

Communities Committee

Date: **Wednesday 1 July 2015**

Time: **10.00am**

Venue: **Edwards Room, County Hall, Norwich**

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

Membership

Mr P Smyth - Chairman

Mr R Bearman – Vice-Chairman

Mr C Aldred

Mrs J Brociek-Coulton

Mrs H Cox

Mrs M Dewsbury

Mr N Dixon

Mr D Harrison

Mr S Hebborn

Mr H Humphrey

Mr J Law

Mr W Northam

Mr M Sands

Mr N Shaw

Mr D Thomas

Mr J Ward

Mrs M Wilkinson

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

Nicola LeDain on 01603 223053

or email committees@norfolk.gov.uk

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

A g e n d a

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

2. Minutes

(Page 5)

To agree the minutes from the meeting held on 13 May 2015.

3. Members to Declare any Interests

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

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

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

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

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

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

4. To receive any items of business which the Chairman decides should be considered as a matter of urgency

5. Local Member Issues/Member Questions

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk or 01603 223053) by **5pm on Friday 26 June 2015**.

6. Update on Key Service Issues and Activities

(Page 12)

Report by Executive Director of Community and Environmental Services

7. Re-Imagining Norfolk – Service and Financial Planning 2016-19 for Communities

(Page 29)

Report by Executive Director of Community and Environmental Services and Executive Director of Resources

8. **Communities Committee Finance Monitoring Report at Period 02 2015-16** (Page 53)
Report by Executive Director of Community and Environmental Services
9. **Performance and Risk Monitoring Report** (Page 66)
Report by Executive Director of Community and Environmental Services
10. **Internal and External Appointments** (Page 104)
Report by Executive Director of Resources

Group Meetings

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

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

Date Agenda Published: 23 June 2015



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Communities Committee

**Minutes of the Meeting Held on Wednesday 13th May 2015
10:00am Edwards Room, County Hall, Norwich**

Present:

Mr P Smyth (Chair)

Mr C Aldred
Mr J Childs
Ms E Corlett
Mrs H Cox
Mr A Dearnley
Mrs M Dewsbury
Mr N Dixon
Mr H Humphrey

Mr J Law
Mr W Northam
Mr D Roper
Mr M Sands
Mr N Shaw
Mr D Thomas
Mr J Ward
Mrs M Wilkinson

1. Apologies and substitutions

1.1 There were no apologies received.

2. To agree the minutes of the meeting held on 11 March 2015.

2.1 The minutes of the meeting held on 11 March 2015 were agreed as an accurate record by the Committee and signed by the Chairman.

3. Declarations of Interest

3.1 Cllr Roper declared an 'other' interest in respect of item 7 as he worked for Norfolk and Suffolk Probation which delivered domestic abuse programmes.

4. To receive any items of business which the Chairman decides should be considered as a matter of urgency

4.1 The Chair reported that there was an item of urgent business which would be deferred to the end of the meeting an exempt item titled 'Health Child Programme 0-19'. It had to be taken as urgent due to the time sensitivity of the report.

5. Local Member Issues / Member Questions

5.1 There were no member questions.

6. Update on Key Service Issues and Activities

6.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided Members with fortnightly updates about key service issues and activities. The update enabled Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update.

6.2 The Committee **RESOLVED**;

- To review the latest service update at Appendices A to E and identify any areas where the Committee would like to receive further information or update.

7. Norfolk Domestic Abuse Change Programme

7.1 The report from the Executive Director of Community and Environmental Services was received. The report explained the Norfolk Domestic Abuse Change Programme which would improve how Domestic Abuse was identified and tackled, and which often underlies other issues such as substance misuse and mental health. The focus of the Change Programme is on prevention and early intervention, ensuring a non-acceptance culture.

7.2 The Change Programme was welcomed by the Committee. It was confirmed that there was work being carried out with older teenagers to raise awareness not to accept domestic abuse, as part of education on healthy relationships, but further work was necessary.

7.3 It was noted that while society was less tolerant of violence generally, domestic abuse was still affected by significant underreporting. However, reports were increasing which indicated that victims had greater confidence in how any disclosure would be handled.

7.4 As part of embedding the tackling of domestic abuse within the development of Early Help, 3 Domestic Abuse Coordinators had been recruited, part funded by Police and Crime Commissioner's Office, and partly from Children's Services.

7.5 Concern was expressed about the reduction of legal aid that was being provided. Therefore it had become more important to raise the profile and all members had a role in doing so. As a Committee it would be important to review if advocacy services were able to meet the increased needs.

7.6 The Committee expressed that the fundamental cause of domestic abuse was attitudinal, and this had not been included in the report. Individuals in society felt it had been their right to abuse others. There was a growing level of disrespect in young men towards young women who may not even be on the radar with various agencies. Therefore, greater recognition was needed that it was beliefs and attitudes that contributed towards domestic abuse, and not just a certain set of

circumstances.

- 7.7 The Committee were informed that one of the improvement areas being taken forward related to Communications & Campaigns. This would be underpinned by market research work with the public, service users and professionals to gauge attitudes and perceptions, which would be used to inform more nuanced campaigns.
- 7.8 The Committee **RESOLVED** to;
- Agree the four key improvement areas identified in the report.
 - To note that the help could be given through libraries, registrars and customer service centre. Updates could also be given to the Committee on the fortnightly update that the Committee receives.
 - To note that Cllr Harry Humphrey is a member of the Norfolk County Community Safety Partnerships Scrutiny Sub-Panel.

8. Norfolk Adult Education Service – Member Steering Group Update

- 8.1 The report from the Executive Director of Community and Environmental Services was received. The report updated the Committee on the work of the Steering Group for Norfolk Adult Education Service.
- 8.2 The Committee heard that the Adult Education service had appointed an Interim Head of Service, Helen Wetherall, who, it was anticipated, would be in post until the next Ofsted inspection.
- 8.3 The inspection was triggered as some of the achievements made by the 16-18 learners last year were not good enough.
- 8.4 Cllr Bearman had attended a Governance Conference in London, and reported that the Adult Education Steering Group was not a formal Governing Body similar to one for a Further Education establishment or College, but it was a group that could help to challenge and steer the Service. He noted that the Service was liked and respected by its learners.
- 8.5 The Committee **RESOLVED** to;
- Note the progress being made by the Adult Education Steering Group.

9. Interim Report of the Norfolk Library and Information Service Review Group

- 9.1 The report from the Executive Director of Community and Environmental Services was received. The interim report updated the Committee on the progress being made on the Member review of the Norfolk Library and Information Service (NLIS).
- 9.2 The Committee heard that the working group was considering all angles of the library and information service to try to find opportunities for the service to change and develop. The Officers involved in the working group were thanked for their help and the information they had provided so far.
- 9.3 Some Members were concerned that a possibility of outsourcing the libraries to a

- private company could be an option in the future and wanted it noted that they were against this option. The priority was to keep real jobs, and it would be good to see closer working with other services of NCC.
- 9.4 It was suggested that more volunteers could be taken on to make more of the libraries and extend their services, however, this would have to be in addition to staff not to replace staff.
- 9.5 The Committee heard that there were still some issues to be considered by the working group and difficult decisions to be made. There were some mobile libraries that were coming to the end of their life, and a decision would have to be made about whether to order new vehicles. It was acknowledged that it was important to retain as many as possible as it was a valuable source of quality of life.
- 9.6 The Committee **RESOLVED** to;
- Note the progress being made with the review of the Norfolk Library and Information Service
 - Encourage elected members to use libraries (including the mobile service) for holding their surgeries.
 - Approve the definition of a 'comprehensive and efficient' service.
- 10. Fire and Rescue Review – Interim Report from the Member Working Group**
- 10.1 The report from the member working group was received. The working group had been established to undertake a strategic review of Norfolk Fire and Rescue Service and present recommendations on its future.
- 10.2 The report provided an evidenced view of the impact of a range of financial models on the delivery of services. It was reported that it was better to plan strategically for where the service wanted to be in five years, rather than make incremental annual cuts. There were a number of different options for what the service could be including delivering its statutory functions and nothing more. The interim report from the working group had highlighted that the aim was to continue with a full spectrum fire and rescue service, providing a range of prevention, protection and emergency response activities.
- 10.3 The Committee were reminded that, by legal requirement, the County Council as the Fire Authority has to assess the risks facing it, determine what role it want its Fire and Rescue service to take in managing those risks, consult publicly on its plan, and provide the resources necessary to deliver that plan. The results determined by this integrated risk management planning process were a local decision, with no mandated national minimum standards, but the process taken to reach those local decisions had to follow national guidance.
- 10.4 The Committee noted that they needed to consider the impact of the savings which had already been made by NFRS, in reducing the room for maneuver available for further cuts. CIPFA benchmarking data was presented which showed that NFRS in 2014-15 was the lowest cost County Council fire service, but that performance was now also declining. The report noted that, when starting from

such a low base, it was inevitable that further reductions in funding can only be met through changes in frontline service delivery.

- 10.5 The Committee heard from the Chief Fire Officer that a decision needed to be based on cost-effectiveness, as there were many Fire and Rescue Services that had bigger budgets than Norfolk but provided less of a service. The Working Group has agreed that officers will use the government supplied Fire Service Emergency Cover software package to provide evidence based options that present choices in terms of public safety risk and economic impact. Officers further noted that they would not present any proposals that created intolerable levels of risk to firefighters.
- 10.6 The Committee **RESOLVED** to;
- Review the initial report at Appendix A of the report and identify any additional areas for consideration by the working group.
 - Agree the draft strategic vision for 2020 which would inform the future direction of the service.
 - Approve Councillor Harry Humphrey as a replacement for Councillor Hilary Cox on the working group.
11. **The Firefighters' Pension Scheme (England) Regulations 2014 SI 2014/2848 Scheme Manager Discretions**
- 11.1 The report from the Executive Director of Community and Environmental Services was received. The report was presented to ensure compliance with the requirements of the Firefighters' Pension Scheme (England) Regulations 2014.
- 11.2 The Officer clarified that all paternity and maternity payments were under a separate agreement to that of this report.
- 11.3 With regards to recommendation three, the Committee heard that there would not be a need to enter into discussions with trade unions as it would be case by case assessment. The Pension Board would provide the Governance over the scheme manager to ensure the scheme member was safeguarded.
- 11.4 The Committee **AGREED** the following;
- Discretion Pensionable Pay Regulation 17: Continual professional payments would be treated the same.
 - Discretion contributions during absence from work due to illness, injury, trade dispute, or authorised absence (regulation 111): The Scheme employer would require the scheme member to pay employer contributions in the case of trade dispute or authorised absence and may require the scheme member to pay employer contributions in the case of absence from work due to illness, but will not require the scheme member to pay employer contributions in the case of injury sustained whilst carrying out authorised duty.
 - Discretion Delegation (Regulation 5): That the Chief Fire Officer, or his / her nominated deputy, is given delegated authority to authorise all other scheme discretions as they arise, subject to the agreement of the Executive Director of Finance.

12. Establishment of Local Pension Board for the Firefighter's Pension Scheme

12.1 The report from the Executive Director of Community and Environmental Services was received. The report was presented to ensure compliance with the requirements of the Public Services Pensions Act 2013 as it relates to the establishment of local pension boards.

12.2 The Committee **RESOLVED** to;

- Agree that, in order to comply with the requirements of the Public Services Pensions Act 2013, a Local Pension Board is established for the Fire-Fighter Pension Schemes with effect from 1st April 2015.
- Agree that a terms of reference for the Board would be based on the model terms of reference produced by the LGA, as attached to the report.
- Agree that the Chief Fire Officer, or nominated deputy, is given delegated authority to establish the Board and make decisions on daily administration of the Scheme.

13. Retirement of the Chief Fire Officer

13.1 The report from the Executive Director of Community and Environmental Services was received. The report requested consent for the retirement of the Chief Fire Officer. Under the Fire and Rescue Services Act 2004 Norfolk County Council is the fire and rescue authority for the County. The power is exercised by Communities Committee and therefore the consent of the Communities Committee was required,

13.2 The Committee **RESOLVED** to;

- Approve the request to retire and note the final date of employment as 29 September 2015.

14. Forward Plan for Communities Committee

14.1 The report from the Executive Director of Community and Environmental Services was received. The report set out the Forward Plan for the Committee. The Forward Plan is a key document for the Committee to use to shape future meeting agendas and items for consideration, in relation to delivering communities issues in Norfolk.

14.2 The Committee **RESOLVED** to;

- Review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.

15. Exclusion of the Public

15.1 The Committee excluded the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involved the likely disclosure of exempt information as defined by Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

15.2 The Committee was presented with the conclusions of the public interest tests carried out by the report author and resolved to confirm the exclusion.

16. Healthy Child Programme 0-19

16.1 The report from the Executive Director of Community and Environmental Services was received.

16.2 The Committee **RESOLVED** to;

- Agree on the award of the contract to Cambridge

The meeting closed at 12:15pm.

CHAIRMAN



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Communities Committee

Item No. 6

Report title:	Update on key service issues and activities
Date of meeting:	1 July 2015
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit.	

Executive summary

Officers provide Committee Members with fortnightly updates on key issues and activities. These updates will also be reported to this Committee to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates (dated 15 May, 29 May and 12 June) are included at Appendices A to C.

In the interests of transparency, this report will also include details of any decisions taken under delegated authority by the Director in consultation with the Chairman and Vice Chairman, or similar delegations.

Recommendations:

To review the latest service update at Appendices A to C and identify any areas where the Committee would like to receive further information or update.

1. Proposal

Service updates

- 1.1. Officers provided Members with a regular news update. These updates are also reported to this Committee, as a standard agenda item for each meeting, to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates are included at Appendices A, B and C (dated 15 May, 29 May and 12 June respectively).

Delegated decisions

- 1.2. In the interests of openness and transparency, this report will also include details of any decisions taken under delegated authority by the Executive Director in consultation with the Chairman and Vice Chairman, or similar delegations.
- 1.3. The report to the last Committee meeting covered decisions up to 1 May 2015. Since that time and the date this report was written (16 June 2015) there have been no delegated decisions taken to report.

2. Evidence

- 2.1. See updates attached at Appendices A, B and C.

3. Financial Implications

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

4. Issues, risks and innovation

4.1. There are no other implications arising from this report.

5. Background

5.1. N/A

Officer Contact

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

Officer name : Sarah Rhoden

Tel No. : 01603 222867

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



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Communities 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: 15/05/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<ul style="list-style-type: none"> - Norfolk Members of the Youth Parliament (MYP), supported by the Consultation and Community Relations Team, delivered a workshop to other local authorities (LAs) in London around the Step Up To Serve #iwill campaign. The workshop produced a high level pledge that LAs can take to support the campaign. Progress on the pledge and how this would be disseminated was reported to colleagues at the Cabinet Office immediately following the workshop. The work supports council priorities around excellence in education, supporting young people into real jobs and good infrastructure. - Our MYPs also presented their work with Norfolk Schools to highlight the issue of poor mental health and wellbeing amongst young people at a meeting with the Chief Executive of Public Health England and senior officers. The issue has been a priority for Norfolk 11-18 year olds in recent Make Your Mark ballots. A large number of young people have been engaged using the presentation. This work will help to improve young people's mental health and supports the council to meet its Excellence in Education priority. It aims to provide young people with a sound foundation for their progress after education and will help create a resilient future workforce - this supports our Real Jobs priority. - CCR have helped promote a county-wide Domestic Abuse Survey by Norfolk County Community Safety Partnership – the results will be used to improve the support available for victims of domestic abuse in Norfolk. 	P Jackson

Sensitivity Classification:

	<ul style="list-style-type: none"> - CCR co-presented the work of a Public Rights of Way improvement working group to the Communities and Environmental Services Committee. We reported on the innovative approach we'd taken to bringing key stakeholders together with officers to consider ways of improving access to, and the condition of, the wider Public Rights of Way network. The approach we took recognised the wealth of assets our stakeholders can bring to policy development and delivery in Norfolk – these include expert knowledge, experience and ability to take practical action working on their own and with others to meet challenges of reduced budgets and the need to constantly review and improve our services. 	
Customer Services	<p>The Customer Service Strategy implementation phase is progressing well and the prototype of a Complaints CRM system is due to go live at the end of June.</p> <p>The NCC service directory is currently being upgraded and we hope to go live at the beginning of June. The Service Directory will help strengthen our understanding of community based and local services for residents.</p>	C Sumner
Cultural Services	<p>Library and Information Service</p> <p>Open+ is a system that will give NLIS the opportunity to maintain or extend library opening hours and provide communities with more choice and flexibility about when and how they engage with the library service. Open+ can automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, CCTV and public announcements</p> <p>Acle has been chosen as the pilot site to test Open+. In making this decision we took into account location, library catchment, age and complexity of the building, staff capacity and the nature of the community.</p> <p>The timescale for the implementation of Open+ is yet to be finalised. The Open+ project has a lot of complexities, both technical and operational, but the aim of the project is to increase the opening hours of Acle library from 23 to 37 hours a week in the first instance. We are also using the project to pilot 'wireless' printing which means that customers will be able to use Acle library to print from mobile devices, or their home computers.</p> <p>Zinio – the service has introduced a new e-magazine service (Zinio). From mid-May, library members can read, or download, 40 popular magazines in any library, or from their home, tablets or smart phones. The service ranges from cookery and crafts titles to photography, popular</p>	J Holland

	<p>science and health. It replaces a limited choice of just 6-8 printed titles at each library for the same cost. As well as providing better value for money, it brings magazines to customers who only use mobile libraries or are unable to get to a library in person.</p> <p>Brave New Reads - a joint reading promotion with Suffolk and Cambridgeshire Libraries and Writers Centre Norwich began on 1 May and will feature author visits and events at 6 Norfolk libraries - Dersingham, Diss, Downham Market, Wroxham, Swaffham and the Norfolk and Norwich Millennium Library. The project is funded by Arts Council England and titles are selected by a panel of readers from the 3 counties.</p> <p>Great Yarmouth Library invitation – During May the library is holding several open sessions to show off their meeting facilities, and we would encourage all local Councillors who are unfamiliar with the facilities to drop-in.</p> <div style="background-color: #e91e63; color: white; text-align: center; padding: 5px; margin: 10px 0;"> Meeting Rooms @ Great Yarmouth Library </div> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 45%;">   </div> <div style="width: 50%;"> <p>Great Yarmouth Library Cordially invites you to attend open sessions to tour our meeting room facilities</p> <p>Monday 18 May – 8am to 10am Join us for a Business breakfast meeting with bacon rolls and coffee</p> <p>Wednesday 20 May – 5pm to 7pm Evening viewings with refreshments</p> <p>Thursday 21 May – 9am to 4.30pm Daytime viewings when Books & Beans café will be open all day</p> <p>If you have not considered our rooms for your meetings before or have not visited in a while, then please come along and have a chat with our staff and see for yourselves the facilities we have on offer</p> <p>Please let us know numbers of attendees to yarmouthlibraryrooms@norfolk.gov.uk or phone 01493 844551</p> </div> </div> <p> Norfolk County Council</p>	
	<p>Museums Service & Arts Service</p> <p>Visits – The total number of visits across all 10 NMS sites for the 12 month period 1st April 2014 - 31st March reached 400,000 for the first time since reliable records have existed; a significant milestone for the Service. This increase on a very successful previous year is almost entirely down to the performance of Norwich Castle, with strong increases also being seen at Lynn Museum and Gressenhall.</p> <p>School visits to NMS museums for 2014-15 were 45,505, almost 2000 more than the previous year</p>	
Community Safety and Fire and Rescue	<p>In partnership with the Environment Agency, Norfolk Fire & Rescue Service now have a second Environmental Protection Unit (EPU) which is based at the King's Lynn North Fire Station. This will complement the current EUP</p>	Nigel Williams

Norfolk Fire and Rescue Service	<p>based at Sprowston.</p> <p>All front line appliances have the ability to undertake first strike pollution control measures however the EPU's enhance this capability and are able to deal with larger scale incidents with the ability to contain pollutant materials at source, block drains and streams, lay oil absorbent matting and barriers across rivers and undertake decontamination measures on scene.</p> <p>The vehicle also has substance identification equipment including gases, liquids and solids and radiation.</p> <p>Fully trained crews will staff the appliance along with on-call expert Hazardous Materials and Environmental Protection Advisors (HMEPA).</p>	
Emergency & Resilience	NSTR	Jan Davis
Trading Standards	<p>After a 134-year history the Trading Standards Institute (TSI) has recently attained Chartered status, so it is now on a par with the Chartered Institute of Environmental Health.</p> <p>The CTSI's chief executive Leon Livermore said: "I am delighted and proud to be at the helm of this organisation at this historic moment. Being granted the prestigious Royal Charter is a testament to our achievements and value as a professional body. This is a great day for the trading standards profession too, giving the competency of Chartered Trading Standards Practitioners added recognition and status, which is truly well deserved."</p>	Sophie Leney
Public Health	Duncan Selbie, the Chief Executive of Public Health England visited Norfolk on Wednesday. In addition to meeting the Managing Director he was able to have a short meeting with Paul Smyth prior to being introduced to the Public Health team and colleagues from Adults and Children's Services and CCGs. He was particularly interested in some of the projects that combined public health with other services in the Communities Committee portfolio. He was introduced to library staff who spoke about books on prescription, dementia work and slipper swap events and he met fire service representatives whom he described as "the original prevention service".	Lucy MacLeod
Registration Services	NSTR	Caroline Clarke

