

Communities Committee

Date: **Wednesday, 04 July 2018**

Time: **10:00**

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

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

Membership

Mrs M Dewsbury - Chairman

Ms J Barnard

Mr D Bills

Mrs S Butikofer

Mr N Dixon

Mr R Hanton

Mr H Humphrey

Dr C Jones

Mr M Kiddle-Morris - Vice-Chairman

Mr I Mackie

Ms C Rumsby

Ms S Squire

Mr J Ward

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

Julie Mortimer on 01603 223055 or email committees@norfolk.gov.uk

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

A g e n d a

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

2. To confirm the minutes from the Communities Committee meeting held on 21 May 2018.

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3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 29 June 2018**. For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

For guidance on submitting public question, please visit www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee or view the Constitution at www.norfolk.gov.uk.

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

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

Please note that all questions must be received by the Committee Team

- | | |
|---|----------------|
| 7. Norfolk Armed Forces Covenant Terms of Reference and the Appointment of a New Commissioner
Report by the Executive Director of Community & Environmental Services. | Page 34 |
| 8. Norfolk Fire and Rescue Service – key performance challenges
Report by the Executive Director of Community & Environmental Services. | Page 41 |
| 9. Norfolk Day Presentation
Presentation by the Assistant Director, Culture and Heritage. | Page |
| 10. Norfolk Against Scams Partnership (NASP) Steering Group - Terms of Reference
Report by the Executive Director of Community & Environmental Services. | Page 50 |
| 11. Mobile Library Service
Report by the Executive Director of Community & Environmental Services. | Page 56 |
| 12. Work and health in Norfolk
Report by the Executive Director of Finance & Commercial Services. | Page 61 |
| 13. Finance Monitoring
Report by the Executive Director of Community & Environmental Services | Page 68 |
| 14. Risk management
Report by the Executive Director of Community & Environmental Services. | Page 73 |
| 15. Performance management
Report by the Executive Director of Community & Environmental Services. | Page 79 |
| 16. Forward Plan and decisions taken under delegated authority
Report by the Executive Director of Community & Environmental Services. | Page 94 |

Group Meetings

Conservative 9:00am Conservative Group Room, Ground Floor
Labour 9:00am Labour Group Room, Ground Floor
Liberal Democrats 9:00am Liberal Democrats Group Room, Ground Floor

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

Date Agenda Published: 26 June 2018



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Communities Committee

Minutes of the Meeting Held on Monday 21 May 2018

10:00am, Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury – Chairman

Ms J Barnard
Mr D Bills
Mr N Dixon
Mr J Fisher
Mr H Humphrey
Dr C Jones

Mr M Kiddle-Morris (Vice-Chairman)
Mr I Mackie
Mr D Roper
Ms C Rumsby
Ms S Squire
Mr J Ward

Also present:

Mr D Collis
Mrs B Jones
Ms A Kemp
Mr S Morphew

Mr D Rowntree
Mr M Smith-Clare
Mr M Sands
Mrs C Walker

1. Apologies and substitutions

- 1.1 Apologies for absence were received from Mr R Hanton (Mr J Fisher substituted) and Mrs S Butikofer (Mr D Roper substituted).

2 SCAMBassador

The Chairman was presented with a SCAMBassador certificate and badge by the Head of Trading Standards.

3 To agree the minutes of the meeting held on 7 March 2018.

- 3.1 The minutes of the meeting held on 7 March 2018 were agreed as an accurate record by the Committee and signed by the Chairman.

4 Declarations of Interest

- 4.1 There were no declarations of interest.

5 Urgent business

- 5.1 There were no items of urgent business.

6 Public Question Time

6.1 No public questions were received.

7 Local Member Issues / Members Questions

7.1 No Local Member Questions were received.

8 Norfolk Fire & Rescue Service – Presentation

8.1 The Committee received and **noted** the presentation from the Chief Fire Officer on the wide range of activities carried out by the Norfolk Fire & Rescue Service. The Chairman had issued an invitation to all County Councillors to attend the briefing and a copy of the presentation is attached at Appendix A to these minutes.

8.2 The Chairman welcomed the representatives listed below who had attended the meeting to make the presentation and answer questions from Members if necessary:

David Ashworth - Chief Fire Officer, Norfolk Fire & Rescue Service.

Gary Collins - Head of Fire Prevention, Norfolk Fire & Rescue Service.

Lydia Durrant - Youth Development Manager, Norfolk Fire & Rescue Service.

Ella Maxwell – Volunteer on Princes Trust Programme

Amy Brown – Recently completed Team Programme Norwich

Jessica Austin – Fire Cadet Leader

Joshua Self – Fire Cadet Leader

8.3 The following points were noted following the presentation and in response to questions by the Committee:

8.3.1 Some Members raised concerns about the potential takeover of the Norfolk Fire and Rescue Service by the Police and Crime Commissioner and how public safety could be affected if such a change happened. The Chairman agreed that there were some genuine concerns but advised that until a decision had been made about the future of the service no answers could be given about any possible impact of a change in governance.

8.3.2 Although the number of fires attended by NFRS had decreased, the number of road traffic accidents attended by NFRS remained high and other risks, for example terrorism, flooding issues and the ageing population needed assessing and planning to ensure there was sufficient capacity within the service.

8.3.3 Risks were managed through the Integrated Risk Management Plan and work to draft the next Plan would be commencing during the summer, with the final document being published in April 2020.

8.3.4 Members were urged to attend a Princes Trust turnout event if they had an opportunity to do so, in order that they could see for themselves the positive changes in those young people who had completed the course.

8.3.5 The sufficiency grant from the Department of Housing Communities and Local Government (HCLG) reduced year on year. Discussions were taking place with

the National Resilience Lead in Manchester and other Chief Fire Officers, to try to find ways of maintaining services with reduced national funding.

- 8.3.6 A Strategic Agreement was in place between the Police, Ambulance Service and Fire & Rescue Services that no changes in services would be made without relevant discussion between all parties. The Police and Crime Act included a duty to collaborate which was an area the Inspectorate focused on when carrying out its inspection. It was noted that NFRS already shared a Headquarters with Norfolk Police as well as the planned co-location of a control room.
- 8.3.7 Fire appliances were replaced approximately every 15 years, with the ambition that 10 new appliances could be purchased over the next three years. Old appliances needed to be carefully disposed of and an MOD approved disposal company was used to decommission vehicles, which were then auctioned off, with some of the money raised being used to pay for uniforms for cadets.
- 8.3.8 Work was being carried out to promote the work undertaken by NFRS to recruit more young people as cadets, including an article in the next edition of Your Norfolk Magazine. It was felt more work could be done in this area, particularly around recruiting more women.
- 8.3.9 The capacity for the number of full buildings audits which could be undertaken with current resources was 600, therefore buildings audits were split into full and part audits. The public were encouraged to make a complaint about businesses who had unsafe practices and these would be followed up. It was noted that if it was necessary to carry out more inspections, additional resources would be needed.
- 8.3.10 An individual approach was taken to supporting training for young people, therefore Cadet training courses did not necessarily follow a set routine, and they could be adapted according to the needs of each group of cadets. Cadets were taught by instructors as well as their peers. The Princes Trust volunteers agreed that they would be supported in any direction they wished to go in.
- 8.4 The Chairman, on behalf of the Committee, thanked everyone for attending.

9 Resilience and Emergency Planning

- 9.1 The Committee received the report by the Director of Public Health updating it on the work of the Resilience Team which would inform the review of resilience and emergency planning which was highlighted as a priority in the review of the Public Health Strategy approved by Members in November 2017.
- 9.2 The Committee received and **noted** the presentation from the Head of Resilience, and received a copy of the Norfolk Community Resilience Strategy.
- 9.3 The following points were noted in response to questions from the Committee:
 - 9.3.1 Community engagement varied across the county. A “capability directory” had been devised which listed national organisations and their skills which could be called on during an emergency. It was hoped that capability and the number of

trained people in the directory could be increased if the necessary training could be devised to adapt skills to a particular environment, although more work could be done in this area.

- 9.3.2 The Norfolk Resilience Forum had been established to provide information to the public to warn them and inform them about what to do in an emergency. The aim was to make the public aware when there was a risk of an emergency and what the planned response would be and also to provide members of the public with information and advice at the time of an emergency.
<http://www.norfolkprepared.gov.uk/>

Although there was no specific reference to Parish Councils, anyone making an enquiry would be directed to the website - www.norfolkprepared.gov.uk.

- 9.3.3 The Chairman suggested including an article about the work of the Norfolk Resilience Forum in Your Norfolk magazine as it could be an excellent way of raising the profile of the work carried out by the Forum and recruiting additional community volunteers.

- 9.4 The Committee **RESOLVED** to:
1. **Note** the range of emergency planning and preparedness work lead by NCC Resilience Team.
 2. **Agree** to and **support** the review of the NRF Community Resilience Strategy to seek a greater involvement of elected members at parish, district and county levels and greater engagement with local communities and volunteers in emergency preparedness, response and recovery.

10 **Appointments to Internal and External Bodies**

- 10.1 The Committee received the report by the Managing Director setting out the outside and internal appointments relevant to Communities Committee, together with the current membership.
- 10.2 The Head of Democratic Services agreed to pass on the contact details for the West Norfolk Partnership to Ms S Squire.
- 10.3 A Norfolk Against Scams Partnership (NASP) Steering Group had been agreed, involving Members from Adult Social Care Committee and Communities Committee. The Head of Trading Standards would be canvassing Members of the Committee for membership and possible meeting dates. The Terms of Reference for the Steering Group would be presented to the next Communities Committee meeting for agreement.
- 10.4 The Committee **RESOLVED** to:
- Make appointments to those external bodies, internal bodies and Champions positions as set out in Appendix C to these minutes.

11 **Finance Monitoring**

- 11.1 The Committee received the report by the Executive Director of Community and

Environmental Services providing it with information on the budget position for services reporting to Communities Committee for 2017-18. The report also provided information on the revenue budget outturn for 2017-18 and the net revenue budget for 2018-19, as well as an update on the use of reserves and details of the capital programme.

- 11.2 In response to a question, the Committee was advised that the £100k underspend in the library service had been returned to the general budget, the use of which would be decided by Policy & Resources Committee.
- 11.3 The additional income from Registrars related to the increase in the number of wedding venues.
- 11.4 The Committee **RESOLVED** to **note**:
- a) The 2017-18 revenue outturn position for Communities Committee, and the 2018-19 revenue budget values.
 - b) The Capital programme for the Committee.
 - c) The actual use of reserves in 2017-18 and the balance of reserves carried forward to 2018-19.

12 Forward Plan and Decisions taken under delegated authority

- 12.1 The Committee received the report by the Executive Director of Community & Environmental Services setting out the Forward Plan for Communities Committee.
- 12.2 The Committee requested reports on the following topics at future meetings:
- Update report on the progression of the Business Case agreed by full Council about the governance of NFRS.
 - Presentation on planned Norfolk County Council activities to support Norfolk Day.
 - Update report on “Substance mis-use” following the transition period after the move to a new provider.
 - Written or verbal updates from Members that sit on outside bodies, or other internal committees about any meetings they had attended.
 - Report on the key performance challenges from Norfolk Fire & Rescue Service.
- 12.3 The Committee **RESOLVED** to **note** the forward plan.

The meeting concluded at 12.45pm.

Chairman

Appendix A

Norfolk Fire and Rescue Service

Prevent Protect Respond



'Working together effectively to Save Life, Reduce harm and make Norfolk Safer for everyone'

Serving the Communities of Norfolk

Norfolk County Council

Norfolk Fire and Rescue Service

Budget Comparison

	Budget 2017-18	Total No. of stations	Population	Area Miles sq	Budget by population	Budget by Stations £000	Population per Station	Budget by area	Area Sq Miles per Station
Cornwall	22,081	31	553,700	1,369	0.0399	712.29	17,861	16.13	44.77
Cumbria	21,807	38	497,900	2,613	0.0438	573.87	13,103	8.25	68.75
Gloucestershire	19,861	21	623,100	1,024	0.0319	945.76	29,671	19.39	48.78
Hertfordshire	37,814	29	1,176,700	634	0.0321	1303.93	40,576	59.61	21.88
Isle of Wight	7,552	10	139,800	147	0.0540	755.17	13,980	51.45	14.68
Lincolnshire	24,681	38	743,400	2,292	0.0332	649.51	19,563	10.77	60.33
Norfolk	27,176	42	892,900	2,077	0.0304	647.10	21,259	13.08	49.48
Northamptonshire	23,891	22	733,100	913	0.0326	1085.93	33,323	26.17	41.49
Northumberland	14,759	15	316,000	1,906	0.0467	983.93	21,067	7.62	129.06
Oxfordshire	21,393	24	683,200	1,006	0.0287	611.23	21,294	14.58	41.93
Suffolk	41,192	35	745,300	1,468	0.0290	1194.31	45,250	64.17	24.69
Surrey	21,235	25	1,176,500	842	0.0381	1249.12	32,753	27.85	44.86
Warwickshire	25,359	17	556,800	763	0.0301	1014.36	33,752	32.99	30.75
West Sussex	25,359	25	843,800	769	0.0274	12.60	460	9.99	1.26
Isles of Scilly	63	5	2,300	6					

Lowest 4th 3rd 5th 5th 4th
Norfolk 0.030 647.095 21259.524 13.084 49.458

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Norfolk Fire and Rescue Service

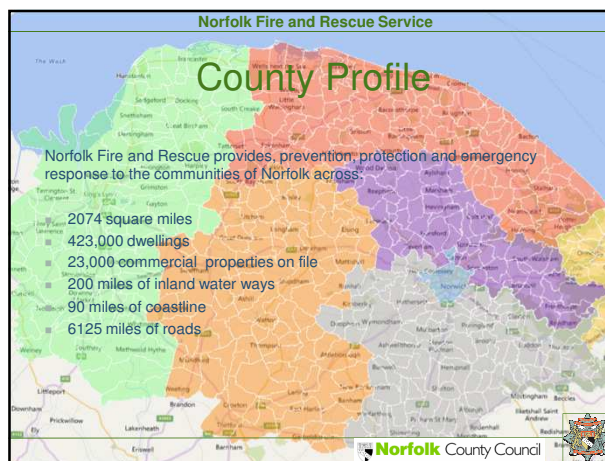
Resources

- 42 stations
 - 34 stations crewed by Retained Duty System Personnel
 - 1 station crewed by Day Duty (Thetford)
 - 7 stations crewed by Wholtime Duty System Personnel (Kings Lynn Norwich and Gt Yarmouth)
- Urban Search and Rescue (Dereham)
- Control Room
- 188 Wholtime Duty System Fire Fighters
- 470/506 Retained Duty System Firefighters
- 21 Control Operators
- 85 non uniformed support staff





Norfolk County Council



Norfolk Fire and Rescue Service

Performance has Improved

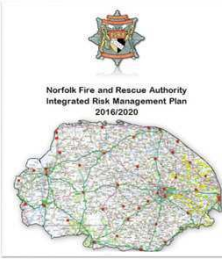
- Retained Duty System Availability 83.1% from 82.1% ↑
- Home Fire Safety Risk Checks. 4174 from 3280 ↑
- Number of Road Safety Casualty Reduction Events 50 from 43 ↑
- Average days lost to sickness 8.3 from 10.4 ↓
- Accidental Deaths in Domestic Dwellings 1 reduced from 2 ↓
- Accidental Deaths in Commercial premises 1 reduced from 2 ↓
- Emergency Response Standards ↑
- Reduction in Primary Fires ↓
- Reduction in Secondary Fires ↓
- Reduction in Malicious Calls ↓

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Norfolk Fire and Rescue Service

Areas of Focus

- HMICFRS
- National Framework
- Flooding and water rescue
- Smoke detections
- Accidental Dwelling Fires
- Arson Incidents
- Fire Engine replacement programme
- Personal Protective Equipment
- Aerial Ladder Platform
- Health and Well-being
- Control Room Co-location - East Coast and Hertfordshire Collaboration Project



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Norfolk Fire and Rescue Service

Partners

We deliver our services by working with a range of partners:

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Norfolk Fire and Rescue Service

Risk Reduction Activity

- **What** - Target delivery for all hazard prevention beyond Fire :-
 - Reduce volume, injury, harm and consequences from domestic dwelling fires
 - Fire Investigations and shared learning
 - KSI Road Casualty accidents & injuries
 - Water Safety incidents & injuries

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Risk Reduction Activity

- **What** - Target delivery for all hazard prevention beyond Fire :-
 - Compliant Fire Safety Audit Inspections
 - Early informal local intervention (known / Unknown + Pre / Post incident)
 - Proportionate enforcement for Serious Risk (Cautions & Prosecutions)
 - Educational engagement with Young adults & Children
 - Enhanced partnership collaboration and information sharing

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Protection Activity 2017/18

- Total No of Audits - **663** (Service target **600**) of which;
 - Full Audits **297**
 - Short Audits **366**
- Outcomes** Out of All Audits **12%** had an unsatisfactory outcome
 - No of Prosecutions - **1**
 - No of Prohibition Notices Served - **3**
 - No of Enforcement Notices Served - **4**
 - No of Deficiency Notices Issued - **63**
 - No of Level 2 Fire Investigation - **57**
 - No of Fire Safety Complaints Recorded - **118** (25 - No action)

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Protection Activity 2017/18

Review of High Rise Premises (140+)

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Prevention Activity 2017/18

- Home Fire Risk Checks (HFRC's) - **3751**
- **633** by Volunteers & **146** Safe & Well Checks (Smoking, Falls & Well-being)
- Crucial Crew - **7** Events - **350** Schools - **6173** Pupils
- #Impact - 30 Road Safety events, (over 8,000 young people)

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Norfolk Fire and Rescue Service

Prevention Activity 2017/18

- Norfolk Show – Emergency Services Village 270 – (fatal 4 safety pledges)
- School Visits - 137
- Prince's Trust – 12 programmes, 164 young people (3 in 4 - employed or further education or training, including Community volunteers)
- Fire Cadets - 4 units of 40 (Diss, Sheringham, Wymondham, Hunstanton)



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Norfolk Fire and Rescue Service

Prevention Activity 2017/18

- Fire Setter Interventions - 29
- Arson Prevention engagement - 63
- Quick Strikes - 56
- Water Safety Events & other Community activities - 156



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Norfolk Fire and Rescue Service

Fire Cadets

- Longest running Fire Cadet programme in the country
- Weekly drill nights across four locations
- Strong emphasis on supporting communities
- Natural recruitment for retained fire fighters



Norfolk County Council



Norfolk Fire and Rescue Service

Youth Development

- Princes Trust Team Programme
- Funded by The College of West Anglia
- County Wide - 12 teams delivered annually across 4 locations
- NEET Young People
- Giving back to the community
- 2017 – 2018 engaged 164 young people



Norfolk County Council



Norfolk Fire and Rescue Service

Outcomes

- **Inclusive prevention engagement** - Partnership education, inspections, events and engagement in People, Home, Road and Water Safety
- **Risk Reductions** – fewer incidents, deliberate fires & unwanted calls + safer buildings (commercial and residential)
- **Improved early intervention** – Focused on most vulnerable by Early help hubs, Homeshield, partnership referral systems and young adults and children engagement and development
- **Strengthened partnerships** – Shared intelligence, joint inspections, priorities & activity as valued partner (COWA, Prince's Trust, ASC, Blue Light Services, NCC, EA, Rotary, NSAB, CSP, RNLI, RLSS, Broads Beat)
- **Shaping future practice** – evolving as a learning organisation to continue to drive down risk and harm across the Community (Safe & Well visits, High rise inspections, Exercises, Co-location, sharing skills, resources and assets)

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Norfolk Fire and Rescue Service

Questions

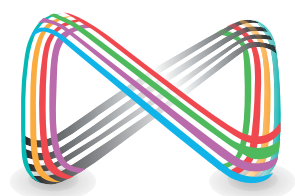
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NORFOLK COMMUNITY RESILIENCE STRATEGY

Enabling communities to prepare for, respond to and
recover from emergencies.



