

# Communities Committee

Date: **Wednesday, 16 March 2016**

Time: **10:00**

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

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

## **Membership**

Mr P Smyth - Chairman

Mr C Aldred                      Mr D Harrison

Mr R Bearman                Mr H Humphrey - vice-Chairman

Mrs A Bradnock              Mr J Law

Mrs J Brociek-Coulton      Mr W Northam

Mr J Childs                    Ms C Rumsby

Mrs H Cox                     Mr M Sands

Mrs M Dewsbury             Mr N Shaw

Mr N Dixon                    Mr J Ward

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

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

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

## A g e n d a

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

2. **Minutes**

**Page 5**

To agree the minutes from the meeting held on 27 January 2016

3. **Declarations of Interest**

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

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

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

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

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

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

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

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

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

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Friday 11th March 2016**. For guidance on submitting public question, please view the Consitution at Appendix 10.

6. **Update on key service issues and activities**

**Page 13**

Report by the Executive Director of Communities and Environmental Services

7. **Appointment - Norfolk Safety Community Interest Company**

**Page 55**

Report by the Executive Director of Communities and Environmental Services

- |   |   |
|---|---|
| <p><b>8. Public Health Member Working Group – Public Health Strategic Framework 2016-2020</b><br/>Report by the Executive Director of Communities and Environmental Services</p> <p><b>9. Trading Standards Service Plan including Food &amp; Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales Plan (EARSP)</b><br/>Report by the Executive Director of Communities and Environmental Services</p> <p><b>10. Trading Standards Service – future service delivery model</b><br/>Report by the Executive Director of Communities and Environmental Services</p> <p><b>11. Performance Monitoring report</b><br/>Report by the Executive Director of Communities and Environmental Services</p> <p><b>12. Norfolk Armed Forces Community Covenant Annual Report 2015-16</b><br/>Report by the Executive Director of Communities and Environmental Services</p> <p><b>13. Finance Monitoring report</b><br/>Report by the Executive Director of Communities and Environmental Services</p> | <p><b>Page 57</b></p> <p><b>Page 63</b></p> <p><b>Page 129</b></p> <p><b>Page 135</b></p> <p><b>Page 155</b></p> <p><b>Page 163</b></p> |
|---|---|

### Group Meetings

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

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

Date Agenda Published: 08 March 2016



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



## **Communities Committee**

**Minutes of the Meeting Held on Wednesday 27 January 2016  
10:00am Edwards Room, County Hall, Norwich**

### **Present:**

Mr P Smyth (Chairman)

Mr R Bearman  
Mr C Aldred  
Mrs A Bradnock  
Mrs J Brociek-Coulton  
Mr J Childs  
Mrs H Cox  
Mrs M Dewsbury  
Mr N Dixon

Mr D Harrison  
Mr H Humphrey (Vice Chairman)  
Mr W Northam  
Mr W Richmond  
Ms C Rumsby  
Mr M Sands  
Mr N Shaw  
Mr J Ward

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

1.1 Apologies were received from Mr J Law (substituted by Mr W Richmond).

### **2. To agree the minutes of the meeting held on 11 November 2015.**

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

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

3.1 There were no declarations of interest.

### **4. Urgent business**

4.1 There were no Member questions.

### **5. Local Member Issues**

5.1 There were no local Member issues.

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

- 6.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided Members with fortnightly updates about key service issues and activities. The update enabled Members to discuss the latest position and identify any areas where the Committee would like to receive further information or updates.
- 6.2 The Committee asked for feedback from the Warm and Well grants that had been issues about how they had been spent.
- 6.3 The Committee **RESOLVED** to:
- Review the latest service update at Appendices A to C and identify any areas where the Committee would like to see further information or update.
- 7. Communities Committee Strategic Plan (verbal update)**
- 7.1 The Chairman presented the Committee with an updated version of the Communities Committee strategic plan.
- 7.2 The plan and the progress were **NOTED** by the Committee.
- 8. County Council Plan – Re-Imagining Norfolk 2016-17**
- 8.1 The Committee received the annexed report (8) from the Managing Director, Executive Director of Community and Environmental Services and Executive Director of Resources which provided strategic direction for the Council, to guide and shape choices about investments and priorities for the coming medium term period 2016-2019.
- 8.2 The Committee **RESOLVED** to;
- Consider the overall strategy for the County Council as set out in the report.
  - Consider the priority targets for the whole council as illustrated in the County Plan Tracker, Appendix 1.
  - Consider the service strategy for the areas which are the responsibility of this Committee as set out in section 10.
- 9. Strategic and Financial Planning 2016-17 to 2018-19**
- 9.1 The Committee received the annexed report from the Executive Director of Community and Environmental Services and the Executive Director of Resources. The proposal in the report would contribute towards the County Council setting a legal budget for 2016-17 which would see its total resources of £1.4billion focused on meeting the needs of residents.
- 9.2 The Committee received a presentation from the Business Intelligence and Performance Senior Analyst detailing the outcomes from the budget consultation and the outcome of the Equality and Rural Assessments.

- 9.3 Members raised concerns regarding the transfer of firefighters to Earlham fire station from Dereham and the implications of this if there were to be an incident to the west of the County. The cost of this move was also questioned as it was more than the initial move to Dereham five years ago. It was clarified that the Government grant income would subsidise twelve firefighter posts. Earlham was the busiest fire station and there would be occasions where there was a conflict of their roles.
- 9.4 The Committee heard that the implementation of self-service technology pilot at Acle library was still in the early stages. Over 100 members of the public had used the library outside staffed hours but these were individuals who would visit the library at other times. The savings relating to the proposal of implementing Open Plus technology would result in the reduction of 47% of front line library staff and Members expressed serious concern at this level of staffing reduction. It was also expressed that the views of the Arts Council should be considered as they may take a dissatisfactory view of this level of staffing reduction and it could result in the Council losing future grants of considerable amount.
- 9.5 The Executive Director of Finance informed the Committee that the implementation of self-service technology was through a £1 million investment of capital but on the condition that it would make a considerable saving. If the savings were not to be realised then the investment could be withdrawn. However, it was noted that the library service would not be able to make the proposed savings without the self-service technology as there was not the capacity to make any further staffing reductions without it.
- 9.6 After some discussion around the implementation timings of the self-service technology and the subsequent staffing adjustments needed to realise the proposed savings, the Committee **AGREED** to delay this proposal and its savings for one year, to allow time to analyse the benefits of the technology using the pilot at Acle library and to re-think the staffing reduction.
- 9.7 Some Members felt that the savings proposed to realise for the reduction of the grants provided by the Norfolk Arts Services was too small a savings to be considered. It was also suggested by the Committee that many of the savings proposals which related to the arts needed to be deliberated whilst considering the County Council's priorities of real jobs, good infrastructure, excellence in education, and supporting vulnerable people.
- 9.8 Deep concern was expressed at the proposed closure of fire stations and suggested that fire stations and fire fighters be saved from the cuts if at all possible. The Chairman explained that the recent events such as that in Paris and the recent flooding had emphasised that more thought should be given to the impact on the fire service's ability to respond to multiple emergencies across the County and in events of crises.
- 9.9 The Chief Fire Officer explained that the proposal to save £600k consisted of ICT, procurement, training, the management of the control room, retained services, and senior management posts. In an already lean and cost effective service, it was

reported that it was exceedingly difficult to make even more savings.

- 9.10 Mr C Aldred proposed, seconded by Mrs H Cox to remove the following proposals from the list of proposed savings; CMM014, CMM015, CMM019, CMM020, CMM021, CMM028, CMM030 and to remove £300k worth of savings from CMM023.

- 9.10.1 With a unanimous vote in favour, the proposal was **CARRIED**.

- 9.11 The Committee **RESOLVED** to;

- 1) Consider and comment on the Committee's specific budget proposals for 2016-17 to 2018-19, including the findings of public consultation in respect of;
  - The budget proposals set out in Appendix 3 and Appendix 5 (part 5); and
  - The scope for a Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2016-17, noting that in contrast to previous years there is no Council Tax freeze grant being offered in respect of 2016-17, and that central Government's assumption in the Spending Review is that all Councils will increase Council tax by CPI each year (forecast 1.2% in 2016-17).
- 2) Consider and comment on the findings of equality and rural assessment, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to;
  - a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who share it;
  - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 3) Consider and agree any mitigating actions proposed in the equality and rural impact assessments.
- 4) Agree and recommend to Policy and Resources Committee the draft Revenue budget as set out in Appendix 3, removing any savings unacceptable to the committee, as per list below, and recommending a commensurate increase in Council Tax of 0.27% to meet the shortfall for consideration by Policy and Resources Committee on 8<sup>th</sup> February 2016, to enable them to recommend a sound, whole Council budget to Full Council on 22<sup>nd</sup> February 2016;
  - a. The savings classed as unacceptable savings by the Committee were;
    - i. CMM014 - To reduce grants provided by the Norfolk Arts Services
    - ii. CMM015 – To move to lone working across the 10 museums managed by the Norfolk Museums services, where it was safe to do so,
    - iii. CMM019 – To reduce service standards for the Norfolk Record Office to reduce hours for the search room, accept new items for the archives two days a week only with an appointments and reduce conservation work
    - iv. CMM020 – To reduce the opening hours by 42% to approximately 24 hours per week and stop the archive specialist working at the Norfolk



and Norwich Millennium Library.

- v. CMM021 – To reduce libraries spend on stock and the staff who manage new stock
  - vi. CMM028 – To re-design the museums service to focus on the three main sites (Norwich Castle, Gressenhall, Time and Tide) with the only a basic level of service at the remaining seven sites.
  - vii. CMM030 – Fire Service – to reduce crews on retained fire stations down to a minimum establishment, removing 2<sup>nd</sup> appliances and their retained crews.
  - viii. CMM023 – Fire Service -To re-design the operational support structures to rationalise and remove some teams, and reduce the operational training budget. Re-design of some operational activities and redeployment of associated resource to other community focused activities. It was **AGREED** to remove £300k worth of savings from this proposal.
- 5) Agree and recommend the Capital Programmes and scheme relevant to this Committee as set out in Appendix 4 to Policy and Resources Committee for consideration on 8<sup>th</sup> February 2016, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 22<sup>nd</sup> February 2016.
- 6) To recommend the IRMP to Full Council for approval, subject to the Director of Community and Environmental Services amending the draft IRMP to reflect the outcomes of the Committee deliberations at this meeting and at the meeting of the Policy and Resources Committee on 8 February 2016.

## **10. Public Health Strategy: Principles, Priorities and Finance Plan**

- 10.1 The Committee received the annexed report from the Director of Public Health which set out a visions and set of guiding principles to inform a public health strategy which was being developed to ensure that the Council's investment in public health supports the overarching Norfolk County Council strategy and priorities. The report also set out outline proposals for budget adjustments in line with the reduced funding recently announced by the Chancellor in the Autumn Statement as well as ensuring that emerging priorities are considered.
- 10.2 It was hoped that the strategy could be launched on World Health Day which was happening on 7<sup>th</sup> April 2016.
- 10.3 It was noted that NCC had not formally heard from the Department for Health for the 2016/17 budget but had an indication of a % decrease. Planning had been put in place for a 6.2% (£2.3m per year) clawback which had initially been a one-off in 2015/16. However, a 2.2% - 2.6% reduction per year equalling approximately £900k - £1m coming out of the ring-fenced budget had not been allowed for and therefore there would be a 2.5% gap in the proposed budget for 2016/17.
- 10.4 As the strategy develops it was noted that the new priorities would not necessarily match the use of resources but the new proposals were suggesting significant changes to what money is spent where.

- 10.5 The Committee **RESOLVED** to;
- Set up a Public Health Working Group to help develop the vision and principles to inform public health strategy. The members would be, Mrs J Brociek-Coulton, Mr Jonathan Childs, Mrs A Bradnock, Ms C Rumsby, Mr H Humphrey and Mr D Harrison.
  - Approve the revised public health budget proposals, reducing the offer of cross cutting subsidies to £1.555m in 2016-17 and then to £0.75m from 2017-18 onwards.
  - Approve the current direction of proposals for public health investments and savings subject to developing strategy.
  - Agree priorities for continued investment: outreach and enhanced support for vulnerable groups.
  - Agree that the procurement for an integrated Healthy Lifestyle service should be discontinued and replaced with services for workplace health promotion and specialist stop smoking support only

## **11. Norfolk Community Learning Services: Business Plan for the new Vision**

- 11.1 The Committee received the report from the Executive Director of Community and Environmental Services which outlined the business plan which provided the financial justification for the re-visioning of Norfolk Community Learning Service.
- 11.2 Members discussed how it would clearly be more beneficial for the Service if the Ofsted inspection was later in the year but were assured by officers that the Service was planning for a potential inspection at any time.
- 11.3 There were currently 40 courses running with 350 students paying the full cost for the course and 50 being on a concession.
- 11.4 Members highlighted how they appreciated the work that had been done by Helen Wetherall and her team. Helen would be staying on as Interim Head of Service until a permanent appointment was made.
- 11.5 The Committee approved the Outline Business Plan and the on-going delivery of community learning services in Norfolk by NCLS and agreed to delegate to the member steering group the oversight of the development of the detailed Business Plan and its delivery.
- 11.6 The Committee **RESOLVED** to;
- Approve the outline business plan and the on-going delivery of community learning services in Norfolk by NCLS.
  - Delegate to the member steering group the oversight of the development of the detailed business plan and its delivery.
  - Note the change of name for the member steering group from Norfolk Adult Education Service Member Steering group to Norfolk Community Learning Service Member Steering Group.

## **12. Finance Monitoring Report**

- 12.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided the Committee with information on the latest monitoring position for the Committee for 2015-2016.
- 12.2 Members raised a query regarding the underspend from Trading Standards and were advised that the cost of recovery may not fall within this financial year.
- 12.3 The Committee **RESOLVED** to note;
- The forecast revenue outturn position for 2015-16 as at Period 08.
  - The forecast capital outturn position for the 2015-16 capital programme.
  - The current forecast for use of reserves.

The Chairman informed the Committee of a meeting that had been held with the Conservative Cabinet Member from Suffolk County Council and the Chief Officers from Suffolk and Norfolk Trading Standards departments to discuss the possibility of forming a joint Trading Standards service. A report would be presented to the Committee in March. This had been a positive meeting and had outlined 4 key areas that needed to be considered; these were:

- 1) Accountability
- 2) Responsibility
- 3) Priorities
- 4) Funding

It had been reported in the news that central government would create opportunities for Police and Crime Commissioners to take over responsibility for their local Fire and Rescue services but the Chairman wanted to reassure that at this time nothing was changing for NCC and responsibility for Fire and Rescue still remained with Norfolk County Council. There was some collaborative work ongoing between the police and fire services but this was around operational activity.

The meeting closed at 1.05pm

Chairman



**If you need this document 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.**



# Communities Committee

Item No.

<b>Report title:</b>	<b>Update on key service issues and activities</b>
<b>Date of meeting:</b>	<b>16 March 2016</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

Officers provide Committee Members with fortnightly updates on key issues and activities. These updates will also be reported to this Committee to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates (dated 15 January, 29 January, 12 February and 26 February) are included at Appendices A to D.

This report will also be used to set out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee, since the last meeting on 27 January 2016. There are no delegated decisions to report for this period.

### Recommendations:

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

## 1. Proposal

### 1.1. Service updates

- 1.1.1. Officers provided Members with a regular news update. These updates are also reported to this Committee, as a standard agenda item for each meeting, to enable Members to discuss the latest position and identify any areas where the Committee would like to receive further information or update. The latest updates are included at Appendices A-D (dated 15 January, 29 January, 12 February and 26 February). Note that some of these updates included more detailed attachments with further information when they were originally shared with Members but these have not been included with this report.

### 1.2. Delegated decisions

- 1.2.1. The report will set out detail of 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. Future delegated decisions will also be reported to this Committee for information.

1.2.2. There are no delegated decisions to report for this period.

## **2. Evidence**

2.1. See update attached at Appendices A-C.

## **3. Financial Implications**

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

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

4.1. There are no other 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



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

### Community Committee Fortnightly News Update

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

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

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

News Update for the period ending: 15/01/2016		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>The Consultation and Community Relations team have been busy processing the large amount of responses to the consultation from residents and organisations in the run up to consultation close at midnight on 14 January, which we anticipate will be in excess of 3,000 as the final postal responses are counted and processed.</p> <p>The team support the Norfolk youth parliament initiative - a group of nine young people elected by their peers to tackle the concerns of young people in Norfolk and to lobby on the issues that matter to young people at a national level. As our current members of youth parliament (MYPs) come to the end of the two-year term, we are now looking for young people that would like to stand in the next election in March 2016.</p> <p>Our MYPs have taken part in some outstanding opportunities including debating in the House of Commons, fantastic residential weekends to set the national youth agenda and working with schools and other partners to tackle young people's concerns around mental health.</p> <p>Young people can find out more and apply here: <a href="http://www.norfolk.gov.uk/youthparliament">www.norfolk.gov.uk/youthparliament</a>. The deadline for applications is <b>Monday 15 February</b>.</p>	Paul Jackson
Customer Services	<b>Corporate Web</b>	C Sumner F Grimmer

Sensitivity Classification:

	<p>We are continuing to develop the new web content management platform and have completed a number of activities with Customers to progress the structure work. So far feedback has indicated that the site should be focussed around the following categories:</p> <ul style="list-style-type: none"> <li>• Roads and transport</li> <li>• Rubbish, recycling and planning</li> <li>• Education and learning</li> <li>• Care, support and health (with a split at the next level to adults and children's)</li> <li>• Children and families</li> <li>• Libraries, local history and archives</li> <li>• Jobs, training and volunteering</li> <li>• Births, ceremonies and deaths</li> <li>• Out and about in Norfolk (Leisure, culture, activities etc.)</li> <li>• What we do and how we work</li> <li>• Business</li> <li>• Safety</li> </ul> <p>The content within each of the sections will be "cross referenced" and some items will appear in multiple places at the same time – e.g. promos and key info such as opening times – because people don't generally navigate from the homepage. We want the site to be flexible and therefore easy to find what you are looking for. The new technology allows for "personalisation" which will help tailor the customer journey and will deliver the content that is most relevant to the user; in addition there will be a "my account" functionality where people can log in and, over time, keep track of their interactions with the council – highways will be the first service where this is offered. Additional workshops will be held with members over the coming months to gain further feedback and input.</p> <p><b>Contact Centre</b></p> <p>The post-Christmas period is particularly busy in the contact centre due to the high volume of social care calls, generated by people who visit elderly relatives (who they may not have seen for some time) over the holidays and realise their care needs have increased. High volumes were exacerbated by the heavy rain and localised flooding experienced in early January. The contact centre has coped well with the increased demand and has maintained an impressive 95% plus customer satisfaction score at all time – average wait times remained under 2.5 minutes</p>	
--	---	--



	<p>even during the busiest periods.</p> <p>Detailed planning is now underway for the implementation of new Customer Relationship Management to complement the web platform, customer account and further enhance the experience for customers, as well as enabling channel shift.</p>	
Cultural Services	<p><b>Library and Information Service</b></p> <p><b>CIPFA Statistics for library activity</b> - The latest annual CIPFA statistics for library activity show that Norfolk libraries continue to have the highest issues per 1000 population of all Shire authorities, with 5,535 issues per 1000 population.</p> <p>The Norfolk and Norwich Millennium Library (NML) was overtaken by the newly refurbished Manchester Central Library as the library with most visitors in 2014/15. The NML welcomed 1.173million visitors and Manchester had 1.332 million. However, NML continued to issue more items than any other library in the country with 1.012million issues. The second highest was the Hive in Worcester with just under 900,000 issues. Manchester, while having more visitors, issued 240,000 items.</p> <p><b>Vote wins money for Norfolk's libraries</b> - Staff at the Norfolk and Norwich Millennium Library have been successful in a competition to support National Libraries Day and have won £1000 to support the celebration of National Libraries Day on Saturday 6th February. The library was the first of three prize winners selected by popular vote on Facebook</p> <p>This year, National Libraries date ties in with the launch of the Castle Museum's Viking's Guide to Deadly Dragon's exhibition which will be opened by the author of 'How to train your dragon' Cressida Cowell.</p> <p>Two events are planned – one county-wide event that all libraries can take part in and the other event for Norwich city centre, linking the Castle Museum and the Millennium Library. In terms of the county-wide event, some of the grant will be used to buy a copy of one of Cressida's books for each branch that is open on a Saturday morning. At 11am all of the libraries will read the same chapter of the book to create the biggest story time in Norfolk.</p> <p>We are hoping that at the same time, Cressida Cowell will be reading exactly the same passage in the Castle</p>	J Holland

	<p>Museum to people attending the launch there. Staff from the library will be in the Castle signing up all non-members to the library and throughout the exhibition the library will have an outpost in the exhibition so people can share books.</p> <p>The Millennium Library will also take part in the mass storytelling and poster activities but there will also be an activity to create a physical link between the castle and the library using Viking re-enactors. The Vikings will start at the Castle in full costume retelling some of the Norse myths and legends and then they would parade through the city but waving banners saying “Love your Library on National Library Day”. The idea is to get a trail of people following the Vikings to the library where there will be more stories and activities.</p> <p>National Libraries Day is celebrated annually and promotes libraries, library staff and their communities all over the UK. This year’s campaign aims to showcase what libraries have to offer for all different needs and interests, with ideas to attract as many visitors as possible to local libraries on Saturday 6 February. The prize, provided by library technology company Bibliotheca, will enable more people in Norfolk to get involved and find out what libraries can do to support local communities.</p> <p><b>Norfolk Library and Information Service Survey - October 2015</b> - Library users, lapsed users and non-users were surveyed to find out whether and how they use libraries, and ask for views about the role the library service should have in the future. Customers completed this online or filled in a paper copy. There were 4,677 responses. 95% of respondents had used their library in the past 12 months and of those, nearly 88% visited at least once a month. 87% agreed that library services should support literacy, learning and development. 61% agreed that the service should help to support the local economy; 63% agreed the service should help support communities and almost 68% agreed that the service should help to support health and well-being.</p> <p>There was useful feedback and ideas on what would encourage people to use the library more.</p> <p><b>Norfolk Community Learning Services</b></p> <p>The new term has commenced with 40 ‘full cost courses’ craft and language courses scheduled – further full cost</p>	<p>H Wetherall</p>
--	--	------------------------

	<p>courses will be considered as the academic year progresses.</p> <p>As part of the post-inspection action plan the service is required to undertake formal class observations. There have been 8 Grade 1 (outstanding) observations so far this academic year, which means the current profile of observations is 88% at Grade 1 and 2 (Good). Tutors who are observed at Grade 3 (requires improvement) and Grade 4 (inadequate) receive intensive support and are re-observed within 4 weeks of their first observation. Those that fail to meet the grade again are taken through the NCC capability procedures.</p> <p>John Morgan joined the service at the start of this month in the newly created post of Assistant Head of Service, Data and Funding.</p> <p><b>Museums Service</b></p> <p><b>Gressenhall Learning Officer nominated for VisitEngland Tourism Superstar</b> - VisitEngland has announced the shortlist for Tourism Superstar 2016. The tribute to tourism star players was launched in 2012 as part of English Tourism Week (this year running from 5<sup>th</sup> – 13<sup>th</sup> March) and is supported by the Daily Mirror.</p> <p>Norfolk Museum Service's Rachel Duffield, Learning &amp; Engagement Officer at Gressenhall Farm &amp; Workhouse near Dereham, is one of only 11 names on the national shortlist, and the only representative from the East of England.</p> <p>The campaign recognises the dedication and passion of those working in the tourism industry, and is awarded to an individual who goes above and beyond the call of duty to ensure visitors to England have an unforgettable experience.</p> <p>Rachel has certainly been doing this in her guise as 'Moaning Martha', fictional inmate of Gressenhall Farm &amp; Workhouse whose gossipy monologues about life in the workhouse – delivered in an authentic Norfolk rural accent – have been engaging and entertaining visitors of all ages and abilities for the past seven years. Now Rachel's tireless work as Martha, alongside her many other duties as a learning officer, have been recognised with the exciting news of her shortlisting for the Tourism Superstar 2016 Award.</p>	S Miller
--	--	----------

	<p>The award will be decided purely on public votes – NMS is working with the NCC media team and VisitNorwich to organise a press campaign to support Rachel's nomination. The Daily Mirror will host an online public vote from 16 January which shows a short film of all Tourism Superstar nominees. Readers will be able to vote for their favourite on <a href="http://www.mirror.co.uk">www.mirror.co.uk</a></p> <p>The winner will be announced during English Tourism Week and will be invited to accept their title at the VisitEngland Awards for Excellence which is being held during English Tourism Week.</p> <p><b>Active Norfolk</b></p> <p><b>Strategy for Sport and Physical Activity</b> - At the end of December the Department of Culture, Media and Sport (DCMS) published a new Strategy called "Sporting Future: A New Strategy for an Active Nation" which can be accessed using the link :  <a href="https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation">https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation</a> ) The publication, which is the first new sports strategy in more than a decade, marks a significant change in Government's philosophy regarding, and subsequent funding of, sport and physical activity.</p> <p>Active Norfolk is a County Sports Partnership (CSP) is the strategic lead for the development of sport and physical activity within Norfolk. The new strategy complements the role Active Norfolk currently plays within the county, and provides opportunities for growth and development in supporting the delivery of key outcomes for Norfolk County Council.</p> <p>The main headline from the new national strategy is that the Government now aims to use sport and physical activity to achieve 5 main outcomes for the population. These are:</p> <ol style="list-style-type: none"> <li>1. Physical well-being</li> <li>2. Mental well-being</li> <li>3. Individual development</li> <li>4. Social and community development</li> <li>5. Economic development</li> </ol> <p><b>Norfolk Record Office</b></p> <p><b>Wellcome Grant</b> - The Norfolk Record Office has been successful in securing a £65K grant from the Wellcome</p>	B Jones
--	---	---------

	<p>Trust for the God's House Unlocked project. This centres on the records of the Norwich Great Hospital, a collection of records of such significance that it is inscribed in the UNESCO Memory of the World Register. The project will employ an archivist and conservation assistant who over the course of the project will produce a full catalogue of the records; clean and package items most in need of work, digitize selected records, improve web resources and engage with volunteer groups to explore the collection.</p>	G Tuson
<p><b>Community Safety and Fire and Rescue</b></p> <p>Norfolk Fire and Rescue Service</p>	<p><b>Police Collaboration:</b></p> <p>Officers from Fire &amp; Police have been working on a joint programme to protect or improve services to the public through closer collaboration. This sits within the government's wider Joint Emergency Services Interoperability Programme (JESIP), which aims to ensure that blue light services work seamlessly together. At the local level, we now provide joint operational response to a wide range of emergencies, including missing persons searches, chemical incidents, counter-terrorism and flooding. Our intelligence teams are co-located at Police HQ and the linking up of our data has already led to several successful interventions. We have been invited to move additional teams into Police HQ in Wymondham, and are focusing on three priorities – these are to co-locate Fire Control alongside their Police colleagues (maintaining separate control systems to preserve specialist skills and know-how), the Fire &amp; Community Resilience leadership team alongside the Police leadership team, and functional specialists alongside their Police colleagues, such as NCC Trading Standards and Police Economic Crime, Health &amp; Safety, Procurement,</p>	Roy Harold

	<p>etc. We share stations in Sheringham and Downham Market, and are looking to extend site sharing to other locations, such as Attleborough. Based on the progress of our collaboration programme, the PCC and Chief Constable are convinced that the public safety benefits of closer working outweigh the costs of hosting us, and are therefore offering more office space at Wymondham free of any revenue charges. There will be some initial one-off start-up capital costs, principally for installing necessary ICT to run our Control room systems, which we will look to fund jointly with Police on an invest to save basis. This path towards closer collaboration is a pragmatic approach to maintaining service delivery, and is about officers of the two services working more closely together, whilst remaining under separate ownership; it does not prejudice any future local or national political decisions about governance. It is evident that there are wider opportunities to improve public safety building from this developing relationship, for example through joint working on offender rehabilitation, which will be incorporated into the corporate Re-Imagining Norfolk localities programme.”</p> <p><b>Move of Fire Policy responsibility in Central Government.</b></p> <p>The Prime Minister announced on the 5<sup>th</sup> January that, with immediate effect, responsibility for Fire &amp; Rescue policy is transferring from DCLG to the Home Office, with the existing Minister for Policing &amp; Justice, Mike Penning, also taking on Fire &amp; Rescue. The stated intention is to deliver greater joint working between the two emergency services. As can be seen from the collaboration note above, this is in many ways central government seeking to catch up with the facts on the ground at local level.</p> <p>Government has signalled that it will provide enabling legislation in early 2017 to allow Police &amp; Crime Commissioners to take over ownership of Fire &amp; Rescue services, which they currently cannot do. Every indication so far is that such a move would require a clear best value business case and local support. Whilst such a case might exist for standalone fire authorities, our own financial position is such that we do not currently believe an economic case exists that might force a transfer from NCC to PCC, and that the choice over future ownership in Norfolk should therefore remain with County Councillors. Treasury guidance on change of ownership currently is that any new owner would be entitled to take the full theoretical funding from the previous owner, rather than</p>	
--	--	--

	<p>the actual budget; if this guidance remains in place, the implication for NCC is that transferring NFRS could lead to a bill for £2M or more, over and above the current revenue budget allocation for Fire &amp; Rescue.</p> <p><b>Flood response to the North of England</b></p> <p>Over the Christmas period, officers and crews from Norfolk were deployed to Cumbria and Yorkshire to assist local emergency response, as part of national mutual aid procedures. Subsequently, volunteers from NFRS and NorLSAR have made further trips at their own cost to help with repair and recovery efforts.</p>	
Trading Standards	<p>The trial of four defendants, all charged with conspiracy to defraud, opened on 11 January at Norwich Crown Court. The case, brought by the County Council Trading Standards Service, centres on an alleged £9 million fraud committed over a 5 year period, involving the systematic miss-selling of satellite warranties and bogus cold-calling prevention products to hundreds of victims.</p> <p>The prosecution will contend that the three directors and the company secretary all conspired together to defraud consumers, dishonestly obtaining funds by masquerading as other (bona fide) companies and changing corporate identity to avoid detection. Further that the selling arm of the warranties business was operated from Spain, outside UK jurisdiction, to avoid scrutiny and the cold-calling prevention sales pitch promised to eliminate unwanted calls and junk mail, purporting to offer a genuine service to consumers, when in fact the company simply signed consumers up to existing free services.</p> <p>The trial is expected to last 6 to 8 weeks.</p>	Sophie Leney
Emergency & Resilience	<p>The Trading Standards Service is widening its scope of links into communities of Norfolk in order to support them in improving consumer protection. The Service is introducing Community Champions, key individuals working in, for example, banks, housing associations and the council's own library service, who will support their colleagues and customers in identifying and addressing consumer issues, such as scams.</p> <p>As part of this initiative, the Service is working with a youth community group in south Norwich which has excellent links with a large number of young people. This</p>	Jan Davis

