Arts Centre will work with <a href="#">Seachange Arts</a> and local partners, supporting local artists and organisations in their work in Luton. The work will focus on engaging audiences, with a strong emphasis on young people and diverse communities.</p> <p>The expertise that Norwich Arts Centre and SeaChange Arts bring will be an essential ingredient in the success of the Luton Investment Programme’s ambitions. For further information please contact <a href="mailto:arts@norfolk.gov.uk">arts@norfolk.gov.uk</a>.</p> <p><b>Museums Service</b></p> <p><b><i>Sea History Differently: Time and Tide Museum awarded £90,000 from Esmee Fairbairn Collections Fund</i></b> - Great Yarmouth’s heritage has received a major boost thanks to a grant of £90,500 awarded to the Time and Tide Museum of Great Yarmouth Life. Time and Tide now has a golden opportunity to transform the way it can inform and engage with audiences through its project <i>Sea History Differently</i>.</p> <p>The project, funded by the Esmée Fairbairn Collections Fund, will encompass a wide range of activities aimed at transforming access to Time and Tide’s fantastic maritime and historic boat collections. These include specialist boat conservation involving volunteers from local communities and enhanced collections documentation and research. This will provide a starting point for community co-curation of an exhibition at Time and Tide that can be used to create a range of touring displays.</p> <p>This exciting programme will culminate in the museum’s summer 2018 exhibition which will be themed around the outcomes of its <i>Sea History Differently</i> project to celebrate</p> | <p>S Miller</p> |
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## Appendix C

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|  | <p>community work and the outstanding maritime collections at the museum.</p> <p>As well as involving local communities and encouraging new skills, <i>Sea History Differently</i> will work in partnership with museums up and down the East coast through the Maritime Heritage East network, particularly in developing the touring displays.</p> <p><b>NRO - NSTR</b></p> <p><b>Active Norfolk - NSTR</b></p>   | <p>G Tuson</p> <p>B Jones</p> |
| <p><b>Public Safety</b></p> <p>Norfolk Fire and Rescue Service</p> | <p>The Chief Fire Officer met Elizabeth Truss MP on 8 July at Swaffham fire station, following the Communities Committee request to meet DEFRA to discuss funding for flood rescue. The Minister was not able to confirm any further funding, and advised that there was no allocation within DEFRA budgets to replace expiring grants. She did undertake to discuss with other Ministers the desirability of aligning and integrating the range of current central government flood initiatives into a more joined up and coherent approach, but we should not expect further government funding to preserve Norfolk's current flood rescue teams.</p> <p>Norfolk hosted more than 300 personnel from a range of agencies as part of Exercise Triton 2 in Thetford Forest during the week commencing 11 July. Triton was a national resilience exercise testing the UK's capability to manage three simultaneous large scale emergency incidents, and we were joined by staff from 8 other fire services. In addition to the national exercise, volunteers from NorLSAR, 4x4 Response, Norfolk Civil Protection and Raynet took part in a missing persons search scenario alongside fire and police staff.</p> <p>On the 15 &amp; 16 July, the Urban Search &amp; Rescue team assisted Hertfordshire police in the recovery of forensic evidence at a crime scene. This activity, using USAR's specialist equipment and training, provided the police with an efficient and effective solution to a difficult and challenging operation, and demonstrates the practical benefits of improved joint working. Hertfordshire have previously used our dive team, and the latest request for</p> | <p>Roy Harold</p>             |

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| Trading Standards      | <p>support builds from the good rapport established between them and police search officers.</p> <p>We look forward to working closely with Brandon Lewis MP in his new role as Minister responsible for policing and the fire &amp; rescue service, building on the active and constructive interest he took during his previous tenure as Fire Minister.</p> <p>The Trading Standards' Calibration Laboratory was reassessed by the United Kingdom Accreditation Service (UKAS) on 29 and 30 June, with the auditors recommending that accreditation is renewed for the current scope of accreditation under ISO/IEC 17025:2005. The auditors identified eight actions necessary to maintain accreditation, all of which were minor; in the main requiring small amendments to the quality manual to reflect how the laboratory is operating. The auditors highlighted the excellent work of the CVTS team in their report as follows:</p> <p>The personnel responsible for calibration of masses and weighing equipment demonstrated their comprehensive understanding of the processes for which they are trained. They diligently and carefully follow calibration procedures and show polite and knowledgeable attitudes when communicating with customers, as was witnessed in telephone conversations.</p> | Sophie Leney |
| Emergency & Resilience | <p>The Resilience Team, operating as the Normit training and consultancy service, through our partner Breckland Training Services, delivered a two day training course last week on Emergency Management and Business Continuity to managers of Luton Borough Council. The training was well received and we hope this may lead to further opportunities to work with Breckland Training Services.</p> <p>The Resilience Team together with representatives of the Broads Authority, the Environment Agency, and Broadland District Council have been exploring how we link adaptation to climate change on The Broads with being better prepared for the extreme weather events, particularly surface water flooding, we are experiencing across the county and nationally. This month has seen surface water flooding of homes, fields and highways and we want to promote how to be better prepared for such events and be more resilient to disruptive events of many</p>  | Jan Davis    |

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|               | <p>kinds. An initial community engagement event is being planned for Acle on 1 October at which the public, businesses and elected members will be welcome.</p> <p>On Wednesday 20 July the team supported an event at the British Red Cross offices, Norwich, on “Unlocking the potential of the voluntary &amp; faith sector”. It was an opportunity for representatives of voluntary organisations to meet with members of the Norfolk Resilience Forum to explore how we might work effectively together to prepare for, respond to, and recover from emergencies in the county. New contacts were made to increase the number of voluntary organisations contributing to community resilience in Norfolk.</p>   |              |
| Public Health | <p><b>Health and Wellbeing Board:</b> The Health and Wellbeing Board met on 20 July and approved a report detailing the proposed approach to making mental health a priority in Norfolk. A multiagency seminar had identified four main strategic aims for Norfolk: reduce stigma, make mental health everyone’s business, improve access to self-help resources and early help, commission better pathways into and through services. The report outlined a business plan of what key actions can help deliver these aims and identifies what outcomes we want to achieve by 2020 with this priority.</p> <p>The board also approved the direction of travel of the Norfolk and Waveney Sustainability and Transformation Plan (STP). The STP’s agreed vision is “to support more people to live independently at home, especially the frail elderly and those with long term conditions”. The overarching priority is to keep people at home and help them to maintain their independence as long as possible. The plan will also provide locally delivered, integrated support, with care and treatment happening outside of acute hospitals wherever possible, and the whole system - including local communities – will be geared to getting people back home and supported in community settings.</p> <p><b>Local Health Resilience Partnership:</b> The LHRP met and agreed a memorandum of understanding between NHS partners (NHS England and clinical commissioning groups).</p> <p><b>Public health structure:</b> A review of the new public health structure has been completed and recruitment has started to appoint to a number of new posts, including the establishment of a dedicated contracts team and a Deputy Director of Public Health who will be responsible for promoting health living and healthy places.</p> | Louise Smith |

## Appendix C

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|                       | <b>Workplace health:</b> On the evening of 19 July, <a href="#">a team from Public Health</a> took part in Active Norfolk's 'It's a Knockout' workplace health challenge, coming a respectable second place. Fit4Work events take place throughout the year and are open to all workplaces in Norfolk as a fun way to enjoy some fun and active time with colleagues. <a href="#">Upcoming activities</a> include pitch and putt, kurling and gymnastics. |                 |
| Registration Services | The Norfolk Register has relocated to the Archive Centre. The new office opened to the public on Monday 11 July.  | Caroline Clarke |

## Community Committee Fortnightly News Update

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

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

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

| News Update for the period ending: 05/08/2016 |  |                                 |
|---|--|---------------------------------|
| Service                                       | Service Update key bullet points   | Contact                         |
| Customer Services                             | NSTR   | C Sumner                        |
| Cultural Services                             | <p><b>Library and Information Service</b></p> <p><b>Free Wi-Fi-</b> All 47 libraries in Norfolk offer free Wi-Fi to the public. A recent report published by the Arts Council praises a learning project, Digifest, undertaken by Norfolk Library and Information Service to encourage Norfolk citizens to make the most of free Wi-Fi in libraries in the county. The report can be found here:<br/> <a href="http://www.artscouncil.org.uk/sites/default/files/download-file/Making%20The%20Most%20of%20Wifi.pdf">http://www.artscouncil.org.uk/sites/default/files/download-file/Making%20 The Most of Wifi.pdf</a></p> <p>Following on from this, courses aimed at supporting local people to get to grips with their tablet computers are being held in libraries across the county. The tablet courses give participants the confidence to use tablets and mobile devices to get online, keep in touch with family and friends, and use their tablets for reading, leisure and finding out. The tablet courses are aimed at people of all ages and are being well attended in libraries across the county. Learners can bring their own device or can borrow one from us for their sessions. Contact your local library for more details of when sessions are taking place.</p> <p><b>Norfolk Community Learning Services (NCLS)</b></p> <p><b>High quality of advice, guidance and support for NCLS learners recognised by national accreditation body -</b> Following a recent Matrix Accreditation visit NCLS has been awarded accreditation for another three years.</p> | <p>J Holland</p> <p>I Yusuf</p> |


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|  | <p>NCLS is required to hold Matrix Accreditation to ensure each learner receives the highest quality of advice, guidance and support at every stage of their learner journey – before, during and after completing their programme. The Matrix standard itself is made up of 4 sections which NCLS was judged against Leadership and Management, Resources, Outcomes (Impact) and the Continuous Improvement Plan. The formal report will be published in about two weeks but provisional strengths identified include:</p> <ul style="list-style-type: none"> <li>• Good and passionate engagement with residents, especially for those needing to overcome barriers in progression to education, employment and community engagement;</li> <li>• Proactive, personalised and non-judgemental advice, guidance and support;</li> <li>• Staff have embraced the NCLS re-structure and developed responsive models in meeting the needs of residents.</li> </ul> <p><b>Norfolk Arts Service</b></p> <p><b>Arts Council England <i>Catalyst: Evolve</i> funding success for Norfolk</b> - Two Norfolk County Council supported arts organisations have been successful in the latest round of Arts Council England <a href="#"><i>Catalyst: Evolve</i></a> investment. <a href="#">Creative Arts East</a> has been awarded £149,663 and <a href="#">Norwich Theatre Royal</a> has been awarded £150,000. A further 138 organisations across England have also received investment through the programme.</p> <p><i>Catalyst: Evolve</i> supports organisations that have recently started fundraising to achieve a step change in their ability to earn philanthropic income. Donations and philanthropy are an important source of support for organisations to help reduce their financial risk and increase resilience. For further information, please contact <a href="mailto:arts@norfolk.gov.uk">arts@norfolk.gov.uk</a>.</p> <p><b>Museums Service</b></p> <p><b>Norwich Castle: Gateway to Medieval England</b> - The Heritage Lottery Fund have now given their formal 'permission to start' for the project to transform Norwich Castle's magnificent Norman Keep. This marks an important moment in the evolution of the project and is the result of further detailed submissions to the HLF by the Castle Keep team.</p> | <p>S Miller</p> <p>S Miller</p> |
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|   | <p>This summer's public events programme, 'Medieval Madness', ties in with the Castle Keep project, providing an exciting array of events while enabling us to develop important partnerships. These include a collaboration with the Gildencraft Stone Masonry C.I.C. to mark 920 years of the foundation of Norwich Castle and the Guild of St Stephen and St George. Events include demonstrations and a talk by the only living Norman guild master. This summer also sees a special presentation of the Norwich Medieval Mystery Plays – a new production in the Castle Keep which is family friendly and accessible to all on Thursday August 25, Friday August 26 and Saturday August 27 at 6pm.</p> <p><b>NRO</b></p> <p><b>Archive Centre Works Completed</b> - The works carried out in the Archive Centre to accommodate the Registration Service and to provide new educational facilities and public space in the Norfolk Record Office have now been completed. The Registration Service is now occupying rooms near the Green Room, taking advantage of a new shared reception at the front of house; seating has been added to the Long Gallery along with a new coffee machine which helps create a more welcoming space; and a new educational room has been constructed at the rear of the search room. The latter can serve both as break out space for the Green Room and, because it is a glazed box, as an adjunct to the search room where groups of learners can use documents in supervised space without the need for additional staff.</p> <p><b>Active Norfolk - NSTR</b></p> | G Tuson  |
| <p><b>Public Safety</b></p> <p>Norfolk Fire and Rescue Service</p> <p>Trading Standards</p> <p>Emergency &amp; Resilience</p> | <p>NSTR</p> <p>NSTR</p> <p>NSTR</p>  | <p>Roy Harold</p> <p>Sophie Leney</p> <p>Jan Davis</p> |

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| Public Health | <p><b>Sustainability and Transformation Plan (STP)</b></p> <p>The Norfolk and Waveney STP is a prevention and wellbeing programme. The initial scope was signed off by STP Executive Board on 3 August 2016. The aim of the STP is to develop a system wide strategy to:</p> <ul style="list-style-type: none"> <li>• Prevent ill health and achieve sustainable reductions in NHS and social care demand by embedding prevention across health and social care services</li> <li>• Take a population approach to reduce variations in access to health care where this contributes to the health and wellbeing gap</li> <li>• Appropriately address the impact of wider socio-economic issues to prevent their causing further demand on health and social care services</li> <li>• Increase individual and community capacity for self-care, and increase patient activation.</li> </ul> <p><b>Road safety partnership</b></p> <p>The Road Safety Partnership met on 26 July. Director of Public Health Louise Smith was elected as chair and Cllr Jenny Chamberlin as vice chair. A <a href="#">data report</a> was presented to the board shows continuing reduction in killed and seriously injured over the 7 months to end April 2016. The report also separated the reporting of vulnerable road user groups to cyclists and pedestrians. The analysis of the report showed different trends in the two groups with pedestrians killed and seriously reducing but cyclists increasing – the report also shows all other groups decreasing. We will be doing a deep dive into the data around cyclists to inform the launch of a cycle safety campaign in September.</p> <p>Public Health, through their work in chairing the Casualty Reduction sub group for vulnerable road users, have also been successful in receiving a grant of £30k from the DfT Sustainable Transition Fund to focus on a campaign to promote all road users ‘sharing the road’ and ‘being road friendly’ in an attempt to promote positive attitudes between all road users in order to reduce casualties.</p> <p><b>Research on migrant smoking</b></p> <p>Working with colleagues in Suffolk, Cambridgeshire and Peterborough, a qualitative research project was commissioned to explore attitudes and behaviour in relation to smoking among migrants from Poland, Lithuania and Portugal. The research will be used to inform the development of a campaign to address smoking</p> | Louise Smith |
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## Appendix D

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|                       | <p>in these migrant populations, educate them about the risks and ultimately reduce the prevalence of smoking. See the attached document for more information on the methodology and findings of the report.</p>  <p>Qualitative research on smoking among</p>   |                 |
| Registration Services | <p>The Deed of Surrender for the former Norwich Registration Office at Churchman House is in hand, and the building was handed over in good order on 31 July 2016 following some fairly frenzied activity amid an awful lot of dust. Our twenty five year occupancy of this unsuitable and inaccessible (albeit beautiful and imposing) building is at an end and the new purpose-built, welcoming, bright and clean space at the Archive Centre is now in operation. We are already receiving excellent feedback on this new Register Office, including from couples who are embellishing the County Hall grounds by posing by the plane for their wedding photos. The Benefactors Room at the Castle is extremely popular, to the extent that we plan to begin to ask couples to pay a small room hire charge for this exceptional venue.</p> <p>The number of births, deaths and marriages needing to be registered are showing a year on year increase as the population increases. A recruitment drive is underway to backfill a number of vacancies which have arisen in the service, and which will begin to cause difficulties in managing this increasing workload across the county if not addressed.</p> | Caroline Clarke |



## Community Committee Fortnightly News Update

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

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

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

| News Update for the period ending: 19/08/2016 |   |           |
|---|---|-----------|
| Service                                       | Service Update key bullet points  | Contact   |
| Customer Services                             | <p>The CSc has experienced longer wait times than normal due to staffing levels, 9 new starters will join the CSc shortly, with temps currently filling most vacancies.</p> <p>The CSC is preparing for the annual summer peak, where call volumes will increase following the summer bank holiday as children return to school and adults focus on their additional adult education courses. Working with both departments (School Transport and Adult Education) makes the impact of this peak in volumes less each year.</p>   | C Sumner  |
| Cultural Services                             | <p><b>Library and Information Service</b></p> <p><b>Chatterbooks reading groups</b> - Norfolk School Library Service has been working on a national pilot project funded by the Department for Education to promote the importance of reading for pleasure and public library membership for children and young people in schools.</p> <p>Findings from the report suggest that Chatterbooks reading groups and the resources provided by School Library Services positively impacts children's reading outcomes. The report demonstrates important differences in children's reading attitudes, motivation, engagement, confidence and behaviours over the course of ten weeks of Chatterbooks reading group activities. This is backed up by feedback from teachers and other practitioners who delivered the project and who witnessed positive changes taking place among children taking part. This is important because pupils who read for pleasure, who read widely and more often and who are positive in their attitude towards reading attitudes are expected to have higher</p> | J Holland |

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|  | <p>reading scores. Enjoying reading makes a difference. To see the report:<br/> <a href="https://readingagency.org.uk/resources/1624/?ct=t(Chatterbooks%20Newsletter%20June%202016)&amp;goal=0_ef82b5d6fa-87e7b6fd36-51509825&amp;mc_cid=87e7b6fd36&amp;mc_eid=16717b52e7">https://readingagency.org.uk/resources/1624/?ct=t(Chatterbooks Newsletter June 2016)&amp;goal=0_ef82b5d6fa-87e7b6fd36-51509825&amp;mc_cid=87e7b6fd36&amp;mc_eid=16717b52e7</a></p> <p><b>Norfolk Arts Service</b></p> <p><b>Customer Survey 2016</b> - Each year, Norfolk Arts Service issues a Customer Evaluation Survey to receive feedback on our performance and the services we provide. The survey is sent to a network of over 850 of our customers and clients representing professional and amateur arts organisations, individual practitioners, the charity/voluntary sector, the education sector, and others.</p> <p>In our 2016 survey, Norfolk Arts Service scored highly on customer satisfaction for our rate of response, the advice and guidance customers received, and overall helpfulness of staff. The top three reasons for contacting Norfolk Arts Service were for funding advice, contact and networking advice, and advice on a current project. The majority respondents who used our website and social media pages in the last 12 months found them to be either very or fairly helpful.</p> <p>100% of respondents gave positive feedback on the weekly Norfolk Arts Forum e-bulletin, with one respondent commenting:</p> <p><i>"I think (the bulletins) are great: they stimulate a lot of ideas, give hope about what might be developing "out there in the community" generating greater cohesion and creativity.<br/> I'm always amazed how much funding is available and how many niches there are these days. I think the bulletins are a very useful way of promoting work in the cultural realm."</i></p> <p>For further information on the Norfolk Arts Service 2016 Customer Survey, please contact <a href="mailto:arts@norfolk.gov.uk">arts@norfolk.gov.uk</a>.</p> <p><b>Museums Service</b></p> <p><b>East Meets West: International Obsidian and Flint Conference in Thetford</b> - Ancient House recently celebrated its strong links with the Nagawa region of Japan with a three day conference and the formal twinning of Grimes Graves and the Hoshikuso Obsidian Mines in a</p> | <p>S Miller</p> <p>S Miller</p> |
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|  | <p>civic ceremony. This is the first ever formal twinning of archaeological sites.</p> <p>Alongside expert guest-speakers from around the world Ancient House museum ran a Family Flint and Obsidian Fun Day which attracted over 700 visitors. Ancient House's Teenage History Club also shared a cultural exchange with the Young Obsidian Ambassadors from Nagawa, with the Teenage History Club visiting Japan earlier this year.</p> <p>East Meets West is part of the <i>Breaking New Ground</i> partnership which will be delivering a £2.2m scheme with a series of new and exciting landscape and heritage conservation projects for the Brecks, thanks to a £1.5Mm grant from the Heritage Lottery Fund.</p> <p><b>Active Norfolk</b></p> <p><b>County Sports Partnerships (CSP)</b> - An independent appraisal of CSPs has been published – the document can be downloaded <a href="#">here</a>. The recommendations will shape what future role CSPs have in delivering the Government and Sport England's respective new strategies.</p> <p>The appraisal is a positive one, stating from the beginning that there is a clear role for local partnerships in the new strategies and that CSPs can be at the heart of these new structures. The main thrust of the appraisal suggests that all CSPs should be taking a broader role, as taken by Norfolk County Council, particularly focusing on the inactive, as well as building partnerships with non-traditional partners from across sectors. It argues that there is a need for greater consistency of this role across the country, and that this needs to be more clearly articulated to stakeholders. It states clearly that there is a significant need for CSPs to support local government, developing local plans in partnership.</p> <p>Active Norfolk is in the process of implementing, or has already implemented, many of the recommendations within the appraisal, so is in a good position going forward.</p> <p><b>NRO - NSTR</b></p> <p><b>Norfolk Community Learning Services - NSTR</b></p> | <p>B Jones</p> <p>G Tuson</p> <p>I Yusuf</p> |
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| <b>Public Safety</b>            |  |              |
| Norfolk Fire and Rescue Service | <p>In the past two weeks NFRS has attended 16 incidents where more than 4 fire engines were required. To service these incidents there were 260 mobilisations for the initial attendance and the subsequent reliefs. This is in addition to business as usual, and will put a strain on the Operations budget. Crews have been worked extremely hard, and officers are committing far more time to operational response than they normally would in addition to their day to day duties. There has been excellent support from other blue light colleagues and Suffolk FRS.</p> <p>The one fleet consultation started on 15/8/16.</p> <p>Work is ongoing to refine the OOH Highways call handling processes for NFRS control.</p> <p>The next phase of the restructure at Group Manager level is progressing and will conclude by Sept 16.</p>   | Roy Harold   |
| Trading Standards               | <p>July was National Scams Month; during which the Trading Standards Service took part in the national campaign to raise awareness of scams. The work of coordinating information on postal scams in the UK is carried out by the National Trading Standards (NTS) Scams Team. Businesses in the UK purported to be perpetrating scams are identified by this team and joint raids by Trading Standards services and police are undertaken to shut the fraudsters down. Mail sent in by members of the public who have been duped by the scammers is seized during these raids and sifted by county. The NTS Scams Team sends details of these victims to their local Trading Standards Service in order that they can be helped to stop themselves continuing to be prey to scammers.</p> <p>The Trading Standards Service received details of just over 100 Norfolk based victims of scams in April this year from the NTS Scams Team. By the end of July Trading Standards Officers had concluded working with all these victims; giving them help and support to prevent them from continuing to be scam victims.</p> <p>Norfolk's scam victims' profile reflects that of the national picture. In Norfolk the average age of the victims that were helped by Trading Standards was 76. The national average scam victim's age is 75. While it is not possible to say how much money Norfolk scam victims have lost to scammers, the NTS Scams Team believes that victims on</p> | Sophie Leney |