**NORFOLK
RESILIENCE FORUM**



preparing for emergencies

Introduction

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Role of the Norfolk Resilience Forum	12
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The Norfolk Resilience Forum (NRF) Community Resilience Strategy aims for communities in Norfolk to become more resilient to adverse events.

Foreword

Recent events such as the December 2013 East Coast tidal surge, utilities failures, surface water flooding and severe weather have all placed extreme demands on Norfolk communities.

During these events communities rallied round to help each other in a wide range of resourceful and inventive ways.

With this in mind the new NRF Community Resilience Strategy aims to enhance the ability of communities to respond to and recover from emergencies by recognising there are many different paths to resilience and encouraging communities and official emergency responders to work together in innovative ways to get there.

Crucially this involves:

- Building on the 'social capital' that exists within communities
- Listening to what's important to communities
- Encouraging a flexible approach to resilience

Where communities want to produce a formal emergency plan we will assist them to do so. However, the new strategy reflects the fact that a community may be just as resilient because of its existing social groups which, on the face of it, may well have nothing to do with emergency preparedness.

Experience around the UK has shown that it is often the help and support of these very groups which allows a community to unite and recover following an emergency.

We hope that by using the principles and guidance within this strategy, all members of the NRF will be able to maximise the effectiveness of their own community resilience activities and ensure that communities across Norfolk are better able to prepare, respond and recover from emergencies.

Phil Kirby,
Norfolk Resilience Forum Chairperson



Our Strategic Plan

Why is this important?

Remember...

- Widespread flooding in Great Yarmouth 2007
- Pandemic Flu across Norfolk 2009
- 'Snowed in' in Norwich 2013
- Tidal surge impacts on Walcott, Hemsby and other coastal locations in 2013
- Fakenham fire closed the town centre in 2014

To enable communities to prepare for, respond to and recover from emergencies, we will:

1. **Proactively engage** with community based activities which brings people together, increasing connectedness.
2. **Lead on capacity building initiatives** through creatively facilitating activities which identify, nurture and strengthen the skills and capabilities which exist in communities.
3. **Work with schools, community groups and other neighbourhood based organisations** creatively to develop campaigns and initiatives which raise awareness of emergency planning and preparedness.
4. **Collaborate with groups and community organisations** to develop locally driven activities, responding to locally identified priorities.
5. **Support the start-up and development** of 'community resilience' groups in a range of formats suiting each community.
6. **Develop a network** of place-based community resilience volunteers to represent communities across Norfolk.
7. **Share examples of successful work** and promote good practice of building resilience.
8. **Encourage partners and wider stakeholders to collaborate** and adopt NRF community resilience principles.

Communities with strong and vibrant social networks, where neighbours know one other and where friends offer support, are naturally resilient.

In supporting communities to become better connected, the NRF will promote the use of social and community networks by demonstrating that through developing them a community will become more resilient. By encouraging communities to go a little further to produce a community emergency plan, they can ensure that predictable support always offered during and after an incident is co-ordinated as efficiently and effectively as possible.

Connections through neighbourly friendships, interest clubs and sports teams, right through to people familiar with each other from the school run or from walking the dog are all examples of established networks which can be used to help individuals through day to day challenges. Importantly they can also be used to galvanise support when adversity strikes.

The leading 'Command and Control' approach to emergency management is appropriate for the official part of managing an emergency. In developing a Resilient Community, local 'connectors' in neighbourhoods can link into their street level networks whilst working in partnership with emergency responders, Voluntary and Faith sector organisations and statutory agencies to connect, build capacity, and work collaboratively from the outset.

The NRF expects all members to be aware of and integrate community-based groups into their emergency planning.



Who is this for?

This strategy is intended for all partners of the NRF and importantly for community based groups, networks and organisations. The strategy will guide the NRF on how it can develop work with local communities to help them to become more resilient. Through understanding and using a shared strategy we will all be better able to increase Community Resilience across Norfolk.

What is this for?

The purpose for this strategy is to create a shared way forward for Community Resilience work in Norfolk, by:

- Defining and illustrating the range of Community Resilience roles and activities for NRF bodies and organisations.
- Adopting a set of strategic objectives to inform and enhance Community Resilience.
- Establishing engagement principles and tools to enhance community resilience.
- Fostering stronger relations and partnerships between community leaders, community connectors, and emergency management practitioners within the NRF.
- Guiding and channelling future resilience thinking for Norfolk.

Scope:

The NRF Community resilience strategy covers the county of Norfolk. Its main focus is on communities being better prepared, with a strong emphasis on generating social capital to enable communities to become more resilient during emergencies.

Benefits:

Having a community resilience strategy helps all of the NRF members, and communities working on resilience agendas across Norfolk, through;

- Using a clear set of engagement principles.
- Clarifying the role of the NRF and its community resilience responsibilities.
- The development of principles, programmes and activity that specifically link with emergency planning, creating the opportunities for communities to influence emergency related outcomes.
- Enabling NRF members and communities throughout the County to develop and strengthen relationships, with a goal of working together to achieve mutually desired outcomes.
- Establishing good access to local information through two-way information flows, improving both message dissemination and the utilisation of local knowledge.
- Laying the groundwork for an effective and swift recovery after an emergency.





How does a community make itself resilient to future emergencies?

To enhance community resilience, we must:

Get connected

- Support activities that increase 'connectedness' and strengthen relationships, building social capital.
- Identify, discuss and share priorities. Then facilitate collective action to bring about solutions.
- Use Community Development approaches to enable local people to come together to bring about social change within communities.
- Ensure that work is underpinned by the values of social justice, equality and mutual respect, in line with the NRF Voluntary and Faith Group's ethical guidelines (see www.norfolkprepared.gov.uk).



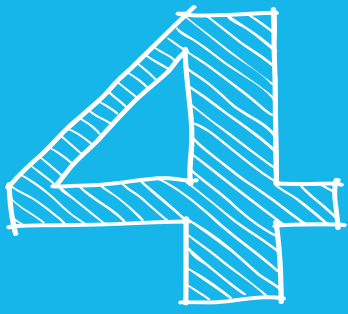
Build capacity

- Everyone is good at something. Find out the 'who's and what's' through getting to know people via general community activities, and ensuring everyone's skills are used positively.
- Identify and strengthen skills, talents and capabilities amongst individuals and communities. It's amazing what people can do together.
- All of us want to feel in control of our lives. Recognise and respect the knowledge and resources within communities, supporting them to mobilise and act, when they need to.



Work collaboratively

- Partner with communities to develop activities that build trust, encourage two way support, and bring about new and improved solutions for resilience.
- Facilitate collaboration by bringing a range of different people and communities together. This includes public service providers, voluntary and faith organisations, and communities working together, to incorporate the diverse spread of knowledge and expertise.
- The NRF members will partner with communities and other stakeholders to improve social capital, which in turn will help to prepare for, respond to and recover from emergency events.



Increasing
community
engagement

Members of the NRF aim to use a variety of approaches to interact with people, individually and collectively.

We know that people in communities have varied interests, priorities and resources. For this reason, the NRF aims to engage through conversation and action appropriate to these interests, priorities and resources. As a consequence, 'preparedness activity' will be varied, but proactive and meaningful.

Even if there is no obvious connection to traditional emergency planning, the sheer act of people coming together for a shared cause is strengthening the social fabric of the community.

“There is no
power for
change like a
community
discovering
what it cares
about”

Margaret Wheatley, author of *Turning to One Another*

Engagement Principles:

The NRF will work with communities and stakeholders in a way that makes sure that trust and cooperation is built before, during and after an emergency event, ensuring that the opinions and priorities of communities are understood and considered as part of decision making processes.

The knowledge and expertise that exists in every community is extremely valuable for emergency planning. Ensuring community resources are utilised effectively for emergencies relies on genuine relationships being developed at the earliest opportunity, well before an emergency event.

The engagement principles listed below are key to building strong, honest and effective partnerships.

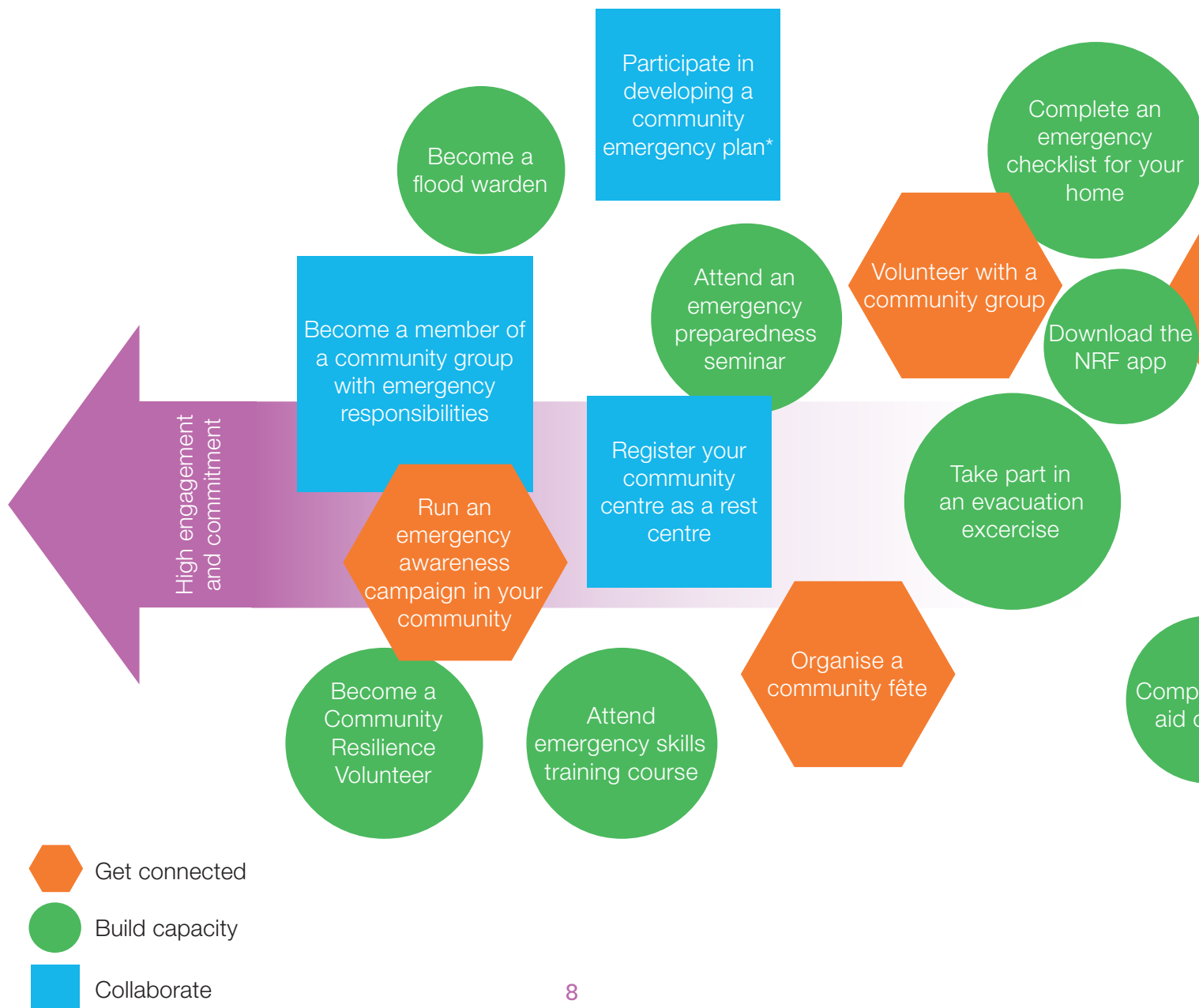
- **Support local ideas**- Talk to people. Find out what a community cares about. Support action on those priorities before offering your own initiatives.
- **Encourage ownership**- Play a facilitative role, bringing people together to enhance resilience, whilst encouraging preparedness responsibilities on the individual/organisation/community.
- **Make it meaningful**- Publicity and activities must make sense, be easy to adopt, and mean something to people.
- **Relationships matter**- It's social bonds that are the most effective in maintaining resilience during a crisis. Activity that strengthens relationships, and starts new ones, is key to building resilience.
- **Keep learning**- See what good work others are doing to build resilience. Utilise stories, knowledge and evidence to improve practice and effectiveness of NRF partner delivery.
- **Be creative**- Don't be afraid to innovate in working towards strategic objectives. Finding new approaches are likely to engage different people and produce a wider range of outcomes.
- **Find connectors**- Natural community 'connectors' know people and know what's going on. They exist in every community- from the shop assistant, to the pub landlord, to the parish clerk. Find them, get to know them, involve them.
- **Be inclusive and seek diversity**- Don't put all your eggs in one basket! The more diverse 'a system' is the more options it has to cope, adapt and develop. Diversity can therefore add to the capacity of a community.
- **Be transparent**- Always be clear on your intentions when working within communities.
- **Welcome people**- Doing something new can often be daunting. Be friendly, hospitable and make community gatherings enjoyable! We all prefer to have fun than not.
- **Do it together**- From issues, to ideas, to plans, to action. Work from the outset as a team with local resident groups, connectors, councillors, and organisations and your shared solutions will be stronger.
- **Act ethically**- Always act in a manner that reflects the NRF Voluntary and Faith Group's code of conduct.
- **Be reflective**- Try to take time to reflect on your action and activity. Building this into your practice helps uncover different and improved ways of working effectively with communities.
- **Be dynamic**- Community resilience is characterised by constant change, activity, progress. Add to this by bringing positivity, new ideas, and energy.
- **Appreciate skills and talents**- We can! Everyone is good at something and it's incredible to see how much a community can do when everyone contributes in some way.



Levels of community engagement

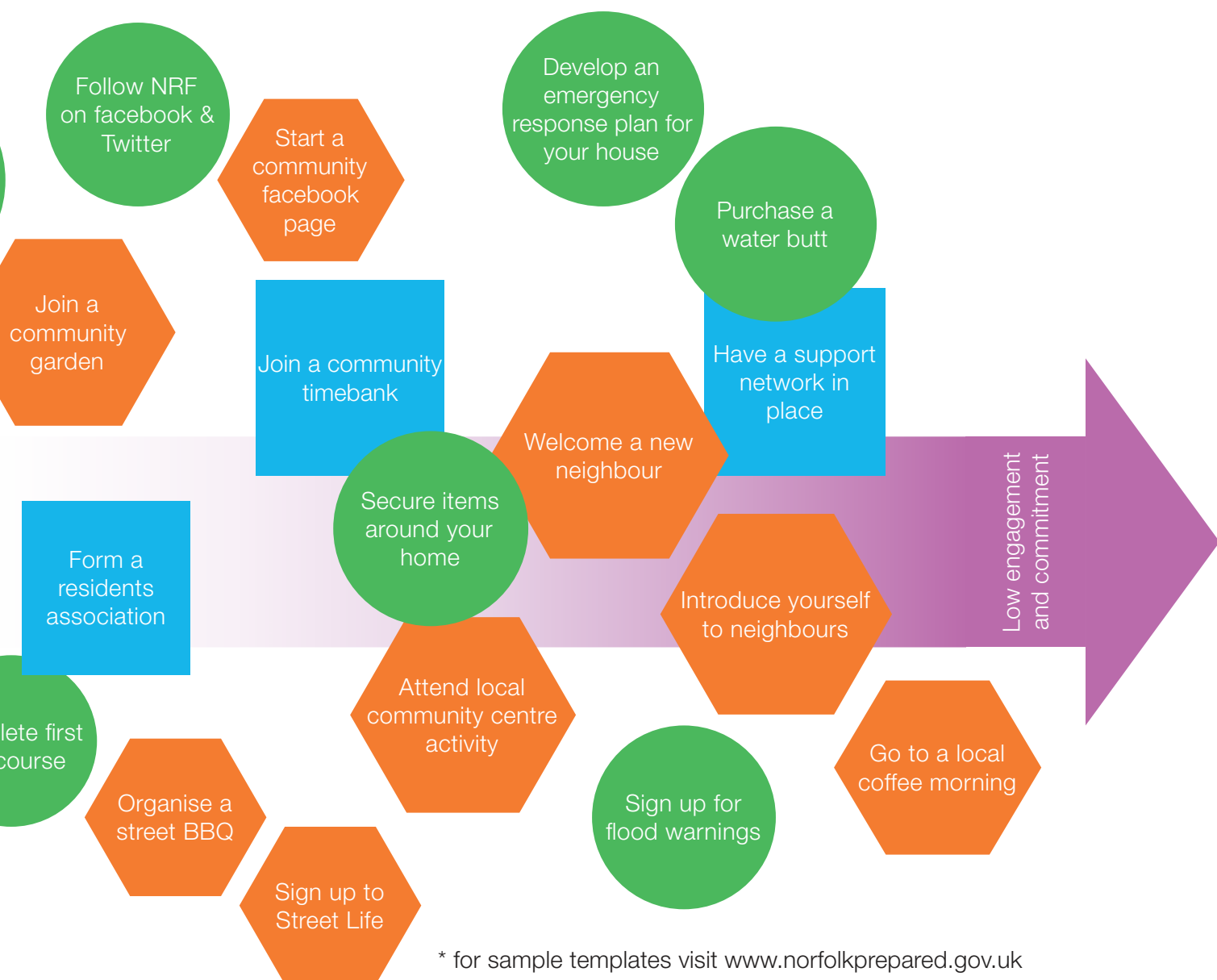
Some people will have a natural interest in emergency planning and actively take part in a community resilience group, or sign up to be a flood warden.