Communities Committee fortnightly news update

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

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News Update for the period ending: 29/05/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>The team are busy supporting engagement for the delivery of the Re-imagining Norfolk strategy. In addition we are supporting:</p> <ul style="list-style-type: none"> -delivery of an audit of elected Members on their use of Social Media and support needs in this area – the work has been commissioned by the Members Support and Development Advisory Group. -several surveys across the organisation, including two important staff surveys - one around the Big Climate Challenge and a user review of the finance system, Budget Manager. -Norfolk County Council and Norfolk Museums Service with the Castle Keep project, which has received £1 million government investment to restore the interior of the Norwich Castle Keep. The Consultation and Community Relations Team are helping to engage residents in the project and to gather feedback on what people would like to see happen. This includes reaching out to audiences that are not currently museum visitors. 	P Jackson
Customer Services	<p>The Blue Badge service consultation should complete shortly and plans are in place to transition the service from Adult Social Care to Customer Service. The new arrangements will provide more resilience and standardisation of service delivery.</p> <p>The Customer Service Programme is progressing at pace with the web content management system now confirmed and work started to confirm the architecture requirements for the CRM (Customer Relationship Management) build.</p> <p>Norfolk County Council audit services have been asked to review the Customer Service Complaints investigation</p>	C Sumner

	process. Any learnings will be used to further enhance our approach and ensure a robust and objective service going forwards.	
Cultural Services	<p>Library and Information Service</p> <p>Volunteers - now an integral part of service delivery in Norfolk Library and Information Service, volunteers help library staff to deliver a range of activities – many of which wouldn't take place without their support. In 2014/15 721 volunteers supported 40 of the 47 libraries and contributed 19,146 hours, an increase of over 3,000 hours over the previous year.</p> <p>The types of roles that volunteers are involved in range from literacy support for people of all ages, helping with digital skills, oral history, reminiscence, mobile library advocacy, social engagement activities and informal learning.</p> <p>Over a 100 young volunteers were involved in the Summer Reading Challenge in 2014 and plans are in place to recruit a similar number in 2015. The service also has nearly 50 mobile library friends.</p> <p>Museums Service & Arts Service</p> <p>Full Accreditation status - On 7 May Arts Council England announced that eight NMS museums had been successful in renewing their Full Accreditation status. The museums are:</p> <ul style="list-style-type: none"> • Norwich Castle Museum & Art Gallery • Museum of Norwich at the Bridewell • Stranger's Hall • Royal Norfolk Regimental Museum, • Gressenhall Farm & Workhouse, • Time & Tide Museum, • Elizabethan House, and the • Tolhouse. <p>Accreditation requires museums to demonstrate they reach satisfactory standards in the areas of governance, management of collections, and user experiences. The standards expected for a large, ambitious service like NMS are naturally higher than for (say) a small, volunteer run museum.</p> <p>Accredited Museums have to make returns approximately every three years to demonstrate they continue to comply with the standards. Ancient House, Cromer Museum and Lynn Museum have just been invited to reapply for Accreditation in September, and all NMS museums will have to reapply again in 2018.</p>	<p>J Holland</p> <p>S Miller</p>

	<p>Teaching Museum trainees - The new cohort of nine trainees began their busy year with NMS in April. All have gone through their basic induction, are commencing their training programme and beginning work on various projects. The Teaching Museum scheme has been added as a case study to the Arts Council England website: http://www.artscouncil.org.uk/funding/funded-projects/case-studies/norfolk-museums-service-offers-vocational-route-museum-profession-its-teaching-museum-trainee-programme/</p> <p>Adult Education Service</p> <p>Helen Wetherall, Interim Head of the Adult Education Service, will start her role on 1 June 2015.</p> <p>NRO</p> <p>Change Minds - The Norfolk Record Office has been working with two local mental health charities to develop a project called <i>Change Minds</i>. This project will use archives in the Record Office and records available online in local libraries as the basis of wellbeing activities to help with service user's recovery. The project has now secured £89K of funding from the Heritage Lottery Fund. The Norfolk Record Office will be providing a Project Co-ordinator as well as hosting many of the activities and supplying the archives which sit at the core of the project.</p> <p>Sound Archives - The Norfolk Record Office has been working with the British Library as one of its ten regional partners on the <i>Unlocking the UK's Sound Heritage</i> project. The project plans to digitise the nation's rare, unique and most vulnerable sound recordings and open them up online for everyone to hear. It has now been awarded a Stage 1 pass by the Heritage Lottery Fund. This means the Norfolk Record Office will continue to work with British Library as a regional hub so that a Stage 2 application can be submitted in 2016.</p> <p>Active Norfolk</p> <p>Active Norfolk was selected, by Sport England, to host the national launch of their recent inactivity investment – a funding round called Get Healthy, Get Active- on Thursday 28th May. Sport England has recently awarded £5 million funding for projects that offer sport and physical activity that will impact on health and use academic partners to robustly evaluate them.</p> <p>During the launch Tracey Crouch, the recently appointed Minister for Sport and Tourism, toured the Sportspark, giving her an opportunity to see some of the Fun and Fit activities taking place, as well as inviting local and national</p>	<p>J Holland</p> <p>G Tuson</p> <p>B Jones</p>
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	<p>media to attend to make public announcements about the funding.</p> <p>Active Norfolk was successful in the first round of Get Healthy, Get Active funding, from which the Fun & Fit project was developed in April 2013, and have recently been awarded funding from the second round to support a project delivering physical activity programmes in sheltered housing and care homes environments.</p>	
<p>Community Safety and Fire and Rescue</p> <p>Norfolk Fire and Rescue Service</p>	<p>Fakenham Fire Fighters Charity 400 Mile ride to all stations – one year on after Fakenham Fire</p> <p>One year ago this week Fakenham suffered a major fire that destroyed a substantial part of the town centre. Multiple rescues from rooftops and halting the fire from spreading sideways beyond the original buildings involved testing our service to the full. Following the fire the towns folk of Fakenham rallied together to start the process of planning to rebuild the town centre and our fire service were bowled over by the generosity of spirit with funds raised for our fire fighters charity. One year on to help support the town and continue to bring people together a cycle ride, by fire fighters from Fakenham achieved the goal of riding to every one of the 42 fire stations in our county a distance of over 400 miles to raise money for charity and ending in the town centre on Bank Holiday Monday. A hugely successful 4 day ride is expected to bring in over £6000. Riders were welcomed in to the town centre by residents who had a double celebration as shortly before crossing the finishing line Norwich City achieved success at Wembley on their road back to the Premiership. A day of celebration and achievement all round.</p> <p>Rotary Sponsorship</p> <p>Over the last year the Rotary Clubs district covering Norfolk and Suffolk have been raising money to pay for smoke detectors for vulnerable people. As a result the clubs in Norfolk, together with match funding from the district have raised £11,500 which will be donated to Norfolk Fire and Rescue Service to pay for smoke detectors which can be fitted in the homes of vulnerable people in the areas of each of the Rotary Clubs which have donated. The Rotary club have arranged to formally present this money to the Service on the 2nd June.</p> <p>Wholetime Firefighters join Stations</p> <p>Seven wholetime fire recruits have successfully completed their initial training at Bowthorpe Training and Development Centre and the occasion was marked by a</p>	<p>Nigel Williams</p>

Emergency & Resilience	<p>Pass Out parade held on Friday 22 May. These recruits have now started work on their watches alongside seven others who joined from our retained service or other fire and rescue services. These firefighters are the first wholetime recruits to join the service in nine years.</p> <p>Assessment of implications and contingency planning for potential Network Rail industrial action. Planned action, including strike, called off following negotiations through ACAS.</p> <p>Norfolk Resilience Forum has agreed to contribute to one of two pilots in England & Wales researching how to more effectively assist businesses and communities prepare for, respond to, and recover from crises. An initiative of His Royal Highness The Prince of Wales, the Business Emergency Recovery Group (BERG) helps businesses and communities across the UK to prepare for, respond to and recover from emergencies such as flooding, cyber-attacks and civil unrest. A part of Business in the Community (BITC) it enables larger organisations to assist small to medium-sized businesses and communities affected by crises by matching their resources with identified local needs. The Resilience Team is contributing to the research and an initial BERG workshop was held on 18th May.</p> <p>The Resilience Team assisted North Norfolk District Council by delivering a one-day Business Continuity workshop for NNDC managers.</p>	Jan Davis
Trading Standards	<p>On 26 May Trading Standards secured legally-binding undertakings from two Norwich businesses to discontinue the supply of new psychoactive substances (NPS). The Service has intervened in a variety of ways to disrupt the supply of NPS in the county, ranging from advice, seizure of products and prosecution, using existing product safety legislation where possible, but this was a novel approach agreed with the retailers, resulting in complete cessation. The Service welcomes the announcement in the Queen's Speech on legislation to introduce a blanket ban on so-called "legal highs" to "protect UK citizens from the risks posed by untested, unknown and potentially harmful drugs". It would be an offence to produce, supply, offer to supply, possess, import or export psychoactive substances, with the exception of alcohol, tobacco and caffeine.</p> <p>From 1 October the Children and Families Act 2014 will introduce a new offence of proxy purchasing tobacco products; making it an offence for adults to buy cigarettes</p>	Sophie Leney

	on behalf of those under 18, bringing tobacco laws in line with alcohol legislation. At the same time, legislation to bring the supply of e-cigarettes in line with tobacco will come into force, with offences for sales to under 18s, proxy sales and requirements with regard to nicotine strength and labelling. From May 2016 plain packaging for cigarettes will be introduced. Trading Standards is working with Norfolk businesses to raise awareness and support them in complying with the new requirements.	
Public Health	NSTR	Lucy MacLeod
Registration Services	Registrars Discussions about several potential office moves are underway, which will maintain a presence in the existing towns, but in cheaper accommodation; the service is working closely with NCC libraries and museums services. The move of the second phase of historical registers to the Records Office is expected to commence in July and new bespoke online ordering and booking systems for certificates and other registration services will be tested during July. Each of these projects are part of the strategy to meet service savings.	Caroline Clarke

Communities 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: 12/06/2015		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	The Consultation and Community Relations team has supported Adult Social Care to help launch their joint consultation with Norsecare on the proposed closure of four care homes in Norwich. Norsecare has commissioned an independent research company, Insight Track, to manage and report back the responses to the consultation.	P Jackson
Customer Services	<p>Work is progressing well with the Customer Service Strategy and the CRM servers are now accessible by NCC. We have set up workshops to develop customer service standards and convened a new Customer Service Delivery group with cross organisation representation.</p> <p>The Complaints team have been working on annual reports for the relevant departments and have completed Children's Services this week. The Children's Services report contains some encouraging elements and is reflective of the transformation journey the department is on.</p>	C Sumner
Cultural Services	<p>Library and Information Service</p> <p>Healthy Libraries – this project, funded by Public Health, has been introduced in all libraries this month. Healthy Libraries is a joint venture between Public Health and the Library Service to help people lead healthier life-styles. We aim to create joined up health and wellbeing hubs in the community using library premises and ICT, and the outreach and customer services skills of library staff.</p>	J Holland

	<p>Building on this local infrastructure with the expertise, resources, information and contacts of Public Health colleagues will lead to:</p> <ul style="list-style-type: none"> • more visible health information in libraries • staff trained in health promotion • more wellbeing activities in communities in libraries and off-site • customers finding health information more easily • more promotion of reading for wellbeing <p>A workbook for library staff has been produced which provides a step-by-step plan to achieve this with a monthly planning tool and menu of ideas.</p> <p>Museums Service & Arts Service</p> <p>Governor Training Programme - this new Programme has been set up to provide opportunities for School Governors to learn more about the role that arts, culture, and creative learning can play in school improvement. The Programme will commence in the 2015 Autumn Term and training offers will include a series of two-hour sessions at cultural venues across Norfolk, school walking tours, and full training days tailored for individual schools/school clusters.</p> <p>The Governor Training Programme is being led by Norfolk Governor Training Services, Norfolk & Norwich Festival Bridge, and Norfolk Arts Service in partnership with a range of organisations including Time & Tide Museum, The Garage, King's Lynn Arts Centre and Norwich Theatre Royal.</p> <p>Jeff Koons: Seal of Approval from Anthony d'Offay - ARTIST ROOMS: Jeff Koons – the current temporary exhibition at Norwich Castle – has been open a month and has attracted good visitor numbers and some excellent feedback. One significant response came from Anthony d'Offay, the original owner of the works of art on display whose extraordinary collection of contemporary art forms the basis of the ARTIST ROOMS programme. Visiting Norwich Castle to deliver his Art Fund in conversation event, Mr. d'Offay described the exhibition as the best presentation of Koons' work ever in the UK. This endorsement from such a senior figure in the art world is important in boosting Norwich Castle's reputation as a destination for contemporary art, and will support the important relationship with ARTIST ROOMS into the future.</p> <p>SHARE Volunteer Awards 2015 - The first annual SHARE Volunteer Awards for Museums in the East of England were announced last Thursday 4 June at a</p>	
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	<p>ceremony held at the Athenaeum in Bury St. Edmunds. The awards seek to recognise the invaluable contribution that volunteers make to museums and their communities, and an impressive 87 nominations were received from 46 different museums around the region.</p> <p>Nineteen year old James Scott was crowned Outstanding Young Volunteer for his tireless work as a farm volunteer at Gressenhall Farm and Workhouse. James was nominated for his “amazing commitment of time and energy to the farm” where he assists staff in caring for the four Suffolk Punch Horses. He grooms, feeds and prepares the horses for work and explains the techniques being used to visitors. The judges of the award singled out James’ “dedication, consistency and commitment and his obvious passion for his role”. James has recently been offered a paid farming traineeship at Gressenhall which will help him continue to build a career in the sector he clearly loves.</p>	
Community Safety and Fire and Rescue Norfolk Fire and Rescue Service Emergency & Resilience Trading Standards	<p>NSTR</p> <p>NSTR</p> <p>On 9 June a Great Yarmouth business owner pleaded guilty to 10 charges relating to the supply of illicit cigarettes and tobacco. Trading Standards Officers, with support from Public Health, had previously made covert test purchases from the business premises and carried out a number of seizures using tobacco search dogs to uncover illicit cigarettes hidden in purpose made concealment areas. The proprietor is due to return to court for sentencing next month. This case forms part of a suite of cases taken by the Service against a number of similar premises in the Great Yarmouth area. Illicit tobacco is frequently found to have far higher levels of harmful contaminants than legitimate products. The trade in such illegal products undermines reputable trade and avoids the heavy tax duty normally levied on such goods.</p> <p>The Trading Standards Service is currently investigating the possible illegal importation of a dog. The dog, which has been imported from Lithuania, does not appear to</p>	<p>Nigel Williams</p> <p>Jan Davis</p> <p>Sophie Leney</p>

	<p>have been rabies vaccinated before entering the UK. Legislation that seeks to prevent the spread of rabies to this country requires that pets can only be imported if they have had the required vaccinations and treatments, are micro chipped and have the correct passport documentation. This is not an isolated incident and there is a high level of concern within the Trading Standards profession nationally about the increase in illegally imported puppies and older welfare rescue dogs from certain EU member states.</p> <p>Trading Standards has recently secured a grant of £4,300 from the Food Standards Agency for food sampling. The grant will complement the Service's own food sampling budget which is used to test purchase and analyse locally produced and imported foods such as meat, eggs and sauces. Checks are carried out to detect fraud (where cheap food is sold as a more expensive alternative), undeclared allergens, which pose a health risk and to ensure foods meet compositional and traceability standards. The Service is currently working with a national retailer to address shortcomings in its systems to ensure that customers are made aware of allergens such as soya contained in its bakery products.</p>	
Public Health	<p>Members may be aware of last week's announcement by the Chancellor of further saving programmes across all of Government and that as part of this the Department of Health has been asked to deliver savings of £200m from the public health grant within this financial year. There is going to be a period of consultation led by the Department of Health on how the cut is to be implemented, but at present it looks as though it will amount to around £2.2 million for Norfolk. It is not clear at present whether the cut will be recurrent and how it will be apportioned, but £200 million equates to 7.4% of the national Public Health budget and so we are currently assuming a cut of around this figure. This will be in addition to the £2.4 million contribution that the public health budget has already made to cross-cutting savings and the 25% cost reduction agreed at the last P&R Committee. In total this could amount to £11.8 million from the £30.6 million Public Health Budget by 2018.</p> <p>On a more positive note, the last set of child measurement figures showed that childhood obesity in Norfolk has fallen in the last year although there is still an urgent need for further improvement. The latest data from 2013/14 shows that in Norfolk:</p> <ul style="list-style-type: none"> • 22.3% (nearly a quarter) of children aged four/five are overweight (with 8.6% very overweight). 	Lucy MacLeod

	<ul style="list-style-type: none"> 32.2% (over a third) of children aged ten/eleven are overweight (18% very overweight). <p>Last year Norfolk was not statistically significantly different the national average (so not unusually low or high) in terms of the proportion of Reception Class children who were overweight. The trend is has been a reduction over the last two years from a high of 23.6% in 2011/12.</p> <p>For children aged ten to eleven, Norfolk has a statistically significantly lower rate of overweight children when compared to the national average. The trend was towards an increase between 2009/10 and 2011/12 but has since decreased and remained stable over the last two years (see Error! Reference source not found. below).</p> <p>The rate of children measured as overweight varies slightly across the districts, but last year none were above the national average for either children aged four/five or ten/eleven.</p> <p>The local health profiles for 2015 have been published and are available at District and County level. http://fingertips.phe.org.uk/profile/health-profiles/data#gid/1938132701/pat/6/ati/102/page/1/par/E12000006/are/E10000020</p> <p>Norfolk is once again a negative outlier for children's attainment, adult obesity and diabetes and also for hospital admissions for self-harm and alcohol related disease.</p>	
Registration Services	NSTR	Caroline Clarke

Communities Committee

Item No 7

Report title:	Re-Imagining Norfolk – service and financial planning 2016-19 for Communities
Date of meeting:	1st July 2015
Responsible Chief Officer:	Executive Director of Community and Environmental Services – Tom McCabe Executive Director of Resources – Anne Gibson
Strategic impact To provide a strategic framework – Reimagining Norfolk - for the County Council to re-focus its role and pursue its priorities within a radically reduced level of resources.	

Executive summary

Re-Imagining Norfolk sets out a strategic direction for the Council which will radically change the role of the County Council and the way it delivers services. It commits the authority to delivering the Council's vision and priorities for Norfolk, making clear that the future lies in working effectively across all public services on a local basis. Policy and Resources Committee endorsed Re-Imagining Norfolk as a framework for a multi-year strategy underpinned by robust medium term financial and performance plans.

As part of the Council's strategic and financial planning process for 2016-19, committees were asked to start the process of re-modelling their services on the basis of having 75% of their addressable spend.

This paper provides more detailed financial information specific to Communities to inform planning. To help frame the discussion for the Committee, the Executive Director of Community and Environmental Services will give a short presentation highlighting context, opportunities, risks, and performance challenges to help inform future scenario planning for the service.