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| Emergency & Resilience | <p>average have lost just over £1,060 before they are helped by Trading Standards services. Nationally the NTS Scams Team knows that it has been successful in stopping over £21.5m getting to scammers.</p> <p>NSTR</p>  | Jan Davis    |
| Public Health          | <p><b>Health and Social Care Sustainable Transformation Plan: Norfolk and Waveney</b></p> <p>Sustainability and transformation plans (STP's) are being produced across the Country as part of the delivery of the NHS Five Year Forward View. They are place-based, system wide plans for health and social care. STP's are seen as blueprints for accelerating implementation of the Five Year Forward view and in implementing the NHS new models of care and will cover the period Oct 2016-March 2021.</p> <p>The Norfolk and Waveney STP structure has been agreed with three overarching programmes: Prevention and Wellbeing; Primary, Community &amp; Social Care; and Acute Care. The sponsor for the Prevention and Wellbeing Programme is the Director of Public Health, Dr Louise Smith. The STP executive has signed off the scope of the programme.</p> <p>The Prevention and Wellbeing Programme aims to</p> <ul style="list-style-type: none"> <li>• Prevent ill health and achieve sustainable reductions in NHS and social care demand by embedding prevention across health and social care</li> <li>• Take a population approach to reduce variations in access to health care where this contributes to the health and wellbeing gap</li> <li>• Appropriately address the impact of wider socio-economic issues to prevent their causing further demand on health and social care services</li> <li>• Increase individual and community capacity for self-care, and increase patient activation</li> </ul> <p>There are four objectives from which the work streams will flow:-</p> <ol style="list-style-type: none"> <li>1. Primary Prevention – 4 key lifestyle behaviours diet, activity, alcohol &amp; smoking</li> </ol> | Louise Smith |

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|  | <ol style="list-style-type: none"> <li>2. Reduce Variations in Care – addressing variations in care</li> <li>3. Patient Activation - help people manage their own health</li> <li>4. Increase Community Capacity - social prescribing</li> </ol> <p><b>Provider market development – stop smoking services and workplace health</b></p> <p>Following the release of the PIN (Prior Information Notice) for the re-procurement of Specialist Stop Smoking and Workplace Health services, a market engagement event was held at UEA Sportspark on 9th August. The event was attended by representatives from several potential bidders. At the session there was good discussion which has helped to finalise the specifications. The procurement is on track with a view to awarding the contract in December and the new services coming online from 1st April 2017.</p> <p><b>Norfolk integrated Contraception and Sexual Health Services (iCaSH)</b></p> <p>Services now regrouped into the three main hubs – Norwich, Kings Lynn and Great Yarmouth.</p> <p>On 1 March 2015, Cambridgeshire Community Service NHS Trust brought together community and hospital based sexual health services together under the name iCaSH Norfolk. iCaSH stands for integrated Contraception and Sexual Health. The three main hubs in Norwich, Kings Lynn and Great Yarmouth bring all aspects of sexual health, including contraception and HIV and STI testing and treatment, under one roof.</p> <p>Last year we trialled smaller clinics (spokes) in Thetford and Swaffham offering a limited service on an appointment only basis, for half a day a week. Following a review of the spoke system it was agreed and supported by the Norfolk County Council that both of the smaller part time clinics would be closed from 31st July 2016. This was because the service in these areas was underutilised and it was considered more efficient to move the staff from these two spoke clinics back into the main hubs in Norwich, Great Yarmouth and Kings Lynn. Moving the</p> |  |
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## Appendix E

|                       |  |                 |
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|                       | <p>staff from these small clinics will enable us to increase capacity at the busier main hubs.</p> <p>All sexual health referrals should be made to the main hubs in Norwich, Great Yarmouth and Kings Lynn with immediate effect. The part time service previously offered in Thetford and Swaffham will no longer be available. Please direct any queries regarding the Norfolk integrated Contraception and Sexual Health Services (iCaSH) to Cambridgeshire Community Services NHS Trust on 0300 3003030.</p> <p>Please direct any queries regarding the Norfolk integrated Contraception and Sexual Health Services (iCaSH) to 0300 300 3030 for all hubs or <a href="mailto:CCS-TR.BreydonClinicReferrals@nhs.net">CCS-TR.BreydonClinicReferrals@nhs.net</a> for the Great Yarmouth Hub.</p> |                 |
| Registration Services | NSTR   | Caroline Clarke |



# Communities Committee

Item No.

|   |   |
|---|---|
| <b>Report title:</b>  | <b>Public Health - Tobacco Control Strategy</b>   |
| <b>Date of meeting:</b>   | <b>7 September 2016</b>                           |
| <b>Responsible Chief Officer:</b>   | <b>Dr Louise Smith, Director of Public Health</b> |
| <b>Strategic impact</b> <p>Tobacco Control and Stop Smoking services are core public health services addressing one of the most preventable causes of early death, ill health and health inequalities. Thus they form a pillar of public health strategy and contribute to Council priorities, in particular of supporting vulnerable people.</p> <p>Local authorities work in partnership with various agencies through the Norfolk Tobacco Control Alliance to help achieve a vision of a smoke free county.</p> <p>Recent years have seen significant reduction smoking prevalence however there remains work to do. Stop smoking services face increasing challenges, with falling footfall and more hardened smokers. Thus the strategy and action plan propose a number of changes in focus to target key groups.</p> |   |

## Executive summary

National legislation supports the work to drive down prevalence of smoking starting from the smoking ban (2007), point of sale display in shops (2012), smoke free cars (2015) through to standardised packaging legislation introduced earlier this year (May 2016).

In Norfolk prevalence is about 16.7%. Our target is to see further reductions to 13% by 2020, with a targeted focus on smoking in pregnancy (aiming for a drop in prevalence from 14% to 8.3%) and in routine and manual workers (aiming for a drop in prevalence from 28% to 16%).

To reduce smoking, Norfolk's strategy is led by the Tobacco Control Alliance, chaired by Councillor Paul Smyth. The strategy sets out a vision to 'make smoking history for the people of Norfolk' by preventing people from starting smoking, helping people quit and protecting people from second hand smoke and illicit tobacco.

To deliver the Tobacco Control Alliance strategy a review has been undertaken, including advice from national experts. An action plan that addresses the gaps identified has been drawn up.

### Recommendations:

- 1. To note the harm that smoking does and support the vision of a smoke free county.**
- 2. To endorse the Norfolk Tobacco Control Alliance Strategy and action plan, focussed on its strategic priorities to:**
  - Prevent young people from becoming smokers**
  - Assist every smoker to quit smoking**
  - Protect people, especially children, from tobacco related harm**
- 3. Agree the proposed targets for 2020 to have reduced overall smoking prevalence to 13%, smoking in pregnancy to 8.3% and amongst routine and manual workers to 16%.**

## 1. Proposal

- 1.1. Smoking is the single greatest cause of premature death and disease in our communities. Reducing smoking in our communities significantly increases household incomes and benefits the local economy. Reducing smoking amongst the most disadvantaged in our communities is the single most important means of reducing health inequalities. Smoking is an addiction largely taken up by young people, two thirds of smokers start before the age of 18 and the illicit trade in tobacco funds the activities of organised criminal gangs and gives children access to cheap tobacco.

The County Council through the Tobacco Control Alliance has the opportunity to lead local action to tackle smoking and secure the health, welfare, social, economic and environmental benefits that come from reducing smoking prevalence. The Norfolk Tobacco Control Alliance is chaired by Councillor Paul Smyth.

The Tobacco Control Alliance brings together partners across Norfolk to address the causes of tobacco use, raise the profile of the harm caused by smoking to our communities, reduce smoking prevalence, monitor progress and publish the results. The Tobacco Control Alliance Strategy is attached in **Appendix I**.

Norfolk's Tobacco Controls strategy proposes 3 priorities to:

- 'Turn off the tap' of young people who become smokers :
- Assist every smoker to quit smoking
- Protect families and communities, especially children, from tobacco related harm

An action plan to deliver progress against these priorities is in **Appendix 2**. The key proposals of the action plan are to provide strong leadership for tobacco control, deliver stop smoking services towards target groups through providing good quality stop smoking services, continue to work with trading standards to tackle illicit tobacco, and promote smoke free messages through a comprehensive communications plan.

## 2. Evidence

- 2.1. About 1 in 6 people in Norfolk smoke, and in the most deprived areas this rises to 1 in 3. About 1 in 10 children aged 15 years also smoke. Smoking rates are highest in deprived areas, and people working in routine and manual occupations.

The number of people who smoke is dropping but in Norfolk we have rates higher than the England average in pregnancy. Data on the prevalence and impact of smoking in Norfolk is shown in **Appendix 3**

Our impact on smoking prevalence is monitored corporately by two 'vital signs' measures that are routinely reported to committee, specifically:

- Smoking in pregnancy
- Smoking in routine and manual groups

For these measures, and overall smoking prevalence targets are proposed:

|                            | England average 2015 | Norfolk 2015 | Target 2020 |
|----------------------------|----------------------|--------------|-------------|
| Overall prevalence         | 18%                  | 16.7%        | 13%         |
| Smoking in pregnancy       | 11%                  | 14.1%        | 8.3%        |
| Routine and Manual Workers | 25.3%                | 28%          | 16%         |
| Children & Young People    | 10.1%                | 8.7%         | 5%          |

### **3. Financial Implications**

- 3.1. No new financial commitments are proposed. The ring fenced public health grant budget allocates c£2m for tobacco control and the commissioning of stop smoking services.

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

- 4.1. Recent years have seen significant reduction in smoking prevalence however there remains work to do. Stop smoking services face increasing challenges, with falling footfall and more hardened smokers. It is becoming harder to deliver smoking quits in the numbers achieved historically. Thus the strategy and action plan propose a number of changes in strategy to target key groups. Please refer to appendix 4.

### **5. Background**

- 5.1. Various pieces of legislation have supported the work to drive down prevalence of smoking starting from the smoking ban (2007), point of sale display in shops and supermarkets (2012), smoke free cars (2015) through to standardised packaging legislation introduced earlier this year.

The 2007 Smoke-free legislation in England was associated with 1,200 fewer emergency admissions to hospital for heart attacks (a reduction of 2.4%) in the 12 months following implementation.

Supported by legislation, increased public knowledge, and more recently stop smoking services, smoking prevalence in England has halved over the last 35 years. Now fewer than 1 in 5 adults smoke. However, smoking is still a cause of excess deaths.

The Tobacco Control Alliance was established in 2014 and has developed a Norfolk Tobacco Control Strategy and progressed collective action to reduce smoking in Norfolk. We have also continued to commission a specialist stop smoking service to help smokers to. In 2014/15 stop smoking services across Norfolk helped about 6,400 smokers set a quit date and confirmed that 3,400 had stopped smoking.

To inform our future strategy we have reviewed our services, with national experts against a nationally recognised framework approved by Public Health England - the CLear tool. The action plan address areas identified in the review. A review of progress will be undertaken in 12 months.

### **Officer Contact**

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

**Officer name :** Dr Augustine J Pereira

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**Email address :** [augustine.pereira@norfolk.gov.uk](mailto:augustine.pereira@norfolk.gov.uk)



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



# **Norfolk Tobacco Control Strategy 2016 -2020**

**By: Norfolk Tobacco Control Alliance.**

Revised summer 2016.

The action plan remains to be a live document and is reviewed annually by the Norfolk Tobacco Control Alliance.

## **Foreword**

Smoking remains the biggest cause of preventable deaths in Norfolk and increases health inequalities between socio-economic groups. Consequently, the Tobacco Control Alliance has set itself the strategic vision "to make smoking history for the people of Norfolk".

The Alliance's Tobacco Control Strategy recognises that in Norfolk smoking prevalence has reduced from 20% in 2010, to 18% in 2013. Yet despite this welcome reduction, smoking continues to have a detrimental effect on health and economic well-being in the County. The Strategy therefore contains three goals:

- To 'Turn off the tap' of young people who become smokers
- To assist every smoker to quit smoking
- To protect families and communities, especially children, from tobacco related harm

The various organisations which make up the Tobacco Control Alliance allow it to pursue these agreed Strategic goals through multi-agency efforts that encompass prevention, education, cessation and recovery. By establishing common strategic priorities among the many members of the Alliance, the Strategy should enable increased and more effective Tobacco Control partnerships across Norfolk, and it will be updated in the light of best practice. It is hoped, therefore, that the rejuvenated Tobacco Control Alliance will make real progress toward making 'smoking history for the people of Norfolk.

**COUNCILLOR PAUL SMYTH**  
**Chair of the Norfolk Tobacco Alliance**

## **Foreword**

Over the past 35 years, smoking prevalence in England has halved. Now fewer than 1 in 5 adults smoke. However, smoking is still a cause of excess deaths. Evidence has shown that strategies designed to tackle tobacco need to be comprehensive and can only be delivered by multiple partners. The Tobacco Control Alliance has therefore come together as a partnership with a drive and strategic vision "to make smoking history for the people of Norfolk".

I am pleased that the new Tobacco Control Strategy focuses on the key influences and help to direct the work at locality level by 'turning off the tap' of young people who become smokers, assisting every smoker to quit smoking and protecting families and communities, especially children, from tobacco related harm.

Within Norfolk, I have prioritised Public Health action to deliver the strategy and I encourage all partners to do so too. By making every contact count and signposting smokers to quit through brief interventions, we can make Norfolk a better place for our future generations and support us in achieving our vision to make smoking history in Norfolk.

**DR LOUISE SMITH**  
**Director of Public Health**  
**Norfolk County Council**

## Introduction

Smoking Tobacco has been identified as one of the biggest contributors to inequalities in life expectancy and causes of death and disability within Norfolk. Smoking prevalence has shown to be affected by a number of demographic factors. For example:

- Age
- Deprivation
- Gender
- Mental Health problems
- Pregnancy
- Prisoners
- Socio-economic status

The smoking prevalence in England and Norfolk has been decreasing during the most recent 4 year period. However the health inequality gap remains.

This strategy provides a clear pathway to improve the inequalities gap in Norfolk. It details an overarching 10 year vision and clarifies the first steps required to progress the Tobacco Control agenda in Norfolk. The strategy specifies recommendations which have been informed by the Health Needs Assessment, and including public opinion via the Your Voice questionnaire as well as regional, national and international trends in tobacco control.

The 3 priority areas have been developed through the work of the Tobacco Control Alliance, are informed by the Health Needs Assessment and are aim to have a greater influence on health inequalities and tackle Tobacco Control issues faced within Norfolk. The purpose of this strategy is to ensure that the Alliance members have a structure to follow and activities are monitored whilst being completed within a multi-agency approach

## Our Vision

“To make smoking history for the people of Norfolk.”

The main reasons for setting our ambitious vision are highlighted below:

- Smoking is the highest cause of preventable death in England in comparison to other leading causes of preventable death e.g. alcohol, accidents, non-communicable diseases and drug misuse.
- Smoking has been identified as one of the biggest contributors to inequalities in life expectancy and causes of death within Norfolk.
- Smoking in pregnancy has shown to be more prevalent in women who have never worked or are routine and manual workers, a prominent issue in Norfolk.
- Long-term or persistent smokers bear the heaviest burden of morbidity and mortality related to their smoking habit. Persistent smokers are disproportionately drawn from lower socio-economic groups.
- Evidence has shown that most adult smokers start smoking at a young age, around 66% start before they are 18. It is a common misconception by young people that they can experiment with cigarettes without getting addicted but they often shows signs of addiction after 4 weeks of smoking.
- In a year it is estimated that 2,861 children will start smoking in Norfolk, this means that each day 8 children will begin smoking that is 56 children start smoking every week. This is equal to having two classroom full of children becoming smokers every week- a clear call to action.

- Illicit tobacco is easily accessible to young people as it is made cheap and available through unofficial & unregulated outlets. This is a health protection concern.
- Reducing exposure to second hand smoke including exposure to young children travelling in cars is a public health priority

## **Tobacco Control**

Tobacco Control is an evidence-based approach to tackling the demand for tobacco use and harm caused by the use. Tobacco control is made up of the following sections:

- Enforce the minimum price of tobacco
- Ensure non-price measures such as advertising restrictions, smoke free laws and health warnings are in place
- Provide information and advocacy
- Provide effective stop smoking programmes
- Restrict underage sales
- Control the illicit trade.
- Reduce health inequalities

To ensure effective tobacco control, it is important to take a multi-faceted and comprehensive approach which includes working with local and national colleagues. Effective tobacco control is more than providing stop smoking services or enforcing smoke free legislation but assists to eliminate the health and economic burden of tobacco use.

To drive tobacco control forwards in Norfolk, the Alliance was rejuvenated to ensure all required organisations were involved to galvanise the actions decided.

## **The harms of Tobacco Use**

Tobacco is the only legal drug that kills many of its users when used as exactly as intended by manufacturers and is a global health threat. Smoking is the primary cause of preventable illness, premature death and is strongly associated with socio-economic disadvantage. Smokers in disadvantaged groups typically start at a younger age, smoke more cigarettes per day and take in more nicotine – this highlights that smoking exacerbates health inequalities between communities.

Smoking has shown not only affect the smoker but those around them in the form of second-hand smoke. Second-hand smoke can cause respiratory complications such as Asthma, wheezing and lung cancer.

## **Cost of smoking to Norfolk**

In Norfolk, it is estimated that smoking costs the society £203.9 million each year, the majority of that results from the estimated output lost from smoking breaks at £74.2 million. It is not only the cost to the NHS, businesses and wider economy but financial impacts upon individuals especially those from a deprived area. Based on the cost of an average packet of cigarettes (around £8), a person who smokes 20 a day could spend up to £2,920 a year. This cost of cigarettes disproportionately affects the lower-income groups as on average they smoke more frequently and have less disposable income to spend on perceived luxury products. This highlights an opening in health inequalities between social-economic groups that still exists.

## **Prevalence of smokers in Norfolk**

Smoking has been identified as one of the biggest contributors to inequalities in life expectancy and causes of death within Norfolk. The integrated household survey

demonstrated that the general population of over 18's national has a smoking prevalence of 16.7%. The smoking prevalence in the routine and manual socio-economic status is considerable higher than the general population at 25.3%. Looking at the neighbouring regions within East of England, Norfolk at 14.1% the worst for smoking status at time of delivery. It is to be noted that the data collected is not particularly accurate or consistent as the questions asked (if at all) are often not asked at the time of delivery but most often at the first antenatal visit. This is perhaps before any pregnancy influenced behaviour change has taken place and, as it is self-reported, women may fear judgement so their responses may not be reliable. This highlights that further work needs to be explored to achieve the national SATOD target (11%) which could be achieved through the Tobacco Control Alliance, although it is a responsibility for NHS England.

## Norfolk Tobacco Control Strategy

In September 2013 it was agreed that a Health Needs Assessment on Tobacco Control was required. The needs assessment included;

- An understanding of the prevalence of smoking and its affect within different population and community groups
- Review of national and researched best practice
- Service mapping of current practice in Norfolk
- Stakeholder feedback through a Tobacco Control Conference/ workshop held in June 2014 and researching public opinion using Your Voice survey. This questionnaire highlighted triggers why young people initiated smoking and people's perception of the stop smoking service.

For the purpose of validating the findings of the HNA and translating the needs assessment into a strategy, a Tobacco Control conference was held in June 2014. The aim of the conference was to recruit members from appropriate organisations such stop smoking services and develop priorities for the strategy going forwards.

## The Tobacco Control Strategy Priorities

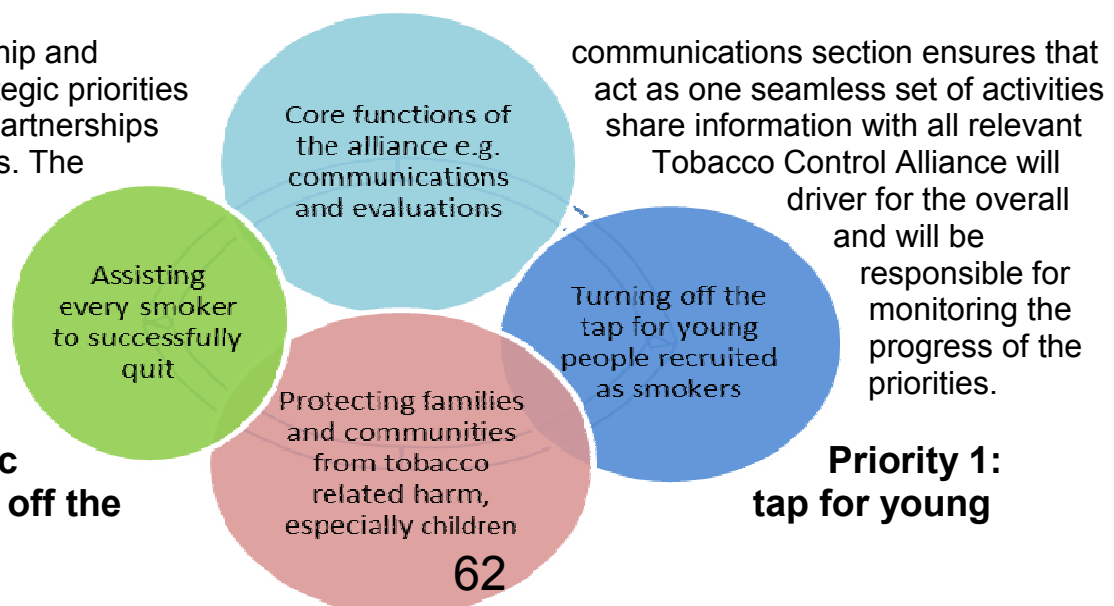
The priorities as set out in the UK Tobacco Control Alliance a toolkit for London were adapted to the Norfolk Tobacco Control priorities following discussion at the conference. These priorities are:

- Turning off the tap for young people recruited as smokers
- Assisting every smoker to successfully quit
- Protecting families and communities from tobacco related harm, especially children

A leadership and the 3 strategic priorities and that partnerships colleagues. The act as the strategy

3

**Strategic**  
**Turning off the**



**Priority 1:**  
**tap for young**

## **people recruited as smokers**

The HNA highlighted the following:

- Evidence has shown that most adult smokers start smoking at a young age with around 66% of smokers starting before they are 18. It is a common misconception by young people that they can experiment with cigarettes without getting addicted but they often shows signs of addiction after 4 weeks of smoking.
- In a year it is estimated that 2,861 children will start smoking in Norfolk, this means that each day 8 children will begin smoking, 56 every week. This is equal to having two classroom full of children becoming smokers every week- a clear call to action.
- Illicit tobacco being cheap and available is easily accessible to young people and is a health protection concern

For the above stated reasons, preventing young people from becoming smokers is seen as a high priority.

