

# Communities Committee

Date: **Wednesday, 15 November 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](mailto:committees@norfolk.gov.uk)

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

## A g e n d a

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

2. To confirm the minutes of the Communities Committee meeting held on 11 October 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](mailto:committees@norfolk.gov.uk)) by **5pm Friday 10 November 2017**. For guidance on submitting public question, please view the Consitution at [www.norfolk.gov.uk](http://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](mailto:committees@norfolk.gov.uk)) by **5pm on Friday 10 November 2017**.

- |  |                 |
|--|-----------------|
| <b>7. Getting Norfolk Active</b><br>Report by the Executive Director of Community & Environmental Services.                                      | <b>Page 14</b>  |
| <b>8. Annual review of the Enforcement Policy</b><br>Report by the Executive Director of Community & Environmental Services.                     | <b>Page 32</b>  |
| <b>9. Public Health Strategy Review</b><br>Report by the Director of Public Health.  | <b>Page 94</b>  |
| <b>10. Norfolk Community Learning Services - update</b><br>Report by the Executive Director of Community & Environmental Services.               | <b>Page 117</b> |
| <b>11. Finance monitoring</b><br>Report by the Executive Director of Community & Environmental Services.   | <b>Page 126</b> |
| <b>12. Forward Plan and decisions taken under delegated authority</b><br>Report by the Executive Director of Community & Environmental Services. | <b>Page 135</b> |

### **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: 07 November 2017



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## **Communities Committee**

**Minutes of the Meeting Held on Wednesday 11 October 2017**

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

### **Present:**

Mrs M Dewsbury – Chairman

Mr S Aquarone

Ms J Barnard

Mr D Bills

Mrs J Brociek-Coulton

Mr N Dixon

Mr J Fisher

Mr R Hanton

Mr H Humphrey

Mr M Kiddle-Morris (Vice-Chairman)

Mr M Sands

Mr T Smith

Mrs M Stone

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

- 1.1 Apologies for absence were received from Mrs S Butikofer (Mr S Aquarone substituted); Mr I Mackie (Mr J Fisher substituted) and Ms C Rumsby (Mr M Sands substituted).

### **2 To agree the minutes of the meeting held on 6 September 2017.**

- 2.1 The minutes of the meeting held on 6 September 2017 were agreed as an accurate record by the Committee and signed by the Chairman.

#### **2.2 Matters arising from the minutes:**

- 2.2.1 Following the resolution passed by the Committee at its meeting in September, the Chairman advised that the Health Overview & Scrutiny Committee would be working with Healthwatch to progress the resolution on dental services for service families living in the west of the county.
- 2.2.2 The Friends Against Scams conference on 14 September 2017 had been attended by approximately 230 people representing 90 different organisations including banks and the Police.

### **3. Declarations of Interest**

- 3.1 There were no declarations of interest.

### **4. Urgent business**

- 4.1 There was no urgent business.

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

5.1 No public questions were received.

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

6.1 No Local Member Questions were received.

## **7 Presentation on the culture and heritage contribution to Norfolk's visitor economy.**

7.1 The Committee received and **noted** a presentation by the Assistant Director, Culture and Heritage about the Contribution of Culture and Heritage to Norfolk's Visitor Economy. 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 Committee asked the Assistant Director, Culture and Heritage to pass on its congratulations to the staff of the Museums Service on the excellent work they had undertaken, particularly in relation to the Castle Keep project.

7.2.2 Norfolk County Council supported 17 Arts organisations with grants totalling £83,000. This was not the total amount of money Norfolk County Council invested in the Arts, but through the 17 grants, nearly every arts organisation was covered. Norfolk County Council had recently been commended for its continued investment in the Arts by the Director of the Arts Council.

7.2.3 As Members were unable to attend the Active Norfolk conference which was being held on the same date as the meeting, the Chairman suggested adding Active Norfolk to the forward work programme so the Committee received a report about the Strategy and how Active Norfolk was vulnerable to the changes in Public Health Funding. The Committee **agreed** to add Active Norfolk to the forward work programme.

7.2.4 It was too early to know the impact Brexit would have on the long-term prospects for EU funding for arts and museums, although the Committee noted the Museums Service was innovative in taking advantage of all funding opportunities. There were new funds coming on stream in the future and a close watch would be kept on those to ensure all possible grant opportunities were taken advantage of.

7.2.5 Although the excellent work of the Museums Service was promoted whenever possible, it was recognised that more work could be done to target tourists from other countries, particularly northern Europe. The Committee was advised that Visit Norfolk ran advertising campaigns and that some of the exhibitions in Norwich were being targeted at specific audiences, such as the Rembrandt exhibition which was being targeted at the Dutch market.

7.2.6 The Committee was pleased to hear that an exhibition in Norwich on the Paston Treasure would be touring the United States of America.

7.2.7 Following a suggestion that the museums service could be promoted further to Chinese visitors by making information available in Chinese and Mandarin

dialects, the Committee was reassured that a translation service was available on the website, although the Assistant Director, Culture and Heritage acknowledged more work could be done in this area.

7.2.8 One little known fact was that Norwich was the most complete medieval city in England.

7.2.9 Statistics were maintained which suggested visitor numbers in Norwich were continually rising, although a specific log of visitors to museums and arts services from within Norfolk was not kept.

## 8 Strategic and Financial Planning 2018-19 to 2021-22

8.1 The Committee received the report by the Executive Director of Community and Environmental Services providing an update on the Service Committee's detailed planning to feed into the Council's budget process for 2018-19 and setting out details of the actions required by Service Committees to enable the Council to set a balanced budget for 2018-19.

8.2 In introducing the report, the Finance Business Partner Community and Environmental Services advised of the following amendments to Table 4 (New 2018-19 Savings Proposals) on Page 18 of the agenda:

Original table line number		Saving 2018/19 £m	Saving 2019/20 £m	Saving 2020/21 £m	Saving 2021/22 £m	Total 2018-22 £m	
4	Vacancy management – Customer services	-0.120	-0.050 - 0.030			- <del>0.170</del> - 0.150	Reduced 2019/20 saving
8	Income generation – Library and Information Service		-0.020	-0.111		- <del>0.111</del> - 0.134	Additional £0.020 2019/20
11	Norfolk Community Learning Services – remodelling the staff structure, including staff reduction	-0.150	-0.050	<del>-0.050</del>		- 0.200	Remove 2020/21 savings

8.3 The following points were noted in response to questions from the Committee:

8.3.1 The Committee was reassured that the £0.2m reduction in mobile libraries which equated to 40% of the mobile library budget was not a decimation of the service, but a way of identifying ways of providing the service in a different way.

- Mobile libraries often only stopped in a village for approximately 10 minutes and did not offer social facilities for lonely and vulnerable people. Looking at ways of providing a mixed offer by utilising existing buildings in conjunction with other services which would provide much needed social facilities for lonely and vulnerable people were being explored. Any suggestions from Members on how this could be done would be welcomed.
- 8.3.2 The following motion was proposed by Mr M Sands and seconded by Mrs J Brociek-Coulton:
- 8.3.2.1 “We do not accept recommendations 2, 3 and 4 on Page 17 of the agenda until we have seen a reworking considered of the budget table, table 3 on page 17 of the report. A reworking of this table, showing a reallocation and smoothing of these cuts over four years instead of three. We would better be able to serve the interests and concerns of the wider community of Norfolk by easing and spreading the pain of these cuts to budgets and services over four years instead of three. In the communities context this, of course, has implications for libraries and children’s centres, the library bus service, Fire and Rescue Service, as well as other spheres of activity”.
- 8.3.2.2 Following debate, and upon being put to a vote, with 4 votes in favour and 9 votes against the Motion was **LOST**.
- 8.3.3 In response to the concerns raised by some Members of the Committee around safeguarding issues in joining libraries and children’s centres, Members were reassured that this proposal was about providing services in a different way and that safeguarding was a very important aspect which would be very carefully considered as part of any proposals. A model of a joined-up service currently in place at Northamptonshire County Council and how this model could be adapted to suit Norfolk was being deliberated. The Committee asked to receive regular updates on this proposal.
- 8.3.4 The Executive Director of Community & Environmental Services reassured the Committee that everything possible would be done to keep libraries open, although it was not possible at the moment to categorically state that services would not change in the future.
- 8.3.5 As part of the proposal to join libraries and children’s centres, some work was being undertaken in conjunction with District and Parish Councils about how buildings could be shared.
- 8.3.6 A variety of options were being considered to maximise income generation, for example renting meeting rooms, although this proposal was still at a very early stage of exploration.
- 8.3.7 The exact details of the savings made in Northamptonshire following the closure of 8 children’s centres was not known. The Committee was again reassured that one of the key objectives of the proposal was to consider what was needed in each community as each community had different needs.
- 8.3.8 The Committee was reassured that Wensum Lodge would not be sold as it was a very important community asset. Consideration was needed as to how the

site could be better utilised. Some of the staff currently based at Wensum Lodge could transfer to county hall, although the final details of how many and who had not yet been determined. A full-time reception post would remain at Wensum Lodge to answer phone queries and greet personal visitors.

#### 8.4 The Committee voted on each recommendation in turn:

1. With 9 votes in favour, 0 votes against and 4 abstentions the Committee **RESOLVED** to **Note** that the Council's current budget planning includes an assumed increase in council tax of 3% for the Adult Social Care precept, and an inflationary increase of 1.9% in 2018-19.
2. With 9 votes in favour and 4 votes against the Committee **RESOLVED** to **AGREE** the service-specific budgeting issues for 2018-19 as set out in section 3 of the report.
3. In order to help close the forecast 2018-19 budget gap as set out in section 2 of the report - with 9 votes in favour and 4 votes against the Committee **RESOLVED** to:
  - a. **Note** 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 & Resources Committee;
  - c. **Agree** to recommend to Policy & Resources Committee the proposed new savings for 2018-19 which require consultation as set out in section 3 of the report.
4. With 9 votes in favour and 4 votes against, the Committee considered and **noted** 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 Services (£622k) (see Table 6) as set out in Section 3 of the report.

## 9 Finance Monitoring

9.1 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 2018-19. The report provided information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provided an update on the forecast use of reserves and details of the capital programme.

9.2 Upon being put to the vote, with 9 votes in favour and 4 votes against the Committee **RESOLVED** to **note**:

1. The forecast outturn position for the Communities Committee and the current budget risk 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.

## 10 Risk Management

10.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with the full departmental Communities risk

register as at September 2017, following the latest review conducted at the end of August 2017. The reporting of risk was aligned with, and complemented, the Performance and Financial reporting to the Committee.

- 10.2 The following responses were noted in reply to questions asked by the Committee:
  - 10.2.1 The problem with the printer at the Forum had now been resolved. The issue had arisen due to the printer not being connected to the Norfolk County Council network.
  - 10.2.2 With regard to risk RM14289 (Drug and alcohol performance deterioration), the Director of Public Health shared the Committee's concerns about the service delivered by the current provider. A procurement exercise was in the process of being carried out to redesign and procure a new service. In the meantime, work was being carried out with the current service provider to improve the service. Once the new service had been designed and procured (possibly January 2018) a report would be brought to the Committee setting out the details of the model and the new service.
    - 10.2.2.1 The Director of Public Health advised that she had requested Public Health England to consider reviewing the current Strategy.
    - 10.2.2.2 A key feature in the redesign of the service would be finding a way for people who had experienced drug and alcohol related issues providing peer support as well as ensuring professional support was provided. The word "recovery" within the document referred to people getting their life back by finding a supportive peer network to help them remain drug and alcohol free.
  - 10.2.3 With regard to risk RM14181 (Single points of knowledge and a lack of capacity to respond to major incidents) the Committee was reassured that all staff within the Trading Standards Team undertook basic refresher training, even if their usual role did not include a particular aspect of the service, for example an avian flu outbreak.
- 10.3 The Committee unanimously **RESOLVED** to note:
  - 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 of the report).

## 11 **Performance Management**

- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the performance data, information and analysis presented in the vital sign report cards.
- 11.2 The following points were noted in response to questions from the Committee:
  - 11.2.1 The Committee **agreed** to ask the Director of Public Health to bring a report to a future Committee meeting showing a breakdown of the number of people killed and seriously injured on Norfolk's roads.

11.2.2 Feedback from the recent campaign by the police, targeting drivers who passed too close to a cyclist when overtaking was currently being analysed. The analysis would be brought to a future meeting of the Committee.

11.3 **RESOLVED**

That the Committee:

1. **Note** the performance data, information and analysis presented in the vital sign report cards.

12 **Forward Plan and update on 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.

12.2 The following **agreed** to add the following items to the forward work programme:

- Road Safety Reduction and breakdown of number of people killed and seriously injured on Norfolk's roads.
- Active Norfolk
- New Drug & Alcohol Contract (January or March 2018).
- Business & Intellectual Property Centre, update on progress following the launch on 11 October.

12.3 **RESOLVED:**

That the Committee:

1. Note the Forward Plan, adding the items set out in paragraph 12.2 above.
2. Note the delegated decision detailed in section 1.2 of the report.

The meeting concluded at 11.55am.

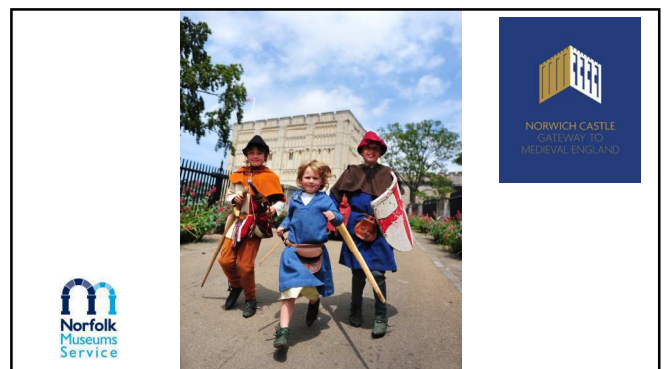
**Chairman**

## Appendix A



### Contribution of Culture and Heritage to Norfolk's Visitor Economy

- Total Tourism Value 2016 **£3.15 bn** (up 3.2% on 2015)
- Full time equivalent jobs **47,518**
- Total actual tourism related employment **63,515**
- Percentage of all employment **17.9%**
- Day trips **40.9m** in 2016 (up 3.3% on 2015)
- Culture and Heritage, as elsewhere in the UK, is a major motivator for tourism visits
- Culture and Heritage is a key contributor to sense of place



### Norwich Castle Keep development economic impact

- Make Norwich Castle the premier heritage attraction in the East of England
- Increase visits to 300,000 p.a. on a sustainable basis
- Increase the current 20,000 visits from Norfolk school children to 30,000
- The project will provide opportunities for over 500 staff, apprentices, trainees, interns and volunteers to develop their skills and knowledge through active participation
- The level of increased economic support to the local and regional economy has been estimated at £38,700,000 over a 5 year period after opening





#### User Research to Inform Decision-Making Research findings for Norfolk Trails

**Stretch 1:**  
Weybourne, Titchingham, Happisburgh (December 2015 – March 2016)  
Weybourne, Titchingham, Overstrand (June – September 2016)

**Stretch 2:**  
Holkham, Burnham Deepdale, Burnham Overy Staithe (June – September 2016)

**Stretch 3:**  
Winterton, Horsey, Winterton (October – December 2016)

30<sup>th</sup> March 2017

Prepared by Insight Track Ltd.  
T: 01463 426800  
E: [intouch@insighttrack.co.uk](mailto:intouch@insighttrack.co.uk)

### Spending on accommodation

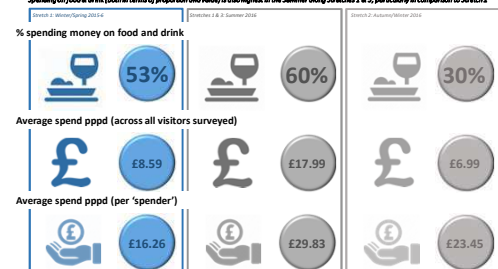
Spending on accommodation is highest in the Survey finding that length of stay is longer in these months  
the proportion spending on accommodation is nearly three times higher to Stretch 2



Q: During your visit to this Trail, approximately how much have you spent on the following, per person, per day, and where? Accommodation

### Spending on food and drink

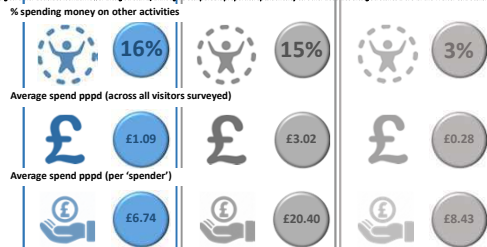
Spending on food & drink (both in terms of proportion and value) is also highest in the Summer along Stretches 1 & 2, particularly in comparison to Stretch 2



Q: During your visit to this Trail, approximately how much have you spent on the following, per person, per day, and where? Food and drink

### Spending on other activities

Spending on other activities is much lower along Stretch 2, although a comparable proportion spend money on other activities along Stretches 1 & 2 in the Winter and Summer



Q: During your visit to this Trail, approximately how much have you spent on the following, per person, per day, and where? Other activities

### MENE (Monitor of Engagement with the Natural Environment)

- The economic value figures use a national system developed by Natural England, with help from Defra and the Forestry Commission called MENE (Monitor of Engagement with the Natural Environment)
- Using MENE we predict that the 13 existing Trails which are currently valued at £12.5 million p.a. will increase to £17 million p.a. once the Coastal Access around the whole of our coastline in Norfolk is complete.

## StartEAST building the cultural economy

- £1.2 million 3 year business support and grants programme for sole traders and SMEs planning to develop and/or grow a cultural enterprise in Norfolk or Suffolk;
- Funded by Arts Council England Creative Local Growth Fund (£500,000) and the European Regional Development Fund (£609,769);
- Key strand of 'Culture Drives Growth: The East's Cultural Strategy 2016-22';
- Managed by NCC (Norfolk Arts Service) on behalf of New Anglia LEP Cultural Board in partnership with Suffolk County Council;
- Support to a minimum of 180 regional enterprises between 2017-19;
- Grant investment of up to £10k for up to 60 cultural enterprises.



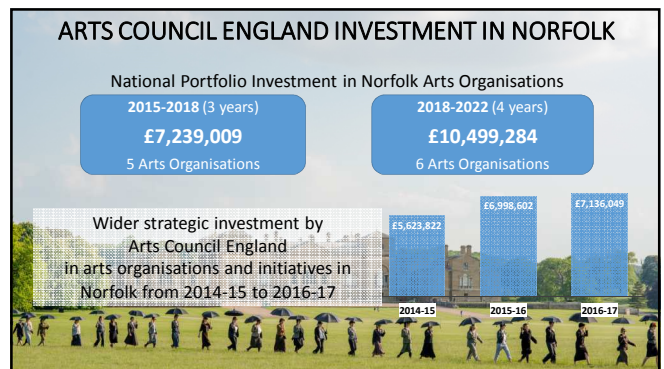
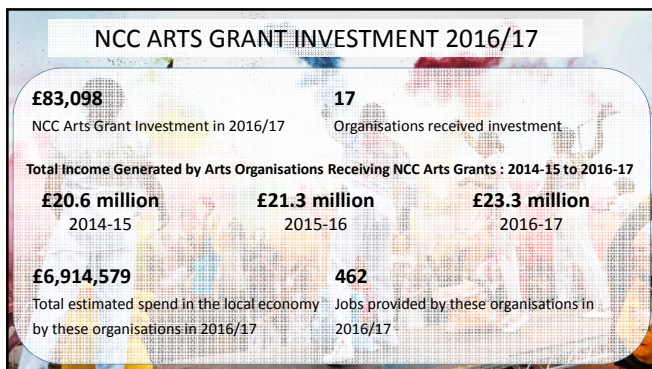
Logos: European Union, Arts Council England, Norfolk County Council, Suffolk County Council, NEWANGLIA

## Cultural Tourism : Look Sideways-East Phase 2

- Culture and tourism - one of the largest sectors in the regional economy;
- Look Sideways-East – major strategic initiative to reposition Norfolk and Suffolk as 'must see cultural destinations';
- £300k investment from Arts Council England;
- Key strand of 'Culture Drives Growth: The East's Cultural Strategy 2016-22';
- Brings together cultural leaders, LA's and DMO's, including Visit Norfolk;
- Innovative digital marketing solutions to build visitor economy in Norfolk, and the East;
- Promotion of Norfolk's profile and 'brand' via marketing of our world-class cultural offer.



Logos: NEWANGLIA, Arts Council England, Suffolk County Council, Norfolk County Council



# Communities Committee

Item No.

<b>Report title:</b>	<b>Getting Norfolk Active</b>
<b>Date of meeting:</b>	<b>15 November 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> The Active Norfolk Programme plays a key role in developing and promoting healthy activities and wellbeing. The Director of Active Norfolk will attend the meeting to talk about the programme in more detail.	

## Executive summary

The Director of Active Norfolk, Ben Jones, will be attending the Committee meeting to talk Members through the work of the Active Norfolk programme. A copy of the Active Norfolk Impact Report is included with these papers (at Appendix 1) as background reading, to help put the programme into context.

### Recommendations:

*No recommendations.*

## Officer Contact

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

**Officer name :** Ben Jones

**Tel No. :** 01603 732331

**Email address :** Ben.jones@activenorfolk.org



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

An elderly woman with short white hair is smiling and playing table tennis. She is holding a red paddle and a white ball. The background is a blurred indoor setting with large windows.

# ACTIVE NORFOLK

# IMPACT REPORT

This Impact Report highlights key areas of work and development that Active Norfolk has undertaken in the year since launching its 2016 strategy.

Using case studies, project profiles, and some hard facts and figures, this document demonstrates the range of important work that we're undertaking to improve the lives of Norfolk residents through sport and physical activity.



active  
norfolk

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## DIRECTOR'S INTRODUCTION

Welcome to the first edition of what will be an annual Impact Report. In this report we'll be providing a high-level overview of some of Active Norfolk's key achievements over the last year as we've been delivering our strategy which launched in June 2016. The report isn't the sum total of our work, but simply a spotlight on some interesting and significant developments and achievements that are taking shape as we move into year 2 of our 5-year Strategy.

It has been a fast-paced and exciting year in many ways, with a great deal of work being undertaken to lay the foundation for a new, strategic and partnership-focussed organisation emerging from a team which had previously been key in directly organising a great deal of activity across the county.

Our new mandate from Sport England provides a clear and compelling challenge which aligns perfectly with our own Strategy. It focuses on our role in understanding the needs and issues of the population of Norfolk, our efforts to grow our partnerships beyond the traditional, assisting Sport England to land investment successfully, as well as increasing our efforts to support local government to achieve key objectives through increasing physical activity levels.

As we work to deliver on our responsibilities to Sport England, we will be continuing to focus on our all-important local partnerships to find constructive and progressive ways of working together to improve the health and wellbeing of the people of our county.

I hope you enjoy learning more about some of the great things the team has achieved over the last 12 months. We look forward to sharing with you an increasing volume of interesting and powerful messages relating to our impact and the positive difference physical activity can and will continue to make to a growing number of people across Norfolk.

# LEADERSHIP

The publication of the Government's sports strategy 'Sporting Futures' and subsequent publication of Sport England's strategy 'Towards an Active Nation' marked a significant shift in policy and necessitated a re-think for Active Norfolk, asking ourselves what we do, and why?

This reflection led to the publication of our own strategy in June 2016, setting out clearly our new path and providing clarity for our new and existing partners regarding the new role for the organisation.

Our evolution from an organisation which worked hard to increase the volume of opportunities across the county through delivery of activities, to one which now works in partnership to address health, social, environmental and economic issues through sport and physical activity, has been exciting.

Growing our role in providing leadership, building partnerships across a diverse range of stakeholders, increasing the use of insight and understanding of communities, measuring impact, and increasing investment through our partnerships to support the delivery of our shared objectives, continues to be the challenge we are rising to throughout the lifetime of our Strategy.

**Here are some examples of how our leadership has played a key role in laying the foundations for the successful delivery of our Strategy...**

The development of our Locality Planning for Sport and Physical Activity methodology provided a structure through which we have led multiple departments across local government and numerous traditional and non-traditional partners, building partnerships which aren't based on their interest in sport and physical activity, but on our shared ambitions to improve lives across the county.

## OUR LEADERSHIP IN THIS PROCESS IS RESULTING IN:

- A growing recognition in the role that sport and physical activity can play in the delivery of a range of outcomes
- A greater understanding of the needs and barriers facing those who are inactive across our communities
- An increase in the quantity, quality and appropriateness of provision for inactive communities
- A greater focus on measuring the impact of investment/service provision
- The growth of a range of partnerships between organisations who would not have otherwise engaged with each other

## ACTIVE FUTURES

This strategy brings together cross-sector partners with an interest in improving outcomes for children and young people including early years professionals and health professionals, schools, Public Health and Children's Services.

Collaborating with these partners we **outlined a collective strategic vision** for Norfolk's children and young people, and created information and resources to support all agencies that engage with children and young people to enable them to contribute to this shared vision.



## SCHOOL GOVERNOR'S GUIDE TO PRIMARY PREMIUM

As part of our role to **provide guidance and resource** to schools to support them in the use of the Government's Primary Premium funding, we created an informative guide that was distributed to over 400 schools across Norfolk. Our leadership role is to provide insight and guidance into how schools can best utilise the Premium to obtain maximum impact from the funding.

This influences the experience that children and young people have with sport and physical activity at school, which evidence shows has a positive effect on academic attainment as well as physical and emotional health.



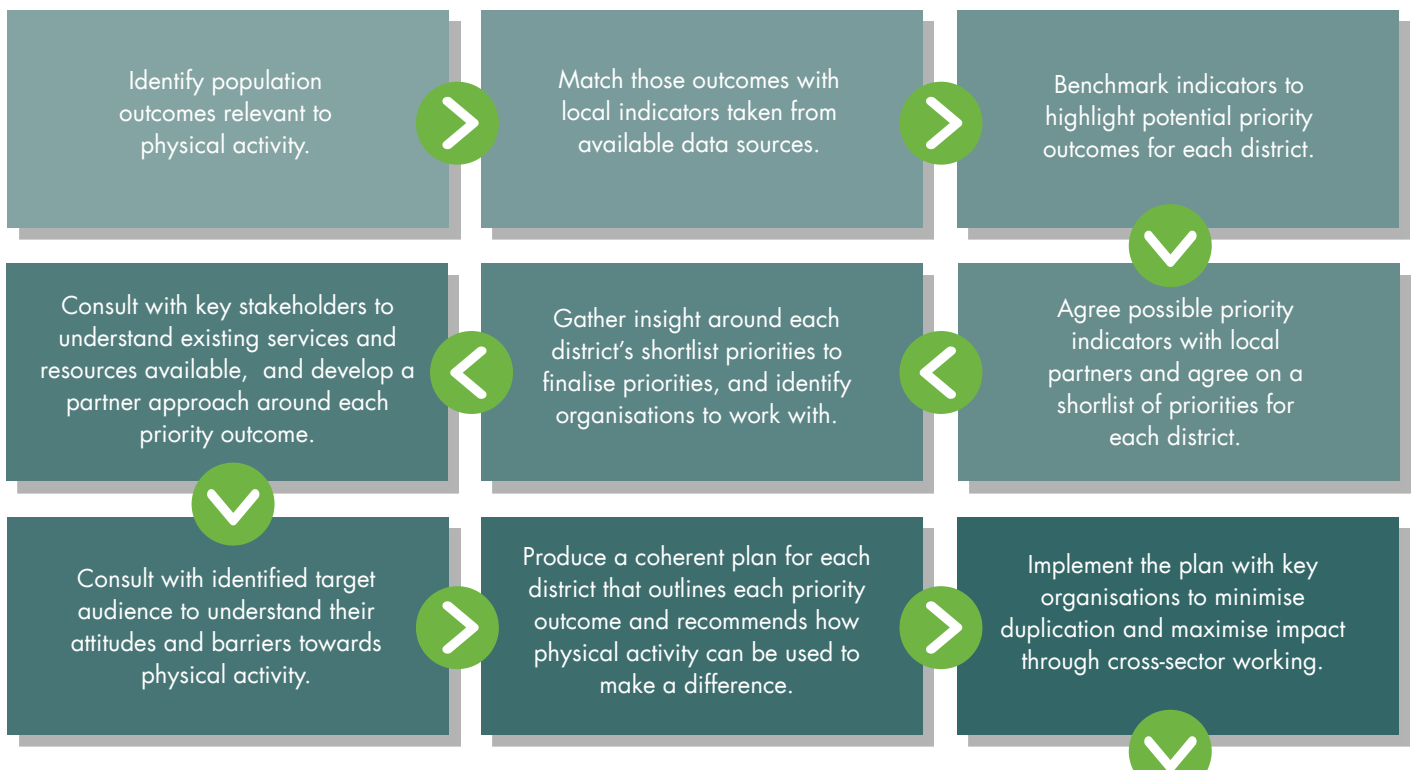
# BUILDING PARTNERSHIPS

Everything we do at Active Norfolk is made possible by working closely with a wide range of partners from across sectors. Over the last **12 months** we have worked hard to understand the needs and challenges facing communities across the county, enabling us to find new synergies with existing partners, as well as developing new relationships with organisations founded on common goals.

The partnerships and ways of working we've developed help us focus our collective resource to have the biggest **impact**, something you will read that we are focussed on capturing, understanding and sharing.

Over the last year we have undertaken a locality planning process to better understand the issues in Norfolk that physical activity can potentially help improve, where they are most prominent, and identify partners who share a common interest in addressing those issues.

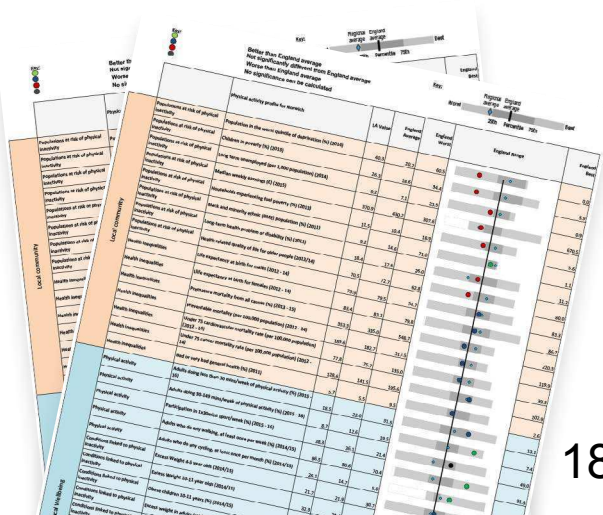
## THIS PROCESS IS OUTLINED IN THE DIAGRAM BELOW



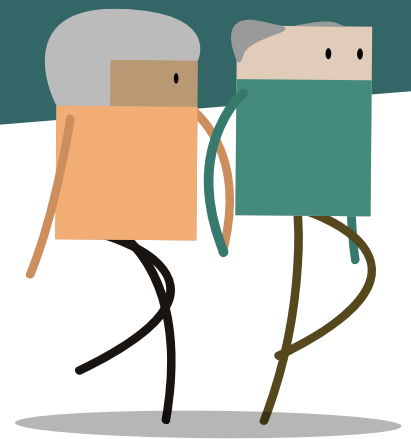
## THE OUTCOME

We will begin re-directing our internal resources and commissioning services that will address the priority issues highlighted through this process, and supporting our partners to do the same.