Recommendations:

The Committee is asked to:

- **Note the framework and milestones for delivering Re-imagining Norfolk and the Council's multi-year financial strategy**
- **Agree the outcomes – or results – that the Committee plans to achieve in its areas of responsibility in pursuit of the Council's priorities.**
- **Commission executive directors to investigate potential models of 'services for the future', and prepare options of what these services could look like in three years' time, with 75% of addressable spend, for consideration by the Committee in September 2015.**

Background

1. On 1 June 2015, Policy & Resources Committee set a new strategic direction for Norfolk County Council – **Reimagining Norfolk**. Re-imagining Norfolk aims to re-design the Council, to enable the authority to deliver its vision and priorities for Norfolk, whilst addressing the financial challenges ahead.
2. Reimagining Norfolk will radically change the Council's role and the way it delivers services, and signals the start of a new planning cycle for 2016-19. It will ensure that every penny of the Council's billion pound budget is invested where it can have the most impact for the people of Norfolk.
3. **Re-Imagining Norfolk** has three strands:
 - **Norfolk's Ambition and Priorities** – the Council is **ambitious** for Norfolk, and as the only democratically elected body which represents the whole county, it is in a unique position to harness others around a vision which sees the county and its people thrive. The Council's **priorities** place Norfolk people at the forefront of plans and investments. It is vital to ensure that everything the Council does improves people's opportunities and well-being.
 - **A 'Norfolk public service'** – The people of Norfolk require a seamless continuum of services, targeted to those who need them most, and regardless of the multiple and separate institutions responsible for delivering them. By re-imagining services, the County can work with communities and other public services to redesign services around people's lives, achieving better outcomes at less cost.
 - **Improving the Council's internal organisation** - addressing the need for the Council to continue its journey of improving efficiency and modernisation, radically re-shaping its capacity while taking out costs.
4. A link to the full paper agreed by Policy and Resources Committee is here: www.norfolk.gov.uk/committees (Policy and Resources Committee, meeting of 1 June 2015, Agenda Item 7, 'Re-imagining Norfolk – a medium term strategy and financial plan').

Financial Planning Context

5. The financial prospects for local government are dominated by a period of continued austerity. To date, there are no detailed local government projections beyond 2015-16, however, there is every indication that the prospects for councils will be extremely tough. The Council's current projections for funding reductions from 2016-17 are based on the spending announcements made by the previous Government. It is anticipated that there will be greater clarity about the trajectory for Government spending following the second budget on 8 July. However, the Council will not receive its provisional settlement until December, in line with the usual timetable, and this will be the first time that detailed 2016-17 figures will be formally set out.
6. Based on current forecasts, the Council faces a projected budget 'gap' of £148.849m over the three years 2016-17 to 2018-19. As part of the 2015-16 budget process, the Council has already identified and agreed savings totalling

£33.875m for the same period. After taking account of a forecast council tax base increase of £4.381m, this leaves a net budget gap of £110.593m, as set out in the table below.

Table A: Projected Budget gap 2016-19

	2016-17	2017-18	2018-19	3 Year Gap
	£m	£m	£m	£m
Funding Reductions	48.180	26.900	7.800	82.880
Inflation	10.225	10.246	10.300	30.771
Legislative Requirements	5.564	4.230	0.000	9.794
Demand / Demographic	7.655	8.215	8.314	24.184
NCC Policy	-0.230	1.450	0.000	1.220
Total Gap	71.394	51.041	26.414	148.849
Less: Savings already identified	-28.040	-5.835	0.000	-33.875
Less: Forecast tax base increase	-1.326	-1.555	-1.500	-4.381
Remaining Gap	42.028	43.651	24.914	110.593

7. For planning purposes, Policy and Resources Committee has agreed that additional 'headroom' should be built into the budget planning process to allow choices and options to be considered, as well as providing a contingency for adverse funding decisions by the Government. Policy and Resources Committee therefore recommended that three year budgets should be prepared on the basis of a 25% reduction in 'addressable' spend, assuming no increase in Council Tax.
8. Addressable spend has been identified totalling £672.435m and represents the expenditure within the budget which can be influenced or controlled by services. As such it is lower than the gross budget for the whole Council and excludes items such as depreciation, pension amounts and long-term contractual commitments such as PFI. Table 1 in Appendix 1 shows a summary of Gross Budget and Addressable Spend by Committee.
9. A 25% reduction in addressable spend over the three years 2016-19 equates to a reduction of £168.594m, which is required in addition to the already identified savings of £33.875m. For the Communities Committee Budget, a 25% reduction in addressable spend equates to £22.440m over three years, representing the level of reduction required assuming a continuing Council Tax freeze. A breakdown of previously identified savings is set out in Table 2 in Appendix 1. Further detail of savings for the Committee is also set out in this appendix.
10. The tables below set out the contextual position for the whole Council, in the event of either a Council Tax freeze (Table B), or an annual increase of 2% (Table C). The tables take into account the gap total above, along with the latest budget planning assumptions, such as increases for demographic growth and inflation, but no additional Council Tax Freeze Grant funding for 2016-17 has been assumed. Table D sets out the budget planning assumptions included in the forecast of Committee's gross expenditure budgets. Reductions in these

assumptions (for example, reductions in the assumed levels of demographic growth) would reduce the level of savings required. The Committee position is highlighted within the tables for members' information.

Table B: Indicative budgets with reduction of 25% of addressable spend, based on a continuing Council Tax freeze

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

Table C: Indicative budgets with reduction of 25% of addressable spend based on a 2% Council Tax increase annually

Committee	Gross Expenditure 15-16 £m	Gross Expenditure 16-17 with Council Tax increase £m	Gross Expenditure 17-18 with Council Tax increase £m	Gross Expenditure 18-19 with Council Tax increase £m
Adults	358.963	335.310	321.319	316.746
Children's (Non DSG)	208.605	191.486	186.190	184.391
Communities	103.321	95.052	88.332	84.146
EDT	179.153	173.492	169.157	167.484
P&R (including Finance General)	156.698	153.479	149.340	146.510
Grand Total	1,006.739	948.819	914.338	899.277

Table D: Summary of budget assumptions for 2016-19 included in Gross Expenditure Budget forecasts (Council Tax Freeze)

	Adults	Children's (Non DSG)	Communities	EDT	P&R (including Finance General)	Grand Total
	£m	£m	£m	£m	£m	£m
Gross Expenditure 2015-16	358.963	208.605	103.321	179.153	156.698	1,006.739
Inflation on gross expenditure 16-19	17.367	9.785	2.430	9.942	2.735	42.260
Legislative changes impact on gross expenditure 16-19					9.068	9.068
Demand and demographic growth on gross expenditure 16-19	18.076	6.108				24.184
County Council Plan changes on gross expenditure 16-19			-0.030		1.250	1.220
Previously identified savings on gross expenditure 16-19	-11.440	-11.901	-1.709	-1.451	-8.430	-34.931
Savings to be identified 16-19	-74.796	-31.858	-22.440	-22.771	-16.729	-168.594
Gross expenditure 2018-19	308.170	180.738	81.573	164.873	144.592	879.947

Re-Imagining Communities Services

11. Policy and Resources Committee has requested that all service committees start a process of re-modelling their services based on 75% of their current addressable spend. This is a different approach from looking at where spending reductions can be made from individual budget lines (sometimes referred to as 'salami slicing'). There will be two steps to this process:
 - Each Committee sets out the outcomes – or results – it aims to achieve in its areas of responsibility in pursuit of the Council's priorities.
 - Against these outcomes, the Committee then considers what can be achieved with 75% of the Committee's addressable spend. The Committee may redirect resources across its activities to reflect priorities, and identify areas where

costs can be cut in the short run to make fewer savings necessary in future years.

12. It is anticipated that service committees will largely focus on the first step in the July round of meetings, and focus on the second step in the September round of meetings. It is open to committees to have additional workshops if they feel this would be helpful.

Considering outcomes and results for Communities

13. As the Council works to redesign itself over the next three years, its ambition and priorities will be drawn into a sharper, sustained focus. Every decision the Council makes will be set against this strategic framework:
14. **The County Council's ambition** is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities. **Our priorities** are:
 - **Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.
 - **Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real, sustainable jobs available throughout Norfolk.
 - **Good infrastructure** – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.
 - **Supporting vulnerable people** – we will work to improve and support quality of life, particularly for Norfolk's most vulnerable people
15. Helping more people into real jobs, obtaining good qualifications, within a county which is accessible and connected to the rest of the country represent critical outcomes in order for Norfolk to thrive and people living here are able to lead independent and fulfilling lives. Just as important is for vulnerable residents to have access to a continuum of community services.
16. In considering outcomes and results for Communities, there are a range of issues the Committee will wish to take into account. During budget planning, commissioning and performance discussions, members of the Committee have made it clear that:
 - A 'full spectrum' approach to the Fire and Rescue Service should be preserved, providing a range of prevention, protection and response activity; continue to maintain/develop technical rescue functions (the Committee has established a Member Working Group to carry out a Strategic Review, for which final recommendations will be presented in September);
 - Income generation should be maximised, wherever possible.

In addition, the Committee has also established a Member Working Group to carry out a Strategic Review of the Libraries Service, for which final recommendations will be presented in September. At the Committee's request Terms of Reference have also been produced for a review of Public Health functions.

Finally, Members will want to consider how the work of the Committee can directly or indirectly contribute towards the delivery of the priorities set out at paragraph 14.

17. To help frame the discussion for the Committee, the Executive Director of Community and Environmental Services will give a short presentation highlighting context, opportunities, risks, and performance challenges to help inform future scenario planning for the service.
18. Following the Committee's consideration of outcomes and results for community services, the expectation is that the Executive Director will be asked to undertake further work to develop strategies and scenarios which model the service for the future with 75% of addressable spend for consideration at the September meeting.

Key milestones for Reimagining Norfolk and developing the budget

19. The next milestones for re-imagining Norfolk are as follows:
 - **July 20th Policy and Resources** – initial feedback from each Committee Chair (likely to be verbal, given the timeline) begins to frame a collective picture from Committee discussions.
 - **September Service Committees** – further detailed consideration of models for the service based on 75% of addressable spend.
 - **September 28th Policy and Resources Committee** – the Committee considers the full collective set of findings and scenarios from service committees. It considers the relative priorities across all the Council's services, and taking a whole-council view apports spending targets for three years to allow more detailed proposals to be worked up for consideration in October and November.
 - **October and November Committees** - refine specific proposals for year one, and, as far as possible, refine proposals for years two and three, to achieve spending targets. Any specific statutory consultation takes place once proposals are clear.
 - **January 2016 Service Committees** – continued consideration and finalisation of committees' outcomes frameworks and spending targets. Policy and Resources Committee (date to be agreed) recommends a three-year strategy and budget proposals for Full Council.

- **February 2016** – County Council considers and agrees the new multi-year strategy, and annual budget

Stakeholder and customer engagement

20. In parallel to the work of committees, a series of opportunities will be organised where different ideas can be explored and debated openly and constructively, to help inform committees' deliberations. This will include:
- Cross-party workshops for members on the four priorities
 - Round table discussions with public and third sector partners to look at closer collaboration in localities – towards one virtual public service
 - Customer research – talking with current and future users about how best to re-design services for them
 - Engagement with key partnership groups.

Recommendations:

21. The Committee is asked to:
- **Note the framework and milestones for delivering Re-imagining Norfolk and the Council's multi-year financial strategy**
 - **Agree the outcomes – or results – that the Committee plans to achieve in its areas of responsibility in pursuit of the Council's priorities.**
 - **Commission executive directors to investigate potential models of 'services for the future', and prepare options of what these services could look like in three years' time, with 75% of addressable spend, for consideration by the Committee in September 2015.**

Officer Contact

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

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

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Debbie Bartlett	01603 222475	debbie.bartlett@norfolk.gov.uk



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

Appendix 1

Table 1: Summary of Gross Budget and Addressable Spend

	Adults	Children's (Non DSG)	Communities	EDT	P&R (including Finance General)	Total NCC Non Schools
	£m	£m	£m	£m	£m	£m
Non-Schools Gross Expenditure Budget 2015-16	358.963	208.605	103.321	179.153	156.698	1,006.739
<i>Less:</i>						
Accounting Adjustments	5.760	14.554	0.577	-0.580	13.389	33.701
Adults Related - S256, S75, Probation, Blue Badges	0.772	0.000	0.000	0.000	0.000	0.772
Budgets with Contracts in Place	9.234	0.000	0.000	0.000	0.000	9.234
Capital Financing Costs	0.614	18.288	3.797	24.794	61.205	108.698
Care Act Implementation Budgets	8.204	0.000	0.000	0.000	0.000	8.204
Demand Led Expenditure	0.018	0.000	0.416	0.000	0.000	0.434
Departmental Recharge (mainly ETD Recharge of Transport to Services)	5.975	30.323	0.966	48.808	0.512	86.582
Eastern Inshore Fisheries Conservation Authority Levy	0.000	0.000	0.000	0.000	0.546	0.546
Fire Service Related - Leases, Equipment and Training	0.000	0.000	1.967	0.000	0.000	1.967
Insurance Related	0.095	0.042	0.461	1.852	-0.569	1.882
Museum functions funded by external Grant	0.000	0.000	2.133	0.000	0.000	2.133
Partnership Related	0.051	0.000	0.009	0.545	0.132	0.736
Pension Fund and Pension Related	0.216	4.155	3.148	0.254	12.082	19.855
PFI Related	0.000	5.671	0.000	8.702	0.000	14.373
Second Homes Payments	0.000	0.000	0.000	0.000	2.201	2.201
Traded Service	0.000	6.732	0.481	0.000	0.000	7.214
Transfer Payments	29.365	1.663	0.000	0.000	0.016	31.044
Transfer to Reserves	0.328	0.101	0.028	3.890	0.200	4.548
Miscellaneous other amounts less than £100,000	0.007	0.008	-0.162	0.067	0.260	0.180

Sub-total Non-addressable Expenditure 2015-16	60.640	81.538	13.821	88.332	89.974	334.304
Gross “Addressable” Expenditure Budget 2015-16	298.324	127.067	89.500	90.820	66.724	672.435
Gap Target (25%)	74.796	31.858	22.440	22.771	16.729	168.594

In respect of the Communities Committee budgets, a total of £89.500m from the gross budget of £103.321m has been categorised as addressable spend. Addressable spend excludes some fire service related expenditure, and museums activities funded by grant.

Table 2: Previously identified savings by Committee 2016-18

	Children's Services	Adults	EDT	Communities	Policy & Resources	TOTAL
Savings 2016-17	£m	£m	£m	£m	£m	£m
1a Organisation	0.000	0.000	0.000	-0.052	-0.476	-0.528
1b Lean	-8.484	-1.500	-0.905	-1.340	-0.924	-13.153
1c Capital	-1.000	0.000	0.500	-0.227	0.000	-0.727
1d Terms & Conditions	-0.105	-0.090	-0.031	0.000	-0.876	-1.102
2a Procurement	0.000	-0.750	-0.350	0.000	0.830	-0.270
2b Shared Services	0.000	0.000	-0.005	-0.300	0.000	-0.305
3a Income and Rates of Return	0.000	0.000	-0.595	-0.105	-5.296	-5.996
4a Change standards	-2.312	-2.550	-0.280	0.000	-0.083	-5.225
4b Stop doing things	0.000	-1.500	-0.090	0.000	0.000	-1.590
4c Change assumptions	0.000	3.156	0.000	0.000	2.000	5.156
Shortfall	0.000	-4.300	0.000	0.000	0.000	-4.300
Total	-11.901	-7.534	-1.756	-2.024	-4.825	-28.040
Savings 2017-18						
1a Organisation	0.000	0.000	0.000	0.000	0.000	0.000
1b Lean	0.000	0.000	0.000	0.000	0.000	0.000
1c Capital	0.000	0.000	0.000	0.000	0.000	0.000
1d Terms & Conditions	0.000	0.000	0.000	0.000	0.000	0.000
2a Procurement	0.000	0.000	0.000	0.000	-0.135	-0.135
2b Shared Services	0.000	0.000	0.000	0.000	-2.000	-2.000
3a Income and Rates of Return	0.000	0.000	0.000	0.100	-3.000	-2.900
4a Change standards	0.000	-0.800	0.000	0.000	0.000	-0.800
4b Stop doing things	0.000	0.000	0.000	0.000	0.000	0.000
4c Change assumptions	0.000	0.000	0.000	0.000	0.000	0.000
Shortfall	0.000	0.000	0.000	0.000	0.000	0.000
Total	0.000	-0.800	0.000	0.100	-5.135	-5.835
Grand Total	-11.901	-8.334	-1.756	-1.924	-9.960	33.875

Communities Committee Financial Position

The current position of Communities budgets are set out in detail in other reports on this agenda. The following summary of the high level savings position to is intended to provide context for the Committee's discussions.

Extract from Policy and Resources Report 1 June 2015: *Delivering Financial Savings 2015-16*

The latest report to Policy and Resources Committee (1 June 2015) identified a forecast shortfall of £0.250m within the agreed total of £2.214m of savings for Communities budgets in 2015-16, as set out below.

Table 3: Savings by Committee 2015-16

	Children's Services	Adults	EDT	Communities	Policy & Resources	TOTAL
Savings 2015-16	£m	£m	£m	£m	£m	£m
1a Organisation	-0.490	-0.250	-0.005	-0.087	-4.144	-4.976
1b Lean	-6.890	-0.200	-0.116	-0.242	-2.717	-10.165
1c Capital	0.000	0.000	-0.540	-0.074	0.000	-0.614
1d Terms & Conditions	-0.115	-0.099	-0.034	0.000	-0.347	-0.595
2a Procurement	0.000	-1.706	-1.904	-0.095	-1.362	-5.067
2b Shared Services	0.000	-0.150	0.000	-0.040	0.000	-0.190
3a Income and Rates of Return	0.000	-0.150	-0.882	-0.774	-5.502	-7.308
4a Change standards	-0.462	-2.350	0.337	-0.502	0.000	-2.977
4b Stop doing things	0.000	-3.000	-0.147	-0.150	0.000	-3.297
4c Change assumptions	-0.400	-3.156	0.000	0.000	7.786	4.230
Shortfall	0.000	-5.235	-0.167	-0.250	-0.110	-5.762
Total	-8.357	-16.296	-3.458	-2.214	-6.396	-36.721

Detail information is shown below which helps to expand upon the figures shown in the table above relating to Communities.

Communities

1. CMM007 – Income Generation – forecast shortfall **£0.250m**: The saving for income generation (external hire replacement, fire testing, highways clearance, grants from Europe) under the Communities Committee is highlighted as RED. It is now apparent a number of the original proposals have been overtaken by parallel schemes being pursued within the new Corporate Property Team. Current forecasts show £0.200m of the £0.450m target will be delivered. Options to deliver the balance of the saving are being explored as part of the CES Transformation Programme and through a review of external venue hire spend.

The impact of the latest forecast means that shortfall totalling £0.250m, has been identified within Communities budgets and alternative savings will be required within the Committee budgets.

Supporting Data pack (Budget Book Extracts):

The following pages have been extracted from the 2015-16 Budget Book and are intended to provide the context for the Committee's discussions. It should be noted that **the 2016-17 and 2018-19 figures in the Budget Book reflect the savings identified in the 2015-16 budget setting round, but not the additional savings required to meet the 'gap' set out in the paper.**

In the case of Community and Environmental Services, it should be noted that Budget Book information has been analysed in line with the Committee structure.

Key facts

- Targeted arson reduction activity has led to a 45% fall in the number of arson incidents attended by Norfolk Fire and Rescue Service- down from 1154 in 2010-11 to 632 in 2013-14, with further reductions recorded in 2014-15.
- For eight years Norfolk and Norwich Millennium Library has been the busiest in the UK, with 1,274,204 visits in 2013-14.
- Norfolk Registration Service registered 22,915 births, deaths and marriages in 2013-14 and provided over nine thousand historical certificates.

Communities Committee – Community and Environmental Services Executive
Director - Tom McCabe

Note: The Communities Committee budget encompasses elements of Resources Department budgets including parts of Communications, Democratic Services (Registrars) and Public Health, which are managed by the Executive Director of Resources.

