

Communities Committee

Date: **Wednesday, 11 October 2017**

Time: **10:00**

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

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

Membership

Mrs M Dewsbury - Chairman

Ms J Barnard

Mr D Bills

Mrs J Brociek-Coulton

Mrs S Butikofer

Mr N Dixon

Mr R Hanton

Mr H Humphrey

Mr M Kiddle-Morris - Vice-Chairman

Mr I Mackie

Ms C Rumsby

Mr T Smith

Mrs M Stone

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

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

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A g e n d a

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

2. To confirm the minutes of the Communities Committee meeting held on 6 September 2017.

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3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 6 October 2017**. For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

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

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 6 October 2017**.

7. **Presentation on the culture and heritage contribution to Norfolk's visitor economy.**
Presentation by the Assistant Director, Culture and Heritage
8. **Strategic and Financial Planning 2018-19 to 2021-22** **Page 13**
Report by the Executive Director of Community & Environmental Services
9. **Finance monitoring** **Page 32**
Report by the Executive Director of Community & Environmental Services
10. **Risk management** **Page 40**
Report by the Executive Director of Community & Environmental Services.
11. **Performance management** **Page 53**
Report by the Executive Director of Community & Environmental Services
12. **Forward Plan and decisions taken under delegated authority)** **Page 73**
Report by the Executive Director of Community & Environmental Services

Group Meetings

Conservative	9:00am	Leader's Office, 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: 03 October 2017



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Communities Committee

Minutes of the Meeting Held on Wednesday 6 September 2017

10:00am Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury – Chairman

Mr D Bills

Mrs J Brociek-Coulton

Mrs S Butikofer

Mr N Dixon

Mr R Hanton

Mr H Humphrey

Mr M Kiddle-Morris – Vice-Chairman

Ms C Rumsby

Mr T Smith

Mrs M Stone

Mr V Thomson

1. Apologies and substitutions

- 1.1 Apologies for absence were received from Ms J Barnard and Mr I Mackie (Mr V Thomson substituted).

2 To agree the minutes of the meeting held on 22 June 2017.

- 2.1 The minutes of the meeting held on 22 June 2017 were agreed as an accurate record by the Committee and signed by the Chairman subject to the inclusion of Ms S Butikofer in the Membership of the Norfolk Community Safety Partnership Sub-Panel.

3. Declarations of Interest

- 3.1 No declarations of interest were made.

4. Urgent business

- 4.1 There was no urgent business.

5. Public Question Time

- 5.1 No public questions were received.

6. Local Member Issues / Members Questions

- 6.1 The following question had been received from Cllr S Morpew. The Committee agreed that a written response should be provided.

“What would be the advantages and disadvantages for the council and public in Norfolk if the Fire and Rescue Service was given statutory responsibilities for flood response?”.

7 Friends Against Scams

- 7.1 The Committee received and **noted** a presentation by the Lead Trading Standards Officer about the Trading Standards initiative to sign up “Friends Against Scams” across Norfolk. A copy of the presentation is attached at Appendix A.
- 7.2 The following points were noted in response to questions from the Committee:
 - 7.2.1 The Lead Trading Standards Officer agreed to re-circulate the details of the one-day conference on 14 September 2017 to Members.
 - 7.2.2 No national database of scams or scammers was kept, although a national team worked with various organisations throughout the world to identify scams and scammers. Even though intelligence was shared among organisations, the scams changed so frequently it was difficult to identify and prevent them.
 - 7.2.3 Community champions worked within local communities to support and help victims of scams. Notices were placed in shops, doctor surgeries and libraries to raise the public’s awareness of scams.
 - 7.2.4 The Committee was reassured that scam awareness was being raised in many different places, including banks and large supermarkets. The Trading Standards team had carried out some work with parish councils and had also attended some parish council meetings to highlight the issues. A suggestion was made about drafting an article for parish councils to include within their village magazines.
 - 7.2.5 Any incidents of fraud could be reported on the following link:
www.actionfraud.police.uk/report_fraud

8 Norfolk Armed Forces Community Covenant Strategy and Action Plan

- 8.1 The Committee received the report by the Executive Director of Community and Environmental Services updating it on the independent Norfolk Armed Forces Covenant Board’s new Strategy and Action Plan for 2017-2020.
- 8.2 The Committee welcomed Wing Commander Stew Geary, from RAF Marham; Tony Tomkinson Armed Forces Commissioner and Councillor Keith Kiddie Norfolk County Council Armed Forces Member Champion, who attended the meeting to present the report and answer questions.
- 8.3 The following points were noted in response to questions from the Committee:
 - 8.3.1 Although every service member leaving the armed forces received a transition package, awareness needed to be raised about what skills they were able to transfer to the local jobs market. Each resettlement pack included information about available training courses, the local community and housing etc.

- Awareness needed to be raised with the local businesses about what skill sets service leavers could offer which would help businesses understand the skills ex-service personnel could bring to the workplace. The resettlement pack also gave information on how to write a CV using non-military terminology.
- 8.3.2 The Covenant Board Membership included a representative from the NHS.
- 8.3.3 On arrival at RAF Marham service personnel received a pack containing information about schools, doctors, dentists, public services. etc as well as information about the local community.
- 8.3.4 A suggestion was made that treatment offered by dentists to forces personnel on military bases could also be offered to the families of forces personnel.
- 8.3.5 There was no system in place for checking that ex-service personnel were settling into civilian life once they had left the service. There were organisations and charities which offered support to ex-service personnel, but if an individual decided not to engage with the resettlement service, there was no over-arching group in place to help those non-engaging individuals.
- 8.3.6 A suggestion was made about contacting the New Anglia Local Enterprise Partnership (LEP) who may be able to signpost individuals to local businesses who needed staff with particular skill sets.
- 8.3.7 There were approximately 2500 service personnel based at RAF Marham, with an approximate additional 500 civilian employees. This meant that, while there were some opportunities for ex-service personnel to work at the bases, there was insufficient jobs for everyone leaving the services.
- 8.3.8 The Committee was reassured that work was carried out with Children's Services to support the families of service personnel. Additional funding could be applied for to support children of service personnel, particularly those who moved school frequently and whose parents were away for long periods of time on deployment.
- 8.3.9 Mrs M Stone proposed that Communities Committee ask Children's Services Committee to join with the Health Overview and Scrutiny Committee to form a joint Task and Finish Group to consider how to improve access to dental services for service families living in the west of the county. The Committee **agreed** the proposal.

8.4 **RESOLVED**

That the Committee:

1. **Endorse** the strategy and action plan for 2017-2020.
2. Consider any actions that the Committee could take to support delivery of the Strategy and Action Plan, particularly in relation to Paragraph 6.2 of the report.
3. Ask Children's Services Committee to join with the Health Overview and Scrutiny Committee to form a joint Task and Finish Group to consider how to improve access to dental services for service families living in the west of the county.

9 **Norfolk Sexual Health Strategy**

- 9.1 The Committee received the report by the Director of Public Health setting out the strategy to support the Council's public health strategy approved by Members in November 2016. The Strategy meets the commitment to develop a county-wide all age sexual health improvement strategy.
- 9.2 The following points were noted in response to questions from the Committee:
- 9.2.1 Anyone attending a clinic with concerns that they may have contracted HIV were given a point of care test undertaken by the Terence Higgins Trust. The test results were available instantly.
- 9.2.2 Anyone who did not want to attend a clinic could visit the Terence Higgins Trust website or iCASH express test (www.icash.nhs.uk or www.test.hiv) and request a testing kit online. They would then be able to take a sample in the privacy of their own home and send the test back through the post.
- 9.2.3 If the result for someone who had submitted an online test was negative, they would receive a text giving them the result. If the result was positive, the individual would receive a text asking them to make an appointment to visit the clinic to receive their result and were offered treatment. The cost of an online test was £9 compared with the cost of attending a clinic of £130.
- 9.2.4 Individuals who had been diagnosed with HIV were no longer subject to penalties when applying for life insurance. With the treatments now available, HIV could be effectively treated to the point where it was no longer detectable within the blood stream and individuals were no longer infectious.
- 9.2.5 Approximately £10m was being invested by Public Health England into a trial on PrEP for approximately 10,000 people across the country. (<http://www.tht.org.uk/sexual-health/about-HIV/Pre-exposure-Prophylaxis>). Cambridge Community Services had all its Norfolk clinics included in the trials.
- 9.2.6 A suggestion was made by a Councillor that all County Councillors take the HIV test to raise awareness of the test and to help destigmatise the disease. The Director of Public Health agreed to investigate the possibility.
- 9.2.7 A lot of work was being carried out to target different age groups to reduce sexually transmitted infections, reduce unplanned pregnancies and to raise awareness of HIV. A social media campaign with the Communications team to raise awareness was also being planned.
- 9.2.8 A media campaign titled "Safe Sex Texting" was being targeted at younger people which was part of a research project looking at safe sex texting and what a good relationship looked like.

9.3 **RESOLVED**

That the Committee:

1. **Agree** Norfolk's sexual health strategy in order to improve health

outcomes for Norfolk residents.

10 Strategic and Financial Planning 2018-19 to 2021-22

- 10.1 The Committee received the report by the Executive Director of Community and Environmental Services providing an update on the Council's budget setting process, and summarising the Policy & Resources Committee's guidance to Service Committees on the actions required to enable the Council to set a balanced budget for 2018-19. This included an overview of the Council's budget planning process, the principles for this year's budget setting activity and the latest forecast gap for budget planning purposes for the period 2018-19 to 2021-22.
- 10.2 The following responses were noted in reply to questions asked by the Committee:
- 10.2.1 With regard to the savings target of £622k for libraries and £490k for the Fire & Rescue Services, detailed proposals were being worked through. A detailed report would be brought to the next Communities Committee meeting in October for consideration by the Committee.
- 10.2.2 In this instance, the word "note" within the recommendations was clarified as being for the Committee to be aware of.
- 10.2.3 The Executive Director of Community & Environmental Services reassured the Committee that a balanced budget for Communities Committee was forecast for 2017-18 and that he was highly confident that the budget savings agreed for Communities Committee would be achieved. All the other savings commitments outlined in the report were being managed and regularly monitored.
- 10.2.4 Concern was expressed about the services under the remit of Communities Committee, for example Fire & Rescue, Trading Standards and Libraries and that if there was no direct knowledge of what money would be received from Government services could be cut. The Executive Director said that the planning assumption was that the £36m grant from Government would not be received as they had said they wanted local authorities to be more reliant on their own funds, rather than government grants.
- 10.2.5 Officers would be drafting a range of proposals for the Committee to debate at its meeting in October. The proposals would focus on those lower risk services, avoiding high risk services wherever possible.
- 10.2.6 Staffing levels were continually monitored. Last year the Community & Environmental Services department removed 40 posts, mainly through vacancy management. Staffing was the County Council's biggest asset, although it incurred significant costs. It was acknowledged that management of vacancies could put additional pressure on existing staff to take on more work within their existing role.
- 10.3 **RESOLVED**

That the Committee:

1. Note the budget planning guidance for 2018-19 agreed by Policy & Resources committee and in particular note:
 - a. The budget assumptions set out in the report;
 - b. The budget planning principles for 2018-19;
 - c. The forecast budget gap of £100m reflected in the Council's latest financial planning;
 - d. The allocation of savings targets for the MTFS period 2018-19 to 2021-22 to departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round.
2. Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3 of the report.
3. Consider whether any planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving.
4. In order to help close the forecast 2018-19 budget gap (as defined in recommendation, commission officers to report to the October Committee cycle:
 - a. Whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;
 - b. To identify alternative new savings for 2018-19;
 - c. To identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.

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.

11.2 In response to a question, it was explained that the Single Employee Portal was part of an invest to save scheme allowing staff records of leavers and new employees to be managed.

11.3 **RESOLVED**

That the Committee **note**:

1. The forecast out-turn position for the Communities Committee and the current budget risks that are being managed by the department.
2. The capital programme for this committee.
3. The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

12 **Forward Plan and Decisions taken under delegated authority**

12.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee, together with details of the delegated decision on the Award of

Drug and Alcohol Recovery Grants.

- 12.2 In response to a question about whether the total grant money for Drug and Alcohol Recovery had been allocated, the Director of Public Health said that the response to bids had been disappointing, therefore not all the funding had been allocated. Further work would be undertaken to raise awareness of the grants and encourage businesses to bid for part of the grant.

12.3 **RESOLVED:**

That the Committee:

1. Review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.
2. Note the delegated decision detailed in section 1.2 of the report.

13 Update on Fire at Wretham, nr Thetford

- 13.1 The Chief Fire Officer updated the Committee on the recent fire at the Recycling Centre at Wretham near Thetford.
- 13.2 A full investigation into the cause and emergency response to the fire would be carried out in due course and feedback would be sent to Councillors.
- 13.3 The Committee was reassured that a multi-agency approach was taken to ensure air sampling was carried out and offering advice to local residents. The multi-agency response team included representatives from the District Council Environmental Health officer team, Public Health England, fire service and police.

The meeting concluded at 11.55am.

Chairman

Appendix A

Norfolk Trading Standards

Teresa Haxell
Lead Trading Standards Officer



Community Protection



Trading Standards Priority

- **Safeguarding** communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders



Financial Scamming

- Mass marketing fraud or doorstep crime
- Trading Standards receives information from the National Trading Standards Scams Team of scam victims in Norfolk
- Trading Standards advises, supports and visits victims in Norfolk
- Trading Standards works with partners, NSAB, voluntary and third sector organisations



Who is who in Friends Against Scams?

Friends

SCAMchampions

SCAMBassadors



Five key points about scams



 Norfolk County Council

The Challenge

•‘Take a Stand Against Scams.’

 Norfolk County Council

The Challenge

- Council employees recognise that responding to scams constitutes Financial Abuse - Care Act 2014
- Ensure there is adequate intervention, prevention and support
- Working together across teams, services and communities to tackle the problem of scams in Norfolk
- National Trading Standards Scams Team 1 million Friends Against Scams by 2020
- Norfolk Trading Standards 600 Friends by March 2018

 Norfolk County Council

Working with NSAB



Contact

- teresa.haxell@norfolk.gov.uk
- www.norfolk.gov.uk/alerts
- www.norfolk.gov.uk/friendsagainstscams

 Norfolk County Council

Communities Committee

Item No.