## **Strategic Priority 2: Assisting every smoker to successfully quit**

The HNA highlighted the following:

- Smoking is the highest cause of preventable death in England in comparison to other leading causes of preventable death e.g. alcohol, accidents, non-communicable diseases and drug misuse.
- Smoking has been identified as one of the biggest contributors to inequalities in life expectancy and causes of death within Norfolk.
- Smoking in pregnancy has shown to be more prevalent in women who have never worked or are routine and manual workers, a prominent issue in Norfolk.

In addition, the evidence tells us that two out of every three smokers wishes to quit and that smokers are much more likely to have a successful quit attempt if supported by a smoking cessation service. For the above stated reasons, assisting every smoker to successfully quit is seen as a high priority.

## **Strategic Priority 3: Protecting families and communities from tobacco related harm, especially children**

The HNA highlighted the following:

- Long-term or persistent smokers bear the heaviest burden of morbidity and mortality related to their smoking habit. Persistent smokers are disproportionately drawn from lower socio-economic groups.
- Illicit tobacco being cheap and available is easily accessible to young people and is a health protection concern.
- This is found to be purchased by young adults and children who are often unaware of the health implications.
- Reducing exposure to second hand smoke including exposure to young children travelling in cars is a public health priority

For the above stated reasons, protecting families and children from tobacco related harm is seen as a high priority.

**Core functions of the alliance e.g. communications and evaluations.**

Good communication is the key to the development of a Tobacco Control Alliance, raising awareness of the harms of tobacco use and ensuring that a clear and consistent message is relayed to the public and partners. It is important to have a shared communications plan, identifying opportunities for tobacco control work, key actions to achieve the priorities and named leads, which can include organisations. The communications plan will include Stoptober, Non-smoking day and possibly the “Take 7 Steps out” campaign originating from Tobacco Free Futures.

## Implementing the Strategy

The Norfolk Tobacco Alliance was revitalised following the Health and Social Care Act. The Health and Wellbeing Board agreed that the Alliance meets again to set out its strategy and develop the work of Tobacco Control in Norfolk.

The membership of the Tobacco Alliance consists of;

|                                       |                                |
|---------------------------------------|--------------------------------|
| Matthew Project                       | Keystone Trust                 |
| LPC – Local Pharmacy Committee        | South Norfolk YAB              |
| UEA                                   | Breckland District Council     |
| Healthy Schools                       | South Norfolk District Council |
| NCC Communications                    | Broadland District Council     |
| Momentum                              | Norwich City Council           |
| Stop Smoking service – ECCH and NCH&C | Public Health                  |
|                                       | Trading Standards              |
|                                       | Fire and Rescue Service        |
|                                       | Action for Children            |
|                                       | School governor                |

Tobacco Control Conference was organised to validate the findings of the Health Needs assessment and begin to set the priorities for a Tobacco Control Strategy for Norfolk. The strategy is a result of a commitment to partnership approach to tackling the impact of Tobacco in Norfolk. The partnership chaired by the Councillor Chair of the Communities Committee and is accountable to the Health and Wellbeing Board.

### CONTACTS:

For further details on the Strategy, to discuss how your organisation can contribute towards the work of Tobacco Control in Norfolk or if you would like to be a member of the Norfolk Tobacco Alliance, please contact Alice Vickers on 01603638306/ [alice.vickers@norfolk.gov.uk](mailto:alice.vickers@norfolk.gov.uk) or Dr Augustine Pereira on 01603638470 or [augustine.pereira@norfolk.gov.uk](mailto:augustine.pereira@norfolk.gov.uk)



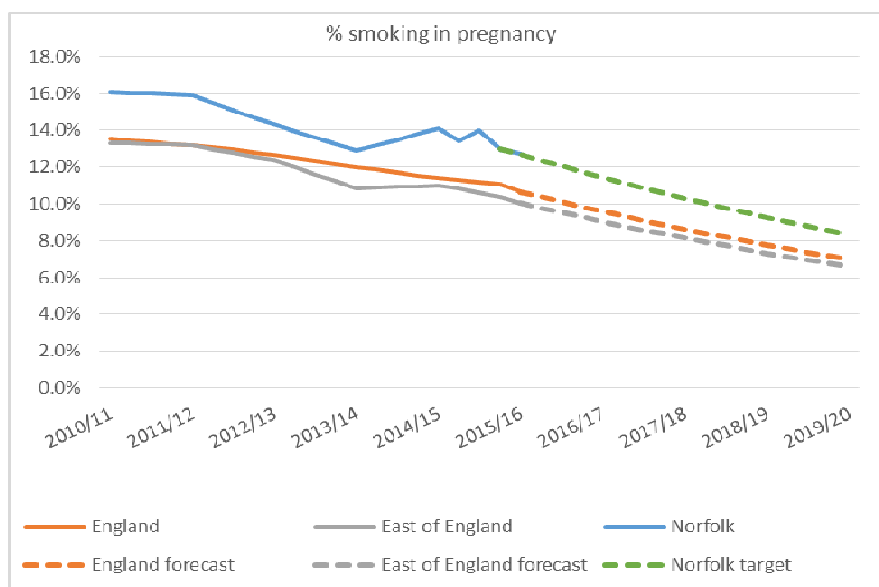
## Appendix 2 Stop smoking related vital signs - Smoking in pregnancy/smoking status at time of delivery

### Why is this important?

Smoking in pregnancy can cause serious pregnancy-related health problems. These include complications during labour and an increased risk of miscarriage, premature birth, stillbirth, low birth-weight and sudden unexpected death in infancy.

Potential harms to the child include the increased chance of attention difficulties, increased chance of breathing problems and increased chance of poor educational attainment. Smoking in pregnancy is five times more likely in deprived areas so disproportionately impacts on deprived communities.

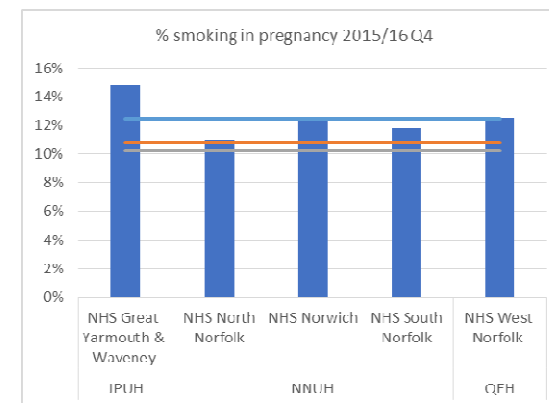
### Performance



### What is the story behind current performance?

- After an increase in 2014/15, the smoking in pregnancy declined in 2015/16 from 14.1% to 12.7%, with 12.7% being the same rate as the target rate.
- From April 2015 to March 2016 approximately 1,105 mothers were smoking during pregnancy out of 8,699 maternities.

There is inequality in smoking in pregnancy. The highest smoking in pregnancy rates are in Great Yarmouth CCG, Norwich CCG and West Norfolk CCG.



### What will success look like?

### Action required

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>For Norfolk as a whole a 10% reduction year on year through to 2020.</li> <li>The gap in smoking in pregnancy between mothers from more deprived areas of Norfolk and the rest of Norfolk is halved by 2020.</li> </ul> | <ul style="list-style-type: none"> <li>Carbon monoxide monitoring of all pregnant women at booking and referral to Norfolk stop smoking service, based on an opt-out system.</li> <li>Training and awareness for midwives and other health professionals.</li> <li>Partnership work to develop a good referral pathway.</li> <li>Shared accountability by partners.</li> </ul> |
| Responsible Officers   | Lead: Dr Augustine Pereira - Consultant in Public Health    Data: Sandra Davies - Public Health Officer.   |

Reducing inequality in smoking prevalence

Why is this important?

Smoking is the most important cause of preventable ill health and premature mortality in the UK. Smoking is a major risk factor for many diseases, such as lung cancer, chronic obstructive pulmonary disease (COPD) and heart disease. It is also associated with cancers in the lip, mouth and throat. Because smoking is so harmful, differences in smoking prevalence across the population lead to big differences in death rates and illness, making smoking the single most important driver of health inequalities. Smoking is more common among unskilled and low income workers than among professional high earners. The more disadvantaged someone is, the more likely they are to smoke and to suffer from smoking-related disease and premature death.

| Performance   | What is the story behind current performance? |             |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
|---|---|-------------|-------------|----------------------|------------------|--------------------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|---|---|------|-------------|---------|-------------|----------------------|------------------|--------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| <div><p>% of quitters coming from the 20% most deprived areas of Norfolk</p><table><caption>% of quitters coming from the 20% most deprived areas of Norfolk</caption><thead><tr><th>Period</th><th>Norfolk (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2014/15 Q1</td><td>33.0</td><td>29.0</td></tr><tr><td>2014/15 Q2</td><td>33.0</td><td>29.0</td></tr><tr><td>2014/15 Q3</td><td>31.5</td><td>29.0</td></tr><tr><td>2014/15 Q4</td><td>35.0</td><td>29.0</td></tr><tr><td>2015/16 Q1</td><td>36.0</td><td>29.0</td></tr><tr><td>2015/16 Q2</td><td>30.5</td><td>29.0</td></tr><tr><td>2015/16 Q3</td><td>33.5</td><td>29.0</td></tr><tr><td>2015/16 Q4</td><td>34.8</td><td>29.0</td></tr></tbody></table></div> | Period  | Norfolk (%) | Target (%)  | 2014/15 Q1           | 33.0             | 29.0               | 2014/15 Q2 | 33.0 | 29.0 | 2014/15 Q3 | 31.5 | 29.0 | 2014/15 Q4 | 35.0 | 29.0 | 2015/16 Q1 | 36.0 | 29.0 | 2015/16 Q2 | 30.5 | 29.0 | 2015/16 Q3 | 33.5 | 29.0 | 2015/16 Q4 | 34.8 | 29.0 | <ul style="list-style-type: none"><li>• The prevalence of smoking in the routine and manual group in Norfolk has consistently decreased from 33% in 2011 to 25% in 2014.</li><li>• This is due to targeting stop smoking services to those from deprived areas and the subsequent use of the service by smokers from those areas</li><li>• In 2015/16 Q4 the percentage of people that quit smoking coming from the most deprived areas in Norfolk was 34.8%.</li></ul> | <div><p>Prevalence of smoking in routine and manual</p><table><caption>Prevalence of smoking in routine and manual</caption><thead><tr><th>Year</th><th>England (%)</th><th>EoE (%)</th><th>Norfolk (%)</th><th>Forecast England (%)</th><th>Forecast EoE (%)</th><th>Norfolk Target (%)</th></tr></thead><tbody><tr><td>2011</td><td>30.5</td><td>31.0</td><td>33.0</td><td>30.5</td><td>31.0</td><td>33.0</td></tr><tr><td>2012</td><td>30.0</td><td>30.5</td><td>30.0</td><td>30.0</td><td>30.5</td><td>30.0</td></tr><tr><td>2013</td><td>29.5</td><td>29.5</td><td>29.5</td><td>29.5</td><td>29.5</td><td>27.5</td></tr><tr><td>2014</td><td>29.0</td><td>29.0</td><td>25.0</td><td>29.0</td><td>29.0</td><td>25.0</td></tr><tr><td>2015</td><td>28.5</td><td>28.5</td><td>24.0</td><td>28.5</td><td>28.5</td><td>23.5</td></tr><tr><td>2016</td><td>28.0</td><td>28.0</td><td>23.0</td><td>28.0</td><td>28.0</td><td>22.5</td></tr><tr><td>2017</td><td>27.5</td><td>27.5</td><td>22.0</td><td>27.5</td><td>27.5</td><td>21.5</td></tr><tr><td>2018</td><td>27.0</td><td>27.0</td><td>21.0</td><td>27.0</td><td>27.0</td><td>20.5</td></tr><tr><td>2019</td><td>26.5</td><td>26.5</td><td>20.0</td><td>26.5</td><td>26.5</td><td>19.5</td></tr><tr><td>2020</td><td>26.0</td><td>26.0</td><td>19.0</td><td>26.0</td><td>26.0</td><td>18.5</td></tr></tbody></table></div> | Year | England (%) | EoE (%) | Norfolk (%) | Forecast England (%) | Forecast EoE (%) | Norfolk Target (%) | 2011 | 30.5 | 31.0 | 33.0 | 30.5 | 31.0 | 33.0 | 2012 | 30.0 | 30.5 | 30.0 | 30.0 | 30.5 | 30.0 | 2013 | 29.5 | 29.5 | 29.5 | 29.5 | 29.5 | 27.5 | 2014 | 29.0 | 29.0 | 25.0 | 29.0 | 29.0 | 25.0 | 2015 | 28.5 | 28.5 | 24.0 | 28.5 | 28.5 | 23.5 | 2016 | 28.0 | 28.0 | 23.0 | 28.0 | 28.0 | 22.5 | 2017 | 27.5 | 27.5 | 22.0 | 27.5 | 27.5 | 21.5 | 2018 | 27.0 | 27.0 | 21.0 | 27.0 | 27.0 | 20.5 | 2019 | 26.5 | 26.5 | 20.0 | 26.5 | 26.5 | 19.5 | 2020 | 26.0 | 26.0 | 19.0 | 26.0 | 26.0 | 18.5 |
| Period  | Norfolk (%)                                   | Target (%)  |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2014/15 Q1  | 33.0  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2014/15 Q2  | 33.0  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2014/15 Q3  | 31.5  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2014/15 Q4  | 35.0  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2015/16 Q1  | 36.0  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2015/16 Q2  | 30.5  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2015/16 Q3  | 33.5  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2015/16 Q4  | 34.8  | 29.0        |             |                      |                  |                    |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Year  | England (%)                                   | EoE (%)     | Norfolk (%) | Forecast England (%) | Forecast EoE (%) | Norfolk Target (%) |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2011  | 30.5  | 31.0        | 33.0        | 30.5                 | 31.0             | 33.0               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2012  | 30.0  | 30.5        | 30.0        | 30.0                 | 30.5             | 30.0               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2013  | 29.5  | 29.5        | 29.5        | 29.5                 | 29.5             | 27.5               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2014  | 29.0  | 29.0        | 25.0        | 29.0                 | 29.0             | 25.0               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2015  | 28.5  | 28.5        | 24.0        | 28.5                 | 28.5             | 23.5               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2016  | 28.0  | 28.0        | 23.0        | 28.0                 | 28.0             | 22.5               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2017  | 27.5  | 27.5        | 22.0        | 27.5                 | 27.5             | 21.5               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2018  | 27.0  | 27.0        | 21.0        | 27.0                 | 27.0             | 20.5               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2019  | 26.5  | 26.5        | 20.0        | 26.5                 | 26.5             | 19.5               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2020  | 26.0  | 26.0        | 19.0        | 26.0                 | 26.0             | 18.5               |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |   |   |      |             |         |             |                      |                  |                    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |

|   |   |
|---|---|
|   |   |
| What will success look like?  | Action required   |
| <ul style="list-style-type: none"> <li>• Decrease the prevalence of smoking in the routine and manual group to 16% by 2020.</li> <li>• The percentage of people that quit smoking coming from the most deprived areas in Norfolk is above the target of 29%.</li> </ul> | <ul style="list-style-type: none"> <li>• Ensure Stop Smoking Services prioritise and target manual workers in delivery of services.</li> <li>• Working with local businesses / workplaces to promote stopping smoking</li> <li>• Provision of advice within the workplace for routine and manual workers and train workers to provide this to their peers.</li> </ul> |
| Responsible Officers  | Lead: Dr Augustine Pereira - Consultant in Public Health      Data: Sandra Davies - Public Health Officer   |

## Appendix 3: NTCA CLear Action Plan

### Tobacco Control Norfolk: Action Plan

#### Background

Over the past 35 years, smoking prevalence in England has halved. Now fewer than 1 in 5 adults smoke. However, smoking is still a cause of excess deaths. In 2013, 1 in 6 deaths over the age of 35 were caused by smoking, approximately 200 deaths per day<sup>[1]</sup>. The 2015 targets set by Healthy Lives Healthy People have been largely reached in our region, with the exception of smoking in pregnancy. The five year strategy set out in the Government's Tobacco Control plan came to an end in 2015 and further targets for reduction were proposed in 'Smoking Still Kills' produced by Action on Smoking and Health in 2015<sup>[2]</sup>. The government undertook a high profile marketing campaign for tobacco control including Smokefree, Stoptober and Quitkit campaigns. However, the recent reduction in resources put into mass media means there is a need for local authorities to continue the impetus of smoking cessation campaigns to keep on target for the reduction in smoking prevalence in our communities.

#### Norfolk: How we compare

In Norfolk, smoking in adult population is 16.7 %<sup>[3]</sup> and is following the general decline reflected in the national data. Work by the Norfolk Tobacco Control Strategy 2016<sup>[4]</sup> defined 3 key strategic priorities to continue the decline in smoking in Norfolk. These are:

- To 'Turn off the Tap' of young people who become smokers
- To assist every smoker to quit smoking
- To protect families and communities, especially children, from tobacco related harm

#### Targets

|   |   |
|---|---|
| <b>General Population</b><br>16.7% (England 18%, EoE 17.9%)<br>Target 18.5% 2015, 13% by 2020   | <b>Smoking In Pregnancy</b><br>14.1% (England 11%)<br>Target 11% 2015, 8.3% by 2020<br>Increased risk of miscarriage, premature birth, stillbirth and low birthweight |
| <b>Norfolk Rates</b>  |   |
| <b>Routine and Manual Workers</b><br>25.3 % (England 28%, EoE 29.3%)<br>Targets: 16% by 2020<br>Hard to reach group<br>Reduce health inequalities | <b>Children and Young People</b><br>Regular smoking 15yr olds: 10.1% (England 8.7%)<br>Target 5% 'Turn Off the Tap'<br>Smoking link with SIDS                         |



## Appendix 2 Action Plan for Tobacco Control 2016-2018.

The three strategic priorities set out below helps define the aims within our Action plan to achieve our overall vision for Tobacco Control in Norfolk.

### Vision: To make Smoking History for the people of Norfolk

#### 'Turn off the tap' of young people who become smokers:

- Engage with providers of smoking prevention services commissioned by the Healthy Child Programme
- Explore alternative ways to engage with young people

#### To assist every smoker to quit smoking

- Increased promotion of the Smoking Cessation Service locally
- 
- Increased working with the service in joint events, sharing of promotional materials

#### To protect families and communities, especially children, from tobacco related harm

- Reinvigorate the Take 7 Steps campaign, increase awareness, family perspective
- Increased focus on Smoking in Pregnancy – focus on family and young women rather than just mother
- Increase awareness of legislative changes around smoking environments (e.g. smoking in cars)
- Develop an approach to communicate the role of e-cigarettes in smoking cessation

| CLeaR             | Aims  | Lead                       | Outcome/ Action  | Timescale                |
|-------------------|---|----------------------------|--|--------------------------|
| <b>Leadership</b> | To ensure tobacco control is part of mainstream public health & County Council work and its ambition. | Senior responsible officer | <ul style="list-style-type: none"><li>• To ensure tobacco control is part of mainstream public health work and commit Norfolk County Council to taking comprehensive action to address the harm from smoking, we recommend the council to endorse the core set of principles developed by the PH team.</li><li>• To support the council and its members to assert a clear ambition for Tobacco Control by endorsing the Norfolk Tobacco Control Strategy with its overarching priorities</li><li>• To support Health Scrutiny to examine the role of</li></ul> | July 2016 - January 2017 |

| CLeaR                     | Aims  | Lead   | Outcome/ Action  | Timescale                 |
|---------------------------|---|--|--|---------------------------|
|                           | To promote that NHS partners sign the NHS statement of support for tobacco control.   |  | <p>Smoking Cessation and the NHS support to reduce smoking across Norfolk, including highlighting the role of clinical leadership champions</p> <ul style="list-style-type: none"> <li>To support Prisons in the process of becoming voluntary Smokefree</li> </ul>  |                           |
| <b>Challenge Services</b> | To improve the health outcomes of mothers and their babies through the saving babies lives task and finish group.           | Senior responsible officer and key professionals who have an interest and skills in maternity services or smoking cessation. | <ul style="list-style-type: none"> <li>For CO monitoring to be done routinely at 36 weeks of pregnancy.</li> <li>Review the midwives script to encourage better compliance with CO monitoring</li> <li>review of the CO monitors and training available</li> <li>To make CO monitoring a standard health check.</li> <li>level 2 smoking cessation training to be mandatory</li> <li>To review the op out/in referral to the stop smoking service.</li> <li>To develop a e-cigarette policy for use during pregnancy</li> <li>achieve the 10 % year on year reduction amongst Smoking in Pregnancy</li> <li>To engage with Childrens centres, health visiting and FNP's in this work</li> <li>Increase number of smoking in pregnancy referrals</li> </ul> | June 2016 – February 2018 |
|                           | To improve the health outcomes of those with mental conditions through the mental health and smoking task and finish group. | Stop Smoking service, Public Health and Mental Health lead.  | <ul style="list-style-type: none"> <li>Incorporate harm reduction into future service offer (specialist service).</li> <li>Better partnership working between organisations.</li> <li>Collaborative development of smoking cessation and mental health strategy.</li> <li>Promote SSS through organisations.</li> <li>To include NRP within discussions ensuring a clear referral pathway.</li> <li></li> </ul>  | August 2016 – June 2017   |

| CLeaR                 | Aims   | Lead   | Outcome/ Action   | Timescale                |
|-----------------------|--|--|---|--------------------------|
|                       | Support and advocate the regional illicit tobacco project and promote campaign/events.                             | Trading Standards with support from Public Health. | <ul style="list-style-type: none"> <li>Roadshows to have been delivered across the region</li> <li>Referrals to the stop smoking service</li> <li>Improved knowledge of illicit tobacco.</li> <li>Improved intelligence of illicit tobacco traders leading to further raids.</li> </ul>   | December 2016            |
|                       | For the stop smoking service to share their practice with the alliance.  | Specialist Stop smoking Service                    | <ul style="list-style-type: none"> <li>To review the primary care contract list and offer the contract to organisations working with vulnerable groups.</li> <li>To have a clear pathway for referrals for organisations not fitting the PCC criteria.</li> <li>To demonstrate how the specialist service work with other organisations in regards to referrals or training.</li> <li>Demonstrating how the specialist service adheres to the NICE guidance.</li> </ul> | August 2016-January 2018 |
| <b>Communications</b> | To be prepared for all campaigns and utilise all media methods through the use of the <b>communications plan</b> . | Comms lead for Public Health                       | <ul style="list-style-type: none"> <li>To ensure that Tobacco control messages go beyond promotion of activity and support the wider work programme</li> <li>To ensure the plan has specific &amp; measurable outcomes which help us to monitor impact of each campaign.</li> <li>To coordinate between all comms leads so that consistent messages are shared across organisations in Norfolk.</li> </ul>  | July – September 2016    |
|                       | To monitor the implementation of the comms plan.   | Comms lead for Public Health & NTCA                | <ul style="list-style-type: none"> <li>To ensure that the comms plan has adequate support from all agencies and messages are shared by all organisations</li> </ul>   | Ongoing                  |
| <b>Results</b>        | To raise awareness and support the performance data dashboard at NTCA<br>To have an                                | Senior responsible officer                         | <ul style="list-style-type: none"> <li>To develop an efficient dashboard to take reports of performance to NTCA and monitor progress</li> <li>To have an efficient system to support pharmacies to input their quit data</li> <li>To have an efficient system to support GP's to input their quit data</li> </ul>   | July – October 2016      |

| CLeaR | Aims  | Lead | Outcome/ Action | Timescale |
|-------|---|------|-----------------|-----------|
|       | improved data monitoring system for level 2 stop smoking service. |      |                 |           |