	<p>partnership will enable the Service to better inform and support these young consumers to protect them from the harm of age restricted products and their community's health and wellbeing. This partnership will also facilitate rapid information exchange with the young people to inform and enable them to deal in a timely manner with emerging consumer issues.</p> <p>The Norwich-based Trading Standards sections and the Resilience Team have relocated from the North Wing to the North-east corner of Floor 2 in County Hall.</p> <p>The Principle Resilience Officer for Health has been collating situation reports on management of the response to industrial action by junior doctors. There have been frequent updates that have required collating and forwarding to NHS England to give an overall picture of the situation.</p> <p>A Level 3 Cold Weather Alert was issued by the Met Office on Thursday 14<sup>th</sup> January 2016. The relevance of the Cold Weather Alert is to warn of cold weather, icy conditions and snow that can increase the health risks to vulnerable patients and disrupt the delivery of services. Public Health England is reminding people that cold does kill, even places where the temperatures are not at their lowest. Much of the advice may seem common sense but it is important to think about how cold can affect vulnerable people and take appropriate action. The <a href="#">Cold Weather Plan for England</a> sets out a series of actions that health and social care organisations, voluntary and community groups, and individuals can take and plan for cold temperatures to help reduce cold-related illnesses and deaths.</p> <p>The new Norfolk Resilience Forum Business Manager, Gemma Bailey, has started and will be working with member agencies of the Forum to continue the co-ordination and development of multi-agency emergency plans and exercises to ensure Norfolk is well prepared for future emergencies.</p> <p>The Resilience Team, along with Trading Standards, have relocated to Floor 2 of the main building at County Hall.</p>	
Public Health	<p><b>Make a New Year's resolution and sign up for Dry January</b></p> <p>With Christmas and New Year's Eve behind us we have</p>	Louise Smith



	<p>launched 'Dry January'. Norfolk residents are being encouraged to think about their alcohol intake and cut it out. A simple change in behaviour, whether it's drinking less for one month, or stopping smoking can make a huge difference to your health.</p> <p>We want to encourage people to make a positive change in their behaviour so they begin to feel the health benefits. This can include encouraging longer-term moderation in how much alcohol they consume, reduce the number of cigarettes smoked, and also increase their exercise.</p> <p>There are a number of benefits to cutting back on the booze which includes having more energy during the day and losing weight. Drinking 10 pints of beer a week equates to more than 120,000 calories a year. Regular drinking can also affect your immune system which means heavy drinkers can have more problems with infectious diseases. So cutting down means your system will be able to fight off bugs more easily which can contribute to better health generally. As well as the harmful short-term consequences of alcohol to health there are also long-term consequences such as increased risk of liver disease, stroke, dementia and cancer. It can be easy to overindulge in food and drink over the festive period, and now may be a good time to think about your health and make some changes ready for the New Year. If the thought of giving up alcohol completely for a full month may seem too much, we encourage people to consider simply reducing their alcohol intake instead. Any step is better than no step at all.</p> <p>In Norfolk, around 1 in 5 of us are estimated to be drinking at a level which increases the risk of damaging our health, costing the health service an estimated £39.5m. Last year, 670 people across Norfolk signed up to Dry January.</p> <p>To find out more or sign up now with your friends and family visit <a href="http://www.dryjanuary.org.uk">www.dryjanuary.org.uk</a></p> <p>You can also join the Dry January online community at <a href="https://www.facebook.com/DryJanuary">www.facebook.com/DryJanuary</a> and follow updates on Twitter @dryjanuary</p> <p><b>Stopping smoking in pregnancy</b> Working with Public Health England, Norfolk DPH chaired a very successful East of England conference this week to develop action plans to reduce smoking in pregnancy. Reducing smoking in pregnancy is a priority for the stop smoking strategy in Norfolk, and is one of our 'vital signs' that will be reported regularly to committee.</p>	
--	---	--

	<p>There is strong evidence that smoking in pregnancy increases the risk of poor outcomes including stillbirths, prematurity, low birth weight and cot death. Smoking is the single biggest preventable cause of poor outcomes for mums and babies and we think that there is much more that we can do to reduce rates in Norfolk. Currently about 1 in 8 mums smoke at delivery.</p> <p>We have agreed plans with our stop smoking service and midwives to introduce routine carbon monoxide monitoring at antenatal clinics, and routine 'opt out' referral to stop smoking services.</p> <p><b>Norfolk Local Health Resilience Partnership</b> Local NHS providers and public health have signed off a review of mortuary capacity across the county. There were concerns from emergency planners that mortuaries can struggle to have enough capacity during winter peaks. Numbers of deaths are higher in winter months and this can be made worse by cold weather, flu and bank holidays reducing working hours. A task and finish group reviewed plans in November and a number of steps were put in place: a funeral directors network is being established, mortuaries have brought in additional space for routines work and increased their opening hours. Increased opening hours make it easier for doctors to access the mortuary to sign certificates, and for funeral directors to attend and provide transport.</p> <p>The LHRP heard that these measures along with a mild winter meant that so far business has been running without major concerns and it was agreed that the level of risk has now reduced. A full analysis will be undertaken at the end of the winter to assess whether activity has been lower than expected due to the mild weather, or if activity has been as high as last year but running smoother due to the additional measures.</p>	
Registration Services	<p>The feasibility study to complete works at the Norfolk Record Office ready for the Norwich Registration Office Team to arrive was received from NPS with an unacceptably high estimate for the work. The corporate property team is working to reduce those costs and an improved estimate will be reported once we have it. A registrar will be based at Earlham library with effect from 22 January and a second registrar at the NNUH is now looking likely. Discussions to minimise expenditure on accommodation, including further talks with North Norfolk Council and Dereham library, continue.</p>	Caroline Clarke

## Appendix B

### Community Committee Fortnightly News Update

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

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

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

News Update for the period ending: 29/01/2016		
Service	Service Update key bullet points	Contact
Consultation & Community Relations	<p>The Consultation and Community Relations team continues to support the Re-imagining Norfolk budget consultation as it progresses through the committees stage and are now beginning to reflect on and evaluate the process to date. We are also supporting development of the Norfolk Cycling and Walking Action Plan by developing a consultation and engagement plan. We are preparing for the Members of Youth Parliament hustings on 13 February, ahead of the election of nine new MYPs later in March.</p> <p>This year our annual Business Rate Consultation event on 13 January was hosted in partnership with the Norfolk Chamber of Commerce. The team worked with the Chamber and colleagues in Economic Development to successfully attract around 40 representatives of some of our key strategic businesses. Presentations were delivered on the Council's financial prospects and proposed changes to Business Rates by Norfolk County Council Finance Director Simon George and on the Re-imagining Norfolk strategy and Devolution by Managing Director Dr Wendy Thomson. The event provided a valuable information, engagement and networking opportunity with key stakeholders to help us achieve our priorities of real jobs and improved infrastructure for Norfolk.</p>	Paul Jackson

Customer Services	<p><b>Customer Service Centre</b></p> <p>The NCC customer service center experienced significant disruption on Tuesday 26<sup>th</sup> and Wednesday 27<sup>th</sup> January, due to a BT technical issue, which affected all the main phones lines into the business. Business continuity plans were invoked for the Customer Service to ensure priority social care calls were dealt with until normal service was resumed. The new voice and data contract (awarded to Udata) should ensure increased resilience for the service going forwards and work has now started to understand the enhanced capabilities offered as part of the contract.</p> <p><b>CRM Implementation</b></p> <p>Work on the new CRM system implementation continues with connectivity now achieved between the CRM system and the Highways system (due for Go-Live April 2016). “Super users” of the system are now being identified , and these individuals will try out the new system in a test environment during February and early March to iron out any issues before mainstream training takes place at the end of March.</p> <p><b>New Website</b></p> <p>The Norfolk County Council website is being rebuilt onto a new system, and is due to go live to coincide with the CRM system in April.</p> <p>From January, we will be migrating all the content to the new site: some sections will be reviewed and improved as we migrate, in discussion with the relevant information owners for these sections. Many sections will be rebuilt as they are now, as they do not need any changes or have recently been reviewed. Member workshops will also be held in March to gain input on how the site can further improve.</p> <p>To minimize any discrepancies in information between the current site and the new site, there will be a freeze on making ad hoc changes to existing content for 8 weeks between 25 January and 18 March, while we move content over to the new site.</p>	C Sumner F Grimmer
-------------------	---	-----------------------



	<p>September this year. Osbournenash have been chosen to work with us. Their presenting Director understands our service because she has been a learner with us, and the team clearly have some innovative ideas about how to promote our services.</p> <p><b>Apprenticeships</b> - The number of apprentices recruited by the service has reached 250. Applications from individuals and interest from employers continues to accelerate. The Apprenticeship team continue to focus on quality of delivery to ensure continued growth and success.</p> <p><b>Norfolk Arts Service</b></p> <p><b>2016 Arts Development UK Conference to be held in Norwich</b></p> <p>Arts Development UK is one of the largest national charities representing the interests of those working in arts development for local communities in England and Wales. This year, Arts Development UK will be staging its 2016 National Conference at the historic St. Andrew's Halls in Norwich on the 23<sup>rd</sup> and 24<sup>th</sup> of February. The Arts Development UK Conference attracts over 200 delegates and this will be the first time that the Conference has come to Norfolk.</p> <p>The 2016 Conference will be exploring Arts Development UK's new joint initiative in association with Voluntary Arts, '<a href="#">Our Cultural Commons</a>', which sets out to explore new ways to sustain and develop the creative lives of our communities in all their diversity.</p> <p>The Conference will enable delegates to explore local arts and cultural organisations by including visits to the Norfolk and Norwich Millennium Library, Norwich Castle Museum and the Time &amp; Tide Museum, as well as the Writers' Centre Norwich, the Garage, SeaChange Arts, the Sainsbury Centre for the Visual Arts, Norwich University of the Arts, and Future Projects. The Conference programme also features a case study on Norwich culture &amp; the City and a forum on the <a href="#">Cultural Education Challenge</a> and Local Cultural Partnerships which Norfolk &amp; Norwich Festival Bridge will be helping to facilitate.</p> <p>For further information on Arts Development UK, please visit: <a href="http://artsdevelopmentuk.org">artsdevelopmentuk.org</a>.</p> <p><b>Museums Service - NSTR</b></p>	S Miller
--	--	----------

	<b>NRO - NSTR</b>  <b>Active Norfolk - NSTR</b>	
<b>Community Safety and Fire and Rescue</b>  Norfolk Fire and Rescue Service	NSTR	Roy Harold
Trading Standards	<p>Officers of the Trading Standards Service are planning to test our preparedness and the adequacy of our animal disease contingency plans by organising a multi-agency exercise simulating an outbreak of Avian Influenza. The exercise will take place in the next service year and will involve partners from the Norfolk Resilience Forum (NRF) and other enforcement agencies. Norfolk has the largest farmed poultry population in the UK with a poultry population of over 13 million birds.</p> <p>Contingency Plan testing will be timely given that an outbreak of the H5N1 strain of Avian Influenza was confirmed on a poultry farm in Dunfermline in Scotland this month. There are also currently 3 strains of Avian Influenza in France with multiple outbreaks across the south of the country.</p> <p>Trading Standards has a duty to enforce the Energy Performance of Buildings (England and Wales) Regulations 2012, which, inter alia, require the display of Energy Performance Certificates (EPC) in public buildings. In response to a recent amendment to the regulations Norfolk and Suffolk Trading Standards have signed mutual agreements enabling each authority to enforce the applicable regulations and the EPC construction duty in respect of local authority buildings in the other local authority area.</p> <p>Trading Standards has worked with a Norfolk retailer to remove a children's doll from sale in the county, after an investigation by the team revealed it contained a type of plastic that is restricted from being used in toys and playthings. The investigation by Norfolk Trading Standards was part of a national safety testing survey of children's dolls, financed by the Department for Business Innovation and Skills (BIS) and targeted cheaper dolls available from</p>	Sophie Leney

Emergency & Resilience	<p>discount retailers in the county. The dolls were submitted for testing for the presence of phthalates, which are plasticisers used to make plastic malleable but they are known carcinogens which can leach from the plastic when in contact with the skin. Of the three samples submitted for testing, the one removed from sale was found to contain 139 times the permitted level of plasticiser. The Primary Trading Standards Authority of the national retailer is investigating the matter to ensure that all of these dolls are removed from sale across the UK.</p> <p>On the 20<sup>th</sup> January the NCC Resilience Team assisted in the running of a table top exercise for students attending the Uniformed Services Course at Norwich City College. NCC supports colleges in raising awareness of the role of the emergency planning service and responders in preparing for and responding to emergencies. Over 30 students participated enthusiastically in the exercise supported by the NCC Resilience Team, Norwich City Council Emergency Planning and Norfolk Fire &amp; Rescue Service facilitated through the Norfolk Resilience Forum.</p>	Jan Davis
Public Health	<p><b>Domestic Abuse and Sexual Violence</b></p> <p>The Director of Public Health chaired the first meeting of the new Norfolk wide Domestic Abuse and Sexual Violence Partnership Board (DASVB). The Board is a county wide partnership leading county wide strategy to tackle these crimes and their impact on public health.</p> <p>The Board agreed to support the bid being led by Safer Lives for a transformation fund project to make Norfolk a Beacon site tackling domestic abuse. The project, if funding is secured will focus on translating approaches from high risk cases across to the much large number of medium and low risk cases, introduce programme to work with perpetrators to change their behaviour, and simplify pathways with an ambition of 'One Front Door'. The Board also considered the findings and recommendations from the two domestic homicide reviews that were published in early January 2016 <a href="http://www.norfolkscb.org/norfolk-domestic-homicide-review-reports-available/">http://www.norfolkscb.org/norfolk-domestic-homicide-review-reports-available/</a></p> <p><b>Making Mental Health a Priority for Norfolk</b></p> <p>Public health organised and hosted a cross county workshop to plan to make 'Mental Health a Priority for Norfolk' for the Health and Wellbeing Board. We had excellent attendance from a cross section of organisations – statutory and third sector, commissioners, police, and</p>	Louise Smith



	<p>providers. The seminar brought together leaders and senior managers from across Norfolk to identify priorities for a new strategy to improve mental health, prevent mental ill health and better support people with mental health problems in the county.</p> <p>The Health and Wellbeing Board will receive a full report including recommendations that our approach should:</p> <ul style="list-style-type: none"> <li>• Be relevant to people of all ages with a wide range of mental health needs</li> <li>• Address the determinants of mental health</li> <li>• Seek to build capacity in communities</li> <li>• Value the contributions of people with lived experience as equal partners in their own support and the development of new services</li> </ul> <p>By 2020, the we could aim to achieve:</p> <ul style="list-style-type: none"> <li>• A marked reduction in stigma and greater openness to talking about and seeking help for our mental health when we need it</li> <li>• Improved access to early help and to resources that enable people to manage their own mental health</li> <li>• Better pathways through services for people with mental health problems, including in a crisis</li> <li>• More opportunities for people with mental health problems, for example in work</li> </ul> <p><b>Child Death Overview Panel</b></p> <p>Public health chaired the Child death overview panel on Thursday 28<sup>th</sup> January. This was the first meeting of the panel following changes that have been made in response to the critical Ofsted report published in the summer. The membership, terms of reference and processes of the panel have all been reviewed and streamlined to make them fit for purpose. The panel is now working to the nationally recommended flow chart and using the national forms for data collection.</p> <p>We have now reviewed all of the outstanding historic cases and cases from 2015. There about 5 where we still require specific information. The panel agreed specific actions for these. We have now introduced a new system</p>	
--	--	--

	<p>for review of cases going forward and reviewed the first 4 cases on Thursday. We concluded 3 cases and 1 was kept open pending coroner's inquest.</p> <p>So, the new system is now working and we can point to a complete turnaround for Ofsted.</p>	
Registration Services	<p>The relocation of the Norwich Register Office from Churchman House to the Records Office will now take place at the beginning of May 2016 due to delays in obtaining accurate costings. The costs of the Records Office refurbishment will come out of registration reserves. Two open days at Norwich Castle will take place 30<sup>th</sup> January and 27<sup>th</sup> February 2016 to promote the new ceremony room.</p> <p>The service is holding talks with a TV production company who wish to film a television series that centres on the work of the Norfolk Registrars. They hope to have this commissioned in time to begin filming in late Spring 2016.</p> <p>Plans for Fakenham Registrars to share accommodation with Children's Services are well underway, which will enable a continued service presence in the town one day a week. It is hoped that arrangements of a similar sort can be reached in the council offices in Downham Market. Talks with the town council in Downham continue with another meeting planned in early February.</p> <p>Discussions are underway to share the existing service accommodation in North Walsham. These remain sensitive and are at an early stage. Consideration of a move into Dereham Library has been abandoned due to a lack of space for a ceremony room in the library building and the lack of suitable external facilities to accommodate weddings elsewhere in the town.</p>	Caroline Clarke

## Appendix C

### Community Committee Fortnightly News Update

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

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

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

<b>News Update for the period ending: 12/02/2016</b>		
<b>Service</b>	<b>Service Update key bullet points</b>	<b>Contact</b>
Consultation & Community Relations	<p>The Consultation and Community Relations (CCR) team continues to deal with the enquiries about the consultation prior to budget agreement on 22 February. The consultation outcomes are now being analysed and used to inform further stakeholder engagement as we progress with the delivery of the Re-imagining Norfolk strategy.</p> <p>On Saturday 13 February, the Norfolk Members of Youth Parliament (MYP) with CCR will host a session at the Forum for prospective new MYP candidates ahead of the election later in March. This is an opportunity for young people to find out more about the role and how to run a successful election campaign.</p>	Paul Jackson
Customer Services	NSTR	C Sumner F Grimmer
Cultural Services	<p><b>Library and Information Service</b></p> <p><b>Norfolk and Norwich Millennium Library (NML), Ground Floor changes</b> - Alterations have been made to the Ground Floor layout of the NML. These changes will result in more space being given over to the Children's Library with the current children's library being devoted to Early Learning (ages 0 – 7) and the newly created children's area just outside the children's library being given over to children aged 8 – 14. This move will help us better meet the needs of children and will support the County Council's priority of Excellence in Education to</p>	J Holland

	<p>support the ambition that children and young people are ready and able to learn. Feedback from customers has been favourable.</p> <p><b>Business courses at the Norfolk and Norwich Millennium Library</b> - NLIS is working in partnership with the Council's Economic Development Department and business support provider Genix to offer business courses at the NML. The courses cover topics such as running a business from home, planning, finances, selling and marketing and will further enhance the business support provision available at the Library building on the 1:1 business support sessions delivered by Genix and New Anglia Growth Hub. This supports the County Council's objective of 'Real Jobs' and the measure of supporting more people to start their own business. Courses are monthly starting in February 2016.</p> <p><b>Norfolk's Great Big Read 2016</b> - This is our annual reading promotion aimed at encouraging adult readers to pick up a book, read more and try something new. The promotion this year will tie in with the celebration of the 400th anniversary of the death of Shakespeare. Every library will highlight a range of 20 books, written by modern authors. Each title references one of Shakespeare's works and they have been selected for their immediate appeal to a wide audience - male, female and young adult customers.</p> <p>Norfolk's Great Big Read will run from the 21st March - 24th April, the period leading up to Shakespeare's birthday on 23rd April.</p> <p>Libraries will hold shared reading sessions, offering an accessible and social way for customers to engage with some of the themes in Shakespeare's work. We will also be tying in with productions being put on at local theatres and offering a space for local actors to showcase their work.</p> <p><b>National Libraries Day</b> – The NLIS celebrated National Libraries day on Saturday 6 February by holding storytelling and children's craft events in libraries across the county. To tie in with the opening of the exhibition <i>A Viking's Guide to Deadly Dragon</i> at the Castle Museum (see below) families were invited to attend a big Norfolk storytime – listening to Cressida Cowell's <i>How to be a Viking</i>.</p>	
--	--	--

	<p>The Norfolk and Norwich Millennium Library also took part in the event after the library won funding from Bibliotheca - a global company which helps to support libraries. The event was covered by EDP – see link below:-</p> <p><a href="http://www.eveningnews24.co.uk/news/education/photo_gallery_and_video_vicious_vikings_chased_through_the_streets_of_norwich_by_snap_the_dragon_1_4409009">http://www.eveningnews24.co.uk/news/education/photo_gallery_and_video_vicious_vikings_chased_through_the_streets_of_norwich_by_snap_the_dragon_1_4409009</a></p> <p><b>Museums Service</b></p> <p><b>Opening of <i>A Viking's Guide to Deadly Dragons</i> -</b> Norwich Castle Museum &amp; Art Gallery's latest exhibition is <i>A Viking's Guide to Deadly Dragons</i> based on the popular <i>How to Train Your Dragon</i> series of books by Cressida Cowell. A special preview was held for Museums Passholder and Looked After children on Friday 5 February with the exhibition opening to the public on the Saturday.</p> <p>We were lucky to have Cressida Cowell with us for both the preview and opening Saturday and she engaged enthusiastically with the children, talking about her inspirations and looking at their own writing and art work. Her presence in Norwich also helped to generate excellent press coverage with Radio Norfolk, the EDP, Mustard TV and Anglia TV all interviewing her. The opening weekend was extremely successful with twice the number of visitors on the Saturday than we'd expect at this time of year – in total 1,503 visitors came through the doors over the first weekend of the show.</p> <p>The exhibition is also proving popular with schools with over 1,000 school children booked on to the two learning programmes which have been devised specifically for the exhibition, including a day-long literacy-focused session.</p> <p>The focus of the exhibition is Cressida's original artworks, presented in an imaginative and interactive environment designed to appeal to family audiences. A key partner is the Norfolk Library and Information Service, working together to make the most of the opportunity presented by the exhibition to encourage children's literacy. A special Dragon decorated mobile library van will be parked on the Castle Mound on special event days throughout the exhibition, and we linked up with libraries to help promote National Libraries Day on Saturday 6 February.</p> <p><b>Teaching Museum Recruitment</b> - The Norfolk Teaching Museum Trainee Programme is mid-way through</p>	S Miller
--	--	----------

	<p>recruiting for its 2016 intake. This year's 6 posts were advertised in November 2015 and 180 applications were received, with a final shortlist of 40 candidates. These shortlisted candidates have been invited to an assessment centre at Norwich Castle in late February with a view to the successful candidates commencing the programme on 20 April.</p> <p>The Teaching Museum Trainee programme is an innovative project which seeks to both broaden entry routes into careers in museums and cultural heritage and make the most of the skills, experience and knowledge of colleagues working for NMS. Traditionally, entry to museum jobs has been restricted to graduates of MA programmes and those who have been able to devote hours of their time to voluntary work. By contrast the minimum level of education for the Norfolk Teaching Museum is A level or equivalent. In addition, it focuses on experience of, and commitment to, customer service and an enthusiasm for and engagement with museums and heritage which has not necessarily been gained through formal education.</p> <p>Trainees are appointed to a specific role but are expected to participate in a development programme of training, mostly delivered 'in-house' by NMS colleagues. The development programme gives them exposure to and experience of a wide range of museum work and means that at the end of the programme trainees are appointable to a variety of museum roles.</p> <p><b>Norfolk Arts Service</b></p> <p><b>Building Cultural Tourism in Norfolk and Suffolk: Update</b></p> <p>The New Anglia LEP Cultural Board initiative, <i>Building Cultural Tourism in Norfolk &amp; Suffolk</i> has now reached the 'Amplify' phase. Funded by Arts Council England, New Anglia Local Enterprise Partnership, Norfolk County Council, Suffolk County Council and seven regional arts organisations, it runs until the end of 2017 and is designed to encourage collaboration between cultural organisations and tourism bodies to the mutual benefit of both sectors, and specifically to increase the impact and scale of cultural tourism in the region.</p> <p><b>Norfolk Community Learning Services (NCLS)</b></p>	<p>S Miller</p> <p>H Wetherall</p>
--	---	------------------------------------

	<ul style="list-style-type: none"> <li>NCLS is bidding to the Tinder Project for £15,000 worth of ICT equipment to be used for community engagement activities.</li> <li>The service is working with Corporate HR to ascertain the implications of the Government's apprenticeship levy on the Council.</li> <li>NCLS adult learners with learning difficulties ran a 'bake off' in early February and raised over £100 for Macmillan Cancer Relief.</li> </ul> <p><b>NRO - NSTR</b></p> <p><b>Active Norfolk - NSTR</b></p>	
<p><b>Community Safety and Fire and Rescue</b></p> <p>Norfolk Fire and Rescue Service</p>	<p>16th February is the 50th anniversary of the RAF Neatishead fire, in which 3 firefighters lost their lives. On Sunday 7th February, a memorial service was held at Neatishead parish church, attended by survivors, family members, emergency services and RAF personnel. The Neatishead fire led to profound changes to national firefighting tactics, which continue to this day, and the Chief Fire Officer would like to record his appreciation of the work done to organise this commemorative event.</p>	Roy Harold
<p>Trading Standards</p>	<p>The Local Government Association (LGA) has released the summary report of their review of trading standards, which has been published on the <a href="#">LGA website</a>.</p> <p>The key messages from the review are:</p> <ul style="list-style-type: none"> <li>○ Commitment to trading standards remaining within local government, due to the synergies between the work of the service and other local government services and trading standards' ability to respond to local priorities</li> <li>○ Acceptance of the different levels of trading standards work and a suggestion that existing frameworks for managing regional and national priorities via National Trading Standards (NTS) need to be strengthened</li> <li>○ Larger services, often covering more than one council area, offer the most sustainable future for local trading standards services</li> </ul>	Sophie Leney

	<ul style="list-style-type: none"> <li>○ Central and local government need to be more honest and transparent about what is deliverable under current resource restraints</li> </ul> <p>As a result of the review, the LGA has committed to a programme of further work to encourage councils to consider combining services to create larger units of trading standards or wider regulatory services.</p> <p>Trading Standards Officers continue to visit takeaway food establishments in the County to ensure that the businesses are fully aware of their responsibilities with regards to the allergens in the food they supply. Recent new food law requires that allergen information must be available and easily accessible by the consumer when they are making their choice of food. This can be done by providing information on the menu or a general notice or it can be provided verbally by staff. It is essential that such information is available and accurate as consumers with allergen sensitivities can, in the worst case scenario, suffer extreme reactions to allergens that can prove fatal. There are approximately 10 fatalities every year in the UK from adverse allergen reactions. In 2011 a restaurant in the County was prosecuted by the Trading Standards Service following a complaint from a consumer who suffered a severe reaction to dairy products in her curry after seeking assurances from the business that it was dairy free.</p> <p>Trading Standards Officers will be checking the accuracy of weighbridges across the County this month. The accuracy of such weighing instruments is essential for a number of reasons. For example, they are used to determine the payments to suppliers, in particular farmers, for incoming goods, such as grain, at production premises. Weighbridges are also used by heavy goods operators to ensure that their vehicles are not overloaded and in breach of road traffic legislation. Overloaded vehicles can present a danger on the road as their handling and braking can be adversely affected and over time they can cause damage to the roads themselves.</p> <p>The Psychoactive Substances Act 2016 has been enacted. It defines a psychoactive substance as any substance which is capable of producing a mind altering effect in a person who takes it, and which is not an exempt substance, such as caffeine or alcohol. It creates offences of production, supply and possession. It is enforceable by both the Police and local authorities, who can issue</p>	
--	--	--



Emergency & Resilience	<p>prohibition/premises notices to prevent a person carrying on a prohibited activity or to prevent prohibited activity taking place on premises. The Trading Standards Service will liaise with our enforcement partners on how best to utilise this new legislation with regard to the supply of psychoactive substances in the County.</p> <p>The Resilience Team has recently facilitated an external debrief on an incident which impacted a doctors surgery in West Norfolk and an internal incident which affected NCC IT services. Debriefs are important in the identification of what went well and what could be improved to strengthen responses to emergencies. The debrief outcomes will be fed back to relevant parties for action to enhance future resilience.</p> <p>The IT debrief followed a day of major disruption to the NCC IT network on 4<sup>th</sup> February. ICT were supported by the Resilience Team and other colleagues in managing the situation. The incident emphasised why it is important for teams to have Business Continuity plans to respond to a variety of potential disruptions. The Resilience Team advocates business continuity arrangements for Norfolk businesses and voluntary organisations through the provision of advice and guidance and offers a consultancy service through Norfolk Safety.</p>	Jan Davis
Public Health	<p><b>Public Health Working Group</b> The first meeting of the public health working group will be on Wednesday 24<sup>th</sup> February 1pm in the Edwards Room. You may have seen it advertised on the Democratic Calendar as a Member Development workshop on public health. Our agenda for that meeting is to provide an introduction: to our context and agree the terms of reference, and to have a short group session to develop the vision and principles for public health. The current members of the group are Cllr Alison Bradnock, Cllr Julie Brociek Coulton, Cllr Jonathan Childs, Cllr David Harrison, Cllr Harry Humphrey, Cllr Chrissie Rumsby and Cllr Paul Smyth.</p> <p><b>Town and Country Planning Association: Tackling Obesity Through Planning and Development</b> Norfolk is to feature as an example of best practice in a publication from the Local Government Association and the TCPA. Public Health hosted a workshop and the TCPA visited Norfolk. They commended our proactive</p>	Louise Smith

	<p>obesity action plan, particularly the outcome to ‘Make the most of potential of planning system to create a healthier built environment’, the Health and Wellbeing Board’s a county-wide healthy weight strategy, and the ‘Tackling obesity – a health needs assessment for Norfolk’ published by public health.</p> <p><b>Tackling Teenage Pregnancy</b> Reducing teenage pregnancy is one of the big success stories in the public health field over the last decade. Teenage pregnancy rates are coming down in Norfolk, and are at their lowest recorded level. But we are not complacent, there are still over 300 teen parents a year in Norfolk. We are working with Children’s services to make sure we continue to keep this issue a strategic priority. Unplanned early parenthood can have devastating impacts on young parent’s educational outcomes and aspirations, and on their future employment. At a recent workshop feedback from delegates suggested that one of the key factors helping prevent teenage pregnancy was that the new integrated contraceptive and sexual health clinics (iCASH) commissioned by public health are accessible for young people.</p> <p><b>New sexual health clinic in Kings Lynn</b> We are officially opening the King’s Lynn Integrated Sexual Health Hub on 18th February 2016. It has been operational for a few months in new clinic facilities, and we are delighted to now have the chance to celebrate our partnership with the providers. A briefing on the iCash services is attached. There is already a clinic in Oak Street in Norwich, and a new facility is being prepared to bring family planning and GUM clinics together in Great Yarmouth.</p>	
Registration Services	<p>Registrars Consultation with staff on changes to the registration service structure to deliver planned savings begin in March.</p> <p>Improved figures for the register office building work at the Norfolk Records Office have been received and planning is underway to ensure the service can be in situ as little later than planned as possible. Ensuring sufficient public parking for customers of the register office once it moves into the Norfolk Records Office is a key area for consideration given the severe pressure on the existing space. We are endeavouring to get accurate costs for</p>	Caroline Clarke

	<p>dilapidations to the current register office, Churchman House, but have no firm idea yet what the plans are for the building, making financial planning difficult.</p> <p>Liberty Bell / Avalon Productions are filming a TV 'commissioning taster' at the Norwich register office and other related locations during the first week of March. If commissioned by BBC or ITV this will mean an extended period of filming for a six part series. The producers are seeking to film a series about the life affirming role of registration services and Norfolk has been chosen after a nationwide search.</p>	
--	--	--



## Appendix D

### Community Committee Fortnightly News Update

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

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

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

<b>News Update for the period ending: 26/02/2016</b>		
<b>Service</b>	<b>Service Update key bullet points</b>	<b>Contact</b>
Consultation & Community Relations	<p>The consultation and community relations (CCR) team have been:</p> <ul style="list-style-type: none"> <li>Supporting workshops involving residents and people who use adult social services to work together with professionals to re-design the personal budget questionnaire.</li> <li>Exploring the transport barriers experienced by people living in South Norfolk and Breckland to help inform the development of the Total Transport project.</li> <li>Supporting research into how homecare workers feel about their job role and terms and conditions to help increase recruitment into these roles.</li> <li>Undertaking a consultation on Norfolk's draft Cycling and Walking Action Plan.</li> </ul> <p>Additionally, the Council has been awarded a gold commendation from the Children's Commissioner for England for our most successful Takeover Day yet. In November 2015 the CCR team delivered 228 young people into businesses and organisations across the county where they helped with real time decision making – opportunities ranged from debating budget savings proposals with our Members to running Parkside complex needs school for the day and taking over Banham Zoo.</p>	Paul Jackson
Customer Services	The work to develop the new CRM (Customer Relationship Management) systems is progressing well and User Acceptance Testing (UAT) has started for	C Sumner F Grimmer