**SOME OF THE VALUABLE INSIGHT WE HAVE CREATED DURING THIS PROCESS IS SHOWN HERE AND IS AVAILABLE ON REQUEST FROM ACTIVE NORFOLK.**



# INSIGHT, UNDERSTANDING AND IMPACT



## PARTNERSHIPS THAT HAVE GROWN AND DEVELOPED OVER THE LAST YEAR

- 3rd sector organisations supporting older people
- Disability charities
- Charities supporting refugees and migrants
- Environmental organisations
- Housing, Transport, Planning, Economic Development, Health and Wellbeing, and Environment departments within local government

## WHAT WE HAVE LEARNED:

- Data can only provide part of the picture, where data is lacking it can be difficult to quantify the extent of a problem.
- Comparing against national and local benchmarks only indicates whether each indicator is better or worse than average although some issues are prevalent everywhere, obesity for example. Therefore, these issues were often considered regardless of whether or not that indicator was significantly worse than other areas.
- Mapping data at small geographies, such as ward level, can be a useful way of highlighting problem areas that may otherwise have been overlooked if only taking a whole district view.
- A number of our partners fed back that they had not seen all of this information presented in one place before, and found that it reflected the breadth of influence that physical activity can have in the area.
- There are a range of tools out there to provide useful insight generated from data. A resource pack will be put together to outline some of these and will be made available on the Active Norfolk website, so we can share our learnings with partners.

## PARTNER TESTIMONIAL

### Working in partnership with Active Norfolk has together enabled us to:

- Work in an evidence based and need driven way utilising shared expertise and resources.
- Promote healthy places, through the delivery of health improvement and prevention activities.
- Recognise, champion and establish programmes that consider the wider benefits of physical activity such as improved mental wellbeing, reduced risk of falls and reduced risk of many cancers.
- Strengthen relationships with district councils and deliver joint physical activity services that make a positive impact on health.
- Adopt a multi-agency approach in areas such as casualty reduction, wellbeing and resilience, and maintaining independence in later life.
- Complement our commissioned services such as workplace health, NHS Health Checks and Weight Management services.
- Promote and endorse national physical activity campaigns locally such as 'One You' 'Couch to 5K' and 'Active 10'.
- Remain at the forefront of service development and research, building on relationships with academia.

**KERRY RUMSBY, PUBLIC HEALTH OFFICER, NORFOLK COUNTY COUNCIL**

## BUILDING CAPACITY

If we are to be successful in reducing inactivity, growing participation and delivering broader benefits to the county it is vital that we're able to support a growth in the volume and quality of appropriate, accessible and exciting sport and physical activity opportunities. This means helping to retain and grow the number of places people can be active, as well as increasing the number of people who have the skills, confidence and desire to help others get active.

Throughout this year we have achieved much: supporting a significant volume of facility investment, investing in the workforce, as well as providing leadership and strategic support for key local issues such as community access to school facilities. In this section you'll read more about some of the highlights.

## WORKFORCE

Coaches are the lifeblood of community sport, and our system of coach education and ongoing professional development helps Norfolk coaches be the best they can be and share their passion.

Our support of the local coaching network not only provides a better qualified workforce, it also supports economic development by providing additional capacity through increased number of coaching sessions.

**1,147**  
**COACHES**  
on the **coaching**  
**database**

**50** **new coaches**  
signed up in the last year

**42** **disability coaches**  
3 signed up in the last year

**247** **female coaches**  
34 signed up in the last year



**137,160+** **Number of hours** of coached  
activity per year

**3,504**

**Number of additional**  
**coaching hours**  
provided by Active Norfolk  
commissioned services



**647**

Coaches attended Active Norfolk  
supported **training** last year



**25**

Coaches paid for  
**qualifications** through  
receipt of bursaries



**£70,080**

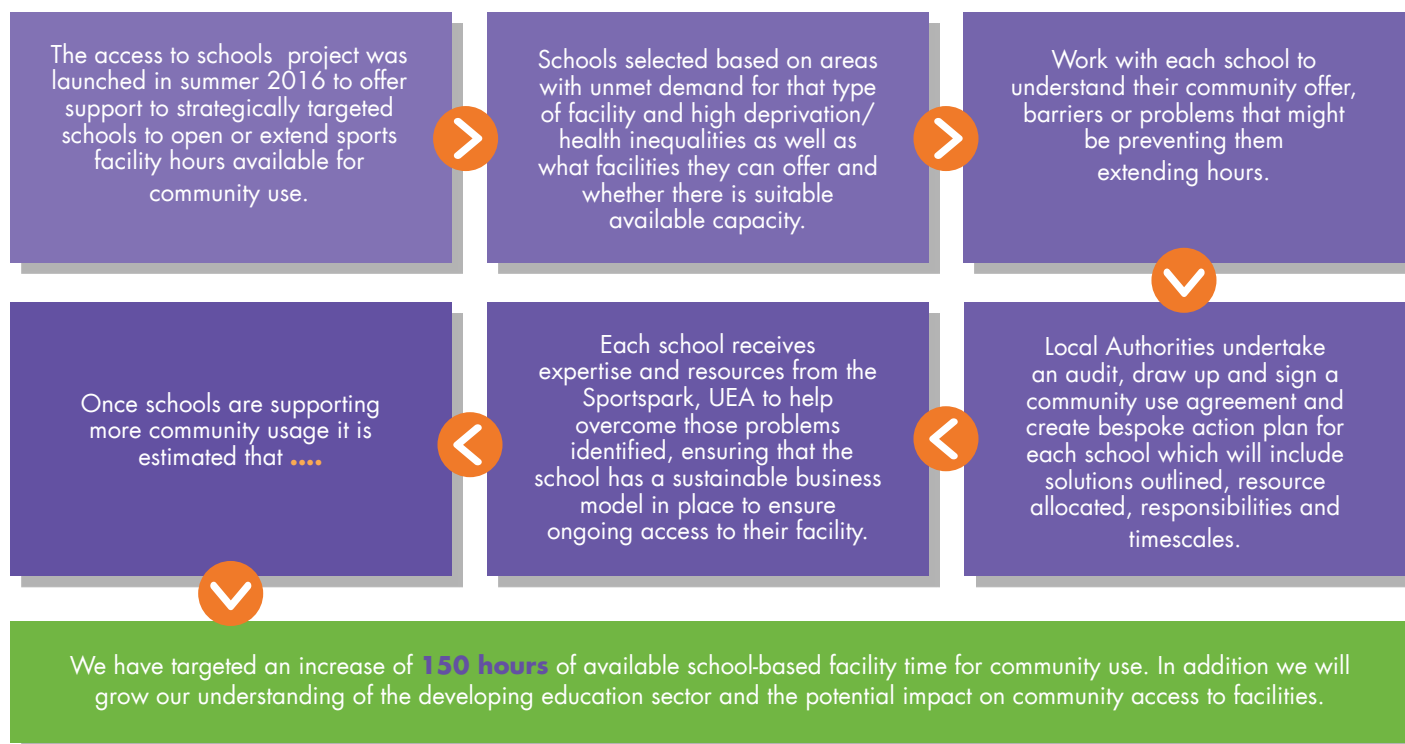
Contribution to **local economy**  
through these additional hours

# FACILITIES

The Greater Norwich Growth Board (GNGB) Sports Facility Strategy states that “The overriding importance of school based sports facilities CANNOT BE OVERSTATED”. Ten of the 17 swimming pools and 20 of the 29 four court or larger sports halls in the area are on school sites.

Pools and sports halls make up 60-70% of indoor sports participation and given the scale and location of these facilities on secondary school sites there is no alternative but to deliver the majority of the (GNGB) strategy and action plans by working with schools and increasing the quantity, quality and access to school based sports facilities on school sites for education and community use.

## THE APPROACH – ACCESS TO SCHOOLS PROJECT



## SUCCESS TO DATE

Since the project launched phase 1 of its delivery has been completed, engaging **10 of the 12 identified schools** across the Greater Norwich area.

Through Access to Schools, local partner South Norfolk Council has been able to support Hethersett Academy with investments to increase and improve community access. It is **estimated that an extra 100 people will use the facility each month** in the first year, providing around £18,000 of extra income per year.

## KEY LEARNING TO DATE

- The shifting education landscape presents a challenge to engaging schools. We will continue to grow our understanding and keep pace with the developments to ensure Access to Schools remains relevant.
- Each school has its own priorities that can be addressed through the programme and these take time to understand, requiring a bespoke approach.
- Schools and Academy Trusts are under great pressure to deliver academic outcomes, and we need to grow the evidence linking increased community engagement/physical activity with achieving educational outcomes.
- The above challenges make enhancing community use of school facilities a complex issue that requires significant and dedicated time resource. We will continue to work with year 1 schools to ensure we maximise outcomes.
- The potential for capital investment and increased efficiencies have been noticeable drivers for schools engaging. We will continue to champion the case for capital investment into priority projects.

## SPOTLIGHT ON POOLS

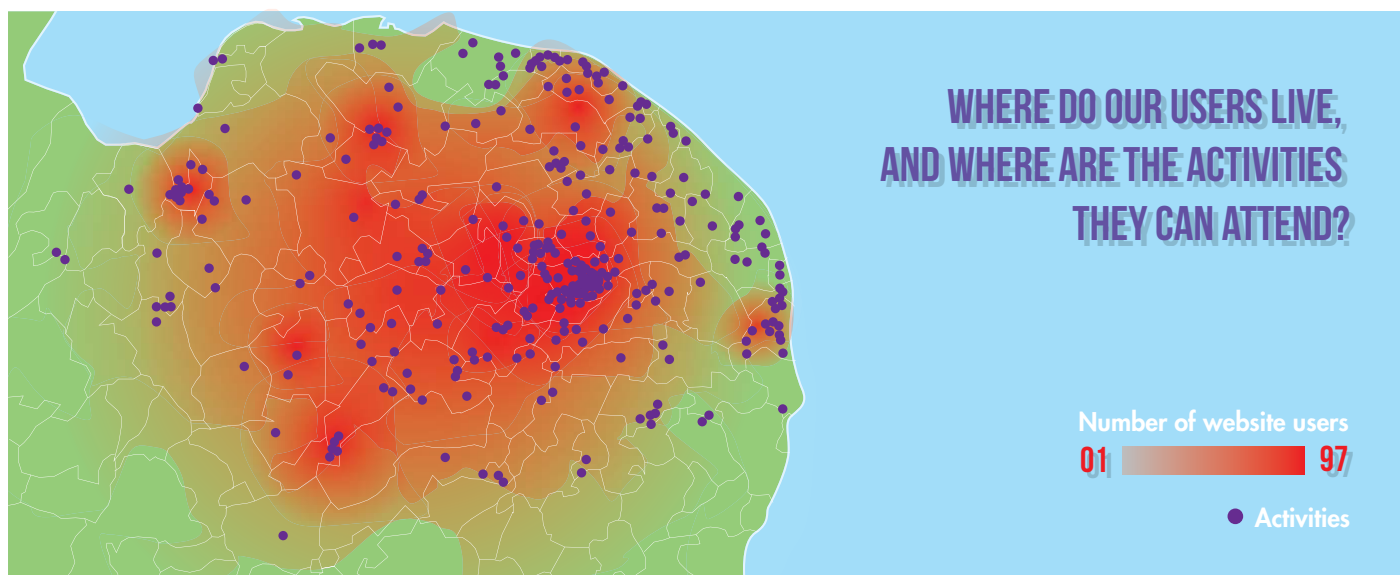
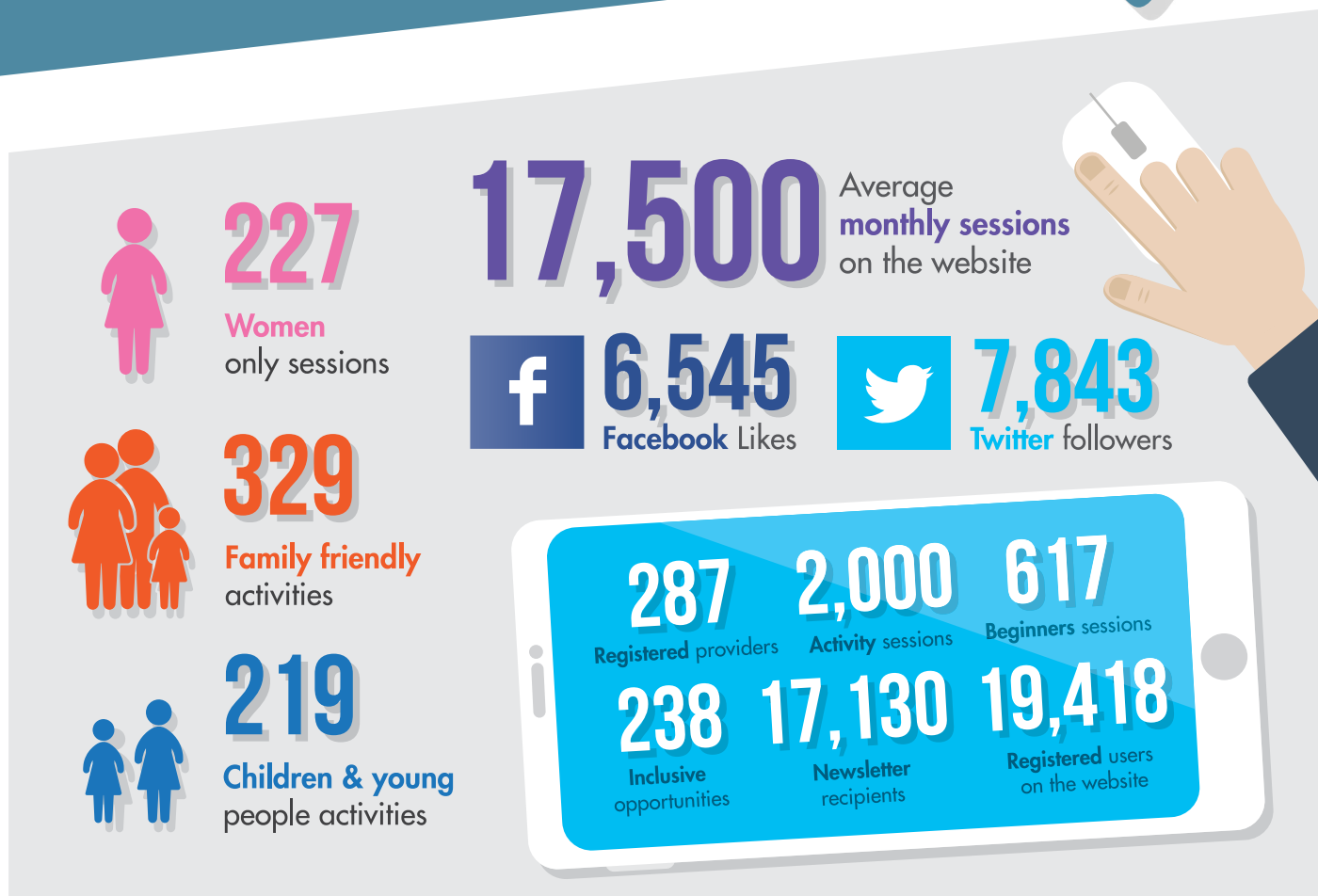
Through the Access to Schools project we have identified a significant issue with school-based pools in the area. Greater Norwich's stock of swimming pools on school sites is at risk; they are in poor condition and in need of maintenance. The Local Authority withdrawal of a subsidy to schools with a pool has put the onus on schools to pick up the cost of repairs which they cannot afford. As a result 2 pools have closed, and more are likely to follow. This is and will continue to cause a lack of supply for the demand from both schools and the community.

Through Access to Schools we have secured further investment from schools, Local Authorities, and Sport England to undertake condition surveys on 6 pools in greater Norwich. This puts us in a position to work with the partners to secure investment to keep the pools open and functioning. This has contributed to Drayton Junior school undertaking capital work to keep their pool open for both schools and the community.

# PROMOTION

Growing the recognition of the role that sport and physical activity plays in delivering health, social, environmental and economic benefits is an important part of our strategy. This is being achieved through our commitment to, and advocacy for, evaluation. This provides us with useful local information we're able to promote through our partnerships as well as via publications such as this.

Ensuring that people who are considering a lifestyle change to become more active are able to find and access appropriate and exciting opportunities has been another key focus for the team this year. You'll read in this section the huge volume of activities we've been able to promote as well as seeing the large number of people we've reached with our efforts to do so.



# REDUCING INEQUALITIES

It comes as no surprise that those people dealing with the greatest health, social and economic inequalities are also the least likely to be active. For this reason, the locality plans we have been working with partners to develop have a specific focus on those communities with the greatest inequalities.

We have prioritised our resources and provided targeted approaches to grow participation in sections of the population with the greatest participation inequalities, including: women and girls, older people, people with a disability, communities with high levels of socio-economic deprivation, and some BME communities.

## REACHING MORE INACTIVE PEOPLE

**83%** of participants last year reported doing fewer than 5 days of 30 minutes or more of moderate activity over the course of the week.

Of that number, almost half **(48%)** were doing one or fewer days of activity a week.

## REACHING MORE OLDER PEOPLE

Over **500 PEOPLE** over the age of 65 took part in Active Norfolk commissioned or provided activities last year, mainly through the Mobile Me and Fun & Fit programmes.

Mobile Me activities have been delivered to more than **580** older people in 42 sheltered housing and care homes in Norwich and Broadland over the last 2 years.

## REACHING MORE WOMEN & GIRLS

Women were **59%** of the participants in mixed gender programmes last year.

Over the last 2 years, more than **2,280** women have taken part in activities through our This Girl Can in Norfolk (TGCN) campaign alone.

Successful small grants bid of **£10,000** from Sport England to develop and grow TGCN.

## REACHING MORE DISABLED PARTICIPANTS

Almost **2,000** participants with a medical condition or disability took part in inclusive programmes last year.

**94%** of participants on the Mobile Me programme have an existing medical condition or disability.

## REACHING MORE AREAS OF DEPRIVATION

**40%** of participants across Active Norfolk programmes from areas more deprived than Norfolk average, over **3,400 people**



## IMPACT ON LOCAL ECONOMY

There are a number of ways sport and physical activity can and does have a positive impact on the local economy. This year we have increased efforts to understand and maximise this value through various areas of work across the organisation.

This ranges from economic benefit of volunteering, to the value of increased external investment through facility development and revenue-funded projects, to an increase in the productivity and reductions in sickness and absenteeism of the county's workforce.

In this section you'll see a range of ways our team has been able to make a difference to Norfolk's economic prosperity.

We sourced **242** volunteers for events last year totalling **1,936** volunteering hours = value of **£21,740\*** to local economy last year.  
*(\*based on median earnings per hour in the UK for 2016)*

We provided **71** coaches with bursaries totalling **£11,792.50**. This has helped fund over **25** different types of coaching qualification. These coaches delivered an additional **4,473** coaching hours last year. This created additional value of **£89,460\*** additional income to local economy  
**ROI OF £7.50 FOR EVERY £1 OF INVESTMENT.**  
*(\*based on median earnings per hour in the UK for 2016)*

We worked with **7** workplaces last year, reaching over **10,000** Norfolk employees. Absenteeism cost these organisations over £5.8m annually\* Presenteeism (being at work and unwell) cost these organisations **£14.5M ANNUALLY\***

A 1% reduction in absenteeism through improved mental and physical health could save these 7 employers around **726** sick days, or **£58,000** per year.

A 1% reduction in presenteeism through improved mental and physical health could mean productivity savings of **£145,000** per year.

*(\*based on average national incidences of absenteeism and its associated costs)*

After five years the Fun & Fit programme is estimated to have prevented: 19 cases of hip fracture, 6 cases of depression, 4 cases of dementia, 2 cases of coronary heart disease, and 1 incidence each of diabetes, stroke and breast cancer.

**THIS EQUATES TO AN ESTIMATED £280,753 IN SAVINGS TO THE NHS OVER THAT TIME.**

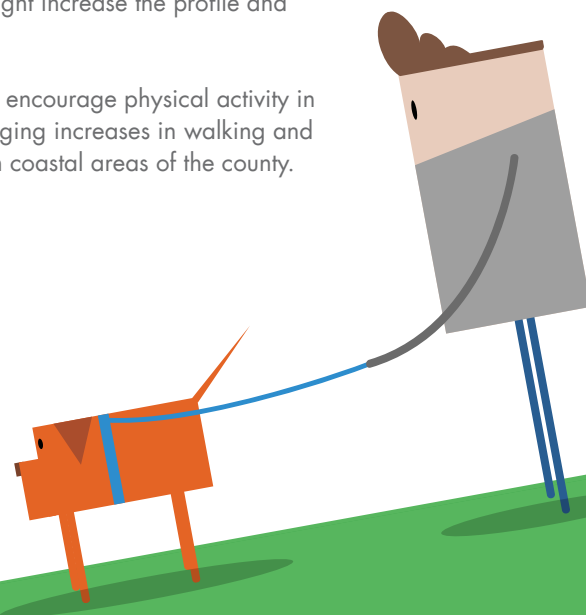
Over **£660,000** investment in commissioned services across Norfolk

# ENVIRONMENT

Norfolk is blessed with a fantastic array of diverse natural environments in which people can enjoy active lifestyles. This year the team has worked to lead a group of cross-sector partners to understand more about the offer around the county, and how through collaboration we might increase the profile and engagement with our extensive natural assets.

We have worked closely with partners to attract significant investment to encourage physical activity in the outdoor environment. Examples include a significant project encouraging increases in walking and cycling, as well as a project which supports older people to get active in coastal areas of the county.

We're working closely with Local Authorities and others in the Greater Norwich area to ensure the planned housing growth encourages and accommodates the needs of the new communities to be active in their daily lives.



## PROJECT PROFILE: PUSHING AHEAD

This Department for Transport funded project has brought £1.6m into the County with the ambitious aim of increasing active travel to reduce congestion and improve air quality, reducing single occupancy car trips, improving public health, supporting access to work and learning, and improving road safety in the Greater Norwich and Great Yarmouth areas.

Launched in July 2016, Pushing Ahead is a multi-faceted project which aims to ultimately deliver long-term behaviour change, increasing the number of walkers and cyclists who utilise existing outdoor cycling infrastructure and path networks into and through these urban areas.

A wide range of partners including Norfolk County Council Environment team, Active Norfolk, Norwich City Council and Great Yarmouth Borough Council, as well as a wider group of walking and cycling interest consultees have been involved in the design, management and delivery of the project.

Utilising their networks and resources, they are delivering this project into schools with Bikeability; into workplaces with Personal Journey Planning services; and into the wider communities in Norwich and Great Yarmouth with walking festivals and community cycling events, cycle maintenance and safety training, and access to a cycle loan scheme.

## PROJECT PROFILE: STAYING ACTIVE AND INDEPENDENT FOR LONGER (SAIL)

This EU-funded project supports healthy ageing by using natural outdoor spaces and local community facilities to provide opportunities for older people to be physically active in their local area.

Focussing on coastal communities along the Norfolk coast, this EU-funded project is led by Norfolk County Council's Environment team and delivered in partnership with Active Norfolk and Public Health. SAIL will utilise the partners' networks to develop relationships between relevant organisations to maximise the use of resources that are available for older people to be active within their local communities.

The Environment team will be addressing issues of accessibility on local path and trail networks, which will allow for more use of the natural environment by older people for activities for Active Norfolk to support, such as health walks.

This will mean facilities such as swimming pools will become more accessible for older people, specifically in the 'out of season period' for leisure providers, which will have the added benefit of stimulating economic activity outside of peak season.

Through increased community based and outdoor physical activity the project will improve older adults' health, wellbeing and independence, ultimately reducing health and social care demands in these areas.

# STRONGER COMMUNITIES

Sport and physical activity have huge power to improve lives. From reducing crime and anti-social behaviour, to improving community cohesion and supporting integration, sport is uniquely placed to do good and over the last year we have worked with local partners to harness this power and direct it towards those who would benefit the most. Two projects that we have been working on over the last year are profiled below.

## PROJECT PROFILE – ENERGISE LAKENHAM AND TUCKSWOOD

In September 2016 this two year project worth £162,500 was launched. Working in partnership with Sport England and Comic Relief, Energise Lakenham aims to encourage people in the Lakenham and Tuckswood areas of Norwich to be more physically active.

Active Norfolk has commissioned Community Action Norfolk to deliver this project which uses sport and physical activity to empower a community to create social change and have a positive impact on social issues.

### The project aims to achieve the following outcomes:

- Reduce social isolation
- Improve health and mental wellbeing
- Increase community cohesion
- Raise aspirations of residents
- Improve the sustainability of assets in the area
- Enable residents to engage earlier with support services available in the area
- Increase levels of physical activity

Energise Lakenham utilises the principals of Asset Based Community Development, focusing on what Lakenham has in terms of assets: organisations, people, services, facilities, and employing those assets to grow and enhance the offering of services and activities around the community. Community consultation is at the heart of this project, ensuring that the programs and activities that are designed and delivered reflect the genuine desire and interest of the community and not just perceived need.

Through the project there is also a small grants fund, where local clubs, projects and activities can apply for funding to deliver their activities in the community using local facilities and assets. To date, **over £50,000** has been awarded or committed to 22 groups to deliver activities ranging from conservation sessions and walking football, to dog walking groups and toddler dance workshops.

## PROJECT PROFILE – MOBILE ME

Active Norfolk secured £273,000 of fund money from Sport England, which along with funding from Norwich CCG and Norfolk Public Health was combined to deliver Mobile Me, a project that delivers 10-week physical activity programmes in sheltered housing and care home environments. Since 2015, over 580 older people in 42 sites have taken part in adaptable physical activities in common areas of their residential settings. Mobile Me is a research project that looks at how to normalise physical activity as part of a routine for this age group, but also looks at the impact that physical activity can have on social isolation and loneliness amongst residents in these settings, and in turn the impact this has upon a person's wellbeing.

### Here's what some of the workers in the care homes have observed:

"A tenant who doesn't normally join in with social groups, and is often negative in attitude and can be verbally abusive, did some bowling from her chair in the first week. Then the following week, with a little support, walked to the chair in the middle of the room, and then gradually over the weeks was getting herself out of the chair and ready, and was often smiling and laughing."

**TEAM LEADER, REDMAYNE  
VIEW, NORSE CARE**

"This tenant is in her mid-90's and has advanced Dementia, she is a quiet lady and doesn't really interact with other residents. This lady brought something special to the group; seeing the joy on her face when she took part in the Mobile Me activities lightened up her and all of the other residents' faces and spirits. Several other residents commented on how pleased they were to see her enjoying herself."

**PROJECT CO-ORDINATOR, MOBILE ME, ACTIVE NORFOLK**

"The session brought everyone together. At first some people didn't want to play, but when we started they were soon all laughing, joking and clapping. It was a real ice breaker. In particular there was one gentleman, who is usually very quiet and isolated, stood for the whole session and played continuously. The gentleman's wife stated that it was a long time since she had such a wonderful time, and was thrilled with the session."

**ALZHEIMER'S SOCIETY DEMENTIACAFÉ CO-ORDINATOR**

# ORGANISATIONAL EXCELLENCE

In order to deliver the strategic aims of the Strategy, it is vital that Active Norfolk operates as the best version of itself possible. This means striving for continuous improvement, having shared values and goals throughout the team, listening to our partners, operating with absolute integrity, as well as being dynamic and creative in our approach to solving complex challenges.



## THIS YEAR WE HAVE:

- Dedicated time to develop our values as a team, reflected at the start of our Strategy
- Committed to undertaking QUEST for Active Communities, Sport England's industry improvement and quality assurance model
- Supported staff with their own continuous professional development through accredited and non accredited training and mentoring, as well as promoting a culture of learning across the team
- Been awarded the 'In Good Company' Plus Mark for our work in developing physical activity opportunities that meet the needs of groups that are at risk of social isolation and loneliness



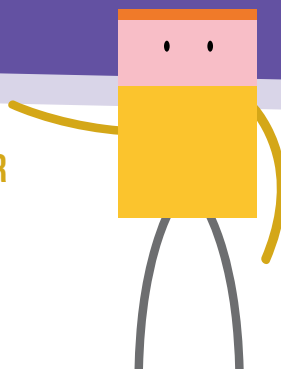
These efforts have fostered an improvement in organisational performance, reflected in Active Norfolk's best ever performance management ratings from Sport England, as well as a dramatic **15% increase** in partner satisfaction as measured through our Net Promoter Score.

## PARTNER TESTIMONIAL

"Over the last few years we have worked with or alongside Active Norfolk across a number of activities linked to healthier living and supporting community events. In the last year we have worked in collaboration on the Sport for Change initiative in Lakenham and Tuckswood. Perhaps the most obvious impact has been the increased range of opportunities it has afforded us in accessing people in the community who we would not ordinarily reach. This has increased our ability to get important messages to individuals across communities and created opportunities for further conversations, broader consultations and improved opportunities for support.

In attending activities we have also made new partnerships and forged relations with groups and organisations who we would not normally come into contact with, allowing opportunities for developing ideas and potential for future working. In recent years the opportunity to work together directly on projects has provided genuine learning on both sides, combining different approaches to accessing and supporting communities, promotion, recognising benefits to individuals and developing monitoring and sharing of information. This synergy enhances both of us. Coming at a project with different skill sets and experiences has encouraged a lively and productive dialogue and I am sure that there are many more lessons to be shared."