## NTCA CLear Communications Plan

| Projects/ Area   | Aims  | Key Message/ #   | Action Plan   | Timescale                            |
|--|---|--|---|--------------------------------------|
| <b>National Campaigns, Legislation &amp; Environment</b> | Increase awareness<br>Distribute materials                                    | Become #Smokefree  | Promotion of QuitPacks – pharmacy /GP promotion<br>Promotion of Web resources: OneYou<br>Promotion of SmokeFree App – 28 day programme via phone  | Continuous                           |
| <b>StOptober</b>   | Local awareness/ media/ events<br>Distribute Quitpacks                        |  | Social media, posters for GP/Pharmacy,<br>Local radio promotion, newspaper advertising<br>Small city based events Norwich, KL, Thetford, GY       | Active Sept – October 2016           |
| <b>Standardised packaging</b>                            | Increase awareness of changes and rationale                                   | 'Increased health warnings, no more misleading information'                                    | Press releases around legislation<br>Local newspaper advertising quarterly – strong use of image  | Ongoing 2016-2017<br>Repeat May 2017 |
| <b>Supporting Smoking Cessation Services</b>             | Promote access to and engagement with the local services                      | Support available for everyone   | Social media: FB media management, Twitter retweets<br>General Practice Advertise and promote joint projects<br>Reciprocal support of events      | Continuous                           |
| <b>Children and Young People</b>                         | Aim to Reduce regular and occasional smoking among 15 year olds to 9% by 2020 | '66% of regular smokers start before the age of 18yrs' <sup>[5]</sup><br>#yourfuturesnotpretty | School based channels<br>HCP: Contracted to Cambridge Community Services (Helen Smith)<br>Focused social media campaign – 'Smoking selfie filter' | From autumn 2016                     |
| <b>Take 7 Steps out</b>                                  | Investigate other school based projects                                       |  | Involvement of school nurses with smoking cessation messages<br>Spotify Adverts   | Autumn 2016                          |
|  | Promote understanding of  | #take7steps<br>'Children exposed to  | Social media – Twitter/FB message/website<br>Use of Interactive website – promote locally   | Summer 2016 to                       |

| Projects/ Area                    | Aims  | Key Message/ #   | Action Plan  | Timescale                                  |
|-----------------------------------|---|--|--|--|
|                                   | the dangers of second hand smoke  | second-hand smoke have higher rates of infant mortality, wheezy illness, and psychological problems' [6]   | Norwich / GY event – family focus<br>Bus station screens<br>Norfolk Library screens  | Spring 2017                                |
| <b>Smoking in Pregnancy</b>       | Decrease % of pregnant women smoking to 8% by 2020  | #loveyourbump<br>'Smoking while you are pregnant can lead to miscarriage, premature birth, stillbirth and illness, and it increases the risk of cot death by at least 25%' [6] | Video campaign FB<br>Campaign for young women SmokerSelfie<br>FB/Twitter<br>Antenatal Clinics – posters / videos<br>Update Midwife team on 'BabyClear' campaign<br>NNUH JPH QEH<br>Stickers for SCS on maternity booklets (NNUH) | Autumn 2016<br><br>2017<br><br>Autumn 2016 |
| <b>Routine and Manual workers</b> | Decrease smoking prevalence   | 'Smoking increases sickness and reduces productivity' (Men) 'Smoking can cause male impotence, damage sperm, reduce sperm count and cause testicular cancer' [6]               | Workplace interventions: Development of approach for small/medium sized businesses<br>Use of Workplace Health Practitioner   | 2016-2017                                  |
| <b>e-Cigarette Approach</b>       | Investigate role of increasingly popular e-cigarettes<br>Engage with e-cigarette providers to | #95%safer  | Production of myth buster postcard (Alice)<br>Discussion with e-cigarettes shops – will they take smoking cessation materials<br>Liaise with Smoking Cessation services – use of only e-cigarettes should count as a quit.       | Start Autumn 2016                          |

| Projects/ Area | Aims                | Key Message/ # | Action Plan | Timescale |
|----------------|---------------------|----------------|-------------|-----------|
|                | foster links to SCS |                |             |           |

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4. Norfolk Tobacco Control Strategy (2016) Norfolk Tobacco Control Alliance , Norfolk County Council, via [www.norfolkinsight.org.uk/resource/view?resourceId=1279](http://www.norfolkinsight.org.uk/resource/view?resourceId=1279)
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# Communities Committee

Item No.

|   |   |
|---|---|
| <b>Report title:</b>  | <b>Library and Information Service update</b>                                 |
| <b>Date of meeting:</b>   | <b>7 September 2016</b>   |
| <b>Responsible Chief Officer:</b>   | <b>Tom McCabe - Executive Director Communities and Environmental Services</b> |
| <b>Strategic impact</b><br>This report outlines the achievements of the Library and Information Service in 2015/16 and asks Members to discuss the outcomes and to consider elements of service delivery and development that could be built in to service planning for 2017-18 |   |

## Executive summary

This report outlines the performance of Norfolk Library and Information Service for 2015/16.

The Public Libraries and Museums Act 1964 is the law that makes public libraries a statutory service. It requires relevant local authorities - in this case Norfolk County Council - to provide a comprehensive and efficient public library service.

The Service continues to support reading, learning and information across the County. Total visits were over 10.5 million, with 3.89 million physical visits and 6.67 million virtual visits. 5 million items were borrowed.

The service was delivered through 47 buildings, 10 mobiles, and a self-financing Education Library Service. It provides services to residential settings and housebound people and is contracted by Central Government through the National Offender Management Service to deliver a service in the three prisons.

Targets set in the service plan were delivered and the service worked independently and in partnership with a wide range of public sector and community organisations to enhance provision and to reach people who can most benefit from access to reading, learning and information. This has included increased activity in supporting digital literacy.

The budget in 2015/16 was £9.317M. The service will need to be clear on priorities as capacity to deliver against all objectives continues to reduce. Engaging with customers, communities and partners to help identify future demand will be important.

### Recommendations:

- 1. Consider the performance of the Library Service in the 2015/16 financial year.**
- 2. Consider elements of service delivery and development that could be built in to service planning for 2017/18.**
- 3. Agree that the service should continue to focus on supporting the development of digital literacy skills.**

## 1. Background

- 1.1 This report outlines the performance of the Norfolk Library and Information Service (NLIS) for 2015/16.

- 1.2 The Public Libraries and Museums Act 1964 is the law that makes public libraries a statutory service. It requires relevant local authorities - in this case Norfolk County Council - to provide a comprehensive and efficient public library service.
- 1.3 Libraries in Norfolk are located in the heart of communities and provide free access to reading, media, IT and information services to citizens of all ages, abilities and backgrounds. By supporting literacy in all its forms – reading, digital, health and social literacy - libraries contribute to supporting people's lives at a neighbourhood and locality level. They enable those who could become isolated by their lack of skills, geographic location or ability to pay to have access to social contact, information and learning.
- 1.4 Library staff play an important role in supporting customers to make best use of services by helping them access information, to learn digital skills and encouraging literacy for people of all ages. Staff are also skilled at supporting people who are facing challenges in their lives whether from unemployment, bereavement or other difficult life situations. Their knowledge of local contacts and other services and of opportunities along with their empathy and care for people means that there are increasing numbers of examples of how staff have guided and supported individuals resulting in positive changes to their lives.
- 1.5 Services are delivered in a variety of ways to meet the needs of customers; there are 47 libraries across the County; a Virtual Library; Mobile Libraries serving 500 rural communities; the Home Library Service providing a reading service to isolated housebound people with the help of volunteers; Prison Libraries delivered under contract to the National Offender Management Service, the self-funded Education Library Service and services to hospitals and care-homes. An army of volunteers give their valuable support and help to ensure that the service responds to community needs.
- 1.6 The service works in partnership with a wide range of public sector and community organisations to enhance service provision, to help to develop communities and to bring libraries to those who can most benefit from access to reading, learning and information.

## 2. NCC Priorities

- 2.1 The key target groups are:-

| <b>Children &amp; Young People</b>                           | <b>Families</b>  | <b>Vulnerable People</b>                           | <b>Unemployed people</b>   | <b>Older People</b>                        |
|--|--|--|--|--|
| Babies, Toddlers and young Children                          | Early help offer for families (pre-birth to five)                | With mental and physical health considerations     | Young people out-of-work and NEETs (not in employment, education and training) | Retired people                             |
| School age children for educational support and a safe space | Families with challenging lifestyles who are less likely to read | Experiencing poverty, deprivation and low literacy | Unemployed People in need of new skills  | Older people with minimal support networks |

|  |  |                                     |  |   |
|--|--|-------------------------------------|--|---|
| Teenagers – school support, entertainment and a safe place | Families looking for events, experiences and entertainment who are less likely to read | Migrant individuals and families    |  | Older people to better equip themselves with skills |
| Young people in further and higher education               |  | Displaced and transient communities |  | Older people who are lonely                         |
| Looked after children                                      |  |                                     |  |   |

### 3. The year in numbers

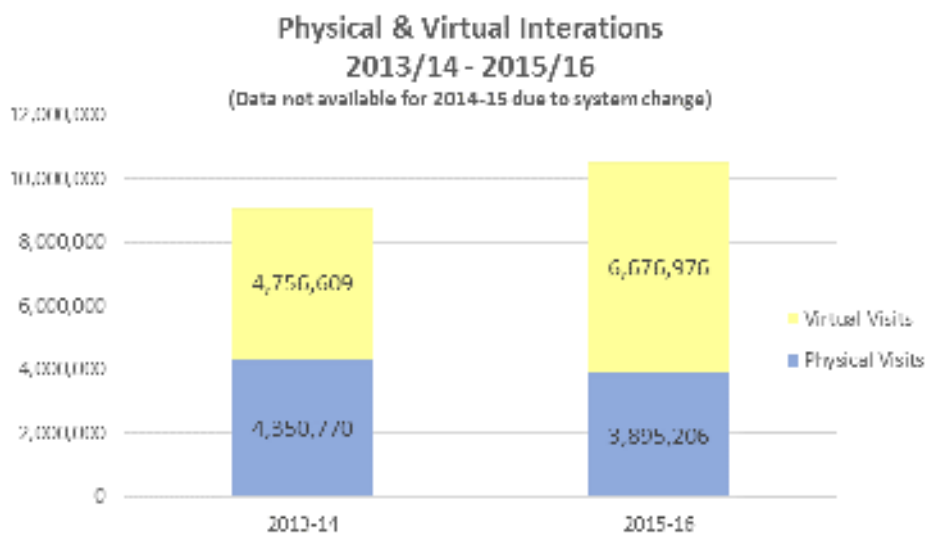
#### 3.1 Visits

|   |   |
|---|---|
| Physical visits   | 3.89million                               |
| Virtual visits  | 6.67million                               |
| Items borrowed  | 5.0million                                |
| Log-ins to public library computers                           | 740,000                                   |
| Volunteers  | 654 individuals<br>21,650 volunteer hours |
| Active users as % of population                               | 22.4%                                     |
| Visits to library webpages                                    | 2,892,000                                 |
| Norfolk population that has borrowed an item in the last year | 15.4%                                     |

3.2 Customers have continued to increase their use of the service via self service functions. Virtual interactions including downloading e-media, communicating through social media and using the service online have continued to increase in the past year. For example there were 2.89 million accesses to web pages while 106,000 e books and 23,000 e audio were downloaded from personal computers.

3.3 Communication with our customers and promoting the service through social media has become increasingly important. Last year we communicated 41,000 times on Twitter for example. The measure of success of communicating via social media is called a Klout Score – influence based on ability to drive action on social media.

Comparisons with Statistical Neighbours shows NLIS at 61 (60 in July 2015), North Yorkshire 53(+1), The Hive Worcestershire 52, Staffordshire 54(+2), Suffolk 52(+1), Cambridgeshire 50.



## 4. Achievements

4.1 There were many actions and promotions that helped contribute outcomes. Below are a small sample:-

4.1.1 Norfolk's **Great Big Read**, to help customers choose through recommendation, borrow an extra item and get into the reading and borrowing habit. The promotion – Shakespeare Re Written was themed to tie in with the 400th anniversary of the death of Shakespeare.

4.1.2 With funding from Arts Council England we delivered **Norfolk Digifest** in February 2016. 106 events were held in libraries to encourage local people to get the most from the free Wi-Fi available in every library.

*"Prior to the course I had no idea of how to even switch on a Tablet, so it has increased my confidence hugely"*

*"Downloading & listening to audiobooks is fantastic, I just set it to play and relax with my eyes closed."*

4.1.3 We helped just under 13,000 children and young people to maintain and develop their reading skills through the summer with the **Summer Reading Challenge** – for less than £1.20 per child for the materials. Public Health contributed £5,000 towards the cost of pre-school materials and publicity.

146 young people volunteered to help the service with the challenge.

*'I very much enjoyed the challenge as I got to create a piece of artwork inspired by the books I've read. I read thicker books this time which I found more interesting and discovered a new author.'* Girl 14

*"It was great because it helped me to improve my reading – and I don't read very much. I am looking forward to my medal"* Boy 11

For the 4th year running a mobile library was used during the summer to reach children who may not visit libraries and to reach families who do not read. 26 visits were made in 2015 (in 2014 21 visits were made). Library staff worked with partners including UEA student ambassadors at visits to Queen's Hill in Bowthorpe - they provided puzzles, colouring and games as well as invaluable



adult interaction and encouragement especially for children where parents were less engaged in the reading challenge.

The estimated number of visitors for 2015 was 686 ( In 2014 visitor numbers are estimated at 474 )

*"It's good to see people working together to do something like this for the community in one big thing" Queen's Hill Tuesdays*

- 4.1.4 The NLIS **volunteer programme** has been going for 4 years now and last year 654 volunteers of all ages contributed 21,650 hours to 46 out of 47 libraries offering their time to support reading and learning, digital literacy, job seekers, and to help reduce social isolation. The estimated monetary value of hours contributed was £152,510.40, the equivalent of 11.10 fte

Volunteers enable the service to develop and keep relevant and over the past year a number of new roles have been created to reflect how the service is changing and responding to new challenges. New volunteer roles developed in 2015 include, Reading Champions, Colouring Group coordinators, oral history volunteers, coding club volunteers, and roles to support reminiscence and older people.

People volunteer in libraries for all kinds of reasons, but some people volunteer to get experience in a particular area of work and volunteering with NLIS has paid dividends for many people who have succeeded in pursuing their career goals or gaining employment as a result of their volunteer time with the service.

- 4.1.5 The service launched the Norfolk Library and Information Service **Get Digital** programme, aimed at encouraging Norfolk citizens to get on line. Many aspects of our society and economy are now accessed digitally and being digitally excluded reinforces social exclusion and poverty. Those people likely to be digitally excluded are older and disabled people, those who live in social housing, those on lower incomes, unemployed people– these also are the key audiences for libraries in the County.

The Library Get Digital learning offer is aimed at those people who need support to get online. It is a modular programme where learners can learn at their own pace in their local library with the training delivered by both library and Norfolk Community Learning Services staff supported by volunteers. People can learn on a variety of devices including tablets and smartphones. Over the past year we have shown over 350 older people how to use tablets in libraries across the county – a 9 hour fun and interactive course. The oldest person we have helped get digital was almost 100 years old.

Funding to help deliver the programme for the current year has been obtained from the Forum Trust, and the service proposes to explore funding streams to be able to continue to deliver this important element of its work.

*"Everything about learning more on how to use iPad/tablets gives me more confidence in what to do and enjoy"*

- 4.1.6 **Joined the British Library BIPC network**  
Following our very successful work in supporting business start-ups, the Business Library at the Norfolk and Norwich Library has been chosen to pilot a Business and Intellectual Property Centre (BIPC) dedicated to supporting local

entrepreneurs to start, run and grow their own businesses. While based in Norwich, the Centre supports businesses from across the County. The centre is part of a network of eight others across the UK based on the successful British Library Business and IP Centre in London. Over the past three years Business and IP Centres have been created in city libraries in Birmingham, Newcastle, Leeds, Manchester, Sheffield, Liverpool, Exeter, Hull and Northampton.

*“Just spent an evening being inspired by successful entrepreneurs and saving a trip to London!”*

#### 4.1.7 **Healthy libraries project**

We started a joint project involving Norfolk Library and Information Service and Norfolk Public Health. Our project is developing all 47 libraries as health and well-being hubs using the strengths of both services to promote healthier living in Norfolk.

Libraries already do a lot to make a difference to Health Outcomes including helping to deliver the national Universal Health Offer for libraries. Healthy Libraries builds on existing library assets:

- A network of local hubs offering non-clinical community space
- Community outreach supporting vulnerable people
- Expert staff with local knowledge
- Assisted on-line access
- Health and care information services
- Referral and signposting
- Public health promotion activity
- National reading programmes
- Social and recreational reading opportunities
- Volunteering and community engagement activities
- Books on Prescription schemes

*“It made healthy eating fun and attractive to my children”*

*“I got a pair of good sturdy slippers which will help me around the house”*

*“This has given me more confidence in helping in emergencies”*

#### 4.1.8 **Shared reading**

Shared reading is a bibliotherapy which is about reading creatively; using books, stories and poems to make people feel better, in themselves, about themselves and about others.

In 2015 over 400 people participated in the NLIS shared reading programme and we worked with a number of partners and their clients across the county including MIND, the Stroke Association, Headway, community psychiatric nurses, Adult Social Care, and the Norfolk and Norwich Association for the Blind.

*‘My role as a carer for my husband with Alzheimer’s means that I sometimes go for days without talking to someone other than my husband, and he is no longer capable of sustained conversation. The shared reading group is my ‘me time’ and gives me the opportunity to talk to other people’*

#### 4.1.9 **Customer survey**

A recent sample survey of adult customers resulted in 1493 responses, around 1% of active library users. 59% of those who completed the survey were over the age of 55, and 72% were female.

39% of respondents visit a Norfolk library every week while 47% visit every

month.

95% of respondents borrow books while 40% visit to use computers of Wi-Fi 97% were satisfied or somewhat satisfied with the friendliness of staff and 95% with the skill of staff. This compares with 84% satisfied with the choice of books and 61% satisfied with the public computers.

78% said they were satisfied with the opening hours, and there was a demand for Saturday and Sunday opening.

For the first time the service asked customers what the benefits are of using the library. The following percentages are for those who agreed or strongly agreed:

89% - reading more

83% learning more

83% getting the information they need

72% feeling happier

57% making positive connections with other people

51% feeling less isolated

38% feeling more confident

## **5. Looking ahead**

### **5.1 Friends Groups**

In 2015/16 a number of Friends Groups were established and are working alongside NLIS to raise funds and to develop activities and services at a local level, notably in Great Yarmouth, Gorleston, Wells and the Music Library.

Friends Groups are a vital part of keeping libraries at the heart of communities, in developing the library's role as a community hub and ensuring that libraries are relevant and accessible to the whole community. The support of the local County Councillor is invaluable in establishing the role for the groups.

The Service is aiming to establish a group for each library.

### **5.2 Norfolk Festival of Stories.**

A grant from Arts Council England is enabling NLIS to offer a month-long festival of stories and storytelling to be held in Norfolk's 47 libraries in Autumn 2016, exploring the spoken word tradition in Norfolk, the UK and beyond. Aimed at both children and adults, the festival will have more than 50 events which include performance and workshops led by professional storytellers. It will build capacity and skills within library staff to organise and manage arts events in libraries and ensure that libraries in rural areas are creative spaces. It will result in a handbook for other libraries in England to adapt and use.

### **5.3 Music Mirrors**

Memory loss is a normal part of ageing, but it can also be the result of dementia or other conditions affecting our brain. Whatever the reason, one way of holding on to our personal memories is to hook them up to the music that has meant something to us.

Music Mirrors helps people at an early stage of memory loss — or even before that — to make very simple sound recordings which link their life stories told in their own words to recorded music. This is done in such a way that the words and music are easily portable to follow someone all through their journey. If they move from one care setting to another or go into hospital, the information can readily be passed to help them connect with unfamiliar carers who might have

few other clues for getting to know them.

A music mirrors programme is being developed at the Norfolk and Norwich Millennium Library.

- People with memory loss work with trained volunteers at the earliest possible stage so that they can have the maximum input and satisfaction in making their own Music Mirror.
- Volunteers talk to them about their lives and the music that has been part of it.
- The volunteer condenses the conversation into about a dozen sentences. This needs to be short enough to be read and easily taken in by a busy care worker.
- Once the person with memory problems feels happy with the words, they are written as an e-mail, and each reference to music matched with a link to a suitable version of the music on YouTube
- This document with the links, or a hard copy, can be shared or sent wherever it is needed. It is a resource for talking, reminiscing, comfort and information and may help to hold together and reflect back to someone an identity which has become fragile with time.

#### 5.4 **History Pin connections**

The service is working with libraries in Leeds and with Museums in Tyne and Wear on a project that will gather the everyday stories of older people to add a personal perspective to local history.

The service wants to gather the “history in people’s heads” and is working with older people to create digital life story scrapbooks which will become part of a community archive and can be shared with friends and family. These will be a wonderful record of the past through local people’s eyes.

We create these scrapbooks by recording audio interviews/conversations with people, transcribing interesting snippets, and illustrating these with people’s own photographs or photographs from our archival collections. These scrapbooks are digital and online, but can be printed.

The service has a project worker who is currently recruiting volunteers from across the county who can set up local groups or who can work one-on-one with people to record their stories through organisations like day centres and dementia cafes. A number of Time Traveller Groups are being developed across the county as part of this project

#### 5.5 **Self Service access**

Acle Library has now completed a year of self service access, and the services is exploring ways of increasing the amount of self service access still further, opening the library in the evening and on Saturday afternoons using Self Service.

At the Norfolk and Norwich Millennium Library, the first floor is accessible by customers from 8am to 10am via self service.