Others may just like to stay informed, and so may join a Facebook group or register for text alerts.



And others may have so many other pressing priorities that they just don't feel they have the time to engage in emergency planning, although they may happily turn up to community fun days or coffee mornings for example, where they are likely to meet people, and build connections with people.

It is therefore important that emergency management practitioners work with people in a wide range of ways.



* for sample templates visit www.norfolkprepared.gov.uk



Understanding Community Resilience

The Demos publication **Resilient Nation** defined resilience as:

“The capacity of an individual, community or system to adapt in order to sustain an acceptable level of function, structure, and identity.”

There are many different definitions of ‘Community Resilience’, but this is okay. It is characterised by change, activity, and progress, owned by individuals and groups within society.

It means that communities and individuals are able (and encouraged) to decide on what it means to them and what steps they may wish to take to become better able to identify issues, manage problems, and find solutions.

“Resiliency is like a muscle...that must be developed in advance and consistently exercised [to] be both strong enough to withstand severe challenges and flexible enough to handle a wide range of unpredictable forces.” - www.globalresiliency.net

Communities and individuals are free to determine what an emergency means to them and may take steps which, for example, make them better equipped to detect house fires, protect their home from flash flooding, or deal with sudden illness.

“The ability of a system or organisation to withstand and recover from adversity.” - Sir Michael Pitt, 2007, reviewing flooding in England and Wales.

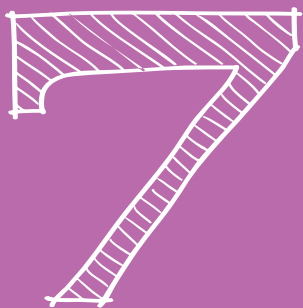
Emergency Response and Recovery published by the Cabinet Office gives further guidance regarding how communities can assist during and an emergency event.

“Communities can play a vital role in planning for, responding to, and recovering from, emergencies. Those individuals and communities who have spent time planning and preparing are often better able to cope, and recover from national and local emergencies. Individuals and communities can provide resources, skills and expertise and will often have a good understanding of their geographical areas and of those people who may need extra support during an emergency, which can be very helpful for responding agencies. Communities can also provide links to pre-existing local networks that response agencies can use for the dissemination of information to the wider local community.”

- (Emergency Response and Recovery, Version 5, October 2013: Section 3.4.30)

Communities within Norfolk will be more resilient before, during and after an emergency event, if:

1. People feel a sense of place, pride and belonging in their community.
2. Communities are connected and work together for shared goals.
3. Individuals, groups and networks are engaged and empowered to make a difference.
4. Communities have clear channels of communications to link into physical and social assets and resources.
5. Individuals and communities have realistic expectations of the levels of support during an emergency event.
6. Communities take action to reduce the impacts of hazards.
7. Communities have strong and trusting relationships with each other and all bodies within the NRF.
8. Private, public and community sectors are prepared to respond effectively and return to business quickly.



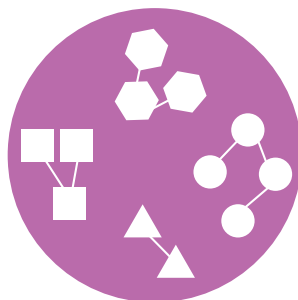
Understanding Community Networks

The most successful communities are those with strong social bonds, connections and cohesion.

Human connections and social networks are extremely valuable for the formation of a healthy and strong community.

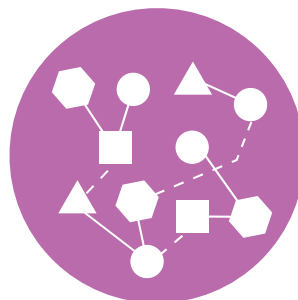
The familiarity, trust and reciprocity that come from connections and networks, help us to access physical and social resources every day, especially in an emergency. This is called 'Social Capital', illustrated below.

Bonding (close ties)



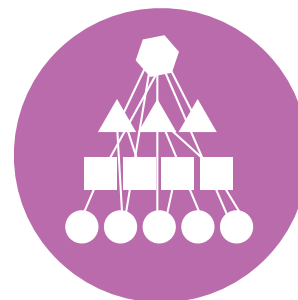
'Bonding' social capital refers to close relationships between people in similar circumstances, such as family, friends and close neighbours.

Bridging (commonality)



'Bridging' social capital refers to looser relationships held between different groups who have shared interests, such as loose friendships and those in our wider social networks.

Linking (wider interests)



'Linking' social capital refers to hierarchical relationships between citizens and those in power, such as the local authority, and the access to power and resources.

Social Capital refers to resources that can be drawn upon via networks, connections and relationships based upon familiarity, trust and reciprocity.

A growing international movement has developed the practice and theory of social capital since 1970s, although the importance of social capital has only recently been recognised by practitioners within the Emergency Management sector.

High levels of social capital is one of the most important characteristics of a resilient community; therefore, building community resilience involves growing social capital within communities.



Role of the Norfolk Resilience Forum

The NRF aims to encourage and support Norfolk Communities to become more resilient to emergencies by:

- Providing a link to the emergency services and other responder agencies.
- Focussing on and developing existing relationships and networks within communities to enhance resilience.
- Assisting communities in assessing risks, producing plans and testing them via regular exercises.
- Building a support network of like minded communities.
- Raising awareness among emergency responders on how communities can help during an incident.

The primary role for members of the NRF is to facilitate opportunities that improve communities' ability to prepare for, respond to, and recover from an emergency event. This can largely be achieved through working within the objectives of increasing connectedness, building capacity, and collaborating.

Get connected - By supporting the development of strong and connected communities, social capital will be increased. This means that people will have better access to social and physical resources before, during and after an emergency. When traditional, non-emergency opportunities arise, the NRF members will play a supporting role by offering a hand, turning up and joining in. For example, supporting a general community group to form, enabling people to connect as a community via Facebook, or supporting a group to organise a street party. All of these activities lead to increased and improved social capital. By forming positive relationships with a diverse group of individuals and organisations, the NRF members become the go-to people for emergency related info and advice, as well as a conduit to support a wide range of community building events.

Build capacity and collaborate - This could include; supporting community leaders to become Community Resilience (CR) volunteers, attending community events, facilitating training at community based workshops.

Individuals, and organisations, have competing priorities for their time and energy. In most cases, emergency planning does not rank highly on their list. Therefore, the NRF strategy does not expect everyone to be completely prepared for emergencies. Instead it supports small steps towards being better prepared. As individuals and groups become more connected and engaged, they will increase their social capital and strengthen their resilience.

It is similar to marketing strategies that offer a wide range of different products, which cater for different interests and budgets.

By supporting or facilitating an array of opportunities to connect and get involved, including those that are entirely community driven (and not necessarily appearing to be 'emergency planning' focussed), members of the NRF will engage with diverse interests, with different groups, and at different levels, to build resilience. And, by empowering groups to identify and decide on resilience solutions that suit them, greater ownership is achieved.

Members of the NRF therefore recognise and support each person's level of interest as the right one for them. In turn the NRF members will aim to provide a wide range of ways to engage individuals and communities.

Across England there are 38 Local Resilience Forums (LRFs) and the Norfolk Resilience Forum (NRF) is one of them. Set up under the 'Civil Contingencies Act 2004', the **NRF is a multi-agency partnership.** Members, often referred to as Partners, include representatives from local public services, such as the emergency services, local authorities, the NHS, the Environment Agency and others. These agencies are known as Category 1 Responders.

The NRF is supported by organisations (known as Category 2 responders) such as the Highways Agency and public utility companies. They have a responsibility to co-operate with Category 1 organisations and to share relevant information with the NRF.





The NRF also works with other partners in the armed forces, voluntary and faith sectors, and community sector who provide a valuable contribution in emergency preparedness work.

Who is part of the NRF? See www.norfolkprepared.gov.uk



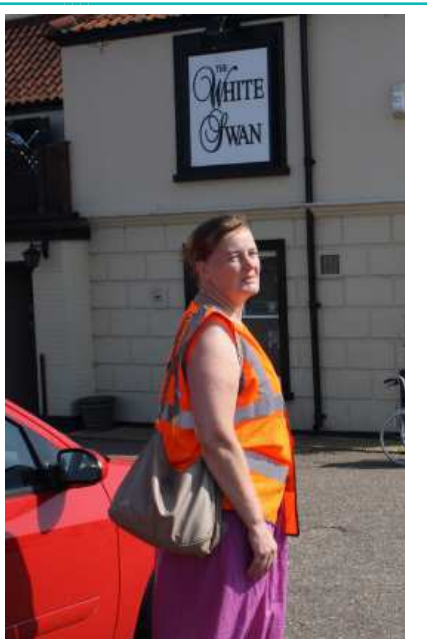
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Activities in Norfolk

The following list comprises a range of activity undertaken across Norfolk which increases community resilience. All examples were provided by NRF partners and community groups.

Norfolk Prepared week	A multi-agency promotional event including live exercises, roadshows and other activities held all around Norfolk. The week kicks off with a family fun day held in and around the Forum in Norwich with lots of emergency vehicles, stalls, live displays, music and games to help raise awareness of emergency preparedness.	
Crucial Crew	Multi-Agency emergency and safety awareness event for Year 6 School Children held at various locations around the County and co-ordinated by Norfolk Fire & Rescue Service. The fast paced event features 10 x 10 minute talks and activities ranging from how to stay safe online to how to get out of a burning house and how your family can be prepared for emergencies.	
Pre – Planned events, like The Green Build	<p>Lots of organisations have large pre-planned events where it may be possible to get a stall to promote community resilience.</p> <p>The Greenbuild Festival organised by North Norfolk District Council is a prime example where people are thinking about their homes so they are receptive to start thinking about personal and community resilience.</p>	
Exercise Harmony	A large scale live exercise held in Norwich in Sept 2013 testing rest centre arrangements and how the Voluntary and Faith Sector play an important part in emergency response. Elements of the exercise also ran in GYBC and KLWN to test local arrangements.	

The household flood defence DIY challenge	Using a community fete as the back drop, the Emergency Planning manager teamed up with the Community Development worker to run this creative activity. Aimed at young people and families, teams of residents were tasked with building the best DIY household flood defence capable of withstanding a flood- or in this case a jet of water, kindly provided by the local fire crews! A fun (and soggy) activity which got people thinking about protecting their homes from flooding.	
Guiding and song	A local resident, with a history of Girl Guiding and also involved in running a youth project, developed an activity where children danced and sang an 'emergency preparedness' song, which they went on to perform in front of parents and neighbours at a local community event. The children still do the dance and still sing the song!	
The Wave- are you prepared!	Working with the local school, the community development worker employed through the voluntary sector ran activities to make blue streamers and a giant papier-mache 'boat' for a street parade. Children, dressed in blue, wave their streamers and sailed the boat down the street, simulating a human 'wave'. Blowing their whistles, handing out leaflets and chanting "Are you prepared?" residents came to their doors to witness the parade, raising awareness of local flood risks.	
NRF app	Developed by the Norfolk team, the NRF app for Android and iOS is a quick and easy way to connect and gain emergency preparedness advice, live updates during an incident and an 'I'm Safe' feature for quickly contacting friends and family. The app has been so successful that it has been considered for use all over the country (see back page for more details).	
Emergency Kit packing game	What do we pack in an emergency? Choose from a selection of 'emergency items' and pack a bag against the clock! Some things are obvious, others less so (and watch out for a few red herrings...). An easy and fun activity, played in youth groups, schools and at community events.	
Church hall activity	Church halls and other community venues are often a hive of activity and a nucleus for community networks. We are working to ensure emergency planning colleagues engage with these venues, to meet, make connections, build capacity, and collaborate together on the things that matter most to communities, building valuable relationships with key 'connectors' in communities.	
1953 Food History talks	In 2013, on the 60 th anniversary of the worst Norfolk flooding on record, teams across the county organised oral history sessions, bringing those older residents who remembered the floods together with community groups and schools to reminisce, and learn about how communities responded, recovered, and how communities today can prepare.	

Home Watch	<p>Promoted by the police across the country Home Watch provides a way for local people to play an important part in making their communities safer and reducing crime.</p> <p>By being the ‘eyes and ears’ of a neighbourhood and protecting the most vulnerable members of the community, community safety is enhanced. Police then work with groups to provide accurate information about risks, supporting victims, promoting a sense of security and a caring community.</p>	
Community resilience street sessions	<p>Great Yarmouth urban Community Resilience groups have, on several occasions, set up a stall in the market place equipped with a variety of resilience related banners, leaflets, sample airbrick covers and flood maps. They engaged passers-by in conversation and encouraged residents to sign up to the Environment Agency’s Flood Line so that they could receive automated warnings. Household preparation to cope with or prevent an incident interested the locals and even summer visitors were attracted. Volunteers on one occasion talked to over 40 people.</p>	
University ‘Community Resilience’ internships	<p>In 2010 Great Yarmouth Borough Council joined forces with the School of international Development at the University of East Anglia to develop a work placement within the councils Communities team. Not only has this been great practical experience for students, translating theory into practice, but it bolstered the team’s capacity to facilitate community resilience events, activities and campaigns with communities.</p>	
Resilience groups in action	<p>On a very hot day a man tried to weld his motorbike and set fire to his garage! The Fire Service set up an exclusion zone because of the danger of exploding gas cylinders. This included a day centre and residential home for people with disabilities. The Emergency Planning Manager organised evacuation of the residents to the nearby White Swan pub. Local resilience group co-ordinators deployed within minutes to look after the people in the pub, supporting people with disabilities, entertaining children and even organising for melting shopping to be put in the pub fridge! The exclusion, thankfully, only lasted for four hours, but was a great demonstration of the ability of volunteers to help in emergency situations.</p>	

The Norfolk Resilience Forum aims to plan and prepare for emergencies. It works to identify potential risks and produce emergency plans to either prevent or mitigate the impact of incidents and emergencies across Norfolk.

“We work together to ensure that our approach to managing risks and emergencies is planned and coordinated.”

Have you downloaded the free Norfolk Prepared app yet?



Acknowledgements

The key inspiration for this document has come from the WREMO team in Wellington New Zealand, providing us with a framework, structure and content. We thank them and encourage you to read their Community Resilience Strategy at: www.getprepared.org.nz

Produced by the NRF Community Resilience workstream. For more info on the NRF visit: www.norfolkprepared.gov.uk



**NORFOLK
RESILIENCE FORUM**

preparing for emergencies

Communities Committee/Boards/Outside Bodies (2017/18 appointments shown)

A. Communities Committee Internal Bodies

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

4 Conservative - Will Richmond, Mark Kiddle-Morris; Philip Duigan, Fabian Eagle
1 Labour – Terry Jermy

Great Yarmouth – 4

2 Conservative – Haydn Thirtle and Carl Smith
1 Labour – Mike Smith-Claire
1 Indep - Mick Castle

King's Lynn & West Norfolk – 5

1 Labour - David Collis
4 Conservative - Harry Humphrey, Thomas Smith, Sheila Young and Michael Chenery

North Norfolk – 5

3 Lib Dem – Tim Adams, Sarah Butikofer and Ed Maxfield
2 Conservative - Michael Chenery, Tom FitzPatrick

Norwich – 6

4 Labour – George Nobbs, Kim Clipsham, Brenda Jones, Chrissie Rumsby
1 Lib Dem – Brian Watkins
1 Conservative – John Ward

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

Provides a scrutiny function for the Community Safety Partnership

3 County Councillors (1 Conservative, 1 Labour, 1 Lib Dem)

1 Con (Mark Kiddle-Morris)
1 Labour (Mike Sands)
1 LD (Sarah Butikofer)

3. Norfolk Community Learning Services Steering Group.

Terms of reference:

- a. To consider the adult education service learning offer in the context of Norfolk's priorities for skills, health and community development.
- b. To monitor the provision of adult and community learning to help ensure there is access to learning across Norfolk.
- c. To consider service performance in the context of funding, national and local agendas and the service's business plan.
- d. To monitor the quality of the experience provided by the service for all learners and their outcomes.
- e. To monitor the safeguarding of all learners.

1 Labour (Chris Jones)
Chairman of the Committee (Margaret Dewsbury)
1 Lib Dem (David Harrison)
1 Con (David Bills)

B. Communities Committee Outside Bodies

1. LGA Fire Services Commission (1)

Mark Kiddle-Morris

The Fire Commission provides a forum for member authorities to come together to discuss matters of common interest and concern, to exchange good practice and to influence the priorities and activities of the LGA.

2. The Forum Trust Ltd (1)

Labour Member (TBA)

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

3. Theatre Royal Trust – The Board (1)

Stephen Askew

The Board oversees the strategic direction of the Theatre Royal, Norwich

4. St. George's Trust (1)

Penny Carpenter

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.

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

Margaret Dewsbury

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

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

Member Champion for Physical Disability and Sensory Impairment (Brenda Jones – appointed as Champion by ASC Committee November 2017)

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

7. 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.

8. Norfolk Arts Forum (2)

Stephen Askew
Margaret Dewsbury

The Forum Promotes greater interest in and access to arts related issues and information. Aids communication between arts practitioners, arts organisations, non-arts organisations, local government and regional and national bodies. Promotes the role of the arts in the cultural, social, educational, environmental and economic life of the county.

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

Chairman of Council

King's Lynn Festival provides high quality performances of classical music, recitals, choral and jazz plus talks, exhibitions and films.

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

Local members:

Wroxham Division
Hoveton and Stalham
Aylsham

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.

11. Hunstanton Convalescent Trust (1)

Local Member (Andrew Jamieson)

The Trust 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.

12. Friends of Gressenhall Committee (1)

Mark Kiddle-Morris

Friends of Gressenhall is a voluntary organisation whose aim is to give practical and financial support to Gressenhall Farm and Workhouse.

13. Broads Tourism (1)

John Timewell

Broads Tourism is the destination management organisation for the Broads. Alongside the Broads Authority and other organisations it delivers actions in the Sustainable Tourism Strategy to promote the national park to visitors and ensure the long term future of the industry

14. Active Norfolk Board (1)

An ex-officio position for the Council's Cycling and Walking Champion appointed by EDT Committee (Andrew Jamieson)

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.

15. West Norfolk Partnership (1 plus 1 substitute)

Sandra Squire

Harry Humphrey (Sub)

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

16. 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
- Elected Member with lead responsibility for Cultural Services at NCC (Mark Kiddle-Morris)

17. Charles Burrell Benefit Society (1)

Roy Brame (3 year appointment, to March 2021)

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.

Member Champions

- Armed Forces (also represents the County Council on the Norfolk Armed Forces Community Covenant Board) – Keith Kiddie
- Restorative Approaches – Alison Thomas

Communities Committee

Item No.