RIK MARTIN, OPERATIONS MANAGER



# MEASURING SUCCESS

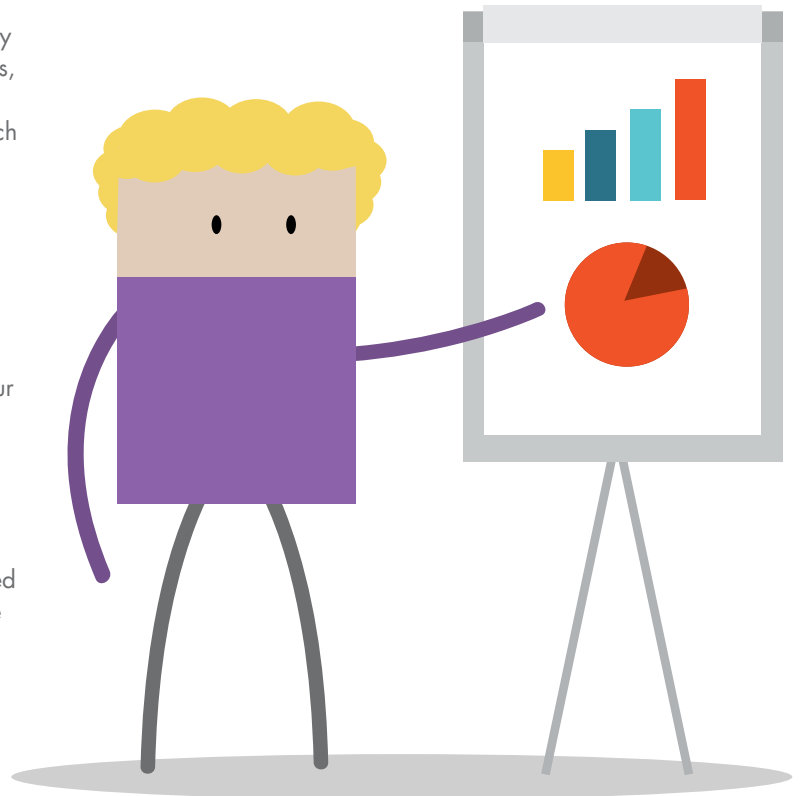
Within the last year we have increased our capacity with the recruitment of a full time staff member specifically to measure our organisational success and outcomes. Our Evaluation Officer has been working on each project to decide suitable evaluation mechanisms to understand the outcomes and impacts of that programme and how it's designed to measure and improve our performance.

In 2016 we employed an Evaluation Officer who previously worked at the UEA evaluating physical activity interventions, which has provided the skills and experience within the organisation to conduct qualitative and quantitative research and generate additional insight.

We also have a strong partnership with the UEA, which provides us with added capacity to undertake rigorous research and receive further guidance.

We are currently working to embed monitoring and evaluation processes across our work streams to monitor our impact, understand the processes that take place, and contribute new learning to facilitate ongoing programme development.

The evaluation findings of our programmes are intended to be disseminated widely and have been previously presented at local, national, and international conferences to a range of audiences. By embedding monitoring and evaluation across our work streams we aim to be continually learning and improving what we do.



# LOOKING FORWARD, HERE ARE OUR PRIORITIES AND THE FOCUS OF OUR WORK PLANNED FOR 2018

## LEADERSHIP

Building on 2017, we will focus on further integration of sport and physical activity into broader **public policy**. We will **lead the implementation** of the first locality plans for sport and physical activity across Norfolk. We will **champion the value** of sport and physical activity across our networks.

## BUILDING PARTNERSHIPS

As the first locality plans begin implementation, we will strengthen partnerships with **Local Authorities** and the **VCSE community**. This will broaden and deepen our understanding, increasing our ability to deliver positive outcomes for communities across Norfolk.

## INSIGHT, UNDERSTANDING AND IMPACT

A year into the strategy implementation we will have **new data and insight** to compare with our established baselines, significantly **growing the volume and quality** of our understanding and impact measurement. This will be applied to support future decision-making and resource allocation.

## PROMOTION

We will continue to work to **build and promote strong messages** about the role that sport and physical activity contribute in delivering social, economic, health and environmental outcomes for Norfolk's residents. We will also strive to continue to be the window for physical activity opportunities through our website.

## BUILDING CAPACITY

As we improve our understanding of the needs, barriers and motivations of communities through the locality planning process, so too will we further understand **workforce and facility** requirements to support participation growth. 2018 will see a response to those needs, growing the volume and quality of the workforce, as well as supporting facility development/retention/growth.

## REDUCING INEQUALITIES

As locality plans move into implementation, the focus of resource and investment will flow to those communities least likely to be active. We will **work in partnership to attract further investment** to address priorities highlighted within the locality planning process, reducing inequalities across the county.

## MAKING A POSITIVE IMPACT ON THE LOCAL ECONOMY

Utilising the growing volume of insight, we will focus on further understanding the positive impact sport and physical activity makes to the economy. We will seek to **attract significant sporting events**, we will grow our **workplace health** offer, we will **increase investment into sport and physical activity** across the county, we will **increase employability** through workforce development.

## ENVIRONMENT

Working with key partners we will continue to support efforts to **increase cycling and walking** across the county. We will support and **promote the natural environment and outdoor spaces** as places to be active. We will work partnership in **coastal areas** to increase participation in older people.

## STRONGER COMMUNITIES

Driven by the insight and consultation from the locality planning process, we will **address identified priorities** across communities. We will work in partnership to target investment and resource as part of an **integrated approach to community development in deprived areas**.

## ORGANISATIONAL EXCELLENCE

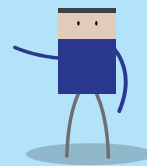
In 2018 we will undertake a **nationally recognised performance improvement accreditation** to help us become better at what we do. We will attain and maintain the **tier 3 requirements of the Code of Governance for Sport**. We will continue to **develop our staff** to help us improve individually and as an organisation.

## MEASURING SUCCESS

Over the next year we will **monitor organisational performance** in line with our management system. We will **track the impact** of our new ways of working and learn from the first implementation of locality plans. We will **share successes** and **respond to challenges** proactively.

# CASE STUDIES AND TESTIMONIALS

## POORIA VOLLEYBALL



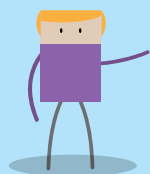
Pooria, 18, is an asylum seeker who arrived in Norwich summer 2017 with his father from Iran.

When they first arrived, Pooria and his father, Jesam, didn't know anyone, nor could they speak English. The asylum health team at City Reach were the first people to visit them. Despite his lack of English, Pooria managed to explain to the visiting nurse that his favourite sport was volleyball and to ask where he might play.

Fortunately Active Norfolk had recently started running a 10 week taster sports course for the participants of two charities which support refugees and asylum seekers in Norwich, English+ and New Routes. The aim of the course was to offer sports and exercise opportunities to refugees and asylum seekers in the city, to give opportunities for integration, and to create links with local sports clubs.

By chance, the first week that Pooria attended was a volleyball session. Emily, the volleyball coach, saw that Pooria was a good player (had 'beautiful hands' in volleyball speak) and invited him along to a free intro session with the Norwich Spiker's club. Pooria found the club to be very welcoming and friendly. He was quickly selected for the men's first team and has been asked to join the club and potentially compete in the National League this year.

"Volleyball is more important than school, learning English, even food," says Pooria. It is clear to see that Pooria is most at ease on the volleyball court and that he has found community here, something which is so important when beginning a new life in another country. The Norwich Spiker's are also thrilled to have Pooria as a member, with his drive and potential. Pooria's dream is now to play high level volleyball for a European team one day.



## SHEILA THIS GIRL CAN

Sheila, 88, was one of the first winners of our This Girl Can Woman of the Month competition when it launched in March 2017. She was nominated by her Zumba Gold instructor, who had this to say about Sheila:

"Sheila is nearly 88 years old and is an inspiration to everyone in my Zumba Gold and Zumba Fitness classes. Sheila radiates positivity and always welcomes new students when they come to class, making them more relaxed and likely to return. She maintains dance and exercise is essential to survival - she has recently had cancer and was attending classes in between radiotherapy sessions. You have to meet her to know just how amazing this woman really is!"

TGCN is an inspirational campaign that welcomes and encourages physical activity for women of all ages and abilities.

Our campaign started in 2016 with 1 week of activities, and due to demand and interest from partners and women alike, grew to a full month of activities in summer 2017.

To date our TGCN activities have engaged almost 2,300 women in activities, and the message has been spread to thousands more through social media.



# CASE STUDIES AND TESTIMONIALS

## BEN BARTRAM WHEELCHAIR TENNIS



Finding a sport he loves has turned Ben Bartram's life around. The 12 year old from Sprowston was recently diagnosed with metaphyseal chondrodysplasia, a rare bone condition that affects growth, as well as having epilepsy and autistic tendencies. Ben was frustrated and angry, feeling left out of the sports and activities that his friends were doing. Then last year he took up wheelchair tennis and he hasn't looked back.

Having identified a lack of inclusive opportunities, Active Norfolk worked with the Norfolk LTA's Disability Lead to coordinate a number of free sessions at various locations, which is where Ben got his first taste of wheelchair tennis. Active Norfolk then worked to identify a tennis facility with the interest and appropriate provision to support a sustainable inclusive tennis club.

Ben has now been training at East Anglia Tennis and Squash Centre on Lime Tree Road in Norwich for over a year. He has since been picked for the development squad, and now actively tours in tennis competitions around the country.

In August he played his first competitive match at the British Open in Birmingham, where he came away with the Runner Up spot in Junior Singles, narrowly missing the top spot by 2 points.

Not only does Ben love playing the game, but the family have found that spending time with other players and getting to know their families has introduced them to a whole new group of peers, and the social side of the sport and the tournament schedule has brought Ben and his family a lot of enjoyment.

His mum, Samantha, says his whole outlook on his life and future has changed. "The difference between a year ago and now is just unbelievable," she said. "He was low, feeling that he was rubbish at everything. Now he's found something that he enjoys, and win or lose he just genuinely loves playing. He's proud of himself, and he can see that other people are proud of him, and now he can't wait for the future and to play more tennis."

active  
norfolk

# Communities Committee

Item No.

<b>Report title:</b>	<b>Annual review of the Enforcement Policy</b>
<b>Date of meeting:</b>	<b>15 November 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> The Enforcement Policy provides a framework to ensure that we work in an equitable, practical and consistent manner in the way we deliver regulatory activities and law enforcement. Norfolk County Council is committed to the principles of better regulation, reducing burdens on business with proportionate responses and ensuring we act to protect and support residents, businesses and the environment.	

## Executive summary

The Community and Environmental Services (CES) directorate is responsible for a range of regulatory functions, including Trading Standards, Planning enforcement (mineral and waste sites), Flood and Water (land drainage), Norfolk Fire and Rescue (fire safety) and Highways (networks, maintenance and blue badge enforcement). Each area of work uses different legislation to secure its aims and each has its own framework of regulations, codes of practice and guidance.

The current Enforcement Policy was originally developed in 2013 in conjunction with a range of stakeholders, including business representatives, and is subject to annual review by members. CES services have been asked to review the current policy and have proposed changes in some areas. A revised CES Enforcement Policy (appendix 1) has been produced to implement these changes.

All changes proposed this year are highlighted in yellow in appendix 1; with the key changes summarised below:

- Inclusion of provision for food seizure and detention by Trading Standards (page 11) and immediate action for failure of food safety requirements (page 9)
- Greater emphasis on Primary Authority Partnerships, insofar as these relate to enforcement policy (page 6)
- Clarification that court outcomes will be routinely publicised and that other practices/incidents may also be publicised, subject to legal considerations (page 5)
- Addition of 'other legislation' under the 'Taking animals into possession/banning orders' section, to allow for situations where we might need to consider this (page 12)
- Clarification that we may look to local authorities outside Norfolk to assist with conflict of interest matters (the Policy currently refers only to local authorities in Norfolk, which may be a constraint in certain situations) (page 14).
- Annex 4 has been added, which details the Highways Enforcement Protocol.

The policy and annexes were confirmed as meeting the requirements of EDT services at the EDT committee on 20 October 2017.

**Recommendation:**

**To confirm the revised CES Enforcement Policy (Appendix 1) and its annex documents meet the requirements of Communities services, prior to consideration by Policy & Resources committee (the approval body for the Policy).**

## **1. Proposal**

- 1.1. The current Enforcement Policy (the Policy) was first developed as a cross-departmental policy in 2013. The Policy covers a range of regulatory functions, including Trading Standards, Planning enforcement (mineral and waste sites), Flood and Water (land drainage), Norfolk Fire and Rescue (fire safety) and Highways (networks, maintenance and blue badge enforcement). It does not try to capture all of the detailed, complex and often changing background to enforcement, but instead seeks to summarise the overall approach to the use of enforcement powers; whether that is criminal prosecution at one end of the spectrum or informal warnings and advice at the other. The policy is supported by detailed procedures for officers within each service area and, where necessary, additional protocols can be appended to the main policy. There are now four areas of work which appear as annex documents to the main policy; these relate to minerals and waste planning, flood and water management, the Norfolk Fire and Rescue Service and Highways Enforcement- see annexes 1, 2, 3 and 4 to the main Policy.

The current Enforcement Policy has been reviewed by CES regulatory services in the context of current government and other guidance and seeks to ensure that the application of any enforcement is:

- proportionate to the offence and risks, and mindful of previous transgressions
- transparent - in that any person affected understands what is expected of them, what they should expect from the local authority and the reasons for the action
- consistent with the Equality Act 2010 and the Council's Equalities Policies
- consistent in approach, and appropriate.

A revised CES Enforcement Policy (appendix 1) has been produced to implement the proposed changes arising from this year's review. The main changes proposed this year are highlighted in appendix 1, and are now summarised here as follows:

- Inclusion of provision for food seizure and detention by Trading Standards (page 11) and immediate action for failure of food safety requirements (page 9)
- Greater emphasis on Primary Authority Partnerships, insofar as these relate to enforcement policy (page 6)
- Clarification that court outcomes will be routinely publicised and that other practices/incidents may also be publicised, subject to legal considerations (page 5)
- Addition of 'other legislation' under the 'Taking animals into possession/banning orders' section, to allow for situations where we might need to consider this (page 12)
- Clarification that we may look to local authorities outside Norfolk to assist with conflict of interest matters (the Policy currently refers only to local authorities in Norfolk, which may be a constraint in certain situations) (page 14).

- Annex 4 has been added, which details the Highways Enforcement Protocol.

## **2. Evidence**

- 2.1. A CES wide Enforcement Policy is considered to be the most effective way to demonstrate how CES intends to fulfil its regulatory/legal responsibilities. An alternative option would be for each service area within CES to produce its own enforcement policy. However as above there is a need for consistency in overall approach; and (where necessary or appropriate to do so) the draft policy also provides for additional (detailed) protocols.

## **3. Financial Implications**

- 3.1. There are no immediate resource implications as a result of this proposal although there is the recognition in the policy that enforcement resources are not limitless and need to be targeted at areas where risk is highest. Higher performing, more compliant businesses require less resource, with regulators focusing their efforts on rogue and higher-risk businesses.

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

- 4.1. There is a legal context to the deployment of enforcement powers. In 1998 the Cabinet Office published the “Enforcement Concordat” to help promote consistency in the UK regulatory enforcement regime. The Enforcement Concordat set out principles of good enforcement policy and, although a voluntary code of practice, it was adopted by 96% of all central and local government bodies, including Norfolk County Council.

The Enforcement Concordat has since been supplemented by a statutory code of practice, the Regulators’ Code (the Code). The Council has a legal obligation to have regard to the Code, including ensuring a consistent approach to enforcement policy and in setting out service standards.

In certain instances officers may conclude that a provision in the Code is either not relevant or is outweighed by another provision. Officers will ensure that any decision to depart from the Code is properly reasoned, based on material evidence and documented. The Code requires the Council to publish its Enforcement Policy.

The Council must also have regard to The Code for Crown Prosecutors (CPS) guidance which requires extensive consideration of the evidence (for example is it admissible, substantial and reliable) before a decision is made to institute legal proceedings; with any decision also considering whether it is in the public interest to prosecute. This CES Enforcement Policy provides a clear framework and mitigates any risk of legal challenge regarding the delivery of the regulatory enforcement function within the directorate.

### **Human Rights**

In carrying out its enforcement role, the directorate has regard to the Freedom of Information Act 2000, the Data Protection Act 1998, Regulation of Investigatory Powers Act 2000 and the Human Rights Act 1998 (e.g. in the latter context the right to a fair trial, right to respect for private and family life, prohibition of discrimination and protection of property).

### **Equality Impact Assessment (EqIA)**

An Equality Impact Assessment (EqIA) for this Policy was carried out in late

2013, in conjunction with the Departmental Equality Lead Officer. Actions arising from the original EqlA were reviewed in 2014 and agreed as completed. This year's review proposes no significant changes to the Policy which would require a new EqlA at this stage.

### **Risks**

This policy provides a clear framework and mitigates any risk of legal challenge regarding the delivery of the regulatory enforcement function within CES.

### **Health and Safety Implications**

There are no health and safety implications of which to take account.

### **Environmental Implications**

There are no direct environmental implications to take into account as part of this report. However the Policy does provide for consideration of formal enforcement action where there is a significant risk to infrastructure or the environment. The Policy also includes a specific enforcement protocol for Flood and Water Management.

### **Section 17 – Crime and Disorder Act**

CES through its public protection and regulatory functions has an important role to play dealing with crime and disorder. This Policy will support the directorate in protecting the public and the environment in a consistent, fair and transparent way, in line with both local and national priorities and legal requirements.

## **5. Background**

- 5.1. CES regulatory activities are aimed at protecting the economic wellbeing and safety of Norfolk's residents and businesses and protecting the environment. How we carry out regulatory activities is key to supporting this aim.
- 5.2. Experience in regulatory enforcement shows that, in most cases, businesses and individuals comply with the law. Failure to do so generally stems from ignorance or carelessness, but sometimes from wilfulness or malice. A range of enforcement options is available to the Council but there is a need to discharge these in a consistent, fair and transparent way, as well as ensuring that the public or environment is adequately protected.
- 5.3. This Policy, once adopted, will be published via the NCC web pages.

### **Officer Contact**

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

**Officer name :** Sophie Leney

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# Enforcement Policy

Community and Environmental Services



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Trading Standards on 0344 800 8020 or email [trading.standards@norfolk.gov.uk](mailto:trading.standards@norfolk.gov.uk) and we will do our best to help

October 2017

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# 1 Introduction

- 1.1 This document applies to the enforcement activities carried out by the Community and Environmental Services (CES) Directorate of Norfolk County Council (NCC); including Trading Standards, Highways, Planning and Norfolk Fire and Rescue Service (Fire Safety).
- 1.2 Where appropriate, additional enforcement protocols or policy may be developed to support this policy, for example where there are national requirements regarding a particular enforcement process. These will be appended to this policy as required. **When read in conjunction with Annex 1 this policy constitutes the Local Enforcement Plan for Planning as recommended by Paragraph 207 of the National Planning Policy Framework.**
- 1.3 The consolidated Enforcement Policy was originally developed in conjunction with a range of stakeholders, including business representatives in 2013. The policy forms part of the Council's policy framework and is subject to annual review and approval.
- 1.4 The purpose of this Enforcement Policy is to provide a framework to ensure that we work in an equitable, practical and consistent manner. NCC is committed to the principles of good enforcement, as set out in the Legislative and Regulatory Reform Act 2006, and we have had regard to the associated [Regulators' Code](#) (the Code) in the preparation of this policy. In certain instances we may conclude that a provision in the Code is either not relevant or is outweighed by another provision. We will ensure that any decision to depart from the Code will be properly reasoned, based on material evidence and documented.
- 1.5 Compliance with this Policy will ensure that we will strive to be fair, impartial, independent and objective. The Council is committed to ensuring that the decisions we take and the services we deliver take proper account of equality issues and, where necessary, put actions in place to address any barriers faced by protected groups.
- 1.6 Within the context of this Policy, 'enforcement' includes action carried out in the exercise of, or against the background of, statutory enforcement powers. This is not limited to formal enforcement action, such as prosecution or issue of notices, and so includes inspection to check compliance with legal or other requirements and the provision of advice to aid compliance.
- 1.7 For the purposes of this document 'formal action' means: Prosecution, Simple Caution, Enforcement Order, Issue of Notices, Monetary Penalties, Seizure, Suspension, Forfeiture, Revocation/Suspension of a licence, registration or approval, Works in Default or any other criminal or civil/injunctive proceedings or statutory sanctions, applied either separately or in any other combination.
- 1.8 Where appropriate the Council will seek to recover its enforcement costs, including making formal applications for costs through the Courts.

## **2 Principles of Inspection & Enforcement**

### **2.1 Proportionality**

- 2.1.1 We are committed to avoiding the imposition of unnecessary regulatory burdens and will endeavour to minimise the cost of compliance for business by ensuring that any action taken, or advice offered, is proportionate to the seriousness of the breach, as well as the risk to people, property, the community or the environment. In doing so we will choose approaches that are based on relevant factors including, for example, business size and capacity.
- 2.1.2 We will usually give notice of our intention to carry out routine inspection visits, unless we are required by law to visit unannounced, or we have a specific reason for not giving prior notice. For example this would include where the identity of the person or premises is unknown, or where it would defeat the objectives of the inspection visit to give such notice. Similarly, routine or reactive inspections of the highway are not normally subject to such notice.
- 2.1.3 As far as the law allows, we will take account of the circumstances of the case and attitude of the people involved when considering action. We will take particular care to work with businesses and individuals so that, where practicable, they can meet their legal obligations without unnecessary expense, to support and enable economic growth.
- 2.1.4 The most serious formal action, including prosecution, will be reserved for serious breaches of the law.

### **2.2 Accountability**

- 2.2.1 We will actively work with businesses and individuals to advise and to assist with compliance and requests for help. Contact points and telephone numbers will be provided for business and public use.
- 2.2.2 We will aim to carry out visits and inspections at a reasonable time and where appropriate to do so. Our staff will show their identification (and authority if requested) at the outset of every visit and explain the reason for the visit, unless the nature of any investigation requires otherwise.
- 2.2.3 Out of hours contact for services will be provided where there is a need for an immediate response/risk to public health, safety or damage to property, infrastructure or the environment.
- 2.2.4 The whole range of enforcement activities will be dealt with as promptly and efficiently as possible in order to minimise time delays.
- 2.2.5 Where appropriate, feedback questionnaires will be used to gather and act upon information about the services we provide.
- 2.2.6 We will include information to highlight new legal requirements on our website, with letters sent after an inspection or visit; and by providing or signposting advice and information to help businesses and individuals keep up to date.

## **2.3 Consistency**

- 2.3.1 All officers are required to act in accordance with this enforcement policy and our published service standards.
- 2.3.2 We will carry out our enforcement and advisory functions in an equitable, practical and consistent manner. We will adopt and adhere to relevant policy and guidance and will ensure that our officers are suitably trained, qualified and authorised to undertake their enforcement duties, and understand the principles of good regulation.
- 2.3.3 Where appropriate, we will publish clear service standards providing information on:
- a) How we communicate and how we can be contacted
  - b) Our approach to providing information, guidance and advice
  - c) Our risk assessment methodology used to determine inspection activity, clearly setting out what can be expected from us at the time of visit
  - d) Any applicable fees and charges; and
  - e) How to comment or complain about the service provided and the routes to appeal.

## **2.4 Transparency**

- 2.4.1 In most circumstances we will seek to ensure that people affected by formal action are informed of what is planned, and allow for discussion and time to respond before the action is taken. We will also give them a named officer's contact details. These arrangements must have regard to legal constraints and requirements.
- 2.4.2 When a notice is served it will say what needs to be done, why, and by when, and that in the officer's opinion a breach of the law has been committed and why the notice is necessary. We will also make a clear distinction between legal requirements and recommended works.
- 2.4.3 As part of our commitment to equality we will communicate in a clear, accessible, concise, format using media appropriate to the target audience, in plain language. Where businesses or the public do not have English as a first language we offer translations of correspondence on request.
- 2.4.4 This Enforcement Policy is published via the Norfolk County Council website, and we may publish further guidance about specific areas, such as the use of civil sanctions.
- 2.4.5 The publicity generated by legal proceedings acts as a deterrent to others, and reassures the general public that we take a serious view of illegal behaviour. We therefore publish the outcome of court proceedings, including undertakings; as part of this we include the name of the defendant(s), unless directed not to do so by the Courts.
- 2.4.6 Where we are aware of ongoing breaches of the law we may also use publicity in order to raise awareness, warn residents and increase compliance. This may involve publishing the name of an individual(s) and/or business suspected of breaching the law. In reaching a decision as to whether to publish such information, we will consider the following factors:

- The specific details of the offence committed or detrimental activity.
- The public interest in disclosing personal information e.g. the deterrent effect of the publication.
- Whether the publication would be proportionate.
- The personal circumstances of the offender.
- Community cohesion.

2.4.7 An example of the current published enforcement action is via the [Trading Standards web pages](#).

## 2.5 Targeted (Intelligence and Risk Led) Enforcement

2.5.1 Enforcement will be primarily targeted towards those situations that give rise to the most serious risks, and against deliberate/organised crime. Other determining factors will include local priorities, Government targets and priorities, new legislation, national campaigns and public concerns.

2.5.2 By having a coherent and robust intelligence system, effective strategies can be formed to enable and co-ordinate solutions to particular problems. This enables the identification of new, current and emerging issues, allowing provision of strategic and tactical direction on how the issues can best be tackled.

## 2.6 Supporting the local economy

2.6.1 We recognise that a key element of our activity will be to facilitate and encourage economic progress against a background of protection.

2.6.2 Wherever possible, we will work in partnership with businesses and individuals, and with parish councils, voluntary and community organisations, to assist them with meeting their legal obligations without unnecessary expense.

## 2.7 Reducing enforcement burdens

2.7.1 If there is a shared enforcement role with other agencies, e.g. the Police, Environment Agency or other local authorities, we will consider co-ordinating with these agencies to minimise unnecessary overlaps or time delays and to maximise our overall effectiveness. We will also liaise with the other regulators to ensure that any proceedings instituted are for the most appropriate offence.

2.7.2 We will follow the principle of “collect once, use many times” and share information that we collect with other local authority regulatory services to minimise business impact. Partner enforcement agencies routinely exchange information and in doing so we will ensure we follow the requirements of the Data Protection Act 1998 and other relevant legislation.

2.7.3 When conducting farm visits, we will have due regard to the [Farm Regulators' Charter](#), which makes sure visits are carried out consistently across regulators. The charter covers all inspection types and visits of agricultural and aquaculture activities carried out by Farm Regulators.

### 3 Primary Authority Partnerships

3.1 Primary Authority is a statutory scheme established by the Regulatory Enforcement and Sanctions Act 2009. It allows an eligible business to form a legally recognised partnership with a single local authority in relation to the provision of tailored advice, guidance and assistance relating to regulatory compliance. The single local authority (known as the “Primary Authority”) is registered with the Government’s Regulatory Delivery Directorate via the Primary Authority Register.

3.2 The Primary Authority then acts as the single point of contact between its partner business and the local authorities that regulate it. The Primary Authority can issue assured advice upon which the business can rely and can also, where appropriate, devise inspection plans for businesses. The inspection plan can place specific requirements on other local authorities and can require feedback on their checks to be given to the Primary Authority.

3.3 Where an enforcing local authority is considering enforcement action against a business that has a Primary Authority it is required to make a statutory notification to the Primary Authority. In most cases, this notification must be made before the action can be taken. However, in certain circumstances the notification can be retrospective. These currently include:

- abatement notices under section 80 of the Environmental Protection Act 1990
- emergency prohibition notices under specified food hygiene legislation
- prohibition notices under section 31(1) of the Regulatory Reform (Fire Safety) Order 2005
- notices of emergency remedial action under section 40(7) of the Housing Act 2004
- emergency prohibition orders under section 43 of the Housing Act 2004
- enforcement action that is required urgently to avoid a significant risk of harm to human health, the environment or the financial interests of consumers; and
- enforcement action where the ‘pre-notification’ requirements of the scheme would be wholly disproportionate.

3.4 If another local authority proposes enforcement action which the Primary Authority deems to be inconsistent with the assured advice, the Primary Authority may seek to block the enforcement action. Where this is the case but is disputed, or there is a need for further considerations, the matter would be referred to Regulatory Delivery for their consideration/determination.

## 4 Enforcement Actions

- 4.1 Nothing in this policy shall be taken to compel the Council to take enforcement action. In certain instances the Council may conclude that an enforcement response is not appropriate given the circumstances. Any decision to deploy enforcement powers will be taken in the context of operational priorities and this policy.
- 4.2 In deciding what enforcement action to take, we will have regard to the following aims:
- to change the behaviour of the offender
  - to eliminate financial gain or benefit from non-compliance
  - to be responsive and consider what is the most appropriate sanction for the particular offender and the regulatory issue concerned
  - to be proportionate to the nature of the offence and the harm/potential harm caused
  - to repair the harm caused to victims, where appropriate to do so
  - to deter future non-compliance.
- 4.3 Any decision to undertake formal enforcement action will be taken in the context of operational priorities, this policy and the [Council Constitution and scheme of delegations](#). Such decisions will include the use of risk based approaches and intelligence in determining the nature of any response, as well as being subject to ongoing monitoring and review.
- 4.4 Where a right of appeal against a formal action exists other than through the courts, advice on the appeal mechanism will be clearly set out in writing at the time the action is taken.
- 4.5 Where more formal enforcement action, such as a simple caution or prosecution, is taken, Norfolk County Council recognises that there is likely to be an ongoing need for compliance advice and support, to prevent further breaches.
- 4.6 Where it is necessary to carry out a full investigation, the case will be progressed without undue delay. All investigations into alleged breaches of legislation will be conducted in compliance with statutory powers, time limits and all other relevant legislation (and relevant Codes of Practice), including the requirements of:
- Police and Criminal Evidence Act 1984 (PACE)
  - Criminal Procedure and Investigations Act 1996 (CPIA)
  - Regulation of Investigatory Powers Act 2000 (RIPA)
  - the Criminal Justice and Police Act 2001 (CJPA)
  - Human Rights Act 1998 (HRA).
- 4.6.1 As part of any criminal investigation process, persons suspected of having committed a criminal offence will, wherever possible,
- be formally interviewed in accordance with PACE
  - be given the opportunity to demonstrate a statutory defence
  - have the opportunity to give an explanation or make any additional comments about the alleged breach

- be offered translation services where English is not their first language.
- 4.6.2 Some of our Officers have a wide variety of powers, including the power to enter premises and inspect goods, to require the production of documents or records and, when necessary, the power to seize and detain such material where they believe it may be required as evidence.
- 4.6.3 Officers may also take with them such other persons as may be necessary as part of their investigations, or when exercising their powers. This may include Police Officers where there is the possibility of an arrest. In certain cases, Officers may exercise an entry warrant issued by a Magistrate in order to gain access to premises.