Plans to increase the number of libraries that can expand their opening hours

using self service technology are still going ahead, using the £100k that the Communities Committee agreed at its meeting in May 2016

The following libraries have been selected to introduce self service customer access in the coming months: Poringland, Attleborough, Martham, Hethersett Aylsham , Long Stratton

The service is carrying out a tender process to select a supplier of the technology to introduce Customer Access Self Service to these libraries and have recently engaged a project manager to ensure that the introduction of the technology happens in the autumn.

## **5.6 Library App**

In the constant quest to meet customer expectations, the service has just launched a mobile phone App, which will allow customers to keep track of their library account and to manage their loans and account information, making it easier to renew their items wherever they are. This technology helps to make customer self-service more accessible and quick.

The app can be used to search for books and place holds on interesting items, and to download e-books, e-audio books and magazines. The camera on a customer's phone can be used to scan the barcode on a book, CD, DVD or other item to see if there are any available copies at a local library.

## **5.7 Review of Education Library Service**

Schools pay to use the Education Library Service (ELS) and use and income have been reducing with cuts to school budgets as well as the conversion of schools to academies and Multi Academy Trusts.

As a result of the shortfall officers are reviewing the service to identify the benefits of ELS provision to schools and the priority requirements of school customers.

One early action has been to change the name of the service from the School Library Service to the Education Library Service to ensure that Academies and Trusts are aware that they can buy in to the service.

# **6. Finance**

6.1 There are no financial issues arising directly as a result of this report.

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

7.1 The service works hard to be responsive to customer and community needs and to deliver innovative solutions. The service will need to be clear on priorities as capacity to deliver against all objectives continues to reduce. Engaging with customers, communities and partners to help identify future demand will be important.

# **8. Background**

8.1 [Report on Self Service Access Pilot Report - 29 June 2016](#)  
[Finance Report - 11 May 2016](#)

## Officer Contact

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# Communities Committee

Item No.

|   |   |
|---|---|
| <b>Report title:</b>  | <b>Administration of the Single Use Carrier Bags Charges (England) Order 2015</b> |
| <b>Date of meeting:</b>   | <b>7 September 2016</b>   |
| <b>Responsible Chief Officer:</b>   | <b>Tom McCabe - Executive Director of Community and Environmental Services</b>    |
| <b>Strategic impact</b><br><p>This report is necessary to enable the Committee to determine how the County Council will discharge its new functions under the Single Use Carrier Bags Charges (England) Order 2015.</p> |   |

## Executive summary

### **Recommendation:**

**The committee is asked to delegate the functions of the administrator for the purposes of the Single Use Carrier Bags Charges (England) Order 2015 to the Head of Trading Standards.**

## **1. Proposal**

- 1.1. The function of the 'administrator' of the Single Use Carrier Bags Charges (England) Order 2015 is to enforce the Order, and is defined as the relevant local authority. For Norfolk, this is Norfolk County Council.
- 1.2. Unlike similar "trading" or consumer protection legislation, the Order does not state that it is the role of the weights and measures authority to enforce the provisions. Nevertheless the explanatory memorandum to the Order states at paragraph 7.16 that 'the charge will be enforced by local authority trading standards officers'.
- 1.3. **It is therefore recommended that the committee delegates the functions of the administrator for the purposes of the Order to the Head of Trading Standards.**

## **2. Evidence**

- 2.1. As per section 1.2 above the assumption is that the Order will be enforced by Trading Standards Officers.
- 2.2. Administrators are afforded specific powers of entry, inspection and test purchase to enable them to enforce the provisions of the Order, that mirror existing powers familiar to Trading Standards Officers.
- 2.3. Defra has recommended a light-touch approach to enforcement, despite the comprehensive enforcement regime laid out in the Order; which includes fixed and variable monetary penalties, compliance notices, non-compliance penalties and publicity notices. Administrators are required to issue a notice of intent prior to issuing any of the civil sanctions described above.
- 2.4. The administrator has to publish a report both on their website and for inspection

at their offices; specifying the cases in which a civil sanction has been imposed and any discharge of a monetary penalty. The first report is required by 31 May 2018.

- 2.5. The administrator also has to publish guidance about their use of civil sanctions under the Order. This has already been achieved through guidance posted alongside the current CES Enforcement Policy on the Trading Standards pages of the NCC website. It is proposed that this guidance will be referenced in the revised CES Enforcement Policy which is due for presentation to the Communities Committee in October.
- 2.6. Whilst the light-touch enforcement approach appears to be fully justified given the impact of the Order to date (please see section 4.4 below), there are nevertheless powers and duties placed on the administrator. The Trading Standards Service is best placed within the County Council to execute those powers and fulfil those duties, given their familiarity with similar enforcement regimes. The Service also holds business data and collates intelligence pertinent to enforcement of the Order.

### **3. Financial Implications, Issues and Risks**

- 3.1. There are de minimis financial and staffing implications as, if any light touch enforcement is required, it will be conducted by Trading Standards Officers alongside current enforcement duties.
- 3.2. Delegation of the new functions arising from the 2015 Order to the Head of Trading Standards is being sought further to advice provided by nplaw.

### **4. Background**

- 4.1. The Single Use Carrier Bags Charges (England) Order 2015 requires retailers with 250 or more employees to charge at least 5 pence for unused single use carrier bags (SUCB) for taking goods out of shops or for delivering them. The charge is a targeted, proportionate approach to the problem of carrier bag distribution and littering. Paper bags are not in scope. Plastic bags take longer to degrade in the natural environment, can harm wildlife, particularly marine mammals and seabirds and are extremely visible when littered. Retailers are not permitted to use the proceeds of the sale of the bags.

Ahead of the introduction of this legislation it was presumed that the 5p charge per bag would significantly reduce the number people use. Social research suggested that this is acceptable to consumers.

The Order also requires retailers to submit records to the Secretary of State, Department of Environment, Food & Rural Affairs (Defra), regarding SUCB sales for each reporting year.

- 4.2. Breaches of the order are:
  - Failure to charge for a SUCB
  - Failure to keep records
  - Failure to supply records
  - Provision of false or misleading information
  - Obstruction.
- 4.3. Before 5 October 2020, Defra will carry out a review of the Order. As part of the review there will be an assessment as to whether the objectives of the Order have been met and, if any objectives remain appropriate, if they could be dealt with in a way that imposes less regulation.



- 4.4. Eight months on from the legislation coming into force, Defra released a press statement stating that shoppers are set to take home 6 billion fewer plastic bags in England this year and over £29 million has been donated to good causes, including charities and community groups. The weight of 6 billion plastic bags is the equivalent to roughly 300 blue whales, 300,000 sea turtles or 3 million pelicans.
- 4.5. Background Paper: Explanatory Memorandum to the SUCBC (England) Order 2015 (Appendix 1)

## **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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## **EXPLANATORY MEMORANDUM TO THE SINGLE USE CARRIER BAGS CHARGES (ENGLAND) ORDER 2015**

**2015 No. 776**

**1.** This explanatory memorandum has been prepared by Defra and is laid before Parliament by Command of Her Majesty. This memorandum contains information for the Joint Committee on Statutory Instruments.

### **2. Purpose of the instrument**

2.1 The Order will ensure that retailers with 250 or more employees charge a minimum amount for unused single use (lightweight) plastic bags used for taking goods out of shops or for delivering them. This will reduce the usage of these bags and the litter associated with them in a manner which supports new growth in the economy.

### **3. Matters of special interest to the Joint Committee on Statutory Instruments**

3.1 None

### **4. Legislative Context**

4.1 This is the first time the powers to make secondary legislation in section 90(3) and (5) of, and Schedule 6 to the Climate Change Act 2008 have been used in relation to England. The Welsh Ministers made regulations in exercise of these powers in 2010, in relation to Wales where they came into effect in 2011. Under different powers to make secondary legislation a levy has been introduced in Northern Ireland in 2013 and a charge will come into effect in Scotland in October 2014.

### **5. Territorial Extent and Application**

5.1 This Order applies in relation to England. In practice, it will mainly affect retailers selling goods from places in England to persons in England. It will also affect a smaller number of retailers located outside England who supply lightweight plastic bags for the purpose of enabling goods to be delivered to persons in England.

### **6. European Convention on Human Rights**

6.1 The Rt Hon Elizabeth Truss MP, the Secretary of State for Environment, Food and Rural Affairs has made the following statement regarding Human Rights:

“In my view the provisions of the Single Use Carrier Bags Charges (England) Order [2015] are compatible with the Convention rights”.

### **7. Policy background**

7.1 The policy aim is to reduce the amount of single use (lightweight) plastic bags used; the litter associated with them and to encourage the reuse of bags. In 2006, 12.2 billion single-use carrier bags were distributed across the UK. Far too many of these bags made their way onto the streets and into the countryside as unsightly litter. They were also discarded onto beaches and into the sea, where they can choke or poison wildlife.

7.2 The charge for single use (lightweight) plastic bags is a targeted, proportionate approach to the problem of carrier bag distribution and littering. It focuses on plastic bags; paper bags are not in scope. Paper bags make up less than 0.1% of carrier bags distributed in the UK by the seven major supermarket retailers. Plastic carrier bags take longer to degrade in the natural environment, can damage wildlife and are extremely visible when littered in our towns, parks and the countryside.

7.3 The environmental impact of plastic bags extends beyond their littering. They consume resources, including oil, in their creation. Even when disposed of responsibly, plastic bags persist unchanged for long periods of time in landfill sites.

7.4 Since 2006, the grocery retail industry has made some important changes to reduce the huge amount of plastic bags that we use in the UK, including marketing Bags for Life more clearly. These industry initiatives were able to reduce carrier bag distribution by 41% between 2006 and 2009. They also successfully reduced the amount of new plastic and raised the level of recycled content used to make bags.

7.5 While this represented significant progress, single-use carrier bag distribution has crept back up in England between 2009 and 2013 by 18%. During the same period, the charge in Wales produced a decrease of 81%. In 2013, the seven major supermarkets in England still gave out 7.4 billion single-use carrier bags.<sup>1</sup>

7.6 It is clear that requiring 5p to be paid for each single use plastic bag supplied will significantly reduce the number that people use. As yet unpublished, social research has suggested that this is acceptable to consumers.

7.7 The requirement to charge applies to any person who employs 250 or more full-time-equivalent employees ("FTE's": the total number of hours per week for which all the employees of the person are contracted to work divided by 37.5)). This will capture companies with 250 or more FTE's (e.g. Tesco or Marks and Spencer) but exclude companies with fewer than 250 FTE's, including those granted a franchise or sharing a brand and products with others (e.g. "Symbol groups" like Spar and Londis which are prolific in the grocery sector - the main sector affected by this policy. These have looser and more varied arrangements with the parent company than franchises and do not benefit from the economies of scale available to larger businesses).

7.8 Companies with fewer than 250 FTE's are not included to avoid imposing new administrative burdens on start-up and growing businesses in England at a time when the Government is supporting new growth in our economy. It is also consistent with the European Commission's approach to promoting growth in businesses with fewer than 250 employees (as set out in the EU's Small Business Act for Europe, 2008). The FTE definition is consistent with the European Commission's approach to defining SMEs as set out in the SME User Guide (the New SME Definition). This defines SMEs as made up of enterprises which employ fewer than

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<sup>1</sup> WRAP, *UK Voluntary Carrier Bag Monitoring - 2013 study*, July 2013, [http://www.wrap.org.uk/sites/files/wrap/Carrier%20bags%20results%20\(2012%20data\).pdf](http://www.wrap.org.uk/sites/files/wrap/Carrier%20bags%20results%20(2012%20data).pdf)

250 persons (the definition, which also includes turnover, was the result of wide- ranging discussions between the Commission, Member States, business and experts as well as two open consultations). Companies or other retailers employing fewer than 250 FTE's will of course be able to charge on a voluntary basis if they wish and we know of one franchiser who is already encouraging its outlets to do this.

7.10 The single use carrier bags to be charged for are made of lightweight plastic material with handles and a thickness of 70 microns or less. This covers the vast majority of single use plastic bags given out by English retailers. 70 microns has been chosen to ensure all bags given out by high street retailers as single use bags are covered, with a specific exemption for those designed and sold as reusable "bags for life" (see 7.11).

7.11 Exemptions to the charge are based on bag size, thickness, intended use, cost or combination of those factors. These are:

- a) A bag intended to be used solely to contain wholly or **partly unwrapped food for human or animal consumption;**
- b) A bag intended to be used solely to contain wholly or partly unwrapped loose seeds, bulbs, corns, rhizomes, flowers or **goods contaminated by soil;**
- c) A bag intended to be used solely to contain wholly or partly unwrapped axes, knives, knife blades or razor **blades;**
- d) A bag intended to be used solely to contain a **prescription medicine;**
- e) A bag intended to be used solely to contain **live aquatic creatures in water;**
- f) A bag intended to be used solely to contain **uncooked fish or fish products, meat or meat products or poultry or poultry products;**
- g) A **returnable multiple reuse bag** sold for more than 5p made from material between 50 and 70 microns thick (this exemption ensures they are not captured by the requirement to report, which would skew the statistics);
- h) A bag which is intended to be used **to carry goods in a transit place** e.g. an airport or on board a train, aeroplane or ship.

7.12 When Government announced this policy it included an exemption for genuinely biodegradable plastic bags that meet defined criteria. Whilst the charge will result in fewer plastic bags distributed, there will always be a need for some plastic bags and we want to encourage development of bags that biodegrade, are less harmful to wildlife if littered, and have a low impact when disposed of responsibly. The Government recognises this is a challenge to UK industry.

The instrument requires the Secretary of State to carry out a review of existing industry standards for biodegradability and report to Parliament by October 2015 on whether there is an appropriate industry standard that could be used for plastic bags and how an exemption [would be implemented](#). [Government](#) is working with industry and academic experts [on this](#).

7.13 The requirements for sellers to report on the numbers of bags they charge for and where the proceeds have gone are essential to monitor the effectiveness of the policy, which is likely to receive a lot of scrutiny from the public, press and NGOs. In addition to domestic requirements, negotiations are currently underway on a European Commission proposal on reducing the consumption of plastic carrier bags. We are likely to be required to report this data to the EU Commission.

7.14 The Government does not have the legal power to take the proceeds of the charge (as happens in Northern Ireland) nor to determine where the proceeds of the charge go. There is an expectation that (as in Wales) retailers after deducting reasonable costs will donate the rest to good causes. We are working with retailers on this.

7.15 The Order brings the requirement to charge into effect from 5<sup>th</sup> October rather than the 1<sup>st</sup> as it is a Monday and retailers have stated that they would find it easier to make the till changes at the start of a week.

7.16 The charge will be enforced by local authority trading standards officers. We are expecting the enforcement to be light touch, pragmatic and complaints led. We are introducing two types of civil sanctions (1) Fixed Monetary Penalties or (2) Discretionary Requirements (DR). Provisions for appeals are included in the Order. The Act requires us to review the enforcement provisions three years after the charge comes into force.

## **8. Consultation outcome**

8.1 The charge was announced by the Deputy Prime Minister in September 2013. The announcement stated that businesses with fewer than 250 employees would be exempt and that the Government expects that retailers would give the proceeds of the charge to charity.

8.2 We did not consult industry on the scope of the policy (focus on plastic bags and only businesses with over 250 employees) as this had already been announced. The details of the charging scheme were however subject to a Call for Evidence in November and December 2013. The main issues on which further evidence was sought were:

- What sort of bags (i.e. material type, thickness) should be exempt from the charge;
- What bags used for specific purposes (i.e. to carry food, medicines) should be exempt from the charge;
- How best to tell people about the charge;
- How to make sure that organisations are applying the charge;
- How to encourage organisations to donate their profits from the charge to good causes.

8.3 The Call for Evidence was widely publicised and we received 185 responses to the questions, comprising of: 10 industry groups; 11 NGOs; 12 Local Authorities; 4 academics; 94 private individuals; and 12 others. In parallel, we received just over 2000 emails on the broader shape of the charge, predominantly as part of campaigns by the Campaign to Protect Rural England (1799), the Marine Conservation Society and partners (129) and Surfers Against Sewage (96).

8.4 The majority of the respondents supported the introduction of a charge on plastic bags and over 80% of respondents thought that organisations should have to publish data on their bag usage.

8.5 The concerns raised in the email campaigns centred around the focussed nature of the Call for Evidence and the lack of opportunity to comment on some of the main elements of the scheme (paper bags exclusion, small business exemption and the biodegradable bag exemption).

8.6 On balance the Government has decided to focus on plastic bags with exemptions for small business and biodegradable bags for the reasons described in the policy background section.

8.7 The summary of responses to the call for evidence was published on 19 June 2014 and can be found here: <https://www.gov.uk/government/consultations/single-use-plastic-bag-charge-for-england-call-for-evidence>. This tied in with the Government's response to the Environmental Audit Committee's inquiry into carrier bags. The evidence provided to the EAC and the EAC's report were used as an additional source of evidence in the development of this instrument. The EAC report and the Government response can be found here: <http://www.parliament.uk/business/committees/committees-a-z/commons-select/environmental-audit-committee/inquiries/parliament-2010/plastic-bags/>

8.8 In addition, we have undertaken significant additional evidence gathering. We shared a policy paper with the British Retail Consortium (BRC) and held a workshop with the BRC and its members in June 2014 (the BRC represents the majority of retailers affected by the charge). We discussed details of the scheme, practicalities and made some changes to the Order based on their views. For example: a size restriction for bags containing uncooked meat was removed on their advice; we removed the requirement for them to publish records on the number of bags handed out and the use to which proceeds were put to reduce burden, agreeing that central reporting will make the records publically available; and we included a clause that allows retailers to charge for an average number of bags for online grocery sales where the exact number used is unknown at the time of the sale.

8.9 We commissioned (as yet unpublished) consumer research carried out in early 2014 through focus groups and survey interviews to better assess how the charge might influence attitudes and behaviours in England. The headline results show that the majority of respondents supported the charge (57%). The main reason survey respondents said they supported the charge (when presented with a list of options) was the general statement that "plastic carrier bags are bad for the environment". When survey respondents were asked how they thought the charge would impact on their shopping behaviour, 61% selected behaviours which showed a positive change to their bag use behaviour i.e. re-using bags more often.

8.10 There has also been ongoing stakeholder engagement through meetings, workshops, conversations and correspondence. We have had ongoing discussions with retailer and industry bodies such as the BRC, the Association of Convenience Stores (ACS) and the Federation of Small Businesses (FSB).

8.11 We undertook broad informal consultation in relation to the definition of businesses with fewer than 250 FTEs (i.e. a short definition avoiding complex business relationships) and exclusion of franchise models. We had several discussions with retailer organisations such as BRC, ACS, FSB and BIRA (British Independent Retailers Association). Whilst the ACS would like to see all businesses included in the charge, if businesses with less than 250 FTEs are excluded they would also prefer to see franchises excluded. In this context the ACS support our definition of businesses with fewer than 250 FTEs and the exclusion of franchise models, as does BIRA. The BRC would like to see all sizes of business included in the charge.

8.12 We have also met with and had ongoing discussions with the plastics industry who have mixed views on the charge.

8.13 We have undertaken additional workshops with the Local Government Association and Trading Standards Institute to discuss the practicalities of enforcement and to ensure that the Order provides necessary and proportionate powers.

8.14 We are continuing the stakeholder engagement in discussions over draft guidance, reporting methods and the implementation of the scheme.

8.15 We are required to share the draft Order with the European Commission under the Technical Standards Directive. As a financial measure, there is no stand still period, however any Member State will be able to comment.

## **9. Guidance**

9.1 The Order will be accompanied by guidance for retailers and the public. This is being developed in consultation with industry.

9.2 Defra is providing training and guidance on enforcement will be produced.

## **10. Impact**

10.1 A full impact assessment relating to the plastic bag charge is attached to this memorandum and will be published alongside the Explanatory Memorandum on the OPSI website.

10.2 The total net impact of the scheme over 10 years is a positive benefit of £782.33m in net present value terms, which includes savings from reduced littering, waste management costs and CO<sub>2</sub> equivalent emissions.

10.3 The impact on the public sector is calculated as £4m costs for enforcement over 10 years.

10.4 The impact on retailers is calculated as £26m cost over 10 years, but they are able to retain a portion of the proceeds to cover this so overall the impact on retailers should be neutral. There will be significant benefits to charities and good causes from the remainder of the proceeds.

10.5 The cost to consumers is calculated at £1,266m over 10 years for the purchase of new bags for life, bin liners, VAT and the 5p charge itself, however all but £55m is cancelled out by the benefits of hidden costs of bags being removed from retail prices.



**11. Regulating small business**

11.1 The legislation does not apply to persons with fewer than 250 employees on the first day of a reporting year.

**12. Monitoring & review**

12.1 A review clause has been included in the regulations for within five years. The requirement to report data on bags sold annually will provide the data for the Department to assess the effectiveness of the policy.

**13. Contact**

Laura Denison at the Department for the Environment, Food and Rural Affairs Tel: 0207 238 6110 or email: [Laura.denison@defra.gsi.gov.uk](mailto:Laura.denison@defra.gsi.gov.uk) can answer any queries regarding the instrument.



# Communities Committee

Item No.

|  |   |
|--|---|
| <b>Report title:</b>   | <b>Risk Management</b>  |
| <b>Date of meeting:</b>  | <b>7 September 2016</b>   |
| <b>Responsible Chief Officer:</b>  | <b>Tom McCabe, Executive Director of Community and Environmental Services</b> |
| <b>Strategic impact</b><br>The Communities Committee's role is to consider the risk management of Communities risks. Assurance on the effectiveness of risk management and the Communities departmental risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives, and is a key part of the performance management framework. |   |

## Executive summary

This report provides the Committee with the latest Communities Risk Register as at the beginning of August 2016, following the latest review conducted at the beginning of August 2016. The reporting of risk is aligned with, and complements, the Performance and Financial reporting to the Committee.

### Progress since the last Communities Committee meeting (29 June 2016)

The Communities risk register was last reported to the Communities Committee in late June 2016, prior to being refreshed at the beginning of August 2016. Since the last Communities Committee meeting, reporting on the Communities risk register has been updated to show the latest developments, with risk reporting by exception (those Communities risks at a score of 12 or more, with prospects of meeting the target score by the target date at red or amber) shown in **Appendix A**. A reconciliation of Communities risks from the end of June 2016 is shown at **Appendix B**.

On 19 July, a Performance and Risk Management workshop was held for Communities Committee Members, and was attended by seven Members. The workshop enabled a more detailed discussion on the risk management process and the risks currently being managed on the Risk Register reviewed regularly by the Committee. The session was useful in both enabling a better understanding of the overall process and providing assurance that the current risks on the register are linked to achieving the objectives of the Committee. No new risks for inclusion on the register were identified by the Members at the workshop, but they noted that officers also maintain and review more detailed risk registers to ensure service specific risks are managed as part of business as usual.