Report title:	Strategic and Financial Planning 2018-19 to 2021-22
Date of meeting:	11 October 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact <p>This report provides an update on the Service Committee's detailed planning to feed into the Council's budget process for 2018-19. The Council's budget setting activity is informed by a range of documents including the Medium Term Financial Strategy, and the County Council Plan, which is currently being updated. Together these help to set the context for the Council's medium term service and financial planning, which will support the development of a robust, balanced budget for 2018-19.</p>	

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees. It provides an update on the Council's budget setting process, and sets out details of the actions required by Service Committees to enable the Council to set a balanced budget for 2018-19.

Recommendations:

Communities Committee is recommended to:

- 1) **Note that the Council's current budget planning includes an assumed increase in council tax of 3.0% for the Adult Social Care precept, and an inflationary increase of 1.9% in 2018-19.**
- 2) **Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3.**
- 3) **In order to help close the forecast 2018-19 budget gap as set out in section 2 of this report:**
 - a. **Consider whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;**
 - b. **Agree the proposed new savings for 2018-19 (Table 4) for recommendation to Policy and Resources Committee;**
 - c. **Agree to recommend to Policy and Resources Committee the proposed new savings for 2018-19 which require consultation as set out in section 3.**
- 4) **Consider the proposed activities to deliver the historic committed but unallocated budget savings for the Fire and Rescue service (£490k) (see Table 5) and the Library and Information service (£622k) (see Table 6) as set out in section 3.**

1. Introduction

- 1.1. The Council's approach to medium term service and financial planning includes a rolling medium term financial strategy, with an annual budget agreed each year. The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m.
- 1.2. The MTFS position is updated through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation. As previously reported to Committees, Policy and Resources Committee considered a report "Strategic and Financial Planning 2018-19 to 2021-22" on 3 July 2017, which set out a forecast gap of £100.000m for the period to 2021-22.
- 1.3. This year, the budget-setting process is closely aligned with development of the new Council Plan and associated corporate strategy work, to be completed in the autumn. Further details of this were set out in the report "Caring for your County" and in the Strategic and Financial Planning reports considered by Policy and Resources Committee.
- 1.4. This report builds on the position reported to Service Committees in September and represents the next stage of the Council's budget planning process. In particular, the paper sets out details of the saving proposals identified for 2018-19 and subsequent years, for the Committee's consideration.

2017-18 budget position

- 1.5. The Council's approach to medium term service and financial planning includes a rolling medium term financial strategy, with an annual budget agreed each year. The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m.
- 1.6. The latest details of the 2017-18 budget position are set out in the budget monitoring report elsewhere on the agenda. The Council's overarching budget planning assumptions for 2018-19 continue to assume that the 2017-18 Budget will be fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends).

2. 2018-19 Budget planning

2017-20 Medium Term Financial Strategy

- 2.1. County Council approved the 2017-18 Budget and the Medium Term Financial Strategy for the period 2017-18 to 2019-20 on 20 February 2017. The Medium Term Financial Strategy to 2019-20 set out a balanced budget for 2017-18, but a deficit remained of £16.125m in 2018-19, and £18.890m in 2019-20. The Medium Term Financial Strategy's aim is to ensure a balanced budget to aid forward planning and help mitigate financial risk. The Medium Term Financial Strategy position is shown in the table below.

Table 1: Budget surplus / deficit as reported to Full Council on 20 February 2017

	2017-18 £m	2018-19 £m	2019-20 £m
Additional cost pressures and forecast reduction in Government grant funding	74.212	58.719	52.819
Council Tax base increase	-19.853	-14.722	-9.338
Identified saving proposals and funding increases	-54.359	-27.872	-24.591
Budget gap (Surplus) / Deficit	0.000	16.125	18.890

- 2.2. The £58.719m assumed cost pressures and forecast reduction in Government grant funding in 2018-19 consists of:
- Inflationary cost pressures for pay and non-pay budgets of £11.548m.
 - Legislative changes of £22.891m including responsibilities at the time anticipated relating to the improved Better Care Fund, and pension revaluation costs.
 - Demographic cost pressures of -£2.866m. Demographic pressures in Adult Social Services were offset by the fact that additional funding for Children's Services was one-off in 2017-18 and so reversed in the plans for 2018-19. This pressure has subsequently been made ongoing during 2018-19 budget planning.
 - NCC policy changes of £2.552m.
 - Forecast funding reductions of £24.594m.
- 2.3. It should be noted that the budget gap of £16.125m in 2018-19 **assumes a CPI (1.9%) increase in council tax** above the 3% Adult Social Care precept, based on the assumptions used by the Government at the time of the 2016-17 local government settlement. Any reduction in this increase will require additional savings to be found. The assumed increases in Council Tax for the Adult Social Care Precept and inflation (the OBR forecast of CPI) are set out in the table below. It should be noted that currently CPI is running at 2.6%¹ and the Council awaits guidance from the Government on the council tax referendum threshold for 2018-19. The assumed council tax increases are of course subject to Full Council's decisions on the levels of Council Tax, which will be made before the start of each financial year. In addition to an annual increase in the level of Council Tax, the budget assumes modest annual tax base increases of 0.5%.
- 2.4. The Medium Term Financial Strategy (MTFS) for 2017-20 agreed by Full Council in February therefore set out a forecast gap for the years 2018-19 and 2019-20 of **£35.015m** and included planned net savings of **£72.737m**. Detail of these savings is shown in Appendix 1.

Latest forecast budget gap 2018-19

- 2.5. As reported to Service Committees in September, since the preparation of the Medium Term Financial Strategy, further pressures on the budget have been identified, resulting in changes to the Council's budget planning position. In September Service Committees also considered the budget planning principles for 2018-19. Alongside the assumptions about Council Tax, other key

¹ UK consumer price inflation: July 2017, published by the Office for National Statistics:
<https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/july2017>

assumptions within the Council's current budget model include:

- **That Revenue Support Grant will substantially disappear in 2020-21. This equates to a pressure of around £36m, but significant uncertainty is attached to this and clearly the level of savings required in year three could be materially lower should this loss of funding not take place**
- 2017-18 Budget and savings delivered in line with current plans (no overspend);
- Use of additional Adult Social Care funding during 2017-18 and future years as agreed by Adult Social Care Committee 10 July 2017;
- 2017-18 growth in Children's Services is included as an ongoing pressure;
- Ongoing annual pressures will exist in waste budgets;
- Council tax increases are agreed (subject to annual decision by Full Council) as shown in the table above for 2018-19 to 2020-21 (including Adult Social Care precept in 2018-19) with no increase in council tax in 2021-22; and
- Moderate council tax base growth over the period of the MTFS.

2.6. The latest estimate of the budget gap for the four year planning period up to 2021-22 is **£100.000m**. The table below sets out the summary County Council forecast position. Further details of the budget planning changes as reported to Policy and Resources Committee are shown in the September report to this Committee.

Table 2: Norfolk County Council budget gap forecast

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Gap as at MTFS February 2017	16.125	18.890	0.000	0.000	35.015
New pressures	13.135	-6.897	20.773	21.366	48.377
Funding changes	-11.612	5.998	42.343	0.000	36.729
Savings changes	0.878	0.535	-10.000	0.000	-8.587
Council tax increase (1.99% 2020-21, 0% 2021-22)	0.000	0.000	-7.657	0.000	-7.657
Council tax base growth (0.5%)	0.000	0.000	-1.914	-1.962	-3.877
Revised gap as at P&R July 2017	18.526	18.526	43.544	19.404	100.000
Reallocate year 4 saving to years 1-3 (split 20/60/20)	3.881	11.642	3.881	-19.404	0.000
Total new savings to find (in addition to savings in 2017-18 MTFS)	22.407	30.168	47.425	0.000	100.000
Note: Budget planning assumes:					
Forecast council tax	373.535	382.873	392.445	394.407	n/a
Forecast increase in council tax in budget planning (including ASC precept, council tax increase and council tax base growth)	14.723	9.338	9.572	1.962	35.595
Council tax increase	1.9%	2.0%	2.0%	0.0%	
Adult Social Care precept increase	3.0%	-	-	-	

2.7. The Council is already implementing a number of strategic initiatives focused on demand management, prevention and early help, and a locality focus to service provision. As referenced in the Strategic and Financial Planning 2018-19 to 2021-22 report presented at Policy and Resources 3 July 2017, the County Leadership Team has identified a number of corporate priorities (known as Norfolk Futures).

2.8. Norfolk Futures will focus on delivering the administrations manifesto priorities over the MTFS plan period and include:

Local Service strategy:

A new deal for families in crisis:

Promoting independence for vulnerable adults:

Smarter information and advice:

Towards a Housing Strategy:

Digital Norfolk:

Commercialisation:

2.9. The budget position and the associated assumptions are kept under continuous review, and will be updated to reflect any changes arising from the Government's Autumn Budget, or further information about the Council's funding position as it becomes available. Reports on the latest financial planning position will be presented to Policy and Resources Committee up until budget-setting by County Council in February.

2.10. The outline budget-setting timetable for 2018-19 is set out in Appendix 2 to this report.

Allocation of savings required

2.11. The following table sets out the indicative savings by department (excluding Schools and Public Health) as reported to the Committee in September.

Table 3 Allocation of new MTFS 2018-22 savings required by Committee

Allocation of new 2018-22 MTFS savings by Committee excluding Schools and Public Health	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Adult Social Care	-1.477	-11.480	-18.047	0.000	-31.004
Children's Services	-7.134	-6.369	-10.013	0.000	-23.516
Communities	-2.461	-2.197	-3.454	0.000	-8.112
Environment, Development and Transport	-6.663	-5.950	-9.353	0.000	-21.966
Policy and Resources	-3.553	-3.172	-4.987	0.000	-11.712
Business and Property	-0.362	-0.323	-0.507	0.000	-1.192
Digital Innovation and Efficiency	-0.757	-0.677	-1.064	0.000	-2.498
Total	-22.407	-30.168	-47.425	0.000	-100.000

3. Budget Strategy

- 3.1. There are a number of common themes across the proposals which seek to complement the thrust of Norfolk Futures, as set out in paragraph 2.8. We will continue to target our efforts on those Norfolk communities and residents who most need our support. Through better management, procurement of new contracts and income generation we will free up resource to protect services. We will also redesign our services to achieve the right balance between having sufficient capacity to meet anticipated need and providing the best value for money. In some instances we will make minor changes to realise savings or shift capacity to priority areas. In other instances, following the principles of Norfolk Futures, we will undertake a more fundamental review, in particular under the Local Service Strategy theme.

New 2018-19 Budget proposals

- 3.2. The new budget saving proposals for Communities Committee to consider are summarised in Table 4 below. It is useful to note that Communities Committee oversees services sitting across more than one Service Department. The table below includes proposals for the Registration Service, which forms part of the Managing Director's Department. All other proposals relate to the Community and Environmental Services Department.

Table 4: New 2018-19 Saving Proposals

Proposal Note: savings are shown as a negative figure	Saving 2018-19 £m	Saving 2019-20 £m	Saving 2020-21 £m	Saving 2021-22 £m	Total 2018-22 £m	Risk Assessment
Capitalisation of activities to release a revenue saving	-0.030				-0.030	
Changing back office processes and efficiency	-0.043				-0.043	
Vacancy management and streamlined management arrangements – museums and historic environment	-0.120				-0.120	
Vacancy management – customer services	-0.120	-0.050			-0.170	
Income generation – Norfolk Museums Service	-0.070		-0.400		-0.470	
Income generation – Norfolk Records Office	-0.030				-0.030	
Income generation – Norfolk Community Learning Services			-0.125		-0.125	
Income generation – Library and Information Service			-0.111		-0.111	
Reduction in Healthwatch grant	-0.189				-0.189	
Using Public Health Grant funding to support the delivery of Public Health activity throughout the Authority	-2.000	-1.000	-1.000	-1.000	-5.000	
Norfolk Community Learning Services – remodelling the staff structure, including	-0.150	-0.050	-0.050		-0.200	

Proposal Note: savings are shown as a negative figure	Saving 2018-19 £m	Saving 2019-20 £m	Saving 2020-21 £m	Saving 2021-22 £m	Total 2018-22 £m	Risk Assessment
staffing reduction						
Providing more joined up Library and Children's Centre Services			-0.500		-0.500	
Increase our income for the Registrars service by expanding the range and variety of services we charge for	-0.100	-0.100	-0.150		-0.350	

- 3.3. Further details of these new saving proposals are set out in Appendix 3. At this stage, the risk assessment rating is based on an officer view of deliverability of the proposed saving. Any proposals that progress will be subject to consultation (where appropriate) and equality and rural impact assessments, which will provide further information that can be used to better understand the risks associated with implementing the proposal.
- 3.4. Committee discussions about proposed new savings will be reported to Policy and Resources Committee in October 2017 and used to inform development of the Council's 2018-19 Budget to enable an overall assessment of the budget position to be made.
- 3.5. In addition to the savings proposals set out above, work is underway across the County Council on a number of corporate priorities (known as Norfolk Futures) to drive change and efficiencies. Work on these priorities is taking place on a corporate basis across all NCC services and will enable additional saving proposals to be identified. In particular, as part of the Local Service Strategy priority, the objective is to create modern, integrated services that are financially sustainable and work together coherently and effectively to meet the needs of local communities, while making best use of our property and maximising economies of scale. This will include considering how we can best place our Library and Information Service within this, for example by enabling libraries to transition to community hubs offering a wider range of services.