Officers may also use investigation equipment as part of their duties, including hand held and Body-Worn Video (BWV) cameras. BWV devices are capable of recording both visual and audio information and can provide a number of benefits to enforcement agencies, including a deterrent to aggressive, verbal and physical abuse towards officers, and in providing additional evidence to support investigations. BWV will usually be deployed on an overt basis for a specific purpose, and where it is necessary and proportionate to do so. Any decision to deploy BWV on a covert basis will be made in accordance with the Regulation of Investigatory Powers Act (RIPA), related legislation, Codes of Practice and associated Council Policy.

#### **4.7 Immediate Formal Action**

- 4.7.1 Whilst recognising that most people want to comply with legal requirements, we also recognise that some will operate outside the law (both intentionally and unintentionally). A staged approach to enforcement will therefore be adopted, with advice and informal action fully explored to resolve the matter in the first instance, if appropriate. However the Council will consider taking immediate formal action for the most serious breaches, which may include any of the following circumstances:
- Where there is a significant risk to public health, safety or wellbeing, or damage to property, infrastructure or the environment.
  - Fraud or deceptive/misleading practices, including those seeking an unfair 'competitive advantage'.
  - For matters where there has been recklessness or negligence, causing or likely to cause significant loss or prejudice to others.
  - Illegal practices targeted at the young, the elderly or other vulnerable people.
  - A deliberate or persistent failure to comply with advice, warnings or legal requirements.
  - Where food fails food safety requirements.
  - Any act likely to affect animal health or welfare, disease prevention measures, or the integrity of the food chain.
  - Obstruction or assault (including verbal assault) of an officer in the execution of their duties.

#### **4.8 Advice, Guidance and Support**

- 4.8.1 Norfolk County Council is committed to using advice, guidance and support as a first response to the majority of breaches of legislation.
- 4.8.2 Any initial requests for advice from individuals or businesses on non-compliance will not in themselves directly trigger enforcement action. We will seek to assist in rectifying such breaches as quickly and efficiently as possible, where there is a clear willingness to resolve the matter, thus avoiding the need for further enforcement action.
- 4.8.3 Any correspondence will clearly differentiate between legal requirements and good practice, and indicate the regulations contravened and the measures which will enable compliance.
- 4.8.4 Follow up checks will be carried out on a risk and intelligence-led basis and where a similar breach is identified in the future, previous advice will be taken into account in considering the most appropriate enforcement action to take on that occasion.

#### **4.9 Verbal or written warning**

Compliance advice can be provided in the form of a verbal or written warning. In doing so we will clearly explain what should be done to rectify the problem, and how to prevent re-occurrence. Warnings cannot be cited in court as a previous conviction, but may be presented in evidence.

#### **4.10 Statutory (Legal) Notices**

- 4.10.1 Statutory Notices are used as appropriate in accordance with relevant legislation. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/or, where appropriate, the carrying out of work in default.
- 4.10.2 A statutory notice will clearly set out actions which must be taken and the timescale within which they must be taken. It is likely to require that any breach is rectified and/or prevented from recurring. It may also prohibit specified activities until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Where a statutory notice is issued, an explanation of the appeals process for such notices will be provided to the recipient.

#### **4.11 Monetary penalties**

- 4.11.1 Fixed or variable monetary penalties may be issued where there is a specific power or delegated authority to do so and under the following circumstances:
  - To provide an effective and visible way to respond to less serious crimes without going to court
  - As a response to genuine problems or as part of a wider enforcement strategy.

4.11.2 Specific guidance for legislation which includes the power to issue monetary penalties may be produced to support this policy. An example of this is guidance for the enforcement of the Single Use Carrier Bags Charges (England) Order 2015, which is available [here](#).

4.11.3 Where the offender fails to discharge their liability resulting from any monetary penalty issued, alternative enforcement action will automatically be considered under this policy (including prosecution of the initial offence). Where prosecution is brought; an assessment will be made of other offences that may also have been committed in order that those charges may be considered at the same time.

Consideration will be given to the adoption of alternative remedies to the issue of a monetary penalty, such as those involving dedicated advice and training sessions, which aim to change the behaviour of the offender, whilst remaining proportionate to the nature of the offence and the harm/potential harm caused.

#### **4.12 Licences, registrations and approvals**

Norfolk County Council has a role to play in ensuring that appropriate standards are met in relation to licences, registrations and approvals. We may seek to review, temporarily remove or revoke any licence, registration or approval if we are made aware that actions have been carried out which undermine scheme objectives and/or would be unlawful. This includes those issued by other agencies.

#### **4.13 Seizure**

4.13.1 Some legislation permits our Officers to seize **items such as** goods and documents that may be required as evidence. When we seize goods, we will give an appropriate receipt to the person from whom they are taken. On some occasions we may also ask a person to voluntarily surrender and transfer ownership of illegal goods to Norfolk County Council.

4.13.2 Where we seize food for failing food safety requirements, or animal feed for non-compliance with feed law, an application will be made to the Court for a condemnation order, for the illegal product to be destroyed. We will provide details of where and when this application will be made to allow interested parties to attend the hearing.

#### **4.14 Detention**

4.14.1 Where food is suspected of failing food safety requirements, or where animal feed does not comply with specified feed law, it may be detained to allow further investigation.

4.14.2 When food or animal feed is detained, a notice of detention will be provided, detailing the detention arrangements, including the location where the product(s) will be detained.

#### **4.15 Forfeiture**

Where an accused has not agreed to voluntarily surrender any infringing goods then, on successful conclusion of legal proceedings, forfeiture may be applied for. This does not preclude the Council from taking forfeiture proceedings in their own right in appropriate circumstances.

#### **4.16 Injunctive Actions, Enforcement Orders etc**

We will consider formal civil enforcement action in pursuance of breaches of law which have a detrimental impact on the collective interests of consumers or businesses.

4.16.1 When considering formal civil enforcement action, an Officer will, where appropriate, first discuss the circumstances with those suspected of a breach and, through consultation, attempt to resolve any issues. Alternatively we will look to redress detrimental practices via a range of enforcement actions. These include the following:

- informal and formal undertakings
- interim and other court orders
- contempt proceedings.

We may ask the Court to consider other remedies as part of any proceedings, including compensation for victims.

#### **4.17 Other Sanctions**

The Council will consider other sanctions where legally available and appropriate to do so, including criminal behaviour orders under the Anti-Social Behaviour, Crime and Policing Act 2014, injunctions under the Local Government Act 1972 or equivalent orders to disrupt and/or prevent activities that may contribute to crime or disorder.

#### **4.18 Taking animals into possession/banning orders**

Under the Animal Welfare Act 2006, if a veterinary surgeon certifies that 'protected animals' are suffering or are likely to suffer if their circumstances do not change, we will consider taking them into our possession and applying for Orders for re-imbursement of expenses incurred and subsequent disposal. We may also look to other legislation where appropriate to ensure that similar standards of care and/or control of animals is properly maintained. In some circumstances we will also consider applying to the Court to ban a person(s) from keeping animals.

#### **4.19 Simple Cautions**

4.19.1 In certain cases a simple caution may be offered as an alternative to a prosecution. The purpose of a simple caution is to deal quickly with less serious offences, to divert less serious offences away from the Courts, and to reduce the chances of repeat offences.

4.19.2 Officers will comply with the provisions of relevant Home Office Circulars. The following conditions must be fulfilled before a caution is administered:

- The offender has made a clear and reliable admission
- There is a realistic prospect of conviction
- It is in the public interest to offer a simple caution; and
- The offender is 18 years old or older at the time that the caution is to be administered.

4.19.3 A simple caution will appear on the offender's criminal record. It is likely to influence how Norfolk County Council and others deal with any similar breaches in the future, and may be cited in court if the offender is subsequently prosecuted for a similar offence. If a simple caution is issued to an individual (rather than a corporation) it may have consequences if that individual seeks certain types of employment. Simple cautions will be issued with regard to Home Office and other relevant guidance.

## 4.20 Prosecution

4.20.1 Norfolk County Council may prosecute in respect of serious or recurrent breaches, or where other enforcement actions, such as statutory notices have failed to secure compliance. The Council recognises that the decision to prosecute is significant and could have far reaching consequences on the offender.

4.20.2 Before a decision to prosecute is taken, the alleged offence(s) will be fully investigated, a report compiled by the Investigating Officer and the file independently reviewed by a Senior Manager. A prosecution will only be considered if the sufficiency of the evidence and the public interest falls within the guidelines as laid down by the Attorney General and Crown Prosecution Service [Code for Crown Prosecutors](#).

4.20.3 Before making a decision whether or not to prosecute, consideration will also be given to:

- How well the prosecution supports NCC aims and priorities
- The factors contained in paragraphs 4.2 and 4.7 of this policy
- Action taken by other enforcement agencies for the same facts
- The nature and extent of any harm or loss, including potential harm and loss, and any offer of redress made by the offender to victims
- The willingness of the alleged offender to prevent a recurrence of the infringement
- The likelihood of the alleged offender being able to establish a statutory defence
- The calibre and reliability of witnesses
- The probable public benefit of a prosecution and the importance of the case, e.g. the possibility of establishing legal precedent
- Cost effectiveness of a prosecution
- The scope for alternative routes for redress for 'victims' and their likelihood of success
- The impact of the intervention on small businesses in particular, to ensure action is proportionate.

A conviction will result in a criminal record and the court may impose a fine and, for particularly serious breaches, a prison sentence. The court may order the forfeiture and disposal of non-compliant goods and/or the confiscation of assets. Prosecution may also lead, in some circumstances, to the disqualification of individuals from acting as company directors (see 4.22 below).

#### **4.21 Proceeds of Crime Actions**

4.21.1 Where appropriate, we will seek to recover the benefit that the offender has obtained from their criminal conduct through financial investigation.

4.21.2 Financial investigations will be undertaken in accordance with the Proceeds of Crime Act 2002. Such investigations may include applications to the Court requiring financial information to be provided (production orders) or in serious cases applications to freeze and/or confiscate criminal assets (restraint and confiscation orders). Where appropriate, consideration will also be given to seek compensation for victim losses as part of financial investigations.

#### **4.22 Directors**

On the conviction of a Director connected with the management of a company the prosecutor will, in appropriate cases, draw to the Court's attention their powers to make a Disqualification Order under the Company Directors Disqualification Act 1986.

## 5 Complaints, Compliments and Comments

5.1 If you are unhappy with the service you have received, or we have failed to live up to our promises, managers are always willing to discuss with you the cause of your dissatisfaction, and will try to find a solution.

5.2 If you wish to make a complaint or send us a compliment or comment about our service please use our online procedure by going to:

[www.norfolk.gov.uk/compliments and complaints](http://www.norfolk.gov.uk/compliments and complaints)

5.3 If you are still not satisfied, and feel you have been caused injustice, our complaints process explains how the matter will be escalated, including how to complain to the Local Government Ombudsman.

If you wish to appeal against any enforcement action taken or have any other comments about this policy, you should write to the Executive Director - Community and Environmental Services, at the address shown at the bottom of this page.

## 6 Conflict of Interest in Enforcement Matters

6.1 Where a breach is detected in which the enforcing authority is itself the responsible operator, for example operating as a food business, the following protocol will be followed:

(a) Where a breach of law is sufficiently serious to warrant more than the provision of advice, information, assistance or a written warning, or where the response to remedy the breach is considered insufficient, an authorised officer from **another local authority** will be requested to assist in the decision making process as to the action required. The Managing Director of Norfolk County Council and the **Chief Legal Officer** will be informed of serious breaches without delay.

(b) The additional officer's role is to assist and challenge the decision making process to ensure that appropriate, proportionate and consistent action is taken to remedy the breach, prevent re-occurrence and to minimise the risk of 'conflict of interest' for the enforcing authority. An auditable record of the additional officer's involvement will also be kept.

## 7 Where to get further information

7.1 Copies of this document and other advisory leaflets are available from:

Norfolk County Council  
Trading Standards Service  
County Hall  
Martineau Lane  
Norwich. NR1 2SG.

7.2 We will make this policy available on tape, in Braille, large type, or in another language on request.



# **LOCAL MONITORING AND ENFORCEMENT PROTOCOL**

**For the Extraction and Processing of  
Minerals, Waste Management Facilities and  
for County Council Development under  
Regulation 3 of the Town and Country  
Planning General Regulations 1992**

**in**

**Norfolk**

**October 2017**

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## **1.0 BACKGROUND**

- 1.1 This document provides supplemental guidance to the County Council's Enforcement Policy (Community and Environmental Services) and is provided in the context of specific requirements arising from planning legislation and the National Planning Policy Framework (NPPF).
- 1.2 The new National Planning Policy Framework, March 2012 (NPPF) replaces previous Planning Guidance from Central Government, including PPG18 on Planning Enforcement. Paragraph 207 of the NPPF states, 'Effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local Planning Authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.' In conjunction with the overarching CES Enforcement Policy, this Annex represents Norfolk County Councils Local Enforcement Plan for planning.
- 1.3 Schedule 1 to The Town and Country Planning Act 1990 as amended sets down the responsibilities for Town Planning within a two tier Planning Authority in England and Wales. Regulation 3 of The Town and Country Planning General Regulation 1992 authorises an authority to determine (subject to regulation 4), an application for planning permission by an interested planning authority to develop any land of that authority, or for development of any land by an interested planning authority or by an interested planning authority jointly with any other person, unless the application is referred to the Secretary of State under section 77 of the 1990 Act for determination by him.
- 1.4 The Development Plan for the County comprises the Norfolk Core Strategy and Minerals and Waste Development Management Policies Development Plan Document (DPD) 2010 -2016 (Adopted 2011), Norfolk Waste Site Specific

Allocations DPD, Norfolk Minerals Site Specific Allocations DPD (both adopted in 2011) and the adopted Borough and District wide Local Plans, including Development Plan Documents and Area Action Plans. Adopted Neighbourhood Plans which have been developed by local communities, also form part of the Development Plan. The County Council maintains an up-to-date list of local planning authority policy documents and Neighbourhood Plans.

## **2.0 GENERAL STATEMENT**

- 2.1 Section 19 of The Waste (England and Wales) Regulations 2011 makes it a duty that where a Planning Authority has planning functions in relation to establishments or undertakings carrying on disposal or recovery of waste, the Planning Authority must ensure that appropriate periodic inspections of those establishments or undertakings are made.
- 2.2 There are two elements within this plan. The first being periodic inspections (Section 3.0), the second being the investigation and enforcement of planning breaches (Sections 4-8).
- 2.3 Planning breaches are normally not criminal offences and no sanction can usually be imposed. However, failure to comply with a formal notice is a criminal offence and making the person committing the breach liable to prosecution.
- 2.4 Where a planning breach occurs a Local Planning Authority (LPA - 'the Authority') is required to consider the expediency of formal enforcement action. Formal enforcement notices may be issued, including a Breach of Condition Notice, Enforcement Notice, Temporary Stop Notice, Stop Notice, Injunction, or Direct Action (following failure to comply with an Enforcement Notice). Enforcement action may result from any of the above or a combination of the above.
- 2.5 The Service of a Planning Contravention Notice constitutes formal action but does not in itself constitute enforcement. Rather it is a request for information relating to interests in the land and the nature of the alleged planning breach, although failure to comply with notice may lead to enforcement action as may the information contained in the response.

- 2.6 Similarly the serving of a notice requesting information on land ownership and occupation under Section 16 of Local Government (Miscellaneous Provisions) Act 1976 is not considered to be enforcement.
- 2.7 The taking of formal enforcement action is discretionary. The Authority may choose to take no action, but will need to justify any decision not to enforce, and equally, any decision to take proportionate enforcement action. Any decision will be taken in line with the County Council's Environment, Transport and Development policy on enforcement.

### **3.0 MONITORING INSPECTIONS**

- 3.1 To ensure confidence in the planning control system it is essential that the public and operators are conscious of a fair and effective system of monitoring all authorised and unauthorised development.
- 3.2 Monitoring of permitted sites is an essential tool of controlling development and preventing problems from developing. It is this 'pro-active' approach that often enables officers to anticipate likely breaches of planning control arising before they occur. It enables them to take immediate action to ensure that deterioration in the situation does not arise. A 'pro-active' approach can only be pursued with a structured monitoring regime, with sufficient staff and the technical equipment to carry out these duties.
- 3.3 There are currently 220 operational and active mineral and waste sites in Norfolk. As there are no reserves of hard rock in Norfolk recycling of concrete and other rubble is a significant source of sub-base and fill material. The scale of an operation being undertaken at a site is not an accurate yardstick for allocating resources; experience will often show that small recycling and waste transfer sites will give rise to more complaints and the need for more officer time, in comparison with large sites.
- 3.4 Following an inspection of the site and relevant planning permissions, a report

shall be prepared and copied to the operator/owner usually within two weeks of such inspection taking place. The report shall amongst other matters detail any breaches identified and specify timescales for compliance with conditions that have been breached.

- 3.5 The Monitoring and Control Team will be consulted on all proposals to permit development by the Development Control Team in particular they will be consulted on the planning conditions intended to be attached to the planning permission.

### **MONITORING FEES**

- 3.6 On 6 April 2006 The Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2006 came into force. This amendment, together with subsequent updates, enables Mineral and Waste Planning Authorities (MWPAs) to charge operators, where sites have planning permissions for mineral extraction and/or waste landfill, for the re-imbursement of the average costs calculated over all MWPAs providing a monitoring service.
- 3.7 The Authority has agreed a guidance note with minerals and waste operators on the charging regime for minerals and waste site inspections. The guidance note sets out the categories of sites and associated fees, the methodology for agreeing the number of site visits and the monitoring regime.

## **4.0 INVESTIGATION AND ENFORCEMENT**

- 4.1 In seeking to secure the highest possible level of compliance with relevant legislation whilst conforming with The Human Rights Act 1998, The Police and Criminal Evidence Act 1984 (P.A.C.E.) the Enforcement Concordat, the Code for Crown Prosecutors and the Regulation of Investigatory Powers Act 2000 (R.I.P.A.), the principal enforcement activities of the Authority are directed towards avoidance of infringements. It is nevertheless inevitable that breaches and offences will occur and the purpose of this protocol is to ensure that they are resolved in a consistent, transparent, balanced and fair manner.
- 4.2 Similarly, where an operator carries out development without complying with the conditions attached to a planning permission and this gives rise to problems

leading to an unacceptable injury to amenity, the County Council's approach will be to seek to remedy the injury in the first instance by negotiation and persuasion.

- 4.3 All enforcement action, be it verbal warnings, the issue of written warnings, statutory notices, or prosecution, is primarily based upon assessment of risk to public health, public safety, harm to amenity, economic well being or the environment.
- 4.4 Where appropriate, this Authority will endeavour to recover money under the Proceeds of Crime Act 2002.
- 4.5 This Authority will ensure that all clients subject to any enforcement action are informed of what is expected and the procedures that will be followed. This is to aim to avoid any misunderstandings and ensure transparency of all enforcement action.
- 4.6 This Authority, in exercising its function of ensuring compliance with planning control will:
- where there is serious harm caused to the amenity, take immediate action against a breach of planning control to stop further damage;
  - in all other instances, seek to resolve any problems within a reasonable timescale by discussion and negotiation without the need to resort to legal action;
  - only take enforcement action where it is necessary to do so to protect the public interest or to protect the environment, people and transport systems and the amenity of the area in accordance with the provisions of the local development framework;
  - ensure that action is always commensurate with the breach of planning control;
  - Give due regard to current legislation, policy framework, instructions, appeal decisions and relevant judicial authority;
  - where appropriate take into account comments made by the general public and consultees;
  - enable acceptable development to take place, even though it may initially

have been unauthorised;

- maintain the integrity of sites having interests of acknowledged importance;
- where appropriate maintain liaison and contact with the general public, and mineral and waste operators.

## **5.0 THE RELEVANT ENFORCING AUTHORITY**

- 5.1 There is often an overlap of enforcement of activities involving waste disposal and recycling between the Authority, the District and Borough Councils' Environmental Health Departments (EHO) and the Environment Agency (EA). Where the unauthorised activity results in, or has the potential to result in, pollution, the EA will normally be the lead Authority. Where the activities involve a statutory nuisance the District Council EHO may be better placed to take action. In all cases that potentially involve the above bodies, consultations and discussions will take place to see which Authority is in the better position to lead the investigation and if necessary, take action.
- 5.2 The Authority will have regard to the fact that unauthorised development and some breaches of planning conditions involving wastes may be a criminal offence under legislation enforced by the EA and the Authority will liaise with the EA accordingly. The EA may be in a stronger position to ultimately remedy harm to amenity by way of prosecution and enforcing cessation of the harmful activities. In cases where unauthorised development causes or has the potential for serious harm to human health the Authority will have regard to the fact that it may be more appropriate for the HSE to be the lead Authority and will liaise with them accordingly.
- 5.3 Norfolk County Council is a two-tier Authority with seven District, Borough and City Councils; King's Lynn and West Norfolk Borough Council, Breckland District Council; North Norfolk District Council; South Norfolk District Council; Broadland District Council; Norwich City Council and Great Yarmouth Borough Council.
- 5.4 It is the intention of the County Council to work closely with other regulatory bodies when investigating and remedying an alleged breach of planning control. The County Council in dealing with all complaints concerning an alleged breach of planning control will identify the authority responsible for taking action and redirect

complaints to other regulating bodies where necessary.

## **6.0 GENERAL GUIDANCE**

6.1 The County Council will have regard to the provisions of the development framework and core strategies for Norfolk and any other material considerations in the enforcement of planning control.

6.2 This Authority remains committed to fostering business enterprise and prosperity, provided that the necessary development can take place without unacceptable harm to local amenity. The new regional 'Better Business for all' working group actively seeks to promote this aim. Whilst the Authority has a general discretion to take enforcement action when they regard it expedient, it does not condone wilful breaches of planning law. Moreover, in some cases effective enforcement action is likely to be the only appropriate remedy where a breach is causing unacceptable harm. The Authority will be guided by the following considerations:-

- (i) The Commissioner for Local Administration (the local ombudsman) has held, in a number of investigated cases, that there is "maladministration" if an Authority fails to take effective enforcement action which was plainly necessary or where an Authority fails to consider whether to take formal enforcement action or not and be able to show their reasoning for not initiating formal action, often resulting in an award of compensation payable to the complainant for the consequent injustice;
- (ii) The planning regulatory provisions are to ensure proper land use and to resolve breaches of planning control by removing unacceptable impacts on the environment and the amenity of the area. This ensures a 'level playing field' for legitimate businesses to develop and prosper.
- (iii) Enforcement action should always be commensurate with the breach of planning control to which it relates (for example, the Authority would usually consider it inappropriate to take formal enforcement action

against a trivial or technical breach of control which causes no harm to amenity in the locality of the site); and

- (iv) Where the Authority's initial attempt to persuade the owner or occupier of the site voluntarily to remedy the harmful effects of unauthorised development fails, negotiations will not be allowed to hamper or delay whatever formal enforcement action may be required to make the development acceptable on planning grounds, or to compel it to stop.

- 6.3 It is not an offence to carry out development without first obtaining planning permission for it. If the Authority's initial assessment indicates it is likely that unconditional planning permission would be granted for development which has already taken place, the person responsible will be asked to submit a retrospective planning application. However this initial assessment is not binding on the Authority's subsequent decision to grant or not grant planning permission.
- 6.4 While it is clearly unsatisfactory for anyone to carry out development without first obtaining the required planning permission, an enforcement notice will not normally be issued solely to "regularise" development which is acceptable on its planning merits, but for which permission has not been sought. This would only apply to development which would be granted without any planning conditions being attached to control the development.
- 6.5 The Authority will not normally invite an owner or operator to submit a planning application if the unauthorised development is contrary to development plan policies or if it appears that any actual or potential harm cannot be made acceptable by the imposition of planning conditions; however we cannot prevent a landowner who is determined to apply for permission retrospectively.
- 6.6 If an operator or owner submits a planning application that the Authority has requested, the Authority will not normally consider formal enforcement action whilst the application is being considered. If agreement can be reached between the operator and the Authority about the operation being reduced to an acceptable level (e.g. hours of operation, use of plant and equipment, routing of

vehicles etc) during any period between a planning application being submitted and its determination, and the person concerned honours the agreement, formal enforcement action may be avoided

- 6.7 Where the Authority considers that development has been carried out without the requisite planning permission, but the development could be made acceptable by the imposition of planning conditions the owner or occupier of the land will be invited to submit an application, and pay the appropriate application fee, voluntarily. However, if, after a formal invitation to do so, the owner or occupier of the land refuses or fails to submit a planning application in these circumstances within a reasonable timescale, the Authority will consider whether to take formal enforcement action.
- 6.8 Accordingly, where an owner or occupier of land refuses or fails to submit a planning application which would enable the LPA to grant conditional planning permission, the Authority will be justified in issuing an enforcement notice if, in their view, the unauthorised development has resulted in any harm, or has the potential to cause harm, which can only be satisfactorily removed or alleviated by imposing conditions on a grant of planning permission for the development.
- 6.9 If the location of the unauthorised development is unacceptable, but relocation is feasible, it is not the Authority's responsibility to seek out and suggest an alternative site to which the activity might be satisfactorily relocated. However, if an alternative site has been suggested, the Authority will make it clear to the owner or occupier of the site where unauthorised development has taken place that he is expected to relocate to the alternative site within a reasonable timescale. In such circumstances the Authority will usually agree a reasonable time-limit within which relocation should be completed.
- 6.10 What is reasonable will depend on the particular circumstances, including the nature and extent of the unauthorised development; the time needed to negotiate for, and secure an interest in, the alternative site; submit a planning application (if required) for the alternative site; consultation timescales; and the need to avoid unacceptable disruption during the relocation process. If the

owner or operator fails to provide justification for a suggested timescale, the Authority will set a timescale it considers reasonable. If a timetable for relocation is ignored, or it is evident that appropriate steps are not being taken to progress the relocation, the Authority will consider formal enforcement action. In that event, the compliance period in the notice will specify what the Authority regard as a reasonable period to complete the relocation.

- 6.11 Nevertheless if the unauthorised development is causing unacceptable harm to the environment or amenity, the Authority will consider issuing an Enforcement Notice and/or Stop Notice even if an alternative site has been identified and steps have been made towards relocation. The Authority considers that any difficulty or delay with relocation will not normally be a sufficient reason for delaying formal enforcement action to remedy unacceptable unauthorised development.
- 6.12 Where the Authority considers that unacceptable unauthorised development has been carried out, and there is no realistic prospect of its being relocated to a more suitable site, the owner or occupier of the land will be informed that the Authority is not prepared to allow the operation or activity to continue at its present level of activity, or (if this is the case) at all. If the development nevertheless provides valued local employment, the owner or occupier will be advised how long the Authority is prepared to allow before the operation or activity must stop, or be reduced to an acceptable level of intensity. If agreement can be reached between the operator and the Authority about the period to be allowed for the operation or activity to cease, or be reduced to an acceptable level, and the person concerned honours the agreement, formal enforcement action may be avoided. However the Authority will have regard to the possibility of intensification of the development after expiry of the statutory period for enforcement action. If no agreement can be reached, the issue of an enforcement notice will usually be justified, allowing a realistic compliance period for the unauthorised operation or activity to cease, or its scale to be acceptably reduced.

## **7.0 INVESTIGATION PRIORITIES**

- 7.1 It is recognised within the industry that the business of investigating and remedying alleged breaches of control is labour intensive and the quality of the service is directly proportional to the number of officers directly responsible for regulating planning control. The resources allocated both in terms of staff and equipment (including noise monitoring equipment, topographical survey systems, IT and GIS based recording systems) for this purpose will, therefore, need to be reviewed on a regular basis as local circumstances change to take account of a fluctuating workload, advances in technology etc.

## **COMPLAINTS**

- 7.2 A complaint/incident is an event or matter that is either brought to the Authority's attention or that monitoring and control officers may become aware of as part of their duty, and which may have a planning related impact. The type of complaints/incidents received by the Authority are split into 3 priorities:
- 7.3 Priority 1  
Immediate or irreparable harm to the environment or immediate and substantial harm to amenity. Harm would be assessed in relation to impact on the environment. E.g. the impact of mineral, waste and Regulation 3 development would often be greater in an area close to residential amenities than it would be in the open countryside. The Authority will respond to the complainant within 24 hours and investigate the complaint within 3 working days.
- 7.4 Priority 2  
On-going low-level harm to amenity or moderate and reparable impact on the environment. E.g. HGV's occasionally going in the wrong direction, and causing the road verge to break up. The Authority will respond to the complainant within 3 working days and investigate the complaint within 1 working week.
- 7.5 Priority 3  
Occasional harm to amenity or the raising of long-standing issues leading to low level impact on the environment e.g. concerns about the permitted type of material (sand or waste) stored on a site with permission, but in the wrong place

or slightly higher than the agreed height. The Authority will respond to the complainant within 3 working days and investigate the complaint when the relevant officer is next in the area, but no later than one month of the receipt of complaint.

#### INVESTIGATION OF COMPLAINTS/INCIDENTS

- 7.6 A response to the complaint or incident will also require a record of the outcome of investigation. Where there is continued non-compliance and this results in further visits and investigation then these should additionally be recorded. (i.e. record as if they were new complaints/incidents). However, where the operator is taking known action to resolve the problem then this is classified as an ongoing event. It is not necessary to record this as a new complaint/incident.
- 7.7 Where separate members of the public report complaints/incidents about different issues relating to a site then these should be additionally recorded. Where multiple residents complain about the same incident then this is recorded as one complaint.
- 7.8 As part of our regular monitoring of planning permissions there are matters identified by officers that if reported to us separately would have been dealt with and recorded as a complaint/incident. These should now be recorded and information captured. The same applies as above in that, where there is continued non-compliance then this will be reported as a complaint/incident. However, where there is known action to resolve this then this would be considered an ongoing event and not separately recorded as a complaint/incident.
- 7.9 The Monitoring and Control Team will liaise with the Legal Services; Environment Agency; District Council or any other relevant Authority as necessary throughout the investigation.
- 7.10 When complaints about alleged breaches of planning control are received, they will be properly recorded and investigated. If the Authority decides to exercise its discretion not to take formal enforcement action it should be prepared to explain

its reasons to the complainant, including where complaints are attributable to repeated allegations from vexatious complainants and they have been previously proved unsubstantiated.