Report title:	Norfolk Armed Forces Covenant - Appointment of a new Commissioner and Terms of Reference
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact The Armed Forces Covenant is a voluntary commitment by a local authority to support members of their local armed forces community. Its aim is to ensure that members of the armed forces receive the support they need in their local communities in recognition of their dedication and sacrifice.	

Executive summary

This report asks Communities Committee to approve the recruitment and appointment of a new Armed Forces Commissioner. The incumbent Commissioner completes his term of office in March 2019.

The Committee is also asked to endorse the amended terms of reference for Norfolk's Armed Forces Covenant Board, which have already been approved by the Board.

Recommendations:

Communities Committee is asked to:

- 1. Approve the establishment of a Panel consisting of Norfolk County Council's Armed Forces Member Champion and two other members of the Covenant Board to oversee the recruitment process and make an appointment to the Armed Forces Commissioner role to commence 1 April 2018.**
- 2. Endorse the amendments to the Norfolk Armed Forces Covenant Board Terms of Reference, attached at Appendix 1.**

1. Introduction

1.1. Norfolk's Armed Forces Covenant

1.2. Set up in 2012, Norfolk's Armed Forces Covenant (NAFC) is a well-established part of the national covenant programme. The national covenant programme is underpinned by Armed Forces Act 2011.

1.3. An Armed Forces Covenant is a voluntary, non-binding commitment by a local authority to support members of its local armed forces community. Its aim is to embed and sustain activity, to ensure that members of the armed forces community receive the support they need in their local communities in recognition of their dedication and sacrifice; nurture public understanding and awareness of the issues affecting the armed forces community (including veterans); and encourage activities, which help to integrate the armed forces community into local life.

1.4. The Norfolk Armed Forces Covenant comprises of three strategic priorities and action plan, agreed annually and monitored by the independent Norfolk Armed Forces Covenant Board. The aim of the strategy is to coordinate actions across the county to support Norfolk's armed forces community.

1.5. **Norfolk's Independent Armed Forces Covenant Board**

- 1.6. Norfolk's Covenant Board is an independent board chaired by Norfolk's Armed Forces Commissioner, Tony Tomkinson. The Board meets twice a year to oversee delivery of agreed priorities and actions. The Board membership includes Cllr Kiddie as the County Council's Armed Forces Member Champion.
- 1.7. The Board reports twice a year on progress to Communities Committee.

2. Norfolk Armed Forces Commissioner Role

- 2.1. The role of Norfolk Armed Forces Commissioner was created in 2012, to support the independent Board to deliver upon the expectations of the Armed Forces Act 2011.
- 2.2. The Commissioner role provides a central point of contact for Norfolk's Covenant, and is supported by Norfolk County Council as the lead partner. As well as chairing the Armed Forces Covenant Board, the Commissioner acts as a critical link between all aspects of the armed forces community, statutory services and charities.
- 2.3. The post is a non-political appointment and must not be an employee or elected Member of Norfolk County Council or a current serving military officer.
- 2.4. The current Commissioner has served the Board for seven years and is due to complete his term of office on 31 March 2019.
- 2.5. Under the current Commissioner, Norfolk's Covenant Board has widened its reach across the armed forces community, strengthened its capacity to work with partners, agreed a robust strategy to address local issues and raised expectations.
- 2.6. The end of the tenure for the current Commissioner has provided an opportunity to review and strengthen the appointment process for a new Commissioner and the Norfolk Covenant Board's Terms of Reference.
- 2.7. **Review of the role of Commissioner**
- 2.8. The Board reviewed the role of Commissioner in March 2018. The review highlighted that there will be increasing demands on the role in future years, due in part to changes instigated by the MOD which will impact on the local armed forces community, particularly on those currently serving, and Norfolk's established network of armed forces charities and statutory services that provide support.
- 2.9. In view of this, the Board advises that the Armed Forces Commissioner role is to:
- Chair the Norfolk Armed Forces Covenant Board and be responsible for its performance, promoting its work at every opportunity both locally and nationally.
 - Have knowledge of emerging issues facing the armed forces community and be able to communicate these to a variety of audiences with a view to finding local solutions where possible.
 - Act as the link between the armed forces community, partner agencies and service charities in Norfolk by keeping regular contact with both to promote greater understanding of the community and its needs.
 - Act on feedback from the armed forces community, in conjunction with the Senior Armed Forces Covenant Officer.
- 2.10. **Appointment and Term of Office**
- 2.11. The Board has suggested that the Commissioner's initial term of office should be for three years, extendable for a further maximum period of two years at the discretion of the Board. A period of succession planning will be built into the final

six months of the term of office to enable an effective handover.

2.12. Recruitment Process

- 2.13. In strengthening the appointment process to the role of Commissioner, the Board has looked at evidence from approaches taken by other covenants, and suggested the creation of a role specification, followed by advertising the post, drawing up a shortlist of potential candidates and conducting interviews to select the new Commissioner.
- 2.14. This approach will support transparency, help to draw potential candidates from the widest pool possible of skills and experience, and promote equality and diversity.
- 2.15. The Board has requested that the recruitment and appointment of the new Commissioner be undertaken by a Panel consisting of an appropriate representative of the County Council and two representatives from the Norfolk Covenant Board (which must include a serving officer and a charity) and who will be chosen by the Board.
- 2.16. The recruitment process will be supported and advised on by senior officers from Norfolk County Council's HR Team and will take place during the autumn of 2018.

3. Norfolk Armed Forces Covenant Board Terms of Reference

- 3.1. The Board's Terms of Reference were approved in 2012 when the Norfolk Armed Forces Covenant was set up. In the past six years, Norfolk's Covenant has received national recognition and proved itself adaptive and responsive to issues affecting Norfolk's armed forces communities.
- 3.2. The Government has made it clear that expectations of what local Covenant Boards should deliver is increasing and local authorities, statutory bodies and local partners all have a role to play in this.
- 3.3. The Terms of Reference have been revised by the Board to better reflect this.
- 3.4. The revised Terms of Reference are attached at Appendix 1. In summary, the main changes are strengthening the role of the Board, the governance arrangements and the management of meetings.

4. Financial Implications

- 4.1. The Commissioner is an unpaid role. There is a budget for travel expenses
- 4.2. The recommendations in this report can be met within the Board's existing resources.

Officer Contact

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

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Norfolk Armed Forces Covenant Board Terms of Reference 2018

1 Introduction

- 1.1 The Armed Forces Covenant is a voluntary commitment by a local authority, statutory services, military charities and the private sector to support members of their local armed forces community. Its aim is to ensure that members of the armed forces community receive the support they need in their local communities in recognition of their dedication and sacrifice. At its heart, the Covenant expects those in the armed forces community to be treated fairly, not to be disadvantaged as a result of their service, and that special consideration is appropriate in some cases, especially for those who have given the most, such as the injured and the bereaved.
- 1.2 The Government's Armed Forces Act of 2011 set out the requirement for the creation of local military / civilian partnership boards to ensure the Covenant was honoured locally.
- 1.3 The Norfolk Armed Forces Covenant Board was formed in March 2012. The Terms of Reference originally set out in 2012 were revised by the Board in March 2018. They set out the governance arrangements for the Board.

2 Purpose of Norfolk Armed Forces Covenant Board

- 2.1 The purpose of the Board is to oversee the development of the Armed Forces Covenant in Norfolk, by;
 - Raising awareness of the Covenant among the serving and civilian communities, within local authorities, statutory services and the private sector.
 - Working with partners to identify the issues that may affect all service personnel, veterans and their families in Norfolk e.g. housing, health, employment, skills and education, and recommend appropriate responses and solutions.
 - Encouraging local businesses to sign the Armed Forces Covenant and become part of the MOD's Defence Employer Recognition Scheme.
 - Supporting community integration through joint activities.
 - Developing, implementing and monitoring the annual action plan.
 - Putting forward applications to the MOD's covenant grant scheme.

3 Membership and quorum

- 3.1 The membership will be as follows:
 - Norfolk Armed Forces Commissioner
 - Norfolk County Council – Member Champion for Armed Forces
 - Two District Council representatives

- Four serving personnel representing all three of the Armed Forces Services
- Three representatives from the national armed forces charities
- Reserve Forces and Cadets Association
- NHS Armed Forces lead
- Job Centre Plus Armed Forces lead
- Adult Social Services representative
- Housing representative
- Education representative
- Economic Development representative
- Employer Engagement representative.

3.2 If members are unable to attend they should nominate a representative to represent their organisation.

3.3 Members are accountable for reporting to and from all the organisations they represent on the Board.

3.4 The quorum for the Board is one quarter of the voting membership rounded up.

4 Board Chairman

4.1 The Chairman of the Board will be the Norfolk Armed Forces Commissioner.

4.2 The role of the Chairman will be to:

- Determine the agenda for Board meetings, in consultation with Norfolk County Council.
- Chair meetings of the Board. If they are unable to Chair, the meeting will be chaired by the Norfolk County Council Member Champion for the Armed Forces.
- Represent the Board at appropriate events and meetings to promote Norfolk's Covenant work and to engage with communities.

4.3 The Commissioner's initial term of office will be for three years, extendable for a further maximum period of two years at the discretion of the Board. A period of succession planning will be built into the final six months of the term of office to enable an effective handover.

5 Frequency of Meetings

- 5.1 The Board will meet three times a year: twice formally - spring AGM and autumn; and once informally in January for annual planning.
- 5.2 The meetings will be hosted by partners around Norfolk.

6 Decision-making

- 6.1 Decisions will normally be made by consensus. In exceptional circumstances, where, in the opinion of the Chair this cannot be achieved he or she will call for a show of hands. In the event of a tie, the Chair shall have an additional casting vote.
- 6.2 The Board can make recommendations to individual agencies but it cannot commit individual agencies to particular actions.
- 6.3 In formulating any recommendations to address identified issues, the Board will always pay due regard to the opinions of relevant communities, or relevant evidence setting out the views of communities.

7 Standing Agenda Items

- 7.1 Standard agenda items will include:
 - Progress made delivering the action plan.
 - The budget.
 - Progress reports from organisations who have received funding the Norfolk's Covenant.
 - Presentations by invited speakers.

8 Board administration

- 8.1 Norfolk County Council will arrange and minute Board meetings.
- 8.2 Board meeting attendees will be provided with agenda papers at least five working days before scheduled meetings.

9 Action Plan

- 9.1 The Board will develop a three-year rolling action plan which it will update annually and agree in March at the AGM. The action plan will be formulated at an informal planning workshop.

10 Financial Management

- 10.1 The Board receives an annual income from Norfolk County Council.
- 10.2 The Board's Finance Sub-Group comprises the Commissioner and three volunteers, drawn from the Board. The role of the Sub-Group is set out separately. In summary, it performs a scrutiny role, on behalf of the Board, reviewing bids for funding from the Norfolk Armed Forces Covenant and for applications being submitted to

national organisations (such as the MOD's Covenant Grant Trust).

- 10.3 Bids considered by the Finance Sub-Group to be of the appropriate quality will be forwarded to Board recommended for approval.
- 10.4 Where there is not a consensus either within the Finance Sub-Group or the Board, the Commissioner makes the final decision.

11 Sub-Groups

- 11.1
- Sub-groups will be set up to drive the work forward, as directed by the Board. These will change as needed and the number of sub-groups will vary depending upon the work being done at any time.
 - The remit of any sub-group will be set by the Board.
 - Sub-groups will be made up of people with relevant expertise, who will be invited from outside the Board as needed. Each sub-group will have the fewest number of members needed to deliver the outputs required.
 - Each sub-group will elect a lead who, if they are not a member of the Board, will be invited to attend Board meetings as required to report on the work of that sub-group.

12 Responsibilities of members of the Board

- 12.1
- Members will attend meetings or send a substitute.
 - Members will actively contribute to discussion and decision-making both at meetings and via email.
 - Members will respect other members' opinions and values, and will behave appropriately.
 - Members will take part in sub-groups as appropriate.
 - Representatives of organisations must ensure they do not explicitly or tacitly use the Board as a platform to promote the work of their own organisation. If they do they will be asked to leave the meeting and step down from the Board.

13 Conflicts of interests

- 13.1 Board members who have a personal interest in any business of the Board including a financial interest, must declare this.

Communities Committee

Item No.

Report title:	Norfolk Fire and Rescue Service – key performance challenges
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Norfolk Fire and Rescue Service is at the heart of community protection in Norfolk. The core role of the service is focused on preventing emergencies, protecting our communities and emergency response. With the ever increasing demand on public services, Norfolk Fire and Rescue Service has a key role in working with partners, other agencies and local communities to support residents living longer, healthier and safer within their own homes reducing the demand on local services.	

Executive summary

Norfolk Fire and Rescue Service have performed well against the majority of the indicators where performance is measured year on year, and also against our family group of services.

Whilst there are a number of areas of success and good performance, there are areas where we need to continue to focus our efforts:-

- On-call/retained duty system availability (performance is improving, and is better than others, but we are not yet hitting our challenging target)
- Emergency Response Standards
- Fires in non-domestic buildings
- Arson
- Road Traffic Collisions (RTCs)

With the support of the Communities Committee, the service has refocused, restructured and created additional resources to support service delivery and manage risk. This work will continue, targeting resources to the areas of highest risk.

The Norfolk Fire and Rescue service standards are set out in the agreed Integrated Risk Management Plan (IRMP). The current IRMP runs until March 2020. Work to develop the new IRMP will start during Summer 2019. This will review the full range of risks from a prevention, protection and response perspective and assess how the service manages risk.

Recommendations:

1. **The Committee notes the performance of the Norfolk Fire and Rescue Service, including how this relates to and reflects national trends. Where improvement is needed, task and finish roles to address specific issues and risks are put in place.**

1. Context

- 1.1. This report sets out detailed end of year performance information for the Fire and Rescue Service. In terms of context, as presented to Committee at the last meeting, in comparison to our family group the Norfolk Fire and Rescue Service is:-
 - 3rd lowest budget per fire station
 - 4th lowest budget by population
 - 4th largest in area (sq m) covered by fire stations
 - 5th lowest budget per area
- 1.2. The service is also currently operating within some specific budget and resource pressures, as set out in section 5 below.
- 1.3. Unfortunately data is not collected consistently across all Fire and Rescue Services (FRS) which does make benchmarking a challenge. The Inspectorate (HMICFRS) are inspecting all FRS this financial year which we hope will highlight the need for consistency to better highlight the different costs associated with running FRS and reconciling this with results.

2. Overall performance

- 2.1. Detailed end of year performance information is set out in Appendix 1.
- 2.2. Norfolk Fire and Rescue Service have delivered positively against the majority of the performance indicators. This has been delivered with a commitment to focus on core activities of managing risk and response.
- 2.3. This performance has been delivered against the backdrop of restructuring and senior leadership changes. This includes the permanent appointment of the Chief Fire Officer and a temporary senior structure put in place to provide strong leadership for performance in order to fulfil the Service commitments to the Fire Authority.
- 2.4. Performance is managed within the service with department and function plans sitting below the service plan (agreed by Communities Committee in March), which is linked to the Integrated Risk Management Plan. Managers are held to account via the 1:1 process and collectively by the Steering Groups and Service Management Team.

3. Areas of success

- 3.1. **On-call / Retained Duty System availability** The on-call/retained duty system provides the backbone of our emergency response. The overall performance trajectory is positive and we perform very well compared to others. Most notably, our performance is the highest in the family group. However, we have not achieved our target for 2017/18.

Our target is also one of the highest across our peer group. We have set ambitious and challenging targets for our response resources as we recognise that the public want us to help them as quickly as possible in an emergency. We will continue to work towards our challenging target. This area of work requires a greater level of support and a project put in place to improve performance, including through recruitment activity, still has some work outstanding.

- 3.2. Performance for employee **sickness and absence** has significantly improved and is better than the target. We set ourselves challenging targets for sickness absence and despite the physical nature of firefighting we have achieved them. We have been successful in 2017 in providing improved support for physical and mental wellbeing. There is more to be delivered to ensure that there is a service wide appreciation of mental illness and the signs to look out for. We will continue to develop and align support mechanisms currently in place to ensure all NFRS staff have access to the best possible support.
- 3.3. **Community Safety - Prevention activities** - We achieved the majority of targets for community fire safety activities in 2017-18. Performance for the number of Home Fire Risk Checks, targeted at the most vulnerable in communities, improved and we performed almost 500 more checks than the previous year. However, did not reach the really challenging stretch target we set ourselves last year; the target increased by 1,000.

4. **Areas for further focus and development**

- 4.1. There are a number of areas of performance that require addressing to ensure our service continues to develop and focus in what is important to the communities of Norfolk. The key issues are:
- 4.1.1. Performance against our **Emergency Response Standards** (ERS) continues to improve, but we remain slightly below target. The following are the key challenges to improving performance in this area:
- The nearest resource not being available (there is a link to on-call/retained duty system availability)
 - The next nearest resource having to travel further
 - The call profile is changing as Automatic Fire Alarms are at a lower level than when the indicator was established. As these were mainly in the urban areas the whole-time response skewed the overall picture.
- 4.1.2. The number of **Fires in non-domestic buildings** are higher than the family group. This has been incorporated into the Community Safety Plan and appropriate activities will be planned, including continued prevention work. The levels of smoke detector ownership need to be higher, and this will be captured in the 2018/19 Community Safety planning work.
- 4.1.3. **Arson** – Although we remain below target, the rate of deliberate fires across all incident types has increased slightly, in line with national trends. Again, this is incorporated into the Community Safety Plan and appropriate activities will be planned, including continuing our Fire Starter programme.
- 4.1.4. **Road Traffic Collisions** - The number of people killed and seriously injured on our roads has not decreased. NFRS is committed to supporting the Road Safety Partnership in making our roads safer and also supports the PCC's office in delivering safety messages. Communities Committee has already established a Member Task and Finish Group to review the approach to KSIs, and NFRS will support this group, as needed. We will also continue our focus on prevention work, for example the number of road casualty reduction events aimed at future drivers increased by 21% last year.
- 4.2. In terms of addressing these issues, the Chief Fire Officer will continue to realign and re-direct available resources. A number of task and finish roles will be needed to address specific areas of underperformance and

associated risk, and arrangements will be made for these.

5. Financial Implications

5.1. The service is currently operating within some specific budget and resource pressures. The key ones are:-

- Preparation for the Inspection by the HMICFRS later this year is driving an unplanned workload. NFRS has resourced this in order to support the Inspection and ensure that our Service is shown in the best possible light.
- In addition, providing information and support to the development of the PCC's local business case is further drawing on resources.
- The workforce profile presents challenges in that a relatively high number of individuals are expected to retire over the next few years. We have been taking positive action to ensure that we manage this risk and have secured additional resource in advance. This approach reduces the risk of any resource 'gaps', but means that the salaries budget comes under additional pressure in the short-term.
- The Retained Duty System/On call budget will come under pressure as recruitment campaigns start to increase this part of the establishment. Historically, underspends in this area have been used to off-set other areas of work and activity across the Service.
- Task and finish/project posts agreed to meet specific needs are being put in place. Where possible, these will be funded from the capital programme.
- Flooding - Norfolk Fire and Rescue Service was successful in securing funding from DEFRA, which was match funded by NCC. This enables NFRS to support a national response and provide resources to match the risk that prevails in our county. The national funding does not currently meet the cost of training and equipment replacement. This remains a non-statutory duty for FRS' and the swift water rescue (working in fast moving water) remains voluntary.