Breakdown of Net Spend	2015-16	2016-17	2017-18
Communications - Consultation and Public Engagement	277,602	238,572	241,142
Cultural Services	13,909,380	14,108,540	14,461,720
Customer Services	5,309,422	5,309,842	5,374,832
Registrars	-26,750	-117,650	-135,470
Public Health	-1,200,820	-2,475,820	-2,475,820
Fire & Community Resilience	30,052,166	29,837,046	30,159,526
	48,321,000	46,900,530	47,625,930

Subjective Analysis of Budget	2015-16	2016-17	2017-18
Employee	51,098,444	51,545,644	52,039,344
Premises	6,123,026	6,250,886	6,383,866
Transport	1,318,925	1,113,315	1,126,305
Supplies & Services	38,731,529	37,399,499	37,536,979
Agency and Contract Services	1,285,940	1,311,330	1,337,210
Transfer Payments	0	0	0
Support Services	187,910	188,400	188,900
Departmental Recharge	778,351	780,201	782,121
Internal Recharge	406,129	406,129	406,129
Capital Financing	3,796,760	3,796,760	3,796,760
Total Expenditure	103,727,014	102,792,164	103,597,614
Government Grants	-7,362,889	-7,362,889	-7,362,889
Other Grants, Reimburs & Contrib.	-36,781,555	-36,865,855	-36,876,595
Customer & Client Receipts	-10,052,677	-10,453,997	-10,523,307
Interest rec'd	0	0	0
Corporate Recharges inc Capital Finance	0	0	0
Departmental Recharge	-802,764	-802,764	-802,764
Internal Recharge	-406,129	-406,129	-406,129
Total Income	-55,406,014	-55,891,634	-55,971,684
Total	48,321,000	46,900,530	47,625,930

Communications – Consultation and Public Engagement – Head of Business Information & Performance Service and Corporate Planning & Partnerships Service and Communications – Debbie Bartlett

Breakdown of Net Spend	2015-16	2016-17	2017-18
Communications	277,602	238,572	241,142

Subjective Analysis of Budget	2015-16	2016-17	2017-18
Employee	250,555	211,075	213,195
Premises	1,000	1,020	1,040
Transport	4,270	4,350	4,430
Supplies & Services	21,777	22,127	22,477
Agency and Contract Services	0	0	0
Transfer Payments	0	0	0
Support Services	0	0	0
Departmental Recharge	0	0	0
Internal Recharge	0	0	0
Capital Financing	0	0	0
Total Expenditure	277,602	238,572	241,142
Government Grants	0	0	0
Other Grants, Reimburs & Contrib.	0	0	0
Customer & Client Receipts	0	0	0
Interest rec'd	0	0	0
Corporate Recharges inc Capital Finance	0	0	0
Departmental Recharge	0	0	0
Internal Recharge	0	0	0
Total Income	0	0	0
Total	277,602	238,572	241,142

Cultural Services – Assistant Director – Jennifer Holland

Breakdown of Net Spend	2015-16	2016-17	2017-18
Active Norfolk	0	-18,830	-8,080
Adult Education	186,170	250,550	315,800
Libraries	9,754,490	9,870,450	10,088,870
Norfolk Arts Service	308,674	309,344	310,014
Norfolk Museums Service	2,807,490	2,846,530	2,896,820
Norfolk Records Office	803,726	799,776	805,676
Cultural Services Support	48,830	50,720	52,620
	13,909,380	14,108,540	14,461,720

Subjective Analysis of Budget	2015-16	2016-17	2017-18
Employee	16,613,920	16,781,250	16,950,130
Premises	4,067,090	4,152,720	4,241,740
Transport	237,450	238,720	240,030
Supplies & Services	6,121,272	6,168,712	6,247,202
Agency and Contract Services	669,140	682,400	695,910
Transfer Payments	0	0	0
Support Services	187,410	187,900	188,400
Departmental Recharge	283,620	284,490	285,390
Internal Recharge	355,129	355,129	355,129
Capital Financing	1,536,090	1,536,090	1,536,090
Total Expenditure	30,071,121	30,387,411	30,740,021
Government Grants	-6,126,560	-6,126,560	-6,126,560
Other Grants, Reimburs & Contrib.	-3,965,332	-3,970,722	-3,976,212
Customer & Client Receipts	-5,204,650	-5,316,390	-5,310,330
Interest rec'd	0	0	0
Corporate Recharges inc Capital Finance	0	0	0
Departmental Recharge	-510,070	-510,070	-510,070
Internal Recharge	-355,129	-355,129	-355,129
Total Income	-16,161,741	-16,278,871	-16,278,301
Total	13,909,380	14,108,540	14,461,720

Customer Services – Customer Access & Development Manager – Ceri Sumner

Breakdown of Net Spend	2015-16	2016-17	2017-18
Complaints	329,007	332,297	335,627
Customer Access Development	171,230	173,100	174,990
Healthwatch	368,760	380,780	393,040
Service Centres	3,649,125	3,685,865	3,722,975
Single Post Service	555,813	499,603	507,243
Web Content Management	235,487	238,197	240,957
	5,309,422	5,309,842	5,374,832

Subjective Analysis of Budget	2015-16	2016-17	2017-18
Employee	4,488,306	4,533,126	4,578,376
Premises	0	0	0
Transport	9,300	9,330	9,360
Supplies & Services	529,926	473,456	480,886
Agency and Contract Services	603,080	615,120	627,400
Transfer Payments	0	0	0
Support Services	0	0	0
Departmental Recharge	0	0	0
Internal Recharge	0	0	0
Capital Financing	0	0	0
Total Expenditure	5,630,612	5,631,032	5,696,022
Government Grants	-232,000	-232,000	-232,000
Other Grants, Reimburs & Contrib.	0	0	0
Customer & Client Receipts	0	0	0
Interest rec'd	0	0	0
Corporate Recharges inc Capital Finance	0	0	0
Departmental Recharge	-89,190	-89,190	-89,190
Internal Recharge	0	0	0
Total Income	-321,190	-321,190	-321,190
Total	5,309,422	5,309,842	5,374,832

Registrars – Head of Democratic Services – Chris Walton

Breakdown of Net Spend	2015-16	2016-17	2017-18
Registrars	-26,750	-117,650	-135,470

Subjective Analysis of Budget	2015-16	2016-17	2017-18
Employee	1,437,489	1,451,929	1,466,479
Premises	192,890	196,850	200,940
Transport	16,977	16,987	17,007
Supplies & Services	76,808	77,518	78,258
Agency and Contract Services	0	0	0
Transfer Payments	0	0	0
Support Services	0	0	0
Departmental Recharge	0	0	0
Internal Recharge	0	0	0
Capital Financing	0	0	0
Total Expenditure	1,724,164	1,743,284	1,762,684
Government Grants	0	0	0
Other Grants, Reimburs & Contrib.	-136,920	-214,660	-218,950
Customer & Client Receipts	-1,613,994	-1,646,274	-1,679,204
Interest rec'd	0	0	0
Corporate Recharges inc Capital Finance	0	0	0
Departmental Recharge	0	0	0
Internal Recharge	0	0	0
Total Income	-1,750,914	-1,860,934	-1,898,154
Total	-26,750	-117,650	-135,470

Public Health – Director of Public Health (Interim) – Lucy Macleod

Breakdown of Net Spend	2015-16	2016-17	2017-18
Children & Young People Programme	3,923,318	3,923,318	3,923,318
Communities	174,500	174,500	174,500
DAAT (Norfolk Drug & Alcohol Action Team)	9,242,591	9,242,591	9,242,591
Health Protection	25,000	25,000	25,000
Intelligence & Information Management	107,200	107,200	107,200
Minimising Risk & Harm	9,275,551	9,275,551	9,275,551
Reducing Early Mortality	3,578,744	3,578,744	3,578,744
Business & Staffing	-27,527,724	-28,802,724	-28,802,724
	-1,200,820	-2,475,820	-2,475,820

Subjective Analysis of Budget	2015-16	2016-17	2017-18
Employee	3,580,009	3,580,009	3,580,009
Premises	12,500	12,500	12,500
Transport	48,000	48,000	48,000
Supplies & Services	28,696,468	27,421,468	27,421,468
Agency and Contract Services	5,000	5,000	5,000
Transfer Payments	0	0	0
Support Services	0	0	0
Departmental Recharge	470,341	470,341	470,341
Internal Recharge	0	0	0
Capital Financing	4,180	4,180	4,180
Total Expenditure	32,816,498	31,541,498	31,541,498
Government Grants	0	0	0
Other Grants, Reimburs & Contrib.	-32,530,403	-32,530,403	-32,530,403
Customer & Client Receipts	-1,283,411	-1,283,411	-1,283,411
Interest rec'd	0	0	0
Corporate Recharges inc Capital Finance	0	0	0
Departmental Recharge	-203,504	-203,504	-203,504
Internal Recharge	0	0	0
Total Income	-34,017,318	-34,017,318	-34,017,318
Total	-1,200,820	-2,475,820	-2,475,820

Fire & Community Resilience – Fire & Community Resilience Assistant Director
(Chief Fire Officer) – Nigel Williams

Breakdown of Net Spend	2015-16	2016-17	2017-18
Fire	27,192,500	27,177,460	27,483,980
Resilience	268,200	270,020	271,860
Trading Standards	2,391,036	2,187,706	2,200,156
Community Safety Team	200,430	201,860	203,530
	30,052,166	29,837,046	30,159,526

Subjective Analysis of Budget	2015-16	2016-17	2017-18
Employee	24,728,165	24,988,255	25,251,155
Premises	1,849,546	1,887,796	1,927,646
Transport	1,002,928	795,928	807,478
Supplies & Services	3,285,278	3,236,218	3,286,688
Agency and Contract Services	8,720	8,810	8,900
Transfer Payments	0	0	0
Support Services	500	500	500
Departmental Recharge	24,390	25,370	26,390
Internal Recharge	51,000	51,000	51,000
Capital Financing	2,256,490	2,256,490	2,256,490
Total Expenditure	33,207,017	33,250,367	33,616,247
Government Grants	-1,004,329	-1,004,329	-1,004,329
Other Grants, Reimburs & Contrib.	-148,900	-150,070	-151,030
Customer & Client Receipts	-1,950,622	-2,207,922	-2,250,362
Interest rec'd	0	0	0
Corporate Recharges inc Capital Finance	0	0	0
Departmental Recharge	0	0	0
Internal Recharge	-51,000	-51,000	-51,000
Total Income	-3,154,851	-3,413,321	-3,456,721
Total	30,052,166	29,837,046	30,159,526

Budget Changes for 2015-18 COMMUNITIES COMMITTEE				
		2015-16 £m	2016-17 £m	2017-18 £m
	Base budget	50.916	48.321	46.900
	GROWTH			
	Economic			
	Basic Inflation - Pay (1% for 15-18)	0.675	0.633	0.626
	Basic Inflation - Prices			
	County Council Plan			
	Norfolk Sports and Cultural Foundation		-0.030	
	Legislative changes			
	Fire Revenue Grant	-0.102		
	Reduction to Public Health expenditure	-0.043		
	Total Growth	0.530	0.603	0.626
Ref	SAVINGS			
	1a Digital Transformation, Better Ways Of Working: Organisation			
RES79	Review and reduce staffing in Customer Services and Communications to reflect changes in communication practices and the business requirements of the organisation	-0.009	-0.042	
	1b Digital Transformation, Better Ways Of Working: Lean			
	Reduced cost of ICT refresh		-0.100	
RES82	Efficiency savings arising from utilising public health skills and resources to remove duplication		-1.275	
	1c Digital Transformation, Better Ways Of Working: Capital			
FR001	Purchase different, cost effective fire vehicles for some stations	-0.074	-0.227	
	2b Procurement, Commissioning. Shared Services			
ETD09	Enhanced multi-agency working on emergency planning	-0.040		
ETD24	Changes to the delivery of road safety education and evaluation to make greater use of community resources		-0.200	
	3a Income generation, Trading. Sweat the assets			
COM08	Museums - Gift Aid and Cultural Exemptions	-0.354		
COM15	Norfolk Record Office - Increased income generation	-0.020	-0.010	

Budget Changes for 2015-18 COMMUNITIES COMMITTEE				
		2015-16 £m	2016-17 £m	2017-18 £m
ETD02	Charge for advice to business from our Trading Standards Service		-0.020	
RES39	Increase charges for Registration Services	-0.050	-0.050	
RES42	Move the historical registration records to the Norfolk Record Office	-0.050		
	4a Demand Management. Change Standards			
ETD01	Scale back Trading Standards advice to focus on the things we have to do by law	-0.250		
	4c Demand Management. Change Assumptions			
	Sub-total Savings from 2014-17 Budget Round	-0.847	-1.924	0.000
	1a Digital Transformation, Better Ways Of Working: Organisation			
CMM002	Reductions in staff and increased income from car parking & ancient house museum (Thetford)	-0.078	-0.010	
P&R001	Rationalise procurement functions across the organisation	0.000		
	1b Digital Transformation, Better Ways Of Working: Lean			
CMM009	Reduction in Library Management System costs	-0.012		
P&R011	Review mail operations	-0.060	-0.065	
P&R010	Reduced consultation budget	-0.020		
CMM012	Customer Services additional savings	-0.100		
CMM011	Mobile Libraries additional savings	-0.050		
	2a Procurement, Commissioning. Procurement			
CMM010	Fire & Rescue Service savings generated through Priority Based Budgeting exercise - focussed on procurement efficiencies and asset management	-0.095		
	3a Income generation, Trading. Sweat the assets			
CMM004	One-off sale of some antiquarian and collectible library books that do not relate to Norfolk or it's history	-0.100		0.100
CMM007	Income generation (External hire replacement, fire testing, highways clearance, grants from Europe)	-0.450		
P&R031	Portal for "Norfolk Weddings" registrars additional income		-0.025	
	4a Demand Management. Change Standards			
CMM001	Library staff reductions	-0.080		
CMM003	Service reviews, management savings in Customer Services	-0.090		

Budget Changes for 2015-18 COMMUNITIES COMMITTEE				
		2015-16 £m	2016-17 £m	2017-18 £m
CMM005	Reduced spend on ICT and conservation materials for Record Office	-0.032		
CMM008	Reduce Healthwatch budget	-0.050		
	4b Demand Management. Stop Doing Things			
CMM006	Arts - reduction of arts services and grants	-0.150		
	Sub-total new savings	-1.367	-0.100	0.100
	Total savings	-2.214	-2.024	0.100
	BASE ADJUSTMENTS			
	Fire Revenue Grant	0.102		
	Reduction to Public Health funding	0.043		
	Total Base Adjustments	0.145	0.000	0.000
	COST NEUTRAL			
	Adults - Transfer of Business Support to Communities from ASC	0.046		
	Adults - Homeshield to Trading Standards	0.028		
	Customer Services Communities to P&R	-0.026		
	Comms - Division of Service Management - from P&R to Communities	0.060		
	Depreciation	-0.475		
	Debt Management	0.000		
	Centralise Office Accommodation budgets	-0.903		
	Termination of leases Finance General to Fire	0.055		
	Termination of leases Finance General to Libraries	0.019		
	Mental Health Care and Assessment to Comms (SCEE)	0.174		
	Adults - Homeshield to Comms	0.005		
	Lease budget between Finance General and Libraries	-0.028		
	Car Park budgets to P&R	-0.011		
	Total Cost Neutral	-1.056	0.000	0.000
	TOTAL	48.321	46.900	47.626

Communities Committee

Item No 8

Report title:	Communities Committee Finance Monitoring Report at Period 02 2015-16
Date of meeting:	1 July 2015
Responsible Chief Officer:	Executive Director of Community and Environmental Services – Tom McCabe
Strategic impact This report provides the Committee with information on the latest monitoring position for the Committee for 2015-16. It provides information on emerging issues and the position on the expected use of reserves for Communities purposes.	

Executive summary

The approved 2015 – 16 net revenue budget for this Committee is £48.282m. At the end of Period 02 we are forecasting a balanced budget.

The 2015-16 Capital budget for this committee is £3.840m. As at period 02, there are no forecast variations to the programme, but any changes or variations, and their implications, will be reported as soon as they are identified.

The balance of Communities' unspent grants, contributions and reserves at 1st April 2015 stood at £13.140m. The service is forecasting a net use of grants/ reserves in 2015-16 of £3.757m to meet commitments. The 2015-16 forecast outturn position for Grants, reserves and provision is £9.434m.

Recommendation

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

- a) The forecast revenue outturn position for 2015-16 as at Period 02**
- b) The forecast capital outturn position for the 2015-16 capital programme.**
- c) The current forecast for use of reserves.**

1. Proposal

- 1.1. Members have a key role in overseeing the financial position of Communities services, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.
- 1.2. This monitoring report reflects the forecast position at the end of May 2015 (period 02).

2. Evidence

2015/16 Revenue Monitoring

- 2.1 The table below summarises the budgets relevant to this committee and the forecast outturn position at the end of May 2015 (Period 02).

Table 1: Communities 2015-16 Forecast Position as at Period 02

Revenue Monitoring 2014/15	Approved Budget	Forecast Outturn	Forecast +Over/(Under spend)	
	£m	£m	£m	%
Consultation & Community relations	0.268	0.268	0.000	0.00
Active Norfolk	0.000	0.000	0.000	0.00
Adult Education	0.186	0.186	0.000	0.00
Libraries, Museums, record office & Arts	13.724	13.724	0.000	0.00
Customer Services – including Health watch	5.282	5.282	0.000	0.00
Registration service	(0.027)	(0.027)	0.000	0.00
Community safety	0.200	0.200	0.000	0.00
Emergency Planning & Community resilience	0.268	0.268	0.000	0.00
Norfolk Fire and Rescue service	27.736	27.736	0.000	0.00
Trading Standards	1.845	1.845	0.000	0.00
Public Health	(1.200)	(1,200)	0.000	0.00
Committee Total	48.282	48.282	0.000	

Note: Active Norfolk is wholly funded from external grants

- 2.2 As at the end of May 2015 (Period 02) the forecast revenue outturn position for 2015-16 is a balanced budget.
- 2.3 The current forecast is based on the information available at Period 2, taking into consideration the approved budget, which provides a reasonable basis on which to estimate the future forecast outturn at this stage of the year. There are no known cost pressures identified at this time that cannot be managed by the services with corrective action to achieve a balanced budget for 2015-16. Any emerging pressures will be reported to future committees.
- 2.4 2015/16 Savings targets – as part of the planned savings for 2015/16 the Fire and Rescue Service Identified £0.450m saving relating to income generation. CMM007 – Income Generation – there is a forecast shortfall £0.250m: The saving for income generation (external hire replacement, fire testing, highways clearance, grants from Europe), is currently highlighted as at risk of being delivered. It is now apparent that a number of the original proposals have been overtaken by parallel schemes being pursued within the new Corporate Property Team. Current forecasts show £0.200m of the £0.450m target will be delivered. Options to deliver the balance of the saving are being explored as part of the Communities and Environmental Services Transformation Programme and through a review of external venue hire spend. Corrective action to achieve a balanced budget for CES will be taken as appropriate in year and reported to future committees as appropriate.

Capital Programme 2015-16

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

Table 2: Communities Capital Programme				
Scheme or programme of work	2015/16 Capital Budget £m	Expenditure to Date £m	2015/16 Forecast Capital Outturn £m	Total Forecast (under)/over spend £m
Norfolk Fire & Rescue Service	2.399	0.074	2.399	0.000
Libraries, Museums, Record Office & Arts	1.441	0.027	1.441	0.000
Committee Total	3.840	0.101	3.840	0.000

There is no Capital Programme currently planned for Trading Standards, Adult Education, Public Health, Emergency Planning & Community Resilience, Active Norfolk, Customer Services, Registration Services and Consultation & Community Relations in 2015/16.

Communities Reserves, Provisions and Unspent Grants/ Contributions

- 2.8 Communities unspent grants, reserves and provisions as at 31st March 2015 stood at £13.140m. The service is forecasting a net use of reserves in 2015/16 of £3.757m to meet commitments.
- 2.9 The 2015/16 forecast outturn position for reserves and provision is £9.434m. Further details on reserves and provisions for each service are shown at **Appendix C**.
- 2.10 The use of Public Health reserves is to facilitate the agreed health projects programme.

Table 3: Communities Reserves & Provisions					
Reserves & Provisions 2014/15	Balance at 1 April 2015	Forecast Balance at 31 March 2016	Forecast use of reserves	Planned use of reserves	Variance
	£m	£m	£m	£m	£m
Norfolk Fire & Rescue Service	3.413	2.430	0.983	0.983	0.000
Libraries, Museums, Record Office & Arts	1.879	1.454	0.476	0.476	0.000
Trading Standards	0.104	0.063	0.041	0.041	0.000
Adult Education *	0.464	0.464	0.000*	0.000	0.000
Public Health	5.924	3.748	2.176	2.176	0.000
Active Norfolk	0.546	0.546	0.000	0.000	0.000
Customer Services	0.346	0.265	0.081	0.081	0.000
Registration Services	0.412	0.412	0.000	0.000	0.000
Consultation & Community Relations	0.052	0.052	0.000	0.000	0.000
Committee Total	13.140	9.434	3.757	3.757	0.000

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

3. Financial Implications

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

4. Issues, risks and innovation

- 4.1 This report provides financial performance information on a wide range of services monitored by the Communities Committee. Many of these services could have a potential impact on residents or staff from one or more protected groups. The Council pays due regard to the need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations.
- 4.2 There are no issues or risks directly arising from this report.

5. Background

- 5.1 There are no background papers accompanying this report.