- 7.11 The Authority will ensure that anyone who does complain about a breach of planning control is dealt with in a polite, efficient and responsive way. All complaints that are received although confidential will be recorded and stored on a complaints register, which is an electronic and paper based system. The complaints register will enable the receiving officer to detail both the nature of the complaint and the action the Authority has taken to resolve it. Keeping a record of complaints will enable the Authority to assess and improve its overall service.
- 7.12 It may not always be necessary to visit sites to satisfactorily resolve a complaint. However, in most cases it may be necessary to establish whether there has been a breach of planning control by visiting the site. Where, following the investigation of a complaint, the Authority decides not to take formal enforcement action to resolve a substantive issue, the matter being satisfactorily resolved by other methods, the reason for this decision will be explained to the complainant. If, however, the Authority elects to instigate enforcement proceedings against the offender the complainant will be notified of the progress of that action.
- 7.13 The County Council in dealing with all complaints concerning an alleged breach of planning control within their responsibility will:
- treat them confidentially as far as practical;
  - ensure that they are acknowledged and actioned within the timescales prescribed in the priority rating;
  - deal with them expeditiously in a professional and efficient manner;
  - visit the site where necessary, and establish whether there has been a breach of planning control;
  - notify the complainant upon request of the progress of any action taken to resolve substantive matters forming the basis of the complaint;  
notify the complainant if the authority elects to commence enforcement action against the alleged breach of planning control and be prepared to explain the

reason in the event formal enforcement action has not been taken.

## **8.0 PROSECUTIONS**

8.1 Persons who fail to comply with a formal notice will normally be prosecuted if the non-compliance meets both of the following criteria:

(i) Evidential test i.e. where the evidence is sufficient for a realistic prospect of successful prosecution; and

(ii) Public Interest test i.e. where the prosecution is in the public interest.

## **9.0 MONITORING OF REGULATION 3 DEVELOPMENT**

9.1 A procedure has been agreed between Norfolk County Council's Children's Services Department and the Monitoring and Control Team where by Schools development which falls within Regulation 3 of The Town and Country Planning General Regulation 1992 can be monitored and a fee levied.

9.2 The developments to be pro-actively monitored will fall into one or more of the following categories:

- Developments where planning permission was granted after 1 January 2009 and includes permanent external substantial building works.
- Major developments where planning permission was granted prior to 1 January 2009 and construction is still in progress.
- Developments where planning permission was granted prior to 1 January 2009, include permanent external substantial building works, and remain unlawful due to the failure to discharge pre-development conditions.

9.3 Prior to the inspection taking place, notification will be passed to the applicant informing them that an inspection will be scheduled for a given school. An initial list of developments has been agreed with Children's Services and notification of future inspections will be sent out to individual applicants.

9.4 Where a development has been permitted on an open school an appointment

will be made prior to inspection. This generally ensures that the school will allow the officer onto the site without issue and, if required, allocate a member of staff to accompany the officer. This will also allow the inspecting officer to check that work has begun prior to going on site.

- 9.5 Where a planning permission is found not to have been implemented it will be removed from the list and an invoice will not be raised. It is generally agreed that a single chargeable inspection will be required for smaller developments such as extensions, although a second non-chargeable visit may be required after completion of the development.
- 9.6 For major developments, such as new schools, two chargeable visits per year for the life of the construction phase will be required. A final chargeable visit to check completion and landscape implementation will also be required.
- 9.7 Failure to comply with all planning conditions could result in further chargeable visits being undertaken until full compliance is achieved. There will be a maximum of two chargeable visits per school in any one financial year.
- 9.8 Once the report has been completed, it will be sent to the applicant along with a copy of the planning permission and an invoice for payment.

## **10. MEMBER PROTOCOL**

- 10.1 Local Norfolk County Council members will be informed when an Enforcement Notice is served in their division.
- 10.2 Members of the Council will be presented on a regular basis of not less than once per year with a report detailing the decisions made under delegated authority, performance statistics and enforcement update for the work of the Monitoring and Control Team.

October 2017

## **Norfolk County Council Flood and Water Management Enforcement Protocol**

### **1.0 Introduction**

This document provides supplemental guidance to Norfolk County Council's Community and Environmental Services (CES) Enforcement Policy, and is provided in the context of specific requirements arising from the Flood and Water Management Act 2010 and the Land Drainage Act 1991.

Norfolk County Council (NCC) is the Lead Local Flood Authority (LLFA) for the county. This role is fulfilled by the Flood and Water Management team.

This Protocol and guidance note has been adapted from best practice identified within local authorities in England. It is intended for use as guidance by Risk Management Authorities, developers and landowners.

### **2.0 Regulation of Ordinary Watercourses**

The Lead Local Flood Authority has powers under the Land Drainage Act 1991 to exercise its regulatory powers in relation to watercourses outside of Internal Drainage Board areas and where they are not Environment Agency designated main rivers.

The Lead Local Flood Authority will take a risk-based and proportionate approach to exercising its regulatory powers under the Land Drainage Act 1991, taking into account the location and nature of any nuisance caused by;

- the failure to repair or maintain watercourses, bridges or drainage works
- un-consented works
- impediments to the proper flow of water

This approach will take into account whether the contraventions have or are likely to increase flood risk and what the consequences of any increase in risk may be. Where works are un-consented the Lead Local Flood Authority would require the landowner, person and/or Risk Management Authority responsible for the works to prove that the un-consented works would not cause a nuisance or increase flood risk.

With regards to the causes of the nuisances described above, the Lead Local Flood Authority has powers under Sections 21, 24 and 25 of the Land Drainage Act 1991 to serve notice on individuals who have caused contraventions.

In issuing a notice the Lead Local Flood Authority may set out the works required to resolve the contravention to an acceptable standard and the date by which the works should be completed.

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If the works are not completed by the date set out in the notice, the Lead Local Flood Authority may take action to remedy the effect of the contravention or failure and seek to recover the costs incurred, as well as pursue any necessary prosecution.

### **3.0 Guiding Principles**

Enforcement under the Land Drainage Act, 1991 will be carried out using the guiding principles as set out in the CES Enforcement Policy.

### **4.0 Process**

#### ***a) Initial response***

Where the Lead Local Flood Authority receives a complaint in relation to an ordinary watercourse, we will carry out an initial assessment to establish whether the actual or potential flood risk meets our threshold for intervention. We aim to complete this assessment within 21 days. However, there will be occasions when it is necessary to extend the period of assessment for more complex matters and/or to accommodate exceptional circumstances e.g. weather, flood conditions, etc.. At the outset the complainant will be informed of the case officer who will follow up the enquiry and of the outcome of the assessment.

#### ***b) Initial assessment***

The threshold for intervention will be based on the Lead Local Flood Authority's [impact criteria](#).

To assess the potential impact the initial assessment will consider the on-site conditions, any available historical data and high level indicators of potential risk, such as Environment Agency (EA) Flood risk maps for surface water flooding and flooding from rivers. It will also consider any other status of land e.g. conservation designations, common land etc.

To substantiate incidents of actual flooding as part of the initial assessment we will need to be provided with one or more of the following types of evidence:

- I. An insurance claim
- II. Records of emergency services and utility companies i.e. fire brigade attending to pump out a property
- III. Dated photos of the event
- IV. Written report from a Risk Management Authority

The evidence supplied will be determined in line with the guiding principles as set out in the CES Enforcement Policy.

The Lead Local Flood Authority may close an enforcement case file, where there is a lack of physical evidence to corroborate the impact of a flood event. If further relevant evidence was to come forward then the Lead Local Flood Authority may re-open the case file and undertake a further investigation.

### ***C) Further Investigation***

Where the initial assessment has identified an actual or potential risk of flooding that exceeds the adopted impact criteria, but where a site inspection has failed to identify the primary cause of the problem the authority may;

- consult with other organisations including other local authorities, Highway Authorities, Environment Agency, Natural England as appropriate.
- require or commission appropriate site surveys and inspections.

In deciding whether or not to carry out the above steps the LLFA will consider whether it is in the public interest to do so. Having regard to the actual and potential impacts of the flooding, the costs of carrying out the works and the likelihood of obtaining sufficient evidence to enable enforcement activity. Where the Lead Local Flood Authority is made aware of breaches of other legislation it will advise the appropriate authorities.

### ***D) Outcome of initial assessment/Further Investigation***

Once an initial assessment/further investigation has been carried out the complainant will be informed in writing as to the next course of action and this may include;

- I. Informing relevant party(s) of works that are required to be undertaken within the set timescale OR
- II. No further action by the LLFA and:
  - Providing advice to those affected on referral to the [First Tier Tribunal \(Property Chamber\), Agricultural Land and Drainage \(AL&D\)](#) or other relevant organisation, where appropriate
  - Informing relevant parties of their [riparian responsibilities](#)

Where it is considered that further action needs to be taken by the relevant landowner, person and/or Risk Management Authority responsible this will be explained within the letter that sets out the outcome of the initial assessment/further investigation. This will include the following:

- An explanation of the problem and the remedy required in accordance with the Land Drainage Act 1991.
- Depending on the nature of the problem we aim to ensure that remedial work is carried out within the timeframe specified in the letter (between 7 and 21 days of the date of the letter). However, there will be occasions when it is necessary to extend the period of compliance for more complex matters and/or to accommodate exceptional circumstances e.g. weather, flood conditions, etc. The time allowed will be reasonable in the circumstances. The extent of the work required will be proportionate to the scale of the problem.

- In certain circumstances practicalities may not allow for works to be done within the timeframe specified in the letter. The Lead Local Flood Authority will assess the circumstances with regards to enforcement and whether any works need to be deferred or amended to take into account the impacts of any works on wildlife. Examples where this may occur include:
  - Seasonal farming practices and Environmental Schemes can restrict access or time schedules to carry out works;
  - The nesting season for some birds occurs between the 1 March and 31 August and works might cause disruption if nests are present;
  - Presence of protected species will influence when it is most appropriate to carry out work.

### ***Seeking resolution prior to serving notices***

The Lead Local Flood Authority will seek to resolve the situation by means of negotiation with the person responsible and obtain compliance with a request to satisfactorily undertake the work required.

### ***Serving notices under the Land Drainage Act 1991***

If a positive response to the Lead Local Flood Authority's letter has not been received within the timescale specified and on inspection no work has been satisfactorily undertaken as required, a notice under the relevant section of the Land Drainage Act 1991 will be served. The notice will include the nature of the work to be carried out, the period within which it is to be carried out and any relevant right of appeal to a magistrates' court within 21 days of service of the notice (where applicable). A Notice under the Land Drainage Act 1991 is a legal document formally requiring specific work to be carried out within a set timescale.

A letter will accompany the notice and inform the responsible person that in the event of their failure to satisfactorily undertake the work, the Lead Local Flood Authority may carry out the work itself and recover from the person responsible the expenses reasonably incurred in doing so which will include recovering the costs of pursuing the case.

### ***Enforcement of notices***

Following service of the notice, one of four things will happen:-

- The responsible person will carry out the work to the satisfaction of the council.
- The responsible person may appeal the notice.
- The responsible person will fail to carry out the work to the satisfaction of the Lead Local Flood Authority and the Lead Local Flood Authority will seek to recover their expenses; and /or

- The Lead Local Flood Authority will, where appropriate, decide whether to take a prosecution against the responsible person, in addition to carrying out the work and seeking to recover the costs of that work.

### ***Completion of proceedings***

If the responsible person complies with the notice and completes the work to the satisfaction of the Lead Local Flood Authority, the Lead Local Flood Authority will write to the responsible person confirming the closure of the case and the end of the action.

### **No further action**

The Lead Local Flood Authority may take no action where:

- there is no actual or potential risk to properties or infrastructure; and/or
- that the matter complained of is not the cause of the drainage problem; and/or
- the matter is trivial in nature

If this is the case, the complainant will be advised accordingly and a written communication will be sent to the complainant explaining the reason why no action is to be taken. The complainant will also be referred, where appropriate, to the [\*First Tier Tribunal \(Property Chamber\), Agricultural Land and Drainage \(AL&D\)\*](#) or other relevant organisation. The riparian owner will also be informed, as appropriate.

Examples of matters not requiring action may include minimal silting of the watercourse, slight vegetation overgrowth, the accumulation of a small quantity of debris etc

### **Advice**

The Lead Local Flood Authority will provide basic information and advice to individuals of their riparian ownership responsibilities and of the route for appeal against other riparian owners where appropriate. The Lead Local Flood Authority may suggest that independent legal and/or technical advice is sought, where appropriate.

### **Further Information**

Please consult the Glossary of terms document which supports this protocol.

**Norfolk Fire and Rescue Authority**

**Fire Safety Policy Directive**

**ENFORCEMENT POLICY STATEMENT**  
**(England and Wales)**

**Introduction**

We are approachable and want to engage with and hear from you.

The following pages explain our enforcement policy. This document is supported by other documents required by the Regulators Code, namely our Service Standards and our Challenges, Appeals and Complaints procedure. This guidance has been produced in consultation with the Better Regulation Delivery Office (now Regulatory Delivery). This policy aims to explain our approach to our regulatory functions in relation to fire safety and public safety in our communities. It also explains the behaviours that business can expect receive from us and legal constraints and frameworks under which we operate.

# Quick-guide

## 1. Introduction

The Norfolk Fire and Rescue Authority (the Service) (and its officers) will exercise its regulatory functions in accordance with the principles of better regulation and will comply with all relevant laws. Business should have a mainly positive experience of being regulated by the Service. To learn more, [click here](#).

## 2. Principles

The Service is tasked with seeing that people are safe in case of fire and believes that deaths and injuries caused by fire in regulated premises are preventable, if the right measures are taken. The Service and its officers will engage and work with business, in preference to enforcing fire safety standards. To learn more, [click here](#).

## 3. Regulation

The purpose of enforcement action is to bring about improvements in safety and in attitudes to providing safety. While the Service has laid down procedures for its officers, we will take each case on its merits. To learn more, [click here](#).

## 4. Helping Those We Regulate (Transparency)

The Service aspires to help regulated businesses and to work with them to resolve fire safety problems but will robustly enforce where the risk to people is highest and when those responsible refuse to help them. To learn more, [click here](#).

## 5. Targeting

The regulatory policy of the Service focuses on risk in case of fire and in places where we will be most effective in saving life. To learn more, [click here](#).

## 6. Accountability To Those We Regulate

The Service is accountable for its actions and is open to analysis and questioning of our regulatory work. To learn more, [click here](#).

## 7. Principles of Enforcement Action

A range of relevant factors will be considered before any enforcement action is taken by the Service. When action must be taken to improve safety, the Service will be clear about what is required. To learn more, [click here](#).

## 8. Our Enforcement Action

The Service would rather work with business to make places safe than enforce against them. When enforcement is needed; we will be clear about what must be done. Letters or notices may be sent to confirm what business needs to do to. All enforcement will be proportional to the risk. To learn more, [click here](#).

## **9. After Enforcement Action**

The Service encourages dialogue and open communication during and after the enforcement process. Requirements for safety and how to challenge what we are asking for will be made clear. To learn more, [click here](#).

## **10. Failure to Comply With Requirements**

When the Service makes an enforcement decision, there might be a route to appeal or challenge what we have said. How to do this (and how to complain about our behaviour) will be made clear. Business can talk to us. To learn more, [click here](#).

## **11. Simple Cautions and Prosecution**

If an offence has been committed, it means the law has been broken and the Service can take the matter to court. In addition to going to court, there are other actions that the Service can take. To learn more, [click here](#).

## **12. Public Register**

The Service must enter details of certain notices (called “relevant notices”) into a register to which the public have access. (In accordance with the Environment and Safety Information Act 1988). Further details are available on request or from the [CFOA public register web pages](#)

## **13. Other Duties of the Service**

As well as ensuring that people are kept safe in case fire, the Service is also responsible for some other laws relating to public safety. To learn more, [click here](#).

## **14. Data Protection**

The Service will comply with data protection laws. To learn more, [click here](#).

## **15. Freedom of Information**

The Service is subject to the Freedom of Information Act, which provides a right of access to regulatory information held by the Service. To learn more, [click here](#).

**-End-**

## ***More on the Introduction***

1.1 This statement sets out the service that business and others being regulated by the Norfolk Fire and Rescue Authority (the Service) can expect from its regulatory and enforcement function and its appointed inspectors. It goes some way to satisfying the Regulators' Code by committing the Service and appointed inspectors to the principles of good enforcement with the assistance of effective procedures and clear guidance, which can be viewed by businesses and members of the public. [Procedures and Guidance](#)

1.2 This Enforcement Policy Statement has been prepared with regard to the following legislation and statutory guidance:

The Regulators Code - [\[more\]](#)

The Regulatory Enforcement and Sanctions Act 2008 - [\[more\]](#)

The Legislative and Regulatory Reform Act 2006 - [\[more\]](#)

The Legislative and Regulatory Reform (Regulatory Functions) Order 2007 - [\[more\]](#)

The Environment and Safety Information Act 1988 - [\[more\]](#)

The Regulatory Reform (Fire Safety) Order 2005 - [\[more\]](#)

The Licensing Act 2003 - [\[more\]](#)

The Explosive Regulations 2014 - [\[more\]](#)

The Petroleum (Consolidation) Regulations 2014 - [\[more\]](#)

1.3 The primary function of the regulatory part of the Service is to achieve safety in case of fire (in premise to which fire safety law applies).

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## ***More on Our Principles***

2.1 Fire safety regulation is founded on the principle that people should be kept safe in case of fire. We regulate to help secure this safety and through our regulation, we aim to provide a consistently high quality service to those we regulate. Our regulatory activity generally extends to premises in which there is a trade, business or other undertaking.

2.2 Non-compliance with fire safety law will mean that, in our view, people are at risk in case of fire. Where we identify people at risk in case of fire, we will respond

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proportionately to that risk; taking account of the likelihood and severity of the risk, in line with our service standards.

2.3 The Service believes in firm but fair enforcement of fire safety standards. We aim to achieve this by:

- proportionally applying the law to secure safety;
- being consistent in our approach to regulation;
- targeting our resources and enforcement action on the highest risk;
- being transparent about how we operate and regulate; and
- being accountable for our actions.

2.4 We will have regard to the Regulators Code when developing the policies and procedures that guide our regulatory activities. We will encourage and promote fire safety while minimising the associated costs of providing safety from fire.

2.5 We believe that by fostering good relationships with our business community and by working with them, we can improve public safety, business resilience, and can remove any unnecessary burdens of complying with fire safety law.

2.6 The Service will endeavour to engage with the business community, to seek their views about our policies and practices. (Details of engaging with us are available on request and on our website)

2.7 In the most serious cases of danger in case of fire, we will take immediate and decisive action to secure safety, for example by serving a prohibition notice that can stop people from using the premises.

For more information see [\[CFOA fire safety law web pages\]](#).

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### ***More on the way we approach regulation***

3.1 In accordance with the Regulators Code, the Service takes enforcement action (and imposes sanctions and penalties) to:

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- (a) change the behaviour of the offender;
- (b) change societal attitudes to the risks from fire;
- (c) eliminate financial gain or benefit from putting people at risk in case of fire;
- (d) exercise a proportionate response to the nature of the offence and the harm caused;
- (e) restore safety to premises where fire safety risks were found; and
- (f) encourage fire safety to be secured in future.
- (g) impose an appropriate sanction for the particular offender, which can include punishment through the courts (and the public stigma that should be associated with a criminal conviction);

[Click here for more information on the Regulators Code](#)

3.2 Avoiding fires is better than protecting people when fire occurs. Where fire is likely and / or the consequences of fire pose a hazard to people, it becomes necessary for us to take action (against the responsible person / duty holder) to reduce the risk. We have a wide range of enforcement action available to us. The actions we may take include:

- (a) no action;
- (b) providing advice;
- (c) informal action;
- (d) formal action (including enforcement, alterations and prohibition notices);
- (e) taking samples of dangerous materials or extracts of recorded information; and
- (f) securing information to prepare for prosecutions.

3.4 The enforcement actions listed above are not written in an absolute order of escalation. Enforcement action taken by the Service is scalable and appropriate to the risk to people in case of fire.

3.5 When formal enforcement action is necessary, each case will be considered on its merits. All enforcement decisions will be fair, independent and objective. They will not be influenced by issues such as ethnicity or national origin, gender, religious beliefs, political views or the sexual orientation of the suspect, victim, witness or offender. Such decisions will not be affected by improper or undue pressure from any source.

- 3.6 All enforcement activities, including investigations and formal actions, will always be conducted in compliance with the statutory powers of the officer and all other relevant legislation, including but not limited to the Police and Criminal Evidence Act 1984, the Criminal Procedure and Investigations Act 1996, the Human Rights Act 1998, and the Regulation of Investigatory Powers Act 2000, and in accordance with any formal procedures and codes of practice made under this legislation so far as they relate to the regulatory activity of the Service.

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### ***More on helping those we regulate***

- 4.1 We will help those responsible for delivering safety in case of fire (responsible persons and duty holders) to understand what is expected of them and what they should expect from the Service. Legal requirements will be clearly distinguished from best practice or non-statutory fire safety advice. We will publish guidance in a clear, accessible, concise, format using media appropriate to the target audience, in plain language.

- 4.2 (Details are available on request and on our website).

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### ***More on Targeting***

- 5.1 Our policy on inspections will be to focus primarily on those whose premises and activities give rise to the most serious risk to life in case of fire. In making an assessment of risk, we will take into account the fire safety record of those we regulate and the current risks to people in case of fire.
- 5.2 We will maintain a strategy that will identify and evaluate risks in premises as well as to the wider community and allocate resources to carry out inspections accordingly. We want to see fire safety provided in buildings and may take action against those regarded as putting people at risk in case of fire.
- 5.3 Earned recognition may be awarded to businesses for assurance of safety, including for example external verification of safety systems / practices.

5.4 Our Service Standards and plans including details of our risk-based approach to risk and are available on request.

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### ***More on our Accountability***

6.1 The Service is accountable to its community for its actions. This means we must have policies and standards against which we can be judged, and an effective and easily accessible mechanism for dealing with comments and for handling complaints.

6.2 (Details are available on request and on our website [\[Complaints\]](#))

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### ***More on the Principles of Enforcement Action***

7.1 In assessing necessary and proportionate enforcement action, consideration will be given to (amongst other things):

- the safety history at the premises,
- the history of operational attendances and false alarms at the premises,
- safety referrals to the premises from other authorities / interested parties,
- any Primary Authority relationship that might be in place with the business,
- the adequacy of fire safety arrangements at the premises,
- the attitude of the responsible person / duty holder to providing safety,
- statutory guidance,
- codes of practice, and
- legal advice.

7.2 Certain enforcement action, such as the decision to use a Simple Caution and / or the decision to investigate for prosecution, is further and specifically informed by those matters set out below at section 11

7.3 In every case, when we require action to remedy unsafe conditions, we will explain the nature of the unsafe conditions to those responsible and will confirm the same in writing.

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7.4 Because, subject to any letter or notice we give, work must be done to improve or secure the safety of people in case of fire; we will agree reasonable timescales within which the work must be completed that are agreed with those responsible.

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## ***More on Our Enforcement Action***

- 8.1 The Service will offer duty holders information and advice both verbally and / or in writing. This will include an explanation of why any specified work is necessary and a time period within which the specified work should be completed. Educating, informing and advising responsible persons and duty holders about their duties under fire safety legislation will form a fundamental element of our enforcement regime. The Service will fulfil its obligation under section 6(2) of the Fire and Rescue Services Act 2004 to give on request, advice on fire safety free of charge.
- 8.2 Where we find risks to safety, we may deal with them by informal means or (where appropriate) we may take formal action by serving alterations, enforcement and / or prohibition notices. We may also issue Simple Cautions, and (in the most serious cases) may prosecute. Before formal enforcement action is taken, inspectors will provide the person responsible with an opportunity to discuss the circumstances of the case and, if possible, resolve points of difference without recourse to formal enforcement action (unless immediate action is required to reduce the risk to life or to prevent evidence from being destroyed).
- 8.3 In certain circumstances, after evaluating the safety at premises, no action may be required. This will be the case when the safety of people in case of fire has been adequately secured.
- 8.4 If the likelihood of fire is high and the consequences in case of fire are low, advice may be given on how the likelihood can be reduced. Advice may also be given where the consequences of fire might cause harm to people but can be simply avoided. Advice can also be given to point out good practice or to

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signpost business continuity advice or other business protections, for example protection from flooding.

- 8.5 Where the likelihood of fire is low / medium or the consequences of a fire are slight, informal action will be taken. Informal action will take the form of a letter, pointing out that people are at risk in case of fire, where in the building they are located and what has led to them being put at risk as well as what should be done to provide safety and how to prevent the same danger from recurring. Informal action may also be taken, if those responsible have displayed clear intentions to undertake corrective action. Failure to respond to informal action can result in escalation to formal enforcement action.
- 8.6 Formal action will take the form of serving a Notice (alterations, enforcement, and / or prohibition notices). Formal action will be taken when the consequences of fire are such that people are likely to be harmed, suffer serious injury or death. It can require specific action to be taken or certain activities to cease.
- 8.6.1 Where a reasonable known change to premises or to the use of premises could result in a significant increase in the risks to people on the premises, we may serve an Alterations Notice, which requires the responsible person / duty holder to notify us, before making that known change.
- 8.6.2 Enforcement Notices require improvements in safety and will point out: that people are at risk in case of fire; where in the building they are located; and what has led to them being put at risk, as well as what should be done to provide safety and how to prevent the same danger from recurring. Enforcement Notices include a reasonable period of time for safety to be put in place. Failure to respond to a formal Notice can result in escalation to an investigation for prosecution.
- 8.6.3 Where immediate action is considered necessary to keep people safe from fire, a Prohibition Notice, which can prohibit or restrict the use of premises, can be served. An explanation of why such action is required will be given at the time and confirmed in writing. Whereas a Prohibition Notice requires action to remove imminent and immediate risks in case of fire, an Enforcement Notice might also be served to deal with less imminent risks in case of fire.

- 8.7 Fire Safety law gives power to warranted inspectors to take samples of dangerous materials or extracts of recorded safety information and documents. When we take materials or documents we will provide an appropriate receipt.
- 8.8 In the most serious of cases we will gather information and conduct an investigation to prepare for a prosecution. The decision to prosecute a case will be taken by those with authority to do so in accordance with our Scheme of Delegations.
- 8.9 All our members of staff that make enforcement decisions will be required to follow the Regulators Code.

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### ***More about After Enforcement Action***

- 9.1 When the Service takes enforcement action we will discuss what is required to achieve safety for relevant persons with the responsible person / duty holder (taking into account the circumstances of the case, if they have been explained to us).
- 9.2 The Service will clearly explain any advice, required actions or decisions taken at the time of our visit and will be willing to discuss such matters on any future occasion to ensure those responsible have clarity of what must be done.
- 9.3 Our letters and notices will provide details in writing of what must be done and how to appeal against any of our regulatory decisions. Our letters and notices will also explain what will happen next, especially if you do not undertake the work. Our web-site has details of how to complain about our conduct, if you should feel it necessary. [\[Complaints\]](#)
- 9.4 We encourage those responsible for providing safety in case of fire to contact us, especially if there are any questions or comments about our regulatory activity. We will also maintain regular communication (where required) until safety has been provided.

## ***More on a Failure to Comply With Requirements***

10.1 Rights of and routes to appeal will be clearly set out in writing and issued with our letters.

10.2 The failure to comply with an alterations, enforcement or prohibition notice constitutes an offence and may result in prosecution.

10.3 We can withdraw alterations, enforcement and prohibition notices at any time but they will generally be deemed to be in force until such time as the notice is complied with, withdrawn or cancelled by the court.

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## ***More on Simple Cautions and Prosecution***

11.1 There are a number of offences that can be committed under Fire Safety law.

Among the foremost of these are failure to comply with a formal notice and failing to provide safety in case of fire to such extent that one or more people are put at risk of death or serious injury in case of fire.

11.2 The Service can deal with offenders through prosecution and Simple Cautions.

These legal actions are important ways to bring to account those responsible for alleged legal offences. Where appropriate, we will use one of these measures in addition to issuing a formal notice.

11.3 A prosecution may be taken following full consideration of the many factors arising for the alleged breaches of the law. Penalties for offences are awarded by the courts and can include fines, imprisonment or both.

11.4 A Simple Caution will only be used where a prosecution could be properly brought and there is a realistic prospect of conviction. A Simple Caution includes a written submission from the person responsible that an offence has been committed.

11.5 A record of a Simple Caution will be kept on file for three years and if a conviction for a further offence is brought within that period, the written submission of the previous offence will be introduced to the court for consideration.

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### ***More about the Other Duties of the Service***

13.1 In addition to Fire Safety law the Service is also responsible for the following regulations.

- Licensing authority for the Petroleum Consolidation Regulations 2014
- The Explosive Regulations 2014.

13.2 The Service can request a review of a premises license under Section 51 of the Licensing Act 2003. The options available to the Licensing Committee are:

- i. Modification of the conditions of the Licence
- ii. Exclusion of Licensable activity from the scope of the Licence
- iii. Removal of the Designated Premises Supervisor
- iv. Suspension of the Licence for a period not exceeding three months
- v. Revocation of the Licence
- vi. Issue of a Warning Letter
- vii. No Action

13.3 The Service enforces the requirements of Explosive Regulations 2014 through application of the Health and Safety at Work (etc) Act 1974 and the serving of improvement notices and prohibitions orders. [Regulating and Enforcing Health and Safety](#)

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### ***More on Data Protection***

14.1 The Service will comply with the principles of the Data Protection Act 1998 governing the use of personal data received or obtained and will respect the rights and freedoms of those individuals when processing their details. The following document Information Management Strategy lays out our strategic

approach to meeting these legal requirements. (Details are available on request and on our website [\[Information Management Strategy\]](#)

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### ***More on Freedom of Information***

15.1 Under the Freedom of Information Act 2000, individuals are given ‘a general right of access to information held by public authorities in the course of carrying out their functions subject to certain conditions and exemptions’. Under Section 19 of that Act, public authorities are required to produce a publication scheme setting out details of the information routinely published or made available, how the information is made available (in hard copy and on-line), and whether it is available free of charge or on payment.

15.2 Details of The Service’s publication scheme are available on request and on our website [Publication Scheme](#).

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### ***The Regulators Code***

The Regulators Code is a statutory code of practice for regulators and makes six broad requirements:

- i. To carry out their activities in a way that supports those they regulate to comply and grow;
- ii. To provide simple and straightforward ways to engage with those they regulate and to hear their views;
- iii. To base their regulatory activity on risk;
- iv. To share information about compliance and risk;
- v. To ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply; and
- vi. To ensure their approach to regulatory activity is transparent.

The service has taken regard of the Regulators Code in producing this policy statement.

For the full version click here: [‘The Regulators Code’](#)

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### ***The Regulatory Enforcement and Sanctions Act***

The Regulatory Enforcement and Sanctions Act (The RES) established The Local Better Regulation Office (later renamed as the Better Regulation Delivery Office (BRDO)). It also imposed a duty on Regulators to: (a) have regard to any guidance issued by BRDO, (b) a duty to comply with guidance where the Regulator is directed to do so by BRDO, and (c) a duty to have regard to any list of enforcement priorities published by BRDO. As a listed Regulator, the Service is committed to these duties.