Delivery of some existing agreed 2018/19 savings

- 3.6. There are two savings which Members have previously agreed but have not yet been delivered. The Committee has previously discussed these savings and asked officers to do further work to look at how they can be delivered. These savings are already assumed as part of the existing budgets and the calculation of the budget gap. If these savings are not delivered, the budget gap set out in this report would increase.
- 3.7. Below is a summary of the proposed activities to deliver these two areas of agreed saving. Further detail is set out in Appendix 4 (Fire and Rescue Service) and Appendix 5 (Library and Information Service)

**Table 5: Delivery of agreed 2018/19 saving
CMM023 Fire and Rescue Service £0.490m**

Proposal Note: savings are shown as a negative figure	Saving 2018-19 £m	Saving 2019-20 £m	Saving 2020-21 £m	Saving 2021-22 £m	Total 2018-22 £m	Risk Assessment
Sharing headquarters and control room at Police HQ.	-0.120				-0.120	
Capitalisation of activities to release a revenue saving	-0.370				-0.370	
					-0.490	

**Table 6: Delivery of agreed 2018/19 saving
CMM022 Library and Information Service £0.622m**

Proposal Note: savings are shown as a negative figure	Saving 2018-19 £m	Saving 2019-20 £m	Saving 2020-21 £m	Saving 2021-22 £m	Total 2018-22 £m	Risk Assessment
Re-model the management and back office staffing structure	-0.236	-0.035			-0.271	
Improve efficiency of fines recovery processes	-0.012				-0.012	
Re-profile the rural service delivery (mobile libraries)		-0.200			-0.200	
Income generation	-0.139				-0.139	
	-0.387	-0.235			-0.622	

Potential to bring forward 2018/19 savings for early delivery

3.8. As reported to Committee in September, Officers reviewed the current agreed savings and, from an operational perspective, no suitable savings were identified with potential for early deliver. It was highlighted that:-

- Part of the strategy in the previous budget round was to deliver savings as early as possible, and the savings proposed were 'front loaded' for delivery in 2017/18 as far as possible (as can be seen in the profile at Appendix 4).
- Members already previously agreed to bring forward some savings from 2018/19 to 2017/18 so that they could be delivered early - £0.100m saving in customer services (Ref CMM018) and £0.110m of a total £0.600m saving for fire and rescue (Ref CMM023). In addition, one-off savings have been delivered in 2017/18 by fire and rescue (£0.090m - Ref CMM039) and the libraries service (£1.000m – Ref CMM040).
- The £0.622m saving relating to libraries self-service (Ref CMM022) was originally planned for delivery in 2017/18. Members previously agreed to push this back to 2018/19 due to concerns about the impact that the associated staffing reductions could have on the service. Details of how this proposal would be delivered are shown in table 6 above, and to mitigate the risks around delivery the service is planning to deliver this over 2018-19 and 2019-20.

3.9. Officers have reviewed the new proposed savings, as set out in Table 4 (and at Appendix 3) to consider whether early delivery of any of these may be possible. No suitable savings were identified that could be implemented during 2017/18 to provide an in-year saving. Key points to note are:-

- Work to maximise income generation across services is already underway, but the current focus is on delivering existing income targets and ensuring we are able to deliver a balanced budget for 2017/18 (CES is forecasting a balanced budget).
- A number of proposed savings require changes to staff structures and roles. Appropriate staff consultation needs to be carried out, and any staff implications properly managed. It will not be possible to do this in time to deliver an early saving.

3.10. Officers have not yet identified any savings proposed for 2019/20 that could be brought forward to 2018/19 to deliver early. It is also worth noting that the total saving set out in Table 4 has already been profiled over additional years.

2018-19 Budget proposals requiring consultation

3.11. Of the new budget proposals for 2018/19 set out in Table 4 above (and detailed in Appendix 3), officers consider the following requires public consultation.

- Providing a joined up Library and Childrens Service

3.12. In addition, the following 2018/19 proposal for the Library and Information Service set out in Table 6 above (and detailed in Appendix 5) will also require public consultation. Although a public consultation was carried out when these budget savings were originally agreed by Members, further work has since been carried out to redevelop the original proposals and further consultation is now needed on the following:-

- Re-profile rural service delivery (mobile libraries)

3.13. There will be more local consultation on some proposals, e.g. engaging directly with the relevant organisations/groups, for example we will engage directly with Healthwatch (this engagement has already started). Proposals with staffing implementations will be subject to staff consultation.

4. Financial implications

4.1. Financial implications for the Committee's Budget are set out throughout this report.

5. Issues, risks and innovation

5.1. Significant risks or implications have been set out throughout the report. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).

5.2. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.

5.3. In addition, a number of the proposals relate to changes in staffing/organisational structures and require staff consultation. The CES Department is planning to

commence a staff consultation on relevant 2018/19 proposals late October. Work will be undertaken to ensure that we are in a position to be able to implement changes ready for 1 April 2017 so that we can benefit from a full year saving.

- 5.4. Income generation - as we continue to maximise and increase reliance on generation of income, from various sources, and become more reliant on market factors, we increase our risk.
- 5.5. External funding – there are a number of projects and services being fully or partly funded by external funding, for example grants from other organisations and successful funding bids. Many of these include an element of match funding or similar expectations about the County Council's input. Reductions in revenue funding could impact on our ability to do this and we could risk losing funding or our ability to successfully bid for funding in the future.
- 5.6. Staffing - It will not be possible to deliver the level of savings required without some changes and reductions in staffing levels. The CES Department has already made a number of changes/reductions to staff in recent years, including reducing the number of managers in the department, but further reductions will be needed. Although we will take steps to minimise the impact of any changes as far as possible, including by introducing new ways of working, there is a risk that a reduced workforce will directly impact on the level of service we are able to deliver.

6. **Background Papers**

- 6.1. Background papers relevant to the preparation of this report are set out below.

Norfolk County Council Revenue and Capital Budget 2017-20, County Council, 20 February 2017, Item 4:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/444/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2017-20, May 2017:

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/the-2017-2020-budget-book.pdf?la=en>

Caring for your County, Policy and Resources Committee, 3 July 2017, Item 7:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Strategic and Financial Planning 2018-19 to 2021-22, Policy and Resources Committee, 3 July 2017, Item 9:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Finance Monitoring Report Outturn, Policy and Resources Committee, 3 July 2017, Item 11:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Additional Social Care Funding, Adult Social Care Committee, 10 July 2017, Item TBC:

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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Previously agreed MTFS savings 2017-20

Agreed MTFS savings 2017-20 by Committee

	2017-18	2018-19	2019-20	Total
	£m	£m	£m	£m
Adult	-11.213	-18.716	-10.000	-39.929
Children's	-1.854	-0.859	-0.535	-3.248
Communities	-1.906	-0.102	0.000	-2.008
EDT	-5.340	-0.605	0.000	-5.945
Policy and Resources	-23.646	9.100	0.290	-14.256
Business and Property	-1.710	-1.751	-1.000	-4.461
Digital Innovation and Efficiency	-2.105	-0.726	-0.059	-2.890
Total	-47.774	-13.659	-11.304	-72.737

Categorisation of saving	2017-18	2018-19	2019-20	2017-20
	£m	£m	£m	£m
A) Cutting costs through efficiencies	-32.813	8.967	-0.245	-24.091
(i) Efficiency savings	-32.531	9.589	-0.245	-23.187
(ii) Reducing service standards	-0.282	-0.622	0.000	-0.904
B) Better value for money through procurement and contract management	-1.161	-1.044	0.000	-2.205
(i) Efficiency savings	-1.161	-1.044	0.000	-2.205
C) Service Redesign: Early help and prevention, working locally	-8.978	-18.411	-10.000	-37.389
(i) Efficiency savings	-0.458	-0.950	-0.500	-1.908
(ii) Reducing service standards	-1.170	-7.199	-0.800	-9.169
(iii) Ceasing a service	-0.350	0.000	0.000	-0.350
(iv) Providing statutory services differently	-7.000	-10.262	-8.700	-25.962
D) Raising Revenue; commercial activities	-3.059	-1.561	0.000	-4.620
(i) Efficiency savings	-3.049	-1.561	0.000	-4.610
(ii) Reducing service standards	-0.010	0.000	0.000	-0.010
E) Maximising property and other assets	-1.763	-1.610	-1.059	-4.432
(i) Efficiency savings	-1.763	-1.610	-1.059	-4.432
Total	-47.774	-13.659	-11.304	-72.737

Further details of savings by Department can be found in the 2017-18 Budget Book.

2018-19 Budget Timetable

Activity/Milestone	Time frame
County Council agree recommendations for 2017-20 including that further plans to meet the shortfall for 2018-19 to 2019-20 are brought back to Members during 2017-18	20 February 2017
Spring Budget 2017 announced	8 March 2017
Consider implications of service and financial guidance and context, and review / develop service planning options for 2018-20	March – June 2017
Executive Director of Finance and Commercial Services to commission review of 2016-17 outturn and 2017-18 Period 2 monitoring to identify funding from earmarked reserves to support Children's Services budget.	June 2017
Member review of the latest financial position on the financial planning for 2018-20 (Policy and Resources Committee)	July 2017
Member review of budget planning position including early savings proposals	September – October 2017
Consultation on new planning proposals and Council Tax 2018-21	October to December 2017 / January 2018
Service reporting to Members of service and budget planning – review of progress against three year plan and planning options	November 2017
Chancellor's Autumn Budget 2017	TBC November / December 2017
Provisional Local Government Finance Settlement	TBC December 2017
Service reporting to Members of service and financial planning and consultation feedback	January 2018
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Late January 2018
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	29 January 2018
Confirmation from Districts of council tax base and Business Rate forecasts	31 January 2018
Final Local Government Finance Settlement	TBC February 2018
County Council agree Medium Term Financial Strategy 2018-19 to 2020-21, revenue budget, capital programme and level of Council Tax for 2018-19	12 February 2018

2018-19 to 2021-22 New Saving Proposals

Proposal Note: savings are shown as a negative figure	Further information about the proposal	Saving 2018- 19 £m	Saving 2019- 20 £m	Saving 2020- 21 £m	Saving 2021- 22 £m	Total 2018- 22 £m	Risk Assessment
Capitalisation of activities to release a revenue saving	The ICT equipment used by the fire and rescue service is currently leased and the lease is due to expire. Rather than lease new equipment, we will purchase it, which is the approach already taken for the rest of NCC. The purchase of new equipment is a capital cost, which means we can free up our revenue budget for the lease costs as a saving. It will not reduce the amount of equipment that we have. We have separate arrangements in place for our control room, which is not affected by this proposal. [Total saving is £0.100m - £0.070m is included in the list at Appendix 4.]	-0.030				-0.030	
Changing back office processes and efficiency	This relates to the high volume print service in Customer Services. The lease for the high volume printers came to an end during 2017 and new arrangements have been procured. These are cheaper and so we can deliver a saving.	-0.043				-0.043	
Vacancy management and streamlined management arrangements – museums and historic environment	There are some vacancies in the Culture and Heritage portfolio. Rather than recruit to these, we are looking at how we could change arrangements to enable these posts to be deleted. They relate to the historic environment service where, for example, we are looking at closer working with the museums archaeology service.	-0.120				-0.120	
Vacancy management – customer services	This relates to the Customer Service Centre - reducing the number of posts by deleting some vacancies. The vacancies have arisen (and will continue to arise) because of efficiencies we have	-0.120	-0.050			-0.170	

2018-19 to 2021-22 New Saving Proposals

Proposal Note: savings are shown as a negative figure	Further information about the proposal	Saving 2018- 19 £m	Saving 2019- 20 £m	Saving 2020- 21 £m	Saving 2021- 22 £m	Total 2018- 22 £m	Risk Assessment
	been able to make due to increased digitisation. This will not impact on our service standards.						
Income generation – Norfolk Museums Service	The 2020/21 saving aligns to the programme/timetable for the Castle Keep development project. In addition, work is underway to identify other ways to increase income generation e.g. through other improvements to the customer offer.	-0.070		-0.400		-0.470	
Income generation – Norfolk Records Office	Looking at a number of different ways to achieve this. Reasonable confidence that we will be able to deliver this, but there are risks.	-0.030				-0.030	
Income generation – Norfolk Community Learning Services	The 2019/20 amount is about positioning NCLS so that they are able to support the delivery of apprenticeships, which will be additional funded activity. The 2010/21 amount relates to property exploitation and utilisation e.g. using fewer or cheaper buildings, improving the catering offer etc.		-0.020	-0.125		-0.145	
Income generation – Library and Information Service	Exploring other ways to generate income for the library service. Some existing income generation streams are already at risk and doing more of the same will not deliver a saving. We need to develop new ways to generate income.			-0.111		-0.111	
Reduction in Healthwatch grant	The Healthwatch grant provided by NCC is above the statutory minimum. This proposal means reducing the Healthwatch grant to the statutory minimum. Note that the statutory minimum amount of funding has been reduced by Government this	-0.189				-0.189	

2018-19 to 2021-22 New Saving Proposals

Proposal Note: savings are shown as a negative figure	Further information about the proposal	Saving 2018- 19 £m	Saving 2019- 20 £m	Saving 2020- 21 £m	Saving 2021- 22 £m	Total 2018- 22 £m	Risk Assessment
	year, and so there is a real-time reduction for Healthwatch of around £200k.						
Using Public Health Grant funding to support the delivery of Public Health activity throughout the Authority	We are currently looking for opportunities throughout the Authority that contribute to delivery of Public Health outcomes.	-2.000	-1.000	-1.000	-1.000	-5.000	
Norfolk Community Learning Services – remodelling the staff structure, including staffing reduction	This involves a detailed review of the staffing structure for Norfolk Community Learning Services to that resources can be better targeted to delivery of outcomes. It is anticipated that we can reduce overall numbers without any significant impact on service delivery.		-0.150	-0.050		-0.200	
Providing a joined up Library and Children's Centre Services	This will seek opportunities to align activity and buildings across Children's Centres and libraries - discussions with Children's Services are underway on this. This is a model already in place in other Councils.			-0.500		-0.500	
Registrars Service – external income	Increase our income by expanding the range and variety of services we charge for	-0.100	-0.100	-0.150		-0.350	