### **Recommendations:**

Committee members are asked to consider;

- a) **The progress with Risk Management since the last Communities Committee meeting, shown in the reconciliation report in Appendix B;**
- b) **Review and comment on the risk data, information, and analysis presented in the risk register report in Appendix A, and determine whether the recommended actions identified are appropriate, or whether another course of action is required (please refer to the list of such possible actions, in Appendix C).**

## 1. Proposal (or options)

- 1.1. The Communities and Environmental Services (CES) Departmental Management Team (DMT) has been engaged in the preparation of the Communities Risk Register.

As part of the overall development of the performance and risk management framework for the Council, a new approach to corporate and departmental risk management is being adopted. This new approach involves the development of corporate and departmental level risks that are: outcome focussed; linked to strategic priorities; business critical, identifying areas where failure places the organisation in jeopardy; linked to financial and performance metrics. It is dependent upon a shared understanding of the risk appetite of the council. A key element of this work is cultural change and absolute clarity of roles, responsibilities and process. Specifically, clarity of what these risks are, who is responsible for them, what they are doing to actively manage the risks and what measures are in place to hold people to account.

To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a new list of such possible actions, suggested prompts and challenges are presented for information and convenience in **Appendix C**. Definitions of the different categories of risks can be found in **Appendix D**.

The lead officers for those areas of risk management that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the risk management framework and how it operates.

## 2. Evidence

- 2.1. The Communities Committee risk data detailed in this report reflects those key business risks that are managed by the CES Departmental Management Team, and Senior Management Teams of the services that report to the Committee including; Cultural Services, Customer Services, Trading Standards, Public Health, and Norfolk Fire and Rescue, and the Registration Service. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Communities risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's "Well Managed Risk – Management of Risk Framework".
- 2.2. The current risks are those identified against departmental objectives for 2016/17. The Exceptions Report in **Appendix A** focuses on risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red.
- 2.3. There are no risks for this Committee that are of corporate significance.
- 2.4. As of the beginning of August, the Communities departmental risk register contains eight risks, with 1 of these risks with both a current score of 12 or more and the prospect of meeting the target score by the target date at Red or Amber, which falls into the exception reporting category. **Appendix E** provides the Committee members with a summary of the risks on the Communities risk register.

- 2.5. Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
  - Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
  - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks this can be seen as the risk appetite.
- 2.6. The prospects of meeting target scores by the target dates are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:
- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
  - Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
  - Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks are introduced.
- 2.7. There are no risks that the risk owner has identified as ‘prospects of meeting the target score by the target date’ as Red. A pie chart showing the breakdown of the prospects scores can be located in **Appendix E** with the risk summary.
- 2.8. The evidence is that risks are being managed to an appropriate level with mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that risk scores and target dates reflect the current position against current service objectives. Risk registers are challenged by the Risk Management Officer to ensure a consistent approach to risk management across all teams.
- On 19 July, a Performance and Risk Management workshop was held for Communities Committee Members, and was attended by seven Members. The workshop enabled a more detailed discussion on the risk management process and the risks currently being managed on the Risk Register reviewed regularly by the Committee. The session was useful in both enabling a better understanding of the overall process and providing assurance that the current risks on the register are linked to achieving the objectives of the Committee. No new risks for inclusion on the register were identified by the Members at the workshop, but they noted that officers also maintain and review more detailed risk registers to ensure service specific risks are managed as part of business as usual.

### 3. Financial Implications

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

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

- 4.1. At the July 2016 Policy and Resources Committee, a further explanation was provided to Members of the County Council's approach to risk appetite and tolerance, which is applicable to the Communities Committee, and which can be located in paragraph 2.1 on [page 103](#) of the Policy and Resources Risk Management report (P&R agenda reports 18 July 2016).

### **Officer Contact**

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

**Officer name :** Adrian Thompson

**Tel No. :** 01603 222784

**Email address :** [adrian.thompson@norfolk.gov.uk](mailto:adrian.thompson@norfolk.gov.uk)



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

|  |   |            |                |        |            |                                      |        |                 |             |   |
|--|---|------------|----------------|--------|------------|--------------------------------------|--------|-----------------|-------------|---|
| <b>Risk Number</b>   | RM13974   |            |                |        |            | <b>Date of update</b>                |        | 10 August 2016  |             |   |
| <b>Risk Name</b>   | Failure to assure standards of operational competency for fires in the built environment. |            |                |        |            |                                      |        |                 |             |   |
| <b>Risk Owner</b>  | Les Britzman  |            |                |        |            | <b>Date entered on risk register</b> |        | 13 October 2011 |             |   |
| <b>Risk Description</b>  |   |            |                |        |            |                                      |        |                 |             |   |
| Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm. Why is it important to manage this risk area? It is essential to manage the operational competency of Fire Officers operating in the built environment, and ensure that the facilities and training are in place that support the development of skills required for Fire Officers to operate as safely as possible.  |   |            |                |        |            |                                      |        |                 |             |   |
| <b>Original</b>  |   |            | <b>Current</b> |        |            | <b>Tolerance Target</b>              |        |                 |             |   |
| Likelihood   | Impact  | Risk score | Likelihood     | Impact | Risk score | Likelihood                           | Impact | Risk score      | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 4  | 4   | 16         | 3              | 4      | 12         | 3                                    | 2      | 6               | 31/09/2016  | Amber   |
| <b>Tasks to mitigate the risk</b>  |   |            |                |        |            |                                      |        |                 |             |   |
| Workforce Development programme delivered to schedule.<br>Development and delivery of Breathing Apparatus training.<br>Introduction of "Live Fire" training.<br>Risk file information accurate and up to date - format for all key risk premises.<br>Undertake incident command Breathing Apparatus training and associated monitoring.<br>Implementation of "Lessons learnt" from local and national incidents integrated into review processes.<br>Operational reviews and actions undertaken for all significant incidents.<br>Quarterly monitoring of core skills levels.<br>PDRPro software and training plans via Team Performance Meetings 1:1. |   |            |                |        |            |                                      |        |                 |             |   |
| <b>Progress update</b>   |   |            |                |        |            |                                      |        |                 |             |   |
| Live Fire Unit Update. The contract for the unit has been awarded and first stage payment made.<br>Estimated completion early summer, with new risk critical skills programmes being delivered following commission from early Autumn. Flag for removal once building is commissioned.<br>The live fire unit as well as other Scottow associated building work is underway and is currently on target.<br>All planning permissions are in place.<br>Discussions are underway with a view to agreeing a way forward to enable all relevant planning conditions to be met.   |   |            |                |        |            |                                      |        |                 |             |   |





## **Appendix B – Risk Reconciliation Report**

Significant changes to the Communities departmental risk register since the last Communities Committee Risk Management report was presented in June 2016.

Risk additions:

There are no risk additions since the last Communities Committee Risk Management report.

Risk Closures:

Three risk closures:

1. RM14249: Winter Capacity Mortuaries – Mortuaries debrief completed, with the target score met by the target date.
2. RM14251: Norfolk Community Learning Services Staff Morale - Staff restructure almost complete, with no overall reductions in staff morale.
3. RM14064: Financial liability for part time Retained Duty System Firefighters. The costs of this will now be met by ongoing payments from the employer contributions, resulting in minimal impact of this risk.



## Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

### Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

### Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

### Suggested follow-up actions

|   | Action                                   | Description   |
|---|--|---|
| 1 | Approve actions                          | Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee  |
| 2 | Identify alternative/additional actions  | Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee  |
| 3 | Refer to Departmental Management Team    | DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee                              |
| 4 | Refer to committee task and finish group | Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee |
| 5 | Refer to County Leadership Team          | Identify key actions for risk management improvement and refer to CLT for action  |
| 6 | Refer to Policy and Resources Committee  | Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee for action.             |



## Appendix D – Risk Definitions

A **corporate risk** is one that requires:

- strong management at a corporate level, thus the County Leadership Team should direct any action to be taken.
- input or responsibility from more than one Executive Director for mitigating tasks; and if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key objectives and/or suffer a significant financial loss or reputational damage.

A **departmental risk** is one that requires:










- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

A **service risk** is one that requires:

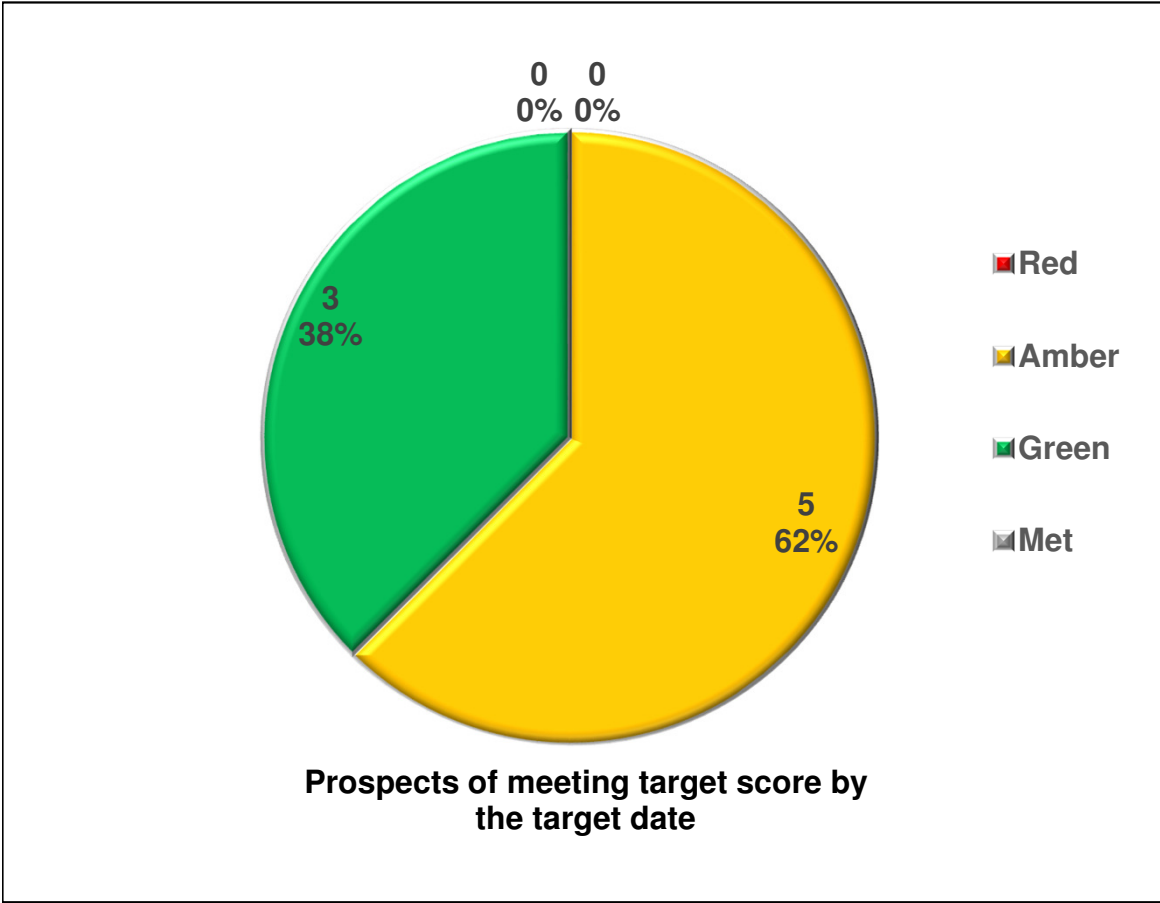
- strong management at a service level, thus the Head of the Service should direct any action to be taken.
- input or responsibility from the Head of Service for mitigating tasks; if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.



## Norfolk County Council, Communities Risk Management Summary (Appendix E) - September 2016

| Risk Register Name  |             | Communities Committee  |  |                    |                |                    |                   |               |                   |   | Red   |  Worsening |
|---|-------------|--|--|--------------------|----------------|--------------------|-------------------|---------------|-------------------|---|---|---|
| Prepared by   |             | Thomas Osborne   |  |                    |                |                    |                   |               |                   |   | Amber   |  Static    |
| Date updated  |             | August 2016  |  |                    |                |                    |                   |               |                   |   | Green   |  Improving |
| Next update due   |             | September 2016   |  |                    |                |                    |                   |               |                   |   | Met   |   |
| Area  | Risk Number | Risk Name  | Risk Description   | Current Likelihood | Current Impact | Current Risk Score | Target Likelihood | Target Impact | Target Risk Score | Prospects of meeting Target Risk Score by Target Date | Direction of travel from previous review  | Risk Owner  |
| Departmental Risks  |             |  |  |                    |                |                    |                   |               |                   |   |   |   |
| Customer Service Centre   | RM14223     | Payment Card Industry compliance of call monitoring system                                     | Call monitoring system currently not fully PCI compliant, leaving organisation open to risk of fines   | 2                  | 5              | 10                 | 1                 | 1             | 1                 | Amber   |  | Andrew Blaxter  |
| Trading Standards   | RM14181     | Single points of knowledge   | Limited service capacity leads to areas where there are single points of knowledge. Loss of key individuals then results in an inability to deliver the appropriate service and increased pressure on remaining staff. Whilst this risk is currently managed by Trading Standards, the scope of this risk extends to other Communities services. | 3                  | 3              | 9                  | 1                 | 3             | 3                 | Green   |  | Sophie Leeney   |
| Cultural Services   | RM14130     | Lack of capacity in ICT systems and services   | A lack of capacity in ICT Services to support Cultural Services delivery could lead to a breakdown in services to the public. This could result in a loss of income and business.  | 3                  | 3              | 9                  | 2                 | 3             | 6                 | Amber   |  | Jennifer Holland  |
| Service Risks   |             |  |  |                    |                |                    |                   |               |                   |   |   |   |
| Norfolk Community Learning Services (formally Adult Education). | RM14252     | Competition from other providers   | Recent changes in national funding arrangements means that the service may face competition from other providers for first step learners.  | 3                  | 2              | 6                  | 2                 | 2             | 4                 | Green   |  | Ilgun Yusuf   |
| NFRS  | RM13974     | Failure to assure that standards of operational competency for fires in the built environment. | Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.   | 3                  | 4              | 12                 | 3                 | 2             | 6                 | Amber   |  | Les Britzman  |
| Trading Standards   | RM14240     | Lack of capacity to respond to major incidents   | Existing staffing has limited ability to respond to a major incident (such as food safety or animal disease outbreak like 'foot and mouth')  | 2                  | 5              | 10                 | 1                 | 5             | 5                 | Green   |  | Sophie Leeney   |

|      |         |  |  |   |   |   |   |   |   |       |   |                |
|------|---------|--|--|---|---|---|---|---|---|-------|---|----------------|
| NFRS | RM14137 | Failure to provide protective security                               | The failure to provide robust physical and IT security at NFRS buildings against criminal and terrorist activity will result in the loss of equipment and secure information.  | 3 | 3 | 9 | 1 | 2 | 2 | Amber | ↔ | Roy Harold     |
| NFRS | RM14119 | Failure to secure availability of operational individuals and crews. | Non availability of Retained Duty System (RDS) stations leading to next nearest resource being mobilised with negative impact on performance standards. Non availability of Whole-time Duty System (WRS) staff leading to extended response times and reduced specialist capability. Emergency Response Service (ERS) being stretched with a negative impact on the service's emergency response capability and performance. | 3 | 3 | 9 | 2 | 3 | 6 | Amber | ↔ | David Ashworth |





# Communities Committee

Item No.....

|  |  |
|--|--|
| <b>Report title:</b>   | <b>Performance management</b>  |
| <b>Date of meeting:</b>  | <b>7 September 2016</b>  |
| <b>Responsible Chief Officer:</b>  | <b>Tom McCabe (Executive Director of Community and Environmental Services)</b> |
| <b>Strategic impact</b><br>Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need. |  |

## Executive summary

This is the third performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 26 vital signs indicators.

Details of the revised Performance Management System are available in the 16 March 2016 Communities Committee 'Performance monitoring and risk report' on the Norfolk County Council web site

at <http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/471/Committee/12/Default.aspx>

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are available on the Members' Insight intranet pages as follows  
- <http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>

Of the 26 vital signs indicators that fall within the remit of this committee, the following 6 indicators have met the exception criteria:

- % of older people who are active library users against population
- Performance against our Emergency Response Standards
- On call (retained) fire station availability
- Quality of Looked After Child Review Health Assessments (Under 5 years)
- Successful completion of drug treatment - % of adult substance misuse users (opiate and non-opiate) that left drug treatment successfully who do not re-present to treatment within 6 months
- HIV late diagnosis performance - % of adults newly diagnosed late with HIV

Of these, the 3 public health measures were previously considered at the last committee meeting on 29 June 2016 and their respective report cards were provided then. As these measures are quarterly or annual and there have been no data updates since the last committee meeting, only report cards for the first 3 measures listed above have been included and so only these will be discussed in depth as part of the presentation of this report.

On 19 July 2016 a Communities Committee workshop on Risk and Performance was held. All the Vital Signs reported to this Committee were considered and some were identified for possible removal from ongoing reporting to this Committee. Full notes from the workshop can be found at Appendix 3. Those vital signs for consideration are detailed within the body of this report.

**Recommendations:**

1. Agree which vital signs identified at the Communities Committee workshop on 19 July 2016 and detailed in section 4.1 can be removed from the list reported to this committee
2. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

**1. Introduction**

- 1.1. This is the third performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 26 vital signs indicators.
- 1.2. This report contains:
  - A Red/Amber/Green rated dashboard overview of performance across all 26 vital signs indicators
  - Report cards for 3 of the 6 vital signs that have met the exception reporting criteria. Of the 6 vital signs meeting the exception reporting criteria the 3 public health measures were previously considered at the last committee meeting on 29 June 2016 and their respective report cards were provided then. As these measures are quarterly or annual and there have been no data updates since the last committee meeting, only report cards for the first 3 measures listed above have been included.
- 1.3. The full list of vital signs indicators is in Appendix 2.
- 1.4. The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

**2. Performance dashboard**

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 26 vital signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The full list of vital signs indicators was presented to committee at the 16 March 2016 meeting. Since then, the indicators have been subject to ongoing review, by the Chairman and Vice-Chairman, the Community and Environmental Services departmental management team and the Director of Public Health. As anticipated, the implementation of the new performance management system has tested the suitability of some of the vital signs indicators.
- 2.3. The current exception reporting criteria are as below:
  - Performance is off-target (Red RAG rating or variance of 5% or more)
  - Performance has deteriorated for three consecutive periods (months/quarters/years)
  - Performance is adversely affecting the council's ability to achieve its budget
  - Performance is adversely affecting one of the council's corporate risks.
  - (Additional criteria added following agreement at previous meeting): 'Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.  
 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.  
 The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

| Monthly  | Bigger or Smaller is better | Jul 15 | Aug 15 | Sep 15 | Oct 15 | Nov 15 | Dec 15 | Jan 16 | Feb 16 | Mar 16 | Apr 16 | May 16 | Jun 16 | Jul 16         | Target |
|--|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------------|--------|
| {CES} Income and external funding successfully achieved as a % of overall revenue budget                                 | Bigger                      | 36.8%  | 34.8%  | 35.8%  | 37.2%  | 36.9%  | 36.7%  | 37.1%  | 37.0%  | 29.3%  | 25.0%  | 25.0%  | 31.9%  | 28.1%          | 25.5%  |
| {Culture} Library Visits - physical and virtual<br><i>Cumulative Target</i>  | Bigger                      | 3.37m  | 4.18m  | 4.99m  | 5.85m  | 6.61m  | 7.38m  | 8.45m  | 9.56m  | 10.57m | 0.99m  | 1.84m  | 2.73m  | 3.66m          | 3.35m  |
| {Culture} % of active children and young people library users against population   | Bigger                      |        |        |        |        |        |        | 33.6%  |        | 33.6%  | 33.7%  | 33.6%  | 33.4%  | 34.5%          |        |
| {Culture} % of older people who are active library users against population  | Bigger                      |        |        |        |        |        |        | 19.3%  |        | 19.3%  | 19.3%  | 19.3%  | 18.9%  | 18.9%          |        |
| {Culture} NCLS - Attendance Rate – The % of positive attendance instances versus the total number of available instances | Bigger                      |        | 96.83% | 92.81% | 89.36% | 87.66% | 87.75% | 87.68% | 87.35% | 86.88% | 86.66% | 86.27% | 86.40% | 86.40%         | 85.0%  |
| {Culture} Norfolk Record Office Visits – physical and virtual including learning groups<br><i>Cumulative Target</i>      | Bigger                      | 42.6k  | 52.9k  | 64.0k  | 76.2k  | 87.3k  | 95.7k  | 106.9k | 119.0k | 130.0k | 11.3k  | 21.4k  | 31.9k  | 42.7k          | 42.6k  |
| {Culture} Museums visits – total visitors and school visits<br><i>Cumulative Target</i>                                  | Bigger                      | 40.9k  | 49.7k  | 35.6k  | 38.9k  | 21.9k  | 17.7k  | 22.8k  | 32.8k  | 33.3k  | 33.1k  | 35.8k  | 34.0k  | 33.9k          | 35.4k  |
| {Public Safety} Performance against our Emergency Response Standards   | Bigger                      | 73.8%  | 73.1%  | 76.2%  | 78.0%  | 77.6%  | 79.3%  | 78.2%  | 78.1%  | 79.4%  | 78.6%  | 79.4%  | 80.5%  | 72.3%          | 80.0%  |
| {Public Safety} On call (retained) fire station availability   | Bigger                      | 85.9%  | 81.5%  | 85.3%  | 86.4%  | 87.5%  | 87.3%  | 89.0%  | 86.6%  | 86.8%  | 85.7%  | 83.9%  | 82.6%  | 74.9%          | 90.0%  |
| {Public Safety} % of businesses that are compliant   | Bigger                      | 93.5%  | 93.1%  | 94.9%  | 94.3%  | 93.6%  | 93.5%  | 96.8%  | 96.3%  | 96.4%  | 95.6%  | 95.3%  | 95.6%  | 95.5%          | 95.0%  |
| {Public Safety} Status of Norfolk Resilience Forum plans to which NCC contributes  | Bigger                      | 60.0%  | 60.0%  | 60.0%  | 60.0%  | 75.0%  | 75.0%  | 75.0%  | 81.0%  | 71.4%  | 68.2%  | 85.7%  | 83.0%  | 87.0%          | 85%    |
| {Customer Access} TBD - The percentage of contacts using electronic access   | Bigger                      |        |        |        |        |        |        |        |        |        |        |        |        |                |        |
| {Customer Access} Customer satisfaction with access channels   | Bigger                      | 94.0%  | 95.0%  | 95.0%  | 95.0%  | 96.0%  | 95.0%  | 95.0%  | 95.0%  | 96.0%  | 96.0%  | 95.4%  | 96.1%  | data available | 90.0%  |
| Quarterly  | Bigger or Smaller is better | Jun 13 | Sep 13 | Dec 13 | Mar 14 | Jun 14 | Sep 14 | Dec 14 | Mar 15 | Jun 15 | Sep 15 | Dec 15 | Mar 16 | Jun 16         | Target |