For the full version click here: [‘The Regulatory Enforcement and Sanctions Act’](#)

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### ***Legislative and Regulatory Reform Act***

Part 2 of the Legislative and Regulatory Reform Act, requires the Service to have regard to the Principles of Good Regulation. We recognise that our regulatory activities should be carried out in a way which is: (i) proportionate; (ii) accountable; (iii) consistent; (iv) transparent; and (v) targeted to situations which need action.

When we exercise a regulatory function, which for the Service includes: the Regulatory Reform (Fire Safety) Order, [\[The Petroleum \(Consolidation\) Regulations 2014\]](#), [Explosives Regulations 2014](#) and the [Health and Safety at Work \(etc\) Act\]](#) we have regard to the Regulators Code.

For the full version click here: [‘Legislative and Regulatory Reform Act’](#)

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### ***The Legislative and Regulatory Reform (Regulatory Functions) Order 2007***

The Legislative and Regulatory Reform (Regulatory Functions) Order imposes a duty on the Service to have regard to the Regulators' Code when determining general policies or principles. It requires that the regulatory activities of the Service are carried out in a way which is transparent, accountable, proportionate and consistent, as well as being targeted only at cases in which action is needed.

For the full version click here: '[Legislative and Regulatory Reform \(Regulatory Functions\) Order](#)'

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### ***The Environment and Safety Information Act***

The Environment and Safety Information Act requires the Service to make a publicly accessible record of formal enforcement action that we have taken.

For the full version click here: '[The Environment and Safety Information Act 1988](#)'

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### ***The Regulatory Reform (Fire Safety) Order***

The Regulatory Reform (Fire Safety) Order 2005 principally imposes a general duty on responsible persons and duty holders to take general fire precautions to keep people safe in case of fire and establishes enforcing authorities to enforce the provisions of the Order. The Service is an enforcing authority under the Order and is empowered to inspect premises and serve notices to improve safety standards (among others).

For the full version click here: '[The Regulatory Reform \(Fire Safety\) Order](#)'

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### ***The Licensing Act 2003***

The Licensing Act establishes the Service as a 'responsible authority' with whom the Licensing Authority must consult in connection with Licensable activities, including the sale or supply of alcohol or the provision of regulated entertainment or late night refreshment. The licensing objectives are to promote: the prevention of crime and disorder; public safety; the prevention of public nuisance; and the protection of children from harm.

For the full version click here: '[The Licensing Act](#)'

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### ***The Explosive Regulations 2014***

The Service is the local authority for the purposes of dealing with applications for registration or for a licence to store explosives (under certain prescribed conditions).

For the full version click here: [The Explosive Regulations 2014](#)

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### ***The Petroleum (Consolidation) Regulations***

The Service is the 'petroleum enforcement authority' and can grant 'storage certificates' for premises at which petrol is dispensed, and enforces The Petroleum (Consolidation) Regulations in premises to which those regulations apply.

For the full version click here: '[The Petroleum Consolidation Regulations](#)'

[Click here to return to table of contents](#)

## **Approval**

**Prepared and  
Approved By:**        **Brian Walshe**

**Signature:**

**Date:**                **12 September 2016**

**Reviewed By:**        **Gary Collins**

**Signature:**

**Date**                **28<sup>th</sup> September 2016**

October 2017

**October 2017**

## **Norfolk County Council Highways Enforcement Protocol**

### **1.0 Introduction**

The Highways area teams receive a significant number of customer complaints each year relating to enforcement matters. These range from trading on the highway, such as car sales on verges, caravans / motorhomes being parked on the highway, blocked public footpaths and trailer or van mounted advertising hoardings.

The CES enforcement policy is followed, with priority is given to highway safety matters. Increasingly, the teams work with a number of bodies to achieve successful outcomes, as often issues are complex and can be legally difficult to resolve.

For example, we have been working closely with South Norfolk District Council over illegal advertising trailers. A joint authority meeting, which included NPLaw, concluded that the most appropriate way forward in addressing the issue of these trailers was to use the Town & Country Planning Act 1990 rather than the Highways Act 1980, as this offered the best chance of a successful prosecution combined with deterrent fines.

### **2.0 Illegal Advertising Trailers**

Illegal advertising trailers are an issue on both the trunk road network and the local road network, particularly on the approaches to urban areas. Contrary to popular belief, Norfolk County Council cannot simply tow these trailers away as it is not known if they are roadworthy (and Norfolk County Council could be fined) and the wheels are usually locked.

A recent review of the national situation by the Highways teams, has concluded that although the Highways Act could be used for a prosecution, the fines are very low, and it has to be successfully proven that the Highway was obstructed giving rise to a safety concern. Although most trailers are a distraction to motorists, they are usually placed to enable easy access to the verge and not in locations where visibility is obstructed. This would reduce the probability of a successful prosecution using powers under the Highways Act.

Recent legal advice has also highlighted:

- that there is no reason why powers cannot be delegated from the County Council to a District / Borough Council;
- that under the Highways Act 1980 Section 130 (2) any council may assert and protect the rights of the public to the use and enjoyment of any highway in their area for which they are not the highway authority. Therefore, delegated powers are not necessarily required.
- That District & Borough Councils can use their existing powers under the Town & Country Planning Act 1990 Section 224 to take action against the advertisers, including a prosecution.

Therefore, the current approach is that:

- i) The County Council Highways teams will only notice and contact the owners / advertisers if the trailers are negatively impacting on highway safety (ie blocking visibility or obstructing the public highway in areas where there is expected usage of the verge);
- ii) District and Borough Councils have existing powers under both the Highways Act and the Town & Country Planning Act, so there is no need to go through a formal delegated powers process;
- iii) District & Borough Councils have the option to use their powers under the Town & Country Planning Act 1990 to carry out prosecutions against the owners of these trailers. Any action would be supported by the County Council.

### **3.0 Vehicles for sale on the Highway**

Parking of vehicles on the Highway 'for sale' is an offence under the Clean Neighbourhood & Environment Act 2005.

When a complaint is received or issue identified, the Highways Area team will notify the owner and ask them to remove it immediately. A phone call will suffice provided that a record is kept of the time and date.

The Highways Area team will re-inspect the site at least twice within the next calendar month, taking photos and noting the date and time of the inspections. If the problem persists after 4 weeks, the Highway Engineer and Area Manager will assess situation and identify a way forward.

### **4.0 Public Footpaths**

The Countryside Access Officers within the local Highways area teams undertake a high level of enforcement. This is typically to deal with obstructions on public rights of way, such as illegal gates and other structures across the official alignment, and removing other blockages across public footpaths such as crops and livestock.

In the period April 2017 to August 2017, across the county, there have been 85 number Section 134-137 Non-reinstatement Notices and 11 number Section 143 Removal Obstruction Notices sent out. By early September 2017, 85 of the 96 cases had been resolved and the remaining are ongoing and being actively monitored and pursued with landowners.

## **5.0 Other issues**

### **Parking of vehicles on the Highway without a valid Tax**

If a vehicle has been parked on the Highway without valid road tax (which can be checked on line on the DVLA website), then this offence should be reported to either the police or the DVLA.

### **Parking of vehicles on the Highway causing an obstruction**

If a vehicle is parked on the Highway causing an obstruction, then this is generally an offence which should be reported to the police for action. Highway Authority's such as Norfolk County Council do have powers under Section 149 of the Highways Act 1980 to remove vehicles but only if they constitute a 'danger'. In accordance with the Act, a notice period is required to allow the offender time for removal before any action can be taken.

# Communities Committee

Item No.....

<b>Report title:</b>	<b>Review of the Public Health Strategy 2016 - 2020</b>
<b>Date of meeting:</b>	<b>15 November 2017</b>
<b>Responsible Chief Officer:</b>	<b>Dr Louise Smith – Director of Public Health</b>
<b>Strategic impact</b> <p>In November 2016 members agreed the 2016 – 2020 strategy. It outlined our plans and priorities for:</p> <ul style="list-style-type: none"><li>• promoting healthy living &amp; healthy places</li><li>• protecting communities &amp; individuals from harm</li><li>• providing services that meet community needs</li><li>• working in partnership</li></ul> <p>Since the strategy was agreed the strategic &amp; system wide landscape has changed particularly in relation to the development of the Norfolk and Waveney Sustainability &amp; Transformation Plan (STP). Prevention has been a strong focus for us with projects being developed related to diabetes prevention, social prescribing, reducing smoking and reducing social isolation. Population growth, and a reducing public health grant, means there are pressures in relation to activity based contracts, for example health checks and sexual health. As commissioners we have been working to ensure that we buy high quality services, this has included a major project to redesign and procure a new drug and alcohol treatment service.</p> <p>On a corporate level we have seen responsibility for resilience, community safety, and road safety transfer to public health. The last twelve months have also seen the transfer of the public health intelligence team to the Strategy and Delivery Unit thus ensuring the council can harness the potential of our data and use the latest evidence and emerging best practice to inform strategy, plans and financial forecasts.</p> <p>Future development will be framed around making a significant contribution to delivering the new County Plan 2018 – 22, especially in relation to supporting the development of a local service strategy, a new deal for children and families in crisis, promoting independence in vulnerable adults and by offering smarter information and advice</p>	

## Executive summary

The strategy was approved by members in November 2016 and it was agreed that public health would review and report progress in a years' time.

Following reductions to the grant, substantial savings of £4.5m (11% from the baseline) have been made in the public health budget and significant contributions (£6.04m) have been made to other council services, including libraries, youth development, children's services and adult social care, and reported previously to committee.

Significant progress has been made against the following priorities:

- improvements to health services for children and young people
- developing a sexual health strategy to drive improvements in our integrated contraception and sexual health service
- redesigning drug and alcohol services to focus on recovery, with the aim of supporting people back into education and employment
- establishing a domestic abuse change programme "Beacon Site" with the Safe Lives national charity using Lottery and Women's Aid funding.

- working with district, borough and city councils to deliver joint programmes and policies
- using a significant amount of the public health grant to support public health activities in other directorates in the council
- delivering substantial savings as a result of staffing restructure, prioritisation of services around key outcomes and service redesign
- focusing on the delivery and performance of commissioned services through the establishment of a dedicated contract team, freeing up public health specialists to concentrate on strategic development and quality improvements
- working with the Strategy and Delivery Unit to integrate the Public Health Intelligence team into the Intelligence and Analytics (I&A) team, ensuring that the council can harness the potential of our data and use the latest evidence and emerging best practice to inform our strategy, plans and financial forecasts

Work has started in the following areas:

- establishing a new stop smoking service
- establishing a workplace health service
- developing a healthy workplace offer for the council
- improving the collection, sharing and use of data to support alcohol licencing decisions
- further development of the suicide prevention strategy
- refreshing our tobacco control strategy and action plan
- developing a new Pharmaceutical Needs Assessment
- developing a new Joint Health and Well Being strategy
- developing projects in the prevention strand of the STP

The latest public health outcomes measured in August 2017 show that we are significantly better than England for overall smoking prevalence in adults, the number of current smokers and under 75 mortality rates from cardiovascular disease and cancer. Also in children's outcomes such as dental decay, obesity, breastfeeding and teenage pregnancy.

However we are significantly worse than England, with the trend getting worse, for admission for social isolation, suicides, self-harm, alcohol related conditions, and the employment of people with long term health conditions and learning disabilities. We are also worse than England for overall successful completions of alcohol and drug treatment, and smoking in young people and pregnancy.

We are also not improving as fast as England in relation to people killed and seriously injured on roads, domestic abuse, hospital admissions caused by injuries to children (0-4 year olds), smoking prevalence at age 15, and excess winter deaths.

### **Recommendation**

- 1) Members to note progress in relation to the delivery of the Public Health Strategy.**
- 2) Members to agree our strategic priorities and commissioning intentions over the next four years, in order to better meet the needs of the residents of Norfolk.**

## **1. Proposal**

This paper presents the progress made in delivering the Norfolk Public Health strategy and to outline the approach and operational priorities for 2018. More detailed information on the delivery of the strategy can be found at Appendix 1. To ensure the delivery of the Public Health strategy over the next four years we will:

- a) Align priorities with the NCC plan and strategic priorities: to support the development and implementation of a local service strategy; a new deal for children and families in crisis; promoting independence in vulnerable adults and by offering smarter information and advice.
- b) Focus on key strategic planning to inform and address:
  - healthy child programme integration with the early help offer and Children's Centres
  - health improvement promotion working more closely with health and social care to provide health promotion, information and guidance including self-care, and social prescribing
  - prevention work for the NHS Sustainability and Transformation Plan including the roll out of social prescribing and the development of wider mental health strategies
  - road casualty reduction activity: reviewing and updating approaches to reduce those killed and seriously injured on our roads by developing a revised strategy for road safety
  - work with the Health & Well Being Board focused on agreeing a joint Health and Wellbeing Strategy for Norfolk and Pharmaceutical Needs Assessment
- c) Developing commissioning intentions which seek to:
  - ensure the above strategic plans are delivered, targeting those most vulnerable and providing greater value for money
  - support the implementation of the new adult drug & alcohol service
  - improve the way that integrated pathways for domestic abuse are commissioned, working closely with children's services, and wider partners in the Domestic Abuse Beacon Project
  - undertake a strategic review of primary care contracts, and healthy lifestyle services seeking a more targeted approach
- d) Provide performance monitoring, review, evaluation and analysis to inform:
  - the quality and sustainability of our commissioned services
  - service improvements including those relating to user experience, and safeguarding
  - improving take up of services by target groups to address health inequalities and outcomes
  - new ways of working to increase those accessing commissioned services whilst not increasing budget spend e.g. through use of digital and online technologies
  - the use of public health budget, in accordance with Department of Health conditions, and the use of funding to support delivery of public health activity throughout the authority

We will aim to improve public health outcomes related to hospital admissions for alcohol related conditions, the overall successful completion of alcohol and drug treatment, late diagnosis of HIV, the employment of people with long term health conditions and to improve faster in relation to people killed and seriously injured on roads, teenage pregnancy rates, smoking prevalence at age 15 and in pregnancy, and the suicide rate.

## 2. Evidence

Progress in 2017 has been measured against the commitments made in the Public Health Strategy agreed in November 2016, from local data showing the performance of

our commissioned services, and drawn from Public Health Outcome Framework. The original strategy was informed by sessions with members facilitated by public health service officers and providers of services.

Supporting information, mainly consisting of guidance from the Local Government Association (LGA), Public Health England (PHE) and NHS England was provided that gave a national context and set out the council's responsibilities in commissioning public health services.

### **3. Financial Implications**

There are no direct implications arising from this report. The strategic and financial planning 2018-19 to 2021-22 was reviewed by Committee on 11<sup>th</sup> October 2017.

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

Where innovations have been implemented these are highlighted in thematic sections, for example the introduction of digital platforms in the Healthy Child Programme and sexual health services.

A national public health dashboard was published by Public Health England on 16 October. The data focusses on core public health areas: children under 5 years, childhood obesity, NHS health checks, tobacco control, drug and alcohol treatment, and sexual health. Norfolk data shows the county ranks in the top quartile (i.e. best) for childhood obesity and tobacco control; second quartile for sexual health services, third quartile for children under five years (for example school readiness) and in the bottom quartile for drug and alcohol treatment.

Drug and alcohol services are being redesigned however the depth of the performance issues, complexity of the service redesign and the time needed to achieve improved results (outcomes are measured at 6 months) mean that it is likely to be at least a year before we will have indications as to whether outcomes are improving.

### **5. Background**

The Norfolk public health strategy can be found here: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/health-policies/public-health-strategy> and the Public Health England Health Outcomes Framework here: <https://fingertips.phe.org.uk/profile/public-health-outcomes-framework>

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

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

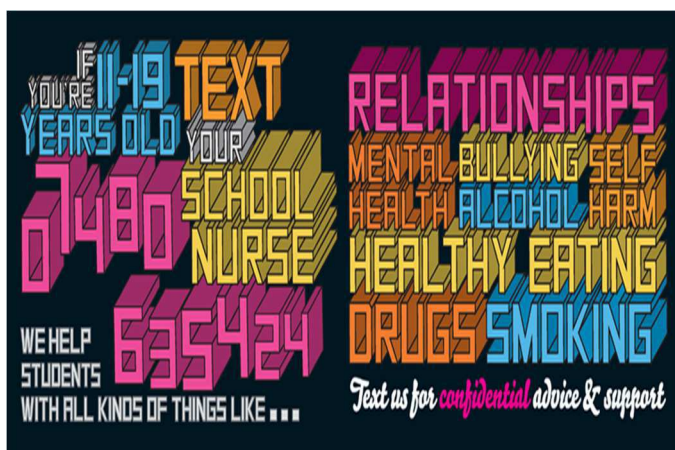
**Appendix 1: Progress Report**

**Provide services that meet community needs**

<p><b>What we said we would do</b></p>	<p><b>Children and Young People Services</b></p> <p>Continue to commission the Norfolk Healthy Child Programme (HCP), promote the social and emotional wellbeing of pre-school children, supporting joint working with school nurses and schools to achieve a reduction in school absence due to ill health.</p> <p>Working to integrate health and early years educational setting development checks and explore the integration of health visiting and children's centres and work with the provider to further develop the skill mix of the delivery team.</p>
<p><b>What we have done</b></p>	<p>In June 2017 members were updated on the progress that has been made by the Healthy Child Programme (HCP), including:</p> <ul style="list-style-type: none"> <li>• a re-design of the service for Looked After Children</li> <li>• improvements to health assessments</li> <li>• the integration of health and early years development checks</li> <li>• additional resources in tier one schools to support mental health and wellbeing, and an enhanced offer to teenage parents</li> </ul> <p>See the annual report on video <a href="https://www.youtube.com/watch?v=c6l6Pdgc4o">https://www.youtube.com/watch?v=c6l6Pdgc4o</a></p> <p>In August we agreed to work jointly with the Fire Service on a project that would aim to reduce hospital admissions caused by unintentional injuries in children (aged 0-4 years). The funding will provide home safety equipment targeted at low income and higher risk households with a child between 0-4 years in Breckland and Norwich free at the point of delivery.</p>
<p><b>Did you know?</b></p>	<p>The children's health team won a Council Outstanding Contribution Award (OSCA). This was in recognition of the work the team had done with our provider to find an innovative way to provide an accessible school nurse service, introducing a new technology-based solution – a texting service called 'ChatHealth'.</p>
<p><b>Key outcomes &amp; performance</b></p>	<p><b>Performance</b></p> <p>The Healthy Child Programme exceeded all its performance targets for mandated functions in its first year of service and is a high performer compared to national benchmarks.</p> <p><b>Outcomes (August 2017)</b></p> <p>Public health outcomes that are significantly worse than England and trend not changing significantly:</p> <ul style="list-style-type: none"> <li>• hospital admissions caused by injuries in children (0-4)</li> <li>• child excess weight in 4-5 year olds</li> <li>• percentage of children (5-16) who have been in care for at least 12 months</li> </ul>
<p><b>What we will do</b></p>	<p>We will focus on:</p> <ul style="list-style-type: none"> <li>• supporting the development of a future model for early help that supports shared outcomes between the Healthy Child Programme and Children's Centres</li> <li>• supporting and evaluating new ways of delivering services to children, young people and their families using innovation and digital technology</li> </ul>

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## Case Study: Reaching out to young people



The ChatHealth service was vital for one young person who, following a recommendation from a friend, contacted the service as they had been struggling with self-harming and thoughts of suicide.

Having established the young person's safety, the nurse responding to the messages built up a relationship with the young person over the next six weeks. The young person had experienced physical and verbal abuse in their home and had dropped out of sixth form as they were feeling overwhelmed by everything

happening in their life.

The young person consented to the nurse making contact with a local support project to provide face-to-face help around housing, rights and accessing other services. The nurse also made them an emergency appointment with their GP when it was clear that the young person's feelings of self-harming were becoming stronger. Conversation with the young person is ongoing and they are now accessing a course provided by MIND, which the nurse referred them to and also supported them through the process of meeting the MIND worker.

This young person contacted the ChatHealth service at a moment of crisis in their life, not knowing where to go to for support. The service enabled the young person to access the help they needed and also to feel they were being listened to.

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## Case Study: Supporting people to lead healthier lifestyles

Last year Slimming World was commissioned to deliver a new weight management service in Norfolk. When Julian Bryant, 53, from Taverham went for his NHS Health Check he was overweight and had health problems such as chest pains, acid reflux and breathlessness. He was unhappy with his weight gain, fitness and general appearance and was ready to change.

The nurse referred him to the Slimming World programme and Julian has lost five stone since joining: "The group was really supportive and motivational. I made new friends and it felt like we were all in it together.

*"The approach to eating worked well for me and I have changed my diet, cutting out all unhealthy snacks between meals. Since losing weight I feel more positive about myself in every respect. My fitness has improved and I cycle and go for long walks. I'm no longer breathless and apparently, I don't snore as much – which makes my wife very happy!"*

To date more than 17% of people taking up the service and completing the course have achieved weight loss of more than 10%. Additionally, 68% have increased their physical activity; 75% have experienced improved mental health; and 85% have increased their fruit and vegetable consumption.

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**Appendix 1: Progress Report**

**Provide services that meet community needs**

What we said we would do	<p><b>Sexual Health Services</b></p> <p>Continue to commission an integrated sexual health service in Norfolk and develop a countywide, all age sexual health improvement strategy.</p> <p>Aim to halve the number of people unknowingly infected with HIV and support the delivery of a teenage pregnancy strategy for Norfolk to reduce the rates of under-18 conceptions.</p>
What we have done	<p>We have continued to support the development of the service in Norfolk and a countywide sexual health strategy, incorporating teenage pregnancy, was approved by the Communities Committee on 6<sup>th</sup> September.</p> <p>The council team commissioned iCASH to introduce innovative ways to meet the needs of people who may be too embarrassed or don't have the time to attend a clinic. The Express Test is an online service to test for sexually transmitted infections (STI). It is free, quick and easy to use and has already reduced clinic demand by over 200 appointments. By making testing even faster, convenient and anonymous we hope to reduce the number of people in Norfolk living with undiagnosed STIs and ultimately stop them passing on these infections to sexual partners.</p> <p>In July we agreed to extend access to long acting reversible contraception through the Healthy Living Centre in Thetford. This is aimed at reducing the rates of under 18 and under 16 conception, minimising the proportion of pregnancies that are unplanned in women following birth and under 25yrs and ensuring that women of all ages are able to access information about their available choices for contraception.</p>
Did you know?	<p>Norfolk piloted the first social media campaign for HIV awareness, with a low-cost Facebook campaign to increase awareness and uptake of HIV testing. Over 120 extra HIV home testing kits were sent out compared to the previous year and the return rate increased to 55%.</p>
Key outcomes and performance	<p><b>Performance</b></p> <p>The sexual health service has met its key performance indicators for 2016-2017.</p> <p><b>Outcomes (August 2017)</b></p> <ul style="list-style-type: none"> <li>• HIV late diagnosis has reduced</li> <li>• sexually transmitted infections have fallen</li> </ul>
What we will do	<p>We will focus on supporting the development of the contraception and sexual health services by:</p> <ul style="list-style-type: none"> <li>• using local audits and national guidelines to increase quality and reduce service costs</li> <li>• delivering and sharing education programmes about HIV clinical indicators to primary and secondary care physicians across Norfolk</li> <li>• coordinating &amp; reinvigorating the locality based teenage pregnancy sub groups to get local services to more closely target local need</li> </ul>

## Promote healthy living and healthy places

<p><b>What we said we would do</b></p>	<p><b>Health Improvement</b></p> <p>Provide health improvement services and campaigns especially focussed on healthy weight, stopping smoking, promoting physical activity, and moderate consumption of alcohol.</p> <p>Continue to commission NHS Health Checks for 40 to 75 year olds.</p> <p>Develop and commission a 'workplace health offer' and deliver health improvement services and campaigns.</p>
<p><b>What we have done</b></p>	<p>We achieved targets for NHS Health Checks, with over 95,500 checks delivered, helping to identify people at a high risk of cardiovascular disease who were referred on to their GP.</p> <p>In April we awarded a new workplace health contract to Thrive Tribe Ltd to deliver a county-wide workplace health service. For more information <a href="http://www.thrivingworkplaces.org.uk">www.thrivingworkplaces.org.uk</a>.</p> <p>Workplace wellbeing charter meetings with district councils and acute hospital trusts have been coordinated by the public health teams to help them improve workplace health and wellbeing.</p> <p>In September we awarded a new adult weight management service to Slimming World accessed via an NHS Health Check or a GP. Early results are promising. The stay well this winter campaign has started this month with packs being distributed.</p> <p>The LGA celebrated our good practice in their publications by featuring our:</p> <ul style="list-style-type: none"> <li>• development of a Warm and Well Partnership securing external funding for a range of activities including social prescribing pilots, home improvements and extended fire safety checks</li> <li>• work of our weight management in tackling obesity in a rural area. It showed that our approach of jointly prioritising actions that develop healthier social, cultural and environmental choices, are more likely to have a far reaching and sustainable impact</li> </ul> <p>The DPH joined the national advisory panel for the What Works Centre for Wellbeing, bringing together evidence about impacts on wellbeing: <a href="https://www.whatworkswellbeing.org/">https://www.whatworkswellbeing.org/</a></p>
<p><b>Did you know?</b></p>	<p>In January, on the back of our communications campaign, Norfolk had the highest rate of registrations per 100,000 population compared to its matched county neighbours who signed up to One You adult behaviour change campaign to promote healthy lifestyles</p>
<p><b>Key outcomes &amp; performance</b></p>	<p><b>Performance (2016/17)</b></p> <ul style="list-style-type: none"> <li>• the NHS Health Checks programme met its target for 2016-2017</li> <li>• 76% of people who finished the Slimming World programme achieved their target of a 5% weight loss</li> </ul> <p><b>Outcomes (August 2017)</b></p> <ul style="list-style-type: none"> <li>• 60% of people in Norfolk eat 5 portions of vegetables and fruit a day, compared to 52% nationally</li> <li>• employment for people with long term health conditions is improving but still significantly lower than the national average</li> </ul>
<p><b>What we will do</b></p>	<p>The County Council workplace health programme will be launched in 2018, working in partnership with our well-being team and we will evaluate the impact of the new workplace health and adult weight services.</p> <p>Campaigns will focus on the stigma of mental health, sexual health &amp; HIV (end of November 2017) and a work and health event.</p> <p>The Health Check programme will be reviewed within the coming two years, to consider future strategy following its first five years.</p>

## Appendix 1: Progress Report

### Promote healthy living and healthy places

What we said we would do	<p><b>Norfolk and Waveney Sustainably and Transformation Plan (STP)</b></p> <p>Contribute to the delivery of the STP for health and social care.</p> <p>Provide public health support to the delivery of the local roll out of the Diabetes Prevention Programme and review and agree a new offer to support NHS Commissioning with a stronger emphasis on health and social care integration.</p>
What we have done	<p>Prevention is a strong focus of the STP with the public health team, supported by health intelligence officers, making a significant contribution to projects.</p> <p>We led the STP prevention agenda and developed a “Social Prescribing” offer for Norfolk and Waveney, working with our colleagues in Adult Social Care, district councils, CCGs, and the voluntary sector. This aims to link people with the advice, practical help or access to social and cultural activities to help improve their health and wellbeing.</p> <p>We have provided support to the delivery of the National Diabetes Prevention Programme and the development of new plans to roll this programme out across the whole of Norfolk and Waveney. We also led a successful STP bid for investment to improve the diagnosis, self-care and treatment of diabetes.</p> <p>We are also supporting the “Right Care” work being led by NHS colleagues to improve the care given to people with diabetes, chronic obstructive pulmonary disease (COPD), asthma, cancer and coronary heart disease making sure people receive the <i>Right Care</i> in the <i>Right Place</i> at the <i>Right Time</i>.</p>
Did you know?	<p>The Director of Public Health was the Senior Responsible Officer for a successful bid for £700k of investment in diabetes diagnosis and care. The project will roll out patient education programme to ensure that people diagnosed with diabetes are best able to manage their condition themselves reducing NHS time and improving outcomes.</p>
Key outcomes & performance	<p><b>Performance</b></p> <p>The STP proposals for Norfolk and Waveney were approved at each checkpoint across 2016 and 2107 and feedback from PH England shows that the proposals for prevention were a strong feature of the plans.</p> <p><b>Outcomes (to Date)</b></p> <p>The diabetes prevention programme in central Norfolk was so successful it was oversubscribed. Plans have now been submitted to NHS England to roll the programme out to West Norfolk and Great Yarmouth and Waveney.</p>
What we will do	<p>Align the statutory public health offer to support the NHS commissioning with the STP strategy rather than individual Clinical Commissioning Groups, and increase our input into healthcare information and intelligence.</p> <p>Be a key partner in developing joint working with the University of East Anglia to evaluate the impact of the STP.</p> <p>Continue to make a significant contribution to STP prevention projects including leading:</p> <ul style="list-style-type: none"> <li>the roll-out and evaluation of the Social Prescribing programme</li> <li>the STP Self Care agenda</li> </ul> <p>Continue to support the “Right Care” projects and the roll-out of the National Diabetes Prevention programme.</p>

## Appendix 1: Progress Report

### Promote healthy living and healthy places

What we said we would do	<b>Road Safety</b>  Support the Road Safety Partnership and lead the work to reduce the numbers killed and seriously injured on Norfolk's roads.
What we have done	<p>The road safety team moved into public health in June 2017. They delivered a wide ranging set of interventions including:</p> <ul style="list-style-type: none"> <li>investing surplus money from safety cameras in equipment for roadside drug testing, which provided the roads policing teams with the opportunity to deal with this ever growing problem</li> <li>motor cyclist group training and 1-2-1 sessions</li> <li>attending the Norfolk County Council Pensions Forum, with over 200 attendees discussing older driver issues</li> <li>running the "We Mean Business" fleet safety workshops</li> <li>delivering taxi assessments for Norwich City Council</li> <li>working with the most vulnerable groups of road users to promote safer road use, including Syrian refugees, youth offenders and adults with learning difficulties</li> </ul> <p>They ran a series of media and other campaigns including</p> <ul style="list-style-type: none"> <li>outdoor media to promote positive behaviour change at petrol stations, on the back of buses and other key locations based around the 'Why Wouldn't You' slogan</li> <li>engaging with the motorcycle community throughout the summer season, attending all relevant events and having a presence in key dealerships over weekends</li> <li>a drink and drug driving campaign involving proactive patrols acting upon intelligence and experience to identify and deal with offending drivers and riders</li> </ul>
Did you know?	<p>The road safety team has engaged with over 16,000 children as part of road safety education in schools and run a campaign of child seat checks around the county during which they checked over 1,400 child seats.</p>
Key outcomes & performance	<b>Outcomes (August 2017)</b> Significantly worse than England and trend not changing significantly: <ul style="list-style-type: none"> <li>killed and seriously injured (KSI) on the roads</li> <li>motorcyclists KSI (aged 15-24)</li> <li>car occupants KSI (aged 15-24)</li> </ul>
What we will do	<p>Despite the wide range of evidence based interventions delivered by the road safety team, the numbers killed and seriously injured on the roads has not improved over recent years. We will bring a detailed paper to Communities Committee to seek scrutiny of the current strategy in early 2018.</p> <p>We will also undertake a review with a view to developing a revised strategy for road safety reviewing the most cost effective delivery models based upon current evidence and research.</p>

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## Case Study: Helping to keep motorcyclists safer

The Safe Rider scheme is a partnership with Norfolk Constabulary aimed at reducing motorcycle deaths and serious injuries. It introduces people to police defensive riding practices through a demonstration ride by a police motorcyclist, and assessed rides.