**Delivery of agreed 2018/19 saving
CMM023 – Fire and Rescue Service - £0.490m**

Proposal Note: savings are shown as a negative figure	Further information about the proposal	Saving 2018- 19 £m	Saving 2019- 20 £m	Saving 2020- 21 £m	Saving 2021- 22 £m	Total 2018- 22 £m	Risk Assessment
Sharing headquarters and control room facilities at Police HQ.	We have been moving out of the old fire HQ for some time, to a joint HQ with Norfolk Police in Wymondham. Plans are underway to move the remaining teams to Wymondham, including moving the control room to create a joint facility with the Police. The fire station will continue to be on site and will continue to operate. The move will enable savings in running costs e.g. rates, energy, maintenance etc. The closure of the building also means that we will no longer need a staff to look after the site.	-0.120				-0.120	
Capitalisation of activities to release a revenue saving	This proposal relates to capitalisation of some activity that is currently revenue funded, within the financial rules. There are two elements. £0.300m relates to capitalisation of leases for vehicles, which essentially means buying new vehicles rather than leasing them. There is a replacement programme over the next six years for around 34 vehicles. The remaining £0.070m relates to purchasing, rather than leasing, ICT equipment [the total ICT saving is £0.100m - £0.070m is included here, and £0.030m in the Table at Appendix 3].	-0.370				-0.370	
		-0.490				-0.490	

Delivery of agreed 2018/19 saving
CMM022 – Library and Information Service - £0.622m

Proposal Note: savings are shown as a negative figure	Further information about the proposal	Saving 2018-19 £m	Saving 2019-20 £m	Saving 2020-21 £m	Saving 2021-22 £m	Total 2018-22 £m	Risk Assessment
Re-model the management and back office staffing structure	This will result in a reduction in the overall numbers of staff supporting the service, but is not expected to have a significant impact on front line service delivery. It includes consolidating activity to create a more empowered manager role who will be responsible for local service delivery and connecting with their communities, whilst the community librarian roles will be reduced in number there will be a full focus on policy and development of the 6 Universal offers (Reading/ Information/Digital/ Health/ Learning and Culture).	-0.236	-0.035			-0.271	
Improve efficiency of fines recovery processes	We are changing our process so that our current Customer Service staff can do this activity, e.g. during periods where call numbers are low, rather than commission the work externally as a cost. The process will be largely automated and delivered through the existing fulfilment team.	-0.012				-0.012	
Re-profile the rural service delivery (mobile libraries)	The current total spend on the mobile library service is £0.492m. This proposal would see us move away from just using mobile libraries to explore community based options – utilising exciting community/parish buildings. Some capital investment may be needed.		-0.200			-0.200	
Income generation	Exploring other ways to generate income for the library service. Some existing income generation streams are already at risk and doing more of the same will not deliver a saving. We need to develop	-0.139				-0.139	

Delivery of agreed 2018/19 saving
CMM022 – Library and Information Service - £0.622m

Proposal Note: savings are shown as a negative figure	Further information about the proposal	Saving 2018- 19 £m	Saving 2019- 20 £m	Saving 2020- 21 £m	Saving 2021- 22 £m	Total 2018- 22 £m	Risk Assessment
	new ways to generate income, for example renting out spaces and encouraging more partnership working.						
		-0.387	-0.235			-0.622	

Communities Committee

Item No.

Report title:	Finance monitoring
Date of meeting:	11 October 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Committee with information on the budget position for services reporting to Communities Committee for 2017-18. It provides information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provides an update on the forecast use of reserves and details of the capital programme.	

Executive summary

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

The 2017-18 net revenue budget for this committee is £49.388m and this report reflects the risks and forecast outturn position as at period 5, August 2017-18.

The total capital programme, relating to this committee is £14.878m, with £7.888m profiled for 2017-18. Details of the capital programme are shown in section 3 of this report.

The balance of Communities Committee reserves as of 1 April 2017 was £9.874m, and the forecast balance at 31 March 2018 is £7.186m.

Recommendations:

Members are recommended to note:

- a) **The forecast out-turn position for the Communities Committee and the current budget risks that are being managed by the department.**
- b) **The capital programme for this Committee.**
- c) **The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**

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, current and future plans and

performance are considered.

1.2. This report reflects the budgets and forecast out-turn position as at the end of Period 5, August 2017.

2. Evidence

Revenue budget 2017-18

2.1. The services reporting to this Committee are mainly delivered by the Community and Environmental Services department, but also includes elements of services provided through the Managing Directors office.

2.2. The 2017-18 net revenue budget for this committee is £49.388m, we are currently forecasting a balanced budget.

Table 1: Communities Net revenue Budget Forecast Out-turn 2017-18

	2017-18 Budget £m	Forecast Out-turn £m	Forecast Variance £m
Community and Consultation	0.210	0.210	0.000
Community, Information and Learning	13.899	13.899	0.000
Culture and Heritage	4.468	4.468	0.000
Director of Public Health	0.151	0.151	0.000
Equality and Diversity	0.222	0.222	0.000
Fire Service	28.757	28.757	0.000
Trading Standards	1.853	1.853	0.000
Registrars	(0.172)	(0.172)	0.000
Total for Committee	49.388	49.388	0.000

2.3. Additional details for the revenue budget are shown in appendix A.

2.4. We are currently forecasting a balanced budget, however there are a number of budget risks that are being monitored by services:

Culture and Heritage – Museums Service

The Museum budget is based on significant income budgets totalling £5.079m, (£2.619m - Grants and £2.457m - admissions, sales and receipts). The Service has a strong track record of managing these budgets successfully however the admissions, sales and receipts budgets can be volatile and are subject to a number of external factors. These budgets will be monitored closely throughout the year . The Service has achieved £1.359m of sales and admissions income to date 55% of the budget so is on track to continue to deliver against the budget.

Fire Service

Following the successful recruitment of a number of full time fire fighters we are currently over establishment, with the expectation of turnover within the year reducing this cost pressure, this will continue to be monitored throughout the year. The service is also reviewing the cost implications of the training requirements to deal with water rescue, the commitment will be reviewed in terms of how this will be delivered and the phasing.

3. Capital Budget

3.1. The overall capital budget for the services reported to this Committee is £14.878m, with £7.888m being profiled to be delivered in 2017-18, at this stage of the year we are fully anticipating full delivery of the programme with no variances.

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

Table 2: Communities Capital Programme

	2017-18 Budget £m	2018-19 Budget £m	2019-20 Budget £m	Total Programme £m	Forecast 2017-18 £m
Norfolk Fire & Rescue Service	3.948	1.150	0.200	5.298	3.948
Culture and Heritage – Museums	1.575	1.950	0.750	4.275	1.575
Community, Information and learning					
Customer Services Strategy	0.605	0.000	0.000	0.605	0.605
E-Commerce Digital Development	0.173	0.000	0.000	0.173	0.173
Single Employee Portal	0.320	0.000	0.000	0.320	0.320
Libraries	1.267	1.940	1.000	4.208	1.267
Committee Total	7.888	5.040	1.950	14.878	7.888

4. Reserves 2017-18

4.1. The Council holds both provisions and reserves.

4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.

4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:

4.4. Reserves for special purposes or to fund expenditure that has been delayed, and in many cases relate to external Grants and Contributions - reserves 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 can help smooth the impact of funding.

4.5. Local Management of Schools (LMS) reserves that are held on behalf of schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.

4.6. General Balances – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.

4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.

4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.

4.9. The committees' unspent grants, reserves and provisions as at 1st April 2017 stood at £9.874m.

4.10. The table below shows balance of reserves and the current planned usage for 2017-18. Further details of the reserves are shown in appendix B.

Table 3: Communities Reserves & Provisions			
Reserves & Provisions 2017-18	Balance at 1 April 2017	Forecast Balance at 31 March 2018	Planned Change
	£m	£m	£m
Community, Information and Learning	2.508	1.391	(1.117)
Community and Consultation	0.083	0.083	0.000
Culture and Heritage	2.385	1.388	(0.998)
Director of Public Health	2.953	3.020	(0.067)
Fire	1.611	0.970	(0.641)
Registrars	0.221	0.221	0.000
Trading Standards	0.113	0.113	0.000
Committee Total	9.874	7.186	2.688

5. Financial Implications

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

6. Issues, risks and innovation

6.1. This report provides financial performance information on a wide range of services responsible to the committee.

Officer Contact

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

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Appendix A

Communities	49,670
Equality and Diversity	222
Community, Information and Learning	13,899
Complaints	55
CSC Fulfilment	482
Norfolk Community Learning Services	304
Norfolk Libraries and Information Service	8,550
Customer Services	145
Healthwatch	226
Service Centre	3,873
Web Content Management	264
Culture & Heritage	4,446
Active Norfolk (see note below)	
County Archives	797
Cultural & Heritage Management	49
Norfolk Art Service	275
Norfolk Museums Service	2,900
Historic Environment	448
Travellers	(22)
Director of Public Health (see note below)	151
HEALTH: Other Public Health Services	267
HEALTH: Public Health Ring Fenced Grant	(116)
Fire	28,757
Trading Standards	1,853

Active Norfolk is funded from a number of grant sources and receives no core NCC funding, we account for both the income and expenditure, therefore the Net budget shown above is nil. Further details are shown below.

Active Norfolk Gross budgets	Current Budget
	1,928,360
Core	270,130
Coaching	82,000
Health Walks	119,840
Physical Activity	227,100
Beginner Running	36,690
Weight Management	46,830
Disability	16,980
VILLAGE GAMES	21,360
Workplace Health	72,220
Sportivate	155,000
Volunteering	1,500

School Games	55,500
Adult Education Coaching Development	31,000
Satellite Clubs	75,000
Fun and Fit	111,430
Children and Young People	70,190
Skyride Local	0
Evaluation	39,980
Mobile Me	221,250
Sporting Ambassadors	700
Sport Relief	0
Events	24,080
Women and Girls	6,000
Access to Schools	36,480
Pushing Ahead	128,350
Sport for Change	78,750

Funded by

1,125,620	Government Grants
60,120	Receipts, charges
742,620	Recharges – including funding from public health.

Public Health is funded from a ringfenced public health grant and receives no core NCC funding, we account for the grant income and expenditure, the credit balance shown above relates to “cross cutting” funding that needs to be allocated to services.

	Current Budget
Director of Public Health	151,120
HEALTH: Public Health Ring Fenced Grant	(115,800)
HEALTH: Business & Staffing	(36,654,160)
HEALTH: Children & Young People Programme	16,367,200
HEALTH: Healthy Living	1,564,090
HEALTH: Sexual Health	6,912,150
HEALTH: Healthy Places	237,770
HEALTH: Health Protection	133,350
HEALTH: Vulnerable People	9,232,400
HEALTH: Intelligence & Info Management	176,400
HEALTH: End Dated Cost Centres	0
HEALTH: Smoking	1,915,000
HEALTH: Other Public Health Services	266,920
HEALTH: Casualty Reduction	10,890
HEALTH: Resilience	253,540
HEALTH: Community Safety	2,490

Appendix B

	Opening Balance	Forecast Net Change	Forecast Closing Balance
	£m	£m	£m
Community, Information and Learning	(2.508)	1.117	(1.391)
Complaints	(0.045)	0.008	(0.037)
Norfolk Community Learning Services	(0.100)		(0.100)
Norfolk Libraries and Information Service	(1.950)	1.109	(0.841)
Customer Service Strategy	(0.037)		(0.037)
Customer Services	(0.344)		(0.344)
Service Centres	(0.032)		(0.032)
Culture & Heritage	(2.385)	0.997	(1.388)
Active Norfolk	(0.824)	0.363	(0.461)
County Archives	(0.222)	0.175	(0.047)
Norfolk Art Service	(0.128)	0.128	
Norfolk Museums Service	(0.814)	0.275	(0.539)
Historic Environment	(0.397)	0.056	(0.341)
Director of Public Health	(2.953)	(0.067)	(3.020)
Other Public Health Services	(0.204)	(0.128)	(0.332)
Public Health Ring Fenced Grant	(2.749)	0.061	(2.688)
Fire	(1.611)	0.641	(0.970)
Trading Standards	(0.113)		(0.113)
Registrars	(0.221)		(0.221)
Community and Consultation	(0.083)		(0.083)
Total	(9.874)	2.688	(7.186)

Communities Committee

Item No.

Report title:	Risk Management
Date of meeting:	11 October 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact One of the Communities Committee's role 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 the Committee with the full departmental Communities risk register as at September 2017, following the latest review conducted at the end of August. 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 full departmental Communities risk register;**
- b) **whether the recommended mitigating actions identified in Appendix A are appropriate, or whether Risk Management improvement actions are required (as per Appendix C);**

1. Proposal

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

At the June 2017 Communities committee meeting a request was made that, in addition to the usual exception reporting, at least once per year for the Risk Management Officer to provide Members of this committee with sight of all of the departmental level risks in detail at this committee. These risks are presented in **Appendix A**. A note of the criteria used to determine which risks sit at which level can be located at section 5 of this report.

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, Public Health, 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 risk register is regularly reviewed and updated in accordance with the Council's Risk Management Framework.

- 2.2. The Communities departmental risk register currently contains six risks. These can be seen in **Appendix A**. Two of these risks are currently reported by exception as they 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 all departmental level risks since the June 2017 Committee can be located in **Appendix B**.

- 2.3. 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**.
- 2.4. Of the six departmental risks, one has a green prospects score of meeting the target score by the target date, with the remaining five having amber prospects scores. Please see Note 1 for details of prospects scoring.