Sensitivity Classification:

	<p>the Complaints team, Information Management team and to support the MPs correspondence process. Next week will see UAT for Highways, and contact logging within the Customer Service Centre. The purpose of the UAT is to identify any issues with the system before we move on to training at the end of March. The informal partnership arrangement we have in place with the London Boroughs of Newham and Havering is working extremely well and we are hoping to formalise the partnership for future phases of the Customer Service programme.</p> <p>In parallel to the CRM programme, work on the website redevelopment is also progressing well and is on track for the end of March deadline. The main structure of the site has been built by the Portals team and the web content team are busy migrating content over from the main corporate web site. Workshops have been arranged for Members in early March to review some of our key customer journeys - your input to these sessions would be very much appreciated. The new web platform is an opportunity to improve the online customer experience for Norfolk residents, and to encourage them to use our cost effective digital channel as their first choice.</p>	
Cultural Services	<p><b>Library and Information Service</b></p> <p><b>Changes to the performance sets service</b> - To help to deliver the required budget reduction for the Norfolk and Norwich Millennium Library (NML) we will be reducing the service we currently provide for the loan of music sets to orchestral groups and choirs. This service is not a statutory part of our provision.</p> <p>From June 1st 2016, Norfolk Library and Information Service (NLIS) will no longer borrow items on 'inter library loan' from other library services for customers. Music sets that are in stock in the Norfolk Library catalogue will continue to be loaned to customers. If the number of copies of a set are not sufficient for a performance, or if NLIS does not have the set in stock, the performance group will need to borrow the set from a commercial music service, or direct from other library services.</p> <p>In the 2014/15 budget round, and following public consultation, it was agreed that the performance sets service would be stopped or scaled back. The library service increased charges in an attempt to 'scale back' and to make the performance sets service self-financing. In the two years since the charges increased, the service has not been able to cover its costs, and is an expensive service in its current form.</p>	J Holland

	<p>We are therefore going to continue with the earlier budget agreement from full council and scale back even further by stopping borrowing performance set items from other authorities or lending to other authorities.</p> <p>More detail can be found in the attached report at Annex 1.</p> <p><b>Grant funding success</b> - A regional bid to the Arts Council England's library grants fund has been successful. The project "The book's the thing" will see a special production of Hamlet, tailored for performance in libraries, tour the Eastern region, with performances in Norfolk in the early summer. Subject to staging checks by the theatre company, venues are expected to be NML, Kings Lynn and Gorleston Libraries</p> <p><b>Access to Research</b> - The <a href="#">Access to Research</a> initiative, which gives users in public libraries free access to over 10 million academic articles, has been given the green light by publishers and librarians to continue.</p> <p>The service was originally launched as a pilot by the Universities and Science Minister in 2014, in order to support expanded access to publicly funded research in the UK. There is no charge to participating libraries. NLIS signed up to the scheme in September 2014 and has regularly been in the top 10 users of the service. On average there are 120 searches per month by Norfolk customers and our highest monthly total was 220 in August 2015.</p> <p>Over 84,000 users nationally have accessed the service and topics searched have ranged from ebola to Roman Wales and artificial intelligence ethics.</p> <p><b>Reading Well: Books on Prescription</b> – The Public Health Team has approved a cross-cutting saving which means they will provide £5000 per year to fund the library service Reading Well: Books on Prescription schemes. A new scheme to support mental health in children and young people will start in April, with a refresh of the scheme for adults in early 2017. A third scheme supports people with dementia and their carers.</p> <p><b>Summer Reading Challenge (SRC)</b> - A special SRC mobile library service aimed at children of all ages will take to the road again this summer, thanks to financial contributions from:-</p>	
--	---	--





	<p>coming weeks with schools' sessions based on the exhibition sold out, and a big events programme helping to drive family visits at the weekend.</p> <p>Our other Norwich museums – the Museum of Norwich and Strangers' Hall – also saw very positive numbers visiting over half term, complementing the success at the Castle and ensuring the current financial year ends on a high for the Service.</p> <p><b>Norfolk Arts Service</b></p> <p><b>Norfolk Creative Employment Programme 2014 -17: Update</b></p> <p>In October 2014 Creative Arts East, in partnership with Norfolk County Council (Norfolk Arts Service and Economic Development) and a consortium of 25 creative and cultural employers, was successful in securing Arts Council 'Creative Employment Programme' funding via Creative and Cultural Skills. The Creative Employment Programme aims to support the creation of paid apprenticeships and internships for young unemployed people aged 16-24 who are wishing to pursue a career in the arts and cultural sector.</p> <p>A number of Norfolk County Council funded organisations have since hosted one or more Creative Employment Programme interns or apprentices, including King's Lynn Festival, Norwich Arts Centre, Norfolk &amp; Norwich Festival, and Creative Arts East. To date, a total of 16 internships and 5 apprenticeships have been supported through the programme. A previous intern and apprentice have said of their experience:-</p> <p><i>"Jobs in the creative industry are difficult to come by without the right experience, which is why I was thrilled to find an internship where I was able to learn on the job, earn myself some money and still gain experience in an area I'd like to further my career."</i></p> <p><i>"I'd been trying for years to find a way into the creative industry through volunteering without much luck, so starting my apprenticeship gave me the chance to learn practical skills and earn enough money that my journey along my chosen career path could take centre stage, instead of being something I have to fit around a 'day job'"</i></p> <p>The Creative Employment Programme will complete its funding on 31 March 2016 for the final round of 6-12 month internships and apprenticeships in 2016-17. For</p>	S Miller
--	---	----------

	<p>further information on the Creative Employment Programme, please contact: <a href="mailto:arts@norfolk.gov.uk">arts@norfolk.gov.uk</a>.</p> <p><b>NRO - NSTR</b></p> <p><b>Active Norfolk - NSTR</b></p>	
<p><b>Community Safety and Fire and Rescue</b></p> <p>Norfolk Fire and Rescue Service</p>		Roy Harold
<p>Trading Standards</p>	<p>The Trading Standards Service, as part of regional project Operation Henry 2, led an exercise with Norfolk Police on 24 February, visiting four shops in Great Yarmouth and Gorleston. Operation Henry 2 aims to address the increasing supply of illegally imported, counterfeit and unlabelled tobacco in the Eastern region, which can have a detrimental impact on the health and wellbeing of consumers.</p> <p>Tobacco was seized by Trading Standards from three of the four shops visited. Officers were assisted by a tobacco detection dog, which was able to locate tobacco stored in covert hiding places, designed to avoid detection by enforcement authorities. The use of the dog was funded by the Department of Health, as part of the regional project. A total of approximately 160 pouches of hand rolling tobacco and 11,500 cigarettes, with a street retail value of over £4,000, was seized.</p> <p>Tobacco use remains the leading cause of premature death and preventable disease. Illicit tobacco supply presents additional concerns in that duty is evaded and the products are not subject to the quality controls that govern legitimate production. The packaging also fails to carry the mandatory written and pictorial health warnings,</p>	Sophie Leney

Emergency & Resilience	<p>which have been shown to help deter young people from taking up smoking and to help smokers to quit</p> <p>Over the last year Trading Standards has further developed its intelligence-led enforcement approach, identifying and tackling those businesses that are causing the most detriment to consumers. Where we identify such a trader we notify them that they have been identified as a most complained of business, summarise the alleged breaches and provide advice to help bring them to compliance. The business is then monitored. If complaints persist we adopt a staged approach of an advisory meeting, a final warning and, ultimately, formal investigation.</p> <p>In Norfolk, reflecting national trends, the most complained of trade sectors are the second hand car sales market and the home improvements and double glazing sector. Analysis has shown the complaint trends in these sectors differs. In the second hand car market the complaints cover a relatively large number of traders while in the home improvements sector, a large number of complaints relate to a few businesses. In addition there are a few individual traders with low complaint levels, but where the individual detriment they have caused is high.</p> <p>Our early intervention, staged approach has been demonstrated to be effective at tackling detrimental businesses. Most of these businesses want to comply with the law and do not want complaints from their customers. Most of those contacted and advised do not generate further complaints. We have seen an increase in compliance levels and a corresponding drop in the total number of complaints relating to those businesses and sectors we have targeted and the average number of complaints per trader is also falling.</p> <p>The Norfolk Resilience Forum (NRF) Annual Briefing Day took place on Thursday 25<sup>th</sup> February at Police HQ, Wymondham. About 80 NRF partners from the blue light services, local authorities, Environment Agency, Met Office, and a number of voluntary groups, faith representatives and community volunteers actively engaged in sessions covering a range of topics including: working more effectively together, cyber-crime, update on the current terrorism threat, a review of Norfolk's emergency co-ordination structure, and an exploration of putting into practice Norfolk's community resilience strategy. The day demonstrated multi-agency</p>	Jan Davis
------------------------	---	-----------

	collaboration in practice and highlighted the benefits of an active network and joint working.	
Public Health	<p><b>Successful capital bid for drug and alcohol treatment services</b></p> <p>Norfolk Council working with the Mathew Project are very pleased to hear that we have been successful in an application for capital funding for services helping people with alcohol or drug problems to recover from their addiction. Over 50 projects across England will receive grants from Public Health England. Norfolk have been awarded £596,000.</p> <p>The grant will be used to an open and welcoming centre for those in recovery from substance misuse problems, their families, friends and the wider community:</p> <ul style="list-style-type: none"> <li>• A forward facing community café for the general public to generate revenue and raise the profile of the opportunities for people suffering from substance abuse problems to recover and become full and active members of society once more, and to generate income to ensure the long-term sustainability of the centre.</li> <li>• A separate drop-in café facility for people in recovery which will provide subsidised refreshments, help, advice, and access to a range of activities aimed at helping people rebuild their lives.</li> <li>• The potential to develop a 'dry pub'/evening venue for people in recovery and their families and friends.</li> <li>• A programme of structured activities for people in recovery which, over time, will be developed into a full community rehabilitation programme which would make the benefits of residential rehabilitation available on a day attendance basis. This programme of activities would be more accessible to individuals who are not able to access residential rehabilitation placements.</li> </ul> <p>The recovery centre will help in developing new social networks, gaining advice and support, and accessing mainstream services, such as college, volunteering and other positive meaningful activities.</p> <p>The centre will be peer led with professional support, and will help individuals to build a sustainable self-sufficient lifestyle that promotes health and wellbeing, through access to housing, work, and peer support.</p>	Louise Smith

Registration Services	NSTR	Caroline Clarke
-----------------------	------	-----------------

## **Annex 1 from the Norfolk Library and Information Library Service**

### **Music Sets Service: Changes to the level of Service**

From 1st June 2016 the music sets service will be reduced. Loans from existing stock will continue, but the library service will no longer borrow items from, nor loan items to, other authorities through the 'inter library loan' system.

#### **Background and introduction**

For many years, Norfolk Library and Information Service has offered a music sets loan service lending music to local choirs and orchestras. This service does not form part of the requirements to deliver a Statutory Library Service.

The stock consists of about 3300 sets made up of about 2000 orchestral sets and 1300 vocal sets. When most of the music sets were damaged in the Norwich Central Library fire in 1994, the stock was replaced and the service transferred to the Norfolk and Norwich Millennium Library when it opened in 2001.

An average of 18 hours of staff time is spent each week on the music sets service.

Up until June 2014, a set fee of £11 was charged for the loan of each set to local choirs and orchestras irrespective of the number of copies in each set. There was no charge for renewal and no overdue charges were levied on sets that were returned late.

The estimated staffing cost of providing the music sets service is £10,000 per annum and, at the charge level of £11 per set, the money raised from hiring out material did not cover the cost of running the service and the Library & Information Service could no longer afford to subsidise providing it.

In the Putting People First budget consultation in late 2013, the option to stop the service or to increase the charges for the music and play sets service was amongst the savings put forward by the Library & Information Service.

The text in the consultation was:

*'The library and Information Service currently provides performance scores and scripts to choirs, orchestras and theatre groups. The money raised from hiring out scores and scripts does not cover the cost of running the loan service and the Library and Information Service can no longer afford to subsidise the service.'*

*Two options for the future of the services are being considered:*

*Option a – stop providing this service*

*Option b – increase the cost of borrowing the sets so that all the costs are covered. This would mean that the charge to borrow a set would increase to at least £20.*

Sensitivity Classification:

*This is estimated to provide a saving of £10,000 in 2014/15.'*

The majority of respondents to this question in the consultation indicated that they wanted the service to continue. Many respondents indicated that the service was easy to use, and some responded that the proposed price increase was not unreasonable. Other responses highlighted the fact that their groups would no longer be viable if the service was removed as hiring from commercial music libraries is expensive.

A £10k saving listed as 'stop or scale back the availability of music and playsets from the library' was agreed at the County Council budget meeting on 17th February 2014.

The service decided to increase the charges for music sets to test if this would enable the service to be self –funded, which would require an income of £10,000 per annum.

A review of charges took place and new loan and overdue charges were introduced.

A flat £20 administration fee is applied where sets are obtained from other library authorities.

### **Income**

Unfortunately, the income received from the Music Sets service has not achieved the expected target.

In 2014/15 a total of £3444 was generated.

Fewer customers are taking advantage of the service now that prices have increased and 105 customers were served with 560 issues in the 2015 calendar year.

A total of £1,391 has been received to date for 2015/16 with an end of year total of £2087 being predicted. (20% of the amount needed to support the service).

This equates to roughly £14 per issue.

The service is not self-sustaining as it does not generate enough income to pay for the amount of staff hours spent supporting the service.

The Norfolk and Norwich Millennium Library must save 194 hours of staff time with the forthcoming budget reductions. Adjusting the way the Music Sets service is delivered will help to achieve these staff savings.

### **Future Delivery**

From June 1<sup>st</sup> 2016, NLIS will no longer borrow items on 'inter library loan' from other library services for customers. Music sets that are in stock in the Norfolk Library catalogue will continue to be loaned to customers. If the number of copies of a set are not sufficient for a performance, or if NLIS does not have the set in stock, the performance group will need to borrow the set from a commercial music service or direct from other library services.

Sensitivity Classification:

# Communities Committee

Item No.

<b>Report title:</b>	<b>Appointment – Norfolk Safety Community Interest Company</b>
<b>Date of meeting:</b>	<b>16 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> Appointments to Outside Bodies are made for a number of reasons, not least that they add value in terms of contributing towards the Council's priorities and strategic objectives. Responsibility for appointing to internal and external bodies lies with the Service Committees.	

## Executive summary

The need has arisen due to the creation of a community interest company, 'Norfolk Safety' to undertake income generating commercial activity. The new company requires a Board of Directors which should include an elected Member of the County Council.

### Recommendations:

**To nominate and agree a Member to represent Norfolk County Council on the Norfolk Safety Community Interest Company Board of Directors.**

## 1. Proposal

- 1.1. The Committee is asked to agree a Member to represent Norfolk County Council on the Norfolk Safety Community Interest Company Board of Directors.
- 1.2. The Committee review and consider internal and external appointments each year and the next planned review is June 2016. There is a need for the Committee to consider this appointment in advance of this because the CIC was formed last year, but the formal appointment of a Member to the Board was not confirmed at that time.

## 2. Evidence

- 2.1. Norfolk Safety is a Community Interest Company established by Norfolk Fire and Rescue Service to operate as the commercial trading arm of the Fire Service. Established as a CIC, the company benefits from ring fencing all profits to be reinvested in community safety projects such as youth engagement/development and fire prevention activities for the vulnerable.
- 2.2. The appointment is to the Board of Directors.
- 2.3. The length of appointment will be annual and will be considered in the annual review of appointments for 2017 onwards.

## 3. Financial Implications

- 3.1. The decisions members make will have a small financial implication for the members allowances budget, as attendance at an internal or external body is an

approved duty under the scheme, for which members may claim travel expenses.

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

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

#### **5. Background**

5.1. There are no background papers relevant to the preparation of this report.

#### **Officer Contact**

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

**Officer name :** Roy Harold

**Tel No. :** 0300 123 1383

**Email address :** [roy.harold@fire.norfolk.gov.uk](mailto:roy.harold@fire.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.



# Communities Committee

Item No.

<b>Report title:</b>	<b>Public Health Strategic Framework: Member Working Group</b>
<b>Date of meeting:</b>	<b>16 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Dr S.J. Louise Smith, Director Public Health</b>
<b>Strategic impact</b> The Working Group will: <ol style="list-style-type: none"><li>1. Propose a Public Health Strategy.</li><li>2. Discuss the key issues related to the Public Health Strategy and the impact of future savings.</li><li>3. Consider options for building a better understanding of public health across the council, with a focus on how the service contributes to Norfolk County Council priorities.</li><li>4. Examine the scope for working with localities and district councils to address public health issues.</li></ol>	

## Executive summary

At the last meeting (27<sup>th</sup> January 2016) the Committee agreed to establish a Public Health Working Group. The group met on 24<sup>th</sup> February and one of its first tasks was to agree the terms of reference and to review the Public Health Strategic Framework which sets out the public health aims.

### Recommendations

1. **To agree the proposed Public Health Strategic Framework as set out paragraphs 1.2 – 1.4**
2. **To agree the proposed Terms of Reference for the Public Health Working Group set out in Appendix A.**

## 1. Public Health Strategic Framework

- 1.1. At the first meeting of the Working group (24 February 2016) members reviewed the Public Health Strategic Framework. Our overall aim is to

*“Help the people of Norfolk live in healthy places, promote healthy lifestyles; prevent ill-health; and reduce health inequalities”*

### 1.2. What the Service Aims to do

The service proposes to:

1. **Promote** healthy living and healthy places;
2. **Protect** communities and individuals from harm;
3. **Provide** services that meet community needs;
4. Work in **Partnership** to transform the way we deliver our services

1.3. The service will

**Promote healthy living and healthy places by:**

- a) Delivering a package of health improvement and prevention services, including NHS Health Checks, and addressing obesity.
- b) Working with district councils to deliver joint programmes that address the wider issues that impact on health, such as road safety, housing, air quality, leisure services and green spaces.
- c) Developing a comprehensive approach to promoting healthy workplaces to help employer offer good jobs and reduce sick leave.

**Protect communities and vulnerable individuals from harm by:**

- d) Re-designing the drug and alcohol services to focus on moving people to a drug and alcohol free lifestyle.
- e) Leading the Tobacco Control Alliance and commission stop smoking services focussed on key vulnerable groups: pregnant women, and those living in deprived areas.
- f) Developing multi-agency working for issues such as mental health, domestic abuse and substance misuse; sexual violence, child sexual exploitation, and female genital mutilation.
- g) Continuing to assure local strategic plans for emergency planning, protection and resilience.

**Provide services that meet the needs of communities by:**

- h) Commissioning a high quality children's health visitor and school nursing service [0 – 19 Healthy Child Service] linked with children's centres, early help hubs and schools.
- i) Through the 0 – 19 Healthy Child Service, promoted health improvement for example to address obesity.
- j) Commissioning comprehensive sexual health services and implementing a sexual health prevention strategy.
- k) Providing strategic support for NHS commissioning with a focus on health and social care integration and prevention.
- l) Leading infection control and prevention in care homes.

**Support our partners to transform the way we deliver services by:**

- m) Co-ordinating the work of Health and Wellbeing Board to address the goals of integration, prevention and reduced inequalities, in relation to the priority areas.
- n) Delivering a new Joint Health and Wellbeing strategy in 2017 and a new Joint Strategic Needs Assessment.
- o) Prioritising investment in information and analysis and strengthening alignment between evidence and strategy.
- p) Undertaking analysis to monitor service performance and population health outcomes.

1.4. **By 2020 the service aims to have**

- a) High quality Health Checks with average or better uptake from deprived areas.
- b) A working partnership with Districts Councils, with a public health approach embedded in all policies.
- c) Maintained the reduction in the number of people killed or seriously injured on Norfolk's roads.

- d) Rolled out a workplace health offer with employers to reduce sickness absence and improve productivity.
- e) Re-commissioned drug and alcohol service with improved outcomes, based on recovery, delivered in the community.
- f) Reduced smoking rates amongst pregnant women and people living in deprived areas.
- g) Halved the number of people infected with HIV who do not know that they have the disease.
- h) Reduced the transmission of infections in care homes.
- i) Ensured that all looked after children under five have their health needs assessed and met.
- j) Ensured that children's development checks at 2½ years are delivered in collaboration with early years' services.
- k) Maintained the 2013 levels of teenage pregnancy for Norfolk, with further reductions in hot-spot areas.
- l) Led the implementation of the Health and Wellbeing Board's priorities: mental health, obesity, early years and dementia.
- m) Developed a new Joint Strategic Needs Assessment and reviewed the joint Pharmaceutical Needs Assessment.
- n) Used knowledge and intelligence to support the transformation to a sustainable health & social care system.
- o) Worked with business intelligence and performance to develop a single, fit for purpose approach to information and analysis across the Council.

The Public Health Strategic Framework for Norfolk will be launched on World Health Day on 7<sup>th</sup> April 2016.

## 2. Financial Implications

- 2.1. There are no direct implications arising from this report. The Finance Plan for 2016 – 2019 which supports the delivery of this strategy, was agreed by Committee on 27<sup>th</sup> January 2016. Any further financial implications, risks, issues and innovation, will be considered by the Working Group and recommendations made to this Committee, as needed.

### 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 :** Sally Newby

**Tel No. :** 01603 638484

**Email address :** Sally.newby@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.



### Member Working Group – Public Health

#### Proposed Terms of Reference

1. Agree the Public Health Strategic Framework
2. Discuss the key issues related to the Public Health Strategy and the impact of future savings on services.
3. Consider options for building a better understanding of public health and public health services, across all services and with all councillors, with a focus on how the service contributes to Norfolk County Council priorities.
4. Examine the scope for working with localities and district councils to address health issues.

#### Members may want to consider in their proposals

1. The statutory duties of the Director of Public Health and the mandated public health functions of a top tier authority.
2. The data and information that provides evidence of need for Public Health services.

#### Outcomes

1. A report to Committee on 19<sup>th</sup> October 2016 outlining the main findings of the Working group, including any recommendations for action.
2. Revised Local Member Protocol for informing members of public health issues relating to their Electoral Division.
3. A report to Member Support & Development Advisory Group detailing options for building a better understanding of public health and public health services, with all councillors.

Outcomes from the review should be in place to be implemented in the financial year 2017/18.

#### Membership

Cllr Alison Bradnock, Cllr Richard Bearman, Cllr Julie Brociek-Coulton, Cllr Jonathan Childs, Cllr David Harrison, Cllr Harry Humphrey, Cllr Chrissie Rumsby and Cllr Paul Smyth.



# Communities Committee

Item No.

<b>Report title:</b>	<b>Trading Standards Service Plan including Food &amp; Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales Plan (EARSF)</b>
<b>Date of meeting:</b>	<b>16 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> <b>Building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities.</b> The Trading Standards Service Plan is included within the Council's Policy Framework, under the Council's Constitution, and requires adoption by Full Council. The Service Plan and associated policies and plans set out the service priorities for 2016/17, taking account of the 3-year service budget set in February 2016.  The purpose of this report is to present recommendations to Committee on the proposed policies and priorities for 2016/2017 for consideration and comment prior to making recommendations on adoption of the plan to Full Council.	

## Executive summary

This report introduces the Trading Standards Service Plan 2016-17 (Appendix 1) including:

- Annex I: The Enforcement of Age Restricted Sales Plan (Appendix 2) and
- Annex II: The Food and Feed Law Enforcement Plan (Appendix 3).

All three need to be adopted by Full Council.

It also introduces the revised Trading Standards' Business Services Policy (Appendix 4), which has been amended to reflect the Service's move to implement charges for bespoke business advice, including the introduction of Primary Authority Partnerships. This move is to address the need to generate an additional £20,240 per annum income with effect from 2016/17, as agreed during the February 2014 budget round.

### Recommendations:

**Members are asked to:**

- 1) Review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council.**
- 2) Approve the Business Services Policy and its adoption by the Trading Standards Service.**

## 1. Proposal

- 1.1. Trading Standards' core function is to build a safe, fair and legal marketplace for Norfolk, helping businesses to succeed and safeguarding communities by:
  - protecting them from detrimental trading practices and rogue traders,
  - enforcing the laws which provide the basis for fair competition, business success and access to world markets and consumer protection, and

- providing businesses with compliance advice and metrological services.

The impact on consumers and business is significant and our approach is critical to ensure confidence in the trading environment.

Trading Standards has an important role in protecting the integrity of the food chain from farmed animal welfare and disease control to food safety and standards. The Service also ensures goods are safe and trading is fair and tackles underage and illicit sales of alcohol and tobacco. Activities in these areas can also contribute to Public Health priorities.

The Service investigates criminal offences and civil breaches and takes legal action where necessary to protect individuals, in particular the vulnerable, as well as wider public legitimate interests. Trading Standards therefore has an important social and economic role in the community, contributing to the health, safety and prosperity of Norfolk.

- 1.2. The Trading Standards Service plan has been developed using analysis of information (intelligence) that reflects the issues and problems Norfolk people and businesses face, ensuring that our service is unique and focused on the needs of the County. This includes providing part of the 'national shield' addressing both national issues that affect Norfolk and the impact of local businesses nationally and globally.

The service plan includes our 'golden thread' (page 6) which summarises our strategic control strategy and focus for protecting the public and legitimate business. The plan is supplemented with some functional specific plans which describe how we will address statutory responsibilities relating to underage sales (Annex I), food and animal feed safety and standards (Annex II), and farmed animal health, welfare and disease control (Annex III). These specific plans include information required by Government on the monitoring of our discharge of these functions.

- 1.3. **Members are asked to review the Trading Standards Service Plan including Annexes I and II and recommend adoption of the plan to Full Council.**
- 1.4. With effect from 1 April 2016, the Service is required to generate an additional £20,240 of income as part of the budget settlement agreed by Full Council in February 2014.

During the 2015/16 Service year, options for income generation have been explored and it is proposed that the Service will:

- Introduce charges for bespoke business advice, on a cost recovery basis,
- Introduce Primary Authority Partnerships, and
- Discontinue our Home Authority Scheme,

during the 2016/17 service year.

The Trading Standards' Business Services Policy (Appendix 4) has been revised to reflect these changes. The appended version includes highlighted text to identify the additions to and deletions from the previous version for ease of reference.

- 1.5. **Members are asked to approve the Business Services Policy and its adoption by the Trading Standards Service.**



## 2. Evidence

- 2.1. The Trading Standards Service Plan (Appendix 1) includes, and attention is drawn to:
- Annex I: The Enforcement of Age Restricted Sales Plan (Appendix 2)
  - Annex II: The Food and Feed Law Enforcement Plan (Appendix 3)
- 2.1.1. The Enforcement of Age Restricted Sales Plan enables the County Council to discharge its statutory duty to annually consider and review its enforcement of the Children and Young Persons (Protection from Tobacco) Act 1991.
- 2.1.2. The Food and Feed Law Enforcement Plan is a statutory plan required by the Food Standards Agency; which incorporates work that is intended to protect the food supply chain, covering both food production and control of animal feed used for animals intended for human consumption.
- 2.2. With effect from 1 April 2016, the Service is required to generate an additional £20,240 of income as part of the budget settlement agreed by Full Council in February 2014.
- 2.2.1. During 2015/16, officers have undertaken research and analysis in relation to the introduction of chargeable business advice, building on the initial scoping work conducted in 2014/15. This has included liaison with a number of other local authority Trading Standards Services which have established chargeable business advice models. It has also included liaison with companies that have approached the Service with regard to Primary Authority Partnerships.
- 2.2.2. As a result of this research and analysis, it is proposed that the Service adopts the following policy in relation to business advice:

### Free Business Advice

We will provide advice to businesses at no charge in the following circumstances:

- Start-Up Businesses: We will provide advice on and signpost to all the relevant legislation that applies to a Norfolk based start-up business. If more detailed advice or support, including interpretation of the legislation, is required then the section below dealing with charges for business advice will apply.
- Current businesses: We will provide signpost advice and information to ensure existing businesses in Norfolk are aware of the applicable trading standards legislation. Where a non-compliance is apparent with a Norfolk based business, either through our contact with the business or through a referral from a partner authority, we will also make sure that the business is aware of the action to be taken to address the non-compliance.

### Charges for business advice

Charges for business advice will be applicable in the following circumstances:

- Bespoke Advice. If a business requires more detailed or interpretative advice on trading standards law then we will provide the advice on a cost recovery basis at a pro-rata hourly fee.
- Primary Authority: We will charge for providing services on a cost recovery basis under a Primary Authority Partnership

- 2.2.3. The Primary Authority Scheme was launched by central government in 2009; with the introduction of the Regulatory Enforcement and Sanctions Act 2008 and subsequent Orders made under it. The scheme provides businesses with the

opportunity to form a statutory partnership with a local authority. The authority then provides advice on regulatory matters that is assured under the scheme and that other local authorities must take into account when carrying out inspections and dealing with noncompliance.

The main advantage to businesses, over the voluntary Home Authority Scheme, is that advice given under the primary authority partnership applies throughout England and Wales regardless of where outlets are based and, if implemented, must be respected by all local regulators. Any enforcement action by regulators that is inconsistent with this advice can be blocked by the primary authority.

The Scheme is administered by the Better Regulation Delivery Office (BRDO). The Office provides advice and guidance on the scheme to local authorities, maintains a register of Primary Authority Partnerships and provides a dispute resolution service.

2.2.4. The advantages of adopting the business advice policy are:

- It enables the Service to charge for services rendered, and recover some of the costs of business advice provision.
- It may lead to an increase of specialist knowledge of officers in areas of law to meet the demand of advice requests made under primary authority partnerships. This knowledge is a resource for the Service and could be used for the benefit of non primary authority matters.
- It allows for the formation of deeper relationships with local businesses with, for example, officers having an increased understanding of the commercial pressures those businesses face.
- Once the culture of charging for services is introduced it may enable the Service to develop other commercial services (such as bespoke due diligence training/auditing to enable businesses to export).

2.2.5. The disadvantages of adopting the business advice policy are:

- It will involve a change of message on a business engagement point of view. We have historically concentrated heavily on the promotion of the Service on the basis of the advice, assistance and support that we can offer for free to businesses. The Service may receive complaints from former home authority companies who will be faced with a charge for the receipt of advice. The Service will work with these companies to explain the advantages of the Primary Authority as opposed to the Home Authority schemes. It has not been possible to consult with these companies in advance of this proposal due to the commercial sensitivities involved.
- The Service will have to appropriate resources in the form of suitable officers to service the demands, particularly those arising from Primary Authority Partnerships. These demands will, for the most part, be reactive and will fluctuate. It is unknown at present whether these demands will exceed those imposed by our current provision. However the dynamic of a primary authority partnership differs significantly from a home authority relationship and will involve a change in culture and mind-set for officers. It may be the case that some officers will be unsuited to this role.
- It may be the case, especially in the beginning, that cost recovery cannot be achieved, as the Service will have to over resource with officers in order to meet any agreed turnaround times for demands for advice.
- The majority of businesses within Norfolk are Small and Medium sized Enterprises (SMEs). The Service recognises that by imparting advice to ensure compliance is achieved from the outset it can have a positive impact upon the economic prosperity of such businesses, which form the

backbone of the Norfolk economy. However, with the introduction of charges it may well be that such businesses are deterred from seeking advice from the Service. The policy attempts to address this concern in part through the provision of free business advice, as described under section 2.2.3 above.