Officer Contact

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

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



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

Appendix A

Revenue Monitoring 2015/16				
Service	Budget £'000	Year to date Actuals £'000	Forecast Outturn £'000	Variance £'000
Consultation & Community Relations Committee	268	35	268	0
Active Norfolk	0	(1)	0	0
Norfolk Adult Education Service	186	0	186	0
Cultural Services				
Cultural Services Management	49	20	49	0
Norfolk Art Service	309	87	309	0
Norfolk Libraries and Information Service	9,755	4,304	9,755	0
Norfolk Museums Service	2,807		2,807	0
Norfolk Records Office	804	114	804	0
Cultural Services Total	13,724	4,526	13,724	0
Registrars	(27)	(80)	(27)	0
Customer Services				
Complaints	329	75	329	0
Customer Access Development	182	25	182	0
Healthwatch	369	175	369	0
Service Centres	3,591	546	3,591	0
Single Post Service	556	124	556	0
Web Content Management	255	51	255	0
Customer Services Total	5,282	997	5,282	0
Community Safety Team	200	42	200	0
Fire & Community Resilience				
Finance - HQ	3,037	777	3,037	0
FIRE: Central Services	5,282	2,557	5,282	0
FIRE: HQ Salaries	578	113	578	0
FIRE: Service Delivery	18,838	3,623	18,838	0
Fire & Community Resilience Total	27,736	7,069	27,736	0
Resilience	268	68	268	0
Trading Standards				
Business, Food and Farming	457	38	457	0

Calibration, Verification and Testing	(69)	(4)	(69)	0
Community Safety and Fair Trading	539	84	539	0
Trading Standards Manager	208	14	208	0
Intelligence and Legal Enforcement	294	36	294	0
Investigations	416	52	416	0
Trading Standards Total	1,845	218	1,845	0

Public Health

Business & Staffing	(27,528)	(7,044)	(27,528)	0
Children & Young People Programme	3,923	1,180	3,923	0
Communities	175	40	175	0
DAAT	9,243	9,135	9,243	0
Health Protection	25	0	25	0
Intelligence & Info Management	107	91	107	0
Minimising Risk & Harm	9,276	16,652	9,276	0
Reducing Early Mortality	3,580	2,225	3,580	0
Public Health Total	(1,200)	22,280	(1,200)	0

Total For Committee	48,282	35,153	48,282	0
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Capital Programme

**Libraries Capital
Programme 2015/16**

Scheme Name	Spend Project to date (prior years)	2015/16 Programme	2015/16 forecast Out -turn	2015/16 Forecast Variance	Spend to date - current year
CERF Kings Lynn Library	14,847	14,263	14,263		
Wymondham Library	1,926,650	905	905		
Fairstead Kings Lynn	14,009	6,695	6,695		
S106 Wootton Rd Gaywood	428	800	800		32
Bell Meadow, Hingham	1,611	17	17		
Norwich Rd, Thetford	2,841	9	9		
Parklands, Harleston	1,138	134	134		
North of the Tud - COS	52,898	28	28		
Lodge Farm, New Costessey	19,971	7,444	7,444		131
Freeman St, Wells	1,530	52	52		
Roundhouse, Cringleford	38,245	1,852	1,852		
Land adj Elmside, White Street	1,944	52	52		
S106 Old Market Rd Stalham	875	129	129		
Mendham Lane Harleston	4,997	1,003	1,003		10
S106 Lynn Rd Swaffham	1,057	304	304		
Dowson School, Valpy Avenue, Norwich	1,719	1,101	1,101		1,100
S106 Lime Tree Ave, Long Stratton	2,422	618	618		
S106 Brandon Rd, Thetford	1,661	139	139		
S106 Littlewood House, Drayton	1,304	16	16		
S106 MOORGATE BUSINESS C	4,295	40	40		
S106 ROUNDWELL PH, COS	1,874	881	881		
S106 ALSTON'S MEADOW	468	410	410		
S106 Ph2 - Former RAF Watton Technical Site	15,877	108	108		
S106 CAWSTON RD, REEPHAM	907	690	690		
S106 Former Canary PH, Watling Rd	1,483	61	61		
S106 approval - Victoria Road (Bartrums), Diss	1,049	1,951	1,951		95
S106 Bennett St / Grimshoe Rd Downham Market	3,629	4,576	4,576		843
S106 Right Up Lane, Wymondham	2,968	390	390		
S106 approval - Queens Road, Attleborough	2,195	324	324		
S106 approval - The	30	1,050	1,050		

Lammas / Malsters Close, Munford				
S106 approval - Old Hunstanton Holiday Park	753	144	144	
S106 St Peters Road [West]	179	2,950	2,950	
S106 Edinburgh Road, Holt	271	1,245	1,245	
S106 Hall Farm Yard, Gayton	715	880	880	
S106 Station Road, Great Massi	851	460	460	
S106 Long Meadow, Roydon Road	414	5,822	5,822	
S106 Bridge Farm, Norwich Road	658	390	390	
S106 Mendham Lane, Harleston		3,080	3,080	24
S106 149 Yarmouth Road, Thorpe	1,273	1,725	1,725	
S106 Cremorne Lane Norwich	1,337	1,450	1,450	
S106 Railway Rd Phase 1 Downham Market	507	6,510	6,510	
S106 Teasel Road, Attleborough	669	580	580	
S106 Dowding Road	3,108	340	340	
S106 Former Civil Service Sports Grnd, Wentworth Green		4,190	4,190	
S106 Carvers Lane / Bryony Way		2,640	2,640	
S106 Sweyn Close Thetford		1,920	1,920	
S106 Post Office Rd Lingwood Brundall	709	335	335	456
S106 Frenze Hall Lane Diss		5,200	5,200	
S106 Hospital Road Little Plumstead	1,774			
S106 Mill Street Necton	711	2,695	2,695	
S106 Norwich Road Watton	1,018	1,742	1,742	
S106 Holt Road, Fakenham	1,198	240	240	6
S106 Nora, Kings Lynn		900	900	
S106 Beech House Downham Market		550	550	
S106 Norwich Rd, Cromer		3,090	3,090	
S106 Pinewoods Horsford	1,199	2,664	2,664	
S106 Norwich Common, Wymondham		21,350	21,350	
S106 Oak Meadow, Shipdham		2,150	2,150	
S106 Ketts Rd, North Walsham		2,590	2,590	636
S106 Express Plastics		5,400	5,400	
S106 Gt Wutchingham	48	2,302	2,302	
S106 Slough Lane, Attleborough		710	710	
S106 Land off Greengate		1,280	1,280	
S106 Cemex Site,		1,740	1,740	

Wymondham				
S106 Langham Rd, Blakeney	167	1,273	1,273	178
S106 Ringland Close, Little Melton				
S106 Brazen Gate, Norwich		5,230	5,230	
S106 Land off Market Lane		8,040	8,040	
S106 Norwich Road, Watton		240	240	
S106 Kenninghall Rd		2,660	2,660	
S106 Brandon Road, Swaffham		1,500	1,500	
S106 De Narde Road, Dereham		1,290	1,290	
S106 Ditchingham Maltings		6,920	6,920	
S106 Three Score Care Village		5,900	5,900	
S106 Thetford Road, Watton		6,640	6,640	
S106 Yarmouth Rd/Ingram Rd, Stalham		9,810	9,810	
S106 Crostwick Lane, Spixworth		3,690	3,690	547
CERF Dersingham Windows	126	1,049	1,049	
Library Improvements 14/15+	151,424	108,576	108,576	3,429
CERF Watton Library	24,146	354	354	
CERF Blofield Library	250	28,450	28,450	19,540
CERF Gt Yarmouth Library		36,500	36,500	
CERF Mle Cross Library		15,100	15,100	
Libraries Transformation 14/15+		94,780	94,780	112
CERF Mile Cross Library	450	5,850	5,850	
Total Libraries Capital Programme	2,318,877	479,158	479,158	27,139

Museums Capital Programme

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

Total Museums Capital Programme

1,852,237 962,396 962,396

Fire and Community Resilience

Scheme Name	Spend Project to date (prior years)	2015/16 Programme	2015/16 Out -turn	2015/16 Variance	Spend to date - current year
Real Fire Training Unit est 14-15		94,626	94,626		4,832
Gt Yarm Fixed Generator		20,882	20,882		
Other station improvements		83,003	83,003		
Carrow Fire Station		7,341	7,341		
Training Buildings		18,307	18,307		
New Fire Station - Boat Store & Enhanced		157,965	157,965		
Flood Rescue Grant - Defra		96,207	96,207		
Kings Lynn Satellite Station		145,188	145,188		9,329
Defra East Coast Flood					
Rescue 3 counties		4,949	4,949		
Portable generators & wiring		259,355	259,355		
North Lynn Improvements		427,292	427,292		43,083
Downham Market					
replacement appliance		259,615	259,615		
Methwold FS Fire Safety					
Improvements		1,251	1,251		
Kings Lynn CERF		19,540	19,540		
Sprowston CERF		19,860	19,860		
Swaffham CERF		3,135	3,135		
Wymondham CERF		45,965	45,965		
Command & Control vehicles and ICT		306,000	306,000		
Dereham CERF		7,894	7,894		
Diss FS Fire safety					
improvements (watch office door & partition)		1,971	1,971		2,062
Sandringham FS Fire Safety					
Improvements		2,050	2,050		
Sprowston FS Fire Sfety					
Improvements		816	816		729
Wroxham FS Fire Sfety					
Improvements		1,210	1,210		
MTFA 4x4 vehicle		59,000	59,000		
Handheld UHF radios		240,000	240,000		
ALP for Earlham FS					
CERF Carrow FS PV solar panels					
Compact Fire Appliances (CLG bid) est 14-15					
Unallocated capital grant (est					

2014-15)			
LPSA Domestic Violence	115,982	115,982	14,407
Fire and Community Resilience	2,399,404	2,399,404	74,442
Total Capital Programme	4,171,114	3,840,958	101,581

Communities Reserves & Provisions 2014/15

Reserve	2015/16 Opening Balance £m	Planned use of Reserves £m	Forecast Final Balance 2015/16 £m
Norfolk Fire & Rescue Service			
Provisions			
EU Part Time Workers Provision (Pensions)	0.850		0.850
Reserves			
Fire Pensions	0.348	-0.050	0.298
Equipment/Leasing	0.000		0.000
Operational / PPE / Clothing	0.000		0.000
Retained Firefighters	0.130		0.130
Capital Sustainability - Position & Project Reserve	1.903	-0.824	1.079
Grants			
Unspent Grants & Contributions Reserve	0.182	-0.109	0.073
Fire and Rescue	3.413	-0.983	2.430
Community Safety			
Trading Standards - ICT	0.000		0.000
Trading Standards - R&R	0.104	-0.041	0.063
	0.104	-0.041	0.063
TOTAL: Fire & Community Safety	3.517	-1.024	2.493
Cultural Services			
Norfolk Libraries & Information Service - Library Projects	0.586	-0.261	0.376
Norfolk Libraries & Information Service - ICT Reserve	0.113		0.113
Norfolk Libraries & Information Service - Library Grants	0.109		0.108
Arts & Recreation - Projects	0.014	-0.014	-0.001
Arts & Recreation - Tour of Britain	0.005	-0.005	0.000
Norfolk Museums Service - Museums Projects	0.161		0.161
Norfolk Museums Service - Income Reserve	0.104		0.104
Norfolk Museums Service - Insurance	0.004	-0.004	0.000
Norfolk Museums Service - Museums Grants	0.465		0.465
Norfolk Records Office - NRO Projects	0.308	-0.180	0.128
Norfolk Records Office - NRO Grants	0.012	-0.012	0.000
	1.879	-0.476	1.454
Norfolk Adult Education - Education Funding	0.463		0.463
Norfolk Adult Education - Adult Education Grants	0.001		0.000
	0.464	0.000	0.463

Active Norfolk	0.546		0.546
Total Cultural Services	2.890	-0.476	2.464
Customer Services			
Customer Access & Devpt IT Fund	0.269	-0.036	0.233
Complaints Org Change Reserve	0.045	-0.045	0.000
Customer Service Centre R&R Fund	0.025		0.025
Customer Service Centre It Fund	0.007		0.007
Total Customer Services	0.346	-0.081	0.265
Public Health			
Unspent Grants & Contributions - Warm & Well	0.064		0.064
Unspent Grants & Contributions - PH Ring fenced grant	5.860	-2.176	3.684
	5.924	-2.176	3.748
Consultation & Community relations			
Organisational Change (Consultation)	0.049		0.049
IT Fund (Consultation - Youth Parliament)	0.003		0.003
	0.052	0.000	0.052
Registrars			
Registrars R&R Fund	0.412		0.412
	0.412	0.000	0.412
Total Grants and Reserves	13.141	-3.757	9.434

Communities Committee

Item No 9

Report title:	Q4 performance and risk monitoring report
Date of meeting:	1 July 2015
Responsible Chief Officer:	Tom McCabe, Executive Director of Communities and Environmental Services
Strategic impact 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 paper reviews Quarter Four (January to March 2015) performance results for the service areas that are covered by the Communities Committee as well as giving a year-end review of performance as a whole during the year 2014/15. Overall performance is mixed, when judged against the indicators that make up the performance dashboard. Of the 55 indicators in the dashboard, 33 are rated green, 14 are rated red, 2 are rated amber, and 6 indicators are surveillance measures so do not generate a colour rating.

Areas of strong performance include:

- A reduction in attendance at false alarm calls by NFRS
- Bringing to compliance of rogue and the most detrimental businesses by Trading Standards
- Timely registration of births
- Increasing numbers of visits to Norfolk's museums, particularly in Norwich
- Work to help people to stop smoking in Norfolk
- Participation in health promotion programmes
- Delivery of dementia friendly activities.

There are some areas in which performance is more challenging. In summary, these are:

- Increasing levels of staff sickness absence
- Limited availability of retained firefighters in some areas of the county
- Increasing number of injuries in accidental fires in the home
- Registration of deaths taking longer than the national target and average
- Work to help people to stop smoking in Great Yarmouth.

A more detailed analysis of performance is provided in the main body of the report.

Currently there are no risks that have a corporate significance and so none appear on the Corporate Risk Register. A more detailed analysis of risk is provided in the main body of the report and within Appendix A. The full risk register for Communities Committee can be seen at Appendix B.

Recommendation

Committee Members are asked to:

1. Review and comment on the performance information
2. Consider any areas of performance that require a more in-depth analysis.

Introduction

- 1.1 The 2014/15 Communities Committee performance dashboard contains 55 measures, including six without targets.

Of those measures with targets:

- 13 are significantly off target (more than 5% variance)
- 4 are just off target (within 5% variance)
- 32 are on or better than target.

Of those measures with a direction of travel:

- 24 have got worse
- 5 have remained the same
- 13 have improved over time.

Managing Change

Of the nine indicators in this section:

- One indicator is amber
- Eight indicators are green.

- 1.2 The Council has a significant change programme, reported through the Corporate Programme Office (CPO). The current programme is made up of a range of service specific programmes and projects that are key to delivering efficiencies, savings and change. Progress with some of the more significant initiatives is described in the following section.

Amber measure: NFRS asset management (change programme)

- 1.3 Norfolk Fire and Rescue Service's Asset Management project remains amber. The single system is installed and working for the Fleet department. A project review will take place and will include a closer examination of outstanding elements and work required for additional non-critical functionality. The Personal Protective Equipment (PPE) element is almost completed. Operational Equipment element has been separated from the main project and will be completed as a discrete piece of work, the preferred option will be to integrate it with the Fleet system.

Green measure: Library and Information Service efficiencies programme

- 1.4 The Library and Information Service efficiencies programme is currently rated as green. The projects to deliver the planned savings have taken place and will deliver the savings which are targeted for this year. It has proved difficult to find significant commercial sponsorship for the library service and other departments have not so far committed to co-locate and develop libraries as hubs in communities in ways that deliver significant income or budget reductions. A Member Working group is looking at the longer term strategy for library provision in Norfolk and will make recommendations in due course.

Managing our Resources

Of the five indicators in this section:

- **Four indicators are red** (sickness absence for Customer Service Centre; NFRS; Public Health; and Cultural Services)
- One indicator is green.

Red measure: sickness absence (NFRS)

- 1.5 Sickness absence in Norfolk Fire and Rescue Service is higher than we would like. The measure includes wholtime firefighters and all non-uniformed and control staff in the service. It does not include retained firefighters, although sickness absence for this group reduced 11.43 days per FTE in 2013/14 to 9.06 in 2014/15, a reduction of 2.37 days per FTE. For 2014/15 NFRS set a target to reduce sickness absence to 7.13 days. At the end of the year sickness absence per FTE was 7.69 days - 0.56 days above target and 0.22 days higher than last year. This increase can be attributed to a rise in wholtime firefighter sickness absence, although benchmarking generally shows Norfolk has a lower level of firefighter absence than other services. Further benchmarking data for 2014/15 will be available later in the year.

Red measure: sickness absence (Customer Service Centre)

- 1.6 There is a higher rate of sickness absence than we would like across the Communications Service and the Customer Service Centre. Our target for 2014/15 was 7.47 days per FTE but at year-end we are reporting 11.82 days per FTE – this is about 58% over target and so the indicator is red. It is also worse than our performance in 2013/14. Analysis shows that a significant proportion of sickness absence in these teams was as a result of planned surgery and hospitalisations which is being managed with support from HR Employee Relations. Appropriate management action has been implemented for other absence such as short term frequent absence.

Red measure: sickness absence Public Health

- 1.7 The rate of sickness absence in Public Health is also higher than we would like. At year end it is 9.49 days per FTE which is significantly short of our 2014/15 target of 5.5 days per FTE. As previously reported, there have been a small number of cases of long term sickness absence in Public Health which accounts for the increase in absence this year given the overall small size of the service.

Red measure: sickness absence Cultural Services

- 1.8 Sickness absence in Cultural Services is higher than the target for 2014/15 at year end making the indicator red. It is also higher than in the previous year. Our target was 5.38 days per FTE and at year end we are reporting 6.98 days per FTE. There have been a number of cases of long term sickness that have impacted upon performance. Despite missing the target this year, Cultural Services continues to have the second lowest levels of sickness absence of the departments at NCC.

Risk

Of the 29 risks on the risk register for this committee, 12 risks are considered to be 'in scope' – this means a score of 12 or more and rated amber or red for prospect.

- 1.9 This report 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 and are

reported on an exceptions basis. Currently there are 12 of these, as summarised below:

Service area	Risk Number/Name	Risk Score	Prospects
NFRS	RM14207 - Failure to implement ICT refresh in a timely manner	20	Amber
Customer Services	RM14219 – Failure to implement a new content management system to replace Oracle	20	Amber
Culture	RM14130 – Lack of capacity in ICT systems and services	16	Amber
Customer Services	RM14128 – Inability to implement a replacement for Figtree case management system	15	Amber
NFRS	RM13974 – Failure to assure that standards of operational competency for fires in the built environment are in place	12	Amber
NFRS	RM14030 – Failure to manage budgets effectively over the next Comprehensive Spending Review	12	Amber
NFRS	RM14119 – Failure to secure availability of operational individuals and crews	12	Amber
NFRS	RM14181 – Single points of knowledge	12	Amber
NFRS	RM14206 – Lack of visibility at corporate level	12	Amber
Culture	RM14176 – Reduction in NCC funding impacts on external partnerships	12	Amber
Public Health	RM14209 – Lack of coordination of mental health prevention services	12	Amber
Public Health	RM14215 – Reduced overall public health grant	12	Red

Appendix A provides a full explanation for those risks. This includes a description of the risk, tasks to mitigate the risk, and an update on progress.

Appendix B provides the Committee members with a summary of the risks on the register.

A copy of the Full Corporate Risk Register was presented to the Audit Committee on 18 June 2015 and can be accessed at:
http://norfolkcc.cmis.uk.com/norfolkcc/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/27/Default.aspx

- 1.10 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 Strategic Risk Manager to ensure a consistent approach to risk management across all teams.