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:

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Note 1:

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

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

Risk Number	RM14289					Date of update	22 September 2017				
Risk Name	Drug and alcohol performance deterioration										
Risk Owner	Diane Steiner					Date entered on risk register	07 March 2017				
Risk Description											
Action and interventions to address performance to date have not resulted in the desired outcomes.											
Original			Current			Tolerance Target					
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date	
4	4	16	4	4	16	3	3	9	Sep-18	Amber	
Tasks to mitigate the risk											
1) Performance - manage improvements with provider through Action Plan											
2) Increased capacity of commissioning - HR resource											
3) Commission and re-design											
Progress update											
1. Service Improvement Action Plan started June '16 and still being monitored through contract meetings. Raised performance with provider CO, Public Health England and CLT (01-12-16). Needs analysis completed. The provider reported on 04/01/17 that the implemented action plan will take a further 5 to 6 months before improvements are seen in the KPIs. Latest data show signs of levelling off of performance.											
2. New Public Health Deputy Director in post to lead. Recruited to PH Commissioner posts. Contracted technical expert providing additional capacity to fill gap of vacant Commissioning Manager post. New Commissioning Manager started September 2017.											
3.											
- Included in the finance monitoring report (contract pipeline) to Communities Committee January '17 and Policy and Resources Committee February '17.											
- Communities Committee agreed on 08 March 2017 for current service to be extended for six months to March 2018 and a procurement exercise to begin for new service to begin April 2018, responsibility delegated to Director of Public Health											
- Procurement project team in place, involving procurement colleagues and expert adviser from Public Health England; colleagues from Finance informed											
d. Project timeline in place and still being delivered on time. Stakeholder consultation and engagement ongoing, initial results analysed, confirming direction of travel of new spec, as does new national drug strategy. Evaluation of outline bids completed and three highest scoring bidders invited to take part in competitive dialogue in September 2017. Final submissions due 13 October, award of contract target 02 November 2017. Mobilisation planning underway with current provider, to be joined by successful bidder post award. Project risk register in place.											
As we near the point of awarding the new contract and enter into the mobilisation process - regardless of who makes the successful bid - we enter a period of potential uncertainty for the current service and its supply chain which could affect performance. Additionally, while we are very positive about the likelihood of securing a high quality final bid, there remains a risk in any process of this kind. The likelihood level of performance not improving was raised to 'probable' in last month's report and the target date extended to six months after the start of the new contract in April 2018 (there is a six month time lag in performance data).											

Risk Number	RM13974					Date of update		20 September 2017		
Risk Name	Failure to assure standards of operational competency for fires in the built environment.									
Risk Owner	Les Britzman					Date entered on risk register		13 October 2011		
Risk Description										
Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm. Why is it important to manage this risk area? It is essential to manage the operational competency of Fire Officers operating in the built environment, and ensure that the facilities and training are in place that support the development of skills required for Fire Officers to operate as safely as possible.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	3	2	6	Mar-18	Amber
Tasks to mitigate the risk										
<p>This is a complex Risk which requires an integrated work programme to deal with elements of the risk :</p> <ul style="list-style-type: none">- Workforce Development programme delivered to schedule.- Development and delivery of Breathing Apparatus training.- Introduction of "Live Fire" training.- Risk file information accurate and up to date - format for all key risk premises. (National model for risk information PORIS due in place end of Summer 2017)- Undertake Incident Command Breathing Apparatus (ICBAO) training and associated monitoring (complete and ongoing).- Implementation of "Lessons learned" from local and national incidents integrated into review processes (Serious Incident Review system in place and audits planned against lessons learned).- Operational reviews and actions undertaken for all significant incidents (complete and ongoing monitoring).- Quarterly monitoring of core skills levels. Part of Maintenance of Competence (MOC) Framework and Policy (In place and ongoing plus audit due by end of Summer 2017)- PDRPro software removed and move to recording of work place performance in parrallel to MOC framework - (moved back in house). Training plans via Team Performance Meetings 1:1. Indicator 13 reviewed at strategic level which takes non competent staff "off the run".										
Progress update										

Progress update

Live Fire Unit Update:

The building has been commissioned and the new format of fire training has already begun and has proved successful. Discussions are ongoing with North Norfolk District Council to discuss any potential restrictions and adaptations that may be required.

Work is quite advanced in examining options to mitigate the impact of restrictions – these include examining the use of gas cribs and simulated smoke which would still allow quality and realistic training. Further work underway to examine Site B on Scottow for Fire behaviour Units for use when wind is unfavourable at main Site A. Funds available and planning permission feasibility to be considered with Scottow planning team.

The Local Government Ombudsman Investigation has now concluded with no recommendations. NFRS have appointed a project manager to progress completion of the revised training delivery methodology and control measures. The project plan will now be updated and reported via NFRS Programme management.

Risk Number		RM14181				Date of update		20 September 2017		
Risk Name		Single points of knowledge and a lack of capacity to respond to major incidents								
Risk Owner		Sophie Leney				Date entered on risk register		23 October 2015		
Risk Description										
Limited service capacity could lead to enforcement areas where there are single points of knowledge. Loss of key individuals would then result in an inability to deliver the appropriate service and increased pressure on remaining staff. Current staff have limited ability to respond to a major incident (such as a food safety alert or animal disease outbreak such as avian influenza).										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Sep-17	Green
Tasks to mitigate the risk										
<p>*L&D planning 17/18 to prioritise risk reduction.</p> <p>*Collaborative working with Suffolk CC Trading Standards to build in resilience including joint L&D delivery, cross border authorisations, disease response and sharing of expertise.</p> <p>*Develop improved links with partners via the Norfolk Food Liaison Group to increase resilience to respond to major food incidents and share learning opportunities.</p> <p>* Review staffing requirements with regard to the Norfolk Resilience Forum (NRF) Animal Disease Contingency Plan and identify NCC/other partners to enable appropriate mobilisation. Undertake an animal disease contingency planning exercise with NRF partners to gauge resilience and ability to respond.</p> <p>*To work with NFRS to adopt good practice and to provide command support in the event of a major incident.</p> <p>*Take steps to fill identified short falls in qualification and lapsed competency through qualification management, recruitment and L&D planning.</p> <p>* Ensure plans in place to address shortfalls identified by qualification and competency checks.</p>										
Progress update										
<p>We measure the proportion of Trading Standards Officers/Managers who hold necessary qualifications and current competencies to be authorised to deliver the TS Service priorities (as set out in the Control Strategy and as required by statute). The target is 100%. The proportion in April 2017 is 97% which is 3% > than December's 94%.</p> <p>Training and shadowing opportunities continue to target shortfall areas. Investigation initiation material amended to improve competency across both civil and criminal offence identification. Resilience to manage animal disease outbreak to be addressed to support Business Food and Farming Manager.</p> <p>The Avian Influenza outbreak in February 2017 and the prevailing Avian Influenza outbreak has allowed a collaborative joint service response to be put into practice. The effective working practices adopted will be reviewed and captured to form the basis of an MOU for mutual support during times of disease outbreak.</p>										

Risk Number	RM14130a		Date of update		24 September 2017					
Risk Name	Lack of consistency and delivery of IMT related systems and services									
Risk Owner	Steve Miller		Date entered on risk register		18 August 2017					
Risk Description										
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.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-18	Amber
Tasks to mitigate the risk										
Ongoing discussions with IMT to improve communications, forward planning, and identifying ways of resolving ICT issues with the minimum of Service disruption. Ongoing discussions with third party providers to ensure service levels are maintained.										
Progress update										
Plans are in place in terms of frequent communication to mitigate against potential disruption to Norfolk Record Office and Norfolk Museums Service sites from weekend power-downs and ICT outages out-of-hours and during public holidays.										

Risk Number	RM14130b					Date of update		29 August 2017		
Risk Name	Lack of consistency and delivery of IMT related systems and services									
Risk Owner	Ceri Sumner					Date entered on risk register		18 August 2017		
Risk Description										
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 Community, Information, and Learning Services.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-18	Amber
Tasks to mitigate the risk										
Ongoing discussions with IMT to improve communications, define priorities and identify ways of resolving ICT issues. Ongoing discussions with third party providers to ensure service levels are maintained.										
Progress update										
Norfolk Community Learning Services (NCLS) (previously Adult Education) systems and processes have been established and staff are being trained. While the systems under NLIS control are running reasonably well, there remain issues with the NCC wide systems which impact on services and on income eg printers in libraries. Plans in place to mitigate against potential disruption to the NLIS from weekend power-downs and ICT closure during public holidays.										

Risk Number	RM14223					Date of update		14 September 2017		
Risk Name	Payment Card Industry compliance of call monitoring system									
Risk Owner	Andrew Blaxter					Date entered on risk register		10 March 2015		
Risk Description										
The current call monitoring system is not up to current PCI compliance standards, potentially leaving the organisation exposed from a compliance perspective.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	2	3	6	1	3	3	Nov-17	Amber
Tasks to mitigate the risk										
New call monitoring capability will be brought in from November 2017.										
Progress update										
Voice and data contract awarded. Updata have produced a Project Initiation Document (PID) and solution.										
Implementation has been rolled back from April 2017 to November 17.										
Finance looking at new payment system, where calls transferred to an automated service, removing all PCI risk of card data.										

Appendix B – Risk Reconciliation Report

Significant changes* to the Communities departmental risk register since the last Communities Committee Risk Management report was presented in June 2017.

Since the last Communities Committee Risk Management report was presented in June 2017, there have been changes to risks. These are as follows;

Score changes

RM14289 - Drug and alcohol performance deterioration

This Public Health risk has been raised from a score of 12 (Likelihood 3; Impact 4) to 16 (Likelihood 4; Impact 4) as we enter the mobilisation process and a period of potential uncertainty for the current service and its supply chain which could affect performance. The likelihood level of performance not improving has therefore been raised to probable (4).

Closed risks

RM14130 - Lack of capacity in ICT systems and services

This risk has been reviewed, developed, and split into two (RM14130a and b, below) to differentiate the potential impact on Cultural Services (Culture and Heritage) (RM14130a), and Community, Information, and Learning (RM14130b), and has therefore been closed.

Opened risks

RM14130a - Lack of consistency and delivery of IMT related systems and services

This risk has been opened to manage the risk of a lack of consistency and delivery of IMT related systems and services, affecting Cultural Services.

RM14130b - Lack of consistency and delivery of IMT related systems and services

This risk has been opened to manage the risk of a lack of consistency and delivery of IMT related systems and services, affecting Community, Information, and Learning Services.

* 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).

Risk management discussions and actions

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

Suggested prompts for risk management improvement discussion

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

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

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

Risk Management improvement – suggested actions

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

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

Suggested follow-up actions

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

Appendix D – Background Information

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

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

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

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

A **Service Risk** is one that requires:

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

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.

Risk Appetite

Risk Appetite is strategic and directly related to the achievement of the Council's objectives, including the allocation of resources. The risk appetite set by each Committee explicitly articulates the attitudes to and boundaries of risk that the Committee expects Executive Directors to take.

Risk Tolerance

Risk Tolerance is the tactical and operational boundaries and values which enable the Council to control its risk appetite in line with the organisational strategic objectives.

Communities Committee

Item No.....

Report title:	Performance management
Date of meeting:	11 October 2017
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

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly, or where performance is deteriorating, are presented to committee. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are collected and are available if requested.

Of the 18 vital signs indicators that currently fall within the remit of this committee, the following 7 indicators have met the exception criteria and so will be considered in this report:

- Number of people killed and seriously injured on Norfolk's roads
- % of active children and young people library users against population
- 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
- Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17
- Smoking status at time of delivery - % of women who smoke at time of delivery
- Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk

Recommendations:

1. **Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in 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 performance management report is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 18 vital signs indicators.

Previously there were 20 vital signs indicators reported to this committee, however two have been removed. Measure "{Culture} % of older people who are active library users against population" has been removed as a new measure is currently being developed that will incorporate this into monitoring community engagement. Measure "{PH} % of Integrated Developmental Reviews at age 2 – 2½ delivered as part of the single integrated review of the Health Developmental Reviews and the Early Years Progress Checks" has been removed as no data is available to facilitate monitoring.

- 1.2. This report contains:

- A Red/Amber/Green rated dashboard overview of performance across all 20 vital signs indicators
- Report cards for those 7 vital signs that have met the exception reporting criteria.

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

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 18 vital signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.

- 2.2. The full list of vital signs indicators was presented to committee at the 16 March 2016 meeting. Since then, the indicators have been subject to ongoing review, by the Chairman and Vice-Chairman and the Community and Environmental Services departmental management team. As anticipated, the implementation of the new performance management system has tested the suitability of some of the vital signs indicators.

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. An annual review of all CES vital signs was undertaken through July and August to confirm the suitability of indicators, their targets and technical definitions and to ensure that all vs indicators continue to effectively monitor performance. A list of all existing and proposed vital signs indicators is available in Appendix 2.

- 2.3. The current exception reporting criteria are as below:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive periods (months/quarters/years)
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.
- Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

- 2.4. Communities Committee performance dashboard.

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	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Target
{PH} Number of people killed and seriously injured on Norfolk's roads	Smaller	383	389	402	414	415	418	415	404	406	403	412			357
{FBP} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	30.5%	29.2%	30.6%	29.9%	30.3%	34.4%	35.2%	30.5%	25.1%	27.2%	31.6%			25.1%
		568779 / 2902606													
{CIL} Library Visits - physical and virtual	Bigger	4.99m	6.37m	7.59m	8.8m	10.0m	11.17m	12.27m	13.46m	1.08m	2.21m	3.37m	4.47m		3.93m
{CIL} % of active children and young people library users against population	Bigger	34.3%	33.9%	34.0%	33.7%	33.4%	32.8%	32.9%	33.0%	32.7%	32.5%	32.2%	33.2%		34.4%
		57626 / 167941	57010 / 167941	57069 / 167941	56672 / 167941	56153 / 167941	55110 / 167941	55290 / 167941	55406 / 167941	54896 / 167941	54572 / 167941	54449 / 169296	56183 / 169296		
{CH} Norfolk Record Office Visits – physical and virtual including learning groups	Bigger	52.7k	63.8k	74.4k	85.5k	94.3k	106.5k	119.3k	131.7k	11.1k	22.2k	33.8k	44.5k		40.2k
{CH} Museums visits – total visitors and school visits	Bigger	49.1k	37.7k	39.2k	23.8k	18.2k	19.4k	27.6k	31.4k	38.0k	36.5k	35.1k	43.3k		33.0k
{NFRS} Performance against our Emergency Response Standards	Bigger	72.8%	78.6%	76.1%	76.6%	81.5%	80.6%	77.7%	78.4%	81.9%	81.0%	81.3%	80.1%		80.0%
		354 / 432 387 / 478 409 / 503 418 / 522													
{NFRS} On call (retained) fire station availability	Bigger	79.9%	80.8%	80.4%	82.3%	81.1%	85.3%	81.7%	81.8%	82.0%	81.8%	79.9%	79.9%		90.0%
		693349 / 910655 102105 / 881279 318522 / 855359 70.6m / 88.4m													
{PE} % of businesses that are compliant	Bigger	95.3%	94.7%	94.7%	96.1%	95.8%	95.9%	96.0%	95.3%	95.1%	95.5%	95.5%	94.8%		95.0%
		792 / 831	774 / 817	788 / 832	797 / 829	817 / 853	809 / 844	782 / 815	771 / 809	833 / 876	834 / 873	900 / 942	907 / 957		
{PH} Status of Norfolk Resilience Forum plans to which NCC contributes	Bigger	87.5%	91.7%	91.7%	91.7%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	85%
		21 / 24	22 / 24	22 / 24	22 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	
{CIL} Number of active My Norfolk accounts	Bigger	3,060	3,891	4,549	5,248	5,705	6,376	6,924	7,457	7,911	8,572	9,432	10,321		