### **3. Financial Implications**

- 3.1. The financial implications of service delivery aligned to the Trading Standards Service Plan 2016-17 and associated policies and plans accord with the budget settlements agreed at Full Council in February 2014 and 2016.
- 3.2. During 2015/16, the Service considered alternative options to generate the additional £20,240 per annum income with effect from 1 April 2016. One option was the further development of our Calibration, Verification & Testing Services (CVTS). However this option has not been pursued because:
- the CVTS income set for 2016/17 is already subject to inflationary increases of £4K, and
  - as the team is working at capacity, it would be necessary to appoint an additional member of staff at a cost of £34.5K and generate additional income of £54.75K to clear the required income.

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

The key issues that need to be taken into account are:

- 4.1. **Staff**  
Sufficient suitably qualified, competent and skilled officers are required to undertake enforcement activities, including the use of statutory powers. The Trading Standards Service operates a workforce and career development plan to maintain a complement of qualified officers. Skills and competency are assessed during annual staff appraisals and a programme of Diploma in Consumer Affairs and Trading Standards (DCATS) qualification and continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.
- 4.2. **Legal implications including the Crime and Disorder Act 1998, human rights implications and health & safety**  
Statutory duties are addressed in the Trading Standards Service Plan 2016-17 and associated plans.

The Trading Standards Service is principally concerned with preventing or reducing crime and disorder. Enforcement activities are determined via our intelligence-led approach and enforcement action is undertaken in accordance with the CES Enforcement Policy.

Enforcement activities occasionally necessitate the use of covert surveillance or access to communications data, as regulated by the Regulation of Investigatory Powers Act 2000 (RIPA). The Service complies with the Act and the County Council's RIPA policy when considering the necessity and proportionality of such activities.

The Service follows the County Council's Health & Safety – Our Commitments policy and associated corporate policies. Service-specific activities such as metrological inspections or potentially confrontational situations are managed through a comprehensive set of risk assessments, which are reviewed on an

annual basis as part of our Health & Safety Action Plan.

#### 4.3. **Risks**

Two key risks in relation to staffing within the Service:

- Single points of knowledge, and
- Lack of capacity to respond to major incidents

were identified during 2015/16 and actions to mitigate both risks are currently being monitored and managed via the Communities Committee Risk Register.

Other risks associated with service delivery aligned to the Trading Standards Service Plan 2016-17 and associated policies and plans are considered during service planning and the more detailed control strategy planning that underpins it. Identified risks are managed as part of the Service risk management process.

The risks associated with the introduction of chargeable business advice have been highlighted at Section 2.2.6 above. The risk that the required income of £20,240 per annum will not be achieved has been identified and will be monitored and managed via a performance measure, reported to CES DMT on a monthly basis.

## 5. **Background**

- 5.1. Background Paper - Annex III: Animal Health & Welfare Service Delivery Plan 2015-16

### **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

**Tel No. :** 01603 224275

**Email address :** [sophie.leney@norfolk.gov.uk](mailto:sophie.leney@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.

Service Name: **Trading Standards Service**

Responsible Senior Officer Name: **Sophie Leney**

Period covered: **2016-2017**

Latest update: 29 February 2016

## **What our service aims to achieve**

The Trading Standards' ambition is to **build a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities** through:

- Helping businesses succeed
- Tackling the most serious illegal trading, including e-crime
- Safeguarding communities from doorstep crime and scams
- Alcohol and tobacco control, affecting public health and antisocial behaviour
- Safety of goods
- Food safety and standards
- Animal disease prevention and control measures

## **The things we do**

1. Providing businesses with access to information and compliance advice to help them succeed and providing targeted support to start-up, small, high-risk and non-compliant businesses
2. Providing calibration, verification and testing services to businesses
3. Protecting consumers and legitimate businesses by targeting the most serious fraudulent, illegal and unfair trading, including e-crime
4. Safeguarding vulnerable people by providing our Trusted Trader scheme and addressing rogue doorstep trading and scams
5. Safeguarding communities and public health by tackling the supply of alcohol, tobacco and age restricted products to young people and the supply of illicit alcohol and tobacco.

For further information see Annex I: Enforcement of Age Restricted Sales Plan 2016-17.

6. Ensuring fair and safe trading of goods and services, including foods and animal feeds through a programme of intelligence-led market surveillance and enforcement activities
7. Ensuring the standards, quality and safety of the food chain, including animal feeds and agricultural fertilisers

For further information see Annex II: Food & Feed Law Enforcement Plan 2016-17.

8. Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health

For further information see Annex III: Animal Health & Welfare Service Delivery Plan 2016-17.

## Our service structure

The Trading Standards Service consists of five teams:

- Business, Food & Farming
- Calibration, Verification & Testing Services
- Community Safety and Fair Trading
- Intelligence and Legal Enforcement
- Investigations.

The Service has a full time equivalent staffing complement of 46 FTE with a headcount of 48. The Service is delivered from three offices, County Hall in Norwich, Priory House in King's Lynn and Hethel Engineering Centre (Calibration, Verification & Testing Services only).

There are 32,872 businesses in Norfolk (2014/15 CIPFA figures) and, with a net budget of £1,871,500, the Service costs £56.93 per business.

## Monitoring our outcomes/performance

Measure	How we did in 2014/15	How we did last year	Our target for this year
Percentage of businesses brought to broad compliance with trading standards	Target = 94% Actual = 94.05%	Target = 94% YTD = 96.77%	95%
Percentage of doorstep and other rogue traders and most detrimental businesses brought to compliance	Revised Measure	YTD = 74.58%	80%
Percentage of scam victims supported to prevent further financial abuse	New Measure	YTD = 85%	85%
Percentage of targeted offenders (who have sold age restricted goods to young people) brought to compliance	New Measure	YTD = 95%	95%
Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance	New Measure	YTD = 85%	90%
Income generated: (a) through our calibration, verification and testing services, and (b) through other means, including chargeable business advice	Target = £320,920 Actual = £332,350	Target = £327,500 Forecast = £355,000 New measure	(a) £339,500 (b) £20,240
Proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area		New Measure	Target to be set during 2016/17

## Feedback from our customers

Measure	How we did in 2014/15	How we did last year	Our target for this year
Business satisfaction with Trading Standards services	Target = 85 Actual = 91.7	Target = 90 YTD = 92.7	94

## How we compare to others delivering this/similar services

Who we compare against	Why	How did we compare last year (2014/15)	How do we compare this year	Actions we are taking
Other English County based Trading Standards Services (dependant on completion of CIPFA return)	Similar size and/or range of services delivered. However, Norfolk is a large rural county, with significant cost/pressures in supporting the farming economy. This is not something that is necessarily a big factor for other similar sized local authorities.	Net cost per business was £73.62. The average is £73.76 (maximum £104.32 and minimum £44.61).	2015/16 CIPFA statistics are awaited	If we use our net budget for 2016/17 in the 2014/15 calculation the net cost per business is £56.93, a 23% reduction of £16.69 per business.

## Service changes/improvements planned for this year

What	Why	By When	Owner	How we are doing so far	What actions we are taking
Development of a full business case for a shared service between Norfolk Trading Standards and Suffolk Trading Standards	To build resilience, maximise budget effectiveness and protect service delivery	October 2016	Sophie Leney		
Development of Primary Authority Partnerships and implementation of our chargeable business advice model	To provide additional income of £20,240 per annum from 1 April 2016	31 March 2017	Jon Peddle		

## Our key risks

<b>Risk (Managed and monitored via the Communities Risk Register)</b>
<p>Lack of capacity to respond to major incidents Existing staffing has limited ability to respond to a major incident (such as food safety or animal disease outbreak like 'foot and mouth')</p>
<p>Single points of knowledge Limited service capacity leads to areas where there are single points of knowledge. Loss of key individuals then results in an inability to deliver the appropriate service and increased pressure on remaining staff.</p>

## Our budgets

<b>Budget</b>	<b>Pressures and risks</b>	<b>Savings to be delivered</b>	<b>Actual spend</b>	<b>Forecast spend by end of year</b>	<b>Actions we are taking</b>
£488,819 Business, Food & Farming	Inability to attract Primary Authority Partners and other chargeable business advice. Inability to market our Trusted Trader scheme as successfully as previously				
(£61,315) Calibration, Verification & Testing	Inability to market our verification, calibration & testing services as successfully as previously				
£517,084 Community Safety & Fair Trading					
£301,370 Intelligence and Legal Enforcement	Increasing costs of legal enforcement, as experienced in 2014/15 & 2015/16 Inability to recover prosecution costs or proceeds of crime assets				
£419,733 Investigations					
£205,809 Trading Standards Service					
Net total = £1,871,500					



Please see the diagram below, our 'golden thread' which summarises our strategic control strategy. This Service plan is supplemented with the following functional specific plans which describe how we will address statutory responsibilities relating to underage sales, food and animal feed safety and standards, and farmed animal welfare and disease control:

- Annex I: Enforcement of Age Restricted Sales Plan 2016-17
- Annex II: Food & Feed Law Enforcement Plan 2016-17
- Annex III: Animal Health & Welfare Service Delivery Plan 2016-17.

Norfolk County Council: Putting People First	Trading Standards Ambition	Trading Standards Priorities	What this means	Performance measures
<p><b>Ambition:</b> For everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities.</p> <p><b>Real jobs:</b> We will promote employment that offers security, opportunities and a good level of pay. We want real sustainable jobs available throughout Norfolk.</p> <p><b>Good infrastructure:</b> We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.</p> <p><b>Excellence in education:</b> We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best. We firmly believe that every single child matters.</p> <p><b>Improve the quality of life for all the people of Norfolk</b>, and in particular to safeguard vulnerable people throughout the county.</p>	<p><b>Building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities</b></p>	<p>Helping businesses succeed</p> <p>Tackling the most serious illegal trading, including e-crime</p> <p>Safeguarding communities from doorstep crime and scams</p> <p>Alcohol and tobacco control, affecting public health and antisocial behaviour</p> <p>Safety of goods</p> <p>Food safety and standards</p> <p>Animal disease prevention and control measures</p>	<p>Providing businesses with access to information and compliance advice to help them succeed and providing targeted support to start-up, small, high-risk and non-compliant businesses</p> <p>Providing calibration, verification and testing services to businesses</p> <p>Protecting consumers and legitimate businesses by targeting the most serious fraudulent, illegal and unfair trading, including e-crime</p> <p>Safeguarding vulnerable people by providing our Trusted Trader Scheme and addressing rogue doorstep trading and scams</p> <p>Safeguarding communities and public health by tackling the supply of alcohol, tobacco and age restricted products to young people and the supply of illicit alcohol and tobacco</p> <p>Ensuring fair and safe trading of goods and services, including foods and animal feeds through a programme of intelligence-led market surveillance and enforcement activities</p> <p>Ensuring the standards, quality and safety of the food chain, including animal feeds and agricultural fertilisers</p> <p>Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health</p>	<p>Business satisfaction with Trading Standards services</p> <p>Percentage of businesses brought to broad compliance with trading standards</p> <p>Percentage of doorstep and other rogue traders and most detrimental businesses brought to compliance</p> <p>Percentage of scam victims supported to prevent further financial abuse</p> <p>Percentage of targeted offenders (who have sold age restricted goods to young people) brought to compliance</p> <p>Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance</p> <p>Income generated through our calibration, verification &amp; testing services and other means, including chargeable business advice</p> <p>Proportion of Trading Standards Officers/Managers who hold necessary qualifications/current competencies to be authorised in each enforcement area</p> <p>Cost of the Trading Standards Service per Norfolk business</p>
<p><b>National Regulatory Outcomes</b></p> <p><b>Economy:</b> Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment</p> <p><b>Environment:</b> Protect the environment for future generations</p> <p><b>Public and product safety:</b> Ensure safe neighbourhoods and safe products</p> <p><b>Health &amp; Wellbeing:</b> Help people to live healthier lives by preventing ill health and harm and promoting public health</p> <p><b>Food Chain Infrastructure:</b> Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy</p>				

## **Community & Environmental Services**

# **Trading Standards Service**

## **Enforcement of Age Restricted Sales Plan 2016-17**

### **Minor Sales – Major Consequences**

A strategy to deter the sale of age restricted products to young people in Norfolk, with the intention of improving community safety and public health.



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

## **1. Context**

- 1.1 The Children and Young Persons' (Protection from Tobacco) Act 1991 requires a Local Authority to review its enforcement activity relating to the supply of cigarettes and tobacco to persons under the age of 18 on an annual basis. There are similar duties arising from Section 54 of the Anti-Social Behaviour Act 2003. This Plan fulfils these obligations, as part of the overall work by Trading Standards to improve community safety and public health.

## **2. Background**

- 2.1 Trading Standards community safety activities are intelligence led and focus on both national and local priorities. Improving community safety and public health by tackling illicit/age restricted products is a key priority for the Service. Trading Standards recognises that effective enforcement of legislation to prevent the sale of age restricted goods requires a multi-agency approach and seeks to work in partnership with a range of agencies and stakeholders to ensure accurate identification of priority and high-risk areas, share best practice and engage in collaborative work (e.g. joint operations and licence reviews).
- 2.2 Trading Standards aligns its service delivery wherever possible to support the priorities of other council services. The Service will focus activities on:
- Alcohol Licensing
  - Illicit tobacco, and
  - The Norfolk Tobacco Alliance
- to align its community safety activities with Public Health priorities.
- 2.3 Operations and activities are delivered across the whole of the county based on the intelligence derived from information about the sale of age restricted products. A scaled approach is adopted with due regard to the Community and Environmental Services Enforcement Policy. This includes:
- The provision and publicity of advice and support materials
  - The delivery of advice and help to new retailers of age restricted products
  - The investigation of complaints together with the delivery of advice and assistance to prevent the recurrence of underage sales
  - Targeted test purchasing utilising young people and where appropriate, underage volunteers
  - Requirement to adopt a "Challenge 25" type policy
  - Working with and supporting national or regional initiatives
  - Multiagency/community group/industry partnership working

Where targeted advice and assistance is given following the receipt of information that a retailer has sold to underage purchasers, test purchasing by a young person, approximately 18 - 20 years old may be used to ascertain the robustness of the implementation of the Challenge 25 type policy.

Test purchases utilising underage volunteers are carried out, usually with assistance from Norfolk Constabulary, at targeted premises where information shows that sales to underage purchasers are taking place. Teams work within agreed procedures and

protocols that cover the sharing of information and the recruitment of young persons for test purchase programmes.

- 2.4 Advice to Trading Standards Services by the Office of the Surveillance Commissioner (OSC) is that any test purchase by an underage volunteer now requires covert surveillance authorisation in accordance with the Regulation of Investigatory Powers Act 2000 (RIPA) by a service manager which must then be endorsed by a Magistrate.

The Office of the Surveillance Commissioner has issued further guidance in early 2015 that a Magistrate should not issue RIPA authorisation unless the targeted test purchase operation relates to a premises where:

1. Intelligence indicates that underage sales are taking place
2. The trader has been advised of their legal responsibilities and warned
3. Further intelligence indicates that underage sales continue to take place.

In light of this advice Trading Standards has modified its RIPA application procedures and policy of enforcement actions with traders where intelligence is received regarding underage sales.

- 2.5 During the 2015-16 service year the number of complaints received from the public or traders regarding the underage sale of regulated products has fallen considerably when compared to that of previous years. This includes complaints made to the police and licensing departments of the district councils in the county. As a result and in light of the OSC advice described at paragraph 2.3 above the number of underage test purchases currently stands at zero in the 2015-16 service year.

In October 2015 Trading Standards modified its policy of action to include a test of the advice it has given to retailers where information regarding sales to underage purchasers is received; to test the effectiveness of the implementation of that advice. Now, a young adult of 18 - 20 years of age is utilised to test the effectiveness of the implementation of the Challenge 25 type policies. Where such a test purchase goes unchallenged, the Service is then able to apply for authorisation under RIPA to undertake an underage volunteer operation.

- 2.6 A range of legislation supports this work, setting out controls for the following products:
- Alcohol
  - Cigarettes and tobacco products, including electronic cigarettes
  - Fireworks
  - Video, DVD, Blu-ray & gaming products
  - Aerosols, petroleum spirit and other intoxicating substances (butane/solvents)
  - Lottery and scratch cards
  - Knives, blades and crossbows
  - Psychoactive substances

Alcohol and tobacco continue to be the main focus of our enforcement activity.

### **3. Alcohol**

- 3.1 A number of reports have put the cost of alcohol related crime in the UK at between £8bn and £11bn per annum. Alcohol-related crime and disorder by young people is currently estimated to cost society £1 billion per year. Despite the success of the Community Alcohol Partnership (CAP) in Great Yarmouth (see section 3.5), the highest proportion of admissions to hospital for alcohol related harm in East Anglia is at the James Paget Hospital in the town.

However, a 2014 NHS survey has found that the proportion of 11-15 year olds who have never had alcohol has increased to 62%. This is the highest proportion since records have been kept and is in line with past surveys which have shown this figure is rising gradually over recent years. This appears to show that safe drinking messages are getting through to young people. However, children who are drinking are consuming large amounts. In 2014, the average (mean) alcohol consumption by pupils who had had alcohol in the last week was 9.8 units – albeit a reduction of 3.1 units over the level in 2012.

- 3.2 A premises which sells alcohol to underage purchasers twice in three months is deemed to be 'persistently selling alcohol to under 18s'. All premises found to be selling alcohol to underage persons are retested before the end of 3 months following the date of the first sale.
- 3.3 The Trading Standards Service is a Responsible Authority in licensing matters. During 2013/2014 a premises licence was revoked on appeal to the Magistrates by the owner following a review applied for by the Trading Standards Service on behalf of Norfolk County Council because of repeated sales of alcohol to underage persons. Trading Standards continues to work closely with the other Responsible Authorities, in particular Norfolk Constabulary Licensing and Regulation Unit, in order to ensure the licensing objectives are upheld in Norfolk.
- 3.4 In the first quarter of 2015, Trading Standards has visited a total 10 premises as part of its activity in this area. The Service conducted a number of advisory visits and four test purchasing operations, resulting in one sale to a young volunteer of both alcohol and tobacco. Test purchase sales were made at premises where intelligence suggested there was a likelihood of illegal sales of alcohol, including those with increased incidence of anti-social behaviour linked to alcohol consumption. Further visits are planned as part of joint work with the Police during 2016/17.
- 3.5 The Community Alcohol Partnership (CAP) launched in Great Yarmouth continues to take a multi-agency/organisation approach to reducing underage access to alcohol. The partnership includes the Police, youth services, the Matthew Project, schools, and retailers. The partnership has proved to be successful in reducing the prevalence of underage and street drinking which has continued to decrease in 2015. Alcohol users get support from local agencies. The service will continue to support this initiative during 2015/2016 to ensure its continued success.
- 3.6 We continue to support the development of joint strategies for Alcohol Harm Reduction with partners. This includes additional support for the night time economy via local initiatives led by the Police in Norwich, Great Yarmouth and Kings Lynn.

## **4. Tobacco Control**

- 4.1 Smoking remains the biggest cause of preventable death in Norfolk (and globally). The chart at Annex 1 shows the extent of the cause of death by smoking to greatly exceed that of any other preventable cause. A survey has shown that the NHS spends £2.0 billion a year on treating smoking-related illness.

In England it is encouraging to find that the proportion of children (11-15 year olds) who have never smoked continues to rise – 82% in 2014. However it is estimated that 8 children start smoking each day in Norfolk. 66% of smokers take up the habit by the age of 18. Studies have shown that smoking just one cigarette in early childhood doubles the chance of a teenager becoming a regular smoker by the age of 17. 80% of adults regret starting smoking by the time they are 20 years old.

The problem of underage smokers is still a real issue in the county. Public Health England's statistics show that Norfolk has a higher number of smokers at age 15 than other counties in England. 11.4% of Norfolk's 15 year olds are smokers and 19% are using or have used e cigarettes.

Smoking in young people is highly prevalent within the Great Yarmouth area. One school reports 100% of attendees being regular smokers. Charities such as The Matthew Project and the NHS are keen on dealing with the health matters associated with young people smoking and enforcement agencies for illicit tobacco, underage sales and litter.

- 4.2 Trading Standards Officers have the power to advise business and enforce legislation in respect of age-restricted goods and illicit tobacco and therefore have a vitally important role to play in supporting health improvement by reducing access to these products. We recognise that the most effective way of doing this is by working in partnership with a range of agencies and stakeholders, including the tobacco industry. Our approach in doing so relies on intelligence, such that we take appropriate action against suppliers of a range of illicit/counterfeit products, and ensures that we always limit our engagement with industry for the purposes of enforcement of the relevant legislation.
- 4.3 Illicit tobacco continues to be an area of great concern; not only in terms of the associated (additional) health risks but also in the potential for extending illegal sales of tobacco products to under 18's. In addition to counterfeit tobacco, there is an increasing amount of illegally imported tobacco which only bears foreign labelling. Not only is this tobacco being sold without UK duty being paid, but the mandatory health risks labelling on the packaging is missing.
- 4.4 Illicit tobacco is being sold by unscrupulous businesses from under the counter in most cases. It follows that this makes it more accessible to young people as it is more affordable (for example, £3:00 for a pouch of hand rolling tobacco as opposed to £15).
- 4.5 Illicit tobacco is mainly sold in our market towns which have a high ethnic minority population, particularly Eastern Europeans, The service has adopted a multi-agency approach during 2015 to tackle this problem. Action by the service alone is not stemming the supply even when the perpetrators are prosecuted. Trading Standards Services have instigated a number of unannounced inspections of retailers where

intelligence has shown that illicit tobacco is being sold. The numbers of cigarettes seized has been much lower than other years and it appears that sophisticated concealment is being used to store the bulk of these products away from the retailing premises.

- 4.6 Targeted action was taken by HMRC against retailers of illicit tobacco products in the Great Yarmouth area during 2015. Trading Standards gave considerable support to this operation both in intelligence sharing and in carrying out test purchases utilising a Polish employee of a Trading Standards contractor. This resulted in sales from 3 premises which provided the legal basis of an application to Magistrates to carry out forced entry to the premises (if needed). 200,000 cigarettes and 15kg of hand rolling tobacco was seized in the subsequent operation carried out at 3 retailers and an industrial storage unit.

## **5. Other areas of focus for 2015/2016**

- 5.1 Alcohol and tobacco sales to under 18's remained a priority area because of the problems identified at both local and national level. However compliance visits targeted all age restricted products.

### **5.2 Fireworks**

The levels of antisocial incidents reported to Norfolk Police and Trading Standards during the Guy Fawkes period has shown a steady reduction over the past 4 years. However, one District, Breckland, did show a significant increase in 2014. The Trading Standards Service sustained further cuts in its funding during the 2014/2015 year and had to make careful decisions regarding where it targets its depleted resources. In view of the reduced level of incidents, targeted activities were only conducted in the Breckland area in relation to firework sales both in the run up to November the 5<sup>th</sup> and the New Year.

Incident reports for the Guy Fawkes period of 2015 have shown that in 6 of the 7 districts, antisocial behaviour associated with fireworks has remained at a low level. In Breckland, the incidents have halved in number in comparison to 2014; but remain at a significant level.

### **5.3 Aerosols, DVDs and Knives**

Underage sales test purchase operations were planned should intelligence be received of sales to young people in respect of other age restricted products including knives, DVDs and aerosol products. However, in 2015, no reports of such sales to underage purchasers were received during this period. The service will treat aerosols, DVDs and knives as it does fireworks and put appropriate resources into this area of enforcement should it be required.



#### 5.4 **New Psychoactive Substances (NPS)**

Synthetic drugs designed to mimic illegal drugs like cocaine, cannabis and ecstasy are increasingly and extensively available through the internet. Throughout the UK the sales of these substances through retailers known as 'Head Shops', particularly to young adults, is a major cause of anti-social behaviour and admission to A&E services. These substances are sometimes referred to incorrectly as 'Legal Highs'. Those selling them believe that they are not breaking the law as the contents are not currently controlled under the Misuse of Drugs Act. Enquiries by drug workers with the users of NPS has also shown that users mistakenly believe there is less risk with these substances than with controlled drugs.

5.5 In order to deal with the considerable health impacts some of these substances are having, the Government has brought a number of NPS ingredients under the control of the Misuse of Drugs Act.

5.6 The products offered on the internet and via head shops are often labelled "not for human consumption" or with instructions to use them as bath salts and plant feeders in the belief that this will also exempt the products from legislation governing the sale of medicines. Many NPS have considerable potential side effects and with no equivalent medical trials/testing carried out, the long term effects of these products are unknown. There have been numerous reports of incidents where the users of these products suffer serious ill effects.

5.7 NPS is retailed in head shops for between £5 and £30. These products are much cheaper when bought online. NPS is a growing and considerable problem in prisons with substances thrown over the fences to order.

5.8 The sale of NPS to young people from a head shop in the county is thought to be very rare but it is believed that proxy purchasing does take place by adults who are able to make a considerable mark up in the cost to the young person. However, young adults are a targeted audience of these drugs.

In its submissions to Parliament the Children's Society said: "‘Legal highs’ are increasingly becoming a factor in our work with England's most vulnerable children and young people. A recent national poll of 16 and 17 year olds found that 6% said they had taken a ‘legal high’ and 4% said they had felt pressured to take legal highs.

For the most vulnerable children, however, the consequences of using legal highs can be much more serious, resulting in criminal and sexual exploitation. Evidence from our practitioners suggests that ‘legal highs’ are increasingly being used by offenders as part of the grooming and exploitation process."

5.9 Trading Standards Officers, using their general powers under product safety legislation have issued "Requirement to Mark" notices to head shops in the county where they failed to provide consumers with the relevant information to assess any risk associated with the use of these products. Fines issued in the Magistrates Court have not acted as a deterrent due to the considerable mark up when retailing these substances.

- 5.10 The legislation which Trading Standards uses to enforce the giving of accurate and full information regarding the contents and effects of using an NPS is the General Product Safety Regulations 2005. However, using this approach is costly because of the exceedingly high analytical costs and those of medical experts who can interpret what the substance's effect is on the user. Powers were made available to the police and district councils under the Anti-Social Behaviour Crime and Policing Act 2014. These powers enable Orders to be made to prohibit activities, like the sale of NPS, which lead to antisocial behaviour. Their use in some districts outside Norfolk has been effective in stopping the retailing of NPS by head shops on the high street.
- 5.11 Court action was concluded against two head shops in Norwich during 2015 by the service. This has resulted in the premises giving a legally binding undertaking to cease to sell the NPS they previously offered for sale. This has left Great Yarmouth as the only high street source of NPS in the county.
- 5.12 The Psychoactive Substances Act 2016 received royal assent on 28 January 2016 following its introduction as a Bill in May 2015. This Act introduces both criminal and civil sanctions relating to the manufacture and commercial supply of any substance that can have a psychoactive effect. It creates an offence of possessing a psychoactive substance in a prison or custodial establishment and for the purposes of sentencing recognises that the supply of these substances near a school aggravates the offence. The Act gives a wide range of powers to the Police and HRMC. Powers are also given to the police and local authorities (including district and county councils) to tackle individuals and premises used in the manufacture or commercial supply of psychoactive substances.
- 5.13 **Electronic Cigarettes (or Vaporisers)**  
The use of electronic cigarettes/vaporisers has considerably increased during the year. The fluids used in these products are now subject to the same age restrictions as cigarettes and tobacco. Trading Standards has received only one report alleging their sale to young people but this was considered to be ill informed when the matter was investigated.

There is some controversy amongst health professionals in that some believe e-cigarettes are a safer alternative to tobacco. Public Health England appears to endorse their use as a tool to wean tobacco users away from nicotine. Trading Standards does not have a particular view on this but feels that the long term health impacts of inhaling the substances used to create the vaporising fluids is unknown at present. Recent reports suggest that some flavoured e-cigarettes may use the chemical diacetyl, which has been linked to the incurable disease, popcorn lung, when inhaled over prolonged periods.

In addition fire safety concerns have been raised where e-cigarettes left charging, often with cheap chargers, have exploded resulting in house fires.

## **6. Looking ahead to 2016/17**

### **6.1 Enforcement Activity (including test purchasing programmes)**

- 6.1.1 As identified in paragraph 5.2 of this plan, the resources available to Norfolk Trading Standards have been considerably reduced in the past three years and as a result of this the Service has had to cut back on its proactive planned enforcement activities. This has impacted on the extent of the work relating to the sale of age restricted products (which was first reduced in the 2014/2015 service year). However, the impact of these reductions has been mitigated by ensuring the service receives and shares intelligence with its partner agencies and by targeting our service delivery at locations where intelligence tells us there is a problem with the sale of age restricted products to young people.
- 6.1.2 Trading Standards will continue to focus on alcohol and tobacco. The health impacts of the sale of NPS and vaporiser fluids to children are also considered to be significant and the service will put resources into ensuring that these products are not offered for supply to them. We will also respond to intelligence related to other products as detailed below, where there is an identified need.
- 6.1.3 The service will continue to take a graduated approach to information which indicates that underage sales are taking place at particular off licence premises or in an identified area. This approach will usually begin with the delivery of targeted advice and support, including the provision of refusal books. Following the giving of advice and support the service will test 'Challenge 25' type policies where a judgement is made that due regard is not being taken of the advice given. Where information continues to indicate that underage sales are taking place, test purchasing by underage volunteers will be undertaken with support from Norfolk Police.

We will also continue to provide officers and utilise Trading Standards young volunteers to support Norfolk Police in relation to their lead role for 'on licence' premises.

- 6.1.4 Norfolk Trading Standards will continue to work with the Police and other agencies in support of local initiatives to reduce knife crime. Analysis of crime data does not highlight Norfolk as having a particularly high level of knife related crime, and Trading Standards have received no complaints relating to illegal sales of knives to under 18's in the past 12 months. However national intelligence continues to identify knife crime as a serious concern and one which the government is keen to see effectively tackled. Trading Standards has a role to play in preventing the sale of knives to young people under the age of 18 and so will on an intelligence-led basis conduct test purchase operations and provide advice and education to businesses. Where necessary, formal action including prosecutions will be taken, in accordance with our enforcement policy.
- 6.1.5 The recruitment, selection and utilisation of young persons for test purchasing will only be in accordance with the protocols, systematic procedures and risk assessments adopted and developed in line with the Home Office and other guidelines. These protocols and procedures are maintained in the Service's

Management System and are thus subject to rigorous internal audit. All Officers involved in the test purchase programme have been subject to police vetting procedures.

- 6.1.6 In view of the continued reduced numbers of incidents associated with fireworks, with the exception of Breckland District, Trading Standards does not plan to carry out targeted work on sales to underage purchasers of fireworks in 2016/17. Targeted advice and information will be delivered in the Breckland area to build on the reduced (but significant) numbers of incidents in this district.

The service will continue to monitor information regarding the sale of fireworks and any anti-social behaviour attributed to them. The service will put appropriate resources into enforcement in this area if such information shows a significant increase in incidents.

- 6.1.7 The service is recruiting young adults from within the employ of the Fire Service and from Further Education establishments. These volunteers are utilised to test the effectiveness of the 'Challenge 25' type policies of retailers who have received advice and assistance.

## **6.2 Tackling Anti-social Behaviour**

- 6.2.1 The link between anti-social behaviour and the consumption of alcohol and substance abuse is established. The strategy of preventing the upstream supply of a number of restricted products to underage persons and thus reducing the level of anti-social behaviour associated with the use of these products will continue to be supported.
- 6.2.2 This plan will contribute to community objectives and those arising from Government strategy for community safety and public health. Alcohol and associated anti-social behaviour will continue to be a particular focus.