| {PH} % of Integrated Developmental Reviews at age 2 – 2½ delivered as part of the single integrated review of the Health Developmental Reviews and the Early Years Progress Checks   | Bigger                      |         |         |         |         |         |         |         |         |         |         |         |         |         |        |
|--|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| {PH} Quality of Looked After Children Review Health Assessments (0-4 years) - % of Looked After Children Review Health Assessments (0-4) that were fully completed within timescales, with all previously identified actions completed | Bigger                      |         |         |         |         |         |         |         |         |         |         | 35.0%   |         |         | 100%   |
| {PH} Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17  | Smaller                     |         |         |         | 23.1    | 22.2    | 21.9    | 20.3    | 19.8    |         |         |         |         |         | 20.0   |
| {PH} Successful completion of drug treatment - % of adult substance misuse users (opiate and non-opiate) that left drug treatment successfully who do not re-present to treatment within 6 months                                      | Bigger                      | 13.2%   | 12.3%   | 11.4%   | 11.7%   | 12.0%   | 12.4%   | 12.7%   | 11.8%   | 11.0%   | 10.7%   |         |         |         | 11.0%  |
| {PH} Reducing inequity in smoking prevalence - % of 4 week quits coming from the 20% most deprived areas in Norfolk  | Bigger                      |         |         |         |         | 32.9%   | 32.8%   | 31.3%   | 34.7%   | 36.0%   | 30.6%   | 33.7%   |         |         | 29%    |
| {PH} Smoking status at time of delivery - % of women who smoke at time of delivery   | Smaller                     |         |         |         |         | 13.2%   | 13.5%   | 13.8%   | 14.1%   | 13.4%   | 14.0%   | 13.0%   |         |         |        |
| Annual (calendar)  | Bigger or Smaller is better | 2003    | 2004    | 2005    | 2006    | 2007    | 2008    | 2009    | 2010    | 2011    | 2012    | 2013    | 2014    | 2015    | Target |
| {PH} HIV late diagnosis performance - % of adults newly diagnosed late with HIV  | Smaller                     |         |         |         |         |         |         |         |         | 43.6%   | 47.3%   | 50.4%   | 54.6%   |         | <25%   |
| Annual (financial / academic)  | Bigger or Smaller is better | 2003/04 | 2004/05 | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Target |
| {CES} Individuals, communities and public service working better together - TBD  | Bigger                      |         |         |         |         |         |         |         |         |         |         |         |         |         |        |
| {PH} Health and Wellbeing: Domain 1 - adult risk exposure / lifestyle (in development)   | Bigger                      |         |         |         |         |         |         |         |         |         |         |         |         | 61      |        |
| {PH} Health and Wellbeing: Domain 2 - health care amenable factors / secondary prevention (in development)   | Bigger                      |         |         |         |         |         |         |         |         |         |         |         |         | 96      |        |
| {PH} Health and Wellbeing: Domain 3 - social and financial conditions (in development)   | Bigger                      |         |         |         |         |         |         |         |         |         |         |         |         | 89      |        |

|   |        |  |  |        |  |        |        |        |        |        |        |        |        |       |                           |
|---|--------|--|--|--------|--|--------|--------|--------|--------|--------|--------|--------|--------|-------|---------------------------|
| {PH} Health and Wellbeing: Domain 4 - children and young people (in development)                                  | Bigger |  |  |        |  |        |        |        |        |        |        |        |        | 64    |                           |
| {PH} Health and Wellbeing: Domain 5 - older people outcomes (in development)                                      | Bigger |  |  |        |  |        |        |        |        |        |        |        |        | 123   |                           |
| {Culture} Regular participation in sport  | Bigger |  |  | 32.50% |  | 35.80% | 34.90% | 33.00% | 31.00% | 33.70% | 32.50% | 34.70% | 33.00% |       |                           |
| {Culture} The number of inactive people who are supported to access sport and physical activity by Active Norfolk | Bigger |  |  |        |  |        |        |        |        |        |        |        |        |       |                           |
| {Culture} Investment in sport & physical activity levered in by Active Norfolk                                    | Bigger |  |  |        |  |        |        |        |        |        |        |        |        |       |                           |
| {Culture} Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk       | Bigger |  |  |        |  |        |        |        |        |        |        | £4.07m | £5.62m | £7.0m | <i>Cumulative Measure</i> |

## 2.5. Notes to accompany the Communities Committee performance dashboard.

Where cells have been greyed out this indicates: that data is not available due either to the frequency of reporting or the vital sign being under development. In this case, under development can mean that the vital sign has yet to be fully defined (e.g. Individuals, communities and public service working better together) or that baseline data is being gathered (eg. Active People participation data).

### Key to services:

- AN – Active Norfolk
- CS – Customer Services
- CES – Community and Environmental Services Department
- HW - Highways
- NCLS – Norfolk Community Learning Service
- NFRS – Norfolk Fire and Rescue Service
- NLIS – Norfolk Library and Information Service
- NMAS – Norfolk Museums and Arts Service
- NRO – Norfolk Record Office
- PH – Public Health
- RES - Resilience
- TS – Trading Standards.

### **3. Report cards**

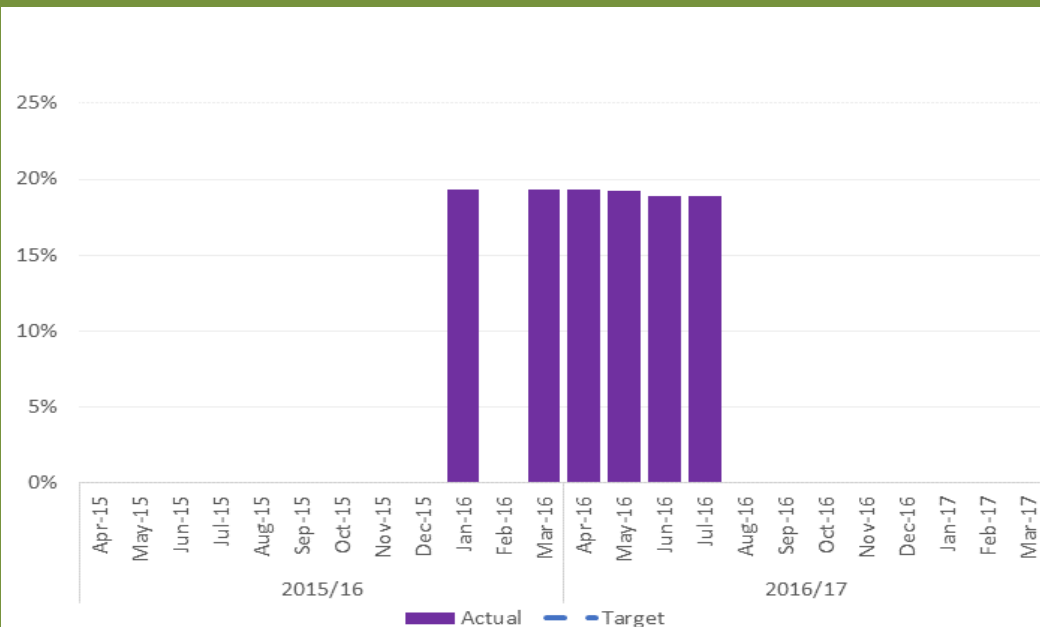
- 3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and it is updated on a monthly basis.
- 3.2. Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.
- 3.3. Vital signs are reported to committee on an exceptions basis. There are 6 measures that have met the exceptions criteria. Of these, 3 public health measures meeting the exceptions criteria were previously considered at the last committee meeting on 29 June 2016 and their respective report cards provided. As these measures are quarterly or annual and there have been no data updates since the last committee meeting, only report cards for the first 3 measures meeting the exceptions criteria have been included.
- 3.4. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are available on the Members' Insight intranet pages as follows - <http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>
- 3.5. Provided in Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the report cards. There is also a list of suggested options for further actions where the committee requires additional information or work to be undertaken.

## % of older people who are active users against population

Why is this important?

Contributes to the sub outcomes that all vulnerable people who live, work learn and are cared for will be safe and are more resilient and independent

### Performance



### What is the background to current performance?

- Active Library Membership aligns with the 'Healthy Lives, Healthy People' strategy for public health, the Five Ways to Wellbeing and the 2011 cross government strategy, 'No Health Without Mental Health' to: Improve health and keep people well through early intervention and prevention strategies that tackling underlying causes: chronic loneliness, isolation and inactivity.
- The % of older people that are active users of the service has declined since 2010. Activity to encourage new users tends to focus on supporting vulnerable older people through shared reading, ICT skills support, and reading and activities to develop individual and group resilience.
- The specific and often person-centred work that the service now works on often leads to successful individual outcomes that meet corporate priorities, rather than significant numbers of book borrowers with no evidence of impact.
- From Jun-16 the population has been updated to reflect the mid-2015 population estimate (for this indication this is an increase of 1.9%)

### What will success look like?

- This is a new measure and so limited data is available at this time
- % of active older customers increases

### Action required

- Increased links with Social care colleagues in localities, volunteers and Friends of libraries to promote opportunities and develop libraries as hubs in communities, including planning person centred activities.
- Work with partners to increase range of activities that address the needs of older people through consultation with older people.
- Work with partners, volunteers and Friends of libraries to develop grant applications and grant aided projects that help to prevent social isolation and to increase literacy and learning.
- Increase volunteering opportunities for older people
- Develop an evaluation methodology that evidences the qualitative impact of library provision.

### Responsible Officers

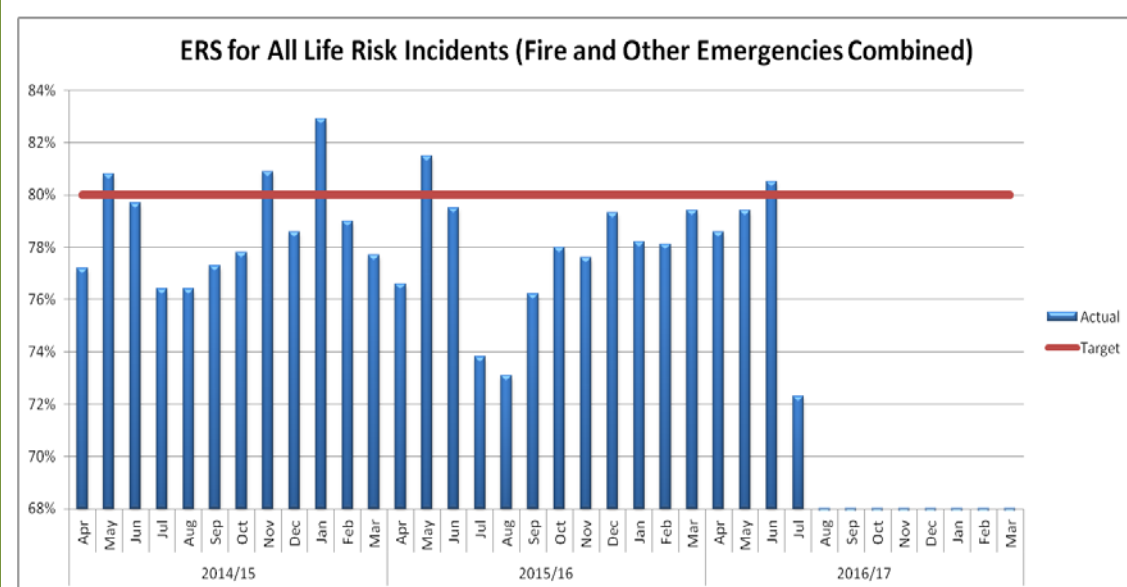
Lead: Jennifer Holland – Assistant Director Community and Environmental Services (Cultural Services)  
Data: Marlene Peachey – Analyst (BIPS, Resources)

# Emergency Response Standards (ERS) for Norfolk Fire and Rescue Service

## Why is this important?

Responding quickly to an emergency can reduce the impact of the incident and save lives. We aim to get to a fire engine to 80% of 'Fires where life may be at risk' within 10 minutes and for 'Other emergencies where life may be at risk' within 13 minutes.

## Performance



## What is the background to current performance?

- ERS has been in steady decline as shown by the annual average data:
  - 2012/13 81.8%
  - 2013/14 78.8%
  - 2014/15 78.7%
  - 2015/16 77.5%
- The nature and location of calls we attend is changing. We have successfully reduced the number of false fire alarms we attend meaning our resources are ready to respond to genuine emergencies. This means we get fewer calls in urban areas which are quicker to get to.

## What will success look like?

- We will consistently reach life risk calls within our emergency response standards (above the 80% of life risk calls) across Norfolk
- The economic cost of fire in Norfolk will reduce as we will get to emergencies quickly, reducing the impact of the fire/emergency in terms of damage caused and fewer casualties and fatalities.

## Action required

- We are currently reviewing the calls we classify as "life may be a risk" to make sure we are recording the right information.
- We are working to improve the availability of our retained firefighter resources to ensure we are available to respond quickly when needed.

## Responsible Officers

Lead: David Ashworth, Brigade Manager: Operations

Data: Mark Wilson-North

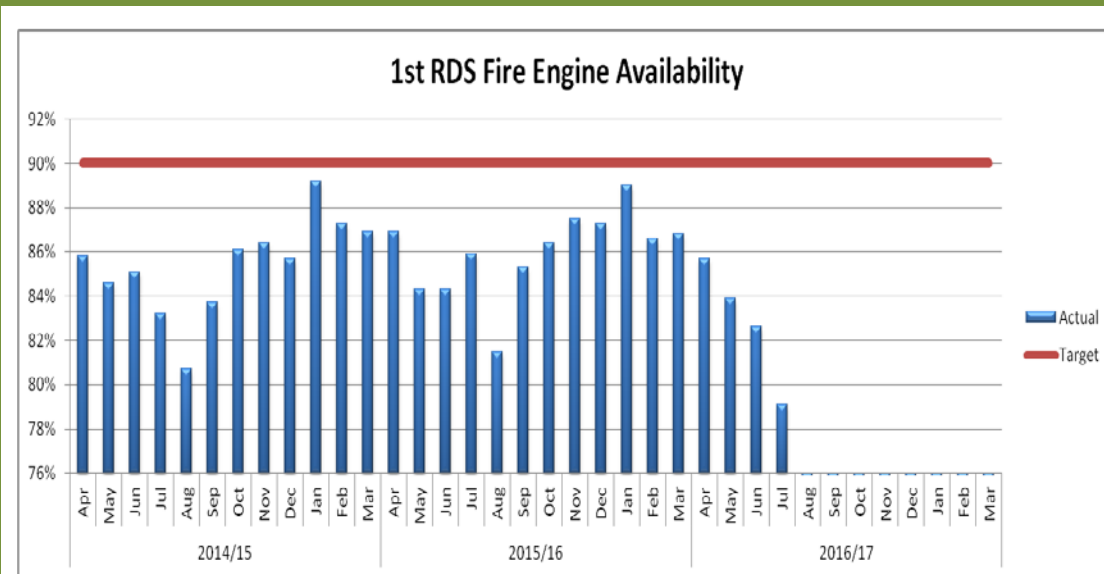


## On Call (Retained) Fire Station Availability

### Why is this important?

Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.

### Performance



### What is the background to current performance?

- On call (retained) firefighters are employed on a contract to provide a set number of hours “availability”. They must be located within 5 mins of their station and are paid to respond to emergencies. They often have alternative primary employment.
- Retained availability has been in decline so the service has been taking action to improve this. Current performance is showing an improvement (see annual average data below).
  - 2012/13 90.4%
  - 2013/14 88%
  - 2014/15 85.4%
  - 2015/16 86.1%
- Challenges for RDS availability include recruitment and retention (finding people who are prepared to be firefighters and stay within 5 minutes of station and primary employment pressures) e.g. If Outwell station was excluded from these figures performance would be 2.4% higher.

### What will success look like?

- Consistent performance above the 90% target
- The first fire engine responds to an emergency when they are needed (avoiding the need to send the next closest available fire engine).
- Wholtime (full-time) firefighting resources are almost always available so they have not been included in this data.

### Action required

- Currently recruiting on call firefighters at a number of stations
- Outwell has had significant issues with recruitment following firefighter resignations. There is a recruitment campaign and development ongoing. Improvements expected in Dec 16.
- At Dereham the Urban Search and Rescue Team are providing emergency response cover during the day, therefore the availability of this fire engine is excluded from the first RDS fire engine availability figures. (action from IRMP 2016-20)
- Managers regularly review the availability provided by on call firefighters to ensure they comply with their contracted arrangements and performance manage this where required.

### Responsible Officers

Lead: David Ashworth, Assistant Chief Fire Officer: Operations      Data: Mark Wilson-North

## 4. Communities Committee Workshop on Performance & Risk

- 4.1. A workshop was held on 19 July 2016 with Members of this Committee to review the risks and vital signs that they have oversight of. The outcome of which is summarised in Appendix 3.

A total of 6 vital signs indicators were identified and recommended for possible removal from the Communities Committee dashboard. These were:

| Vital Sign indicator  | Reasons for proposed removal  | Any additional risks to removing the indicator  |
|---|---|---|
| Norfolk Community Learning Services - % of positive attendance instances versus the total number of available instances | This is already being managed at a Steering Group and service level   | Given previous performance issues, and the NCLS improvement journey, it may be deemed important that Committee can evidence to Ofsted that they continue to oversee performance levels. |
| Active Norfolk - Number of people involved in physical exercise and sport   | These indicators are being 'decommissioned' by Sport England and are due to be replaced. In the meantime they are being managed at Board and Service Level. | Without these indicators this service is not monitored by members.  |
| Active Norfolk – Inactive populations engaged across all programmes (<30 minutes per week at baseline) (%)              |   |   |
| Active Norfolk - Investment in sport and Physical Activity levered in by Active Norfolk (£)                             |   |   |
| Public Health - Health and wellbeing measure – an overarching rank sum comprised of domains                             | This is not strictly a performance indicator, and is better suited to inclusion in the Director of Public Health Report                                     | This is monitored by the Policy & Resources Committee, and removal here would mean CES Committee members would not get to comment upon changes ahead of P&R discussions.                |
| Public Health - % of adults newly diagnosed late with HIV   | This is already being managed at a Steering Group and Service level.  | This measures a service that prevents the need for higher levels of spending in Adult Social Care.  |

Members are asked to formally agree the removal of all or some of these vital signs from inclusion on future versions of the Communities Committee dashboard.

- 4.2. Members present at the workshop also discussed the different ways in which customer satisfaction could be measured, specifically the 'Customer satisfaction with access channels' vital sign. It was agreed to include in this report a detailed outline of how customer satisfaction currently is measured and reference to how it could be measured in the future.

- 4.3. Currently, the “Customer Satisfaction with Access Channels” vital sign is measured using Govmetric, a customer feedback facility which automatically provides a satisfaction score based on customer responses. NCC have operated Govmetric since the 1st October 2014 - initially just for email in the Customer Service Centre – the telephone feedback module has been operational since the 13 October 2014, with web and complaints coming online post October 2014.
- 4.4. We know that due to the nature of a complaints service, it is unlikely that customers rate their service as good. From July 2015 the question sets were changed to ensure that we picked up feedback about complaints service, as opposed to the poor service that the customer had complained about in the first place. It was expected that this change would improve the overall feedback rating going forward, and provide useful feedback for complaints service improvements.
- 4.5. Govmetric facilitates the monitoring of this vital sign, measuring the organisations ability to attract the right calls and deal with them effectively. Where people are phoning to chase an earlier contact / request it is a signal of inefficiency in the organisation – it also adds unnecessary cost in dealing with a second customer contact.
- 4.6. The method and calculation employed is based on the number of customers leaving positive feedback, as a % of all customers leaving feedback across Telephone, Web and email access channels. The reporting frequency is quarterly, monthly, on the 5th working day of the month. High values are good. Benchmarking is sourced from Govmetric who release a monthly net promoter leaderboard for all councils that use the system (so effectively rating is consistent with other councils). Currently the target is 90%.
- 4.7. Customers are asked to rate the service they have received from both the department they were trying to access and the customer service centre staff assisting. All question response options are “Good”, “Average” and “Poor”. When a customer is asked about the service they have received from the customer service centre staff member, where they respond with “Average” or “Poor” they are then prompted to answer additional questions about the staff member’s service provision. The full process map is available to view at Appendix 4.
- 4.8. Additionally, there is a specific “Web Channel Question Set” that asks customers to rate satisfaction with their website experience. This question set is particularly focused on areas around ease of use, clarity of information, user-friendly layout, whether links worked or information was out-of-date etc. A more detailed explanation of the questions can be found at Appendix 5.
- 4.9. Officers are currently evaluating what alternative measurements the new CRM system offers.

## 5. Recommendations

5.1. Committee Members are asked to:

1. Agree which of the six vital signs identified in section 4.1 can be removed from the list for this committee
2. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

In support of this last recommendation, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken.

## 6. Financial Implications

6.1. There are no significant financial implications arising from the development of the revised performance management system or the performance management report.

## 7. Issues, risks and innovation

7.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance management report.

### Officer Contact

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

**Performance:**      **Officer name :**      Austin Goreham      **Tel No. :**      01603 223138  
**Email address :**      austin.goreham@norfolk.gov.uk



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

## Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

### Suggested prompts for performance improvement discussion

In reviewing the vital signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

### Performance improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported performance levels require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

### Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

|   | Action                                   | Description   |
|---|--|---|
| 1 | Approve actions                          | Approve actions identified in the report card and set a date for reporting back to the committee  |
| 2 | Identify alternative/additional actions  | Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee  |
| 3 | Refer to Departmental Management Team    | DMT to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee                              |
| 4 | Refer to committee task and finish group | Member-led task and finish group to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee |
| 5 | Refer to County Leadership Team          | Identify key actions for performance improvement and refer to CLT for action  |
| 6 | Refer to Policy and Resources Committee  | Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources committee for action.                |

## Appendix 2: Communities Committee Vital Signs indicators

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough vital signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are 26 vital signs indicators for the Communities Committee, seven of which relate to Public Health. Those in bold, 5 out of a total of 26, are vital signs indicators deemed to have a corporate significance and so will be reported at both the Communities Committee and the Policy and Resources Committee. All of the vital signs indicators will be reported to the CES Departmental Management Team and the Public Health Management Team.