{CIL} Customer satisfaction (with access channels)	Bigger									98.5%	98.5%	98.6%	99.2%		90.0%
{PH} Looked After Children Review Health Assessments (0-4 years) - % of Looked After Children Review Health Assessments (0-4) that were fully completed within timescales	Bigger	97.1%	81.6%	94.6%	94.4%	94.4%	95.2%	88.9%	100.0%	96.4%	98.1%	100.0%			100%
		34 / 35	31 / 38	35 / 37	34 / 36	34 / 36	40 / 42	40 / 45	53 / 53	53 / 55	53 / 54	55 / 55			
{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	17.6%	17.4%	17.2%	17.8%	17.9%	18.0%	17.8%	17.8%						23.0%
		750 / 4251	739 / 4258	729 / 4234	753 / 4220	747 / 4173	745 / 4135	734 / 4117	722 / 4062						
Quarterly / Termly	Bigger or Smaller is better	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Target
{PH} Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17	Smaller	21.9	20.3	19.8	18.8	20.0	21.3	21.3							18.7
{PH} Reducing inequity in smoking prevalence - % of 4 week quits coming from the 20% most deprived areas in Norfolk	Bigger	32.8%	31.3%	34.7%	36.0%	30.6%	33.3%	34.8%	35.5%	31.5%	45.2%	29.3%			29%
		138 / 421	166 / 531	202 / 582	196 / 544	144 / 470	268 / 806	191 / 549	141 / 397	112 / 356	150 / 332	144 / 492			
{PH} Smoking status at time of delivery - % of women who smoke at time of delivery	Smaller	13.5%	13.8%	14.1%	13.4%	14.0%	13.0%	12.7%	12.1%	11.9%	12.2%	12.6%			11.4%
					982 / 7320	997 / 7324	1128 / 8771	1105 / 8699	1059 / 8721	1034 / 8725	1050 / 8632	1074 / 8517			
Annual (financial / academic)	Bigger or Smaller is better	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Target
{CH} Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk	Bigger										£4.07m	£5.62m	£7.0m	£7.14m	£7.52m

2.5. Notes to accompany the Communities Committee performance dashboard.

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

Key to services:

- CIL – Community, Information and Learning
- CH – Culture and Heritage
- FBP – Finance Business Partner
- HW – Highways
- NCLS – Norfolk Community Learning Service
- NFRS – Norfolk Fire and Rescue Service
- PE – Planning and Economy
- PH – Public Health

3. Report cards

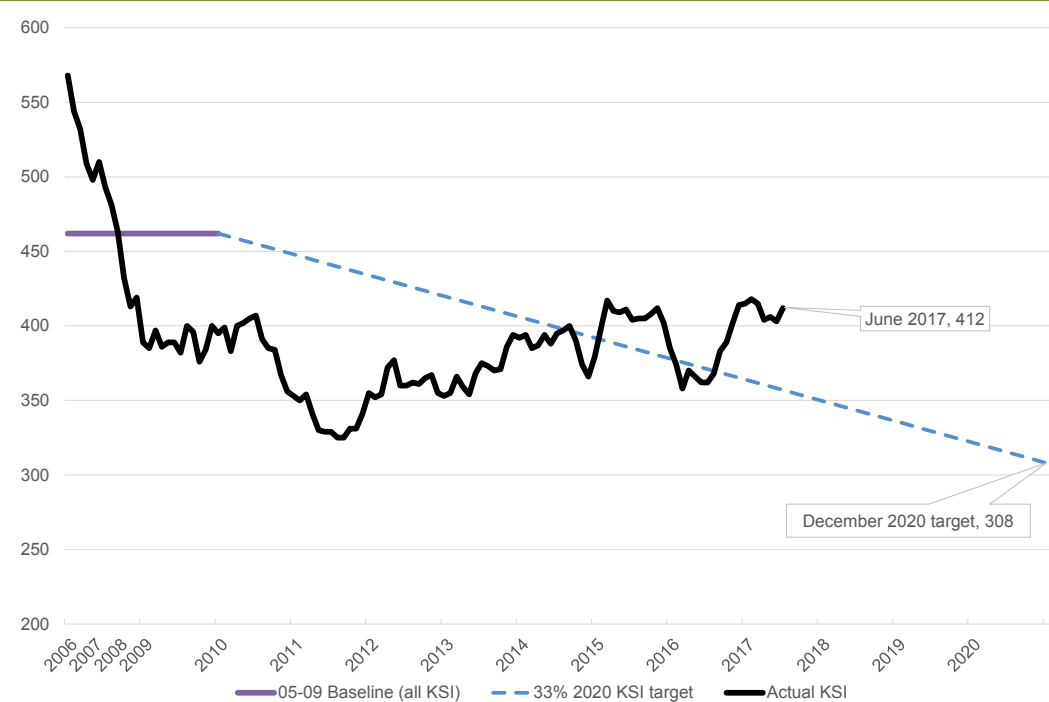
- 3.1. A report card has been produced for each vital sign. These provide a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.
- 3.2. Each vital sign has a lead officer, 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 clearly 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 in Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the report cards. There is also a list of suggested options for further actions where the committee requires additional information or work to be undertaken.

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.

Performance



This graph represents the 12-month rolling figure for the number of KSI.

What is the background to current performance?

- The period of positive performance during the latter half of 2015 and start of 2016 has been reversed, with the 12-month rolling KSI figure standing at 412 to the end of June 2017. KSI numbers are above the trend line projected forward to our 2020 target figure.
- The sharp decline in the number of KSI from early 2006 to late 2010 can be attributed to improved in-car safety standards, greater compliance with speed limits, and the 2008-2013 recession which suppressed 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 may have had an effect and this is currently being investigated.

What will success look like?

- 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.

Action required

- 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

Responsible Officers

Lead: Dave Stephens, Team Manager Network Management (Analysis & Safety)

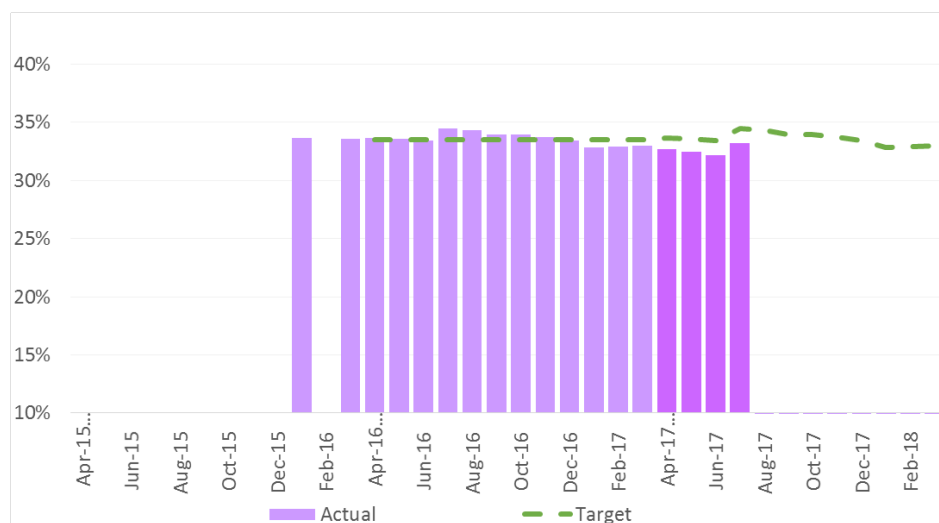
Data: Nile Pennington, Analyst Road Casualty Reduction

% of active children and Young people users against population

Why is this important?

To demonstrate contribution to Excellence in Education sub outcomes and improvement curve targets.

Performance



What is the background to current performance?

- There is significant evidence of the difference visiting the library makes in terms of the impact on early learning outcomes and developing the building blocks for literacy and reading, including evidence in National Literacy Trust, Booktrust and The Reading Agency research.
- 1,655,932 children's books were borrowed in 2016-17. This means that 36.5% of total book issues and renewals were children's titles.
- 33% of all under 18's and 32% of Under 5's in Norfolk have used their library card in 2016-17, whilst for 8 year olds this rises to 47.8%.
- There has been a population increase applied from June 2017 to reflect the publication of the ONS mid-2016 population estimates.
- There are various documents outlining the difference that reading for pleasure makes and many are referenced in this document:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284286/reading_for_pleasure.pdf

What will success look like?

- This is a new measure which means that limited data is available at this time
- A year on year 1% increase of children and young people regularly using their library card to borrow items and to use library resources.

Action required

- Review if any further resources or information is needed for Registrars to offer and promote library joining and use from birth.
- Annual review of partnership agreements between NLIS and Children's Centres
- Explore with Children's Services Early Help embedding promoting library membership and use into working practices for the Children's Workforce
- Continue to promote library joining and library use to Looked After Children
- Continue to promote library use to parents and families.

Responsible Officers

Lead: Jan Holden – Head of Libraries and Information

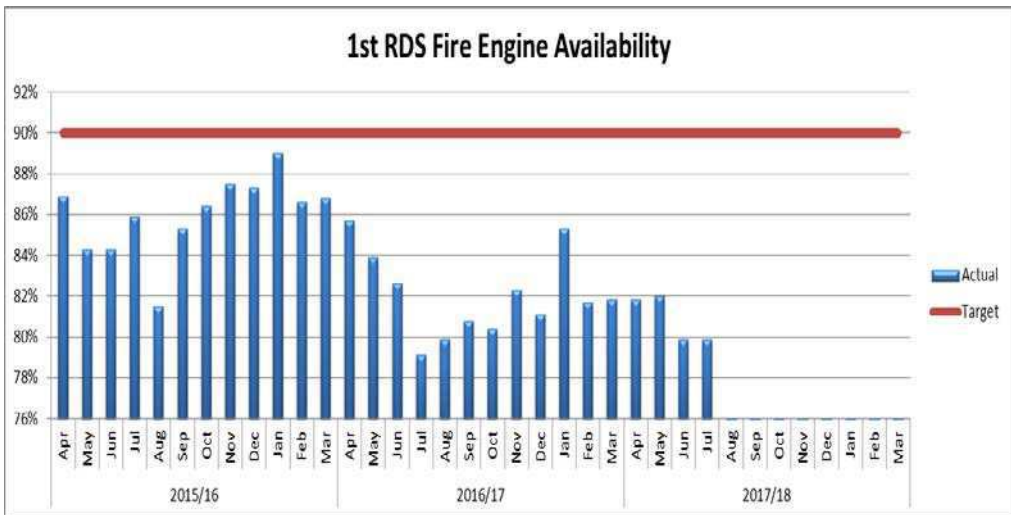
Data: Marlene Peachey – Analyst (I & A)

On Call (Retained) Fire Station Availability

Why is this important?

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

Performance



What is the background to current performance?

- On call (retained) firefighters are employed on a contract to provide a set number of hours “availability”. They must be located within 5 mins of their station and are paid to respond to emergencies. They often have alterative primary employment.
- Retained availability has been in decline so the service is taking action to improve this.
 - 2013/14 88%
 - 2014/15 85.4%
 - 2015/16 86.1%
 - 2016/17 82.1%
 - 2017/18 80.9% (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) e.g. If Outwell station was excluded from these figures performance would be 1.7% higher (July).

What will success look like?

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

Action required

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

Responsible Officers

Lead: David Ashworth, Chief Fire Officer Data: Mark Wilson-North, Station Manager

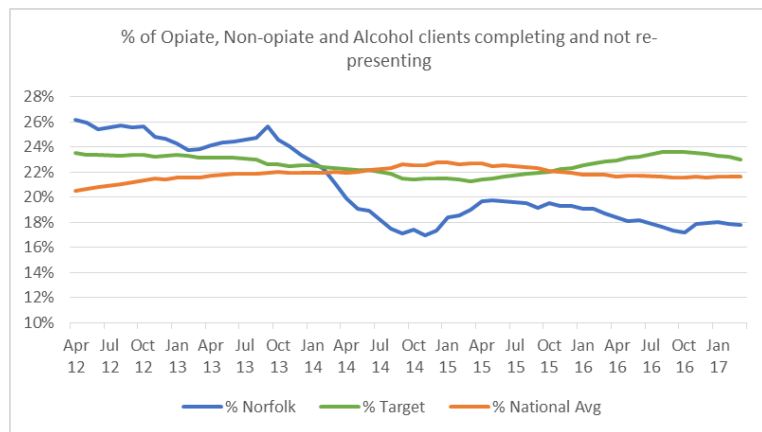
Successful completion of substance misuse treatment

Why is this important?

Substance misuse harms families and communities. Parental drug use is a risk factor in 29% of all serious case reviews and the annual cost of drug using parents’ children taken into care is £42.5m nationally. A typical heroin user spends around £1,400 per month on drugs, and commits crime costing their communities an average £26,074 per year. Substance misuse treatment makes communities safer by reducing offending, anti-social behaviour and the transmission of blood-borne viruses. Recovery may include improvements in an individual’s health, wellbeing, relationships, housing and quality of life, and increased engagement in training / education / employment and society in general. This national indicator reflects movement through treatment and into recovery and is used to performance manage the local drug and alcohol treatment contract. It is the number of substance misusers completing treatment and not re-presenting within six months divided by the total number in treatment in that period. Each data point requires 18 months’ worth of data, which means there is a delay between service changes and subsequent impact showing in the data.

Performance

This report covers those that completed treatment in Oct15 - Sep16 and did not re-present by Mar17. The overall value for Norfolk is 17.8% compared to 23.0% target and 21.7% national avg. There are early signs that the downward trend may be levelling off.