## **6.3 Proof of Age Schemes**

- 6.3.1 The Trading Standards Service does not promote any specific proof of age scheme but supports those schemes that conform to the PASS Scheme criteria. The large supermarket chains have adopted the "Challenge 25" policies in relation to all age restricted products. Trading Standards will continue in 2016/17 to encourage all premises involved in the sale of alcohol to become engaged with "Challenge 25"; our 'Minor Sales Major Consequences' pack includes a section on adopting a Challenge 25 type policy.
- 6.3.2 The Trading Standards Service will also encourage and promote the use of a 'Refusals Log' by traders to provide evidence that proof of age is being sought and sales refused in appropriate circumstances.

## **6.4 Additional Activities in 2016/17**

- 6.4.1 The Government's Tobacco Control Strategy is key to the Trading Standards Service's response in enforcing legislation in relation to both the supply of illicit tobacco and underage sales. During 2016/17 it will remain a priority to gather and then act upon any intelligence received, including that received from our partners. Norfolk Trading Standards is an active member of the Norfolk Tobacco Alliance and will be striving to help achieve CLear (Challenge, Leadership and Results) status in tobacco control for Local Government specifically for Norfolk County Council.
- 6.4.2 In October 2015 the Children and Families Act 2014 placed controls on the proxy purchasing of tobacco products for young people. The service, working with our police partners, will take a robust stand regarding anyone found to be purchasing on behalf of a young person. This legislation has also placed age restrictions on the sale of e-cigarette fluids to young people where the fluid contains nicotine. The service will undertake a project to ensure this legislation is embedded in the regulatory controls that e-cigarette sellers should be adopting.
- 6.4.3 The government has voted in favour of introducing requirements for plain packaging of cigarettes in the UK. It is possible that elements of the legislation supporting this will come into effect in 2016/17. The service will ensure that retailers are aware of these requirements and that they will be followed.

## **6.5 Education Programmes**

### **6.5.1 Businesses**

The Minor Sales: Major Consequences Information Pack was reviewed in 2015. It will continue to be distributed to new sellers of age restricted goods in the county, on request and, where appropriate, when an inspection visit to a business is undertaken.

Publicity will also be used to raise trader awareness about specific issues and this will include the reporting of enforcement action outcomes.

### **6.5.2 Young Persons**

The Trading Standards Service Underage Sales Education Pack has previously been distributed to schools. The Alcohol Education Trust has a large amount of materials that are being used within the schools in the CAP area in Great Yarmouth. The Service will continue to support this work.

All volunteers who participate in test purchasing programmes receive training primarily designed to equip them with the knowledge and skill to undertake the task.

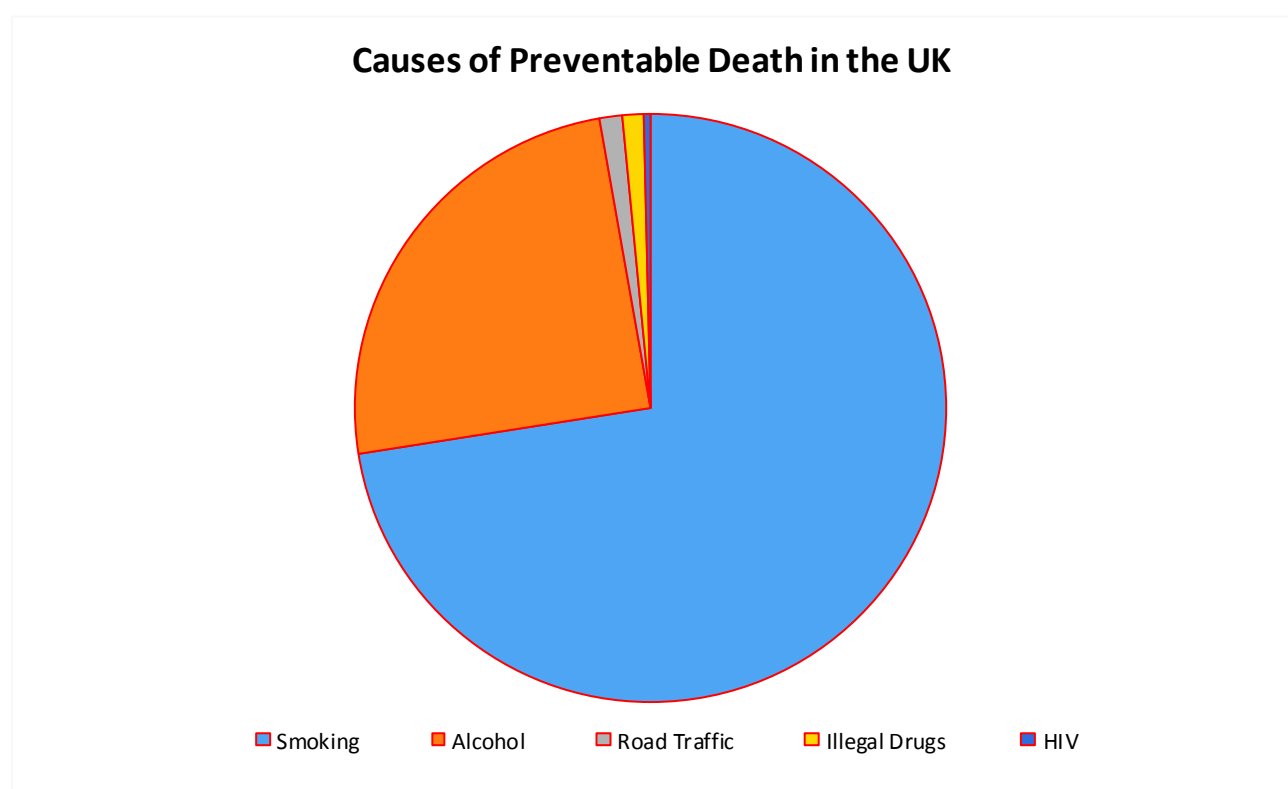
## **6.6 Publicity and media campaigns**

- 6.6.1 The Trading Standards Service will produce a number of articles to raise awareness through the press, social media and radio. This will include the results of test purchase operations, both positive and negative. Our approach will be to advise businesses and the public of the legal requirements and health risks associated with underage sales and to encourage intelligence reports in relation to them.
- 6.6.2 As stated in section 3.5, reports of underage sales in Great Yarmouth CAP area have continued to decrease significantly. However, young people are still accessing alcohol. The likely supply chain is from adults purchasing on behalf of young people. Where appropriate, enforcement action will be reported through local media outlets.
- 6.6.3 Multi-agency work will be actively promoted and reported, including regional or national coverage where relevant.

## **6.7 Community Involvement**

- 6.7.1 Support and publicity will be sought for new initiatives launched during 2016/17. Where possible local members or community representatives will be requested to support or attend relevant activities.
- 6.7.2 Where possible, the Trading Standards Service will participate in or support community based projects that develop resources to assist in reducing underage drinking, including where there are links with the supply coming from an adult. As part of a wider review of its work the Service has strengthened its response to locality issues, working with key partners to ensure that local needs are addressed. We will work with local communities to understand if this might be one solution to issues of anti-social behaviour associated with underage drinking.
- 6.7.3 The Trading Standards Service will continue to promote underage sales work through presentations at community group meetings and diversify its activity according to requirements emerging from the localism agenda.
- 6.7.4 Where resources allow, the Service will undertake to tackle specific problems identified by a community group regarding underage sales. A community group will need to provide sufficient evidence of a credible nature in support of the request before the Service will undertake any activity.
- 6.7.5 The Service may also look to participate in other local projects if relevant to underage sales activities.

Annex 1









**Norfolk** County Council

## **Community & Environmental Services**

### **Trading Standards Service**

## **Food & Feed Law Enforcement Plan 2016-17**

**Produced in accordance with the requirements of the  
Food Standards Agency Framework Agreement**



**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**

## **Contents**

### **Section One: Trading Standards Service Aims and Objectives**

- 1.1 Aims and Objectives
- 1.2 Links to Corporate Strategic Ambitions

### **Section Two: Background**

- 2.1 Profile of the Local Authority
- 2.2 Organisational Structure
- 2.3 Scope of the Animal Feed and Food Service
- 2.4 Demands on the Animal Feed and Food Service
- 2.5 Enforcement Policy

### **Section Three: Service Delivery**

- 3.1 Animal Feed and Food Premises Inspections (Interventions)
- 3.2 Animal Feed and Food Complaints
- 3.3 Home Authority Principle and Primary Authority Scheme
- 3.4 Advice to Business
- 3.5 Animal Feed and Food Sampling
- 3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease
- 3.7 Animal Feed/Food Safety Incidents
- 3.8 Liaison with Other Organisations
- 3.9 Animal Feed and Food Safety and Standards Promotion

### **Section Four: Resources**

- 4.1 Financial Allocation
- 4.2 Staffing Allocation
- 4.3 Staff Development Plan

### **Section Five: Quality Assessment**

- 5.1 Quality Assessment and Internal Monitoring

### **Section Six: Review**

- 6.1 Review Against the Service Plan
- 6.2 Identification of any Variation from the Service Plan
- 6.3 Areas of Improvement

The Food Standards Agency (FSA) Framework Agreement requires Food & Feed Law Enforcement Plans to be laid out in a common format but recognises that, as local authorities may have corporate service plan templates, they may use the corporate format as long as the information requirements laid out in the Agreement guidance are included and are separately identifiable. Therefore wherever possible this Annex makes reference to the applicable sections of the Trading Standards Service Plan 2016-17 rather than replicating the information it contains.

## Section One: Trading Standards Service Aims and Objectives

### 1.1 Aims and Objectives

The Trading Standards Service ambition of building a safe, fair and legal marketplace for Norfolk; helping businesses succeed and safeguarding communities is set out in our golden thread diagram on page 6 of the Trading Standards Service Plan 2016-17.

### 1.2 Links to Corporate Strategic Ambitions

The County Council's priorities are:

- **Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.
- **Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real, sustainable jobs available throughout Norfolk.
- **Good infrastructure** – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.
- **Supporting Vulnerable People** – We will work to improve and support quality of life, particularly for Norfolk's most vulnerable people.

How Trading Standards helps to deliver the County Council's strategy is captured in our golden thread diagram on page 6 of the Trading Standards Service Plan 2016–17.

## Section Two: Background

### 2.1 Profile of the Local Authority

The population of Norfolk at 2014 was estimated to be 877,710, an increase of 7.6% since 2004 (compared to 8.2% for England). The age profile of Norfolk's population is much older than England as a whole with 23.4% of people being aged 65 and over compared to 17.6% for England.

Norfolk is the fifth largest of the 27 two tier (or shire) counties in England with a geographical area of 549,751 hectares. The population density is one of the lowest for any of these counties giving Norfolk a predominantly rural character.

Nearly two thirds of VAT registered businesses in Norfolk are located in rural locations with 90% of these being small enterprises employing 10 people or less.

Agriculture remains a large employment sector with 11% of all VAT and PAYE registered enterprises being in this sector. In particular the County has an above average livestock population of commercial poultry and pigs (first and second largest respectively for any local authority area in the country).

The health and life sciences sector is also an important part of the economy in Norfolk. The Greater Norwich area in particular is home to a cluster of internationally renowned research organisations, such as the Institute for Food Research. These organisations employ some 2,700 scientists which is the largest concentration of health, food, plant and bio scientists in Europe. The Greater Norwich area has also been awarded Food Enterprise Zone Status.

## 2.2 Organisational Structure

The structure of the Trading Standards Service is set out on page 2 of the Trading Standards Service Plan 2016-17.

The Trading Standards Service currently reports, via the Assistant Director of Public Safety and Chief Fire Officer, Roy Harold, to the Executive Director of Community and Environmental Services.

The Executive Director of Community and Environmental Services, Tom McCabe, reports to the Communities Committee. The Chairman of the Committee is Councillor Paul Smyth, [paul.smyth@norfolk.gov.uk](mailto:paul.smyth@norfolk.gov.uk).

The Council has 84 elected Members. The current political makeup of the Council is: Conservative 41 council seats, Labour 14, UKIP 13, Liberal Democrat 10, Green Party 4 and 2 non-aligned.

Feed and food law enforcement is the responsibility of the Business, Food and Farming Team. The team's functions are:

- 2.2.1 Providing support for Norfolk based businesses to further economic growth;
  - delivering targeted proactive business information to achieve compliance, promoting self-help
  - providing business advice and support on request to food and farming businesses, including chargeable advice
  - acting as 'home/primary authority' for Norfolk based food and farming businesses
  - development of effective business engagement and partnerships to improve access to business advice and information.
- 2.2.2 Ensuring the standards of animal health and welfare; the quality, safety and hygiene of the food chain, and the maintenance of metrological trading standards through delivery of intelligence-led compliance programmes, including sampling, inspections, verifications and market surveillance enforcement activities in the following areas:
  - Animal health and welfare, including disease control and licensing

- Primary food production including fertilizers, animal feeding stuffs and food hygiene
- Food standards
- Legal metrology.

2.2.3 Intelligence-led interventions and investigations to tackle identified issues emerging from the tasking and coordination process.

2.2.4 The manager responsible for the delivery of official feed and food controls is:

Jon Peddle  
Business, Food and Farming Manager  
Email: [jon.peddle@norfolk.gov.uk](mailto:jon.peddle@norfolk.gov.uk)  
Tel: (01603) 2243850

The Lead Feed Officer is Colin Maxwell and the Lead Food Officer is Duncan Carter, both in the Business, Food and Farming Section.

2.2.5 The Authority has contracted with Public Analyst Scientific Services Ltd (PASS) to provide the public analyst and agriculture analyst functions for the County.

## 2.3 Scope of the Animal Feed and Food Service

The Trading Standards Service delivers a range of animal feed and food enforcement services. Specific functions are:

- Programmed inspections at animal feed and high-risk food premises
- Targeted enforcement activities
- Inspections and other enforcement activities arising from complaints and referrals
- Sampling of food and animal feed for analysis and/or examination as part of EU, national, regional and local programmes
- Responding to referrals from enforcement partners such as the British Cattle Movement Service and the Meat Hygiene Service
- 'Home/Primary Authority' responsibilities
- Responding to food and feed safety incidents
- Provision of information, advice and support for businesses
- Publicity including public awareness campaigns
- Working in partnership with the Food Standards Agency (FSA); the Department of the Environment, Food and Rural Affairs (Defra); the Department of Health (DH); Public Health (PH); the other ten local Trading Standards authorities in the East of England (EETSA); the seven District Council Environmental Health Departments in Norfolk and the Meat Hygiene Service.

The animal feed and food law enforcement service is delivered exclusively by officers employed by the County Council, alongside other similar services, for example, the inspection of weighing and measuring equipment.

## 2.4 Demands on the Animal Feed and Food Service

Using the appropriate risk scoring profile food business are scored on a high, medium or low risk basis. There are 63 high-risk, 3,920 medium-risk and 3,491 low-risk food businesses recorded on the Trading Standards Service's database, totalling 7,474 food businesses.

The appropriate risk scoring profile for feed businesses scores them on a score of 1 to 5 with one being the highest risk and 5 being the lowest. There are 4,888 agriculture businesses recorded, 6 of which are high-risk, 1,230 medium-risk and 3,652 low-risk (grouping those risk profiles from 2-5).

A number of businesses are designated both food and feed businesses. The Trading Standards Service conducts food standards, feed standards, feed hygiene and food hygiene at primary production inspections or a combination of these interventions at these businesses.

There are 372 food manufacturers in Norfolk, 5% of the sector, ranging from major multinational companies to cottage industries. The majority of food businesses are caterers (4,826 = 65%), such as public houses, restaurants and hotels or retailers (2,049 = 27%) including general stores and bakers.

The County has 30 animal feed, including pet food, manufacturers as well as a very large number of on-farm mixers.

A significant percentage of the companies with which the Trading Standards Service has a 'home/primary authority' relationship are within the food and agriculture sectors.

## 2.5 Enforcement Policy

The Community and Environmental Services (CES) Directorate is responsible for a range of regulatory functions, including Trading Standards, Planning enforcement (mineral and waste sites) and Highways (Networks and Maintenance) and the CES Enforcement Policy has been implemented, having regard to the established legal framework for decision-making, the Code for Crown Prosecutors (CPS) and the "Regulators' Code" published by the Better Regulation Delivery Office.

## Section Three: Service Delivery

### 3.1 Animal Feed and Food Premises Inspections (Interventions)

The Trading Standards Service reviews its policy in relation to inspections (interventions) at business premises on an annual basis in accordance with the principles of better regulation, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England).

- 3.1.1 In relation to feed businesses this service takes part in the regional approach to feed enforcement with its EETSA (East of England Trading Standards Authorities) partners and liaises with the National Trading Standards (NTS) and the FSA. At the time of compiling this plan the number of Norfolk feed visits required by the NTS/FSA programme for the forthcoming year, based on a full risk based inspection programme, is 708. This proposed programme predominantly includes lower risk livestock and arable farms.

This Service will inspect all feed businesses in Norfolk that are deemed to be higher risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those feed business sectors presenting the highest risk. It will also be appropriate, on occasion, to respond with inspections or other interventions where intelligence is received via consumer/trader complaints or referrals from other enforcement agencies about the non-compliance with trading standards of individual feed businesses. In line with Hampton principles and the resources available the Service will not therefore, as a matter of routine, carry out inspections at medium or lower risk feed businesses unless they are visited as a result of the aforementioned factors.

Although the above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, the Service will not be able to fulfil a feed inspection programme in accordance with the requirements of the Feed Law Code of Practice (England) and this discrepancy is covered in greater detail under section **4: Resources**.

- 3.1.2 In relation to food businesses, the Service will inspect all food businesses in Norfolk that are deemed to be high-risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those business sectors presenting the highest risk to the food chain and consumers/other legitimate businesses. It will also be appropriate, on occasion, to respond with inspections or other interventions where intelligence is received via consumer/trader complaints or referrals from other enforcement agencies about the non-compliance with trading standards of individual businesses. In line with Hampton principles and the resources available the Service will not therefore, as a matter of routine, carry out inspections at medium or low risk food businesses unless they are visited as a result of the aforementioned factors.

Although the above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, the Service will not be able to fulfil a food inspection programme in accordance with the requirements of the Food Law Code of Practice (England) and this discrepancy is covered in greater detail under section 4: Resources.



3.1.3 The Service has assessed the value of carrying out unannounced inspections as opposed to announced inspections. It applies the following policy on animal feed and food inspections and audits:

- (a) Where official controls take the form of an audit or there is a need to have the feed or food business operator present e.g. so that records can be examined then such visits will be announced. In these cases prior notification will be kept to a minimum.
- (b) In all other cases and in particular where previous visits or intelligence suggests that serious non-compliances have occurred, visits will be unannounced. All establishments will be subject to ad hoc visits which will be unannounced.

The Service will keep this policy under review and, if the policy leads to a disproportionate negative impact on the use of resources of both the Service and Feed and Food Business Operators, it will be revised.

3.1.4 The inspection programmes for food and animal feed are shown below:

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2015/16	2016/17
Feed Hygiene & Standards Inspection Programme	To inspect 130 agriculture businesses, e.g. selected feed mills, importers, retailers and farms in conjunction with Animal Health and the Animal Medicines Inspectorate. To ensure compliance in relation to feed labelling/packaging, stock rotation/storage, feed hygiene, record keeping/traceability and sale or use of prohibited materials.	0.20 FTE	0.25 FTE
Inspection of High-Risk Food Businesses	To carry out inspections at 63 businesses identified as high risk for food.	1.00 FTE	0.9 FTE
*Excluding managerial, administrative and legal support but including revisits and follow up action			

Animal feed and food inspections are carried out by suitably qualified and experienced trading standards officers. Some targeted enforcement activities are carried out by trainee trading standards officers, studying for the Diploma in Consumer Affairs and Trading Standards (DCATS), adequately supervised by qualified staff.

Feed/Food Standards Inspections are carried out in accordance with the Feed Law Code of Practice (England), the Food Law Code of Practice (England), and Operating Procedure 'Enforcement Visits to Businesses'. In addition officers are able to consult detailed guidance notes and aide memoirs for Feed and Food Standards Inspections.

### 3.2 Animal Feed and Food Complaints

Anticipated resource requirements for handling animal feed and food complaints are based on the complaint/contact numbers received in previous service years, the nature of those complaints/contacts and the level of enforcement response required. The number of food complaints/contacts is anticipated to be 137 and the number of agriculture complaints/contacts is anticipated to be 15.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2015/16	2016/17
Complaints and Referrals	To undertake reactive enforcement in response to complaints from other enforcement agencies, businesses and the general public in relation to animal health, agriculture and food matters to ensure legal compliance. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.05 FTE (feed)	0.05 FTE (feed)
		0.50 FTE (food)	0.30 FTE (food)
*Excluding managerial, administrative and legal support			

Animal feed and food complaints are dealt with in accordance with Work Instruction 'Food and Feedingstuffs Complaints'.

In addition to reactive complaints/referrals work, information and advice is made available to consumers. This is achieved through signposting to the Citizens Advice 'Adviceguide' website via our website [www.norfolk.gov.uk/tradingstandards](http://www.norfolk.gov.uk/tradingstandards).

### 3.3 Home Authority Principle and Primary Authority Scheme

The Trading Standards Service has adopted the Home Authority Principle, administered by the Chartered Trading Standards Institute (CTSI). However at the time of writing this plan this is subject to review and the development of a chargeable business model including the provision of Primary Authority Partnerships.

The Service will provide the following levels of service to Home Authority businesses:

- Place special emphasis on the control of goods and services originating within Norfolk
- Actively promote the benefits of the home authority system to businesses within Norfolk
- Designate a Home Authority Officer to each business, with the relevant competencies or access to the necessary expertise to be able to offer advice, and publish their name
- Respond to requests for advice and guidance from Home Authority businesses
- Facilitate a response to enquiries raised by other authorities

- Maintain records of relevant incidents, business policies and diligence procedures, where known, in Home Authority Files
- Maintain confidentiality in relevant circumstances
- Ensure Home Authority businesses are aware of our procedure for dealing with complaints or disagreements
- Have in place arrangements to notify other authorities of indulgences relevant to “subsequently corrected” errors
- Participate in relevant sector groupings of home authorities
- Support national advice and conciliation procedures, where appropriate

Home Authority businesses will be inspected/visited or otherwise contacted on at least an annual basis:

- As part of the inspection programme for high-risk businesses, or
- As part of the planned series of targeted enforcement activities, or
- As a result of a complaint/referral received, or
- To maintain the Home Authority relationship.

Currently, the Service has a Home or Originating Authority relationship with 159 food businesses and 16 animal feed manufacturers. A summary of these companies along with the relevant contact officer details is provided by the ‘Home Authority List’. The resources required to handle complaints and service requests relating to these Home Authority businesses are included in Sections 3.2 and 3.4.

The Service’s ‘Home/Primary Authority’ work has been reviewed in light of the introduction by the Better Regulation Delivery Office (formerly the Local Better Regulation Office) of the Primary Authority Scheme, which came into force on 6 April 2009. Under the scheme, locally based, national businesses can apply to establish a primary authority partnership with the Service. The Service does not currently have any primary authority partnerships although, as stated above, this is subject to review and development in 2016-17.

### 3.4 Advice to Business

The Trading Standards Service works with businesses to help them to comply with trading standards and to encourage the use of good practice. This is achieved through the provision of proactive information and advice:

- During the course of inspections and other visits; or
- On-line via our website [www.norfolk.gov.uk/tradingstandards](http://www.norfolk.gov.uk/tradingstandards), which carries links to Business Link, Business Companion (operated by the Chartered Trading Standards Institute) and the seven District Councils in Norfolk; or
- Via our twitter and Facebook accounts.

and, in response to service requests:

- The provision of leaflets produced by partner organisations, our business briefings or standard letters,
- The provision of bespoke information or advice via the telephone or a letter, or
- Visits to businesses to provide comprehensive advice.

The Service reviews all information and advice it provides to consumers and businesses on an annual basis. This is with a view to signposting customers to the most appropriate source of online information available to enable self-service and assisted service. This work will continue in 2016-17.

Animal feed and food service requests will be handled by virtue of the projects detailed below. Anticipated resource requirements are based on the service request numbers received in previous service years, the nature of those service requests and the level of enforcement response required.

The number of food service requests is anticipated to be 216 and the number of agriculture service requests is anticipated to be 600.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2015/16	2016/17
Business Advice	To provide enforcement and compliance information and advice in relation to agriculture (animal feed, feed hygiene, pet food, fertilisers)and food in response to requests from businesses. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.30 FTE (feed)	0.35 FTE (feed)
		2.10 FTE (food)	2.00 FTE (food)
*Excluding managerial, administrative and legal support			

### 3.5 Animal Feed and Food Inspection and Sampling

The Trading Standards Service targets its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in, or import into Norfolk. In line with a letter from the FSA (ENF/E/08/061) the Service is committed to ensuring that at least 10% of all food samples are of foods imported into the European Union.

In addition, animal feed/foods are targeted which are causing current concerns. These are identified through communication with the Food Standards Agency (FSA) and the Department of the Environment, Food and Rural Affairs (Defra); through local, regional and national intelligence held by local authorities; and through consultation with the Public Analyst. The Service's sampling programmes therefore include projects run in conjunction with the Food Standards Agency (FSA), the Chartered Trading Standards Institute (CTSI) and the East of England Trading Standards Association group of local authorities (EETSA).

Listed overleaf are sampling surveys that will be carried out in 2016-17. This list will be added to as, for example, intelligence identifies other animal feed/food that should be targeted. At the time of writing this plan the service planning cycle for food and feed sampling has not been concluded and further surveys will be added as a result of this process.

All sampling undertaken by officers is in accordance with relevant legislation and all formal animal feed and food samples are taken in accordance with the Feed Law Code of Practice (England) or the Food Law Code of Practice (England) as applicable. Samples are procured in accordance with the 'Sampling' Operating Procedure and established Work Instructions for both Food and Agriculture sampling.

Samples are analysed and/or examined by the Service's nominated Public/Agriculture Analyst in accordance with the procedures laid down in the Food Safety (Sampling and Qualifications) Regulations 2013, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England). Alternatively some samples are examined/tested in house, if it is appropriate to do so. The Public/Agriculture Analysts appointed by the Authority are employed by Public Analyst Scientific Services Ltd (PASS).

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2015/16	2016/17
Agricultural Sampling	To undertake animal feed and fertiliser sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	0.80 FTE  £15,050 Purchase and analysis costs	0.80 FTE  £15,050 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> <li>• Feed materials which are the subject of a complaint to the Service</li> <li>• Imported feeds/ingredients that have been the subject of feed hazard notifications</li> <li>• Imported feed materials for the presence of salmonella</li> <li>• Feed additives and trace elements for the presence of dioxins and heavy metals</li> <li>• Finished feed for the presence of carryover veterinary medicines</li> </ul>			
Food Sampling Programme including Food Safety and Public Health	Targeting food sampling at areas identified as causing the most harm to consumers in terms of food safety, quality or nutritional standards	1.30 FTE  £33,000 Purchase and analysis costs	1.30 FTE  £33,000 Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> <li>• Sampling during the investigation of complaints</li> <li>• Sampling during the investigation of food fraud</li> <li>• Locally produced foods</li> <li>• Foods imported from outside the EU as identified by Food Standards Agency priorities</li> <li>• Nutrition and health claims</li> <li>• Meat speciation in meat products or preparations</li> <li>• Offal in pre-packed meat products and preparations</li> <li>• Meat Country of origin labelling</li> <li>• Wines &amp; Spirits – Counterfeit &amp; Adulteration</li> <li>• Levels of heavy metals</li> </ul>			
* Excluding managerial, administrative and legal support			

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease  
Food poisoning notifications do not usually fall within the remit of the Trading Standards Service. If, however, the Service became aware of any incident of food poisoning or infectious disease, the facts would be reported to the appropriate authority in accordance with Work Instructions 'Food and Feedingstuffs Complaints' and 'Food Hazards'.

3.7 Animal Feed/Food Safety Incidents  
On receipt of any animal feed or food alert, the Trading Standards Service will respond as directed and as appropriate and in accordance with the Feed Law Code of Practice (England), the Food Law Code of Practice (England), and Work Instruction 'Food Hazards'.

The Food Standards Agency issues a "Product Withdrawal Information Notice" or a "Product Recall Information Notice" to let local authorities and consumers know about problems associated with the food. In some cases a "Food Alert for Action" is issued which requires intervention action by enforcement authorities. 63 food alerts were issued by the FSA in 2015 (January to December), 6 of which were for action by Local Authorities. The FSA also issued 96 allergy alerts. The FSA also requires action through the issue of letters to enforcement authorities (ENF letters). These alerts and letters from the FSA resulted in the Service undertaking activity relating to non-approved additives in food (Isopropyl Alcohol).

During 2015, as a result of sampling activity, the Service raised 5 food incidents with the FSA. These included a product that stated it was free from allergens (wheat and celery) when it was not, a product containing undeclared additives and high levels of acrylamide in crisps.

Feed alerts are far less frequent than food alerts. During 2015 (January to December) the Service raised 6 feed incidents with the FSA in relation to salmonella in feed materials, following notifications by the feed businesses themselves.

It is estimated that, for the coming service year, 0.10 FTE will be required for feed/food safety incident work.

In cases where the Service receives reports of chemical contamination of food and there is a subsequent threat to human health, it will liaise with the appropriate district council environmental health department, with a view to taking over responsibility for the case, or for undertaking a joint investigation, as the situation demands.

### 3.8 Liaison with Other Organisations

The Trading Standards Service works with a wide range of organisations, to varying degrees of formality, in carrying out its animal feed and food law enforcement function. These include the Food Standards Agency (FSA), the Department of Health (DH), the Department of Environment, Farming and Rural Affairs (Defra), the Animal Medicines Inspectorate (AMI), the other ten local authority Trading Standards Services in the East of England (EETSA) and District Council Environmental Health Departments.

The Service currently has one of its Lead Trading Standards Officers on secondment to the FSA to act as their Local Authority Policy and Technical Advisor.

The Service maintains a strong commitment to the regional work of EETSA and officers from Norfolk contribute to the EETSA Food Group and the EETSA Agriculture Group with the latter being chaired by a Norfolk officer. Via quarterly meetings and regional Knowledge Hub groups, the Service aims to ensure that local food and feed enforcement activity is consistent with neighbouring authorities. The Service participates in the national Food Focus Group facilitated by ACTSO.

The Service also ensures co-ordination with Environmental Health Departments, the Meat Hygiene Service and the Health Protection Agency through the Norfolk Food Liaison Group (NFLG) set up to co-ordinate activities as per the Food Law Code of Practice (England).

The Service liaises with Norfolk County Council Public Health to coordinate its food activities in line with Public Health priorities and initiatives.

The estimated staffing resource to be allocated to liaison work during the year is 0.30 FTE.

### 3.9 Animal Feed and Food Safety and Standards Promotional Work, other non-official Controls and Interventions

Animal feed and food safety and standards promotional work for the year is linked to the results of our sampling and other enforcement projects, to any relevant prosecutions, and to information provided by our enforcement partners, primarily the Food Standards Agency (FSA). Promotional work consists of postings on our website [www.norfolk.gov.uk/tradingstandards](http://www.norfolk.gov.uk/tradingstandards); including scam alerts, postings via our twitter feeds and Facebook pages and regular press releases, locally, regionally and nationally.

Information and intelligence gathering work is carried out by feed and food officers as part of their ongoing duties. Information and Intelligence is also gathered and analysed by our intelligence analyst and technical support staff in the Intelligence and Legal Enforcement Team. Such work informs our control strategy, tasking and coordination function and our service planning cycle.

Resourcing details are provided in the table overleaf.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2015/16	2016/17
Promotional Work, Intelligence Gathering	Promotional work including results of market surveillance, enforcement projects, prosecutions and information dissemination. Promotion will include use of our website, social media pages and feeds, local, regional and national press releases and liaison with media organisations.  Intelligence gathering work will include complaints and information monitoring, review of local, regional, national and international data to inform market surveillance and enforcement activity.	N/A	0.05 FTE (feed)**  0.05 FTE (food)**
*Excluding managerial, administrative and legal support			
**Intelligence gathering work also undertaken by Intelligence and Legal Enforcement Team.			