5.2. We will continue to work with finance and other colleagues to understand and manage these pressures as far as possible, and will be referenced in the finance monitoring report to Committee.

Officer Contact

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

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Our Performance in 2017/18

Performance information is set out on the following pages, using the following key:-

Key	
	Target not achieved (5% or more off target)
	Target almost achieved (up to 5% off target)
	Target achieved
	Target exceeded by 5% or more
SvM	Surveillance measure, no target set
DoT	Direction of Travel – this shows as comparison between the last two years performance (2016/17 and 2017/18)

Where data is available, information about how we compare to other Fire and Rescue Services is also included. This includes comparisons to our Fire and Rescue Family Group.

Fire and Rescue Family Group

Authorities within Family Group (FG) 2 are: Bedfordshire, Buckinghamshire, Cambridge, Dorset and Wiltshire, Durham and Darlington, East Sussex, Norfolk, Northamptonshire, Oxfordshire, Royal Berkshire, Suffolk, and West Sussex.

Prevention: community fire safety measures





Performance measure	End of year performance			2017-18 target	DoT	Family Group comparison
	2015-16	2016-17	2017-18			
m1 Number of Home Fire Risk Checks completed for vulnerable people	3,798	3,280	3,751	4,500#	↑	N/A
m3 Number of road casualty reduction events aimed at future drivers held	28	43	52	25	↑	N/A
m32 Number of accidental fires in the home that we attended (and rate per 10,000 homes)	450 (11.11)	396 (9.70)	430 (10.47)	400 (9.74)	↑	Rate only (11.37)*
m36 Number of deaths in accidental fires in the home (and rate per 100,000 pop)	5 (0.57)	2 (0.23)	2 (0.23)	SvM	→	No number, rate only (0.21)+
m37 Number of injuries in accidental fires in the home (and rate per 100,000 pop)	20 (2.30)	17 (1.94)	21 (2.27)	25 (2.82)	↑	Rate only (2.33)+
m50 The number of arson incidents we attended (and rate per 10,000 pop)	596 (6.85)	538 (6.13)	625 (7.06)	630 (7.12)	↑	Rate only (10.99)+

#Stretch target set for 2017/18 – increased the target by 1,000 compared to 2016/17

*Incomplete data returns by some FRSs – 7 quarters of data missing from 48

+Incomplete data returns by some FRSs – 11 quarters missing from 48

Protection: community fire protection measures

Performance measure	End of year performance			2017-18 target	DoT	Family Group comparison
	2015-16	2016-17	2017-18			
m56 Percentage of non-domestic premises we audited	100%	No data since June 2016	663	600		N/A
m38b Number of accidental non-domestic premise fires we attended (and rate per 1,000 premises)	170 (5.09)	160 (4.67)	175 (5.3)	181 (5.48)		N/A
m48 Number of people injured in accidental non-domestic premises fires (and rate per 100,000 population)	3 (0.34)	5 (0.57)	1 (0.11)	5 (0.56)		N/A
m47 Number of people that died in accidental non-domestic premises fires (and rate per 100,000 population)	2 (0.23)	1 (0.11)	0	SvM		N/A

Response

Performance measure	End of year performance			2017-18 target	DoT	Family Group comparison
	2015-16	2016-17	2017-18			
m8a Percentage of time that part time (retained) firefighter stations are available to respond to emergencies (first fire engine only)	86.1%	82.1%	83.1	90%	↑	56.5%*
Percentage of life risk incidents that we attended within our Emergency Response Standards	77.5%	78.4%	78.8%	80%	↑	N/A
m53 Number of incidents we attended	7,106	7,334	7,399	SvM	↑	N/A
m52 Number of people rescued at incidents we attended	730	709	756	SvM	↑	N/A
m34 Percentage of road traffic collisions attended where fire and rescue service freed a person from the vehicle.	12.7% (227 out of 1,790)	23.1% (173 out of 748)	20.7% (153 out of 736)	SvM	↓	20.4%**
m33a Number of false automatic fire alarms (AFAs) we attended	1,225	1,370	1,374	SvM+	↑	N/A
m30 Percentage of 999 calls answered by Control within 5 seconds	97%	96.1%	96.91	95%	↑	N/A

Resources

Performance measure	End of year performance			2017-18 target	DoT	Family Group comparison
	2015-16	2016-17	2017-18			
m13 Percentage operational firefighting staff on full duties	93.4%	<i>Data not yet available</i>	<i>Data not yet available</i>	85%		N/A
m22a Number of days sickness absence per full time employee (including part time firefighters)	10.10	10.16	8.35	8.4	↓	N/A
Number of days sickness absence per full time employee (excluding part time firefighters)	7.99	7.72	6.98	7.13	↓	N/A
m24 Number of reportable health and safety absences lasting more than 7 days	16	7	7	16	↓	N/A
Percentage of firefighters and uniformed managers posts undertaken by women	2.6% (20/750)	2.62% (19/725)	WTS~ 7/267 2.62% RDS~ 15/471 3.18% CTRL~ 14/25 56.00%	SvM	↑	(national) WDS: 5.5% RDS: 4.5% CTRL: 76.0%

~ WTS = Whole Time Staff, RDS = Retained Duty System Staff, CTRL = Control Room Staff
2017 Figures

Communities Committee

Item No.

Report title:	Norfolk Against Scams Partnership (NASP) Steering Group - Terms of Reference
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact Caring for our County: <ul style="list-style-type: none">• Good growth: Building communities we can be proud of• Helping our population remain independent, resilient and well <p>The Norfolk Against Scams Partnership (NASP) aims to develop and co-ordinate a partnership of organisations committed to taking a stand against scams with the objective of making Norfolk a scam free county.</p> <p>The overall objective of the NASP is to support organisations to ensure that communities recognise scams, fraud and rogue traders and, by working together, assist people and businesses to protect themselves.</p>	

Executive summary

Set out in Appendix 1 to this report are the proposed terms of reference for the Norfolk Against Scams Partnership (NASP) and the proposed membership of the NASP steering group.

Recommendation:

That Members agree the terms of reference for the Norfolk Against Scams Partnership (NASP) and the Member representation on the Steering Group.

1. Proposal

- 1.1. Further to the Communities and Adult Social Care committees resolving to support the establishment of a Norfolk Against Scams Partnership (NASP) at their meetings in March and May respectively, Members are asked to:
- review the terms of reference for the NASP, and
 - agree the membership of the NASP Steering Group.
- Proposals are set out in Appendix 1 to this report.

2. Financial Implications

- 2.1. The decision Members make will have a small financial implication for the members allowances budget, as attendance at the steering group is an approved duty under the scheme, for which members may claim travel expenses.
- 2.2. Beyond 2.1 above, there are no direct financial implications of the formation of the Norfolk Against Scams Partnership. The Trading Standards Service will lead this partnership and the delivery by the Service will be met from current

resources. Other services, particularly the Norfolk Safeguarding Adult Board, will support the delivery of this partnership but this will again be met from existing resources.

- 2.3. In the longer term, the NASP may decide to establish a partnership fund to support its aims.

3. Issues, risks and innovation

- 3.1. The issues, risks and innovation associated with the establishment of the NASP were documented in the committee reports taken to Communities committee and Adult Social Care committee in March and May respectively.
- 3.2. In addition the NASP Steering Group will need to consider such issues, including conducting equality impact and privacy impact assessments when developing initiatives to support the key aims of the partnership.

4. Background

- 4.1. Background papers:

[Communities committee report: Norfolk Against Scams Partnership dated 7 March 2018](#)

[Adult Social Care committee report: Norfolk Against Scams Partnership dated 14 May 2018](#)

Officer Contact

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Norfolk Against Scams Partnership (NASP)

Terms of Reference

Role/purpose of the NASP Steering Group	<p>The role of the Steering Group is to set the strategic direction of the partnership and provide governance/oversight of the accountability of partners.</p> <p>Develop and promote a range of initiatives to support the key aims of the partnership.</p>
Aims and objectives of the partnership	<p>The aims and objectives of the Norfolk Against Scams Partnership (NASP) are to develop and co-ordinate a partnership of organisations committed to taking a stand against scams with the objective of making Norfolk a scam free county.</p> <p>The overall objective of the NASP is to support organisations to ensure that communities recognise scams, fraud and rogue traders and, by working together, assist people and businesses to protect themselves.</p> <p>The partnership key aims:</p> <p>1] Raising awareness of scams</p> <ul style="list-style-type: none"> • Improve public and business awareness of scams and increase knowledge about the steps people can take to protect themselves; • Remove any possible stigma and embarrassment about being a victim of scams and ensure victims are supported like victims of other crimes; • Participate in the Friends Against Scams initiative, and to support partners to run awareness raising sessions; • Share consistent messaging to the public, businesses and the media.

	<p>2] Prevention and protection</p> <ul style="list-style-type: none"> • Increase the protection that everyone, and especially people in vulnerable circumstances, should have against scams; • Promote and take steps to make it more difficult for people and businesses to be targeted by criminals; • Introduce stronger barriers and safeguards to the mechanisms used by perpetrators to reach their victims. <p>3] Identification and recording</p> <ul style="list-style-type: none"> • Improve the identification of victims of scams and ensure they are offered appropriate support and access to justice; • Introduce consistent definitions and recording of scams to aid understanding of the true scale of the impact of scams and build an intelligence picture for the county; • Develop improved joint working and referral pathways between organisations and common support pathways for victims. <p>4] Enforcement, access to justice and restoration</p> <ul style="list-style-type: none"> • Ensure appropriate remedies and ongoing support is provided to victims of scams, including appropriate financial support to those who have lost money; • Seek to support the prosecution of perpetrators and achieve justice for victims; • Enforce effective punishments and deterrents against perpetrators, including cancelling of contracts, fines and seizing of assets; • Seek to restore a sense of wellbeing and confidence to victims.
<p>Membership of the NASP Steering Group</p>	<p>NASP Steering Group members (confirmed):</p> <ul style="list-style-type: none"> • (Proposed Chair) Councillor Margaret Dewsbury, Chair of Communities Committee • Trading Standards • Norfolk Safeguarding Adults Board <p>The following are to be approached to join the NASP Steering group:</p> <ul style="list-style-type: none"> • Adult Social Care Committee Member • Lorne Green, Police & Crime Commissioner

	<ul style="list-style-type: none"> • Community Policing – Craig Miller (T/Chief Inspector Community Safety and Citizens in Policing) • Norfolk & Suffolk Victim Care • Aviva • Norfolk Chamber of Commerce • Community Action Norfolk • BBC Radio Norfolk • Norfolk Older Peoples Strategic Partnership • District Council Representative <p>The chair, in consultation with the Steering Group, may invite any other relevant organisation/partner who can support the Steering group's key aims, to join the steering group.</p>
Chair and vice chair	<ul style="list-style-type: none"> • The chair of the Steering Group will be the chair of the Communities Committee. • A vice chair is to be appointed from the core membership of the Steering Group.
Commitment of membership	All members of the Steering Group will be from a NASP partner organisation who have committed to the NASP Charter.
Decision making	The Steering Group makes decisions by consensus. It can make recommendations to individual agencies but cannot commit individual agencies to particular actions.
Business Arrangements	<ul style="list-style-type: none"> • The Steering Group will hold quarterly meetings • Additional meetings can be held as required at the discretion of the Steering Group chair • Task and finish subgroups may be set up as and when required
Key relationships	<ul style="list-style-type: none"> • Communities Committee • Adult Social Care Committee • Norfolk Safeguarding Adults Board • Norfolk Constabulary • Community Safety Partnership

Papers	<ul style="list-style-type: none"> • A standard agenda and call for additional items will be circulated to the Steering Group two weeks in advance of the meeting • A final agenda and associated papers will be circulated 7 days in advance of the meeting
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Record of meetings, actions & reports	<ul style="list-style-type: none"> • A record of all Steering Group meetings will be made, as either formal minutes or an action log; whichever is best suited to the group • Minutes and/or action log will be prepared and issued electronically within a fortnight of the date of the meeting. A copy will be shared with all Steering Group members.
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Version Number	Version 1a
Document Owner	Norfolk Against Scams Partnership
Date Approved	
Review Date	

Communities Committee

Item No.

Report title:	Mobile Library Service
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact <p>Norfolk is a rural, geographically dispersed county and consideration of rural service delivery is of key importance, particularly with respect to socially isolated and vulnerable groups.</p> <p>The content of this report are reflective of the Council's strategic aspirations:</p> <ul style="list-style-type: none">• Offering our help early to prevent and reduce demand for specialist services• Joining up our work so that similar activities and services are accessible, done once and done well• Being business like and making the best use of digital technology to ensure value for money• Using evidence and data to target our work where it can make the most difference	

Executive summary

A Member workshop was held in March 2018 to gather feedback and views as to the requirements and future direction of the Mobile Library service.

This paper outlines proposed principles for rural service delivery, proposed criteria for mobile route planning, as well as presenting some viable alternatives to rural service delivery be piloted, such as "Pop up Library". Half the vehicles in the current fleet are coming to the end of their working lives and we have reached a point where the right thing to do is to consider how we provide these services in the future.

Any future service delivery plans for Mobile Libraries need to be tied into the emerging Norfolk Futures programme and its defined outcomes: there are interdependencies around the issues of social isolation and loneliness, information and advice provision, and prevention, to name a few. Norfolk County Council will need to ensure that all services are considered holistically in terms of the ability to deliver the highest impact for residents at the lowest cost.

Recommendations:

Members are recommended to:

1. **agree the proposed priorities for rural service delivery**
2. **agree the proposed criteria for mobile route planning**

1. Introduction

- 1.1. The Mobile Library service currently uses 8 vehicles to deliver fortnightly or 4 weekly visits to 1568 locations in Norfolk. 7525 individuals used the mobile library service in 2017/18. 58% of these *only* used the mobile library service, the rest used both a mobile library and a building based library.
- 1.2. A Member workshop was held in March 2018 to look at the situation and seek NCC Member views, ideas and opinions on the current service and potential changes. Feedback included a wide variety of ideas and views with no clear consensus on the potential way forward, although it was felt that the service should be based on resident need.
- 1.3. To meet the continuing challenges faced by the mobile library service, this report outlines proposed priorities for rural service delivery and proposed criteria for mobile route planning, as well as some new delivery options to explore as pilots.
- 1.4. A survey of mobile library customers in 2017 revealed that,
 - 97% of respondents used the service for borrowing books and 16% used the service to find out information.
 - 11% said they used mobile libraries to meet friends
 - 78% of respondents saying that they made positive connections with other people when the mobile library visited.
 - 75% of respondents said that they felt less isolated because of their mobile library use.
- 1.5. The average number of visitors per stop is 4.46. In 2017/18, 293,883 items were borrowed from the County's mobile libraries and they welcomed just over 84,000 visitors. The cost of delivering the mobile library service in 17/18 was £447,765. Each visit to a mobile library costs £5.32. The average number of items borrowed per visitor is 3.49. This compares to a cost of £1.19 per visitor and an average of 1.17 items borrowed per visit to a building based library (excluding the Norfolk and Norwich Millennium Library).
- 1.6. In 2017 out of the 137 library services in England, 86 (62%) did not operate a mobile library service at all. Most mobile library stops are in rural communities. The majority of stops are over 2 miles away from a building based library. Typically, a mobile library visit extends from 10 to 20 minutes with only 22 stops lasting for more than an hour.
- 1.7. The mobile library service was originally established in 1953. Use of the service peaked in 1969. Over the years, in response to budget reductions and changes in the rural population, the mobile library service has reduced the size of its fleet, undertaken route reviews, rationalised the frequency of visits and changed visit times.

2. Proposals for future service delivery

2.1. Proposed priorities for the rural service delivery

These principles have been developed in line with the developing Norfolk Futures programmes *Local Service Strategy* and *Smarter Information and Advice*. The aim of the Local Service Strategy is to target NCC services in the places where they are most needed through reduction of duplication, targeting resources where we can make the biggest difference, and enabling people to do more for themselves. Where advantageous, cross council services will be represented in the offer e.g. Public

- Offer the provision of face to face information and advice in rural areas
- Provide services to older people with access to limited transport
- Be the face of the County Council in rural Norfolk where other services are less visible
- Support rural community cohesion in locations where the shop, pub and post office may have closed by giving an opportunity to reduce social isolation
- Support early years development and literacy for children and families in rural areas
- Promote the development of digital skills and technology for service delivery

2.2. Proposed criteria for mobile route planning

The proposed criteria for defining a mobile library stop are:

- The location is two miles or more from a library building
- The stop will address the highest need and impact on the population
- There are no other “stops” or immediate local service provision
- There will only be one stop to serve the needs of a rural community (currently there could be 2 stops in close proximity).
- Stops will be assessed as to their accessibility and predicted demand patterns
- Each stop will last for at least 20 minutes allowing time for information and advice provision and/or social interaction
- Stops will be set at predictable, regular time intervals to allow residents to plan

2.3. Routes will be reviewed on a 6 monthly basis to see how they are working.

After an initial period we will review the service annually to make sure it is still meeting the criteria above and take account of any changes in demand. In the interim, if local circumstances change, the service will respond where we can to change the service to that area in a timely manner

3. Proposed pilots for Rural Service Delivery

3.1. The model for the delivery of rural library services needs an overhaul and will take into account the emerging Norfolk County Council Local Service Strategy. Half the vehicles in the fleet are coming to the end of their working lives and we have reached a point where the right thing to do is to look at how we provide these services. We will be looking at a range of options to reach people in more isolated places, including encouraging more people to get involved through volunteering, setting up “pop up libraries” - small libraries that can be set up in any suitable venue, such as a village hall, or community centre, piloting a new multipurpose drop pod option and encouraging more people to take advantage of the Home Library Service (currently delivered in partnership with RVS). There is no “one size fits all” solution, but one option is explored in more detail in 3.2 as an example; the full range of options are described in more detail in appendix 1. It is intended that all of the options are trialled to determine the best service mix across the county.

- Pop up library
- Supported Volunteer Community Libraries
- Home library service
- Digital Offer – inc promotion of the Libby library app
- Transport for customers to bigger hubs

- 3.2. **Pop Up Library.** A member of NCC staff with a vehicle delivering and setting up and running a “pop up” library. This would use specially designed and built units to provide a selection of material for people to borrow, connectivity to the internet so that information and advice could be offered. This would include working with partners and other NCC services to expand the offer available.