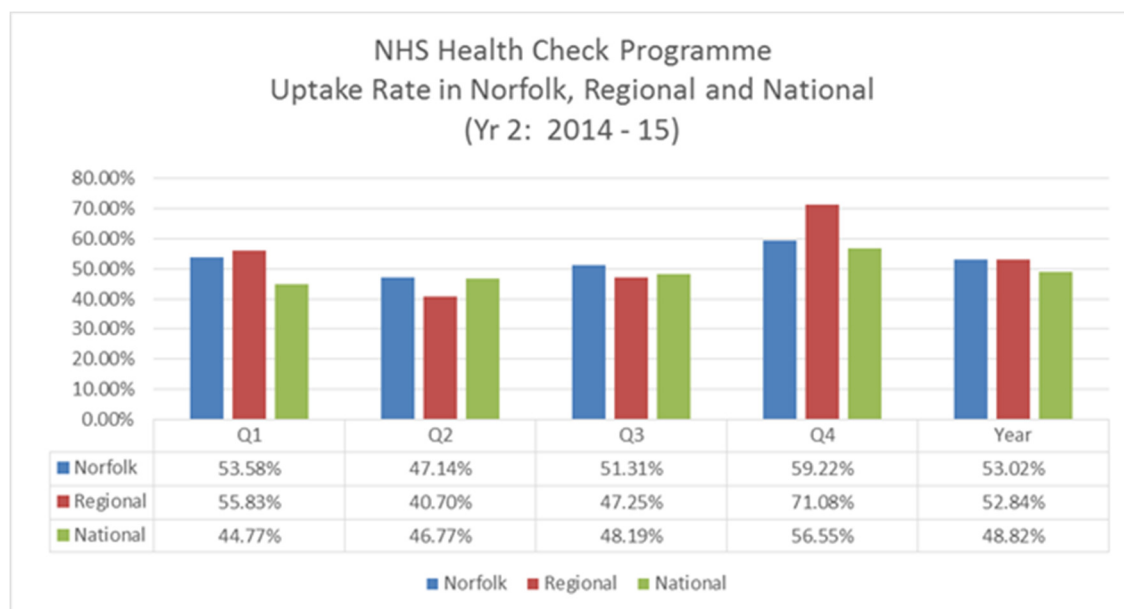
Public Health

Of the eight indicators for Public Health

- **Four indicators are red** (Great Yarmouth's smoking quit rate, Chlamydia diagnosis rate, health checks uptake and health trainer sessions)
- Four indicators are green

Red indicator: NHS Health Check uptake

- 1.11 The NHS Health Check programme aims to prevent or delay the onset of serious diseases like heart disease, stroke, diabetes, kidney disease and dementia. The health checks are available to individuals between the ages of 40 and 74 without certain pre-existing conditions. They are commissioned by Public Health and in Norfolk are delivered in a variety of locations including most GP practices and many pharmacies.
- 1.12 In Quarter Four we offered over 12,000 Health Checks and delivered over 7,200, giving an uptake rate of 59% and an increase of almost 8% from Quarter Three. This increase may be attributed in part to the NHS Health Check promotion campaign "Precious Moments" which aimed to raise awareness of NHS Health Checks and increase uptake. The increase in Pharmacy delivery was almost 400% when compared to Quarter Three.
- 1.13 The uptake rate for 2014/15 was 53%. This was in line with the regional uptake rate and significantly better than the national uptake rate of 48%. The national uptake rate target of 66% remains aspirational and Norfolk's performance is perhaps more fairly judged against the regional and national averages (see bar chart below) in which case it would not be RAG rated red but green.
- 1.14



- 1.15 The NHS Health Check is a national five year rolling programme from April 2013 – March 2018. Cumulatively between April 2013 and March 2015 (years one and two of the five year programme), 92,479 NHS health checks have been offered and 46,987 delivered across Norfolk. This represents a cumulative 51% uptake rate.

Red indicator: Chlamydia infection diagnosis rate

- 1.16 Chlamydia is the most commonly reported Sexually Transmitted Infection (STI) nationally and since 2003 there has been a National Chlamydia Screening

Programme in England. During 2012, the nationally set target was changed from monitoring coverage to monitoring diagnosis rate. This has been difficult to achieve, both nationally and in Norfolk.

1.17 The national target is to achieve a diagnosis rate of 2,300 people per 100,000 15-24 year olds. In Norfolk, our diagnosis on average for the year 2014/15 was 1,309 meaning this indicator remains red. It is also a worse diagnosis rate than the previous year when we diagnosed 1,387 per 100,000. The national target will remain the same for 2015/16.

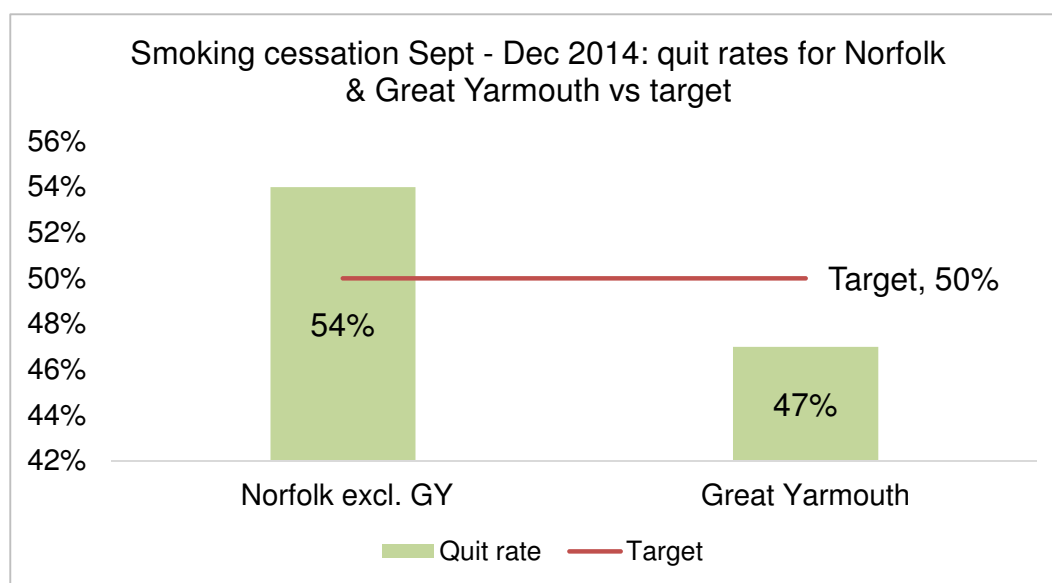
1.18 The new sexual health service provided by Cambridgeshire Community Services started on 1st March 2015. This has brought the delivery of specialist sexual health services under a single organisation. The new service offers tests in its clinics and will promote screening through outreach sites. Outreach services for hard to reach groups will be reviewed in 2015/16.

Red measure: health trainer sessions leading to improved wellbeing

1.19 The Health Trainer service we commission works with people to provide the motivation, encouragement and support needed to enable people to make lasting healthy lifestyle changes. Follow up indicates that 62% of people engaged in the service have reported improved health and wellbeing. This means we are short of our target of 70% and so rated red.

Red measure: smoking cessation (Great Yarmouth)

1.20 The performance of smoking cessation services in helping people to quit smoking is worse in Great Yarmouth when compared to the rest of the county. There is a time lag with smoking cessation data, which means that we are now reporting Quarter Three and we do not yet have year-end figures. The national target for quit rate is 50%, so with Great Yarmouth excluded, the figures reported in the dashboard for the rest of the county meet the national standard as the rate is 54%.



1.21 The quit rate for Great Yarmouth in Quarter Three improved as expected with the results of amendments made to the data capture system and extra staff training we reported to committee last time taking effect. In addition, monthly contractual and performance meetings with both Core Service Providers (Norfolk Community Health and Care for Smokefree Norfolk and East Coast Community Healthcare for Great Yarmouth) enable Public Health officers to support improvement in quality measures and service outcomes.

Norfolk Fire and Rescue Service (NFRS)

Of the 11 indicators for NFRS:

- **Two indicators are red** (retained availability and injuries in accidental dwelling fires)
- One indicator is amber (Emergency Response Standards)
- Five indicators are green
- Three indicators are surveillance measures so do not generate a RAG (colour) rating.

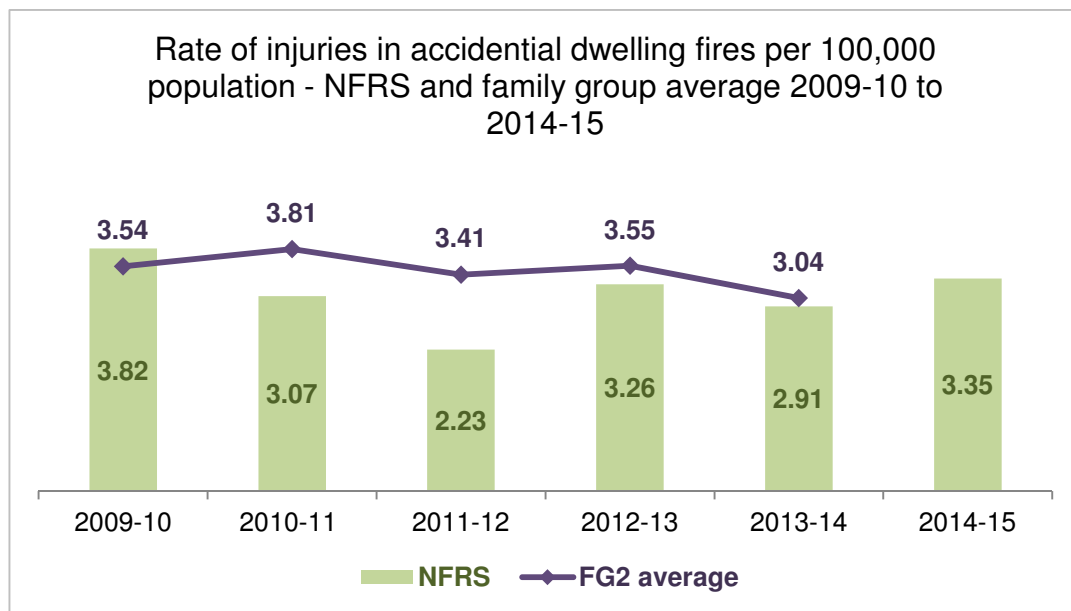
Red measure: retained fire engine availability

- 1.22 NFRS aims to have fire engines crewed by retained fire fighters available at least 90% of the time. Since the last report to this committee, there has been an improvement in retained engine availability- up from 80.6% reported for April to December 2014, to 81.4% for April 2014 to March 2015. However, end of year performance is significantly below target and the 84.3% availability recorded in 2013/14.
- 1.23 Historically NFRS has high levels of availability when compared to other fire and rescue services but in the last two years availability has been declining, as in other Fire and Rescue Services, and we await benchmarking data for 2014/15 later in the year to see how we now compare.
- 1.24 We know that this year retained fire fighter availability has been affected by:
- Multiple periods of industrial action
 - Low establishment (typically 1 or 2 vacancies) at some stations
 - Reduction in operational activity and demands of primary employment.
- 1.25 To mitigate these issues the service has:
- Reviewed the retained firefighter recruitment process to remove any barriers to recruitment and speed the process up
 - Identified gaps in cover allowing for pay as you go cover to be provided by individuals from neighbouring stations and the most effective use of Retained Support Officers to cover any gaps
 - Put concerted effort into locally tailored recruitment which has been productive in Outwell with 16 applications received which are being processed at the time of writing.

Red measure: Injuries in accidental fires in the home

- 1.26 In 2014/15, 29 people were injured in accidental fire in the home. This is four more than last year and more than the target of 25. Historically, Norfolk has had a low level of injuries in accidental dwelling fires when compared with similar fire and rescue authorities. In the chart below, numbers are converted into a rate per 100,000 population to enable proportionate comparison and we await benchmarking data for 2014/15 to see if this is still the case and will continue to scrutinise this performance.

1.27



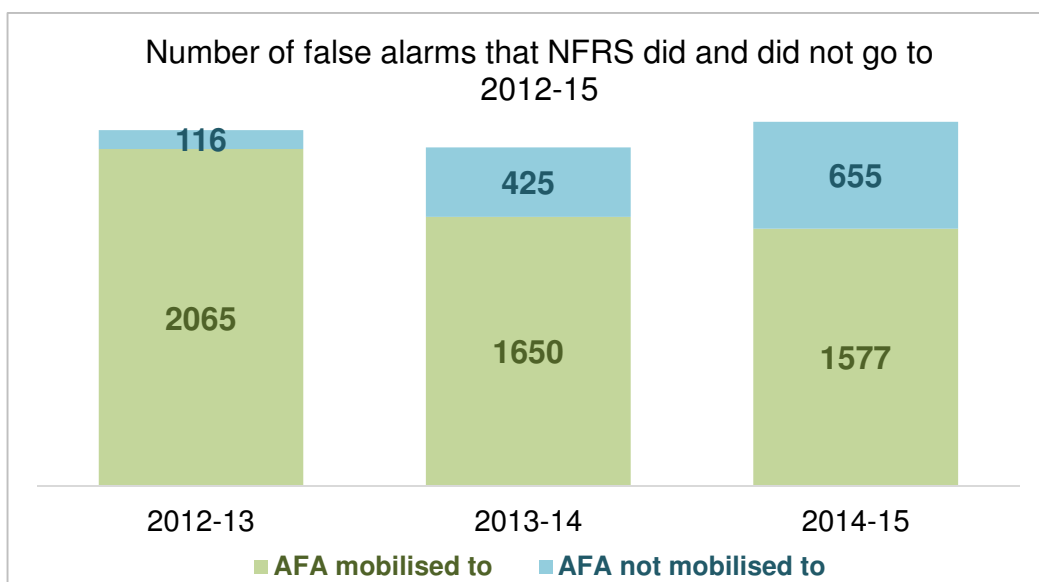
- 1.28 We know that many people are injured whilst attempting to put out fires so our prevention activity is focused on fire safety awareness campaigns and the consistent message 'to get out, stay out, and dial 999'.

Amber measure: performance against Emergency Response Standards

- 1.29 Performance against Emergency Response Standards (ERS) show how often NFRS reaches incidents within targets set for attendance times. The target is to attend 80% or more of fires where life may be at risk within 10 minutes and 80% of other emergencies in which life may be at risk within 13 minutes. In 2014/15 the service met the standards on 78.7% occasions, sustaining a similar level to last year (78.8% in 2013/14) but below the 80% target.
- 1.30 It has become increasingly difficult to meet the Emergency Response Standards that we have set ourselves. This is due to a changing call profile with a lower proportion of urban call outs, which are quicker to get to, compared to rural. Emergency Response Standards are to be reviewed as part of the current Strategic Review of the fire and rescue service.

Green measure: number of false alarms that NFRS goes to

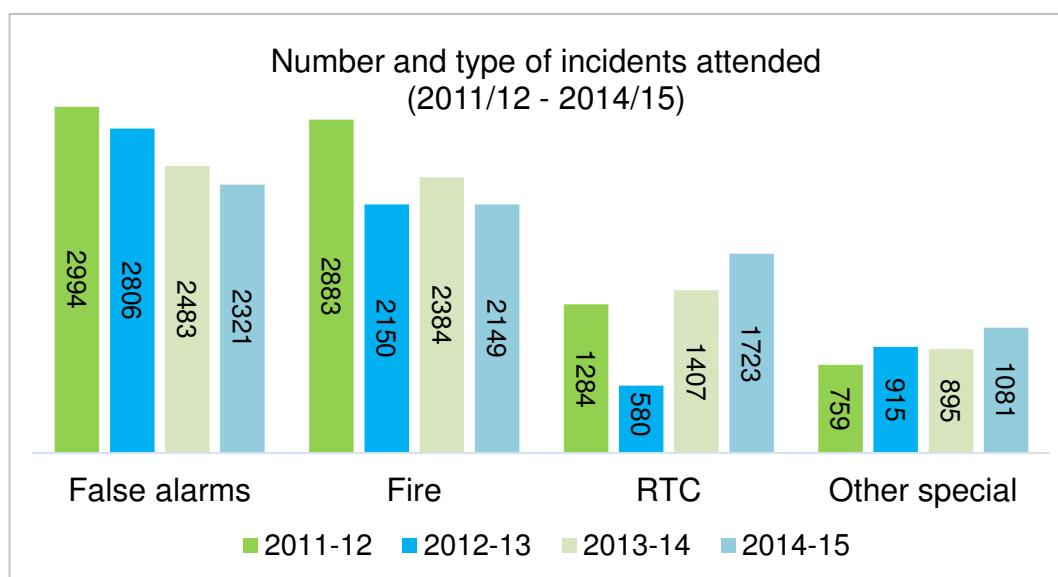
- 1.31 In the previous report to Committee this measure was shown as not meeting target (Amber) but with predictions that the end of year target will be achieved. End of year data confirms that the target was indeed achieved with the service going to 1,577 unwanted false alarm calls, below the target of 1,611.
- 1.32 The chart below shows how there has been a 24% reduction in the number of false alarms that NFRS goes to since 2012/13. This means that the service has reduced the risk to the public by ensuring our fire appliances are more available for actual emergencies. Work in 2015/16 will focus on bedding in the changes introduced in October 2014 with a target to reduce the number of false alarms the service goes to by a further 3%.



Surveillance measures: Incidents attended and people rescued

- 1.33 In 2014/15 NFRS attended 116 more incidents than in the previous year. The chart below shows how false alarms have fallen, fires have remained relatively static and other special service incidents have increased over the last four years. The number of Road Traffic Collisions (RTC) attended was lower in 2012/13 as the East of England Ambulance Trust's (EEAT) automatic paging system was not active (instead NFRS would receive a telephone call from EEAT if they were required). Since its reactivation the service has attended an increasing number of RTCs.

1.34



- 1.35 In 2014/15, 749 people were rescued at incidents attended by NFRS, 48 fewer than in 2013/14 (797). There were three deaths as a result of accidental dwelling fires in the home, compared to four in 2013/14.

Resilience

- Not currently reporting any indicators

- 1.36 Two key performance indicators are under development for Resilience, as follows:
- Maintain a minimum number of trained NCC officers to respond to emergencies – under development
 - Percentage of up to date NCC Business Continuity Plans – under development
- Further work is underway to test the validity of the data. They will be reported in Quarter 1.

Registration Service

Of the four indicators for the registration service:

- **Two indicators are red** (registration of deaths – 2 indicators)
- Two indicators are green

Red indicators: registration of deaths within 5 days – 2 indicators

1.37 We are still not registering deaths as quickly as we would like to. As reported to Committee previously registration of deaths within five days remains rated red. There has not been any significant change and Norfolk is still performing below the national average in the final quarter of 2014/15.

1.38 The year-end figures show that Norfolk's average was 71% of deaths registered within five days where no coroner was involved, whilst the national average was 80% (the national target is 90%). The year-end figures for deaths registered within five days where an inquest or post-mortem was required show that Norfolk's average was 28% whilst the national average was 43% (the national target is 80%).

1.39 Deaths registered within 5 days where there was no coroner involvement – nationally set target 90%:

Month	Norfolk Deaths 2013/14	Local 2013/14	National 2013/14	Norfolk Deaths 2014/15	Local 2014/15	National 2014/15
Oct	675	82%	88%	716	83% ↑	86% ↓
Nov	628	82%	88%	667	76% ↓	84% ↓
Dec	628	76%	84%	735	69% ↓	79% ↓
Jan	828	63%	80%	1,040	62% ↓	66% ↓
Feb	667	79%	87%	763	63% ↓	76% ↓
March	643	82%	86%	738	70% ↓	78% ↓
Annual %	2013/14	73%	85%	2014/15	71% ↓	80% ↓

1.40 Deaths registered within 5 days where the coroner was involved – nationally set target 80%

Month	Norfolk Deaths 2013/14	Local 2013/14	National 2013/14	Norfolk Deaths 2014/15	Local 2014/15	National 2014 /15
Oct	107	55%	58%	114	39% ↓	51% ↓
Nov	101	54%	55%	120	38% ↓	47% ↓
Dec	98	42%	52%	127	27% ↓	44% ↓
Jan	114	49%	45%	177	18% ↓	29% ↓
Feb	99	44%	52%	129	24% ↓	35% ↓
March	90	37%	49%	136	30% ↓	37% ↓
Annual %	2013/14	47%	54%	2014/15	28% ↓	43% ↓

1.41 In 2014/15 there was an increase of 600 deaths when compared to the previous year. This amounts to a 7% rise in deaths registered. In 2014/15 over 30% more deaths were referred for post mortem or inquest than in the previous year. The registration service has not had additional resource in response to this increase. As the tables above show, in almost all months shown in 2014/15, we performed worse than in the same month the previous year - meaning that a lower percentage

of deaths were registered within the timeframe set nationally than in the previous year. The table also demonstrates that this is in keeping with the national trend.

- 1.42 In advance of the Quarter One performance and risk monitoring report, new indicators will be developed for 2015/16 that give an overview of the whole service and demonstrate progress against the service objectives.

Customer Services & Consultation and Community Relations

Of the seven indicators for Customer Services and Consultation and Community Relations:





- Five indicators are green
- Two indicators are surveillance measures so do not generate a colour rating

Green measure: priority social care calls answered within timescale

- 1.43 The Customer Service Centre prioritise call handling and aim to answer all priority social care calls within the agreed time. In Quarter Four we answered 98.7% of calls in this timeframe, a small drop of around half a percent when compared to the same quarter the previous year. Our performance across the full year 2014/15 was in line with the previous year and we answered on average 98.7% of priority social care calls within timeframe.
- 1.44 The Customer Service Centre is performing well against this backdrop, exceeding targets for calls answered in timeframe and average time taken to answer calls.