## Section Four: Resources

### 4.1 Financial Allocation

The net budget for the Trading Standards Service for 2016/2017 is £1,871,500. A breakdown of the Trading Standards budget for feed and food enforcement is shown below:

	2015/16 Projected Outturn (tbc)	2016/17 Estimate
Staffing	Total BFF: £405,700 Food & Feed: £263,210 (based on 6.65 FTE)	Total BFF: £418,730 Food & Feed: £234,546 (based on 6.45 FTE)
Sampling budget (Food & agriculture purchase and analysis)	£48,050	£48,050
Subsistence/car allowances and travelling	Total TS: £50,840 Food & Feed: £8,266 (based on 6.65 FTE)	Total TS: £51,250 Food & Feed: £8,062 (based on 6.45 FTE)
<p>*At the time of writing this plan the Service is proposing to apply for grant funding for feed/hygiene audits and food and feed sampling to supplement the 2016/17 sampling budget. The results of any grant bid will affect surveys proposed in 3.5 above. The grant funding for 2016/2017 is not yet approved but should be comparable to the funding for the current 2015/2016 year which is projected to total £46,568 for:</p> <ul style="list-style-type: none"> <li>• Feed/hygiene audits = £26,905</li> <li>• Feed sampling = £15,334</li> <li>• Food sampling = £4,329</li> </ul>		

The relative amounts allocated to food and feed law enforcement are based on the staff allocation breakdown given in Section 4.2.



- 4.1.1 The Food Law Code of Practice requires the Service to inspect its food businesses over a prescribed cycle. In addition to the inspection of all high risk businesses and other interventions detailed in this plan, the expectation is that all medium risk businesses will be inspected every 2 years and that an inspection or alternative enforcement strategy be undertaken at low risk premises once every 5 years.

The situation with regard to feed businesses is slightly different. In addition to the inspection of all higher risk feed businesses and other interventions detailed in this plan the expectation of the Feed Law Code of Practice is that all businesses will be inspected on a risk based inspection programme. Those not of the highest risk (i.e. scored from 2-5) will have an inspection schedule ranging from 2 to 5 years in frequency (i.e. matching their score).

The Service has determined that, if it were to conduct the routine feed and food inspection programme detailed above, the following resource would have to be redeployed from other enforcement activities, such as fair trading, animal health & welfare or product safety work:

Food Business Inspections:	• Medium risk	4.50 FTE
Food Business Alternative Enforcement Strategies	• Low risk	0.15 FTE
Feed Business Inspections:	• Grouped Medium risk	1.40 FTE
	• Grouped Low risk	0.80 FTE

However, mindful of the recommendations of the Hampton and Macdonald Reviews which state the Service should only carry out inspections of businesses where there is a clearly identified risk presented by that business, the Service will, as in previous years, conduct intelligence-led inspections or other interventions within those business sectors or at those food/feed business operators presenting the highest risk to the food chain and consumers/other legitimate businesses. A flexible approach to resourcing enables us to respond appropriately to incidents and our local approach to risk assessment and effective targeting of resources, rather than the conduct of a routine inspection programme, will provide the necessary protection to the County's food chain.

- 4.1.2 The County Council is currently investing in an ICT modernisation programme, Digital Norfolk Ambition. The Service continues to invest in modern ICT systems and provides its annual Local Authority Enforcement Monitoring System (LAEMS) return via a direct download to the FSA. Access to the Internet, to the APP Civica database and to other information systems is seen as a vital resource for operational staff. The Service uses the UK FSS iNet database for recording, managing and submitting food and feed sampling data.

All food and feed law enforcement officers have been issued with mobile telephones and digital cameras. All officers have been issued with laptop computers. The Service does not have an individual budget for ICT as such matters have now been transferred to corporate funding.

- 4.1.3 No fixed amount is set aside for legal costs with specific regard to food and feed law. However a general legal cost header is allocated to the budget, the budgeted amount for 2016/2017 being £70,000.

#### 4.2 Staffing Allocation

The current staffing allocation to food and feed enforcement has been calculated on the basis of the projects/activities described in Section 3 above as summarised and unless otherwise stated FTE figures quoted relate to competent staff:

Plan Section	Project/Activity	FTE			
		2015/ 16 Feed	2015/ 16 Food	2016/ 17 Feed	2016/ 17 Food
3.1	Feed Hygiene & Standards Inspection Programme	0.20		0.25	
3.1	Inspection of high-risk food businesses		1.00		0.90
3.2	Complaints and Referrals	0.05	0.50	0.05	0.30
3.4	Business advice	0.30	2.10	0.35	2.00
3.5	Agricultural sampling	0.80		0.80	
3.5	Food Sampling Including Public Health Initiatives		1.30		1.30
3.7	Food/feed alerts		0.10		0.10
3.8	Liaison including Public Health Initiatives	0.15	0.15	0.15	0.15
3.9	Promotional Work, Intelligence Gathering (including non-qualified staff)			0.05	0.05
	Subtotal:	1.50	5.15	1.65	4.80
	Total:	6.65		6.45	

#### 4.3 Staff Development Plan

The Service focuses on the needs of both specialist feed and food law enforcement officers and other staff in terms of their training and continuous professional development (CPD).

The current training arrangements are reflected in the Learning and Development Framework and Plan. The Service has invested in supporting a number of members of staff to study for the Diploma in Consumer Affairs and Trading Standards (DCATS).

Skills and competency are assessed during annual staff appraisals and a programme of continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

The Food Law Code of Practice England (2015) lays down new competency demonstration requirements for food officers which take effect from 1 April 2016. The Service has taken steps, including the provision of additional time and resources, to ensure the new requirements are met.

## **Section Five: Quality Assessment**

### **5.1 Quality Assessment and Internal Monitoring**

The following arrangements will be used to assess the quality of the Authority's service:

- All procedures and work instructions relating to feed and food law enforcement are subject to established in-house quality improvements and auditing procedures which apply to the whole of the Trading Standards Service
- Evaluation surveys sent out to a sample of businesses following an inspection or request for advice
- Review of a random number of inspections, service requests and complaints by section manager/line managers
- Programme of peer review at inspection for feed/food officers. Areas of good practice and improvement are anonymised, collated and fed back to officers as a group
- Feedback at 1-2-1 meetings, midyear review and appraisal on individual performance
- Feedback at monthly team meetings

## **Section Six: Review**

### **6.1 Review Against the Service Plan**

The Service uses a performance measurement toolkit and database (PRISM) to collate, report and review performance on a monthly basis.

At monthly intervals the Trading Standards Management Team undertakes a performance review. The meeting includes recognition of any variance from target, the reasons for variance and any appropriate measures to be put in place to address such variance.

At monthly intervals the Trading Standards Management Team, during their Tasking and Coordination meetings, also reviews progress against the priority actions under the Control Strategy Priority of "Food Safety and Standards". This includes "Ensuring the standards, quality and safety of the food chain, including animal feeds and agricultural fertilisers. Ensuring fair and safe trading of foods and animal feeds through a programme of intelligence-led market surveillance and enforcement activities". The meeting also considers the allocation of suitable resources to tackle any emerging issues or trends.

Information on specified performance targets and targeted outcomes is set out on pages 2, 3 and 6 of the Trading Standards Service Plan 2016-17.

6.2 Identification of any Variation from the Service Plan

As outlined in 6.1 above the Service, on an ongoing basis, monitors its performance using the above means and takes action to address variance from target throughout the year.

6.3 Areas of Improvement

The Service is committed to addressing areas of improvement highlighted by the ongoing quality assessment and internal monitoring as outlined in 5.1 above and the monthly reporting as outlined in 6.1 above.

## Business Services Policy

In providing business services we aim to help businesses in Norfolk to succeed. We achieve this by concentrating on the following key areas of activity:

- (1) Providing businesses with access to information and compliance advice on request to help them succeed
- (2) Providing targeted support to start-up, small, high-risk and non-compliant businesses
- (3) Primary Authority Partnerships
- (4) Providing calibration, verification and testing services to businesses
- (5) Providing a Trusted Trader scheme
- (6) Providing a Market Fair Scheme
- (7) Providing business scam alerts.

Throughout all our activities we have regard to the Regulators' Code.

### **(1) Providing businesses with access to information and compliance advice on request to help them succeed**

On receipt of business requests for advice we will respond in a number of ways including:

- directing the business to our website or that of a partner organisation, such as the Chartered Institute of Trading Standards' Business Companion
- referring the business to another agency
- providing leaflets produced by partner organisations, our business briefings or standard letters
- providing comprehensive bespoke information or advice via the telephone, email or a letter, and/or
- visiting the business to provide comprehensive advice

In each case, our response will be proportionate to:

- the potential risk to consumers caused by a failure on behalf of the business to understand the information/advice provided,
- the experience of the business in question, and
- the impact upon the economic prosperity of the business or its competitors in not achieving compliance in the respective area(s) of the law.

We will prioritise requests for advice from new businesses, Trusted Traders and Home/Primary Authority businesses. We do not charge for advice to Norfolk based businesses and welcome the opportunity to advise them directly.

We therefore reserve the right to refuse to provide advice to third parties whom we believe are (i) likely to charge a business for passing on the advice we have provided or (ii) represent non Norfolk based businesses.

### **Free Business Advice**

We will provide advice to businesses at no charge in the following circumstances:

- i) **Start-Up Businesses:** We will provide advice on and signpost to all the relevant legislation that applies to a Norfolk based start-up business. If more detailed advice or support, including interpretation of the legislation, is

required then the section below dealing with charges for business advice will apply.

- ii) Current businesses: We will provide signpost advice and information to ensure existing businesses in Norfolk are aware of the applicable trading standards legislation. Where a non-compliance is apparent with a Norfolk based business, either through our contact with the business or through a referral from a partner authority, we will also make sure that the business is aware of the action to be taken to address the non-compliance.

#### Charges for business advice

Charges for business advice will be applicable in the following circumstances:

- i) Bespoke Advice. If a business requires more detailed or interpretative advice on trading standards law then we will provide the advice on a cost recovery basis at a pro-rata hourly fee.
- ii) Primary Authority: We will charge for providing services on a cost recovery basis under a Primary Authority Partnership. For more details see **(3) Primary Authority Partnerships** below.

## **(2) Providing targeted support to start-up, small, high-risk and non-compliant businesses**

We provide targeted support by:

- a) inspecting all high-risk businesses in Norfolk on an annual basis,
- b) conducting inspections or other interventions at those businesses presenting the highest risk to consumers or other legitimate businesses,
- c) engaging with start-up businesses, and
- d) engaging with **key Norfolk-based national** businesses for which we act as **Home**/Primary Authority.

### **(a) Inspection of all high-risk businesses in Norfolk on an annual basis**

Prior to the start of each service year, we determine those individual businesses in Norfolk that are deemed to be high-risk by virtue of:

- o the Food Standards Agency (FSA) risk schemes for food and feed premises, or
- o the DEFRA risk scheme for animal health premises, or
- o our own risk scheme (based on the FSA risk scheme) for other premises, and
- o their previous trading history, when they have demonstrated significant non-compliance with trading standards and we are concerned that they might not comply in the future.

We plan and deliver an inspection programme to ensure that all these businesses are inspected by allocated officers during the service year.

### **(b) Inspections or other interventions at those businesses presenting the highest risk to consumers or other legitimate businesses**

#### **(i) Planned inspections/other interventions**

Prior to the start of each service year, we determine, via intelligence, those business sectors in Norfolk that are deemed to present or are likely to present the highest risks to consumers/other legitimate businesses because, for example:

- the CitA consumer helpline receives a large number of consumer complaints about the business sector
- we have conducted interventions in the past and identified high levels of non-compliance with trading standards within the business sector
- new legislation will take effect, which will have a significant impact on the business sector

We plan and deliver a series of targeted interventions whereby we, in conjunction with partner organisations if appropriate:

- produce/identify and disseminate information/advice on compliance with trading standards to businesses within the sector,
- inspect/visit or otherwise contact a number of businesses within the sector to establish levels of compliance and take corrective action to ensure compliance where necessary,
- determine the impact of our enforcement activities, and
- use the results to further inform/advise the business sector and/or consumers and/or inform our intervention planning for the future.

## **(ii) Ad hoc inspections/other interventions**

Where we receive consumer/trader complaints via the CitA consumer helpline or referrals from other enforcement agencies about the non-compliance with trading standards of individual businesses, we will respond in a number of ways including:

- taking formal enforcement action, [Please refer to the **CES** Enforcement Policy], or
- inspecting/visiting the individual business concerned, or
- ensuring the individual business is included in one of the series of targeted interventions already planned, or
- offering information and advice to the business by telephone, email and/or letter, or
- referring the matter to another enforcement agency, or
- taking no action, beyond noting the complaint/referral for intelligence purposes

In each case, our response will be proportionate to the risk to consumers and/or legitimate businesses caused by the identified non-compliance with trading standards.

## **(c) Engaging with start-up businesses**

Start-up businesses are identified throughout the year and we will:

- inspect or visit the start-up business, or
- ensure the start-up business is included in one of the series of targeted interventions already planned, or
- offer information and advice to the start-up business by telephone, email and/or letter, or
- determine that no proactive contact is necessary.

In each case, our contact will be proportionate to:

- the potential risk to consumers, which would be caused by the start-up business being unaware of their responsibilities in relation to trading standards, and

- the impact upon the economic prosperity of the business or its competitors in not achieving compliance in the respective area(s) of the law.

**(d) Engaging with ~~key Norfolk-based national~~ businesses for which we act as ~~Home~~ Primary Authority**

~~Home~~ Primary Authority businesses will be inspected/visited or otherwise contacted on at least an annual basis:

- as part of the inspection programme for high-risk businesses, or
- as part of the planned series of targeted interventions, or
- as a result of a complaint/referral received, or
- to maintain the ~~Home~~ Primary Authority relationship.

**(3) Primary Authority Partnerships**

We will enter into a Primary Authority Partnership with businesses that trade across local authority boundaries.

Primary Authority is a statutory scheme established by the Regulatory Enforcement and Sanctions Act 2008. Primary Authority enables a business to form a legally recognised partnership with one local authority (the “Primary Authority”) to get assured advice about how they can comply with legislation. Assured advice must be taken into account by other local authorities when dealing with that business, such as carrying out inspections or addressing non-compliance.

We will provide advice, including assured advice, and support under these partnerships and charges, including an annual fee, will be charged on a cost recovery basis.

**(4) Providing calibration, verification and testing services to businesses**

We provide:

- an instrument verification service in response to all requests from Norfolk businesses.
- a calibration, testing and equipment hire service to Norfolk businesses and to businesses outside Norfolk where the Trading Standards Service has the capacity to do so and the economic interests of Norfolk are served.

**(5) Providing a Trusted Trader Scheme**

We provide a membership scheme of accredited traders. Benefits of the scheme include:

- promotion via a website, a directory and our Customer Service Centre
- a comprehensive customer feedback system
- consumer protection law advice
- staff training, where resources permit, and
- independent alternative dispute resolution provided by Ombudsman Services



#### **(6) Providing a Market Fair Scheme**

We provide a Market Fair Scheme to which markets and car boot organisers can sign up. Members of the scheme agree not to allow certain items to be sold at their markets; to help safeguard market and car boot visitors and protect legitimate traders from unfair competition. Benefits of the scheme include:

- a handbook containing information on the law relating to consumer goods
- information updates and alerts to support scheme members, and
- weatherproof signage for members to display at their market place.

#### **(7) Providing business scam alerts**

We provide alerts to businesses detailing the latest scams and new variations on old scams. Business Scam Alerts are available via our website, our Twitter account @NorfolkCCTS and our facebook page. To sign up to our business scam alerts by email go to our Trading Standards Scam awareness and advice page.

#### **Charges for our Services**

~~We do not charge for advice to Norfolk based businesses. Aside from~~ In addition to the charges for business advice outlined above charges also apply to our calibration, verification and testing services, our Trusted Trader scheme, our mediation service and where we provide licences or bespoke presentations on trading standards matters to businesses or other groups.

When responding to requests for information, advice or other services, we will meet our Service Standards for Businesses.

Updated on 25 February 2016



## Local Authority: Norfolk County Council

### Animal Health & Welfare Service Delivery Plan for year: 01/04/2016 to 31/03/2017

#### PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<b>A1. Planning the Delivery of the Local Authority Animal Health Function</b>		
A1.1 Risk Assessment	<p>Premises risk assessed in accordance with national risk scheme detailed in Section 4</p> <p>Risk based inspection programme</p> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• All premises are risk assessed and documented (in accordance with a risk tool which equates to the matrix in Section 4)</li> <li>• All new premises are risk assessed and inspections carried out in accordance with the assessed risk</li> <li>• Risk assessments are reviewed as part of planned visits</li> <li>• Inspection programme is based on locally determined frequency according to risk</li> <li>• Veterinary risks identified by Animal &amp; Plant Health Agency (APHA) and direction which is communicated to the Service is taken into account in our plans</li> <li>• Attempts are made and documented to ensure inspection programmes are co-ordinated with partner agencies e.g. Rural Payments Agency (RPA)/APHA</li> <li>• Inspection programmes are co-ordinated with partner agencies e.g. RPA where such agencies communicate their inspection programme</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<b>A2. Training and Development</b>		
<p>A2.1 Training for new officers</p> <p>On-going professional development</p>	<p>Officers are authorised to enforce all relevant legislation. All enforcement staff to hold recognised qualification or have equivalent professional experience i.e. Grandfather rights or undertake to achieve such qualifications as soon as possible. It is recognised that in emergency situations i.e. outbreaks of disease, there may be a need to call upon non animal health qualified officers to assist in carrying out animal health and welfare duties.</p> <p>Time and resources allocated to keep up to date on appropriate Animal Health and Welfare legislation, codes of practice, guidance etc – e.g. by accessing the LGA Knowledge Hub</p> <p><b>Outcome 5</b></p>	<ul style="list-style-type: none"> <li>• All new officers undergo internal induction training on animal health and welfare</li> <li>• All officers hold or are working towards recognised Animal Health &amp; Welfare (AH&amp;W) Diploma in Consumer Affairs &amp; Trading Standards (DCATS) or equivalent qualification</li> <li>• Continuing professional development – Our minimum ongoing training is 10 hours per annum based on the principles of CPD</li> <li>• All enforcement staff have access to full legal references, including copies of all relevant AH&amp;W legislation and guidance</li> <li>• There is a staff review and development programme</li> </ul>
<b>A3. Licensing Activities</b>		
<p>A3.1 Recording of Animal Movements</p> <p>Follow up action where errors are identified that require resolution</p>	<p>Action to be taken where errors are detected that require follow up resolution</p> <p><b>Outcomes 1 and 4</b></p>	<ul style="list-style-type: none"> <li>• Follow up action is taken to address persistent movement errors on a risk based and proportionate basis</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A3.2 Issuing of specific animal movement licences on AMLS2	<p>Specific licences (on AMLS2) issued for those individuals prohibited by the Minister from operating under the general licence</p> <p>Receipt of licence applications</p> <p>Assessment and issue of specific licences</p> <p>Issue of animal movement licences manually where approval given</p> <p><b>Outcomes 1 and 4</b></p>	<ul style="list-style-type: none"> <li>All licences issued on day of receipt (if received at least one hour before closing time) of application where no pre movement inspection required</li> </ul>
A3.3 Investigation of specific (AMLS2) movement licence refusals	<p>Initial investigation of (AMLS2) licence application refusals; resolve if possible, otherwise co-operation with AHO to achieve resolution</p> <p><b>Outcomes 1 and 4</b></p>	<ul style="list-style-type: none"> <li>Resolution of all licence refusals within two working days</li> </ul>
<b>A4. Enforcement activities to maximise Animal Health and Welfare compliance (CCPs)</b>		
A4.1 Attendance at Critical Control Points - Livestock markets, Sales, Collection Centres and Assembly Centres	<p>Highly visible preventative enforcement presence.</p> <p>Attendance at markets and other premises licensed for sales, and Collection Centres and Assembly Centres to ensure compliance, in particular with:</p> <ul style="list-style-type: none"> <li>Biosecurity (vehicles, premises and people)</li> <li>Livestock identification</li> <li>Central Point Recording Centre approval conditions and contingency</li> <li>Welfare</li> <li>Transport</li> <li>Licensing and record keeping</li> <li>Specific pre movement licensing</li> <li>All other relevant legislation</li> </ul> <p>Exact attendance levels and times according to status of gathering</p> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>The Service maintains a visible presence at these premises</li> <li>Livestock markets, Collection Centres and Assembly Centres are attended by enforcement personnel at some stage during operating hours on a risk assessed, earned recognition and intelligence led basis</li> <li>Attendance time is varied to include times when animals are being loaded/unloaded</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<p>A4.2 Attendance at Critical Control Points - slaughter houses</p> <p><i>All these activities with regard to the transport unloading and identification of livestock should normally occur outside of the slaughterhouse production area. This service delivery function does not require Local Authority officers to enter the slaughterhouse production area, or undertake enforcement in relation to the slaughterhouse operation itself. The FSA is responsible for enforcement in the slaughterhouse itself, and Local Authorities should liaise with FSA with regard to any need to enter the slaughterhouse production area.</i></p>	<p>Attendance at slaughter houses (high and low through put, red meat and poultry(white meat) in liaison with FSA to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> <li>• Biosecurity (vehicles, premises and people)</li> <li>• Livestock identification</li> <li>• Central Point Recording Centre approval conditions and contingency</li> <li>• Welfare</li> <li>• Transport</li> <li>• Licensing and record keeping</li> <li>• Specific pre movement licensing</li> <li>• All other relevant legislation</li> </ul> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service operates an intelligence led risk based approach to abattoirs. The Service has established and maintains communication links with Food Standards Agency (FSA) operations at abattoirs for reporting welfare concerns, (including in transit), bio-security non-compliance and transport construction non-compliances</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A4.3 Attendance at Critical Control Points - Dealers	<p>Identification of Dealers Visits/inspections to verify legislative compliance <b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service is working with APHA to maintain a list of known dealers</li> <li>• The Service plans visits/inspections on a risk assessed, earned recognition and intelligence led basis</li> <li>• Inspection programmes are co-ordinated, if appropriate with other agencies, including other local authorities, where these agencies are willing to do so</li> <li>• Written reports are given at the time of inspection</li> <li>• Major non compliances found during inspections are reported to relevant agencies</li> <li>• Revisits are made when actionable infringements have occurred</li> </ul>
A4.4 Attendance at Critical Control Points - Ports (excluding BIPs)	<p>Attendance at Ports to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> <li>• Biosecurity (vehicles, premises and people)</li> <li>• Livestock identification</li> <li>• Welfare</li> <li>• Transport</li> <li>• Import/export documentation</li> <li>• All other relevant legislation</li> </ul> <p><b>Outcomes 1, 2, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Planned visit/inspection programme on a risk assessed and intelligence led basis</li> <li>• The Service: <ul style="list-style-type: none"> <li>○ Responds to notifications of potential illegal arrivals/departures</li> <li>○ Ensures appropriate disease information signs are clearly displayed</li> <li>○ Liaises with Animal Health, Port/Harbour management and Port Health Service</li> <li>○ Ensures International Catering Waste disposal is legal</li> <li>○ Maintains contact numbers available for quarantine</li> <li>○ Will make officers available outside office hours</li> </ul> </li> <li>• Note: Norfolk has no legal landing ports of entry but works with the port operators to monitor shipping for illegally imported animals</li> <li>• Note: The Service has worked with local veterinary practices to raise the profile of this work, who now provide most of our intelligence on suspected illegal landings and pet passport non-compliances</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A4.5 Attendance at Critical Control Points - High risk Farms (Other than dealers)	Visits/inspections to verify legislative compliance <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>• The Service plans for a 100% inspection programme for all high risk businesses</li> <li>• Businesses are risk re assessed following visit/inspection</li> <li>• Inspection programme takes into account other agency inspections e.g. RPA/APHA to avoid duplication and joint visits are arranged where necessary; where these agencies are prepared to share their inspection programmes</li> <li>• Checks are made using appropriate database data</li> <li>• Written reports are given at the time of inspection</li> <li>• Major non compliances found during inspections are reported to relevant agencies</li> <li>• Revisits are made when actionable infringements have occurred</li> <li>• The Service has in-house quality assurance procedures</li> </ul>
A4.6 Stand by and on call arrangements	Emergency interagency contact regarding disease and other enforcement incidents <b>Outcomes 1, 2, 3, 4 and 6</b>	<ul style="list-style-type: none"> <li>• The Service has emergency out of hours contact procedures in place</li> <li>• All relevant agencies are aware of contact procedures</li> </ul>
<b>A5. Partnership working and intelligence driven enforcement</b>		
A5.1 Identified Infringements	Identified breaches of legislation, including biosecurity, licensing, welfare, livestock identification, standstill breaches, illegal imports, by products, and other disease control work. Irregularities found on documentary checks followed up <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>• Identified breaches are investigated and appropriate action taken in accordance with the local authority's published Enforcement Policy</li> <li>• Follow up checks are made on suspected irregularities identified on AMLS2/AMES</li> </ul>



## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
A5.2 Intelligence/ Information and systems	Provision and collection of Intelligence Information <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>The Service has set up and maintains an intelligence recording system, having adopted the NTSB intelligence operating model (IOM)</li> <li>The Service has established procedures and protocols necessary to capture and report animal health activities including movements and enforcement action</li> <li>Sharing of intelligence with other local authorities and operational partners takes place</li> <li>The Service has developed innovative approaches to improve the effectiveness and range of its knowledge of national priorities and the local farming community</li> </ul>
A5.3 Intelligence led actions	Infringements or suspected infringements reported from external enforcement sources or identified by use of data interrogation or intelligence sources; members of the public/complaints <b>Outcomes 1, 2, 5 and 6</b>	<ul style="list-style-type: none"> <li>The Service investigates and appropriate action is taken in accordance with the local authority's published Enforcement Policy</li> <li>The Service uses intelligence to drive delivery including development of local and regional enforcement</li> </ul>
<b>A6. Post enforcement reporting and AMES data entry activities</b>		
A6.1 Animal Health and Welfare Management and Enforcement System (AMES)	Entry of data on to AMES system (or via electronic data transfer from local systems to AMES) recording Local Authority enforcement activities, results and actions. (The relevant timescale commences on the day following the date on which the activity took place). Use of AMES for management information and report generation Recording of data on infringements <b>Outcomes 1, 2, 3, 4, 5 and 6</b>	<ul style="list-style-type: none"> <li>In line with peer organisations this Service has ceased its use of AMES recording and reporting</li> </ul>
A6.2 Management information	Collation of management information data for internal use and provision to APHA, Defra and Welsh Government. Outcomes 3, 4 and 5	<ul style="list-style-type: none"> <li>In line with peer organisations this Service has ceased its use of AMES recording and reporting.</li> </ul>

## PART A NATIONAL PRIORITIES (including Critical Control Points)

Content and relevant outcome(s)		Local Authority Planned Level of Service Delivery
<b>A7. Contingency planning and emergency action</b>		
A7.1 Animal Health/Defra/Welsh Assembly Government and local authority emergency preparedness	<p>Planning and contributing to emergency preparedness plans with APHA/Defra/Welsh Government and other agencies as appropriate</p> <p><b>Outcomes 1, 3, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• The Service's contingency plans are compiled through the Norfolk Resilience Forum (NRF) and are consistent with Defra APHA generic plans for disease outbreaks. This ensures our local authority contact details on the AH&amp;W master contact list held by the National Animal Health &amp; Welfare Panel (NAHWP) are kept up to date</li> <li>• The Service's plans: <ul style="list-style-type: none"> <li>○ are formally approved by the Norfolk Resilience Forum (NRF)</li> <li>○ include a generic plan and specific plans for diseases identified as high risk for the local authority area as a result of local intelligence</li> <li>○ are reviewed annually and shared with identified partners</li> <li>○ are made publicly available through the Norfolk Resilience Forum (NRF)</li> </ul> </li> <li>• An annual exercise takes place with relevant partners/neighbouring authorities. Lessons learned reports are used to review our plans.</li> <li>• A desktop contingency plan exercise with NRF partners will be undertaken in 2016/17.</li> <li>• The Service responds to notification of disease outbreaks</li> </ul>
A7.2 Testing and Training	<p>Testing, training, practising and evaluating activities in relation to the emergency plan</p> <p><b>Outcomes 1, 3, 5 and 6</b></p>	<ul style="list-style-type: none"> <li>• Exercises to test our contingency planning include direct practical participation, contribution through others or on paper</li> <li>• Internal and external contact details are reviewed annually</li> <li>• Plans are tested and review reports provided</li> <li>• Training in relation to plans includes service implementation</li> </ul>

A7.3 Emergency Action	Provision of full emergency range of services under the emergency plan, when disease emergency declared by Defra/Welsh Government <b>Outcomes 1, 3, 5 and 6</b>	<ul style="list-style-type: none"> <li>The Service plans for the requirements of our contingency plans to be actioned when necessary</li> </ul>
<b>A8. Additional Activities to reflect National Priorities</b>		
A8.1 National Priorities	Provide details in Service Delivery Plan (Annex C) of identified priorities as discussed with the, Operations Directors Defra and the Welsh Government, as appropriate. <b>Outcomes 1,2,5 and 6</b>	<ul style="list-style-type: none"> <li>The Service takes into account the national priorities as discussed with Operations Directors (APHA) and Defra – no requests have been received from the ROD to date.</li> </ul>

## Activity Matrix for Animal Welfare

Activity	Priority Activity	Other Priority Actions for consideration
<b>1. On Farm Welfare</b>		
1(a) Authorisation of inspectors under the Animal Welfare Act 2006.	Inspectors authorised by Local Authorities under the Animal Health Act 1981 (as amended) should be authorised as Inspectors under the Animal Welfare Act 2006.	All inspectors are authorised under the Animal Welfare Act 2006
1(b) Response to farm welfare complaints received from a member of the public or another agency.	<p>Liaison with local AHO (as soon as possible to discuss complaint.</p> <p>Refer to AMES Database see if there is any recorded history of problems on the premises.</p> <p>Where appropriate, arrange joint visit with a VO to investigate on next working day after receipt of complaint.</p> <p>Where it is considered that a VO is not required in the first instance, visit premises to investigate on next working day after receipt of complaint.</p>	<p>Where appropriate, the Service arranges joint visit with Animal Health Office (AHO) Veterinary Officer (VO) to investigate within 24hrs of receipt of complaint.</p> <p>Where the Service considers that a VO is not required in the first instance, an officer visits the premises to investigate within 24hrs of receipt of complaint.</p> <p>Liaison is maintained with other appropriate agencies in order to try and establish if subject of complaint is subject of any other complaints/investigations.</p> <p>Where appropriate the Service will organise a case conference with all enforcement bodies involved to discuss the case and how best to proceed; in order that all agencies are moving forward in the same direction.</p>

## Activity Matrix for Animal Welfare

1(c) Enforcement action	<p>Where an animal's welfare is being seriously compromised immediate enforcement action should be taken.</p> <p>The Inspector should take such action as is necessary to alleviate suffering to any animal(s) without undue delay.</p> <p>Where an Improvement Notice is appropriate, service of Notice within 48hrs of visit taking place.</p> <p>Cognisance should be taken of the guidance issued by Defra and Welsh Government in accordance with Section 10 of the Act.</p> <p>The agreed template for the Improvement Notice should be used.</p>	<p>Where an animal's welfare is being seriously compromised immediate enforcement action is taken.</p> <p>The Service's Inspector takes such action as is necessary to alleviate suffering to any animal(s) without undue delay.</p> <p>Where an Improvement Notice is appropriate, the Service serves a notice at the time of the visit or at least within 24hrs of the visit taking place.</p>
1(d) Follow up visits to premises against whom a welfare complaint was received.	If necessary and in consultation with Veterinary Officer revisit the premises within an appropriate period of initial visit.	Revisits are made within 5 days of the end of the compliance period specified in the Notice or sooner dependent upon the severity of the complaint.
1(e) Follow up visits to premises where an Improvement Notice was served.	<p>Where appropriate monitoring visits should be carried out during the compliance period and these should be appropriate to the severity of the complaint.</p> <p>Revisit within 2 working days of end of Compliance Period specified in the Notice or sooner dependent upon severity of complaint.</p>	

## Activity Matrix for Animal Welfare

1(f) Arrangements for taking possession of an animal/animals which are being caused suffering or likely to be if their circumstances do not change.	<p>Contingency plans drawn up as to how taking possession of an animal/animals will be facilitated and for their subsequent care until they are disposed of or returned.</p> <p>These contingency plans should identify suppliers/contractors/premises for:</p> <ul style="list-style-type: none"> <li>• appropriately trained/experienced staff to handle and care for the animals.</li> <li>• appropriate equipment to handle the animals.</li> <li>• transporting the animals.</li> <li>• suitable premises to keep animals.</li> <li>• supply of feed.</li> <li>• supply of suitable bedding material.</li> <li>• provision of veterinary care.</li> </ul>	<p>Contract arrangements are made with suppliers/contractors/premises on an as needed basis for:</p> <ul style="list-style-type: none"> <li>• appropriately trained staff to handle and care for the animals</li> <li>• appropriate equipment to handle the animals</li> <li>• transporting the animals</li> <li>• suitable premises to keep animals</li> <li>• supply of feed</li> <li>• supply of suitable bedding material</li> <li>• provision of veterinary care.</li> </ul> <p>Whilst the Service has no ongoing contract to provide this service with its contractor, the contractor has demonstrated their willingness to perform this role over a number of welfare seizures.</p>
1(g) Destruction of an animal/animals if deemed necessary.	Contingency arrangements in place to facilitate the destruction of an animal/animals if deemed necessary by Veterinary Surgeon or an Inspector/Constable.	<p>Contact list of Veterinary Surgeons is maintained (including out of hours services) who can be called upon for this purpose if necessary.</p> <p>Contact list is maintained of other suitably trained persons who can be called upon to humanely destroy animals where necessary (includes APHA and RSPCA).</p>
1(h) Follow up letters to premises which were visited.	Follow up letter detailing the visit, what was discussed and the provisions of any Improvement Notice, if served, sent within 5 working days of visit.	<p>Enforcement visit record, detailing the visit and what was discussed provided at time of visit.</p> <p>Where appropriate a follow up letter giving further advice or a written warning will be sent to the business.</p>

## Local Authority Profile

<b>Name of LA</b>	<b>Norfolk County Council</b>	<b>Financial year</b>	<b>2016-17</b>
-------------------	-------------------------------	-----------------------	----------------

### 1. Staffing

	<b>(FTE)</b>
<b>Field staff</b>	<b>2.0</b>
<b>Data input staff</b>	<b>0.1</b>
<b>TOTAL</b>	<b>2.1</b>

### 2. Data input

Local Authority Database used:	APP Civica
Interface with AMES installed?	No
Interface with AMES functional?	N/A
If not installed are there plans to do so in 2016-17 service year?	No
If not, please give reason.	AMES is not used by this service

### 3. Work Load - Critical Control Points (CCPs)

#### a) with defined work patterns

Type of CCP	No.	Operating pattern (markets) or throughput (slaughterhouses)
Markets, Collection Centres & Assembly Centres	<b>2</b>	Store markets
Slaughterhouses	<b>5</b> <b>4</b>	Red meat slaughterhouse White meat (APHA inspected only)
Shows, sales and one-off events	<b>6</b>	

#### b) without defined work patterns

Type of CCP	No.
Ports	<b>3</b>
Dealers	<b>2</b>

### 4. Total risk assessed premises including CCPs

According to risk assessment by LA	High Risk	Medium Risk	Low Risk
No. of premises (including 3(a) & (b) above)	25	1230	3562





# Communities Committee

Item No.