We would be able to work with groups that are interested in exploring other ways to provide library services in future, such as community-run libraries. There is a dependency on the consistency of the support available, including premises and volunteers. Early investigations indicate this would not be a workable model in all areas of the county.

4. Issues, risks and innovation

- 4.1. Substantial changes to rural service delivery will be subject to an equality impact assessment, however the risks to vulnerable groups will be minimised if the proposed principles and route criteria are adopted.

It is likely that the local service strategy will take a “risk stratification” approach to ensure that services are targeted where they are most needed.

- 4.2. The new models being proposed as part of the pilot take an innovative approach to rural service delivery and therefore it is important that they are properly planned and evaluated. Where possible, learning and experience from other parts of the UK public sector and best practise have been applied.

5. Financial Implications

- 5.1. There are no additional financial implications at this time.

Officer Contact

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1. Library pop ups

- The pop up library arrives in a van with a staff member
- Take advantage of wi-fi in village halls, community centres and other locations
- Deliver a pop up library for 3.5 hours in morning or in afternoon/early evening
- Full library experience
- Self service
- Activities for early years, digital literacy, literacy, healthy libraries and reducing social isolation
- School holiday activities for children
- Opportunity to deliver to 30 locations per month, per van
- Frequency of pop up depends on local needs
- Opportunity to work with local volunteers to add value/transport people to the pop up
- Other NCC and district council services / other services delivered in the same location at the same time
 - Children's Services
 - Adult Social Care
 - Health
 - Specialist information, advice and guidance
 - Social Prescribing

2. Supported Volunteer Community Libraries

Local communities are supported to deliver a community library based in a community location. Availability depends on volunteer capacity

- **Library service supports with:**
 - A supply of books
 - Access to technology/systems to enable library operations to take place
 - Advice to communities on delivery
- **Community provides:**
 - Location
 - Volunteers to operate
 - Range of activities

3. Transport for customers

- Work with community transport providers to arrange transport for groups of customers to go to their nearest branch library
- Customers get access to a larger range of materials and activities for longer
- Good neighbour scheme – neighbours take people without transport to the library

4. Home Library Service

- Currently delivered to about 1500 customers in Norfolk.
- Current delivery partner is RVS
- Personal visit by a volunteer every 3/4 weeks with a selection of books
- Safe and well check/longer social contact
- Opportunities to work with volunteers to deliver digital inclusion

5. Digital offer

- Offer a tablet and introduce customer to the library e-book offer
- Access to digital inclusion training
- Access to other e-library resources
- Access to other NCC information and advice via the tablet
- Customer provides own wi-fi or via community wi-fi

Communities Committee

Item No.

Report title:	Work and Health in Norfolk
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p><i>Caring for our County</i>, the Council's vision for Norfolk in 2021, highlights economic growth, jobs and a healthy, skilled and productive workforce as important factors for the county's future. Norfolk Futures emphasises the need to offer help early to prevent and reduce demand for specialist services.</p> <p>Reflecting these, the Public Health strategy includes health and work as a priority with commitments to support businesses to be healthy workplaces and to improve the health of their workforces, to support Norfolk County Council to become a healthy employer, and to promote strategies and interventions to prevent long-term sickness.</p>	

Executive summary

Good work is good for health – and good health is good for work and the economy. Compared to the national average, Norfolk has bigger gaps in the employment rates between those with a disability or long-term health condition and the population overall.

Public Health commissions a service which helps organisations to become healthy employers and facilitates a network of volunteer Workplace Health Champions. Public Health also organises Work and Health events to engage employers, works with NCC's HR department to help NCC become a healthy employer and has worked with the Economic Development Team to seek funding to support individuals with health conditions to get ready for work. Future plans include supporting public sector organisations to implement the Workplace Wellbeing Charter and extending areas of input on NCC's healthy employer initiatives.

Recommendations:

- 1. To note the Public Health approach to promoting health in the workplace, and the model of the Thriving Workplaces service.**
- 2. Support the strategy to promote the health of NCC employees.**
- 3. Agree that healthy eating, mental health and stopping smoking are the Public Health priorities to support NCC to become a healthy workplace.**

1. Context

1.1. Norfolk County Council Vision and Strategy

Norfolk County Council's vision for Norfolk is of a growing, productive and skilled workforce with access to new, high value jobs. Social mobility will be increased by helping people who are not in work to get the skills required for 21st century employment. People living independent, healthy, happy lives will have good access to opportunities, with the right skills and infrastructure to succeed. A more productive society and a growing economy lead to increased tax receipts to fund crucial public services for the most vulnerable.

Health is key to these aims. Good work is good for health – it can help to keep people both mentally and physical healthy and can help in their recovery from illness. Work can help to provide a sense of identity and social status, and sufficiently paid work can provide the economic means to secure resources necessary for good health such as adequate housing, warmth and diet. Those who are unemployed, conversely, are at higher risk of limiting long-term illness, mental illness, cardiovascular disease and suicide.

Good health is also good for work. Workplaces that help to maintain health and wellbeing, delay the onset of illness and manage conditions effectively enough to allow individuals to reach their full potential are vital to the local economy. On the other hand, poor health can lead to increased unemployment and sick leave, and decreased productivity. While rates of employment in Norfolk are in line with national averages, in November 2016 (latest national figures) there were around 32,000 people on Employment Support Allowance (ESA) and incapacity benefits. The main causes were mental health and musculoskeletal problems. Compared to the national average, there is a bigger gap in the employment rate between those with a long-term condition and the population overall.

1.2. Public Health Strategy

Reflecting the Council's vision and strategy, the Public Health Strategy includes health and work as a priority. Key commitments are to:

1. Support businesses in Norfolk to be healthy workplaces and to improve the health and wellbeing of their workforces
2. Work with colleagues in NCC's Human Resources team to promote the health of NCC employees
3. Promote strategies and interventions to prevent long-term sickness.

2. Proposals

2.1. Supporting businesses in Norfolk

Public Health have commissioned a new service – Thriving Workplaces – to empower businesses and other employers to create healthy workplaces that in turn support the health of their employees. The service uses evidence from staff surveys and the Norfolk Workplace Wellbeing Charter to help businesses to choose actions that will promote staff health. This new approach aims to help employers to help themselves by influencing organisational culture and commitment to employee health. The ambition is to create a sustainable change that will survive staff turnover.

As well as helping employers to develop their action plans, Thriving Workplaces have:

- delivered courses to managers on Mental Health First Aid, raising participants' knowledge and confidence in supporting others with mental health problems
- facilitated the Workplace Health Champions Network, which trains and brings together over 200 employee volunteer health champions from different organisations for joint learning and sharing of ideas. The health champions promote activities in their workplaces such as Active Norfolk's Corporate Games and interventions such as stop smoking services.

Appendix 1 contains a summary of the first year of the Thriving Workplaces programme.

In addition, Public Health organised a work and health conference in February 2018 to launch the Thriving Workplaces service to employers and to raise awareness of health issues in the workplace. Around 90 employers heard from the Local Enterprise Partnership, UEA and Public Health England and attended workshops on key issues such as mental health and musculoskeletal issues. They also had the chance to find out more about local employment schemes such as Norwich4jobs and apprenticeships.

Next steps:

- evaluate the Thriving Workplaces service, which is contracted until March 2020, to understand the impact the service is having
- support public sector organisations (which employ over 28% of Norfolk's workforce) to implement the Workplace Wellbeing Charter in their organisations in areas such as absence management, mental health, smoking and tobacco, physical activity, healthy eating and substance misuse.

2.2. Being a Healthy Employer

Staff absence costs NCC, conservatively, around £2m. NCC has therefore agreed a Healthy County Council plan – led by the Health, Safety and Wellbeing team – which aims to improve health and wellbeing and reduce sickness absence. Public Health is supporting this initiative by funding Mental Health First Aid training for 300 managers, backing the delivery of NHS Health Checks to the Council's workforce and running joint campaigns, such as the recent Get Checked blood pressure campaign.

Next steps:

- Focus on healthy eating, stopping smoking and mental health.

2.3. Reducing health-related worklessness

Norfolk County Council's Economic Development Team, with input from Public Health, have submitted a bid to the European Social Fund for an Integrated Health and Employment Service (IHES) which would provide additional and complementary activity to those who are not able to access the national Work and Health Programme. The IHES will work with individuals one on one to support them to manage their health condition to get ready for work where possible. The bid has

got through to the second round, with any further progress being notified Aug / Sept 2018.

DWP are in the process of increasing the skills of their Disability Employment Advisors to support the Jobcentre Plus based work coaches with helping health-related benefit recipients re-enter employment. Norfolk Public Health arranged for the local Chronic Fatigue Service to deliver a session to the DEAs to increase awareness locally of this condition and have offered other support to the regional training as needed.

Next steps:

- Continue to seek funding for IHES
- Continue work with DWP as requested.

3. Background and Evidence

- 3.1. Over the last 12 years there has been increasing evidence and reviews which demonstrate the important relationship between work, health and wellbeing. Dame Carol Black's national review *Working for a Healthier Tomorrow* in 2008, commissioned by the DWP, set out for the first time the economic costs of ill health and its impact on work. Since then improving the health of the working age population has continued to be at the forefront of public health with a steady stream of reports aiming to influence policy and approaches to planning services for those in work.
- 3.2. In the last year workplace reports have continued to be a major focus for the government. The recent Stevenson and Farmer report *Thriving at Work* sets out core standards for employers to improve mental health in the workplace and seeks to address one of the major causes of sickness absence in the workplace. The recent Taylor Review *Good Work: Modern Working Practices* addresses the changing demands in workplaces and their implications for workers and employers.
- 3.3. Last year also saw the publishing of the government paper – Improving Lives: The Future of Work Health and Disability. This sets out plans to increase inclusivity in the workplace helping to retain and recruit skills from every person including those people with disabilities and long term conditions and aims to reduce the disability employment gap. This together with an ageing population and longer working lives, indicates that inclusive workplaces are crucial to the success of the economy and the individual. The right care and support must be in place to enable all to thrive in work throughout their working lives.

3.4 Local context

In Norfolk, the structure of the economy is heavily weighted to smaller businesses - proportions are similar to the national averages. The highest proportion of micro-businesses is found in South Norfolk where 87% of business units employ fewer than ten people. The highest proportion of larger business units with more than 250 employees are found in Norwich. All of the Norfolk districts, with the exception of Norwich have fewer larger business units than the national average.

A major challenge in the Norfolk working age population is that work forces are ageing. Individuals are experiencing longer working lives as pensionable ages increase. This increasing working age brings with it the risk of developing a long

term condition (LTC). 1 in 3 working-age people in the UK have a long-term health condition which puts their participation in work at risk. Managing LTCs in the workforce can often be a challenge and can cause people to change the type and amount of work they do.

Currently employment levels are at an historic high but we still have 32,000 people in Norfolk off work due to illness or disability that affects their ability to work, who have valuable skills knowledge and expertise not being utilised. One of the key Public Health Outcome Framework indicators that Public Health wish to improve is the employment rate for people with long term health conditions. Norfolk is worse than the England average for gaps in the employment rate for those with long-term health conditions and learning disability compared to the overall employment rate (Table 1) and this trend isn't improving. Other indicators that can be influenced by workplace health include excess weight in adults, reduction in smoking prevalence and reduction in health inequalities.

Table 1: Employment related Public Health Indicators

PHOF Indicator	Year	England	EOE	Norfolk
1.08i Gap in employment rate between those with an LTC and the overall employment rate (%)	2016/17	29.4	34.4	38.8
1.08ii Gap in employment rate between those with a learning disability and the overall employment rate (%)	2016/17	68.7	70.1	73.5
1.08iii Gap in employment rate between those in contact with secondary mental health services and the overall employment rate (persons) (%)	2016/17	67.4	70.2	69.9

Data source: Public Health England

4. Financial Implications

- 4.1. No new financial commitments are proposed. Around £200,000 of the Public Health budget is used for workplace health.

5. Issues, risks and innovation

5.1. Risks:

There is a risk that if we do not engage with workplaces, then we are losing a significant opportunity to affect health improvement, often in communities of people prone to suffer from health inequalities. We would also lose the opportunity to have a positive impact on the local economy. As an employer of 6,000 staff, NCC could lose the opportunity to become an exemplar healthy employer.

5.2. Innovations:

The new approach to the commissioned workplace health service is an innovative approach and so will be subject to a good quality evaluation to be conducted by UEA.

- 5.3. The IHES is also innovative in bringing together several agencies who can support change in individuals to enable condition management and employment activities to happen in tandem.

Officer Contact

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

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Appendix 1 – Thriving Workplaces Year 1 Summary

thriving WORKPLACES YEAR 1

OVERALL SUMMARY

42 
Business engaged
across Norfolk

6945
Total number of **employee**
reach in Norfolk

67% of workforces
engaged had over
50% were from
a public health
priority background

TRAINING

42 
local staff trained in
Mental Health First Aid

35  RSPH Health
Champions
Trained

(Average feedback score
4.65, 100% Pass Rate,
Average Pass **27/30**
– A Pass is 20/30)

58% 
of organisations
engaged undertook
Mental Health First
Aid Training

4 
Health Champion
Network meetings
provided.

Topics covered: 
Increasing workplace health and
wellbeing engagement, Sharing best
practice, Time for Change campaign
and Mental Health First Aid, Smoking
in the workplace and Active Working 

55% 
of organisations had
at least 1 new Health
Champion trained

SOCIAL MEDIA & DIGITAL ENGAGEMENT

18
blog posts

220
mailing list
subscribers

30 
Facebook
posts per month

An average
viewing
of **35 views**
per day

30 
Twitter
posts per month

An average
viewing
of **136 views**
per day

27 
LinkedIn
posts per month

An average
viewing
of **265 views**
per day

4379 
unique website hits
since April 2017

An average
viewing
of **336 views**
per month

121 
active users
of our "Members
Only" area

Communities Committee

Item No.

Report title:	Finance monitoring
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Communities Committee with financial monitoring information for the services reporting to this Committee for 2018-19.	

Executive summary

The services reporting to this Committee are mainly delivered by Community and Environmental Services, but also includes elements of services provide through the Managing Director's office.

The 2018-19 net revenue budget for this committee is £47.521m.

The total capital programme relating to this committee for the years 2018 to 2021 is £15.628m. Details of the capital programme are shown in Section 3 of this report.

The balance of Communities Committee reserves as of 1 April 2018 was £7.461m. The reserves at the beginning of the year included committed expenditure and unspent grant income which was carried forward from 2017/18. Details are shown in Section 4 of this report.

Recommendations:

Members are recommended to note:

- a) **The 2018-19 revenue budget and forecast out-turn position for this Committee.**
- b) **The capital programme for this Committee**
- c) **The balance of reserves brought forward to 2018-19 and the planned use of reserves.**

1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, 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 are considered.
- 1.2. This report reflects the budgets for 2018-19 budget and forecast outturn position as at the end of May 2018.

2. Evidence

- 2.1. Community and Environmental Services deliver a wide range of services reporting to a number of different committees, EDT, Business and Property, Digital and Innovation and this Committee, the revenue budget for CES is managed by the Director on a Departmental basis. Elements of services provided through the Managing Directors office also report into this committee.
- 2.2. The 2018-19 NET revenue budget for this committee is £47.521m.

Table 1: Communities NET revenue budget				
	2018-19 Budget	2018-19 Forecast Outturn	Forecast variance	Actual Spend to Period 2
	£m	£m	£m	£m
Community and Consultation	0.214	0.214		0.025
Community, Information and Learning	15.887	15.887		1.950
Culture and Heritage	3.827	3.827		0.880
Director of Public Health	(0.488)	(0.448)		(4.456)
Equality and Diversity	0.183	0.183		0.083
Fire Service	28.243	28.243		3.639
Registrars	(0.345)	(0.345)		(0.122)
Total for Committee	47.521	47.521		1.999

- 2.3. Table 1 above reflects the services net revenue budget, details of the Gross budgets are shown in table 2 below

	Current year budget	Forecast	Actuals to period P02
	£m		£m
Expenditure	109.533	109.533	17.129
Income	(62.012)	(62.012)	(15.072)
Net	47.521	47.521	2.057

- 2.4. We are very early in the financial year and at this stage we are not forecasting any variances to the budget. If budget risks emerge in the year they will be reported to members.

3. Capital budget

- 3.1. The overall capital budget for the services reporting to this committee is £15.628m, with £10.113m currently planned to be delivered in 2018-19.

Table 3: Communities Capital programme					
	2018-19 Budget £m	2019-20 Budget £m	2020-21+ Budget £m	Total Programme £m	Forecast Out- turn 2018-19
Norfolk Fire and Rescue Service	4.553	1.450	2.150	8.153	4.553
Culture and Heritage – Museums	2.629	0.750		3.379	2.629
Customer Services Strategy	0.230			0.230	0.230
E-Commerce Digital Development	0.059	0.058		0.117	0.059
Single employee portal	0.182	0.107		0.289	0.182
Libraries	2.371	1.000		3.371	2.371
Traveller Sites Improvement	0.089			0.089	0.089
Committee total	10.113	3.365	2.150	15.628	10.113

- 3.2. The Fire programme includes planned replacement of the Red Fleet (£5.479m) over the 3 years and replacement of critical equipment (£0.669m).
- 3.3. The Library programme includes £0.800m for the refurbishment of the self-service kiosks and building improvement.
- 3.4. The capital programme is managed over multiple years due the nature of delivery of projects as they can take time to plan and deliver. Budget virements may take place throughout the year to reflect the expected profile of deliver.

4. Reserves 2018-19

- 4.1. The reserves relating to this committee are generally held for special purposes or to fund expenditure that has been delayed, and in many cases relate to external grants and contributions. They can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which help smooth the impact of funding.
- 4.2. A number of the reserve balances relate to external funding where the conditions of the grant are not limited to one financial year and often are for projects where the costs fall in more than one financial year.
- 4.3. Services continue to review the use of reserves to ensure that the original reasons for holding the reserves are still valid.
- 4.4. The balance of unspent grants and reserves as at 1 April 2018 stood at £7.461m

- 4.5. Table 4 below shows the balance of reserves held and the planned usage for 2018-19.

Table 4: Communities reserves	Balance at 1 April 2018	Forecast balance 31 March 2019	Net change
	£m	£m	£m
Community Information and learning	1.688	1.531	0.156
Community and Consultation	0.078	0.078	0.000
Culture and Heritage	2.002	2.002	0.000
Equality and Diversity	0.059	0.059	0.000
Public Health	2.073	2.073	0.000
Fire Service	1.208	1.208	0.000
Registrars	0.228	0.228	0.000
Trading standards	0.126	0.126	0.000
Committee Total	7.461	7.305	0.156

Use of reserves

- 4.6. The department is currently reviewing the delivery of projects and planned use of reserves and will be updated to members as part of this monitoring report. The current planned use of the Community Information and Learning reserves relates to the Customer Services Centre where the drawdown reflects the finding of committed expenditure.