Involving one evening classroom session and a weekend road session, the course helps riders improve hazard awareness, observation and planning and safe cornering and overtaking techniques.



Feedback from participants on the course has been extremely positive:

*"This course is an absolute bargain. As a new rider, I feel much more confident in my riding ability and a lot safer as a result. I feel good habits building following this course and would recommend it to any rider for both the fun it is and the skills you take away."*

*"Absolutely fantastic course. So much relevant information that will stay with me for the rest of my riding life. I am actually more excited to go on a ride with the knowledge I now have. Many thanks to them and for their time."*

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## Case Study: Providing a new start

Public Health commissions advice and treatment for adults with drug and alcohol problems across Norfolk.

Andy started using "party drugs" aged 15 years old, such as ecstasy and cocaine, as well as drinking alcohol and smoking cannabis daily. During his 20's the alcohol and cannabis use increased until it became every weekend. Aged 30, Andy began using heroin, and his alcohol consumption escalated further. During this period he separated with his fiancée, lost his job, nearly lost his flat and turned to crime (shoplifting and begging) to help fund his substance misuse.

Following the suggestion of his GP, Andy first went to our provider in his early 30's. He started on a methadone prescription which helped him to reduce his illicit drug use. Andy received support from a wide range of professionals, and after successful completion of a detox, and attendance at support groups, has remained alcohol and drug free. Whilst receiving Employment and Support Allowance, Andy accepted an offer of work experience at the Job Centre, and currently has plans to teach English as a foreign language abroad.



*"Without the service, I wouldn't have got into a 12 step rehab, since then I have become involved with Narcotics Anonymous which has helped keep me clean" (off illicit drugs and alcohol).*

*"The service kept with me, stuck with me and never gave up on me. Even if I didn't use it in the best way, I knew it was there. Volunteering with the service has helped a lot, increased my confidence, helped with structure and it's a field I would like to work with".*

## Appendix 1: Progress Report

### Protect communities and individuals from harm

<p><b>What we said we would do</b></p>	<p><b>Alcohol and drugs</b></p> <p>Redesign drug and alcohol services to focus on recovery, with the aim of supporting people back into education and employment. Support coordinated approaches and initiatives to tackle the harm from novel psychoactive drugs, and steroid abuse.</p> <p>Further investigate and strengthen the links with criminal justice services, including the recovery pathway element.</p> <p>Develop an evidence-based alcohol licencing policy and use this to respond to licensing applications.</p>
<p><b>What we have done</b></p>	<p>A recovery based drug and alcohol services was successfully re-procured in 2017. The contract is due to be awarded in November 2017. This new service includes treatment, recovery and building community resilience for Norfolk adults aged 18+ who are affected by substance misuse. There will be a sharp focus on reducing harm caused to children and on helping to build a flourishing recovery community in Norfolk. It includes the provision of needle exchange and information to adults who use non-prescribed anabolic steroids and other performance and image-enhancing drugs.</p> <p>Public Health partnership funds have been used to contribute funds to a project led by the Police and Crime Commissioner to work with women detained in the Norfolk Constabulary Investigation Centres. We have also joined the Norfolk &amp; Suffolk Criminal Justice Strategy Board seeking opportunities for partnership working.</p> <p>In September we continued the contract for a drug and alcohol service for children delivered by The Matthew Project. This service, known as Unity, provides an invaluable service to young people who misuse or are at risk of misusing substances, and to children and young people affected by the substance misuse of others. We have also provided funding to the Youth Offending Team for liaison.</p> <p>In October we started a project with Ormiston Families. The “MPower” project which works with women at risk of having multiple children taken into care. The public health grant enables the service to be enhanced in Norwich, and extended to Kings Lynn.</p>
<p><b>Did you know?</b></p>	<p>Public Health led the Norfolk Constabulary, NHS &amp; Norwich City Council in a successful bid to make Norwich a Home Office Local Alcohol Action Area to improve the collection, sharing and use of local data to support licensing decisions. This makes Norwich one of twenty pilot areas across England.</p>
<p><b>Key outcomes &amp; performance</b></p>	<p><b>Performance 2016/17</b> The drug &amp; alcohol service did not meet its targets in relation to successful completion of alcohol and drug treatment.</p> <p><b>Outcomes (August 2017)</b> Significantly worse than England and trend getting worse</p> <ul style="list-style-type: none"> <li>• successful completion of drug treatment</li> <li>• admissions for alcohol related conditions</li> </ul>
<p><b>What we will do</b></p>	<p>Ensure the mobilisation of the new alcohol and drug service which will begin in April 2018.</p> <p>Continue the work of the Local Alcohol Action area and consider further strategy with partners to address the impact of drugs and alcohol misuse.</p> <p>Consider options for incorporating advice on alcohol during pregnancy as part of the work on healthy pregnancies and to reduce the risk of fetal alcohol syndrome.</p>

## Appendix 1: Progress Report

### Protect Communities and individuals from harm

What we said we would do	<p><b>Suicide prevention &amp; Mental health</b></p> <p>Audit suicides in Norfolk and lead a multi-agency county suicide reduction strategy and plan</p> <p>Lead the Norfolk Health and Wellbeing Board to prioritise mental health and lead a campaign to increase awareness of mental health issues, reduce stigma, and support the delivery of the Norfolk Health and Wellbeing Board Dementia strategy.</p>
What we have done	<p>A comprehensive review of suicides in the last ten years identified the groups most at risk and the factors which may influence. A strategy has been agreed with Communities Committee and the Health and Wellbeing Board. Our action plan identifies preventative actions designed to help at an earlier stage, with two targeted suicide prevention campaigns, one for farming and one for men's wellbeing.</p> <p>More recently we hosted a multi-agency suicide prevention learning event with the coroner's office and mental health trust. The event aimed to equip anyone working with vulnerable adults or young people with the skills, knowledge and confidence to support those affected by suicide. The event was so well attended we were overbooked.</p> <p>Public Health grant reserves have been used by Children's Services to continue to commission a perinatal and infant mental health service that did not have a funding stream. The service provides high intensity input for infants and mothers at high risk of failed attachment and relationship breakdown.</p> <p>Earlier in the year we supported the combatting loneliness campaign 'In Good Company' across Norfolk with many pledges of support being made. We also supported the delivery of the dementia element of the health and wellbeing strategy. The dementia strategy implementation group have produced a range of outputs including a strategy, review of prevention, and advice on medications.</p>
Did you know?	<p>Our school nurses are signposting schools, other stakeholders and parents to web based MindEd resources, helping them to understand &amp; identify early mental health issues.  <a href="https://www.minded.org.uk/">https://www.minded.org.uk/</a></p>
Key outcomes & performance	<p><b>Outcomes (August 2017)</b></p> <p>Significantly worse than England and trend not changing significantly</p> <ul style="list-style-type: none"> <li>• suicide rate</li> <li>• adults in contact with mental health services who live in stable and appropriate accommodation</li> <li>• employment rate for those in contact with mental health services</li> </ul>
What we will do	<p>The suicide audit will be updated to include more detailed information on occupations that may be at most risk. An updated Suicide Prevention Strategy and Action Plan will be presented to Communities Committee in the new year.</p> <p>Aim to introduce a quality mark to recognise organisations that run services or events for lonely people.</p> <p>Work with the STP and with the Health and Wellbeing Board to agree a system wide approach to mental wellbeing and public mental health.</p>

**Appendix 1: Progress Report**  
**Protect communities and individuals from harm**

What we said we would do	<b>Tobacco control and stop smoking</b>  Lead the Tobacco Control Alliance to implement a tobacco control strategy and action plan.  Commission specialist stop smoking services, targeting women who smoke during pregnancy, people living in deprived areas, or working in routine and manual jobs
What we have done	<p>In April 2017 we awarded a contract for a new stop smoking service. The 'SmokeFree' Norfolk scheme is a single service for the whole county which supports the reduction in smoking prevalence and reduces the associated harm. For more information visit <a href="http://www.smokefreenorfolk.nhs.uk/">http://www.smokefreenorfolk.nhs.uk/</a></p> <p>A paper to the Health &amp; Wellbeing Board confirmed our commitment to a smoke free premises and detailed work with Norfolk &amp; Suffolk Foundation mental health trust to support their board's commitment to go smoke free.</p> <p>For smoking in pregnancy we have ensured that it is a priority in the maternity section in the STP delivery plan and meet regularly with midwives, providing training from the stop smoking service and providing addition CO monitors for midwives.</p>
Did you know?	We provided funding to Trading Standards for additional sessions with sniffer dogs to track down illicit tobacco. There have been several large finds in 2017.
Key outcomes & performance	<p><b>Performance 2016/17</b>  The stop smoking services met many of their key performance indicators for 2016-2017.</p> <p><b>Outcomes (August 2017)</b>  Significantly worse than England and trend not changing significantly:</p> <ul style="list-style-type: none"> <li>• smoking prevalence at age 15 – current smokers</li> </ul> <p>Significantly worse than England:</p> <ul style="list-style-type: none"> <li>• smoking at time of delivery</li> </ul>
What we will do	<p>The Tobacco Control Alliance has been reviewing its membership and will seek to secure representatives from CCGs, secondary care and the voluntary sector to join the group.</p> <p>We will evaluate the impact of the new Stop Smoking Service to assess whether it has resulted in an increased number of pregnant smokers, mental health patients and routine &amp; manual workers who had set a quit date and successfully quit.</p> <p>We will be conduct a detailed analysis into smoking during pregnancy and provide support to the STP maternity group.</p>

## Appendix 1: Progress Report

### Protect communities and individuals from harm

<p><b>What we said we would do</b></p>	<p><b>Emergency planning, protection and resilience</b></p> <p>Plan, prepare for and respond to countywide incidents, including being the lead county council responder for health and communicable disease and outbreaks working with Public Health England and CCGs to ensure a coordinated approach across services in tackling threats from communicable diseases.</p> <p>Lead the Local Health Resilience Partnership jointly with NHS England and support the Norfolk Resilience Forum.</p>
<p><b>What we have done</b></p>	<p>The Council Emergency Planning, Protection and Resilience Team joined public health in 2017. The team works to strengthen the resilience of the Norfolk community and council services to prepare for, respond to and recover from emergencies and business disruptions. The team provides business continuity planning for Norfolk County Council. In addition the Council is a key member of the Norfolk Resilience Forum, as is the Director of Public Health.</p> <p>Events this year have emphasised the importance of effective business continuity planning. The power cut to the NCC Data Centre in April resulted in the loss of ICT, but business continuity planning meant that critical services were able to continue and the impact on the public was kept to a minimum. There have been many lessons identified which now need to be implemented to enhance our resilience to future events.</p> <p>The Director of Public Health co-chairs the Norfolk Local Health Resilience partnership with NHS England. Over the past year audits of emergency preparedness have been undertaken with all of the larger NHS providers and commissioning organisations. The assurance process showed improvements from 2016/17 with all organisations achieving substantial or full compliance.</p> <p>The implementation of actions from incidents and the overview of Norfolk County Councils' business continuity activities have been overseen by the Resilience Management Board, which is chaired by public health.</p>
<p><b>Did you know?</b></p>	<p>An 'Emergency' is defined as: <i>an event or situation, with a range of serious consequences that require special arrangements to be implemented by one or more emergency responders.</i> The top identified risks for Norfolk are:</p> <ul style="list-style-type: none"> <li>• flooding; and</li> <li>• pandemic flu</li> </ul>
<p><b>Key outcomes &amp; performance</b></p>	<p>In August 2017, 85% of Norfolk Resilience Forum plans to which NCC contributes were up to date and reviewed within target timeframes.</p>
<p><b>What we will do</b></p>	<p>We will review and consider the risk to the council and the population of Norfolk from extreme weather events and climate change.</p> <p>Continue to participate in the Norfolk resilience "Multi agency Thursdays" and executive forum.</p> <p>Review plans including the mass fatalities plan, pandemic influenza framework, fuel supply disruption plan and local emergency mortuary arrangements.</p> <p>Organise and participate in staff training and exercises.</p> <p>Run and chair the County Council Resilience Management Board, assuring the councils' business continuity plans.</p>

## Appendix 1: Progress Report

### Protect Communities and individuals from harm

What we said we would do	<p><b>Community Safety - domestic abuse, sexual violence and safeguarding</b></p> <p>Work with partners across the Norfolk Community Safety Partnership, to develop safe, supportive and resilient communities and to reduce crime, accidents, alcohol and substance misuse, domestic abuse and mental ill health.</p>
What we have done	<p>Public Health officers run the county wide Community Safety Partnership. Chaired by the Chief Executive of Norwich City Council, it is made up of local authorities, police and housing providers and committed to working in partnership with victims and communities to tackle anti-social behaviour. Our approach is evidence-based, and follows from a strategic assessment of crime and disorder issues in Norfolk. This combines police and partner data with professional knowledge from other stakeholders. Priorities are to:</p> <ul style="list-style-type: none"> <li>• reduce incidences of anti-social behaviour</li> <li>• tackle domestic abuse and sexual violence</li> <li>• prevent extremism and</li> <li>• build community resilience</li> </ul> <p>Significant work is underway in Norfolk under our Domestic Abuse Change Programme. We have been identified as a “Beacon Site” for the national charity Safe Lives. This £3m Lottery and Women’s Aid funded project has three elements:</p> <ul style="list-style-type: none"> <li>• “One Front Door” which builds on the existing Multi Agency Safeguarding Hub model to integrate safeguarding children and domestic abuse referrals;</li> <li>• “Penta” project - creating interventions with national experts for key groups especially medium risk clients, young people, people with complex needs and couples staying together;</li> <li>• “Drive” – with additional funding from public health and the Police Transformation Fund we will work with the Police and Crime Commissioner to develop and deliver a perpetrator programme. This will aim to change behaviour to reduce re-offending.</li> </ul> <p>Throughout 2016-17 the Child Death Overview Panel has been chaired by a Consultant in Public Health. Panels have been held consistently every two months and a database to record information and monitor the status of outstanding cases has been put in place.</p>
Did you know?	<p>We were successful in a bid to the Home Office “Violence against Women and girls” fund, receiving £310k to further roll out the Norfolk Domestic Abuse Champions scheme with children’s services. Over eight hundred champions have been recruited and trained to date, focused on healthcare and schools settings.</p>
Key outcomes & performance	<p><b>Outcomes (August 2017)</b></p> <p>Levels of domestic abuse not significantly different from England and trend not changing significantly.</p>
What we will do	<p>Review and update the Norfolk Community Safety Partnership strategy for 2018 onwards.</p> <p>Roll out domestic abuse champions to schools and the NHS, ensuring that all frontline staff, particularly in health and social care, are trained to enable them to respond to disclosures about abuse.</p> <p>Continue the development and implementation plans for the Domestic Abuse Beacon project.</p>

<p><b>What we said we would do</b></p>	<p><b>Health and Wellbeing Partnerships</b></p> <p>Lead the development of the Norfolk Health and Wellbeing Board and of a new joint Health and Wellbeing strategy, and review the Joint Pharmaceutical Needs Assessment.</p> <p>Continue to develop the Joint Strategic Needs Assessment (JSNA) as the primary source of data and information on population health and care needs</p> <p>Work with Norfolk's district, borough and City councils to deliver joint programmes and policies; and develop a district public health offer and a district Public Health Directors Group to provide coordinated public health advice to the Health and Wellbeing Board.</p>
<p><b>What we have done</b></p>	<p>The JSNA for Norfolk was updated throughout the year providing key information on the past, health care needs of our population, helping partners to plan and commission services. From this data electoral division health profiles were provided for councillors. In June 2017 we commissioned work to review the Pharmaceutical needs Assessment (PNA).</p> <p>In July 2017 we presented the final evaluation report on the 2014-2017 Norfolk Health and Wellbeing strategy. The strategy was instrumental in streamlining how partners worked together to achieve better outcomes, particularly around dementia and progress has been made in school readiness.</p> <p>We held a Health and Wellbeing Board (HWB) stakeholder event in June 2017 to develop and shape future Joint Health and Wellbeing Strategy for Norfolk. The event brought together around two hundred leaders, and influencers to think about best practice for health and wellbeing in the broader context, hear national and local speakers and debate some of the challenges facing us. Feedback from the day will inform the new Joint Health and Wellbeing Strategy.</p> <p>Public health officers work with directors from Norfolk's district councils, formally meet about three times a year. These meetings provide both Norfolk County Council and district, city and borough Councils the forum to steer the direction of the locality work plans to address public health outcomes. Supported by a review paper from this group, the Health &amp; Wellbeing Board recognised the importance of locality working and the role played by district councils, in building stronger communities, creating wellbeing, early help and prevention.</p> <p>We have agreed district based local public health plans with each district with support from public health officers to improve shared outcomes, including:</p> <ul style="list-style-type: none"> <li>• the commissioning of voluntary and community sector services within Great Yarmouth</li> <li>• an housing improvement officer within Broadland to support vulnerable individuals identified from early help hubs or GP surgeries</li> <li>• the provision of training to improve the use of data tools to better understand health outcomes in districts</li> <li>• community connectors in South Norfolk</li> </ul> <p>In South Norfolk we contributed to a joint workshop for councillors with the LGA: "Prevention Matters"</p>
<p><b>What we will do</b></p>	<p>The draft findings from the PNA will be presented to the Health &amp; Well Being Board in January 2018. Publication is scheduled for April 2018.</p> <p>We will undertake further consultation and discussion with a view to a new Joint Health and Wellbeing Strategy in 2018</p>

## Appendix 1: Progress Report Work in Partnership

What we said we would do	<p><b>Finances</b></p> <p>Use some of the public health grant to support public health work in other directorates in the county council.</p> <p>Work with wider partners, particularly third sector and voluntary groups, and support cross-sector partnership working.</p>
What we have done	<p>The public health grant is ring fenced for spend on public health activities including mandated and core services, and related to a national outcomes framework. The grant value received by the Council has been reducing since 2015 with further reductions planned.</p> <p>To ensure resources and funding are allocated and aligned to achieve council priorities we applied a strategic approach: prioritising prevention to reduce demand for services, utilising public health technical skills in population needs assessment, and data analysis, and increasing the rigour of our contract management. Further to this we supported County Council priorities when we used public health grant funding to fund related work the council already does in other directorates.</p> <p>In 2016/17 we delivered £4.5m of savings (11%) from our budget. Savings came from reductions in staffing, efficiencies generated from the redesign of services, and renegotiation of contracts.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• budget savings for the Healthy Child Programme and weight management</li> <li>• a renewed focus on the monitoring of reward payments and the ceasing of contracts as planned</li> <li>• alternative commissioning arrangements developed with the delivery of grants of £150k to VSCE sector for sexual health projects</li> <li>• £1.55 million of cross-cutting funding to CES and Adult Services</li> </ul> <p>In June members agreed to proposals for public health reserves to be allocated in 2017-18 to Children's Services (£650,000) and Adult Services (£1.2m) to support homelessness and mental health services. Reserve funding of £400k has also been allocated to work jointly with Adult Services on developing social prescribing.</p>
What we will do	<p>Forward budget planning will include a focus on our future commissioning intentions, delivering against our strategic priorities and the use of the public health grant across the council working collaboratively with all Directorates to deliver public health outcomes.</p>

<p><b>What we said we would do</b></p>	<p><b>Public Health development</b></p> <p>Review and restructure our current public health team skills and organisation.</p> <p>Maximise the quality and effectiveness of our commissioned services through a dedicated contract management team.</p> <p>Support the development of public health skills and knowledge for council members and officers, NHS and other partners including regional specialist public health training, the UKPHR practitioner registration, and developing our own public health staff.</p> <p>Seek continual improvement in clinical and corporate governance, patient safety, and customer experience.</p>
<p><b>What we have done</b></p>	<p>We have implemented a major re-structure of the public health department in 2016/17. This resulted in staff savings of £1million and the reduction of 20 posts creating a new senior management team (including Deputy Directors and a Head of Performance and Delivery), a new team structure and prioritised work programme.</p> <p>Since June 2017, we have been joined by teams from Community Safety, Road Safety and Emergency Planning, Protection and Resilience.</p> <p>As part of the 2016 re-organisation we introduced a contract management team to lead on the relationship with our providers, and the implementation and monitoring of contracts. This has allowed us to gain a holistic picture of the lifecycles of our contracts (£37.8 million, ranging in value from £3k to £16.5 million pa) and when decision or review points will be needed. This has helped us to plan ahead, map and manage the commissioning cycle more effectively, and get better value from contract.</p> <p>We have reviewed the information and intelligence function within the council and in April 2017 as a result of which the public health team was integrated into the Strategy and Delivery Unit and now forms part of the Intelligence and Analytics (I&amp;A) team. This will ensure that the council can harness the potential of our data and use the latest evidence and emerging best practice to inform our strategy, plans and financial forecasts.</p> <p>We have develop a Public Health Performance Board with a clear set of Performance Scorecards for all service areas with data and information on commissioned services, enabling us to focus on areas for improvement.</p>
<p><b>What we will do</b></p>	<p>New public health consultants will provide additional expert advice and leadership to support and inform an evidence-based approach for commissioning and the development of high quality services.</p> <p>Undertake a review of the activity based primary care contracts.</p> <p>Achieve further budget savings, improve the way that we support our business, and introduce a new organisational development plan.</p> <p>Participate in the regional sector led improvement programme.</p>

## Appendix 2: Public Health outcomes

	Significantly Worse Than England	Not Significantly Different	Significantly Better Than England
<b>Trend Getting Better</b>	Smoking at time of delivery Year 1 achievement in phonics screening Pupil absence	School readiness Social Isolation: care users Conceptions in those aged under 16 Self-reported wellbeing - people with a high anxiety First time entrants to the youth justice system Adults with a learning disability who live in stable and appropriate accommodation First time offenders Under 16 conceptions	Complaints about noise Smoking Prevalence in adults Under 75 mortality rate from cardiovascular disease and from cancer Current smokers Under 75 mortality rate from cancer
<b>Trend not changing significantly OR not improving as fast as England</b>	Employment rate for those in contact with mental health services Killed and seriously injured (KSI) on roads Motorcyclists KSI (aged 15-24) Car occupants KSI (aged 15-24) Social Isolation: carers Child excess weight in 4-5 year olds Excess weight in Adults Adults in contact with mental health services who live in stable and appropriate accommodation Hospital admissions caused by injuries in children (aged 0-14) Percentage of children where there is a cause for concern Smoking prevalence at age 15 - current smokers Emergency Hospital Admissions for Self-Harm Successful completion of alcohol treatment Suicide rate	16-18 year olds not in education employment or training Sickness absence Utilisation of outdoor space for exercise/health reasons Fuel poverty Proportion of the population meeting the recommended "5-a-day" at age 15 Percentage of physically active adults Recorded diabetes Percentage of the eligible population aged 40-74 who received an NHS Health check Self-reported wellbeing Fraction of mortality attributable to particulate air pollution Hip fractures in people aged 65 and over Excess winter deaths index Domestic abuse Re-offending levels Successful completion of drug treatment - opiate users Infant mortality Under 75 mortality rate in adults with serious mental illness Low birth weight of term babies  Slight casualties from road traffic accidents (aged 0-24) Children aged 0-5 KSI Alcohol related road traffic accidents Pedal cyclists KSI (aged 0-24)	People aged 16-64 in employment Under 18 conceptions Child excess weight Proportion of five year old children free from dental decay Health related quality of life for older people Hospital admissions for violence Under 75 mortality rate from respiratory disease Adults in the population in contact with secondary mental health services Children in low income families Breastfeeding Incidence of TB Five year old children free from dental decay Pedestrians KSI (aged 0-24)
<b>Trend Getting Worse</b>	Employment rate: people with long-term health conditions Employment rate: people with learning disability Admission for alcohol-related conditions Successful completion of drug treatment - non-opiate users	Violence offences Sexual offences Re-offending levels Hospital admissions caused by injuries (aged 15-24 years) Children aged 6-10 KSI	Under 75 mortality rate from liver disease

		PHOF profile for Norfolk CC	LA Number	LA Value	England Average	England Worst	England Range	England Best	Trend start	Trend	Trend end	Change (higher or lower)
General	1	Life expectancy Female	n/a	83.6	83.1	79.4		86.4	81.7		83.6	↑
	2	Life expectancy Male	n/a	80.2	79.5	74.3		83.4	77.5		80.2	↑
Children & Young People	3	Children in low income families	25,510	17.9	20.1	39.2		3.1	18.0		17.9	↓
	4	School readiness	6,585	69.3	69.3	59.7		78.7	45.6		69.3	↑
	5	Pupil absence	1,638,208	4.8	4.6	5.5		3.2	6.2		4.8	↓
	6	Low birth weight	222	2.7	2.8	4.8		1.3	2.7		2.7	↓
	7	Breastfeeding	4,441	50.1	43.2	18.0		76.5	50.1		50.1	-
	8	Under 18 conceptions	496	36.9	43.6	43.8		5.7	37.0		36.9	↓
	9	Excess weight 4-5yrs	2,100	23.1	22.1	30.1		14.3	n/a		23.1	-
	10	Excess weight 10-11yrs	2,541	32.1	34.2	43.4		22.9	n/a		32.1	-
	11	Hospital admissions caused by injuries in children (0-14)	1,621	116.2	104.2	207.4		53.5	108.2		116.2	↑
	12	Hospital admissions caused by injuries in children (15-24)	1,384	136.6	134.1	280.2		72.0	122.5		136.6	↑
	13	Regular smokers aged 15	n/a	7.9	5.5	11.1		1.3	7.9		7.9	-
	14	Infant mortality	109	4.0	3.9	7.9		2.0	4.4		4.0	↓
	15	Five year old children free from dental decay	1,196	81.7	75.4	43.9		85.9	72.8		81.7	↑
Sexual Health	16	HIV late diagnosis	66	53.2	40.1	75.0		12.5	44.1		53.2	↑
Vulnerable People	17	Domestic abuse	n/a	21.7	22.1	38.4		9.4	21.7		21.7	-
	18	Social isolation: care users	n/a	47.5	45.4	35.8		55.1	37.9		47.5	↑
	19	Social isolation: carers	n/a	32.2	38.5	18.2		52.6	39.4		32.2	-
	20	Emergency Hospital Admissions for Self-Harm	1,898	225.0	196.5	635.3		55.7	189.4		225.0	↑
	21	Successful completion of drug treatment: opiate users	135	6.2	6.7	2.5		17.8	8.6		6.2	↓
	22	Successful completion of drug treatment: non-opiate users	164	25.8	37.3	19.0		61.8	38.7		25.8	↓
	23	Successful completion of alcohol treatment	451	34.4	38.4	16.8		64.9	39.2		34.4	↓
	24	Admission for alcohol-related conditions	6,134	675.7	646.6	1163.3		389.9	558.7		675.7	↑
	25	Suicide rate	290	12.4	10.1	17.4		5.6	10.3		12.4	↑
	26	Hip fractures aged 65+	1,276	595.7	589.5	820.1		390.9	585.6		595.7	↓
	27	Alcohol related road accidents	159	29.4	26.0	48.7		0.0	30.9		29.4	↓

		PHOF profile for Norfolk CC	LA Number	LA Value	England Average	England Worst	England Range	England Best	Trend start	Trend	Trend end	Change (higher or lower)
Healthy Living	28	Gap in employment rate: long term health condition	n/a	41.0	29.6	41.0		12.7	38.9		41.0	↑
	29	People in employment 16-64	398,500	76.3	73.9	60.4		84.3	73.8		76.3	↑
	30	Sickness absence	n/a	2.3	2.2	3.9		0.7	1.8		2.3	↑
	31	Smoking status at time of delivery	1,099	12.7	10.6	26.0		1.8	16.1		12.7	↓
	32	Population meeting the recommended '5-a-day'	n/a	59.8	52.3	36.5		68.8	57.4		59.8	-
	33	Excess weight in Adults	n/a	67.0	64.8	76.2		46.5	66.3		67.0	-
	34	Physically active adults	n/a	56.5	57.0	44.8		69.8	57.1		56.5	↓
	35	Current smokers: adults	n/a	13.5	15.5	24.2		7.4	18.6		13.5	↓
	36	Recorded diabetes	47,425	6.4	6.4	8.9		2.8	5.7		6.4	↑
	37	Received an NHS Health Check	95,619	36.3	36.2	15.1		89.0	36.3		36.3	-
	38	Health related quality of life aged 65+	n/a	0.8	0.7	0.6		0.8	0.7		0.8	↑
Healthy Places	39	Fuel poverty	38,826	10.2	10.6	20.4		5.7	11.0		10.2	↓
	40	Fraction of mortality attributable to particulate air pollution	n/a	5.0	4.7	7.0		2.9	5.0		5.0	↑
	41	Excess winter deaths index	764	25.5	27.7	50.7		10.0	27.4		25.5	↓
KSI	42	KSI casualties	1,156	43.9	38.5	652.5		11.8	43.1		43.9	↑
	43	Slight casualties (aged 0-24)	3,556	297.5	291.9	3036.9		152.7	297.5		297.5	-
	44	Pedestrians KSI (aged 0-24)	105	8.8	12.0	95.3		0.0	8.8		8.8	-
	45	Motorcyclists KSI (aged 15-24)	168	32.9	22.9	71.3		0.0	32.9		32.9	-
	46	Car occupants KSI (aged 15-24)	217	42.5	28.5	89.9		0.0	42.5		42.5	-

## Appendix 2: Performance – key services

### Stop Smoking Services

Indicator	Numerator	Denominator	Value 2016/17	Target	Value vs Target ● Target met ● Target not met
Number of smokers treated	n/a	n/a	3435.0	2414.0	
Number of successful quits	n/a	n/a	1690.0	1687.0	
% of successful quits	1,665	3,247	51.3	50.0	
% of quits coming from the 20% most deprived areas	531	1,665	31.9	29.0	
% of quits classified as routine or manual workers	619	1,665	37.2	35.0	

The NHS Health Checks programme started in 2013/14 and runs for 5 years:

Indicator	Numerator	Denominator	Value 2016/17	Target	Value vs Target ● Target met ● Target not met
% of Health Checks offered	198,184	263,071	75.3	74.1	
% of Health Checks delivered	95,622	263,071	36.3	36.2	

### Adult Drug and Alcohol services

Indicator	Numerator	Denominator	Value 16/17	Target	Value vs Target ● Target met ● Target not met
% of successful completions - opiate	132	2,177	6.1	8.0	
% of successful completions - non-opiate	177	639	27.7	43.0	
% of successful completions - alcohol & non-opiate	80	308	26.0	36.0	
% of successful completions - alcohol	413	1,246	33.2	39.0	
% of opiate users in treatment for 6 years or more	544	1,528	35.6	32.0	
% of opiate users in effective treatment	2,040	2,132	95.7	90.0	
% of non-opiate users in effective treatment	241	272	88.6	90.0	
% of alcohol & non-opiate users in effective treatment	293	332	88.3	90.0	
% of planned exits	926	1,633	56.7	50.0	

The **Healthy Child Programme** completed its first year of service in October 2016. The mandated functions delivered by the Healthy Child Programme and their corresponding values at the end of the first year of service are:

Indicator	Numerator	Denominator	Value Year 1	Target	Value vs Target ● Target met ● Target not met
% women that received a timely face to face antenatal visit*	6,972	8,556	81.5	79.0	
% of women receiving a timely face to face New Baby Review	8,391	8,982	93.4	90.0	
% of infants that received a timely 6-8 week assessment	8,510	9,008	94.5	90.0	
% of children who received a timely 1 year assessment*	8,500	9,201	92.4	88.0	
% of children that received a timely developmental review*	7,946	9,324	85.2	83.0	
NCMP participation rate	16,888	17,568	96.1	95.0	

### Sexual Health services

Indicator	Numerator	Denominator	Value 16/17	Target	Value vs Target ● Target met ● Target not met
Maximum female rate of repeat infections within one year	19	616	3.1	7.2	
Maximum male rate of repeat infections within one year	3	690	0.4	8.5	
% of first time service users accepting an HIV test	11,941	14,703	81.2	80.0	
Maximum % of HIV late diagnoses	0	3,573	0.0	50.0	
% of results given within 10 working days of test taken	15,923	16,028	99.3	90.0	
% of women with access to all contraceptive methods	14,126	14,126	100.0	100.0	
% of eligible contacts who were offered a LARCs	14,126	14,126	100.0	90.0	
% of receiving EHC within 24 hours of requesting it	476	476	100.0	100.0	
% of offered an appointment, or walk-in, within 48 hours	14,403	14,403	100.0	100.0	

# Communities Committee

Item No.