<b>Report title:</b>	<b>Trading Standards Service – Future service delivery model</b>
<b>Date of meeting:</b>	<b>16 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe Executive Director of Community and Environmental Services</b>

## Strategic impact

Following preliminary research, the Heads of the Norfolk and Suffolk Trading Standards Services strongly believe that the establishment of a joint service between the two authorities will increase resilience, better enabling them to deliver protective services to vulnerable individuals and communities and to support economic growth across both counties. Establishment of a joint service also accords with the commitment of both authorities to work more closely together, and potentially offers a more sustainable future for local trading standards services.

## Executive summary

It is proposed that, if the Committee agrees that the potential benefits of a joint Norfolk and Suffolk Trading Standards Service outweigh the potential risks, a full business case is developed over the next six months for the establishment of a joint service between Norfolk and Suffolk Trading Standards.

### Recommendations:

The Committee is asked to agree to:

- (a) **The development of a full business case for a joint service between Norfolk Trading Standards and Suffolk Trading Standards.**
- (b) **The establishment of a joint Norfolk and Suffolk project board and project team to develop the business case.**
- (c) **The presentation of the full business case to the Communities Committee at the meeting in October 2016. and,**
- (d) **The timetable such that, subject to approval of the business case by both authorities, the joint service could be implemented with effect from April 2017.**

## 1. Proposal

- 1.1. There are various potential advantages in developing a plan to join Norfolk and Suffolk Trading Standards Services. Both counties enjoy a similar demography, geography and demand profile with the 'criminal markets' being very similar and/or shared. Both services enforce the 'full range' of Trading Standards duties with intelligence leading to the targeting of similar enforcement priorities. Both acknowledge the importance of the food and farming communities to the economic prosperity of their areas by giving priority to minimising the spread of animal diseases, to animal welfare, and to monitoring the quality of animal feed and fertilisers and food standards throughout the whole supply chain.
- 1.2. Both local authorities have already committed to closer working and are currently

developing a joint devolution bid. Both services enjoy a close and fruitful relationship with Norfolk & Suffolk Police and both acknowledge the need to work more closely with the New Anglia Local Enterprise Partnership (NALEP).

- 1.3. Both services acknowledge the necessity of maximising their budget effectiveness in order to be able to deliver credible protective services over the coming years. A joint delivery model should enable both services to be more resilient, and to protect the services they can deliver.
- 1.4. Work already carried out by the two services has identified the following potential benefits and risks:

Potential benefits:

- a. A joint service would enable greater effectiveness, flexibility and resilience, for example when tackling an animal disease outbreak or cross-border criminal activities.
- b. Sharing of support and management resources and costs could lead to further efficiencies and reduced duplication of attendance at regional and national forums.
- c. All press and media (including social media and campaigns) could be jointly developed and 'badged' for greater efficiency, exposure and profile.
- d. Operational activities across the full breadth of the Trading Standards remit could be jointly developed and deployed, again increasing efficiency, exposure and profile. Examples include food sampling, illicit tobacco enforcement and test purchasing of age restricted products.
- e. Intelligence, financial investigation and legal process functions could be combined to increase effectiveness and resilience.
- f. Joint commissioning of training and development, operational equipment and technical resources could lead to decreased costs.
- g. Best practice would be shared and implemented across the new service, with the opportunity created to critically appraise and improve existing work systems.

Potential risks to a joint service:

- a. Future imbalance in proposed funding from the respective local authorities.
  - b. Divergence in corporate or political priorities between the two local authorities.
  - c. Staff dissatisfaction with new working arrangements leading to low morale, higher turnover and loss of talent.
  - d. Disagreement over resource provision, especially in situations where only one county is impacted.
  - e. Diluted political influence in decision-making in each local authority.
- 1.5. It is proposed that a full business case is developed for a joint service between Norfolk Trading Standards and Suffolk Trading Standards. This will require the establishment of a joint Norfolk and Suffolk project board and project team. It is proposed that the full business case will be presented to the Communities Committee at the meeting in October 2016 (and similarly to Suffolk's Cabinet) and, subject to approval of the business case, the implementation of the joint service could take effect from April 2017.

## 2. Evidence

- 2.1. The rationale for the development of a joint service between Norfolk and Suffolk Trading Standards is documented in section 1. The following alternative options have been considered but are not recommended for the reasons stated.
- 2.2. Trading Standards to remain a single service within Norfolk County Council. As a result of national funding cuts, in January 2016 the Local Government Association (LGA) published its 'Trading Standards Review', a short and high level review conducted in the latter part of 2015 into the future of trading standards services. It concluded that services managed at scale offer the most sustainable future for local trading standards services. It identified that *"larger services are considerably better placed looking ahead to the future, having the resources to be active in a wider range of specialisms than their smaller counterparts, leaving them better placed to manage not only a range of local priorities, but also competing local and national priorities. Larger services will have the capacity to be more flexible and responsive to emerging issues, redeploying resources more easily as required. Additionally, larger services will also have the capacity to support key areas of expertise – such as the use of intelligence, new commercial services, and financial investigators who can help secure funds through the Proceeds of Crime Act – that can ensure existing resources are targeted appropriately, as well as helping to generate additional income."*

The review went on to say that *"in order to ensure the future sustainability of trading standards work, councils should explore the options for sharing their services to create larger units. There is no one size fits all model for different councils, but having fewer, larger trading standards services, which serve more than one council but sit fully within local government structures, is likely to help ensure greater long term resilience of trading standards expertise."*

The review also urged councils looking at creating larger trading standards services to learn from areas that have successfully introduced new structures, such as West Yorkshire, Devon & Somerset, and Surrey & Buckinghamshire. In particular, how they have successfully balanced the benefits of larger services whilst retaining local accountability and prioritisation. Indeed, senior managers from Norfolk and Suffolk Trading Standards services recently visited Buckinghamshire County Council for this very purpose and will seek their ongoing advice should the Committee agree to support this report's recommendations.

- 2.3. Create a joint service with a Trading Standards Service other than Suffolk. This would not enable the benefits of the unique synergies of our two counties to be realised (as described in section 1 above).
- 2.4. Join in a shared Regulatory Service with District Council Environmental Health, Licensing and Planning Departments. This has previously been attempted in Worcestershire but its success has been limited and their Trading Standards Service has recently been returned to the auspices of the county council. In Norfolk the other regulatory services are not consistently organised within their respective district councils and it is considered that any unification of these services could be a lengthy process.
- 2.5. The divestment of Trading Standards from the Council and subsequent re-commissioning from the market is not considered to be an option. Such services are not available, primarily due to the necessity for enforcement officers to be directly employed by the council, and, moreover, the regulation of businesses

(including criminal investigations, enforcement action and the prosecution of offenders) in order to maintain a fair, safe and equitable trading environment is a key role of local government in a mixed economy.

### **3. Financial Implications**

- 3.1. It is not anticipated that the development phase over the next six months will have significant financial implications, other than in Trading Standards officer time being partly dedicated to the project. This will be managed in the context of service delivery requirements and will seek to minimise any impact on services to the public and businesses.

The full business case will address the financial implications of any options proposed.

During the development of the business case, there will be resource implications for support functions in both authorities as detailed in Section 4 below.

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

- 4.1. The development of a full business case will require the establishment of a joint Norfolk and Suffolk Trading Standards project board and project team.

The management teams of both Trading Standards Services are committed to fully engaging our staff in the process. Staff from both councils will have the opportunity to become actively involved in working groups established with effect from April 2016; developing specific strands of the project.

A Human Resources lead from each local authority will need to be appointed to ensure that staff interests, engagement and consultation, as well as employment law provisions, are fully addressed.

The project team will also need support from finance, legal, ICT, communications and democratic services colleagues to address funding, legal agreements/delegations, public and business consultation and political governance.

- 4.2. As part of the project, risks will be identified, analysed, actively monitored and addressed. At this early stage, the following risks have been identified and will be included and controlled within the project risk register:

- a. One of the partners withdrawing from the project, resulting in the joint service not being implemented and developing relationships being severed. Triggers for this may include failure to align service priorities or ways of working, legal or contractual complications, or disagreement over resource provision.
- b. Differences in staff terms, conditions and benefits and a failure to engage effectively with staff resulting in resistance to change.
- c. Incompatibilities of IT systems (or other technical aspects) resulting in project slippage, inefficient solutions or investment being required for additional systems/technical support.
- d. Implementation and/or support costs and liabilities to be shouldered by the host authority.

- 4.3. It is anticipated that neither the development of the full business case nor the creation of a joint service will have a negative impact on the public facing service; on Norfolk and Suffolk residents (including those with protected characteristics), businesses, partner agencies or other stakeholders. An Equality Impact Assessment will be conducted and included in the report to the

Committee in October 2016.

- 4.4. Existing staff will be affected to varying degrees by any future decision to move to a full joint service. Implementation may include TUPE transfer of staff from one authority to the other; changes arising from convergence of terms, conditions and benefits; development of a common career progression scheme; some recasting of individual roles and responsibilities to reflect the new joint service management and delivery needs; and changes in processes and systems, requiring training and operational adjustments.
- However a future joint service should bring positive benefits for staff as a result of greater opportunities within a larger, more resilient and prestigious service.

## **5. Background**

- 5.1. The Local Government Association (LGA) summary report of their review of trading standards is published on the [LGA website](#).

### **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

**Tel No. :** 01603 224275

**Email address :** [sophie.leney@norfolk.gov.uk](mailto:sophie.leney@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.



# Communities Committee

Item No.....

<b>Report title:</b>	<b>Performance monitoring report</b>
<b>Date of meeting:</b>	<b>16 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Communities and Environmental Services</b>

## Strategic impact

Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.

## Executive summary

This report provides an overview of the key performance issues facing those services that are covered by this committee in Q3 (October to December 2015). The risks presented in this report are the latest risks from March 2016.

This report also presents a draft list of vital signs performance indicators. These have been developed as part of a new performance management system (as described in previous performance reports), and the report outlines how members have fed into the development of this through a series of workshops.

Of the 43 indicators in the dashboard, 6 are not reporting this quarter. Most of these are new measures that are still under development. Of the 37 remaining indicators we are reporting this quarter:

- 19 are RAG rated green
- 8 are rated red
- 4 are rated amber
- 6 indicators are surveillance measures so do not have a RAG rating.

Areas of strong performance include:

- The delivery of 'dementia friendly sessions' by Public Health
- Work by the Trading Standards service
- Customer Services
- Visits to Norfolk's Museums.

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

- Sickness absence
- Referrals to the Health Trainer Service from target populations
- Registration of deaths.

Of the 16 risks on the risk register for this committee, 3 risks are considered to be 'in scope' – this means a score of 12 or more and rated amber and red for prospect. There are no risks for this Committee that are of corporate significance.

## Recommendations:

1. Review and comment on the performance and risk information
2. Consider any areas of performance or risk that require a more in-depth analysis
3. Confirm, subject to comment and any further work, this committee's updated set of performance indicators.

## 1. Proposal

- 1.1. This paper provides an overview of Q3 performance for the service areas covered by the Communities Committee, with the latest risk information available from March 2016.
- 1.2. Given extra detail within this paper around the performance framework, the Q3 performance and risk reporting element of this paper is deliberately brief and focuses on the key performance issues.
- 1.3. The Q3 Communities Committee performance dashboard contains 43 measures in total, and 31 measures with targets. Of these:
- 8 are significantly off target (more than 5%) – rated red
  - 4 are just off target (within 5%) – rated amber
  - 19 are at, or better than, target – rated green.

The performance dashboard contains 33 measures with a direction of travel – showing if performance this quarter has improved or got worse when compared to an earlier quarter or year. Of those measures:

- 15 have got worse – red arrow
  - 18 have improved – green arrow.
- 1.4. The full departmental risk register contains 18 risks, with 5 of these risks with both a current score of 12 or more and the prospect of meeting the target score by the target date at red or amber, which fall into the exception reporting category and appear on the risk register. There are no risks for this Committee that are of corporate significance.

## 2. Key performance issues

- 2.1. This report details performance and risk on the basis of exception reporting. As such, the focus is upon areas of performance and risk that are either red or amber rated. The performance dashboard appended in Appendix 1 and risk data, information and analysis in Appendices 2 and 3.

### Red measures

- 2.2. **Sickness absence** – Percentage of time lost to sickness in the last 12 months (Excludes Fire personnel) – in the 12 months to December 2015, sickness absence for the Community and Environmental Services department was 2.62%. This has improved from 2.99% in the 12 months to September 2015. The CES target is 2.4% and the NCC target is 3.41%.

The figures by CES service area are as follows:

CES Services	% Lost Time - rolling 12 Months to December 2015
Active Norfolk	0.09%
Norfolk Community Learning Services	2.00%
Business Support & Development	2.54%
Community Safety & Fire	2.00%
Customer Services	4.71%



Economic Development & Strategy	0.77%
Environment & Planning	2.41%
Highways & Transport	2.72%
Norfolk Library and Information Service	2.67%
Norfolk Museums and Arts Service	2.29%
Norfolk Record Office	0.78%
<b>CES total</b>	<b>2.62%</b>
CES target	2.40%
NCC target	3.41%

Those service areas within CES that do not report to this committee, reporting instead to the EDT Committee or the Economic Development sub-committee, are shaded out.

- 2.3. There are two services that have higher levels of sickness absence. The percentage of time lost to sickness in the last 12 months to December 2015 for Public Health was 4.09%. The figure for Customer Services was 4.71%. Both management teams are working closely with HR to strengthen efforts to reduce sickness absence in their services.
- 2.4. Since we last reported at Q2, the sickness absence data for Norfolk Community Learning Services (NCLS) has been recalculated to better reflect the sessional tutors that are employed in the Full Time Equivalent (FTE) figures. This has resulted in a reduction in the percentage of time lost per FTE over the past 12 months from 5.32% to 2.00%.
- 2.5. **Sickness absence per FTE for the Fire Service (excluding RDS)** – Although sickness absence in Q3 in Norfolk Fire and Rescue Service (NFRS) is lower than it was in the same period last year, it is above target at 5.8 days per FTE compared to a target of 5.35 days.
- 2.6. **% of NHS Health Checks delivered against eligible population from April 2013 to the quarter reported** – The NHS Health Check programme is a five year rolling programme, which runs from April 2013 to March 2018. The most recent performance data is from Q2. This shows that, to date, the programme of health checks has delivered to 21.5% of the eligible population, compared to the target of 22.9% (the England average). Projections show that the gap between England and Norfolk seems to be slowly increasing or worsening.
- 2.7. **% of those referred attending the Health Trainer Service from target populations** – The Health Trainer service works with people to provide the motivation, encouragement and support needed to enable them to make lasting healthy lifestyle changes. Performance for the period September to November 2015 was 71% compared to a target of 75%. Performance is also below the same period last year when 80% of those referred who attending the Health Trainer Service were from target populations.
- 2.8. **Mobile libraries** – visits to mobile libraries have fallen over Q3 and this indicator is now RAG rated Red, having been Green at Q2. With Q3 performance at 65,157 it is unlikely that the end of year target of 88,279 will be achieved.
- 2.9. **% of Your Voice members who agree that they can influence their local area** – this is an annual indicator, measured through a survey of our Your Voice members. The aim is to see 85% of members 'agreeing that they feel they can influence their local area'. In 2014, 82.8% agreed. In 2015 this dropped to 75.9%, making this indicator RAG rated red.

Performance has been affected by two, related factors:

- 1) Providing freepost envelopes when sending surveys to our members who don't have an email address. This has increased the number of responses that we have receive and may have encouraged people to complete our annual member survey who have not previously done so.
- 2) The balance between the number of people responding online and people returning a paper survey has changed. The number of online responses has remained largely unchanged, whilst the number of paper surveys returned has increased. This is significant because a higher percentage of our online members report that they feel they can influence decision making than those who submit a paper survey.

2.10. **% of young people voting in the annual Make Your Mark ballot** – this is an annual measure that we reported on in detail in the Q2 performance and risk monitoring report.

2.11. **Registration of deaths excluding Part B and Inquests** - this measure remains red and has been an area of poor performance throughout 2015/16. The nationally-set target is to register 90% of deaths (excluding Part B and inquests) within five days. In Q3, performance remained below this target at 72%. This is a drop in performance since Q2 when we registered 79% of deaths within the target time, and we are also doing worse than in Q3 last year when we registered 74% of deaths within the timescale.

### Amber measures

2.12. **Performance against NFRS Emergency Response Standards (ERS)** – the standards state that the Service will endeavour to get to 80% of fires where life may be at risk within 10 minutes, and 80% of other emergencies where life may be at risk within 13 minutes. Performance against ERS is stable at around the 78% mark, as it has been since 2013/14, compared to a target of 80%. At the end of January 2016, the service met the standards on 77.4% of occasions in the previous twelve months.

2.13. **Registration of still births in Norfolk** – our nationally set target is to register 98% of still births within 42 days. At Q3, performance dipped below target to 95%, meaning this measure is rated amber.

2.14. **% of time retained fire stations are available to respond to an emergency** – NFRS aims to have stations crewed by retained on-call fire fighters available at least 90% of the time. Performance has improved slightly from 85.3% in Q1 to 86.1% in Q3 but availability remains below the 90% target and so is RAG rated as Amber.

2.15. It has previously been reported to this committee that retained fire fighter availability can be affected by a number of factors, including: periods of industrial action; low establishment (typically 1 or 2 vacancies) at some stations; reduction in operational activity; and conflicting demands relating to primary employment and family life.




### Green measures

2.16. In line with the principle of exception reporting, measures with green alerts are not being covered in detail in this report. Particularly good performance, however, is reported in:

2.17. **Number of dementia friendly sessions delivered by Public Health** – at Q3 the end of year target was surpassed, with a total of 44 sessions delivered compared to a

target of 40 by the end of Q4.

- 2.18. **Visits to Norfolk's museums** – at Q3 the number of visits stood at 305,843, compared to the target for Q3 year to date of 261,407. All operating areas (Eastern, Western and Norwich) are also above target and so high performance in one area is not compensating for poor performance in another.
- 2.19. Norwich Castle Museum & Art Gallery saw record numbers over the February half-term with 13,055 visits, an increase of 8.5% on 2015 (itself a record-breaking year). The star attraction was the 'How to Train Your Dragon' exhibition and family-friendly events, delivered in partnership with Norfolk Libraries and Information Services.
- 2.20. **Percentage of businesses brought to broad compliance with trading standards** – this Trading Standards measure has recovered to exceed target in January after dipping to below target in November and December of Q3. All five of the Trading Standards performance indicators are either RAG rated as Green or showing a trend of performance improvement.
- 2.21. **Income generated through our calibration, verification and testing services** – the income generated by Trading Standards through their calibration, verification and testing services at Q3 was above the end of calendar year target, at £306,464 compared to £272,917. Full year income will exceed the target of £327,500.
- 2.22. **Customer services** – at Q3, all four performance indicators are green and showing a trend of improvement. Regarding customer satisfaction, people's experience of contacting the Council varies by access channel (the routes through which people contact us e.g. telephone, website, email). Satisfaction on the telephone and customer service emails have improved, while satisfaction with the website has decreased from 50% since last quarter respectively (see below).

Channel	% Customer leaving "Good" feedback
Telephone	96% 
Website	46% 
Customer Service Centre emails	90% 

The main reasons given for the poor customer experience of the Council website were: not being able to resolve queries; for example not being able to find information; and that the website was not available / accessible. A new County Council website is due to go live at the end of March 2016, which it is anticipated will lead to a significant improvement in customer satisfaction.

### 3. Risk

- 3.1. The latest full departmental risk register contains 16 risks, with 3 of these risks with both a current score of 12 or more and the prospect of meeting the target score by the target date at red or amber, which fall into the above exception reporting category and appear on the risk register (as below):

Service area	Risk Number/Name	Risk Score	Prospects
Public Health	RM14249 – Winter Capacity Mortuaries	12	Amber
Public Health	RM14234 – Failure to secure adequate grants to robustly commission or co-commission (including through s.75) Public Health Services	12	Amber
NFRS	RM13974 - Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm	12	Amber

3.2. Appendix 2 provides a full explanation for those risks, including: a description of the risk; tasks to mitigate the risk; and an update on progress.

3.3. Appendix 3 provides the Committee members with an overall summary of the risks on the register.

3.4. A copy of the Full Corporate Risk Register was presented to the Audit Committee on 28 January 2016 and can be accessed at [Audit Committee page 72](#).

3.5. The evidence is that risks are being managed to an appropriate level with mitigation tasks being undertaken. In all cases risks have been reviewed by risk owners to ensure that risk scores and target dates reflect the current position against current service objectives.

#### 4. Development of the performance management system

4.1 Work has continued to improve performance management arrangements following the Performance Monitoring report to Policy and Resources Committee on the 26 October 2015 setting out the requirements for a system that focuses on the right things, strengthens accountability and informs purposeful management. Member-led workshops took place throughout January and February to specify key elements of the new performance management system. The workshops gave Members an opportunity to test the developing set of vital signs against local priorities, and to shape the way the Council monitors progress.

4.2 At these sessions, Members worked on issues and performance related to: Communities and Environment Development and Transport Committees; Adult Social Care and Children's Services Committees; and Policy and Resources Committee.

4.3 A workshop was held on 13 January 2016 for the members of the Communities and EDT committees. At this workshop, members highlighted several local issues affecting their constituents and communities, including:

- Vulnerability to flooding and the role that the Council has to play in supporting and enabling communities to prepare, protect and respond to it
- Infrastructure and the need to work with a broad range of agencies, organisations and businesses to ensure that housing growth is planned and delivered in such a way that all necessary physical, social and economic infrastructure is in place
- Journey times and the importance of being able to get around the county by car, bus and rail as quickly as possible
- Strong and vibrant communities and the role of the Council in supporting and enabling the growth and development of strong, self-sufficient and self-determining communities
- Quality of life and the need to better understand what it is like to live and work in

different parts of Norfolk.

- 4.4 Members also highlighted that the common theme across all of these issues is the key role that the Council has to play as a system leader. None of the above will be achievable if the Council works in isolation.

## 5. Vital Signs

- 5.1 A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough vital signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.
- 5.2 There are 29 such indicators for the Communities Committee, seven of which relate to Public Health. Those in bold, 6 out of a total of 29, are indicators deemed to have a corporate significance and so will be reported at both the Communities Committee and the Policy and Resources Committee. All of the vital signs indicators will be reported to the CES Departmental Management Team and the Public Health Management Team.

### Communities Committee performance indicators

	Vital Signs Indicators	What it measures	Why it is important
1	<b>Norfolk's communities are resilient, confident and safe</b>	<b>Individuals, communities and public service working better together</b>	<b>Having an integrated approach to demand management and asset based community development, which targets agencies' investment at the most vulnerable localities, is critical to the Council and the delivery of the Re-Imagining Norfolk strategy</b>
2	Library service use	Library visits – physical and virtual	To demonstrate ongoing relevance and delivery of NCC priorities and to meet income targets
3	Active use of library resources	% of active children and young people library users against population	Contributes to the sub outcome that 'all vulnerable people who live, work learn and are cared for will be safe and are more resilient and independent'
4	Active use of library resources	% of older people who are active library users against population	
5	Building the digital skills base	Library and Information - Number of people who have been supported to develop digital literacy skills	Vulnerable people are more resilient and independent. Communities are resilient, confident and safe

	Vital Signs Indicators	What it measures	Why it is important
6	Learning outcomes achievement	NCLS - Quality measures: learner success; tutor performance	To meet funder and Ofsted requirements (improvement curve: All schools and education establishments are judged good or better by Ofsted). To contribute to excellence in education sub outcomes
7	Transition to employment	NCLS - Number of apprenticeships	Demonstrates the number of people who move on to further training or gain/retain employment following their learning with NCLS
8	Transition to employment	NCLS - Number of people supported into employment	Contributes to specific target to increase the number of people with Learning disabilities in work. Real jobs sub outcome – everyone who is able to work has the opportunity to
9	Financial viability	NCLS - Full cost recovery and business plan on target and on budget	To be a financially viable service
10	NRO use	Norfolk Records Office Visits – physical and virtual including learning groups	Ensures that NRO collection is being utilised to deliver NCC priorities
11	Museum use	Museums visits – total visitors and school visits	Demonstrates contribution to Excellence sub outcomes and improvement curve
12	Economic cost of fire and emergencies	Cost of fire and other emergencies attended by NFRS using the nationally agreed formula	Demonstrates the added value of the NFRS and raises awareness of the impact of fire and other emergencies upon business and the economy - Annual estimate
13	Business compliance with trading standards	% of businesses that are broadly compliant with trading standards	Helps ensure that poor business practice is corrected and consumers and legitimate businesses are protected
14	Response to emergencies	Status of Norfolk Resilience Forum plans to which NCC contributes	Ensure that plans and procedures are in place to prepare, respond and recover from emergencies
15	<b>Channel shift</b>	<b>The percentage of Norfolk Households with an online account (starting from a baseline of 0 at 2016/17)</b>	<b>Delivery of ‘channel shift’ enables cost reduction, internal digital transformation and digital inclusion</b>

	<b>Vital Signs Indicators</b>	<b>What it measures</b>	<b>Why it is important</b>
16	Customer satisfaction	Customer satisfaction with access channels	This measures the organisation's ability to respond efficiently and effectively to customer contact that are made
17	Road safety	<b>Number of people killed and seriously injured on Norfolk's roads</b>	<b>Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population</b>
18	Active People participation data	Number of people involved in physical exercise and sport	Main measure for Sport England, the service's primary funder. Links with: health & well-being, academic attainment, jobs, good infrastructure
19	Physical inactivity	Inactive populations engaged across all programmes (<30 minutes per week at baseline) (%)	Key health & well-being measure as reducing inactivity is associated with significant savings to NHS and social care bill
20	Investment in Norfolk sport	Investment in sport & P.A. levered in by AN (£)	Demonstrates value Sport and physical activity brings to Norfolk economy, the role in employment, tourism and as a sector in its own right. Measure shows value added by service
21	External funding achievement	Income and external funding successfully achieved as a % of overall revenue budget	High quality organisations are successful in being able to attract and generate alternative sources of funding
22	Leverage of arts funding	Strategic investment by Arts Council England in cultural organisations and initiatives in Norfolk	Supports a diverse range of arts and cultural activity and events using minimal NCC direct investment

### **Public Health vital signs indicators**

	<b>Vital Signs Indicators</b>	<b>What it measures</b>	<b>Why it is important</b>
23	2.5 years integrated developmental review	% of Health and Developmental Reviews at age 2 – 2½ years that are delivered as part of the single integrated review with Early Years' Foundation Stage two year old summary.	<b>Early intervention works best when the support systems operate in a co-ordinated manner.</b>

	<b>Vital Signs Indicators</b>	<b>What it measures</b>	<b>Why it is important</b>
24	<b>Proportion of LAC aged 0-5yrs for whom health plan actions are complete at subsequent review</b>	<b>% of Looked After Children (LAC) aged 0-5yrs receiving a Review Healthcare Assessment in the last 12 months for whom all the actions due on their current Health Plan have been completed.</b>	<b>Looked after children have higher health needs due to their previous experiences with higher rates of mental health issues, emotional disorders such as anxiety and depression, hyperactivity and autistic spectrum disorder conditions.</b>
25	<b>Health and wellbeing measure</b>	<b>An overarching rank sum comprised of domains on: adult risk exposure /lifestyle; health care amenable factors / secondary prevention e.g. cholesterol, blood pressure; social &amp; financial conditions; children and young people; and older people outcomes</b>	<b>This measure enables the overall health and wellbeing of people in different parts of Norfolk to be measured over time.</b>
26	Smoking Status at Time of Delivery / Smoking in pregnancy	The percentage of mothers smoking during pregnancy	Smoking in pregnancy can cause serious pregnancy-related health problems. Smoking in pregnancy is five times more likely in deprived areas so disproportionately impacts on deprived communities.
27	Engagement and retention of adult substance misuse clients	% of adult substance misuse users that left drug treatment successfully who do not re-present to treatment within 6 months	Poor parental mental health, exposure to domestic abuse and alcohol/drug abuse by parents strongly affect children's outcomes.
28	HIV late diagnosis performance	% of adults newly diagnosed late with HIV	Late diagnosis is associated with poorer outcomes, infection transmission and higher NHS and social care costs.
29	Reducing inequity in smoking prevalence	% of 4 week quits coming from the 20% most deprived areas in Norfolk.	Smoking is the most important cause of preventable ill health and premature mortality in the UK.