5. Financial Implications

- 5.1. There are no decisions arising from this report and all relevant financial implications are set out in this report

6. Issues, risks and innovation

- 6.1. This report provides financial performance information on a wide range of services in respect of this committee.

Officer Contact

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Communities Committee

Item No.

Report title:	Risk Management
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact One of the Communities Committee's roles is to consider the management of Communities risks. Assurance on the effectiveness of risk management and the Communities departmental risk register helps the Committee undertake some of its key responsibilities. Risk Management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides Members with the Communities Committee departmental risks, reported as at July 2018, following the latest review conducted during June 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- a) **the reconciliation report in Appendix A, which details two significant changes to the Communities department level risks;**
- b) **the summary of current departmental level risks for this Committee in Appendix B;**
- c) **The list of possible actions, suggested prompts and challenges presented for information in Appendix C;**
- d) **The background information to put the risk scoring into context, shown in Appendix D.**

1. Proposal

- 1.1 The Community and Environmental Services (CES) Departmental Management Team (DMT) continues to be engaged in the preparation and management of the Communities departmental level risk register.

The recommendations for Members to consider are set out above.

2. Evidence

- 2.1. The Communities committee risk data detailed in this report reflects those key business risks that are managed by the Community and Environmental Services Departmental Management Team, and Senior Management Teams of the services that report to the Committee including amongst others Norfolk Fire and Rescue services, Health services, Community, Information and Learning services, and Culture and Heritage Services. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Communities departmental risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy and Procedures.

There are currently three departmental level risks reported to this Committee, with no current risks reported by exception that meet the exception criteria of having a current score of 12 or more, with a prospects score of achieving the target score by the target date of amber or red.

A reconciliation of risk changes to departmental level risks since the March 2018 Committee can be located in **Appendix A**.

A summary of the current departmental level risks for this Committee can be found in **Appendix B**.

To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix C**.

3. Financial Implications

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

4. Issues, risks and innovation

- 4.1. There are no other significant issues, risks and innovations arising from this Risk Management report.

5. Background

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix D**.

Officer Contact

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

Officer name : Adrian Thompson **Tel No. :** 01603 222784

Email address : adrian.thompson@norfolk.gov.uk

Officer name : Thomas Osborne **Tel No. :** 01603 222780

Email address : thomas.osborne@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.

Risk Reconciliation Report

Significant changes* to the Communities departmental risk register since it was last presented in March 2018.

Closed risks

RM14337 - Demand Management of the Social Care Centre of Excellence

The backlog of cases reviewed by the Social Care Centre of Excellence (SCCE) has been reduced to a low level (less than 50 open cases), and is continuing to be managed and monitored.

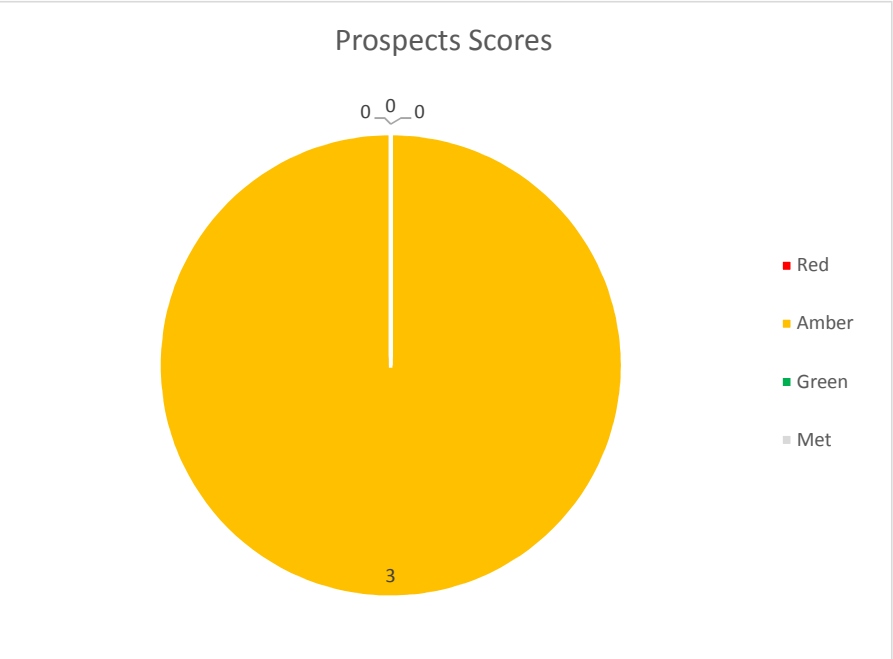
RM14181 - Single points of knowledge and a lack of capacity to respond to major incidents

A Memorandum of Understanding has been signed between Norfolk and Suffolk County Councils regarding joint working for animal disease outbreaks. We now have 100% of the appropriately qualified and competent staff to deliver the Control Strategy in 12 of 14 areas. The appropriate number of qualified and competent officers for the Fair Trading Criminal area was up from 92% to 94%, and the intelligence handling area is also up at 97%.

* A significant change can be defined as any of the following;

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description or mitigations (where significantly altered).

Norfolk County Council, Communities Committee Risk Management Summary (Appendix B) July 2018													
Risk Register Name		Communities Committee									Red	↓ Worsening	
Prepared by		Thomas Osborne									Amber	↔ Static	
Date updated		June 2018									Green	↑ Improving	
Next update due		August 2018									Met		
Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting Target Risk Score by Target Date	Direction of travel from previous review	Risk Owner	
Departmental Risks													
Norfolk Fire and Rescue Services	RM13974	Failure to assure that standards of operational competency for fires in the built environment.	Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.	3	3	9	2	3	6	Amber	↔	Greg Preston	
Cultural Services	RM14130a	Lack of consistency and delivery of IMT related systems and services for Cultural Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Cultural Services.	3	3	9	2	3	6	Amber	↔	Steve Miller	
Customer Service Centre	RM14223	Payment Card Industry compliance of call monitoring system	The current call monitoring system is not up to current PCI compliance standards, potentially leaving the organisation exposed from a compliance perspective.	2	3	6	1	3	3	Amber	↔	Andrew Blaxter	



Risk management discussions and actions

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

Suggested prompts for risk management improvement discussion

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

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

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

Risk Management improvement – suggested actions

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

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

Suggested follow-up actions

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

Background Information

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

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

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks. This can be seen as the risk appetite.

The prospects of meeting target scores by the target dates reflect how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.

Communities Committee

Item No.

Report title:	Performance management
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community 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 management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the first report to provide data against the new 2018/19 vital signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.

There are currently 15 vital signs indicators under the remit of this Committee.

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to Committee. To enable Members to have oversight of performance across all vital signs, all report cards (which is where more detailed information about performance is recorded) will be made available to view upon request.

Of the 15 vital signs indicators that fall within the remit of this Committee, four indicators have met the exception criteria:

- Number of people killed and seriously injured on Norfolk's roads
- Performance against NFRS Emergency Response Standards
- On call (retained) fire station availability
- Successful completion of substance misuse treatment - % of adult substance misuse users (opiate, non-opiate and alcohol) that left treatment successfully and did not re-present to treatment within 6 months

Recommendations:

Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required - refer to the list of possible actions at Appendix 1.

In support of this, Appendix 1 provides:

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

1. Introduction

- 1.1. This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the first report to provide data against the new 2018/19 vital signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.
- 1.2. There are currently 15 vital signs indicators under the remit of this Committee.
- 1.3. Work continues to see what other data may be available to report to Committee on a more frequent basis and these will in turn be considered for inclusion as vital signs indicators.
- 1.4. Of the 15 vital signs indicators that fall within the remit of this Committee, four indicators have met the exception criteria.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all vital signs. This then complements the exception reporting process and enables Committee members to check that key performance issues are not being missed.
- 2.2. The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance. A list of all vital signs indicators currently under the remit of the Committee is available at Appendix 2.
- 2.3. Vital signs are reported to Committee on an exceptions basis. The exception reporting criteria are as follows:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has three consecutive months/quarters/years of Amber RAG rating (Amber RAG rating within 5% worse than the target)
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
- 2.4. Where cells have been greyed out on the performance dashboard, this indicates that data is not available due either to the frequency of reporting or the vital sign being under development. In this case, under development can mean that the vital sign has yet to be fully defined or that baseline data is being gathered.

Key to services on the performance dashboard:

- CIL – Community, Information and Learning
 - CH – Culture and Heritage
 - NFRS – Norfolk Fire and Rescue Service
 - PH – Public Health
- 2.5. The performance dashboard for the Communities Committee is as follows:

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.

The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Target
{PH} Number of people killed and seriously injured on Norfolk's roads	Smaller	407	421	425	419	415	399	405	410	410	428				348
{CIL} Increased literacy and numeracy levels - Under Development	Bigger														
{CH} Increase in the amount of transactional level metadata available and being accessed - (Norfolk Record Office)	Bigger	0.7k	1.0k	2.3k	2.3k	4.5k	5.3k	6.3k	7.5k	8.7k	10.0k	24.0k	24.5k	25.3k	24.7k
{CH} Museums visits - total visitors and school visits	Bigger	36.5k	35.3k	43.3k	64.5k	49.0k	40.0k	25.0k	18.5k	21.7k	26.7k	27.6k	34.9k		30.0k
{NFRS} Performance against NFRS Emergency Response Standards	Bigger	81.0%	81.3%	80.1%	80.3%	76.4%	77.7%	77.2%	79.2%	72.9%	78.8%	76.4%	78.6%		80.0%
		387 / 478	409 / 503	418 / 522	417 / 519	331 / 433	296 / 381	277 / 359	389 / 491	320 / 439	267 / 339	308 / 403	271 / 345		
{NFRS} On call (retained) fire station availability	Bigger	81.8%	79.9%	79.9%	79.6%	82.7%	83.2%	86.4%	82.9%	86.6%	86.1%	86.0%	86.8%		90.0%
		72.1m / 88.1m	68.3m / 85.5m	70.6m / 88.4m	70.4m / 88.4m	70.8m / 85.5m	73.5m / 88.4m	73.9m / 85.5m	73.3m / 88.4m	75.6m / 88.4m	68.7m / 79.6m	75.0m / 88.4m	74.2m / 85.5m		
{NFRS} Wholetime fire station availability - Under Development	Bigger												99.3%		
{CIL} % of businesses that are compliant with Trading Standards	Bigger	95.5%	95.5%	94.8%	94.7%	94.9%	95.0%	94.99%	95.2%	95.6%	94.92%	94.7%	97.0%		95.0%
		834 / 873	900 / 942	907 / 957	894 / 944	888 / 936	961 / 905	834 / 878	840 / 882	951 / 901	860 / 905	891 / 941	901 / 929		
{PH} Status of Norfolk Resilience Forum plans to where NCC is the lead agency	Bigger	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%			85%
		23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24			
{CIL} Customer satisfaction (with Council services) - Under Development	Bigger												78.3%	70.6%	
													3631 / 4637	5374 / 7612	

{PH} Successful completion of substance misuse treatment - % of adult substance misuse users (opiate, non-opiate and alcohol) that left treatment successfully and did not re-present to treatment within 6 months	Bigger	17.7%		17.8%		18.9%		19.6%		18.8%					21.9%
		706 / 4000		705 / 3962		733 / 3875		748 / 3826		706 / 3758					
{PH} Percentage of new-borns that received a 6-8 week assessment from the Health Visitor	Bigger	90.6%	89.6%	89.7%	91.3%	96.7%	98.4%	97.2%	97.0%	98.1%	97.1%	95.7%			91.0%
		598 / 616											660 / 690		
Quarterly / Termly	Bigger or Smaller is better	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Target
{PH} NHS Health Checks received by the eligible population	Bigger	19.9%	22.4%	24.6%	27.3%	29.8%	31.8%	33.9%	36.2%	38.3%	40.5%	42.4%			42%
		52.6k / 264.1k	59.1k / 264.1k	65.0k / 264.1k	72.1k / 264.1k	79.6k / 264.1k	83.9k / 264.1k	89.5k / 264.1k	95.6k / 264.1k	101.2k / 264.1k	106.9k / 264.1k	111.9k / 264.1k			
{PH} New STI diagnoses (excluding chlamydia in under 25 year olds) per 100,000 population aged 15 to 64	Smaller			582				536							800
Annual (financial / academic)	Bigger or Smaller is better	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Target
{Culture} Proportion (%) of participants engaged who were inactive	Bigger													37.80%	26.60%
													2010 / 5317		

3. Report cards

- 3.1. A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.
- 3.2. Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are specified on the report cards.
- 3.3. Vital signs are reported to Committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.
- 3.4. Provided at Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the report cards. There is also a list of suggested options for further actions where the Committee requires additional information or work to be undertaken.
- 3.5. The report cards for the indicators that meet the exception criteria are shown below, which include contextual information for the indicator, along with information about current and historical performance:
 - **Number of people killed and seriously injured on Norfolk's roads :**
Performance is off-target (Red RAG rating or variance of 5% or more) for February 2018 Red 428 against a target of 348.
The Committee will be aware that it has established a Member Task and Finish Group to review this indicator and the approach to associated interventions, and the Group will report back to Committee later this year.
 - **Performance against NFRS Emergency Response Standards :**
Performance has three consecutive months/quarters/years of Amber RAG rating (Amber RAG rating within 5% worse than the target) for April 2018 Amber 78.6% against a target of 80%; for March 2018 Amber 76.4%; and for February 2018 Amber 78.8%.
This report provides the monthly performance figures for this indicator. There is a separate report on the agenda for this meeting that provides end of year performance information for NFRS, including this indicator, along with additional information to enable Members to consider this performance in the context of the wider NFRS service.
 - **On call (retained) fire station availability :** Performance has three consecutive months/quarters/years of Amber RAG rating (Amber RAG rating within 5% worse than the target) for April 2018 Amber 86.8% against a target of 90.0%; for March 2018 Amber 86.0%; and for February 2018 Amber 86.1%.
This report provides the monthly performance figures for this indicator. There is a separate report on the agenda for this meeting that provides end of year performance information for NFRS, including this indicator, along with additional information to enable Members to consider this performance in the context of the wider NFRS service.
 - **Successful completion of substance misuse treatment - % of adult substance misuse users (opiate, non-opiate and alcohol) that left treatment successfully and did not re-present to treatment within 6 months :** Performance is off-target (Red RAG rating or variance of 5% or more) for October 2017 Red 18.8% against a target of 21.9%. It has been agreed at Committee that this measure will not be reported up for a period of

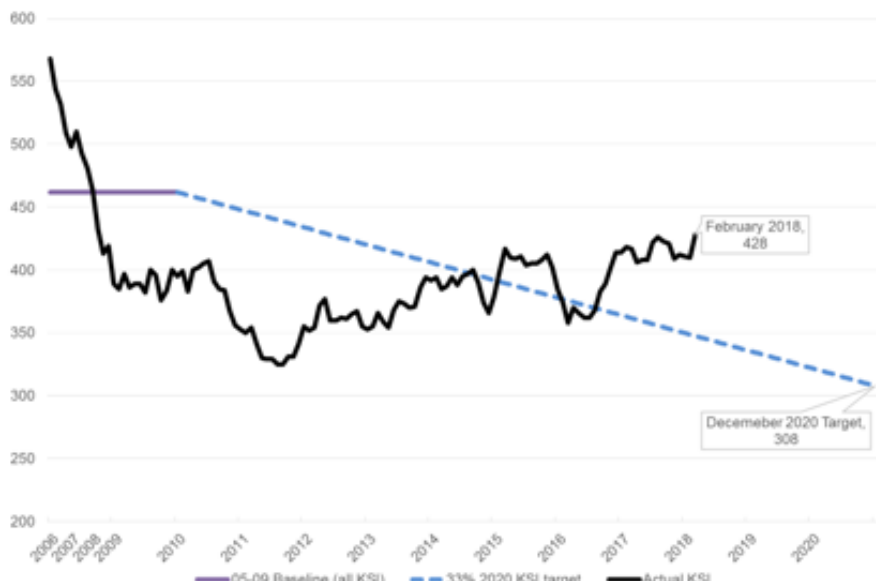
12 months while the new provider processes are embedded – therefore, no report card is provided.

Members previously asked for an update on the new Alcohol and Drug Behaviour Change service processes being embedded.

Change, Grow, Live (CGL) have been delivering the new Alcohol and Drug Behaviour Change service since 1st April 2018. On the 1st April the service had successfully transferred all current clients safely while maintaining all treatment regimes and have also started to work with new clients who have self-referred via the drop-in sessions or the telephone support line. They also welcomed all eligible staff from NRP and have recruited new ones to support the new delivery model and who are now accessing relevant CGL training modules.

CGL continue to engage with and build relationships with Primary Care, Acute Trusts and Pharmacists across the county to ensure safe delivery to clients. The service is working hard to ensure the client database is updated with accurate information on current and new clients which in turn will provide a more informed view of the key outcomes to Community Committee as planned.