Green measure: customer satisfaction

- 1.45 Our overall Govmetric satisfaction rate across all channels in Quarter Four was 65% positive. The results for each channel are shown below.

Channel	% Customers leaving "good" feedback
Telephone	96% 
Website	48% 
Complaints emails	16% 
Customer Service Centre emails	60% 

- 1.46 The majority of customers rated their complaints service as average. 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 are being changed to ensure that we pick up feedback about complaints service, as opposed to the poor service that the customer has complained about in the first place. We expect this to improve the overall feedback rating going forward, and provide useful feedback for complaints service improvements.
- 1.47 [The Customer Service Strategy](#) has now been agreed by full council (13 April 2015), and implementation planning is now fully underway. Work has started to build the Microsoft Dynamics platform for the Complaints team, and this test pilot will form the basis for all other customer journeys included in the customer service strategy.

Cultural Services

Of the four indicators for Cultural Services:

- **One indicator is red** (physical visits to Library and Information Services)
- Two indicators are green
- One indicator is a surveillance measure so does not generate a colour rating

Red measure: physical visits to Library and Information Services

- 1.48 Libraries issues and visits except 'issues of e-books' continues to be Red, below target and lower than the same period last year. The reductions over time in opening hours, stock and staff will be contributing to this along with changes in the way people are using libraries.
- 1.49 Two new measures are under development for library use, as below:
- Active Users as % of Registered Users
 - Active Users as % of Population.
- These are seen to better reflect the nature of library usage, as opposed to simple footfall and issues.
- 1.50 As the use of libraries continues to change and develop, the Service has engaged in a wide range of activities that help to ensure that libraries are involved with, and supporting their local communities. Examples from 2014/15 follow.
- 1.51 **Volunteers**
721 volunteers were involved with the library service in 2014/15 and they contributed 19,146 hours. This is an increase of over 3,000 hours over the previous year. CIPFA benchmarking data from 2013/14 on the number of volunteers at libraries and the number of hours that they volunteered shows that Norfolk is in the top third of county councils in terms of number of volunteers.
- 1.52 **Surf's Up**
2,884 older people have benefitted from 'Surfs Up' IT learning in Norfolk Libraries since the beginning of the project. The Big Lottery funded project supported older people to gain digital skills. The project ended at the end of March 2015. However, the Service has been successful in getting further funding from The Forum Trust to extend digital skills teaching under a new title of Get Digital.
- 1.53 **Summer Reading challenge**
13,640 children and young people were engaged in the Summer Reading Challenge and Imagination projects in 2014. These schemes encourage young people to keep reading in the long summer holiday. Evidence shows that reading six books over the summer holidays helps prevent the reading ability dip observed by teachers. County Councillors across Norfolk helped celebrate the success by awarding medals to the young people at the end of the challenge
- 1.54 **Social Media**
Contact with the library service via social media has trebled in the past year with Facebook having over 31,000 interactions compared to 10,000 in 2013/14 and over 18,000 twitter interactions compared to 6,600 in the previous year.
- 1.55 **Enterprise at your Library**
2014/15 Arts Council funded project to engage and support customers - both existing and potential who were thinking of starting or had started a new business.
- Number of businesses engaged (supported events): 21
 - Number of individuals reached: 2,012
 - Number of events held: 43

- Number of staff trained: 213
- Number of new partners worked with: 15.

Green measure: museum visitors

- 1.56 The number of people visiting Norfolk's museums remains high and 2014/15 was a successful year for Norfolk Museums Service, which also happened to coincide with the 40th anniversary of the Joint Museums Agreement. Successful exhibitions at Norwich Castle included 'The Wonder of Birds' and 'Homage to Manet' helped the Service achieve record visitor numbers of 400,000 across the ten museums, including 45,000 school visits. The Service secured its Arts Council England funding for 2015-18 in a competitive national assessment process and also renewed its Accreditation status (the UK standard for museums and galleries) for seven of its key museum sites.

Surveillance measure: Norfolk Record Office visitors

- 1.57 The number of people physically visiting Norfolk Record Office (NRO) has fallen when compared to last year. In 2014/15 there were 11,857 physical visits to the Norfolk Record Office, around 614 fewer than in 2015/16. When counting physical visits we include numbers of visitors to the searchroom, visitors to exhibitions and visitors to NRO events. The decline in physical visits is largely due to the NRO ceasing to open on a Saturday as of April 2014.

Surveillance measure: Arts Service

- 1.58 In 2014/15, 20 arts organisations received £163,743 from Norfolk County Council Arts Grants. The breakdown below includes data from 19 of those organisations (figures for Welbourne Arts Festival are unavailable):
- Investment of £163,743 by Norfolk County Council helped to generate a projected combined overall income to these organisations of £19,258,162 from a range of local, national, and international sources
 - The 19 organisations provided employment for 415 people
 - The organisations delivered 5,515 events across the county engaging a total audience of 805,660 people, 92% of the population of Norfolk. Events included: performances, exhibitions, concerts, festivals, literary events, film shows and educational workshops
 - The organisations engaged an estimated 240,201 vulnerable people as participants, volunteers, artists, performers and audiences.

Trading Standards

Of the five indicators for Trading Standards:

- All five indicators are green

Green measures – all Trading Standards measures

- 1.59 Performance remains strong for Trading Standards with all five measures continuing to be green. There have been no significant changes to performance since it was last reported to this committee in March 2015.
- 1.60 Trading Standards tackles the most detrimental traders using various interventions to bring them into compliance including: enterprise actions; criminal investigation; and other specific interventions. Since April 2014, 96% of the most detrimental traders have been brought into compliance, in that our criminal prosecutions have been successful and our civil cases are in the main on target to secure compliance.
- 1.61 15 prosecutions were concluded in 2014/15. These related to:
- sales of alcohol and tobacco to youngsters

- fraudulent trading in healthcare products for older people
- poor animal welfare in relation to pigs, cattle and donkeys
- the mis-selling of puppies
- the mis-selling and quality of home improvements
- sales of new psychoactive substances (NPS)

1.62 The Service has been developing its priorities and targets for next year. As a result of budget reductions the service has been re-focused on supporting businesses rather than consumers and performance monitoring for 2015/16 will reflect this.

Community Safety

Of the two indicators for Community Safety:

- **One indicator is red** (proportion of non-police referrals to multi agency risk assessment conferences)
- One indicator is green

Red indicator: Proportion of non-police referrals to MARAC (Multi-Agency Risk Assessment Conferences)

1.63 The rate of referrals for Multi Agency Risk Assessment Conferences (MARACs) from organisations other than the police is lower than we would like. Our target is to achieve non-police referral rates within the range recommended by national charity, Co-ordinated Action Against Domestic Abuse (CAADA). The range they recommend is 25%-40% of referrals from other organisations. Our Quarter Four/year-end 2014/15 figure was 22% meaning we remain below the CAADA range.

1.64 We are working to try and raise the level of non-police referral, although it does appear that some non-police referrals are being credited to police as they are also submitting a referral or submitting on another agency's behalf.

1.65 Overall referral to MARAC has decreased from 1,087 over the previous financial year to 1,046 for 2014/15. The drop in referrals has been particularly noticeable in the last quarter. Early investigation indicates that this is due to the adoption of a time bound referral criteria in respect of any previous incident.

1.66 By comparison, there is an ongoing increase in domestic abuse reported to the police for the calendar year 2014. The number of reported incidents rose from 13,738 (2013) to 16,360 (2014), which is a 19% increase. This is a very positive position to be in as it shows the success of the drive to address under reported crime.

2 Review

2.1 The performance indicators reported to this committee over 2014/15 will be reviewed and any suggested changes to what we measure and how we measure it will be brought back to this committee as part of the Q1 Performance and risk monitoring report.

2.2 The Council's performance management arrangements are currently subject to a review commissioned by the Managing Director, with a view to improving future arrangements. This may also have an impact on what we report and how we report it.

3 Performance Reporting 2015/16

3.1 We are currently working to the following assumptions in terms of the timing of 2015/16 performance and finance committee reports:

- Quarter 1 will be reported in September 2015. At this meeting the range of proposed performance measures for the reporting year will be outlined, scrutinised and signed off, along with targets
- Quarter 2 will be reported in November
- Quarter 3 will be reported in March 2016
- Quarter 4/year-end will be reported in June/July 2016.

4 Recommendations

- 4.1 Committee Members are asked to:
1. Review and comment on the performance information
 2. Consider any areas of performance that require a more in-depth analysis.

5 Financial Implications

- 5.1 There are no significant financial implications arising from performance dashboards.

6 Officer Contact

- 6.1 If you have any questions about matters contained please get in touch with:

Performance: **Officer Name:** Daniel Harry **Tel No:** 01603 222568

Email address: daniel.harry@norfolk.gov.uk

Risk: **Officer Name:** Steve Rayner **Tel No:** 01603 224372

Email address: steve.rayner@norfolk.gov.uk



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Communities Committee – Performance Dashboard


















(A key to the symbols used are detailed at the end of the dashboard)

Managing change					
	Value	Date	Rating	Target	Direction of Travel
NORFOLK FIRE AND RESCUE SERVICE – change programme					
Asset Management	Amber	Q4	●	Green	→
Operational Improvement Programme	Green	Q4	★	Green	→
Out of Hours Call-handling (cross-cutting)	Green	Q4	★	Green	→
Use of Operational Staff (cross-cutting)	Green	Q4	★	Green	→
Use of RAF Coltishall for live-fire training	Green	Q4	★	Green	→
Police collaboration (FIU/IRMT)	Green	Q4	★	Green	→
CULTURAL SERVICES - change programme					
Museums efficiencies	Green	Q4	★	Green	↑
Library and Information Services efficiencies	Green	Q4	★	Green	→
Norfolk Record Office efficiencies	Green	Q4	★	Green	→
Managing our resources					
Number of sickness absence days per FTE					
Customer Service Centre	11.82	Q4 and 2014/15	▲	7.47	↓
Norfolk Fire and Rescue Service (excluding retained firefighters)	7.69	Mar-14	▲	7.13	↓
Public Health	9.49	Q4 and 2014/15	▲	5.5	↓
Cultural Services	6.98	Q4 and 2014/15	▲	5.38	↓
Reducing the cost of business travel					
Business mileage savings against yearly target (in £s) - Community and Environmental Services	£59,995	Q4 and 2014/15	★	£38,000	↑







Service performance					
	Value	Date	Rating	Target	Direction of Travel
NORFOLK FIRE AND RESCUE SERVICE					
Number of injuries (from slight to serious) in accidental fires in the home	30	Mar-15 and 2014/15	▲	25	↓
% of time retained fire engines (crewed by part-time fire fighters) are available to respond to an emergency	81.40%	Mar-15	▲	90%	↓
Performance against NFRS Emergency Response Standards (how often we get to you within the response times we have set)	78.70%	Mar-15	●	80%	↓
Number of Home Fire Risk Checks completed for vulnerable older and/or disabled people	4,363	Mar-15	★	3,500	↓
% of 999 calls made to NFRS answered within 5 seconds	96.70%	Mar-15	★	95%	↓
Number of accidental fires in the home	449	Mar-15 and 2014/15	★	481	↓
Cost of the service per head of population per year	£30.43	Mar-14	★	£35.61	↓
Number of false alarm calls that NFRS goes to	1,577	Mar-15	★	1,611	↑
Number of incidents NFRS attends (anything where a fire engine is needed)	7,285	Mar-15	SURV	SURV	SURV
Number of people rescued by NFRS at incidents	749	Mar-15	SURV	SURV	SURV
Number of deaths in accidental fires in the home	3	Mar-15	SURV	SURV	SURV
TRADING STANDARDS					
% of businesses brought to broad compliance with trading standards	94.1%	Mar-15	★	94%	↓
% of rogues and most detrimental businesses brought to compliance	96.3%	Mar-15	★	85%	↑
% of disputes resolved through advice and intervention	86.1%	Mar-15	★	85%	↓
Customer satisfaction with Trading Standards services	91.9%	Mar-15	★	85%	→
Increase in awareness by businesses of Trading Standards responsibilities	80.9%	Mar-15	★	78%	↓

Service performance					
	Value	Date	Rating	Target	Direction of Travel
COMMUNITY SAFETY					
Repeat incidents of domestic violence kept below national rate (24%)	15%	Q4 and 2014/15	★	24%	➔
Proportion of non-police referrals to Multi Agency Risk Assessment Conference	22%	Q4 and 2014/15	▲	25%	↓
REGISTRATION SERVICE					
Registration of deaths excluding Part B and Inquests	70%	Mar-15	▲	90%	↓
	71%	2014/15			
Registration of Part B deaths	30%	Mar-15	▲	80%	↓
	28%	2014/15			
Registration of all births in Norfolk	99%	Mar-15	★	98%	➔
	98%	2014/15			
Registration of still births in Norfolk	100%	Mar-15	★	98%	➔
	100%	2014/15			

Service performance					
	Value	Date	Rating	Target	Direction of Travel
CULTURAL SERVICES					
Library and Information Services – physical visits	4,021,812	Q4 and 2014/15	▲	4,315,993	↓
Norfolk Record Office - physical visits	11,857	Q4 and 2014/15	SURV	SURV	↓
Museums - physical visits	396,843	Q4 and 2014/15	★	333,670	↑
% of population that have participated in sport at least once a week for at least 30 minutes [A]	33.50%	May-14	★	Year on year increase	↑
CUSTOMER SERVICES & CONSULTATION AND COMMUNITY RELATIONS					
% of Your Voice members that agree they can influence their local area [A]	82.8%	Sep-15	SURV	SURV	↑
% of young people voting in the annual Make Your Mark ballot	25%	Nov-15	★	6.2%	↑
Customer satisfaction measure (Govmetric)	65%	Q4	★	50% positive all channels	Measure only in place since Oct -14
% residents who feel they can influence decisions affecting their local area – Tracker survey [A]	33%	Aug-14	SURV	SURV	↓
% of priority Social Care Calls answered within service level agreement time	98.7%	Q4	★	95%	→
	98.7%	2014/15			→
% of all other calls answered within service level agreement time	94.3%	Q4	★	90%	↓
	92.6%	2014/15			
Average time taken to answer calls (seconds)	52	Q4	★	60	↓
	60	2014/15			

Service performance					
	Value	Date	Rating	Target	Direction of Travel
PUBLIC HEALTH					
Chlamydia infection diagnose rate per 100,000 population aged 15-24	1047 per 100,000	Q4		2300 per 100,000	
	1309 per 100,000	2014/15			
% of people completing Health Trainer sessions who reported improved health and wellbeing	62%	Q4		70%	
	67%	2014/15			
NHS Healthchecks uptake in Norfolk.	59%	Q4		66%	
	53%	2014/15			
Number of people in contact with Public Health commissioned smoking cessation services who quit smoking (GY only)	47.0%	Q3		50%	
Number of people in contact with Public Health commissioned smoking cessation services who quit smoking (Norfolk excl. GY)	54.0%	Q3		50%	
% of people creating a Personal Health Plan who complete the programme.	82%	Q4		80%	
	87%	2014/15		70%	
Number of people engaged in Healthy Communities programme activities	6145	Q4 and 2014/15		2000	
Number of dementia friendly programme sessions delivered	110	Q4 and 2014/15		60	

Key

	Performance is on target, no action required
	Performance is slightly off-track
	Performance is worse than the target, action required
	Performance is better than the same period last year
	Performance is worse than the same period last year
	Performance is the same as the same period last year

Notes

- Direction of Travel – relates to whether performance has improved (arrow up) or deteriorated (arrow down) over time. As standard we measure this by comparing to the same period the previous year however for some measures e.g. change programme, Trading Standards and Public Health we compare to the previous period.
- All performance indicators are reported monthly, unless otherwise noted by 'Q' (denotes quarterly reporting) or 'A' (denotes annual reporting).
- SURV – denotes an indicator where no target is set but trends in performance are reported.

Risk Number	RM14207					Date of update			04 March 2015	
Risk Name	Failure to implement ICT refresh in a timely manner									
Risk Owner	Roy Harold					Date entered on risk register			01 December 2014	
Risk Description										
The contract for the ICT estate is coming to an end and a new contract must be procured. Failure to develop an appropriate tender and procurement process for suitable ICT resources will result in delays, increased costs and a reduction in service delivery.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	4	5	20	1	1	1	Mar-16	Amber
Tasks to mitigate the risk										
Develop tender documents that reflect the needs of the service. Enter into the procurement phase and award to the most suitable provider.										
Progress update										
The ICT equipment and warranties ended in June 2014. Service must now buy and repair any replacements/failures and these items will have to be discarded as will not be accepted into a new contract. Some potential mitigation on costs if we do not have a significant number of failures and repairs. To date no viable quote from HP/ICT. Currently NFRS buying support for existing system on an ad-hoc basis. No capacity within ICT to manage this project.										

Risk Number	RM14219	Date of update			17 March 2015					
Risk Name	Failure to implement a new content management system to replace Oracle									
Risk Owner	Vanessa Lindsey/ Frances Grimmer	Date entered on risk register			16 December 2014					
Risk Description										
If HP fail to deliver a new Web content management system before our licence for our current version of Oracle UCM expires end of 2015. This will result in an inability to continue to develop and update the NCC website leading to restricted access for both internal and external customers. Also an inability to deliver the Customer Service Strategy and related savings										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	4	4	16	2	4	8	Jul-15	Amber
Tasks to mitigate the risk										
Development of Customer Service Strategy and early commissioning of ICT to deliver Content Management System. Development of detailed requirements to support ICT in procurement decision										
Progress update										
VL working with ICT to investigate other options for a web content management system that will still be compatible with future DNA plans. CS to meet regularly with Mark Crannage to track progress										

Risk Number	RM14130		Date of update		10 June 2015					
Risk Name	Lack of capacity in ICT systems and services									
Risk Owner	Jennifer Holland		Date entered on risk register		30 April 2011					
Risk Description										
A lack of capacity in ICT Services to support Cultural Services delivery, in addition to the poor network capacity out into the County, could lead to a breakdown in services to the public or an inability of staff to process forms and financial information. This could result in a loss of income, misdirected resources, poor performance against NI targets and negatively impact on our reputation.										
Original			Current			Target				
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	4	4	16	2	3	6	Mar-16	Amber
Tasks to mitigate the risk										
Active monitoring of the ICT resource is being developed to understand and address quality and workflow issues. Continue to work with ICT services to identify ways of resolving library services ICT issues.										
Progress update										
DNA should address concerns re response times and flexible working. Potential disruption to the museums and NLIS from weekend power-downs and ICT closure during public holidays. NRO Wi-Fi has been installed. Adult Education ICT requirements require urgent action.										

Risk Number	RM14218		Date of update		17 March 2015					
Risk Name	Inability to implement a replacement for Figtree case management system									
Risk Owner	Ceri Sumner		Date entered on risk register		12 December 2014					
Risk Description										
If ICT fail to deliver the CRM system in line with the plan, and Figtree system is decommissioned there will be an impact on ability to manage complaints effectively within NCC, which could have a significant reputational risk, as well as a threat to identification of safeguarding concerns										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	2	4	8	Sep-15	Amber
Tasks to mitigate the risk										
Development of Customer Service Strategy and early commissioning of ICT to deliver CRM for Customer Service Centre										
Progress update										
CS to review working arrangement with HP with AC. CS develop alternative options with SL - budget agreed with COG to develop In house capability around CRM development										

Risk Number	RM14176		Date of update		10 June 2015					
Risk Name	Reduction in NCC funding impacts on external partnerships									
Risk Owner	Jennifer Holland		Date entered on risk register		30 June 2014					
Risk Description										
The reduced grant funding from NCC will result in other organisations withdrawing support for Cultural Services										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	4	12	1	3	3	Mar-15	Amber
Tasks to mitigate the risk										
Discussions with Chair through budget setting process.										
Progress update										
Committee Chair briefed. Ongoing discussions with elected members and regular updates with partner organisations.										