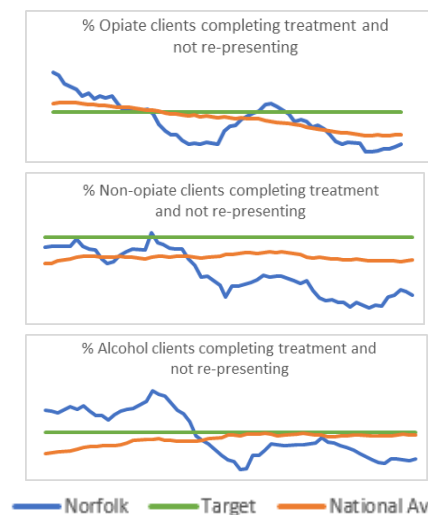


Source: National Drug Treatment Monitoring System (NDTMS)

What is the story behind current performance?

Performance can be broken down by substances misused:

- **Opiates:** From 2,177 service users in treatment, 132 completed and did not re-present, i.e. 6.1% compared to 6.6% national average and 8.0% target.
- **Non-opiates:** From 639 service users in treatment, 177 completed and did not re-present, i.e. 27.7% compared to 37.1% national average and 43.0% target.
- **Alcohol:** From 1,246 service users in treatment, 413 completed and did not re-present, i.e. 33.1% compared to 38.3% national average and 39.0% target.



What will success look like?

More people moving on from treatment into recovery. Reduction in drug related deaths from 5.0 per thousand in 2013-15. Safer communities through crime reduction. Reduction in Looked After Children through parental substance misuse treatment. Greater participation in society. Reduced demand on health and social care.

Action required

- An action plan to improve successful completions is being implemented by the provider and performance managed through contract meetings.
- Re-procurement of drug and alcohol services is underway, with increased emphasis on recovery, while maintaining harm reduction provision.
- Shared accountability by each of the provider agencies.

Responsible Officers

Lead: Diane Steiner – Deputy Director of Public Health

Data: Guy Owen - Public Health Officer

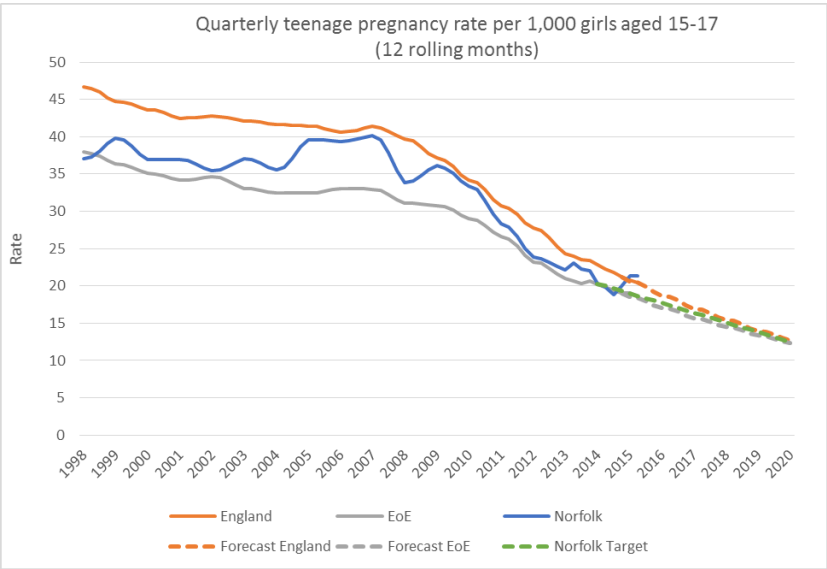
Teenage pregnancy

Why is this important?

Unplanned early parenthood can have devastating impacts on young parents’ educational outcomes and aspirations, and on their future employment. Infant mortality rates for babies born to teenage mothers are around 60% higher than for babies born to older mothers. Children of teenage mothers are generally at increased risk of poverty, poor educational attainment, poor housing and poor health.

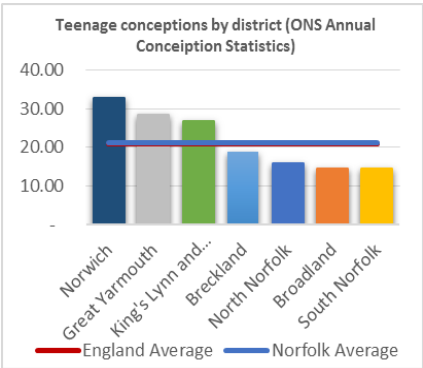
Performance

What is the story behind current performance?



Source: ONS Quarterly Conception to Women aged under 18, England and Wales

- In April to March 2016, the teenage pregnancy rate increased to 21.3 per 1000, from 19.8 per 1000 in April to March 2015. This is above the target of 18.7 per 1000 and above the England average of 20.4 per 1000.
- Teenage pregnancies increased from 265 in April to March 2015, to 294 in April to March 2016.
- There is inequality in teenage pregnancy rates, with the most deprived areas of Norfolk having rates more than twice that of the rest.
- Norwich, Great Yarmouth and King’s Lynn and West Norfolk had the highest rates in 2015 in Norfolk (Norwich has one of the highest rates in the country). King’s Lynn and West Norfolk had the greatest increase between 2014 and 2015, from a rate of 17.8 (44 teenage pregnancies, to 26.8 (63 teenage pregnancies).



What will success look like?

- Teenage pregnancy rate for Norfolk to decline and remain lower than the England average.
- The gap between the most deprived areas of Norfolk and the rest of Norfolk is halved over the next five years.

Action required

- Provide young people with the information and knowledge to make positive and healthy lifestyle choices and to improve their personal health and emotional development.
- Ensure accessibility of commissioned Sexual Health services so that they are available to young people when they need them.
- In the event of teenage pregnancy ensure that support is provided to young people throughout pregnancy and beyond.
- Continue to use data and information effectively to target interventions early to those most at risk.

Responsible Officers

Lead: Dr S.J. Louise Smith – Director of Public Health Data: Sandra Davies - Public Health Officer

Smoking Status at Time of Delivery / Smoking in pregnancy

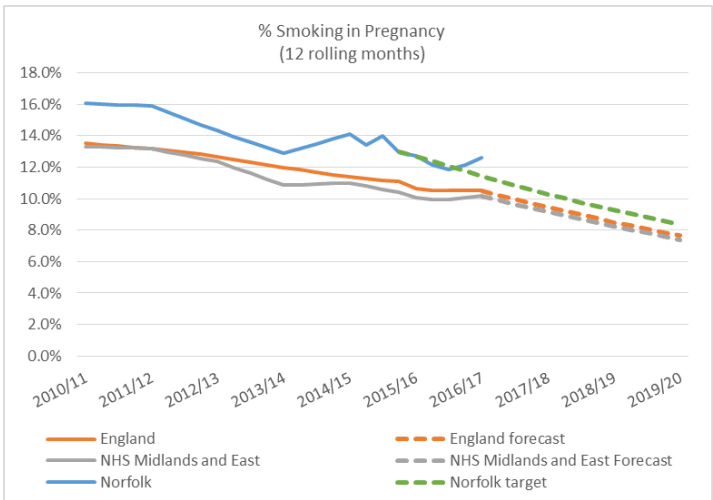
Why is this important?

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

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

Performance

What is the story behind current performance?



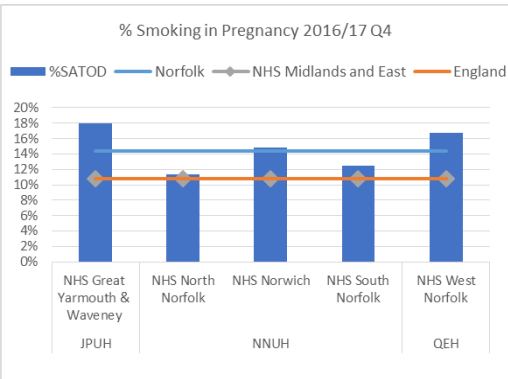
Source: NHS Digital quarterly data (at CCG level, Norfolk value estimated).

The rate of women smoking in pregnancy is 12.6% for March 2017 against our target of 11.4%. This is a similar rate to the same period last year of 12.7%.

From April 2016 to March 2017, in Norfolk, approximately 1,074 mothers were smoking during pregnancy out of 8,517 maternities.

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

Specialist smoking services were in transition in Q4 ready for the new service.



Source: NHS Digital.

What will success look like?

- For Norfolk as a whole, a 10% reduction year on year through to 2020.
- The gap in smoking in pregnancy between mothers from more deprived areas of Norfolk and the rest of Norfolk is halved by 2020.

Action required

- Continued action on:
- Carbon monoxide monitoring of all pregnant women at booking and referral to Norfolk stop smoking service, based on an opt-out system.
 - Training and awareness for midwives and other health professionals.
 - Partnership work to develop a good referral pathway.
 - Shared accountability by partners.
 - Continued collaborative working for the Smoking in Pregnancy group. (Covered by Tobacco Control Action Plan)

Responsible Officers

Lead: Diane Steiner – Deputy Director of Public Health

Data: Angela Fletton - Public Health Commissioning Manager.

Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk

Why is this important?

This continued investment brings enormous economic, social and cultural benefits to people who live, work in, or visit Norfolk.

Performance

Arts Council England (ACE) is a long-standing major investor and stakeholder in Norfolk's cultural sector, as illustrated below.

Funding Recipient Category	Funding Year			
	2013/14	2014/15	2015/16	2016/17
Arts	£4,070,777	£5,623,822	£6,998,602	£7,136,049
Libraries	£146,380	£0	£8,000	£125,925
Museums	£1,748,336	£1,717,478	£1,391,570	£1,602,893
Total	£5,965,493	£7,341,300	£8,398,172	£8,864,867

What is the background to current performance?

- This funding enables the cultural sector to:
 - Continue to support the delivery of NCC's 4 priorities;
 - Maintain and further develop its national and international profile and reputation as centre of cultural excellence and ambition, thereby attracting more visitors to the region;
 - Leverage additional external investment into Norfolk, including, for example, Heritage Lottery, EU and other sources of funding.
- ACE has invested many millions of pounds in Norfolk's cultural infrastructure over the years. Norfolk currently has 5 ACE National Portfolio Organisations (NPOs) and Norfolk Museums Service (NMS) is one of 21 ACE Major Partner Museums (MPMs), designations reflecting their national strategic significance. This investment is predicated on NCC funding support.

What will success look like?

- Norfolk County Council will continue to work successfully in partnership with Arts Council England to secure continued ACE investment in Norfolk's cultural sector, including arts, museums and libraries, at current or increased levels of support.
- This will necessitate Norfolk County Council continuing to co-invest in cultural organisations and initiatives which receive, or could receive Arts Council England support.

Action required

- Norfolk County Council continues to invest in Norfolk's cultural infrastructure to ensure continued Arts Council investment, at current or increased levels.

Responsible Officers

Lead: Steve Miller, Head of Museums and Head of Arts

Data: Mary Muir, Arts Officer

4. Exceptions (additional explanation) and other updates

- 4.1. • Number of people killed and seriously injured on Norfolk's roads
(Jun 2017 is Red: 412 against a target of 357 – *May 2017 was 403*)

Changes to police accident recording methodology may have had an effect and this is currently being investigated. The intention is to continue with targeted local interventions, with other stakeholders; to continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes; and to continue regular Safety appraisal of new highway improvement schemes. Activities focussed on behaviour change and training continue.

- 4.2. • % of active children and Young people users against population
(Jul 2017 is Amber: 33.2% against a target of 33.4% - *June 2017 was 32.2%*)

Additionally to the detail provided in the report card, it is also worth noting that there may be an impact from the Summer Reading Challenge and the library service is currently in the process of enrolling all 1000 students that attend East Norfolk 6th Form College (which has not been done before).

- 4.3. • On call (retained) fire station availability
(Jun 2017 is Red: 412 against a target of 357 – *May 2017 was 403*)

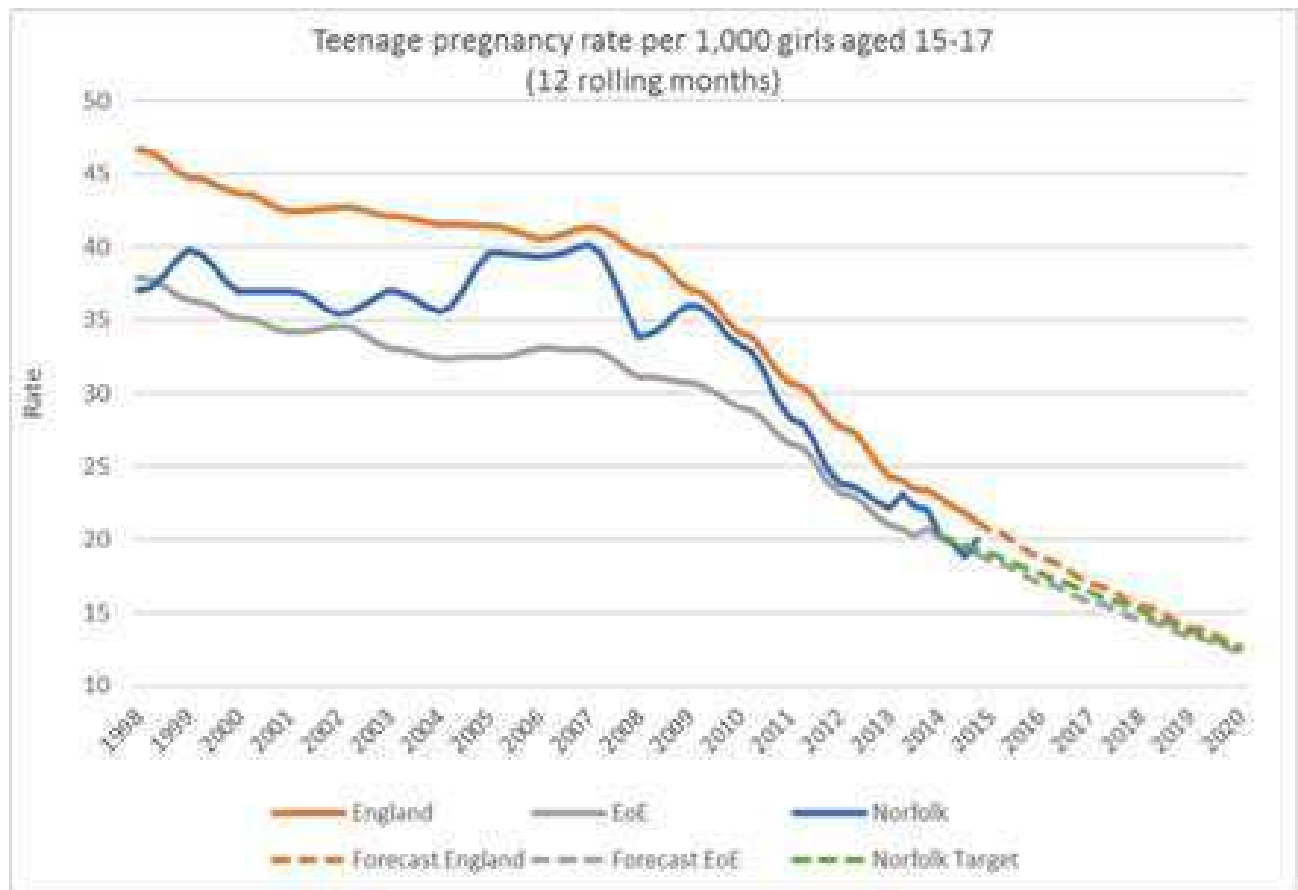
Retained firefighters are not full time employees but are paid for the specific time that they work. When there is an emergency, they are called into the fire station to respond. Because of this, retained firefighters are required to live or work near the fire station they serve; they must be located within 5 minutes of their station. This means it can be difficult to find enough suitable people to take on this role, particularly in the most rural areas, and Outwell station in particular has proven particularly difficult to secure arrangements for. We have recently secured some dedicated resource to work on retained firefighter recruitment and retention; a recruitment campaign is underway for a number of fire stations.