People Killed or Seriously Injured (KSI) on Norfolk's Roads

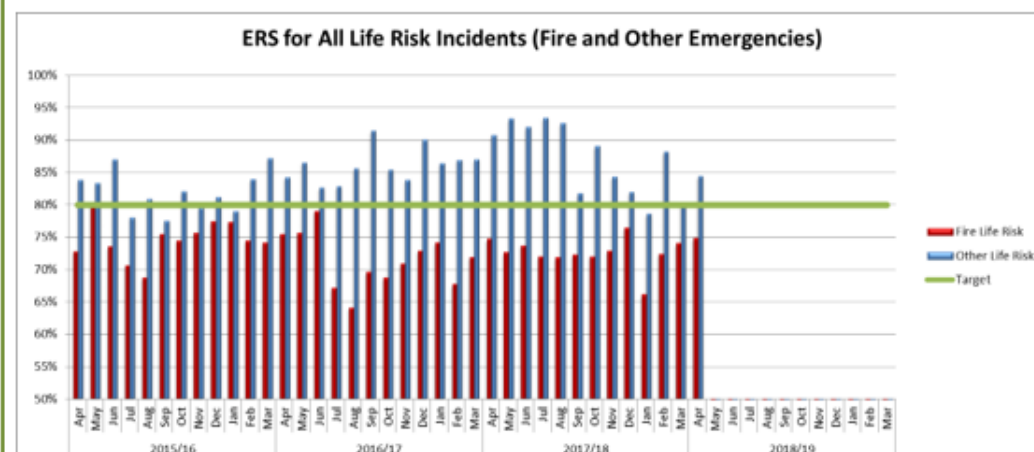
Why is this important?	
In 2016, 37 people were killed and 377 were seriously injured in road collisions in Norfolk, representing a significant emotional and financial burden to local people and services. A target was set in 2010 to reduce Killed and Seriously Injured by a third – from 462 <u>average</u> in 2005-2009, by the end of 2020 to 308.	
Performance	What is the background to current performance?
 <p>This graph represents the 12-month rolling figure for the number of KSI.</p>	<ul style="list-style-type: none"> Local authorities are required by statute to promote road safety, to undertake collision/casualty data analysis and devise programmes including engineering and road user education, training and publicity that will improve road safety. The vital sign reports the actual figure of killed and seriously injured, not performance measures for services. It is also not expressed as a rate. Factors which positively impact numbers include in-car safety standards, greater compliance with speed limits, and economic decline which suppresses casualty numbers by limiting access to certain modes of transport. The general rise in the number of KSI from early 2011 is greater than national figures. Norfolk KSIs have risen 6.2% compared with 2.9% nationally (to September 2016) Norfolk has a lower KSI rate per 100,000 people, and per billion vehicle kilometres than its statistical neighbour authority Lincolnshire, but is outperformed in both measures by other neighbours Somerset and Suffolk. Future performance cannot be accurately predicted due to the number of factors which influence collisions on the road. Changes to police accident recording methodology will mean that national 2016 data will include certain metrics will not be directly comparable to previous years, due to data quality issues. Norfolk ranked 6th (out of 31 peers) for Road Safety Education within the Highways and Transport survey
What will success look like?	Action required
<ul style="list-style-type: none"> A downward trend in recorded KSI casualties against increases in vehicle kilometres and population increases; A saving to the local economy and local services of around £1.8 million per fatal casualty prevented, and around £206,000 for every serious casualty prevented. 	<ul style="list-style-type: none"> Continue with targeted local interventions and work with stakeholders Continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes Continue regular Safety appraisal of new highway improvement schemes Member Task and Finish group to inform new strategy development
Responsible Officers	<p>Lead: Diane Steiner – Deputy Director of Public Health</p> <p>Data: Nile Pennington – Analyst Road Casualty Reduction</p>

Emergency Response Standards for NFRS

Why is this important?

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

Performance



What is the background to current performance?

- The combined ERS had been in steady decline as shown by the annual average data until the last financial year that had a 0.9% increase:
 - 2013/14 78.8%
 - 2014/15 78.7%
 - 2015/16 77.5%
 - 2016/17 78.4%
 - 2017/18 78.8%
 - 2018/19 78.6% (Financial Year to Date)
- The nature and location of calls we attend is changing. We have successfully reduced the number of false fire alarms (classified as Fires where life may be at risk) we attend, meaning our resources are ready to respond to genuine emergencies. This means we get fewer calls in urban areas which are quicker to get to.

What will success look like?

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

Action required


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

Responsible Officers

Lead: David Ashworth, Chief Fire Officer

Data: Stephen Maxwell *Intelligence and Performance Analyst*

On Call (Retained) Fire Station Availability

Why is this important?																																																																																																																
Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.																																																																																																																
Performance	What is the background to current performance?																																																																																																															
<div><p>1st On Call Fire Station Availability</p><table border="1"><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr 2016</td><td>88</td><td>90</td></tr><tr><td>May 2016</td><td>85</td><td>90</td></tr><tr><td>Jun 2016</td><td>84</td><td>90</td></tr><tr><td>Jul 2016</td><td>80</td><td>90</td></tr><tr><td>Aug 2016</td><td>82</td><td>90</td></tr><tr><td>Sep 2016</td><td>83</td><td>90</td></tr><tr><td>Oct 2016</td><td>84</td><td>90</td></tr><tr><td>Nov 2016</td><td>82</td><td>90</td></tr><tr><td>Dec 2016</td><td>86</td><td>90</td></tr><tr><td>Jan 2017</td><td>82</td><td>90</td></tr><tr><td>Feb 2017</td><td>82</td><td>90</td></tr><tr><td>Mar 2017</td><td>82</td><td>90</td></tr><tr><td>Apr 2017</td><td>82</td><td>90</td></tr><tr><td>May 2017</td><td>80</td><td>90</td></tr><tr><td>Jun 2017</td><td>80</td><td>90</td></tr><tr><td>Jul 2017</td><td>80</td><td>90</td></tr><tr><td>Aug 2017</td><td>82</td><td>90</td></tr><tr><td>Sep 2017</td><td>83</td><td>90</td></tr><tr><td>Oct 2017</td><td>86</td><td>90</td></tr><tr><td>Nov 2017</td><td>82</td><td>90</td></tr><tr><td>Dec 2017</td><td>86</td><td>90</td></tr><tr><td>Jan 2018</td><td>85</td><td>90</td></tr><tr><td>Feb 2018</td><td>85</td><td>90</td></tr><tr><td>Mar 2018</td><td>85</td><td>90</td></tr><tr><td>Apr 2018</td><td>86</td><td>90</td></tr><tr><td>May 2018</td><td>86</td><td>90</td></tr><tr><td>Jun 2018</td><td>86</td><td>90</td></tr><tr><td>Jul 2018</td><td>86</td><td>90</td></tr><tr><td>Aug 2018</td><td>86</td><td>90</td></tr><tr><td>Sep 2018</td><td>86</td><td>90</td></tr><tr><td>Oct 2018</td><td>86</td><td>90</td></tr><tr><td>Nov 2018</td><td>86</td><td>90</td></tr><tr><td>Dec 2018</td><td>86</td><td>90</td></tr><tr><td>Jan 2019</td><td>86</td><td>90</td></tr><tr><td>Feb 2019</td><td>86</td><td>90</td></tr><tr><td>Mar 2019</td><td>86</td><td>90</td></tr></tbody></table></div>	Month	Actual (%)	Target (%)	Apr 2016	88	90	May 2016	85	90	Jun 2016	84	90	Jul 2016	80	90	Aug 2016	82	90	Sep 2016	83	90	Oct 2016	84	90	Nov 2016	82	90	Dec 2016	86	90	Jan 2017	82	90	Feb 2017	82	90	Mar 2017	82	90	Apr 2017	82	90	May 2017	80	90	Jun 2017	80	90	Jul 2017	80	90	Aug 2017	82	90	Sep 2017	83	90	Oct 2017	86	90	Nov 2017	82	90	Dec 2017	86	90	Jan 2018	85	90	Feb 2018	85	90	Mar 2018	85	90	Apr 2018	86	90	May 2018	86	90	Jun 2018	86	90	Jul 2018	86	90	Aug 2018	86	90	Sep 2018	86	90	Oct 2018	86	90	Nov 2018	86	90	Dec 2018	86	90	Jan 2019	86	90	Feb 2019	86	90	Mar 2019	86	90	<ul style="list-style-type: none">On call (retained) firefighters are employed on a contract to provide a set number of hours "availability". They must be located within 5 mins of their station and are paid to respond to emergencies. They often have alternative primary employment.Retained availability has been in decline so the service is taking action to improve this.<ul style="list-style-type: none">2013/14 88%2014/15 85.4%2015/16 86.1%2016/17 82.1%2017/18 83.1%2018/19 86.8% (Financial Year to Date)Challenges for RDS availability include recruitment and retention (finding people who are prepared to be firefighters and stay within 5 minutes of station and primary employment pressures). Efforts put into addressing these issues through a task and finish project are showing positive early signs with the overall establishment increasing.
Month	Actual (%)	Target (%)																																																																																																														
Apr 2016	88	90																																																																																																														
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Jun 2016	84	90																																																																																																														
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What will success look like?	Action required																																																																																																															
<ul style="list-style-type: none">Consistent performance improvement to achieve the 90% targetThe first fire engine responds to an emergency when they are needed (avoiding the need to send the next closest available fire engine).Wholetime (full-time) firefighting resources are almost always available so they have not been included in this data. They provide a level of resilience and support for surrounding RDS stations.	<ul style="list-style-type: none">Currently recruiting on-call firefighters at a number of stations, a media campaign has recently been run with significant interestOutwell as an example has had significant issues with availability in recent months. As a result of publicity and efforts by local managers their performance has increased significantly from a low of less than 10%.Managers regularly review the availability provided by on call firefighters to ensure they comply with their contracted arrangements and performance manage this where required.																																																																																																															
Responsible Officers	Lead: David Ashworth, Chief Fire Officer Data: Stephen Maxwell <i>Intelligence and Performance Analyst</i>																																																																																																															

4. Recommendations

- 4.1. Committee Members are asked to:
- Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required – refer to the list of possible actions at Appendix 1.

In support of this, Appendix 1 provides:

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

5. Financial Implications

- 5.1. There are no significant financial implications arising from the performance management report.

6. Issues, risks and innovation

- 6.1. There are no significant issues, risks and innovations arising from the performance management report.

Officer Contact

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

Officer name : Andrew Brownsell **Tel No. :** 01603 222056

Email address : andrew.brownsell@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 – Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

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

Performance improvement – suggested actions

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

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

Appendix 2 – Communities Committee Vital Signs Indicators

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

There are currently 15 vital signs performance indicators that relate to the Communities Committee. The indicators in bold (on the Table below) are vital signs indicators deemed to have corporate significance and therefore will also be reported to the Policy and Resources Committee.

Key to services:

- CIL – Community, Information and Learning
- CH – Culture and Heritage
- NFRS – Norfolk Fire and Rescue Service
- PH – Public Health

Service	Vital Signs Indicator	What it measures	Why it is important	Data
PH	Road safety	Number of people killed and seriously injured on Norfolk's roads	Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population.	Rolling twelve months
CIL	Literacy and numeracy levels	Increased literacy and numeracy levels	Increased literacy and numeracy improves people's life chances and potential to succeed, thereby contributing more to areas such as the local economy.	Monthly
CH	Norfolk Record Office – Increase in Metadata on NRO Catalogue	Increase in the amount of transactional level metadata available and being accessed (Norfolk Record Office)	The most significant means of access to the Record Office Collection is via metadata provided in its catalogue. The better the metadata, the better the outcomes from the use of the Record Office.	Monthly
CH	Museum use	Museum visits – total visitors and school visits	Demonstrates contribution to Excellence sub outcomes and improvement curve.	Cumulative monthly
NFRS	Response to emergencies	Emergency Response Standards	Responding quickly to an emergency can reduce the impact of the incident and save lives. We aim to get to a fire engine to 80% of 'Fires where life may be at risk' within 10 minutes and for 'Other emergencies where life may be at risk' within 13 minutes.	Monthly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
NFRS	Response to emergencies	On call fire station availability	Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.	Monthly
NFRS	Response to emergencies	Wholetime fire station availability	Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the wholetime fire engine from each station. The aim is to have these available 100% of the time.	Monthly
CIL	Business compliance with trading standards	% of businesses that are broadly compliant with trading standards	Helps ensure that poor business practice is corrected and consumers and legitimate businesses are protected.	Monthly
PH	Response to emergencies	Status of Norfolk Resilience Forum plans where NCC is the lead agency	Ensure that plans and procedures are in place to prepare, respond and recover from emergencies.	Monthly
CIL	Customer satisfaction	Customer satisfaction with council services	Helps to improve the service that we provide to our customers.	Monthly
PH	Engagement and retention of adult substance misuse clients	% of adult substance misuse users that left substance misuse treatment successfully and who do not re-present to treatment within 6 months.	Poor parental mental health, exposure to domestic abuse and alcohol/drug abuse by parents strongly affect children's outcomes.	Monthly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
PH	New born babies 6-8 week assessment	% of new-borns that received a 6-8 week assessment from the Health Visitor	It supports early identification of families needing further health and social support, empowering parents to develop effective strategies that build resilience, support and information on feeding, healthy weight and nutrition.	Monthly
PH	NHS Health checks received by the eligible population	% of eligible population aged 40-74 who received an NHS Health Check	To measure Norfolk's delivery against that of England's % of NHS Health Checks received by the eligible population.	Quarterly
PH	Sexually Transmitted Infection (STI) diagnoses	New STI diagnoses per 100,000 population aged 15 to 64	Reducing the transmission of HIV and STIs results in a healthier population.	Quarterly
CH	Active Norfolk participants engaged who were inactive	% of participants engaging in Active Norfolk commissioned activities (for the purpose of reducing inactivity) who report a total of 30 minutes or less of at least moderate intensity activity a week	Demonstrates whether services are reaching those who need them most with regards to physical activity.	Annually

Communities Committee

Item No.

Report title:	Forward Plan and update on decisions taken under delegated authority
Date of meeting:	4 July 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

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

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or his team), within the Terms of Reference of this Committee. There are four relevant delegated decisions to report to this meeting.

Recommendations:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decisions detailed in section 2.**

1. Forward Plan

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

2. **Delegated decisions**

- 2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are four relevant delegated decisions to report to this meeting.

2.1.1 **Subject: Norfolk and Norwich Millennium Library – shared use by Citizens Advice Bureau**

Decision: To enable the Citizens Advice Bureau (CAB) to use desks/facilities at Norwich Millennium Library, through granting a licence. CAB will use four desks for administrative purposes, to support the advice services they provide elsewhere within the Forum building. CAB's services and objectives align well with those of NCC and co-location of some staff should improve collaboration and achieve better outcomes for the residents of Norfolk. .

Taken by: This is essentially a property transaction, therefore the delegated decision will be taken by the Head of Property and reported to the Business and Property Committee. We have included some information here so that there is clarity for Communities Committee Members about arrangements at the Millennium Library

Contact for further information: Jan Holden – Head of Libraries and Information
Email jan.holden@norfolk.gov.uk
Phone 0344 800 8020

2.1.2 **Subject: Mental health first aid training**

Decision: To allocate £20k funding from the Public Health budget to provide mental health awareness training for Communities Committee Members and mental health first aid training for up to 300 county council managers and supervisors.

This is in the context of increasing evidence of the important relationship between work, health and wellbeing and of the economic costs of ill health and its impact on work. Whilst the council's absence rate is below the average for local government, it is above average for all employers.

Taken by: Dr Louise Smith - Director of Public Health

Taken on: 16 April 2018

Contact for further information: Martin Seymour – Public Health Consultant
Email martin.seymour2@norfolk.gov.uk
Phone 0344 800 8020

2.1.3 **Subject: Take Home Naloxone at HMP Norwich**

Decision: To allocate £5k Public Health funding to enable the Take Home Naloxone pilot at HMP Norwich to be extended into 2018/19.

Since 2014 there has been a national increase in drug related deaths. The risk is increased after periods of relative abstinence, with prison release a significant risk factor due to a loss of tolerance to opioids.

Naloxone is used to reverse the effects of opioids and can be supplied without prescription.

For information, discussions are being held on longer term options for provision to all three Norfolk prisons.

Taken by: Dr Louise Smith - Director of Public Health
Taken on: 14 May 2018
Contact for further information: Mary-Jane Little – Advanced Public Health Officer (Vulnerable People)
Email maryjane.little@norfolk.gov.uk
Phone 0344 800 8020

2.1.4 Subject: Broadland Road Safety Programme

Decision: That the Public Health team support the programme by providing staff to provide education and training, publicity support and co-ordination.

Broadland District Council are funding a programme delivered in schools in the district to encourage children and their parents to avoid using cars for their school journeys. The project aims to encourage activity and reduction congestion/pollution. The programme will comprise three visits to each Infant, Junior and Primary School over the year.

Taken by: Dr Louise Smith - Director of Public Health
Taken on: 14 May 2018
Contact for further information: Nadia Jones – Public Health Commissioning Manager
Email nadia.jones@norfolk.gov.uk
Phone 0344 800 8020

3. Financial Implications

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

4. Issues, risks and innovation

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

5. Background

5.1. N/A

Officer Contact

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

Officer name : Sarah Rhoden **Tel No. :** 01603 222867

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

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : Wednesday 5 September 2018			
Community safety & domestic abuse strategic & delivery plan	None	To review proposals for the development of community safety & domestic abuse strategy & delivery plan	Jon Shalom Public Health Community Safety Manager
Norfolk Fire and Rescue Service – Community Safety Strategy	None	To consider and approve the Community Safety Strategy for the service.	Norfolk Fire and Rescue Area Manager (Garry Collins)
Update on the Business and Intellectual Property Centre	None	To receive an update on the Centre, based in Norfolk and Norwich Millennium Library, which launched in October 2017.	Head of Libraries and Information (Jan Holden)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Meeting : Wednesday 10 October 2018			
Annual review of the Enforcement Policy	ETD Committee is also asked to confirm the CES Enforcement Policy meets the requirements of ETD services Policy & Resources Committee is the approval body for the policy	To confirm the revised CES Enforcement Policy and its annex documents meet the requirements of Communities services, prior to consideration by Policy & Resources committee.	Head of Trading Standards (Sophie Leney)

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Strategic and Financial Planning 2019-20 to 2022-23	None	To consider budget savings proposals.	Executive Director of CES (Tom McCabe)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Meeting : Wednesday 7 November 2018			
Norfolk Armed Forces Community Covenant Strategy and Action Plan	None	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Norfolk Community Learning Services	None	To receive an update on the service, including latest performance and development activity.	Assistant Director, Community, Information and Learning (Ceri Sumner)
Recommendations from the	None	To receive and consider feedback and	Public Health

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Casualty Reduction Member Task and Finish Group		recommendations from the Member Task and Finish Group for Casualty Reduction.	Commissioning Manager (Nadia Jones)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Meeting : Wednesday 16 January 2019			
Information, Advice and Guidance	This is one of the Norfolk Futures workstreams and work will relate to all council services.	To consider the progress made to progress the Information, Advice and Guidance workstream as part of the Norfolk Future programme.	Assistant Director, Community, Information and Learning (Ceri Sumner)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Forward Plan and decisions taken under delegated	Every meeting	To review service updates on key issues and activities and identify any areas	Head of Support & Development (Sarah Rhoden)

Forward Plan for Communities Committee

Appendix A

Regular items	Frequency	Requested committee action (if known)	Lead officer
authority		where the Committee would like to receive further information.	Rhoden)
Performance management	Four meetings each year – January, March, June/July, October	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – January, March, June/July, October	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Finance Monitoring	Every meeting	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Annual report of the Norfolk Armed Forces Community Covenant	Annual Report – March each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Senior Planning and Partnerships Officer (Merry Halliday) /
Norfolk Armed Forces Community Covenant Strategy and Action Plan	Annually – July each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Annual review of the Enforcement Policy	Next meeting October/November 2018? Also to be reviewed by the EDT Committee as policy covers Highways, planning services and Trading	To approve the Enforcement Policy and its appendices, and to agree to the ongoing review of the Policy on an annual basis.	Head of Trading Standards (Sophie Leney)

Forward Plan for Communities Committee

Appendix A

Regular items	Frequency	Requested committee action (if known)	Lead officer
	Standards enforcement activities.		