<b>Report title:</b>	<b>Norfolk Community Learning Services: Update on Progress</b>
<b>Date of meeting:</b>	<b>15 November 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<p><b>Strategic impact</b></p> <p>This report provides Communities Committee with the latest information on Norfolk Community Learning Services progress and, in particular, the two strategic objectives previously determined for 2016/17:</p> <ol style="list-style-type: none"> <li>To build on the recent Grade 2 ('Good') Ofsted judgement and work towards achieving a Grade 1 (Outstanding).</li> <li>To continue to meet NCC priorities for the people, communities and businesses of Norfolk.</li> </ol> <p>In addition to these two objectives NCLS has updated its strategic priorities for 2018-2021 following endorsement by the NCLS Steering Group in October 2017:</p> <p>NCLS vision and strategic goals are fully aligned with those of NCC. Positioned within the new Community, Information and Learning team in the Community and Environmental Services), we contribute to making communities stronger and more resilient, and to supporting individuals make the most of opportunities to live healthy, resilient, happy and independent lives.</p> <p>Our position within Community, Information and Learning has further enhanced the provision of information, advice and guidance that individuals need to access our services.</p>	

## Executive summary

<p>The 2016/17 Self-Assessment Report was endorsed by the Steering Group in October 2017. Progress towards further improvement and meeting the strategic priorities of Norfolk County Council, the Skills Funding Agency and Ofsted is detailed in this report. Highlights include:</p> <ul style="list-style-type: none"> <li>Significant improvements in Education and Training (nationally accredited qualifications) which were up 7.5% on the previous academic year</li> <li>A 10% increase in achievement of those attending Community Learning courses, compared with the previous year</li> <li>41% of Education and Training learners came from the 30% most deprived areas of Norfolk</li> <li>There was a 5.6% increase in teaching quality being assessed as "Good" , combined with a 3% decrease in "Requires Improvement" – this now gives us over 97% of teaching being observed as Good or Outstanding.</li> <li>89.1% learner satisfaction rate, which compares well with the national learner satisfaction rate of 88%. In order to continue the improvement journey, NCLS is also strengthening the senior management team and proposing to implement a structure which will enable it to function well and become financially self sufficient within the next</li> </ul>
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two years. These proposals were outlined in October Communities Committee papers and are currently out to consultation with NCC staff.

### **Recommendations:**

Communities Committee is recommended to:

**Note and comment on the improvement to date; and**

**To agree the continued development of NCLS as Norfolk's provider of a balanced lifelong learning offer for all the community through: first steps learning; 'second chance' learning; employment skills development; community resilience; and informal leisure learning.**

## **1. Proposal**

1.1. Update on progress – for members to note the updates

## **2. Evidence**

2.1. Significant progress has been made in a number of areas of academic performance in comparison to the previous academic year. The following section provides details on a number of key areas.

2.2. Update on 2016/17 academic performance

Number of enrolments:

<b>Type of Programme</b>	<b>Number 2015/16</b>	<b>Number 2016/17</b>
Apprenticeships	267	248
Education and Training (Funded)	2,831	4,254
Community Learning	9,052	6,733
*LeisureStream	913	1,521
<b>TOTAL</b>	<b>13,071</b>	<b>12,756</b>

\*LeisureStream programmes are not subject to Ofsted or Education and Skills Funding Agency (ESFA) requirements.

- **Community Learning progression route rationale:**

- Change in the shape of the curriculum design to focus on first steps engagement of hardest to reach residents onto short courses and progressing towards enrolment on Education and Training (qualification) courses
- Increase in LeisureStream which is fully self-financed – reducing multiple enrolments on Community Learning-funded courses following a rebalance of the curriculum offer for non-accredited courses towards self-funding for informal learning or hobby subjects.

- **Apprenticeships:**

- Slight drop due to implementation by the Government of the Levy from May 2017 and also national 'hold' on funding for non-levy apprenticeships by the Education and Skills Funding Agency for small and medium size employers (currently out to tender). Nationally this resulted in a 61% drop in take up of apprenticeships due to low take up by large employers so our drop is far less significant and since then we are seeing a steady increase in take up in the new academic year.
- **Qualification Programmes (Education and Training):**
  - Significant increase in enrolments – we are retaining more of our learners and achieving more qualifications with them. Also we are focusing more on progressing community learning learners into qualification and accredited courses to enable the pipeline to real jobs and independence.
- **LeisureStream:**
  - Significant increase in take up and income generation through this self-financed programme of learning. Very popular with learners who don't wish to go down the qualification route. Reduces social isolation and enables learners to develop their own personal goals including improved health.

2.3. Significant improvements were made across all areas of in learner achievement

<b>Type of Provision</b>	<b>2014/15 %</b>	<b>2015/16 %</b>	<b>2016/17 %</b>	<b>% Change</b>	<b>Comparison 2016/17 outturn with 2015/16 National Rate % difference*</b>
Education & Training	78.9	73.8	81.3	+7.5	-1.2
Community Learning	94.2	86.7	96.7	+10	+11.8
Apprenticeships	61.9	61.9	72.2	+10.3	-1.8

*\*2016/17 national rates will not be available until spring 2018, so we can only make comparisons with the previous academic year's national rates.*

#### Education & Training (nationally accredited qualifications):

Achievement increased by 7.5% in comparison with the previous academic year and is now just 1.2% below the previous year's national rate. However, Ofsted do not make direct comparison with overall national rates as the characteristics of our learners will be significantly different to other providers.

44% of our learners on qualification programmes declared a difficulty, disability or health problem and were well supported to achieve 1% above the achievement rate of other learners. 41% of Education and Training learners came from the 30% most deprived areas of Norfolk, which demonstrates we are reaching our target audiences.

#### Community Learning (non-accredited bespoke courses):

There was a 10% increase in achievement between 2015/16 and 2016/17. This is

attributed to improved recording of learner progress and outcomes, as well as a focus on shorter provision and progressing learners onto further learning in a more robust manner.

### Apprenticeships:

2016/17 framework achievement increased by 10% in comparison with the 2015/16 academic year. It would have been above the 2015/16 national rate however we have removed the data of 'old' apprentices from previous years, who will not complete/achieve, so that we have a clear baseline for performance in future years.

## 2.4. Quality of teaching and learning remains "Good" and is improving

In the academic year 2016/17, approximately 200 tutors taught for NCLS. The majority of tutors were formally observed and their sessions graded, resulting in an observation grade profile for 2016/17 of:

- Outstanding: 12.84% (-2.02% from 2015/16)
- Good: 84.46% (+5.60% from 2015/16)
- Requires Improvement: 2.70% (-3.01% from 2015/16)
- Inadequate: 0% (-0.57% from 2015/16)

Overall, compared to 2015/16, the grade profile has improved slightly, consolidating around the 'Good' grade and we have observed teaching, learning and assessment that is a more consistent and robust 'Good' than in the previous academic year.

We believe that the slight decrease in 'Outstanding' grade observations was due to the prioritisation of new tutors and tutors with higher support requirements (such as tutors with a previous "Requires Improvement" or "Inadequate" judgement in 2016/17).

## 2.5. High rates of learner satisfaction

Our learners' satisfaction with the service we provide was confirmed through the Skills Funding Agency FE Choices Learner Satisfaction Survey 2016/17, in which we scored an 89.1% learner satisfaction rate, which compares well with the national learner satisfaction rate of 88%.

Our learner satisfaction scores were well above those of the principal FE Colleges in Norfolk (College of West Anglia 69.3%; Great Yarmouth College 84.1%; Easton & Otley College 78.8%; and City College Norwich 79.9%).

## 3. Update on developments

### 3.1. Flexible learning through online courses

We started to deliver online (no classroom teaching) Maths and English functional skills in May 2017. This programme provides learning opportunities for learners who are unable to access classroom provision due to rural access issues and shift working patterns. This initiative took off rapidly with 73 learners completing an online functional skills test by July 2017. The rate of growth is continuing in the new academic year, where in the first half term September to October 2017 we already have 60 online Maths and English learners on programmes. There is considerable demand for this programme with further expressions of interest already amounting to

more than an additional 200 learners.

We continue to increase access to blended (combination of online and classroom learning) programmes in other types of programmes such as accountancy, health and social, classroom preparation and apprenticeships.

### 3.2. Launch of new Independent Living Skills programme for learners with learning difficulties and disabilities.

Following a redesign of our Independent Living Skills programme, we currently have 62 learners (124 enrolments) on the new Independent Living Skills programme in 2017/18. We are delivering the new programme in Norwich, Great Yarmouth, Dereham, Cromer and (from January 2018) in King's Lynn. Our learners have requested digital skills as part of their programme so that they can access online services, such as benefits claims and support services. We have incorporated this into the programme. We are currently working with NCC and external partners such as Independence Matters and Involve as part of widening our partner base.

In addition the 'Match' employment programme, in partnership with Adult Social Care, continues to support people with learning difficulties, through brokering with employers, to find real and sustainable jobs. This strongly supports the Promoting Independence agenda within ASC.

### 3.3. Growth of Apprenticeships and 'Pre-Apprenticeships'

We are continuing to develop a close relationship with the NHS and other healthcare partnerships in Norfolk, for example, we are currently delivering to 80 Level 5 NHS Management and Leadership apprentices. The take up of our apprenticeships from levy-paying employers is steadily growing and we also aim to secure non-levy apprenticeship funding.

### 3.4. Traineeships

Traineeships are work-based programmes aimed at young adults not yet ready for apprenticeships. Barriers for young adults to getting on the career ladder are often a combination of relatively low qualifications coupled with limited 'work-ready' behaviours and attitudes valued by employers; thus traineeships can be an excellent pathway to overcoming these barriers and supporting 19- 24 year olds into a career, usually an apprenticeship. Working in collaboration with the NCC Apprenticeship Manager, NCLS, in partnership with a large hospitality employer, is developing a programme to deliver traineeships from January 2018 and 'progression' apprenticeships from May 2018.

### 3.5. The Joy of Food programme

Delivered in partnership with the Public Health team this reaches some of the most disadvantaged groups and gave 125 learners practical cooking skills to improve their cooking confidence and promote healthy eating. This programme enables NCLS to reach new groups of learners and support them to progress on to other learning and skills and potentially employment.

### 3.6. Programmes to support the unemployed into work

Continue to increase the take up of 'wrap around' employability courses by learners

who are unemployed and actively seeking work. NCLS is projected to deliver vocational skills qualifications and employment support programmes to 750 job seekers in the 2017/18 academic year.

### 3.7. Empowering Families through 'Family Learning'

Working in partnerships with schools, children's centres and community hubs to focus on the most vulnerable families NCLS delivered family learning to 1,935 learners in 2016/17. Benefits include developing of English, maths, IT and budgeting skills as well as enabling parents to support their child's preparation for school.

Our Family Learning team also made a significant contribution to Norfolk County Council's 'Count On Project' in summer 2017. This project focused on parental support for children with their maths and aimed to increase engagement at home and pupil attainment, particularly at Key Stage 2. We delivered family learning maths courses to 71 parents in the summer term 2017.

### 3.8. This term (2017/18 academic year) we are excited with a new development in East Norfolk, where we have already engaged with 6 primary schools who have taken up a new family learning programme that will be delivered throughout the academic year.

### 3.9. Parish Council Initiative

We are keen to further develop our offer in rural areas by working closely with Parish Councils to identify need and develop new, local programmes. For example, we have been working with Marshland St James Parish Council and, as a result, a survey (electronic and paper-based) has been distributed in the local community to identify what types of course local people would be interested in. After the first week of the survey, we already have 36 responses. We plan to establish a learning programme to start in February 2018.

### 3.10. ESOL (English for Speakers of Other Languages)

We are supporting the Council's 'People From Abroad' team, delivering intensive ESOL and Cultural Awareness programmes currently to 30 adult refugees in Norwich (funded in partnership with the Home Office).

### 3.11. Digital Skills Inclusion

The Department for Education (DfE) has made a policy commitment to make basic digital skills training free for any adult digitally excluded due a lack of core competencies. This policy has the potential to totally transform what NCLS can do for the council in equipping learners with the everyday skills they need for a self-reliant and happy life.

Over 10 million adults in England lack the basic digital skills. In Norfolk (See Table A, Appendix 1) there is a strong correlation between levels of digital exclusion and levels of poverty, poor health and lower qualifications. This linkage calls for an integrated approach to not only enabling residents to acquire digital skills but also having continued access to online facilities so that those skills are not lost through a lack of 'real-life' application. NCLS is well positioned to meet the all-round learning needs of the resident (e.g. the importance of reading is critical here) and already provides the following programmes in partnership with the voluntary sector and DWP as well as standard published courses:

- Bespoke programmes for digitally excluded
- Leisure Stream activities
- Creative and digital media
- Family Learning
- Online Safety
- Get Online
- Discrete digital skills for adults with learning difficulties and/or disabilities
- Health self-management and signposting
- Basic and intermediate IT Skills
- Digital skills for finding work or a better job
- Employer responsiveness - Digital skills for increasing productivity in the workplace such as 'Bite Size' workshops covering spreadsheets or social media marketing

During the 2016/17 academic year 731 learners completed first steps digital programmes with NCLS:

- Bespoke Community Learning programmes (Get Digital):320
- ICT Functional Skills Qualifications Skills:138
- ICT Functional Skills Qualifications for work in partnership with DWP (Pathways to Employment):273

The DfE is committed to providing a digital entitlement which means that people over the age of 19 who lack basic digital skills will be entitled to free ICT qualifications that support them to operate effectively in day-to-day life.

The funding will be provided via the Adult Education Budget although thus far DfE have not committed to providing additional funding to providers. A welcome development is that the DfE is reviewing how the provision of planned free basic digital courses for those who need it will be implemented. As the joint national lead for ICT policy for adult learning and skills providers the Head of NCLS will be meeting DfE officials in London on 7 November to support the review and development of the digital skills offer. In addition DfE have agreed, in principle, to visit NCLS to better understand the digital needs of learners and the community.

Community, Information and Learning has been commissioned by the Digital Innovation and Efficiency Committee to create a digital inclusion strategy and the work of NCLS will be a key part of this, alongside the Library offer.

## **4. Financial Implications**

- 4.1. There are no direct financial implications arising from this report. NCLS continues to ensure the efficient delivery of its core funded programme, whilst also looking to maximise any opportunities for revenue generating courses such as apprenticeships and LeisureStream courses.

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

- 5.1. None

## **6. Background**

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

### **Officer Contact**

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

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

**Table A: Digital Exclusion Heatmap for Norfolk - 2017 (Source: Go ON UK)\***

	King's Lynn & West Norfolk	North Norfolk	South Norfolk	Great Yarmouth	Norwich
<b>Likelihood of overall exclusion</b>	High	High	High	High	Medium
OFFLINE – Percentage of adults not been online within the last 3 months	10.2 %	10.2 %	10.2 %	11.4%	11.4%
BASIC DIGITAL SKILLS – Have all five Basic Digital Skills	75 %	75 %	75%	76%	79%
BASIC DIGITAL SKILLS USED – Adults have used all five Basic Digital Skills in the last three months	44 %	44 %	44%	42%	42%
<b>Social Indicator (metrics)</b>					
AGE – Adults over 65	25.3 %	32.1 %	25.3 %	23.6%	14.7%
EDUCATION - Adults with no qualifications and/or no Level 1 qualifications	43.80 %	41.60 %	43.8 %	48.50%	35.40%
INCOME – Average income per taxpayer	£20, 200	£18, 800	£20, 200	£18,700	£20,300
HEALTH - Adults who have long-term illness or disability	21.3%	23.3%	21.3 %	22.5%	18.4%

# Communities Committee

Item No.

<b>Report title:</b>	<b>Finance monitoring</b>
<b>Date of meeting:</b>	<b>15 November 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> 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 £49.338m and this report reflects the risks and forecast outturn position as at period 6, September 2017-18.

The total capital programme, relating to this committee is £14.914m, with £6.993m 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 £7.279m.

### 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 6, September 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 £49.338m, 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	13.847	13.847	0.000
Culture and Heritage	4.493	4.493	0.000
Director of Public Health	0.151	0.151	0.000
Equality and Diversity	0.200	0.200	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	49.338	49.338	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.

## 2018-19 to 2021-22 Budget planning update

This Committee discussed and recommended budget saving proposals for 2018-22 in October. Policy and Resources Committee then considered the latest budget planning position for 2018-19 at its meeting on 30 October. This included the summary of all proposed savings from Service Committees, and a revised forecast of the remaining budget gap for 2018-19, which is now £7.806m. Over the four year planning period, a gap of £63.351m remains to be closed. Officers continue to work following Policy and Resources Committee to develop the 2018-19 Budget and close the gap for next year, this will include consideration of the implications of the Autumn Budget (due 22 November) and the Local Government Finance Settlement. Service Committees are not being asked to identify further savings, however in view of the remaining gap position for 2018-19, any change to planned savings or removal of proposals will require alternative savings to be identified.

Consultation has begun on £3.580m of savings for 2018-19, and the level of council tax for the year. Committees will receive feedback on the outcomes of the consultation in January to inform their budget setting decisions. In addition, Committees will need to consider the financial risks for their services that could affect the 2018-19 budget plans, and any changes in the overall planning context for the Council.

## 3. Capital Budget

3.1. The overall capital budget for the services reported to this Committee is £14.914m, with £6.993m being profiled to be delivered in 2017-18

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

**Table 2: Communities Capital Programme**

	<b>2017-18 Budget £m</b>	<b>2018-19 Budget £m</b>	<b>2019-20 Budget £m</b>	<b>Total Programme £m</b>	<b>Forecast 2017-18 £m</b>
<b>Norfolk Fire &amp; Rescue Service</b>	3.027	2.087	0.200	<b>5.314</b>	3.027
<b>Culture and Heritage –</b>	1.575	1.950	0.750	<b>4.275</b>	1.575

Museums					
<b>Community, Information and learning</b>					
Customer Services Strategy	0.605	0.000	0.000	<b>0.605</b>	0.605
E-Commerce Digital Development	0.173	0.000	0.000	<b>0.173</b>	0.173
Single Employee Portal	0.320	0.000	0.000	<b>0.320</b>	0.320
Libraries	1.293	1.935	1.000	<b>4.227</b>	1.293
<b>Committee Total</b>	<b>6.993</b>	<b>5.971</b>	<b>1.950</b>	<b>14.914</b>	<b>6.993</b>

## 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 1<sup>st</sup> 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.

<b>Table 3: Communities Reserves &amp; Provisions</b>			
<b>Reserves &amp; Provisions 2017-18</b>	<b>Balance at 1 April 2017</b>	<b>Forecast Balance at 31 March 2018</b>	<b>Planned Change</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Community, Information and Learning	2.508	1.379	(1.129)
Community and Consultation	0.083	0.083	0.000
Culture and Heritage	2.385	1.523	(0.862)
Director of Public Health	2.953	3.067	0.114
Fire	1.611	0.915	(0.696)
Registrars	0.221	0.221	0.000
Trading Standards	0.113	0.092	(0.021)
<b>Committee Total</b>	<b>9.874</b>	<b>7.279</b>	<b>2.595</b>

## 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:

**Officer name :** Andrew Skiggs

**Tel No. :** 01603 223144

**Email address :** [andrew.skiggs@norfolk.gov.uk](mailto:andrew.skiggs@norfolk.gov.uk)



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

## Appendix A

<b>Communities</b>	<b>49,338</b>
Registrars	(172)
Community Consultation	<b>210</b>
Equality and Diversity	200
<b>Community, Information and Learning</b>	<b>13,847</b>
Complaints	55
CSC Fulfilment	482
Norfolk Community Learning Services	304
Norfolk Libraries and Information Service	8,498
Customer Services	145
Healthwatch	226
Service Centre	3,872
Web Content Management	264
<b>Culture &amp; Heritage</b>	<b>4,493</b>
Active Norfolk (see note below)	
County Archives	797
Cultural & Heritage Management	73
Norfolk Art Service	275
Norfolk Museums Service	2,900
Historic Environment	448
<b>Director of Public Health (see note below)</b>	<b>151</b>
HEALTH: Other Public Health Services	267
HEALTH: Public Health Ring Fenced Grant	(116)
<b>Fire</b>	<b>28,757</b>
<b>Trading Standards</b>	<b>1,853</b>

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
	<b>1,928,360</b>
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
<b>Director of Public Health</b>	<b>151,120</b>
<b>HEALTH: Public Health Ring Fenced Grant</b>	<b>(115,800)</b>
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
<b>HEALTH: Other Public Health Services</b>	<b>266,920</b>
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
<b>Community, Information and Learning</b>	<b>(2.508)</b>	<b>1.129</b>	<b>(1.391)</b>
Complaints	(0.045)	0.008	(0.037)
Norfolk Community Learning Services	(0.100)		(0.100)
Norfolk Libraries and Information Service	(1.950)	1.121	(0.828)
Customer Service Strategy	(0.037)		(0.037)
Customer Services	(0.344)		(0.344)
Service Centres	(0.032)		(0.032)
<b>Culture &amp; Heritage</b>	<b>(2.385)</b>	<b>0.862</b>	<b>(1.388)</b>
Active Norfolk	(0.824)	0.363	(0.461)
County Archives	(0.222)	0.177	(0.045)
Norfolk Art Service	(0.128)	0.006	(0.122)
Norfolk Museums Service	(0.814)	0.278	(0.536)
Historic Environment	(0.397)	0.065	(0.332)
<b>Director of Public Health</b>	<b>(2.953)</b>	<b>(0.067)</b>	<b>(3.020)</b>
Other Public Health Services	(0.204)	(0.133)	(0.336)
Public Health Ring Fenced Grant	(2.749)	0.019	(2.730)
<b>Fire</b>	<b>(1.611)</b>	<b>0.696</b>	<b>(0.915)</b>
<b>Trading Standards</b>	<b>(0.113)</b>		<b>(0.113)</b>
<b>Registrars</b>	<b>(0.221)</b>		<b>(0.221)</b>
<b>Community and Consultation</b>	<b>(0.083)</b>		<b>(0.083)</b>
<b>Total</b>	<b>(9.874)</b>	<b>2.595</b>	<b>(7.279)</b>

# Communities Committee

Item No.

<b>Report title:</b>	<b>Committee Forward Plan and update on decisions taken under delegated authority</b>
<b>Date of meeting:</b>	<b>15 November 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> 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 20 October) is included at Appendix A.

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

### Recommendations:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated 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 20 October) 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 are four relevant delegated decisions to report for this meeting.

**Subject: Domestic Abuse Champion Co-ordinators**

**Decision:** To contribute £65,000 from public health funding to match fund contributions from the Home Office and the Office of the Police and Crime Commissioner Norfolk (OPCCN) to fund the second phase of the Domestic Abuse Champions programme.

Phase one of the programme included Children's Services and the OPCCN jointly funding three Domestic Abuse Change Co-ordinators working across Norfolk. The second phase will have a more targeted focus on the health (GP practices in particular) and education settings in Norfolk.

**Taken by:** Director of Public Health

**Taken on:** 17 October 2017

**Contact for further information:** Kelly Semper, Advanced Public Health Officer - Community Safety  
Email [kelly.semper@norfolk.gov.uk](mailto:kelly.semper@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Norfolk Infant attachment project**

**Decision:** To contribute £650,000, from reserves, as a one-off payment for 2017/18 to the Norfolk Infant Attachment Project. The Project, provided by Norfolk and Suffolk Foundation Trust, provides a perinatal infant mental health service.

**Taken by:** Director of Public Health

**Taken on:** 18 October 2017

**Contact for further information:** Chris Butwright, Head of Public Health Performance and Delivery  
Email [christopher.butwright@norfolk.gov.uk](mailto:christopher.butwright@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Social Prescribing**

**Decision:** To contribute a total of £200,000 across the next two financial years, to jointly fund (with Adult Social Care), to enable the delivery of the social prescribing plans for Norfolk and Waveney, which have received support from all levels of the Sustainable Transformation Plan (STP).

**Taken by:** Director of Public Health

Taken on: 18 October 2017  
Contact for further information: Suzanne Meredith – Deputy Director of Public Health  
Email [suzanne.meredith@norfolk.gov.uk](mailto:suzanne.meredith@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Voluntary and Community Sector Engagement Contract**

Decision: To award the contract jointly to Momentum, CAN and Voluntary Norfolk; total contract value is £172,000.

As previously discussed at Committee (including the report in January 2017), this new arrangement is intended to help the Council and voluntary sector work more effectively together, and replaces previous arrangements which saw a number of contracts with various providers which were operated and managed individually. The ethos of the new arrangement is working collectively to get the best possible outcomes, in a cohesive way.

Taken by: Assistant Director Community, Information and Learning, in consultation with the Committee Chair and Vice Chair

Taken on: October 2017

Contact for further information: Ceri Sumner – Assistant Director  
Email [ceri.sumner@norfolk.gov.uk](mailto:ceri.sumner@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:

**Officer name :** Sarah Rhoden

**Tel No. :** 01603 222867

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



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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
<b>Meeting Wednesday 17 January 2018</b>			
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 areas for further scrutiny.	Business Intelligence and 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)
Drug and Alcohol Contract	None	To review progress on the mobilisation of the new drug and alcohol contract.	Deputy Director of Public Health (Diane Steiner)
Regulation of Investigatory Powers Act 2000	None	Noting NCC use of RIPA Approval of revised Policy and Guidance	Chief Legal Officer (Victoria McNeill) and Executive Director, CES (Tom McCabe)
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)

# Forward Plan for Communities Committee

## Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting Wednesday 7 March 2018</b>			
Annual report of the Norfolk Armed Forces Community Covenant	None	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
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)
Norfolk Road Casualty Action Plan	Link to EDT Committee	To review progress against the current road casualty reduction plan (including KSIs)	Public Health Commissioning Manager (Nadia Jones) and Road Safety Team Manager (Iain Temperton)
Tobacco Control action plan	None	To review progress on the Tobacco Control Strategy and Action Plan for Norfolk.	Senior Public Health Officer (Angela Fletton)
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 areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	No	Review and comment on the risk	Chief Internal Auditor

# Forward Plan for Communities Committee

## Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		information and consider any areas of risk that require a more in-depth analysis	(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)
<b>Meeting Monday 21 May 2018</b>			
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)
Resilience and Emergency Planning	None	Presentation of Norfolk's resilience and emergency plans	Head of Resilience (Jan Davis)
<b>Meeting Wednesday 4 July 2018</b>			
Norfolk Armed Forces Community Covenant Strategy and Action Plan	None	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Update on the Business and Intellectual Property Centre	None	To receive an update on the Centre, based in Norfolk and Norwich Millennium Library, which launched in October 2017	Head of Libraries and Information (Jan Holden)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital	Finance Business Partner (Andrew Skiggs)

# Forward Plan for Communities Committee

## Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		programme and level of reserves.	
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)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
<b>Meeting Wednesday 5 September 2018</b>			
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)
<b>Meeting Wednesday 10 October 2018</b>			
Annual review of the Enforcement Policy	None	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)
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 for Communities Committee

## Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
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)
<b>Meeting Wednesday 7 November 2018</b>			
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Forward Plan and decisions taken under delegated 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 –	Comment on performance and consider	Business Intelligence and

# Forward Plan for Communities Committee

## Appendix A

Regular items	Frequency	Requested committee action (if known)	Lead officer
	January, March, June/July, October	areas for further scrutiny.	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 Armed Forces Community Covenant	Annual Report – March each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Senior Planning and Partnerships Officer (Merry Halliday) /
Norfolk Armed Forces Community Covenant Strategy and Action Plan	Annually – July each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Annual review of the Enforcement Policy	Next meeting October/November 2018? Also to be reviewed by the EDT Committee as policy covers Highways, planning services and Trading 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)