Key to services:

- AN – Active Norfolk
- CS – Customer Services
- CES – Community and Environmental Services Department
- HW - Highways
- NCLS – Norfolk Community Learning Service
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- NLIS – Norfolk Library and Information Service
- NMAS – Norfolk Museums and Arts Service
- NRO – Norfolk Record Office
- PH – Public Health
- RES - Resilience
- TS – Trading Standards

| Service | Vital Signs Indicators                                  | What it measures  | Why it is important   | Data                |
|---------|---|---|---|---------------------|
| CES     | Norfolk's communities are resilient, confident and safe | Individuals, communities and public service working better together               | Having an integrated approach to demand management and asset based community development, which targets agencies' investment at the most vulnerable localities, is critical to the Council and the delivery of the Re-Imagining Norfolk strategy. | TBD                 |
| NLIS    | Library service use                                     | Library visits – physical and virtual   | To demonstrate ongoing relevance and delivery of NCC priorities and to meet income targets.   | Monthly.            |
| NLIS    | Active use of library resources                         | % of active children and young people library users against population            | Contributes to the sub outcome that 'all vulnerable people who live, work learn and are cared for will be safe and are more resilient and independent'.   | Monthly.            |
| NLIS    | Active use of library resources                         | % of older people who are active library users against population                 |   | Monthly.            |
| NCLS    | Attendance Rate   | % of positive attendance instances versus the total number of available instances | To meet funder and Ofsted requirements (improvement curve: All schools and education establishments are judged good or better by Ofsted). To contribute to excellence in education sub outcomes.  | TBD                 |
| NRO     | Norfolk Record Office use                               | Norfolk Records Office Visits – physical and virtual including learning groups    | Ensures that NRO collection is being utilised to deliver NCC priorities.  | Cumulative monthly. |
| NMAS    | Museum use  | Museums visits – total visitors and school visits                                 | Demonstrates contribution to Excellence sub outcomes and improvement curve.   | Cumulative monthly. |
| TS      | Business compliance with trading standards              | % of businesses that are broadly compliant with trading standards                 | Helps ensure that poor business practice is corrected and consumers and legitimate businesses are protected.  | Monthly.            |

| Service   | Vital Signs Indicators           | What it measures  | Why it is important   | Data     |
|-----------|----------------------------------|---|---|----------|
| NFRS      | Response to emergencies          | Emergency Response Standards  | Responding quickly to an emergency can reduce the impact of the incident and save lives. We aim to get to a fire engine to 80% of 'Fires where life may be at risk' within 10 minutes and for 'Other emergencies where life may be at risk' within 13 minutes.  | Monthly. |
| NFRS      | Response to emergencies          | On call fire station viability  | Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time. | Monthly. |
| RES       | Response to emergencies          | Status of Norfolk Resilience Forum plans to which NCC contributes                         | Ensure that plans and procedures are in place to prepare, respond and recover from emergencies.   | Monthly. |
| CS        | Customer satisfaction            | Customer satisfaction with access channels  | This measures the organisation's ability to respond efficiently and effectively to customer contact that are made.  | Monthly. |
| <b>CS</b> | <b>Channel shift</b>             | <b>The percentage of Norfolk Households with an online account</b>                        | <b>This measures the percentage of our customer contacts that are made using electronic access as opposed to contact in person or by phone.</b>   |          |
| AN        | Active People participation data | Number of people involved in physical exercise and sport                                  | Main measure for Sport England, the service's primary funder. Links with: health & well-being, academic attainment, jobs, good infrastructure.  | TBD      |
| AN        | Physical inactivity              | Inactive populations engaged across all programmes (<30 minutes per week at baseline) (%) | Key health & well-being measure as reducing inactivity is associated with significant savings to NHS and social care bill.  | TBD      |
| AN        | Investment in Norfolk sport      | Investment in sport & P.A. levered in by AN (£)   | Demonstrates value Sport and physical activity brings to Norfolk economy, the role in employment, tourism and as a sector in its own right. Measure shows value added by service.   | TBD      |



| Service | Vital Signs Indicators   | What it measures   | Why it is important  | Data                |
|---------|--|--|--|---------------------|
| CES     | External funding achievement   | Income and external funding successfully achieved as a % of overall revenue budget   | High quality organisations are successful in being able to attract and generate alternative sources of funding.  | Cumulative monthly. |
| NMAS    | Leverage of arts funding   | Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk  | Supports a diverse range of arts and cultural activity and events using minimal NCC direct investment.   | TBD                 |
| PH      | 2.5 years integrated developmental review  | % of Health and Developmental Reviews at age 2 – 2½ years that are delivered as part of the single integrated review with Early Years' Foundation Stage two year old summary.              | Early intervention works best when the support systems operate in a co-ordinated manner.   | Quarterly.          |
| PH      | Proportion of LAC aged 0-5yrs for whom health plan actions are complete at subsequent review | % of Looked After Children (LAC) aged 0-5yrs receiving a Review Healthcare Assessment in the last 12 months for whom all the actions due on their current Health Plan have been completed. | Looked after children have higher health needs due to their previous experiences with higher rates of mental health issues, emotional disorders such as anxiety and depression, hyperactivity and autistic spectrum disorder conditions. | Quarterly sample.   |
| PH      | Health and wellbeing measure   | An overarching rank sum comprised of domains   | This measure enables the overall health and wellbeing of people in different parts of Norfolk to be measured over time.  | TBD                 |
| PH      | Smoking Status at Time of Delivery / Smoking in pregnancy                                    | The percentage of mothers smoking during pregnancy   | Smoking in pregnancy can cause serious pregnancy-related health problems. Smoking in pregnancy is five times more likely in deprived areas so disproportionately impacts on deprived communities.  | Quarterly.          |
| PH      | Engagement and retention of adult substance misuse clients                                   | % of adult substance misuse users that left drug treatment successfully who do not re-present to treatment within 6 months   | Poor parental mental health, exposure to domestic abuse and alcohol/drug abuse by parents strongly affect children's outcomes.   | Quarterly.          |

| Service | Vital Signs Indicators                  | What it measures  | Why it is important   | Data                                     |
|---------|---|---|---|--|
| PH      | HIV late diagnosis performance          | % of adults newly diagnosed late with HIV                             | Late diagnosis is associated with poorer outcomes, infection transmission and higher NHS and social care costs.                                 | Annual.                                  |
| PH      | Reducing inequity in smoking prevalence | % of 4 week quits coming from the 20% most deprived areas in Norfolk. | Smoking is the most important cause of preventable ill health and premature mortality in the UK.  | Quarterly.                               |
| PH      | Teenage pregnancy                       | The rate of teenage pregnancies per 1,000 girls aged 15-17 years      | Unplanned early parenthood can have devastating impacts on young parents' educational outcomes and aspirations, and on their future employment. | Quarterly, but significantly in arrears. |

One of the vital signs indicators listed above also appear on the EDT Committee list:

- 'Income and external funding successfully achieved as a % of overall revenue budget'.

**Communities Committee workshop on risk and performance  
2.00pm on 19 July 2016 in the Edwards Room**

**NOTES**

**Attending (members)**

Cllr Bearman  
Cllr Brociek-Coulton  
Cllr Dewsbury  
Cllr Humphrey  
Cllr Shaw  
Cllr Ward  
Cllr Northam.

Attending (officers): Austin Goreham; Daniel Harry; Tom McCabe; Thomas Osborne; Sarah Rhoden; Adrian Thompson.

What follows is a summary of some of the key points raised in the group discussions.

**Risk**

- Risks are regularly considered at departmental management team meetings and independently reviewed by the Risk Management Officer (RMO), who attends for that item. They are also reviewed by Risk Owners, lead officers at a service level and by Members at Committee (service committee, Policy and Resources and Audit). The management of risk is kept lean but is sufficient to meet the relevant regulations
- Current Risk Tolerance scores are not static but change according to mitigating actions put in place and changing circumstances
- Risks across all services provided by the Council are reviewed by the RMO as a whole to ensure that connections are made between them
- Risks are monitored at different levels, according to what the severity of the risk is and what mitigating actions are required: service level; departmental/committee level; corporate level (Audit Committee)
- The interaction between risk, performance and finance measures is reviewed by officers
- The risks that have been identified for the Communities Committee were reviewed and agreed as being appropriate
- Members were encouraged to engage in an ongoing discussion about risk both at committee and with officers.

**Performance**

- Performance reports are produced at a service and departmental level on a monthly basis. Exception based performance reports are presented to Committee on a quarterly basis
- The key exception criteria are: red RAG in the current period; and/or three consecutive periods of deteriorating performance
- As with risk, the focus is upon what we do in response to poor performance and how we drive performance improvement. This is outlined in the 'reports cards'

- The Committee has direct oversight of 26 vital signs performance indicators. A vital sign “Measures things core to the success of the organisation – providing significant insight into what is driving good or bad performance AND warns of, or accompanies, changes in performance at population or outcome level.”
- Whilst the performance of the 26 vital signs is reported to committee, there are a large number of other performance indicators that are regularly reported at a service and departmental level. Should the performance of any of these indicators deteriorate, then they will be escalated to the departmental or committee level
- The existing 26 vital signs indicators were reviewed and it was suggested that the following no longer be reported to the committee, subject to formal agreement at the next meeting of the Communities Committee:

| <b>Vital Sign Indicator</b>   | <b>Rationale for removal from committee list</b>  |
|---|---|
| Norfolk Community Learning Services - % of positive attendance instances versus the total number of available instances | This is already being managed at a Steering Group and Service level   |
| Active Norfolk - Number of people involved in physical exercise and sport   | This is already being managed at a Board and Service level. A new set of performance indicators is expected from Sport England          |
| Active Norfolk - Inactive populations engaged across all programmes (<30 minutes per week at baseline) (%)              | This is already being managed at a Board and Service level. A new set of performance indicators is expected from Sport England          |
| Active Norfolk - Investment in sport and Physical Activity levered in by Active Norfolk (£)                             | This is already being managed at a Board and Service level. A new set of performance indicators is expected from Sport England          |
| Public Health - Health and wellbeing measure - an overarching rank sum comprised of domains                             | This is not a performance indicator and is better suited to inclusion in an annual report, such as the Director of Public Health Report |
| Public Health - % of adults newly diagnosed late with HIV   | This is already being managed at a Steering Group and Service level.  |

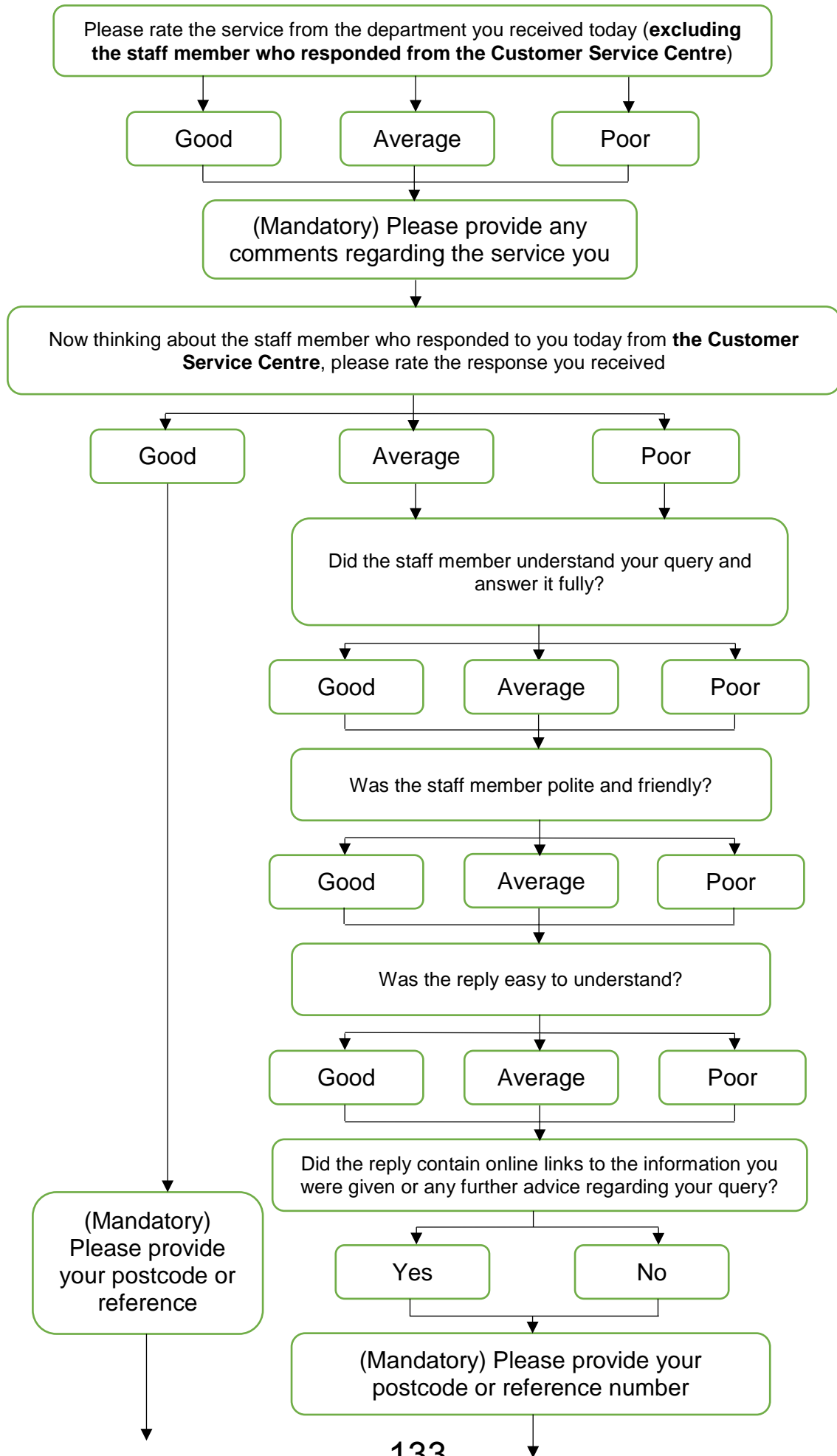
- Members also discussed the different ways in which customer satisfaction could be measured, specifically the ‘Customer satisfaction with access channels’ vital sign. It was agreed to include in the next performance management report to the September Communities Committee meeting a detailed outline of how customer satisfaction currently is measured and how it could be measured in the future.

END

Daniel Harry  
Business Intelligence and Performance Service  
Norfolk County Council

20 July 2016

## Appendix 4: GovMetric Survey – CSC – Process Map



Thank you, we take all feedback seriously  
and will use this to further improve our  
services.

Any further  
comments?

## Norfolk CC - Web Channel Question Set



Overall how do you rate your visit to this website today?

### Q1. Is your feedback about

- A. This web page – *route customer to question 2*
- B. The website as a whole – *route customer to extra comments Q2*
- C. A council service, policy or decision - *route customer to extra comments Q3*

### Q2. Please Rate this webpage / website

(remove current second smileys as this may frustrate customer).

**What was good about this page / the website? (Please select the main reason why...)**

- A. It was easy to find what I was looking for
- B. It was easy to carry out the task I needed to do (fill out form etc.)
- C. The information was explained clearly
- D. It answered my question / gave me the information I needed
- E. The page was well laid out, in a way that helped me find what I wanted
- F. Other

Please type here

**Why did you rate this page / the website as average? (Please selection the main reason why...)**

- A. I found what I was looking for, but it wasn't easy
- B. It wasn't easy to carry out task I needed to do (fill out form etc.)
- C. The information was not fully explained
- D. The information I found did not fully answer my question.

E. The page layout made it harder to find what I wanted

F. Other

Please type here

**Why did you rate this page/ the website as poor? (Please select the main reason why...)**

A. I could not find what I was looking for

B. I couldn't carry out task I needed to do (fill out form etc.)

C. The information did not answer my question

D. The information was incorrect or out of date

E. A link or download did not work

F. The page layout prevented me from finding what I wanted

H. Other

Please type here

### **Q3. Comments/Suggestions...**

If you would like to leave additional comments or suggestions please use the box below:

### **Q4. Postcode Entry...**

To help us understand our customers better, it would be useful if you could also tell us your postcode. This information will not be shared with anyone else, or used for contacting you:

### **Q5. Contact details - Optional**

If you would like us to contact you regarding your comment, please leave your preferred contact details below.

We will make every effort to respond to your comment should you provide your details, however this may not always be possible due to the level of responses received.



Please note your contact details and the information you provide will be shared with other council employees to help improve services and to improve the design and operation of our website. The information will be used in accordance with the website's accessibility policy and will not be used for marketing purposes.

Name

Telephone

Email

**Q6. Thank you**

The information in this survey will not be shared or used for contacting you.

Thank you for taking the time to complete this survey.



# Communities Committee

Item No.....

|  |  |
|--|--|
| <b>Report title:</b>   | <b>Finance monitoring</b>  |
| <b>Date of meeting:</b>  | <b>7 September 2016</b>  |
| <b>Responsible Chief Officer:</b>  | <b>Tom McCabe - Executive Director of Community and Environmental Services</b> |
| <b>Strategic impact</b><br>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 use of forecast use of reserves. |  |

## Executive summary

The approved 2016-17 net revenue budget for this Committee is £47.800m. At period 4 we are forecasting a balanced budget.

The 2016-17 Capital budget for this committee is £5.992m. We are currently anticipating full delivery of the programme.

The balance of Communities' unspent grants, contributions and reserves at 1<sup>st</sup> April 2016 is £12.840m. The current planned use of reserves are £ 2.798m 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, and the detail of the public health budgets, as set out in section 2 of the report.
- 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.

## 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 July 2016.

## 2. Evidence

### 2016/17 Revenue Monitoring

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

Table 1: Communities 2016-17 as at Period 04

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

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

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

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

At the 11 May Committee Members received a report on the options to continue the water rescue and flood response activities. At the meeting members agreed they wished to continue to support these activities, but Members noted that there is no longer any additional funding for these activities, and if they were to continue then alternative savings will need to be found and asked the Chief Fire officer to work up proposals of how these should be funded. Within 2016/17 these activities can be funded from one off reserves. Further funding needs to be identified if these activities are to be continued on an ongoing basis.

Cultural Services – The 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.

2.3. Public health – Public Health activities are currently funded via a ring fenced public health grant. At the January committee meeting members received a report on the

Public Health response to the Government announcements in relation to the reductions of the grant funding a summary of this is shown below:

**Table 2 : Public health Programme and funding**

|   | <b>16 / 17</b>  |               |                             |
|---|-----------------|---------------|-----------------------------|
|   | <b>Baseline</b> | <b>Spend</b>  | <b>Saving from baseline</b> |
|   | <b>£ 000</b>    | <b>£ 000</b>  | <b>£ 000</b>                |
| <b>Spend</b>                            |                 |               |                             |
| Business and staffing                   | <b>5,123</b>    | <b>4,024</b>  | 1,099                       |
| Children & Young people                 | <b>17,842</b>   | <b>17,218</b> | 624                         |
| Health improvement                      | <b>3,766</b>    | <b>2,420</b>  | 1,346                       |
| Sexual health and smoking               | <b>10,325</b>   | <b>9,884</b>  | 441                         |
| Communities                             | <b>262</b>      | <b>229</b>    | 33                          |
| DAAT                                    | <b>11,218</b>   | <b>10,278</b> | 940                         |
| Health protection and infection control | <b>20</b>       | <b>0</b>      | 20                          |
| PH information & Intelligence           | <b>125</b>      | <b>116</b>    | 9                           |
| Cross cutting subsidies                 | <b>1,555</b>    | <b>1,555</b>  | 0                           |
|   | <b>50,236</b>   | <b>45,724</b> | 4,512                       |

#### **Funding**

|  |               |
|--|---------------|
| Government grants                          | 41,106        |
| Other grants & reimbursements              | 1,443         |
| Contributions from NHS                     | 900           |
| Staff recharges                            | 122           |
| Family Nurse partnership                   | 205           |
| Funding before use of reserves             | 43,776        |
| Use of reserves (Prior year unspent grant) | 1,948         |
|  | <b>45,724</b> |

2.4. The savings required for 2016/17 are on track to be delivered mainly through efficiencies that are in the process of being delivered i.e. reductions in staff with turnover implementation of a new staff structure and efficiencies generated from the redesign and procurement of services, as highlighted in the Key Service issues and activities report elsewhere on this agenda.

2.5. In considering ways to reduce this spending a number of strategic principles have been applied:-

- Reducing demand for services – a strategic approach to prevention
- Value for money strategies
- Absorption, and prioritisation of what is absorbed, from the public health tasks the council already does (cross cutting subsidies)

- Application of public health technical skills in population needs assessment and data analysis
- MoSCoW method of prioritisation
- EQIA have been completed where appropriate

None of these savings are risk free as many are dependent on the provision of clinical staff already under contract and/or provided by a limited and specialist number of care providers. Some of the services are activity-based and so in year costs are subject to external demand which can be difficult to influence.

### 3. Capital Programme 2016-17

3.1. The overall capital budget for the services reported to this Committee is £5.992m.

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

| Table 3: Communities Capital Programme |                              |  |  |  |
|--|------------------------------|--|--|--|
| Scheme or programme of work            | 2016/17 capital Budget<br>£m | 2016/17 Forecast capital Outturn<br>£m | Total Forecast (under)/ over spend<br>£m |  |
| Norfolk Fire & Rescue Service          | 3.721                        | 3.721                                  | 0.000                                    |  |
| Museums                                | 1.933                        | 1.933                                  | 0.000                                    |  |
| Libraries                              | 0.338                        | 0.338                                  | 0.000                                    |  |
| <b>CommitteeTotal</b>                  | <b>5.992</b>                 | <b>5.992</b>                           | <b>0.000</b>                             |  |

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

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

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

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

| Table 4: Communities Reserves & Provisions |                         |                                   |                                    |
|--|-------------------------|-----------------------------------|------------------------------------|
| Reserves & Provisions 2016/17              | Balance at 1 April 2016 | Forecast Balance at 31 March 2017 | Planned movement reserves as at P4 |
|  | £m                      | £m                                | £m                                 |
| Norfolk Fire & Rescue Service              | 2.970                   | 2.487                             | (0.483)                            |
| Libraries, Museums, Record Office & Arts   | 2.142                   | 2.029                             | (0.113)                            |
| Trading Standards                          | 0.113                   | 0.113                             | 0                                  |
| Norfolk Community Learning services        | 0.163                   | 0.163                             | 0                                  |
| Public Health                              | 5.378                   | 3.732                             | (1.645)                            |

|                                    |               |               |              |
|------------------------------------|---------------|---------------|--------------|
| Active Norfolk                     | 0.638         | 0.654         | 0.015        |
| Customer Services                  | 0.658         | 0.493         | (0.165)      |
| Registration Services              | 0.509         | 0.293         | (0.216)      |
| Consultation & Community Relations | 0.269         | 0.078         | (0.191)      |
| <b>Committee Total</b>             | <b>12.840</b> | <b>10.042</b> | <b>2.798</b> |

## 5. Financial Implications

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

### 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](mailto:Andrew.skiggs@norfolk.gov.uk)



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