Risk Number	RM14119					Date of update		04 March 2015		
Risk Name	Failure to secure availability of operational individuals and crews.									
Risk Owner	Karen Palframan					Date entered on risk register		01 July 2013		
Risk Description										
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.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	4	8	Mar-16	Amber
Tasks to mitigate the risk										
Project established (Operational readiness) to review all internal and external influences that affect appliance availability and impact on current ERS. The Integrated Risk Management Plan (IRMP) will review and update NFRS ER standards where appropriate. Maintain dialogue with FBU, access to stations maintained. Managers maintaining a close overview on business as usual.										
Progress update										
Each station that has consistently been below 90% will be scrutinised. The number of RSO's has been maintained to support RDS availability. Further opportunities are being identified through the IRMP/Concept of Operations and the changes to WDS crewing. Recruitment days have been increased from 3 to 4. Volunteer list established at District level to provide resilience for short term staffing deficiencies. Availability stabilising and in some locations improving. Additional RT Support Officers being recruited										

Risk Number	RM14181		Date of update		04 March 2015					
Risk Name	Single points of knowledge									
Risk Owner	Karen Palframan		Date entered on risk register		10 June 2014					
Risk Description										
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.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	3	12	1	3	3	Dec-16	Amber
Tasks to mitigate the risk										
Managers to review single points knowledge in their Teams and identify practical remedial measures including potential succession planning. To be captured appropriately in business continuity plans. Allocate staff member to follow up on succession planning.										
Progress update										
No current action being undertaken										

Risk Number	RM14206		Date of update		04 March 2015					
Risk Name	Lack of visibility at corporate level									
Risk Owner	Roy Harold		Date entered on risk register		01 December 2014					
Risk Description										
The recent restructure has placed NFRS at the 2nd Tier level within the County Council hierarchy. This has resulted in the statutory duty of the County Council under the Fire and Rescue Act 2004 not being directly represented at the Chief Officer Group level. In similar Local Authority areas where this has occurred it has resulted in reduced funding and visibility leading to reduced functionality and legal prosecutions as a result of service failures.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	1	4	4	Mar-16	Amber
Tasks to mitigate the risk										
Integration of management systems and methodology and ethos of CES. Open access to CES ICT systems and documentation. Establish clear lines of management and control.										
Progress update										
Lack of clear guidance and limited access/knowledge transfer.										




Risk Number	RM13974					Date of update		04 March 2015		
Risk Name	Failure to assure that standards of operational competency for fires in the built environment.									
Risk Owner	Karen Palframan / Roy Harold					Date entered on risk register		13 October 2011		
Risk Description										
Failure to assure that standards of operational competency for fires in the built environment are maintained by staff leads to staff being exposed to avoidable risk of harm.										
Original			Current			Target				
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	31/09/2015	Amber
Tasks to mitigate the risk										
Workforce Development programme delivered to schedule. Development and delivery of BA training. Introduction of "Live Fire" training. Riskfile information accurate and up to date format for all key risk premises. Incident command BA training and associated monitoring. Implementation of "Lessons learnt" from local and national incidents integrated into review processes. Operational reviews and actions undertaken for all significant incidents. Quarterly monitoring of core skills levels. PDRPro and training plans via Team Performance Meetings 1:1.										
Progress update										
18/9 FBT has commenced at Coltishall so this element is no longer a risk. The Live Fire training unit has been granted a 15yr lease at Coltishall. P Permission is being sought from NCC planners. Tender document has been drawn up and is ready to go to market. As of 5/12 Planning has not been applied for so 3/15 target date needs to be moved back 6 months. Planning permission approved. Tender process established for a design, build and maintain contract for fire training facility at Coltishall.										

Risk Number	RM14030					Date of update		04 March 2015		
Risk Name	Failure to manage budgets effectively over the next Comprehensive Spending Review.									
Risk Owner	Roy Harold					Date entered on risk register		01 May 2012		
Risk Description										
Overspending to deliver intended service levels, or meeting budget limits while failing to deliver intended service levels, or underspending while failing to deliver intended service levels.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	3	4	12	1	1	1	Mar-16	Amber
Tasks to mitigate the risk										
Asset costs - buildings and vehicles subject to regular scrutiny. Utility costs included in revised planning and performance framework. Stakeholder engagement on NCC budget proposals										
Progress update										
A new NCC financial management system is to be piloted within NFRS and is planned to improve information and planning for RBOs. This process is now embedded and working well. Loss of dedicated financial staff since the merging of NFRS into the CES Department. Currently facing a £95k budget reduction and further possible reductions as part of the £450k shared service saving. This is the first time that NFRS will go into the new financial year without a balance budget. Still concerns over the ability to deliver £450K savings that is dependent on other parts of the organisation using NFRS assets.										

Risk Number	RM14209		Date of update		00 January 1900					
Risk Name	Lack of coordination of mental health prevention services									
Risk Owner	Angela Fletton		Date entered on risk register		24 May 2013					
Risk Description										
Services are fragmented resulting in an inability to be able to meet estimated local needs especially around dementia.										
Original			Current			Target				
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	2	3	6	Mar-15	Amber
Tasks to mitigate the risk										
To develop a new strategy based on recent needs assessment and changes; to involve partnership organisations via Health & Wellbeing Board..										
Progress update										
Health and Wellbeing Board named 'dementia' as one of the priorities. One joint post for 1.0 wte APHO to lead mental health and dementia is to be recruited. Final job description (JD) is awaited from Minimising Risk and Harm team. A Locum Consultant in PH is looking at this area of work.										

Risk Number	RM14215				Date of update		29 January 2015			
Risk Name	Reduced overall public health grant									
Risk Owner	Lucy Macleod				Date entered on risk register		29 January 2014			
Risk Description										
The formula for calculating the overall public health grant is changing. From 2016/17 allocations will be based on a 'fair shares' formula based on advice from the ACRA. This could result in a significant but phased overall reduction in funding.										
Original			Current			Target				
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	2	4	8		Red
Tasks to mitigate the risk										
Participate fully in engagement exercise beginning in early 2015. Political lobbying to ensure that the level of investment in Norfolk's children is maintained. Ensure flexibility of contractual arrangements in order that any reduction could be spread across the range of public health services or targeted in line with political priorities.										
Progress update										
The central public health budget is to be cut by £200 million in-year and that this is likely to result in a 7.4% reduction in budget locally in-year.										

Risk Register - Norfolk County Council (Appendix B)											
Risk Register Name		Communities Committee							Red	↓	Worsening
Prepared by		Steve Rayner						High	Amber	↔	Static
Date updated		March 2015						Med	Green	↑	Improving
Next update due		June 2015						Low	Met		
Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Risk Score	Prospects of meeting Target Risk Score by Target Date	Direction of travel from previous review	Risk Owner	
NFRS	RM14207	Failure to implement ICT refresh in a timely manner	The contract for the ICT estate is coming to an end and a new contract must be procured. Failure to develop an appropriate tender and procurement process for suitable ICT resources will result in delays, increased costs and a reduction in service delivery.	4	5	20	1	Amber	↔	Roy Harold	
Customer Service Corporate Web Site	RM14219	Failure to implement a new content management system to replace Oracle	If HP fail to deliver a new Web content management system before our licence for our current version of Oracle UCM expires end of 2015. This will result in an inability to continue to develop and update the NCC website leading to restricted access for both internal and external customers. Also an inability to deliver the Customer Service Strategy and related savings	4	5	20	8	Amber	New	Vanessa Lindsey/ Frances Grimmer	
Cultural Services	RM14130	Lack of capacity in ICT systems and services	A lack of capacity in ICT Services to support Cultural Services delivery, in addition to the poor network capacity out into the County, could lead to a breakdown in services to the public or an inability of staff to process forms and financial information. This could result in a loss of income, misdirected resources, poor performance against NI targets and negatively impact on our reputation.	4	4	16	6	Amber	↔	Jennifer Holland	
Cultural Services	RM14230	Failure to deliver the Adult Education Improvement Notice	There is a risk that Adult Education will fail to deliver against the required actions identified by Ofsted. This could result in the outcomes for those in Adult Education remaining inadequate, the Department for Education exercising powers of intervention and the Authority being required to enter into an appropriate arrangement with an external body to carry out its statutory duties.	4	4	16	4	Green	New	Helen Wetherhall	

Customer Service Call Centre	RM14223	PCI compliance of call monitoring system	Call monitoring system currently not fully PCI compliant, leaving organisation open to risk of fines	3	5	15	1	Green	New	Andrew McAlpine
NFRS	RM14122	Shortage of emergency response personnel including key incident managers through industrial	The risk that industrial action will cause a serious shortage of operational staff. This will result in considerable disruption and interruption to the delivery of the statutory duty under the Fire and Rescue Act 2004, and the Fire Authorities obligations under the Civil Contingencies Act 2004. This could lead to death or serious injury to members of the public and have a detrimental effect on the reputation of the service.	5	3	15	15	Green		Karen Palframan
Customer Services Complaints Management	RM14218	Inability to implement a replacement for Figtree case management system	If ICT fail to deliver the CRM system in line with the plan, and Figtree system is decommissioned there will be an impact on ability to manage complaints effectively within NCC, which could have a significant reputational risk, as well as a threat to identification of safeguarding concerns	3	5	15	8	Amber	New	Ceri Sumner
Customer Service Service Delivery - Complaints	RM14220	Failure to manage recourses to deal with increasing call volumes.	Incoming work volumes continue to rise by circa 18% per annum. This is expected to escalate in 2015 because of the general election and more central government cuts. Latest estimates are that the cuts will continue for at least 4 more years - this will lead to increased complaints around NCC service provision	3	4	12	6	Green	New	Kim Arnall
Cultural Services	RM14176	Reduction in NCC funding impacts on external partnerships	The reduced grant funding from NCC will result in other organisations withdrawing support for Cultural Services	3	4	12	3	Amber		Jennifer Holland
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	4	12	8	Amber		Karen Palframan

NFRS	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.	4	3	12	3	Amber	↔	Karen Palframan
NFRS	RM14206	Lack of visibility at corporate level	The recent restructure has placed NFRS at the 2nd Tier level within the County Council hierarchy. This has resulted in the statutory duty of the County Council under the Fire and Rescue Act 2004 not being directly represented at the Chief Officer Group level. In similar Local Authority areas where this has occurred it has resulted in reduced funding and visibility leading to reduced functionality and legal prosecutions as a result of service failures.	3	4	12	4	Amber	↔	Roy Harold
NFRS	RM13974	Failure to assure that standards of operational competency for fires in the built environment.	Failure to assure that standards of operational competency for fires in the built environment are maintained by staff leads to staff being exposed to avoidable risk of harm.	3	4	12	6	Amber	↑	Karen Palframan / Roy Harold
NFRS	RM14030	Failure to manage budgets effectively over the next Comprehensive Spending Review.	Overspending to deliver intended service levels, or meeting budget limits while failing to deliver intended service levels, or underspending while failing to deliver intended service levels.	3	4	12	1	Amber	↑	Roy Harold
Public Health	RM14209	Lack of coordination of mental health prevention services	Services are fragmented resulting in an inability to be able to meet estimated local needs especially around dementia.	3	4	12	6	Amber	New	Angela Fletton
Public Health	RM14213	Failure to implement adequate prevention measures	If adequate health related prevention measures across all services are not implemented this will result in an increasing demand on high investment services such as health and social care.	3	4	12	4	Green	↔	Lucy Macleod

Public Health	RM14215	Reduced overall public health grant	The formula for calculating the overall public health grant is changing. From 2016/17 allocations will be based on a 'fair shares' formula based on advice from the ACRA. This could result in a significant but phased overall reduction in funding.	3	4	12	8	Red	↓	Lucy Macleod
NFRS	RM14064	Financial liability for P/T RDS firefighters.	The inability to fund the additional costs of retained firefighter pensions following court ruling. Payments to be backdated to 1999 and firefighters are not expected to contribute until retirement.	5	2	10	5	Amber	↔	Karen Palframan
CR	RM14099	Failure to adequately embed BC into the organisation.	To ensure disruption is minimised and ensure that we are able to maintain services and respond appropriately to a significant (category 1 or 2 Business Continuity incident) (N.B. this risk will be scored differently for different departments due to different levels of preparedness)	2	5	10	6	Green	↔	Tom McCabe
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	2	Amber	↔	Roy Harold
NFRS	RM13975	Incomplete or out of date safe systems of work.	Incomplete or out of date safe systems of work for emergency incidents leading to public or staff being exposed to harm and/or damage to assets.	3	3	9	6	Amber	↑	Roy Harold
NFRS	RM14180	Business management capability	A need to ensure business management capability as a result of inappropriate or insufficient skill sets for some managers which has the potential to lead to issues with financial planning, budgetary control and project management.	3	3	9	3	Amber	↔	Roy Harold
Public Health	RM14214	Loss of funding from Partner agencies	PH are committed to long-term contracts with funding from partner agencies who at any stage can withdraw their funding. This will result in PH having to fund the shortfall from other areas until contract termination.	3	3	9	6	Green	↔	Lucy Macleod
Public Health	RM14212	Failure of NCC payments systems	Public Health providers do not receive payment for services provided due to issues with NCC payment systems. This also affects the capacity for staff to deliver their day to day work.	3	3	9	1	Green	↔	Lucy Macleod

Public Health	RM14233	Failure to commission appropriate dental public health services	Lack of engagement from NHS England regarding budget for Oral/dental Public Health responsibilities in Local Authorities. The budget is held by NHS England and should be transferred to PH NCC.	3	3	9	1	Amber	New	Shamsher Diu
Cultural Services	RM13935	Loss of external funding or grants	Loss of, or significant reduction in external funding or grants from whatever source or cause could lead to a reduced capacity to deliver or threaten cultural services business viability and in-year service planning. This could result in significant overspends, unplanned recourse to revenue or reserves and potentially high severance costs.	2	3	6	4	Amber	↔	Jennifer Holland
NFRS	RM14179	Failure to identify, collect and appropriately use good quality data	There is a risk of inappropriate decision making will occur as a consequence of the need to improve the management of data and information, e.g. IRS. This will result in a lack of effective performance and failure to achieve the NFRS objectives.	2	3	6	6	Green	↑	Roy Harold
Customer Service Call Centre	RM14217	Failure to deliver a replacement for the interim web form contact management with robust Customer Relationship Management (CRM) systems	If ICT fail to deliver a Customer Relationship Management system to replace the interim web form it will lead to degradation of service and inability to meet customer needs	2	3	6	3	Green	New	Ceri Sumner
NFRS	RM14182	Introduction of the committee system	The introduction of the committee system may lead to confused and delayed decision making and scrutiny for NFRS. This could result in missed opportunities, an inability to achieve suitable outcomes, reduced service levels and reputational damage	1	2	2	2	Met	↑	Roy Harold

Communities Committee

Item No 10

Report title:	Internal and External Appointments
Date of meeting:	1 July 2015
Responsible Chief Officer:	Anne Gibson

Strategic impact

Appointments to Outside Bodies are made for a number of reasons, not least that they add value in terms of contributing towards the Council's priorities and strategic objectives. The Council also makes appointments to a number of member level internal bodies such as Boards, Panels, and Steering Groups.

Under the Committee system responsibility for appointing to internal and external bodies lies with the Service Committees. The same applies to the positions of Member Champion. In the Autumn 2014 cycle, committees reviewed and made appointments to those external organisations and internal bodies for the municipal year.

Executive summary

In the September 2014 cycle, Service Committees undertook a fundamental review of the Outside Bodies to which the Council appoints. The views of members who have served on these bodies together with those bodies themselves and Chief Officers were sought and reported back to Committees. Committees are required to consider appointments at their first ordinary meeting of the municipal year.

Set out in the appendix to this report are the outside and internal appointments relevant to this Committee.

Recommendation

- **That Members review and where appropriate make appointments to those external bodies, internal bodies and Champions position as set out in Appendix A.**

1. Proposal

Outside Bodies

1.1 In the September 2014 cycle, all organisations and the current member representatives were invited to provide feedback on the value to the Council and the organisation of continued representation and to make a recommendation to that effect. In addition, Chief Officers were consulted.

1.2 Organisations were asked a number of questions about the role of the Councillor representative. Councillor representatives were asked questions such as how the body aligned with the Council's priorities and challenges and what the benefits are to the people of Norfolk from continued representation. Finally, both were asked whether they supported continued representation. Committees considered this information and made decisions on appointments. The appendix to this report sets out the outside bodies under the remit of this Committee. Members will note that the current representative is shown against the relevant body. Members are asked to review Appendix A and decide whether to continue to make an appointment, and if so, to agree who the member should be.

Internal bodies

1.3 Set out in Appendix A are the internal bodies that come under the remit of this Committee. There is no requirement for there to be strict political balance as the bodies concerned do not have any executive authority. The current appointments are not made on the basis of strict political proportionality, so the Committee may, if it wishes to retain a particular body change the political makeup. The members shown in the appendix are those currently serving on the body.

2. Evidence

2.1 The views of the Councillor representative, the organisation and Chief Officer were reported to the Committee when it undertook its fundamental review of appointments in 2014.

3. Financial Implications

The decisions members make will have a small financial implication for the members allowances budget, as attendance at an internal or external body is an approved duty under the scheme, for which members may claim travel expenses.

4. Issues, risks and innovation

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

5. Background

5.1 The Council makes appointments to a significant number of internal bodies and external bodies. Under the Committee system, responsibility for these bodies lies with the Service Committees.

5.2 There is no requirement for a member of an internal body to be appointed from the "parent committee". In certain categories of outside bodies it will be most appropriate for the local member to be appointed; in others, Committees will wish to have the flexibility to appoint the most appropriate member regardless of their

division or committee membership. In this way a “whole Council” approach can be taken to appointments.

Background Papers – There are no background papers relevant to the preparation of this report

Officer Contact

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

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Appendix A

Communities Committee Boards Appointments

A. Communities Committee Boards/Working Groups

1. Area Museums Committees:

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

Breckland – 5

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

Great Yarmouth – 4

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

King's Lynn & West Norfolk – 5

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

North Norfolk – 5

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

Norwich – 6

3 Labour - Vacancy, Mike Sands, Bert Bremner
1 Lib Dem - Brian Watkins (The Liberal Democrats wish propose Brian Hannah to replace Brian Watkins)
2 Green - Adrian Dearnley, Elizabeth Morgan

2. Community Engagement Steering Group – 7

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

2 Conservative - Judy Leggett and Harry Humphrey
1 UKIP - Stephen Agnew
2 Labour - Julie Brociek-Coulton and Mike Sands
1 Green – Adrian Dearnley
1 Lib Dem - TBA

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

3. Fire Joint Consultative Forum – 7

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

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

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

The Partnership Board requires a member from the following Committees

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

Jonathan Childs represents Communities Committee

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

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

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

B. Communities Committee Outside Bodies

1. Whitlingham Outdoor Education Centre Partnership (1)

Roger Smith

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

2. LGA Fire Services Commission (1)

Paul Smyth

3. Visit Norwich Limited (1)

Mike Sands

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

4. The Forum Trust Ltd (1)

Bert Bremner

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

5. Theatre Royal Trust – The Board (1)

Wyndham Northam

6. St. George's Trust (1)

Michael Carttiss

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

7. Norfolk Rural Community Council (1)

Margaret Dewsbury

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

8. Norfolk Playing Fields Association (2)

1 Vacancy
Will Richmond

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

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

1 Vacancy

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

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

Chairman of the Council

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

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

Jonathan Childs

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

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

Chairman of the Council

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

13. Norfolk Arts Forum (2)

Paul Smyth
Margaret Dewsbury

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

Chairman of Council

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

Local members:

Wroxham Division (Tom Garrod)

Hoveton and Stalham (Nigel Dixon)

Aylsham (David Harrison)

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

16. Hunstanton Convalescent Trust (1)

John Dobson

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

17. Great Yarmouth Sports and Leisure Trust (1)

Pat Hacon

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

18. Friends of Gressenhall Committee (1)

Mark Kiddle-Morris

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

Paul Smyth

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

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

20. Broads Tourism (1)

John Timewell

21. Active Norfolk Board (1)

Vacancy due to recent change of governance. It is suggested that the Council's Cycling and Walking Champion (appointed by EDT Committee and currently Councillor Cox) should be the Council's representative.

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

22. West Norfolk Partnership (1 plus 1 substitute)

Jason Law
(Sub vacant)

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

24. South Norfolk Alliance (1)

Margaret Dewsbury

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

25. Norfolk Museums Development Foundation (2)

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

Elected members representation to be:

- Chair of the Joint Museums Committee (Cllr Ward)
- Elected Member with lead responsibility for Cultural Services at NCC

26. Charles Burrell Benefit Society (1)

Ian Monson (3 year appointment, expires March 2018)

Administers the Charles Burrell Centre (formerly High School), in Staniforth Road, Thetford. The Society provides and manages the centre which provides the location and facilities for businesses, charities and community groups.

27. Norfolk Tobacco Control Alliance (1)

Paul Smyth (Council representative chairs the Alliance)

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

Member Champions

Armed Forces – David Collis

Restorative approaches – Brian Hannah