- 4.4. • 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
(Mar 2017 is Red: 17.8% against a target of 23% - *Feb 2017 was 17.8%*)

Current actions being taken to target this measure include; an action plan to improve successful completions is being implemented by the provider and performance managed through contract meetings, re-procurement of drug and alcohol services is underway, with increased emphasis on recovery, while maintaining harm reduction provision, shared accountability by each of the provider agencies.

- 4.5. • Teenage pregnancy - Rate of conceptions per 1,000 females aged 15-17
(Q4 Mar 2016 is Red: 21.3 against a target of 18.7 – *Q3 Dec 2015 was 21.3*)

These are small numbers so we expect to see larger changes in the rate from year to year as there are fewer events allowing random chance to have a larger impact on the number. The rate has not changed in meaningful terms – there is very little difference in outcomes between a rate of 21 vs 19. No rising trend has yet been established (this is a one off measurement). Overall the message is one of significant improvement from historic highs:



- 4.6. • Smoking status at time of delivery - % of women who smoke at time of delivery (Q4 Mar 2017 is Red: 12.6% against a target of 11.4% - Q3 Dec 2016 was 12.2%)

Success for Norfolk as a whole is a 10% reduction year on year through to 2020. The rate of women smoking in pregnancy is 12.6% for March 2017 against our target of 11.4%. This is a similar rate to the same period last year of 12.7%.

Additional activities and initiatives to improve performance going forwards are:

- The Smoking in Pregnancy group (comprising maternity, Public Health and stop smoking providers) are very active and are implementing an action plan, including an opt-out policy for CO monitoring at booking and 36 weeks (and accurate recording of this), an opt-out referral mechanism to stop smoking services and looking at opt-out referral for partners.
- Increasing the stock of CO monitors to ensure all midwives have access (CO monitoring at booking is an important prompt to referrals to stop smoking services). Public Health will be taking delivery of additional monitors in the next 2 weeks. The specialist stop smoking service providers (ECCH) will deliver training to midwives on use of the monitors within the next three months.
- Public Health are bringing together a working group from all maternity departments to develop a countywide pathway for management of pregnant smokers and their partners / co-habitors throughout pregnancy and/or quit attempts.
- This same group will be developing written resources for midwives and pregnant smokers relating to the use of e-cigarettes in pregnancy.
- The Heads of Midwifery from the three acute hospitals have invited the Public Health lead commissioner to their next meeting to discuss smoking in pregnancy.
- Both the emphasis on smoking in pregnancy in the STP and the inclusion of an indicator in the Local Maternity System dashboard gives added impetus to achieving

local change. In order to maximise pace of implementation, Public Health is now including smoking in its bimonthly meetings with the Heads of Midwifery to identify opportunities and address any barriers.

- 4.7. • Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk
(2016/17 is Red: £7.14m against a target of £7.52m – 2015/16 was £7m)

The 'Actual' recorded figure of £7,136,049 for 2016/17 is the correct figure to report as it **solely** relates to the ACE investment in arts. This is the figure that we agreed we would report on, and not the total amount of ACE investment as that also includes museums and libraries. Last year was the first year that we set a target figure for the increase in funding investment and we only had the previous two years investment figures to work from. These included a large increase in investment due to an increase in the number (3 to 5) of organisations receiving ACE 'National Portfolio' (NPO) funding in 2014/15. A large award of £500,000 was also received in 2015/16 for a three year project so although it appears as a lump sum against that year, the funding is spread across three. Variations like this make it hard to set a target.

Arts Council England (ACE) is a long-standing and major investor in the arts sector in Norfolk with investment increasing year on year. This includes substantial investment in Norfolk's five National Portfolio (NPO) organisations, plus investment via a range of other funds including: capital, strategic and Grants for the Arts. In 2014, ACE increased its NPO investment in Norfolk by 29%, awarding a total of £7,239,009 (over 3 years from 2015/16 – 2017/18) to five Norfolk Arts Organisations. On 26 June 2017 Arts Council England announced its NPO funding investment for the next 4 years from 2018-2022. It has increased its investment in Norfolk, awarding a total of £10,499,284 to 6 Norfolk Arts Organisations, including five existing portfolio organisations and one new awardee. Two of the NPOs, Writers' Centre Norwich and Seachange Arts, have received an uplift in their grant award from the previous NPO funding round:

- Norfolk and Norwich Festival (+ Bridge) - £5,258,108
- Writers' Centre Norwich – £1,993,620 (7% increase)
- Norwich Arts Centre – £728,284
- SeaChange Arts - £1,560,000 (30% increase)
- Creative Arts East - £600,000
- Curious Directive - £359,272*

Norfolk Museums Service has also been awarded NPO status for 2018-2022, receiving an award of £4,812,680 over the next four years, and an additional award of £1,745,128 for SHARE Museums East.

In 2016/17, ACE awarded a total of £75,031,989 across England through its Grants for the Arts funding scheme. This included investment of £1,402,534 to organisations and creative enterprises based in Norfolk, an increase of 37% on 2015/16.

Norfolk Arts Service supports a range of strategic partnerships, NCC regularly funded arts organisations, community arts organisations, creative enterprises and sole-traders to leverage significant external funding from Arts Council England and other funding bodies, including European sources.

Targets are being assessed for 2017/18 in light of the performance during 2016/17 and the excellent National Portfolio Organisation results in June.

5. Recommendations

5.1. Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in 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

6. Financial Implications

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

7. Issues, risks and innovation

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

Officer Contact

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

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



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Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

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

Performance improvement – suggested actions

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

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

Suggested follow-up actions

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

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

Appendix 2 – Communities Committee Vital Signs indicators

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

There are 18 vital signs indicators for the Communities Committee, 7 of which relate to Public Health. That in bold, 1 out of a total of 18, is a vital sign indicator deemed to have a corporate significance and so will be reported at both the Communities Committee and the Policy and Resources Committee. All of the vital signs indicators will be reported to the CES Departmental Management Team.

Key to services:

- CIL – Community, Information and Learning
- CH – Culture and Heritage
- FBP – Finance Business Partner
- HW – Highways
- NCLS – Norfolk Community Learning Service
- NFRS – Norfolk Fire and Rescue Service
- PE – Planning and Economy
- PH – Public Health

Service	Vital Signs Indicators	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.
FBP	External funding achievement	Income and external funding successfully achieved as a % of overall revenue budget	High quality organisations are successful in being able to attract and generate alternative sources of funding.	Cumulative monthly.
NCLS	Library service use	Library visits – physical and virtual	To demonstrate ongoing relevance and delivery of NCC priorities and to meet income targets.	Monthly.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
NCLS	Active use of library resources	% of active children and young people library users against population	Contributes to the sub outcome that 'all vulnerable people who live, work learn and are cared for will be safe and are more resilient and independent'.	Monthly.
CH	Norfolk Record Office use	Norfolk Records Office Visits – physical and virtual including learning groups	Ensures that NRO collection is being utilised to deliver NCC priorities.	Cumulative monthly.
CH	Museum use	Museums 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.
NFRS	Response to emergencies	On call fire station viability	Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.	Monthly.
PE	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 to which NCC contributes	Ensure that plans and procedures are in place to prepare, respond and recover from emergencies.	Monthly.
CIL	Channel shift	Number of active 'My Norfolk' accounts	This measure will show the number of My Norfolk Accounts that have been created year to date (online customers).	Cumulative monthly.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
CIL	Customer satisfaction	Customer satisfaction with access channels	This measures the organisation's ability to respond efficiently and effectively to customer contact that are made.	Monthly.
PH	Proportion of LAC aged 0-5yrs for whom health plan actions are complete at subsequent review	% of Looked After Children (LAC) aged 0-5yrs receiving a Review Healthcare Assessment in the last 12 months for whom all the actions due on their current Health Plan have been completed.	Looked after children have higher health needs due to their previous experiences with higher rates of mental health issues, emotional disorders such as anxiety and depression, hyperactivity and autistic spectrum disorder conditions.	Quarterly sample.
PH	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.	Quarterly.
PH	Teenage pregnancy	The rate of teenage pregnancies per 1,000 girls aged 15-17 years	Unplanned early parenthood can have devastating impacts on young parents' educational outcomes and aspirations, and on their future employment.	Quarterly, but significantly in arrears.
PH	Reducing inequity in smoking prevalence	% of 4 week quits coming from the 20% most deprived areas in Norfolk.	Smoking is the most important cause of preventable ill health and premature mortality in the UK.	Quarterly.
PH	Smoking Status at Time of Delivery / Smoking in pregnancy	The percentage of mothers smoking during pregnancy.	Smoking in pregnancy can cause serious pregnancy-related health problems. Smoking in pregnancy is five times more likely in deprived areas so disproportionately impacts on deprived communities.	Quarterly.
CH	Leverage of arts funding	Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk	Supports a diverse range of arts and cultural activity and events using minimal NCC direct investment.	Annually

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

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

Communities Committee

Item No.

Report title:	Committee Forward Plan and update on decisions taken under delegated authority
Date of meeting:	11 October 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

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 13 September) 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 no 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 decision detailed in section 1.2.**

1. Proposal

1.1. Forward Plan

- 1.1.1. 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.
- 1.1.2. The current version of the Forward Plan (as at 13 September) is attached at Appendix A.
- 1.1.3. 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.

1.2. Delegated decisions

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

Subject: Award of grant to Ormiston Families project

Decision: To offer a grant of £199,782 to Ormiston Families MPower project in November 2017, which equates to two years funding.

Data from Children's Services evidences that the greatest need is in the three urban areas of Norwich, Kings Lynn and Great Yarmouth respectively. Currently Ormiston families delivers a service in Great Yarmouth, and a limited service in Norwich. The grant enables the service to be enhanced in Norwich and extend to Kings Lynn, where Ormiston already operates other projects.

Taken by: Director of Public Health, in consultation with the Chair of the Committee

Taken on: 19 September 2017

Contact for further information: Nadia Jones, Public Health Commissioning Manager
Email nadia.jones@norfolk.gov.uk
Phone 0344 800 8020

2. Evidence

- 2.1. As set out in the report and appendices.

3. Financial Implications

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

4. Issues, risks and innovation

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

5. Background

- 5.1. N/A

Officer Contact

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

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Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting Wednesday 15 November 2017			
Annual review of the Enforcement Policy	Also to be reviewed by the EDT Committee as policy covers Highways, planning services and Trading Standards enforcement activities.	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)
Norfolk Community Learning Services - update	None	To receive an update from the NCLS Member Steering Group.	Head of NCLS (Ilgun Yusuf)
Public Health Strategy review	None	To review progress on strategic objectives and review priorities	Director of Public Health (Dr Louise Smith)
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 17 January 2018			
Norfolk Fire and Rescue annual statement of assurance	None	Note and agree Norfolk Fire and Rescue Service annual statement of assurance.	Chief Fire Officer (David Ashworth)
Suicide Prevention Strategy Review 2017	None	To review progress on the Suicide Prevention Strategy	Director of Public Health (Dr. Louise Smith)
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	No	Comment on performance and consider	Business Intelligence and

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		areas for further scrutiny.	Performance Analyst (Austin Goreham)
Risk management	No	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)
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)
Strategic and Financial Planning 2018-2019 to 2021-22	None	To consider final budget savings proposals.	Executive Director of CES (Tom McCabe)
Meeting Wednesday 7 March 2018			
Annual report of the Norfolk Armed Forces Community Covenant	None	To note the report	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales & Illegal Tobacco Plan (EARSITP)	None	To review and approve the Service Plan – including the Food and Feed Law Enforcement Plan and the Enforcement of Age Restricted Sales Plan.	Head of Trading Standards (Sophie Leney)
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	No	Comment on performance and consider	Business Intelligence and

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		areas for further scrutiny.	Performance Analyst (Austin Goreham)
Risk management	No	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)
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 authority	Every meeting	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Performance management	Four meetings each year – January, March, June/July, October	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – January, March, June/July, October	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Finance Monitoring	Every meeting	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Annual report of the Norfolk	Annual Report – March	To note the report	Senior Planning and

Regular items	Frequency	Requested committee action (if known)	Lead officer
Armed Forces Community Covenant	each year		Partnerships Officer (Merry Halliday) /
Norfolk Armed Forces Community Covenant Strategy and Action Plan	Annually – July each year	To note the report	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 Standards enforcement activities.	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)