5.3 Two of the vital signs indicators listed above also appear on the EDT Committee list: 'Income and external funding successfully achieved as a % of overall revenue budget'; and 'Number of people killed and seriously injured on Norfolk's roads'.

5.4 There is one Organisational Health indicator that is relevant to this committee and which will be reported to the Policy and Resources Committee: 'Efficiency and effectiveness of complaints'.



## 6. Transition to the new performance management system

- 6.1 Performance will be reported at committees using the new performance management reporting from April 2016 onwards.
- 6.2 For some of the indicators more work is needed to gather the data needed to monitor performance, meaning that work will continue beyond April in some areas, and the committee will be briefed on progress.
- 6.3 Further development work will continue to refine the performance management system including:
- Defining the measures technically and confirming the target, baseline, benchmarks and trajectory for each vital sign
  - Improvements to data collection systems and procedures to provide for timelier reporting
  - Refining the content and presentation of performance information to committees - including presenting risk management reporting and vital signs in an integrated report
  - Developing options to make regular performance information available to Members and officers in addition to committee reports – e.g. online 'portal', newsletter.

## 7 Recommendation

- 7.1 Committee Members are asked to:
1. Review and comment on the performance and risk information
  2. Consider any areas of performance or risk that require a more in-depth analysis
  3. Confirm, subject to comment and any further work, this committee's set of vital signs performance indicators.

## 8 Financial Implications

- 8.1 There are no significant financial implications arising from the development of the new performance management system or the performance and risk monitoring reports.

## 9 Issues, risks and innovation

- 9.1 There are no significant issues, risks and innovations arising from the development of the new performance management system or the performance and risk monitoring reports.

### 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:

<b>Performance:</b>	<b>Officer name :</b>	Daniel Harry	<b>Tel No. :</b>	01603 222568
	<b>Email address :</b>	<a href="mailto:daniel.harry@norfolk.gov.uk">daniel.harry@norfolk.gov.uk</a>		
<b>Risk:</b>	<b>Officer name :</b>	Adrian Thompson	<b>Tel No. :</b>	01603 222784
	<b>Email address :</b>	<a href="mailto:adrian.thompson@norfolk.gov.uk">adrian.thompson@norfolk.gov.uk</a>		



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 - Q3 Communities Committee Performance Dashboard

Indicator	Value (Q3 15/16)	Date	Target 15/16	Rating (RAG) against target	Direction of Travel against same period previous year
<b>HR sickness absence data</b>					
Sickness absence (% employee time lost to sickness - rolling 12 months)	2.62%	Dec-15	2.40%	▲	↓
<b>Public Health</b>					
Number of dementia friendly sessions delivered by Public Health.	44	April - Dec 2015	40 (full year target)	★	↓
Smoking cessation: percentage of 4 week quits coming from the 20% most deprived areas in Norfolk.	31%	Q2 15/16	29%	★	↓
Sexual health: rate of repeat infections within one year. [A]	Data available Mar-16		Threshold m 8.5% f 7.2%	N/A	N/A
% of adult substance misuse clients in effective treatment (retained for 12 weeks or more, or who have had a successful completion prior to 12 weeks).	96%	Q2 15/16	90%	★	↑
Uptake NHS Health Checks rate as measured by number delivered / number offered.	21.5%	Q2 15/16	22.9%	▲	↑
% of those referred attending the Health Trainer Service from target populations.	71%	Sept - Nov 2015	75%	▲	↓
% of eligible children in Reception and Year 6 participating in the national child measurement programme.	41%	Sept - Dec 2015	95%	★	↓
<b>Norfolk Fire and Rescue Service</b>					
% of time retained fire stations are available to respond to an emergency [temporary measure]	86.1%	Jan-16	90%	●	↑
Performance against NFRS Emergency Response Standards: whole county [temporary measure]	77.4%	Jan-16	80%	●	↓
Number of Home Fire Risk Checks completed for vulnerable older and/or disabled people	3,165	Jan-16	2,917	★	↓
Number of false alarm calls that NFRS goes to (monitoring measure - 1 year)	1,054	Jan-16	1373	★	↓
Sickness absence days per FTE (excluding RDS)	5.83	Dec-15	5.35	▲	↓

Indicator	Value (Q3 15/16)	Date	Target 15/16	Rating (RAG) against target	Direction of Travel
<b>Trading Standards</b>					
Percentage of businesses brought to broad compliance with trading standards	96.8%	Jan-16	94%	★	↑
[new indicator] Percentage of doorstep and other rogue traders and most detrimental businesses brought to compliance	74.6%	Jan-16	under development	N/A	↑
[new indicator] Percentage of scam victims supported to prevent further financial abuse	85.0%	Jan-16	under development	N/A	↑
[new indicator] Percentage of consumer goods, including foods, sampled or test purchased which are found to be non-compliant and are subsequently brought to compliance	85.0%	Jan-16	under development	N/A	↑
Income generated through our calibration, verification and testing services	£306,464	Jan-16	£272,917	★	↑
<b>Community Safety</b>					
Repeat incidents of domestic violence kept below national rate (24%)	13.0%	Q3	24%	★	↓
Proportion of non-police referrals to Multi Agency Risk Assessment Conference	29.0%	Q3	25%	★	↑
<b>Registration Service</b>					
Registration of deaths excluding Part B and Inquests	72%	Q3	90%	▲	↓
Registration of all births in Norfolk	99%	Q3	98%	★	↑
Registration of still births in Norfolk	95%	Q3	98%	●	↓
NEW INDICATOR: Customer satisfaction with the Registration Service - Availability of appointments - did you get your preferred day and time for your appointment?	96.7%	Q3	N/A	★	N/A
NEW INDICATOR: Customer satisfaction with the Registration Service - Availability of appointments - was your appointment within five days of your preferred date?	99.1%	Q3	N/A	★	N/A
NEW INDICATOR: Customer satisfaction with the Registration Service - Customer Satisfaction - were you satisfied with the way your appointment was conducted?	93%	Q3	N/A	●	N/A
Number of sham marriages in Norfolk (s.24 reports)	1	Q2	SURV	N/A	N/A

Indicator	Value (Q3 15/16)	Date	Target 15/16	Rating (RAG) against target	Direction of Travel
Cultural Services					
UNDER DEVELOPMENT Libraries - Active Users as % of Registered Users	New indicator, still under development				
Libraries - Active Users as % of Population	22.7%	Q3	SURV	N/A	N/A
Mobile libraries – physical visits	65,157	Q3	88,279	▲	↓
Norfolk Record Office - physical visits	3,958	Q3	SURV	N/A	↓
Norfolk Record Office – total virtual visits	44,707	Q3	SURV	N/A	↓
Museums - physical visits	305,843	Q3	261,407	★	↓
Museums – pre-booked school and educational visits	32,393	Q3	26,960	★	↓
Norfolk Community Learning Services – New Learners	4,143	Q3	9,224	N/A	N/A
Norfolk Community Learning Services – Learner retention	95.60%	Q3	96.00%	N/A	N/A
Norfolk Community Learning Services – Learner achievement	73.30%	Q3	95.80%	N/A	N/A
Consultation and Community Relations					
% of Your Voice members who agree they can influence their local area [A]	75.9%	Jan-16	85%	▲	↓
% of young people voting in the annual Make Your Mark ballot	21.0%	Oct-15	30%	▲	↓
% residents who feel they can influence decisions affecting their local area – Tracker survey [A]	Not currently reporting				
Customer Services					
Customer satisfaction measure (Govmetric) – Customer Access	90%	Q3	50%	★	↑
% of priority Social Care Calls answered within service level agreement time	99.1%	Q3	As many as possible	★	↑
% of all other calls answered within service level agreement time	95.2%	Q3	90.00%	★	↑
Average time taken to answer calls (seconds)	43 seconds	Q3	60 seconds	★	↓

★	Performance is on target, no action required.
●	Performance is slightly off-track.
▲	Performance is worse than the target, action required.

DoT – Direction of travel i.e. better or worse than the previous year (or period if data unavailable).	
↓x or ↑x	Value has worsened.
↑✓ or ↓✓	Value has improved.
→	Value has stayed the same.

## Appendix 2 - Communities Committee Exception report on risk

<b>Risk Number</b>	RM14249					<b>Date of update</b>		25 February 2016		
<b>Risk Name</b>	Winter Capacity Mortuaries									
<b>Risk Owner</b>	Louise Smith					<b>Date entered on risk register</b>		26 October 2015		
<b>Risk Description</b>										
There is a risk that there is not enough provision within hospitals and funeral parlours / crematoria to deal with mass casualty events, or a spike in deaths over the winter period.										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	4	12	3	4	12	Mar-16	Amber
<b>Tasks to mitigate the risk</b>										
• There is a need to understand likely blockages in the system affecting the smooth transitioning of corpses from hospital to funeral director / crematorium. • A task and finish group is to be assembled to identify a workable plan in the case of increased mortality rates. This will report to LHRP.										
<b>Progress update</b>										
• The Director of Public Health has met with the Health Principal Resilience Officer/Resilience Manager to discuss emergency plans, and is confident that there are good plans for mass casualty events. • All Acute Trusts have plans in place to cope with increased winter activity in house • Escalation plans in place across all Acute Trust. • Norfolk Mortuary Winter Capacity Arrangements report completed and submitted to LHRP Chair/Deputy Chair which outlines current mitigation arrangements, issues identified and further development opportunities. The report was presented to the LHRP Executive Group on 14.01.16. • Excess Deaths Mortuary figures need to be reviewed in line with last year to form a comparison. This will be completed by the next LHRP Executive Group meeting (April 2016). • Another formal review of the excess mortuary figures to be carried out in Autumn 2016 and results presented back to LHRP Executive (October 2016).										
















Risk Number	RM14234				Date of update			25 February 2015		
Risk Name	Failure to secure adequate grants to robustly commission or co-commission PH services.									
Risk Owner	Louise Smith				Date entered on risk register			17 August 2015		
Risk Description										
An in year claw back of 6 to 7% of the overall Public Health Grant has been annouced, details are awaited. There is a risk that this could result in a future recurrent reduction in funding. Public Health are committed to long-term contracts independently and in partnership. This presents a risk to presently commissioned PH services.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	2	3	6	Mar-16	Amber
Tasks to mitigate the risk										
Participate fully in the budget challenge and re-imagining Norfolk. Ensure flexibility of contractual arrangements in order that any reduction could be spread across the range of public health services or targeted in line with the Council's priorities. Obtain legal advice accordingly. The PH team will adopt the following systematic approach - Clarify the baseline PH capacity/resource; Explore effectiveness and efficiency savings through integration of functions across organisations and integrated (S75) commissioning approaches; Scope reduction and/or streamlining of discretionary functions; Scope contract variation to achieve reduction in budgetary outlay of mandated functions; Explore opportunities to add value to Council’s agenda thereby influencing budgetary reductions across the Council’s directorates; Explore income generating opportunities.										
Progress update										
The PH team are adopting the following systematic approach - Clarifying the baseline Public Health capacity/resource; Exploring effectiveness and efficiency savings through integration of functions across organisations and integrated (S75) commissioning approaches; Scoping reduction and/or streamlining of discretionary functions; Scoping contract variation to achieve reduction in budgetary outlay of mandated functions; Exploring opportunities to add value to the Council’s agenda thereby influencing budgetary reductions across the Council’s directorates; Exploring income generating opportunities.										

<b>Risk Number</b>	RM13974		<b>Date of update</b>		25 February 2015					
<b>Risk Name</b>	Failure to assure standards of operational competency for fires in the built environment.									
<b>Risk Owner</b>	Karen Palframan		<b>Date entered on risk register</b>		13 October 2011					
<b>Risk Description</b>										
Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	3	2	6	31/09/2016	Amber
<b>Tasks to mitigate the risk</b>										
Workforce Development programme delivered to schedule. Development and delivery of BA training. Introduction of "Live Fire" training. Riskfile information accurate and up to date - format for all key risk premises. Undertake incident command BA training and associated monitoring. Implementation of "Lessons learnt" from local and national incidents integrated into review processes. Operational reviews and actions undertaken for all significant incidents. Quarterly monitoring of core skills levels. PDRPro and training plans via Team Performance Meetings 1:1.										
<b>Progress update</b>										
Live Fire Unit Update. The contract for the unit has been awarded and first stage payment made. Planning issues have been resolved. Estimated completion early summer, with new risk critical skills programmes being delivered following commission from early Autumn. Flag for removal once building is commissioned										





**Appendix 3 - Communities Committee Risk Register March 2016**

Risk Register Name		Communities Committee									Red	 Worsening		
Prepared by		Thomas Osborne									High	Amber	 Static	
Date updated		March 2016									Med	Green	 Improving	
Next update due		April 2016									Low	Met		
Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting Target Risk Score by Target Date	Direction of travel from previous review	Risk Owner		
Departmental Risks														
CES	RM14253	Provision for out of hours response to an emergency or business continuity disruption	There is a risk that NCC fails to fully provision for an internal business continuity disruption or an external emergency requiring an out of hours response by NCC staff.	2	5	10	1	5	5	Green	New	Roy Harold		
Customer Service Centre	RM14223	PCI compliance of call monitoring	Call monitoring system currently not fully PCI compliant, leaving organisation open to risk of fines	2	5	10	1	1	1	Green		Andrew Blaxter		
Trading Standards	RM14181	Single points of knowledge	Limited service capacity leads to areas where there are single points of knowledge. Loss of key individuals then results in an inability to deliver the appropriate service and increased pressure on remaining staff.	3	3	9	1	3	3	Amber		Sophie Leeney		
Cultural Services	RM14130	Lack of capacity in ICT systems and services	A lack of capacity in ICT Services to support Cultural Services delivery could lead to a breakdown in services to the public. This could result in a loss of income and business.	3	3	9	2	3	6	Amber		Jennifer Holland		
Customer Service Corporate Web Site	RM14219	Failure to implement a new content management system to replace Oracle	If HP fail to deliver a new Web content management system before our licence for our current version of Oracle UCM expires end of 2015. This will result in an inability to continue to develop and update the NCC website leading to restricted access for both internal and external customers. Also an inability to deliver the Customer Service Strategy and related savings	1	4	4	1	5	5	Green		Ceri Sumner		
Customer Service Centre	RM14217	Failure to deliver a replacement for the interim web form contact management with robust Customer Relationship Management (CRM) systems	If ICT fail to deliver a Customer Relationship Management system to replace the interim web form it will lead to degradation of service and inability to meet customer needs	1	3	3	1	3	3	Green		Ceri Sumner		
Customer Services - Complaints Management	RM14218	Inability to implement a replacement for Figtree case management system	If ICT fail to deliver the CRM system in line with the plan, and Figtree system is decommissioned there will be an impact on ability to manage complaints effectively within NCC, which could have a significant reputational risk, as well as a threat to identification of safeguarding concerns	1	5	5	1	5	5	Green		Ceri Sumner		
Service Risks														
Norfolk Community Learning Services (formally Adult Education).	RM14251	Staff morale	Staff restructure of the service leads to reductions in staff morale and reduced impetus for change and improvement.	3	4	12	1	1	1	Green	New	Helen Wetherall		
Public Health	RM14249	Winter Capacity Mortuaries	There is a risk that there is not enough provision within hospitals and funeral parlours / crematoria to deal with mass casualty events, or a spike in deaths over the winter period.	3	4	12	3	4	12	Amber	New	Louise Smith		
Norfolk Community Learning Services (formally Adult Education).	RM14252	Competition from other providers	Recent changes in national funding arrangements means that the service may face competition from other providers for first step learners.	3	4	12	2	2	4	Green	New	Helen Wetherall		
Public Health	RM14234	Failure to secure adequate grants to robustly commission or co-commission (incl. through S75) PH services.	The overall Public Health Grant has been reduced due to a change in allocation formula. This could result in a significant but phased overall reduction in funding. PH are committed to long-term contracts independently and in partnership. This presents a risk to presently commissioned PH services.	3	4	12	2	3	6	Amber		Louise Smith		
NFRS	RM13974	Failure to assure that standards of operational competency for fires in the built environment.	Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.	3	4	12	3	2	6	Amber		Karen Palframan		
NFRS	RM14064	Financial liability for P/T RDS firefighters.	The inability to fund the additional costs of retained firefighter pensions following court ruling. Payments to be backdated to 1999 and firefighters are not expected to contribute until retirement.	5	2	10	5	1	5	Amber		Karen Palframan		
Trading Standards	RM14240	Lack of capacity to respond to major incidents	Existing staffing has limited ability to respond to a major incident (such as food safety or animal disease outbreak like 'foot and mouth')	2	5	10	1	5	5	Green		Sophie Leeney		
NFRS	RM14137	Failure to provide protective security	The failure to provide robust physical and IT security at NFRS buildings against criminal and terrorist activity will result in the loss of equipment and secure information.	3	3	9	1	2	2	Amber		Roy Harold		
NFRS	RM14119	Failure to secure availability of operational individuals and crews.	Non availability of Retained Duty System (RDS) stations leading to next nearest resource being mobilised with negative impact on performance standards. Non availability of Whole-time Duty System (WRS) staff leading to extended response times and reduced specialist capability. Emergency Response Service (ERS) being stretched with a negative impact on the service's emergency response capability and performance.	3	3	9	2	3	6	Amber		Karen Palframan		



# Communities Committee

Item No.....

<b>Report title:</b>	<b>Norfolk Armed Forces Community Covenant Annual Report 2015 -16</b>
<b>Date of meeting:</b>	<b>16 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>  The report details the action undertaken to support the Norfolk Armed Forces Community Covenant (NAFCC) in the past 12 months. This voluntary agreement was signed by all Norfolk local authorities on 7 <sup>th</sup> March 2012.	

## Executive summary

The NAFCC Board continues to oversee progress on the Action Plan under the headings of Building Communities; Health and Welfare; Education, Employment and Skills.

The aims of the Community Covenant are to:

- encourage local communities to support the Armed Forces community in their areas;
- nurture public understanding and awareness amongst the public of issues affecting the Armed Forces community;
- recognise and remember the sacrifices and challenges faced by the Armed Forces Community;
- encourage activities which help to integrate the Armed Forces Community into local life; and
- to encourage the Armed Forces Community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement.

### Recommendation:

**The Communities Committee is asked to note the progress of the Norfolk Armed Forces Community Covenant.**

## 1. Progress Update

- 1.1 At the County Council meeting on 16 February 2015, County Councillors agreed to allocate £20,000 to continue to support work under the Armed Forces Community Covenant.
- 1.2 Norfolk's Armed Forces Community Covenant Board (NAFCC) agreed the action plan at its first meeting in June 2012 and continues to monitor progress regularly across three key work streams and, where necessary, form sub

groups to complete tasks in each action area. At its meeting in March 2015, NAFCC Board agreed an outcome focussed action plan for 2015-16. Membership of the Board is set out in Appendix 1.

- 1.3 Some of the key achievements made in the last year against the three key work streams listed in the action plan are outlined below.

1.4 **Building Communities**

- Supported the organisation and running of a community farewell event for The Light Dragoons, April 2015, with Breckland Council.
- Planned and delivered a civic welcome event for 1<sup>st</sup> The Queen's Dragoon Guards, hosted by Chairmen of Norfolk County Council and Breckland Council, September 2015.
- Supported 1<sup>st</sup> The Queen's Dragoon Guards to integrate into their local community e.g. Job Centre Plus sessions on the base, activities for children during summer holidays, and close liaison with the regiment's Welfare Officer and Community Development team.
- County Council's Museum Service gave museum vouchers to 1<sup>st</sup> The Queen's Dragoon Guards, to enable families to visit one of Norfolk's Museums.
- County Council's Library Service undertook 3 mobile library visits to each base (RAF Marham and Robertson Barracks) in August 2015, taking the summer reading challenge to serving personnel and their families; 32 new library members signed up.
- Awarded £11,600 to 41 community projects since 2014, to commemorate WW1, and completed monitoring reports for all events.
- County Council and partners marked Armed Forces Week, Remembrance Sunday and 70<sup>th</sup> anniversary of VE and VJ day, with events around the county, including VC commemorative display at County Hall.
- The Defence Recognition Scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the armed forces covenant. See full list in Appendix 2.

1.5 **Health and Welfare**

- Worked with Public Health to support the first Health Day event for 1<sup>st</sup> The Queen's Dragoon Guards. Over 20 local providers attended, representing a range of health and welfare services including: smoking cessation, safer neighbourhoods, Job Centre Plus and libraries.
- Worked with Public Health to support 1<sup>st</sup> The Queen's Dragoon Guards to implement a no smoking policy and smoking cessation support to families, in advance of the MOD's No Smoking Policy for military premises, due later this year.
- A policy to disregard war pension payments in social care assessments was agreed by the County Council at the full council meeting in July 2015
- Supported Healthwatch Norfolk's research into veterans' experiences of the NHS. Report due March 2016.

- Norfolk & Suffolk NHS Foundation Trust held a 'Treating Military related PTSD' workshop for over 20 of its Cognitive behavioural therapists, with another course planned by March 2016
- Norfolk & Suffolk NHS Foundation Trust started a Veterans' Stabilisation Programme, with The Walnut Tree project. This supports veterans to engage with mental health service providers, by supporting them with coping skills, using mindfulness based and other recognised strategies.
- Supported Project Nova, a local project which aims to reduce re-offending and supports veterans in the criminal justice system. In 14 months, they have seen 159 veterans in the Police Investigation Centres in Norfolk and Suffolk. 94 veterans were arrested for domestic violence, violence and/or harassment offences. 78 veterans stated that alcohol was a contributory factor in the arrest. The average age of veteran arrested was 34.9. Of the 159 veterans arrested, only 3 veterans have re-offended. The success of the project, piloted in Norfolk and Suffolk has led to the establishment of two new projects setting up covering North East England and North West England.
- Worked with charities running armed forces projects in Norfolk, to encourage an integrated approach to supporting veterans.
- Support to frontline staff at housing associations, Job Centre Plus and GP practices to raise the profile of the Armed Forces Community Covenant and the needs of veterans.
- Funded the Bridge for Heroes to develop support to veterans in the Norwich area, based on their successful King's Lynn contact centre model, November 2015.

## **1.6 Employment, Education and Skills**

- Supported Swanton Morley Primary School to prepare for the additional classroom space for the arrival of new children from service families in summer 2015, as part of the rebasing of 1<sup>st</sup> The Queen's Dragoon Guards.
- Supported an application to the MOD Education Support Fund from Cherry Tree Academy - Marham Infant and Junior Schools - and liaised with the NCC Education Adviser for Service Children.
- The annual school census results shared with the NCC Education Adviser for Service Children. This census is a key source of data used to calculate schools' funding. In this case the Service Children Premium, which helps schools to support the unique challenges children with parents in the armed forces can often face. Further work is needed to understand the population in academies, as they are not part of this census.
- Co-operated with the Barclays VETS (Veteran Employment and Training Service) programme and supported the New Anglia LEP initiative to co-ordinate employment support to veterans in Norfolk and Suffolk. Launched November 2015

## 2. Evidence

The NAFCC Board's Action Plan has been developed with agencies and organisations that work with serving personnel, veterans and their families. This is alongside information gathered from visits to RAF Marham and Robertson Barracks, liaison with Welfare Officers, Armed Forces Charities and Service Family Federations. This is to ensure that the Board's priorities meet the needs identified.

## 3. Financial Implications

### Local Funding

- 3.1 The County Council's Budget 2016/17 includes £20,000 to support the work of the Armed Forces Community Covenant in 2016/17.
- 3.2 The County Council has allocated £115,000 in the past four years to support the work of Norfolk's Armed Forces Community Covenant;

Financial year	Income	Expenditure
2012/13	£50,000	£34,950
2013/14	£25,000	£28,490
2014/15	£20,000	£16,750
2015/16	£20,000	£34,207
<b>total</b>	<b>£115,000</b>	<b>£114,397</b>

- 3.3 This has been invaluable, as it has provided match funding in support of applications submitted to the MOD Covenant Grant as well as funding to those which have been rejected but felt to be of value locally. Since 2012, the local Covenant Board has levered in an additional £511,713 external funding to support the Norfolk armed forces community.
- 3.4 At the end of 2014/15, £14,810 remained in the budget, of which £11,000 was committed to The Bridge for Heroes Norwich Contact Centre. This was carried forward to 2015/16, making a budget total of £34,810.
- 3.5 The total spend in 2015/16 was £34,207. The table below outlines the allocation to projects during the past 12 months, in support of the Norfolk Armed Forces Community Covenant:

<b>NCC Allocation; Committed Expenditure to Project</b>	<b>Amount</b>	<b>Agreed</b>
Contribution to Light Dragoons Farewell Parade	2,000	Covenant Board March 2015 meeting
Outside the Wire project	2,000	Covenant Board May 2015 via email
Queens Dragoon Guards arrival and community integration	3,000	Covenant Board May 2015 via email
Norwich Bridge for Heroes Contact Service	11,000	Funding agreed 2014/15 and confirmed by Covenant Board

		October 2015 meeting
Veterans Recall	400	Covenant Board December 2015 via email
Allocation to WW1 Fund	£5,000	Covenant Board via email January 2016
Summer Reading Mobile Library visits to all bases	£807	Covenant Board via email January 2016
Joint Veterans Service (subject to £40k match funding identified)	£10,000	Covenant Board via email January 2016
Total	<b>£34,207</b>	

3.6 At the end of 2015/16, £603 remained in the budget.

### **National Funding**

3.7 National funding is available through the MOD Covenant Fund. This is a £10 million per year grant scheme which has taken over from the Community Covenant Grant Scheme and LIBOR Fund in July 2015.

3.8 There are 2 application routes:

- small grants for funding applications up to £20,000
- large grants for applications between £20,001 and £500,000

3.9 The following three priorities for applications were set by the MOD for the financial year 2015-16 and will be reviewed for 2016-17:

- Community integration
- The coordination and delivery of support to the Armed Forces community; and
- Former service personnel in the criminal justice system.

3.10 Outcome of applications to external funding in 2015/16:

#### MOD Covenant Fund Nov 15

- MEDEC outreach project, King's Lynn, £16,000

#### MoD Education Support Fund Jan 16

- Cherry Tree Academy, Marham £35,500

#### Unsuccessful applications

- Stand Easy (£90,150), Norfolk Joint Veterans Service (£50,000), Project Compass (£63,900) and Childcare for serving RAF personnel (£500,000). Note; these were all applying for the large grants within the MOD Covenant Fund. None of the large grants put forward within our 7 Brigade area were successful.

## **4. Background**

4.1 In November 2011, the County Council's Cabinet agreed that it would lead the development of a Norfolk Armed Forces Community Covenant.

4.2 There are currently in excess of 8000 serving personnel and their families, living and working in Norfolk. An additional 80,000 serving personnel use the

Stanford Training Area (STANTA) over the year, as part of routine and 'mission specific' training. It is estimated that there are 40,000 veterans living and working in the county, although the exact number is not recorded.

- 4.3 Norfolk County Council, with District Councils in Norfolk, signed the Norfolk Armed Forces Community Covenant on 7 March 2012. This was in the presence of the Lord-Lieutenant of Norfolk Richard Jewson; Brigadier Harry Nickerson, Commander 49 (East) Brigade; Commander Gerry Northwood, Chief of Staff, Naval Regional Command, Eastern England; Group Captain David Cooper, Station Commander at RAF Marham; General The Lord Dannatt; representatives of our armed forces community and partner organisations.
- 4.4 At the 2 April 2012 Cabinet meeting, it was agreed to set up a Norfolk Community Covenant Board. This partnership board has met six times, meeting biannually since 2012. The Board's purpose is to oversee the development of the Covenant in Norfolk, by:
- continuing to build on the established strong links;
  - working with partners on the issues that may affect all Service Personnel, veterans and their families in Norfolk e.g. housing, health, employment and education; and
  - developing and monitoring the action plan
- 4.5 The County Council appointed an Armed Forces Member Champion; Cllr David Collis, who represents Norfolk County Council on the Norfolk Armed Forces Community Covenant Board.
- 4.6 The Government initially allocated £30million in funding, over four years from 2011, to support Community Covenants. In July 2015 the MOD announced a new Fund; the MOD Covenant Fund, this is a £10 million per year grant scheme.

## Officer Contact

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

**Officer Name:** Caroline Money    **Tel No:** 01603 228828

**Email address:** [caroline.money@norfolk.gov.uk](mailto:caroline.money@norfolk.gov.uk)



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



### **Norfolk Armed Forces Community Covenant Board**

The membership of the Board is:

- Norfolk County Council; Councillor David Collis
- District Council representatives (x2); Councillor Lynda Turner (Breckland Council), Councillor Elizabeth Nockolds (Borough Council of King's Lynn & West Norfolk)
- Health service representative; Derek Holesworth, Commissioning Manager
- Representative for skills & employment; Jan Feeney, Norfolk County Council
- Job Centre Plus armed forces lead; Heidi King
- Housing representative; Jane Warnes, Cotman Housing
- Representatives from the Armed Forces (x3); Keith Spiers (Army) Ady Portlock (RAF), Martin Atherton (Navy)
- Representatives from the Armed Forces charities (x2); Bill Kerr, Royal British Legion, Stuart Fidler, SSAFA
- Representative for Regular Forces and Cadets; Jamie Athill

The Board is chaired by the Armed Forces Commissioner for Norfolk; Mr. Tony Tomkinson, appointed in 2012 by the Leader of the Council. The key role for the Commissioner is communication and co-ordination, acting as an instrumental link between the Armed Forces community and partner agencies. The role also includes raising the profile of the Norfolk Armed Forces Community Covenant and related work, as well as highlighting the support available to the Armed Forces Community.

### Defence Recognition Scheme

This awards companies that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the armed forces covenant.

Norfolk companies who have achieved Gold, Silver and Bronze awards, as at March 2016;

#### Gold Award

- Carillion (construction sector), 2014

#### Silver Award

- Aviva (financial and insurance sector), 2014
- Borough Council of King's Lynn & West Norfolk (public sector), 2014
- Breckland Council (public sector), 2014
- College of West Anglia (education sector), 2014
- DAP UK Ltd (transportation and storage sector) 2014
- East of England Ambulance NHS Trust (public sector) 2014
- Edwards and Blake Ltd (food sector) 2014
- Great Yarmouth College (education) 2014
- Holden Honda (retail sector) 2014
- James Paget University Hospital NHS Foundation Trust (public sector) 2014
- Lion Engineering Services Ltd (construction sector) 2014
- Lotus Cars Ltd (manufacturing sector) 2014
- M&A Partners Ltd (North Norfolk) (professional, scientific and technical activities) 2014
- Mills and Reeve (professional, scientific and technical activities) 2014
- Norfolk Fire and Rescue Service (public sector) 2014
- Norwich City Council, (public sector) 2014
- P4 Ltd (wholesale and retail sector) 2014
- Reepham High School and College (education sector), 2014
- Seetec (administration and support services sector) 2014
- University of East Anglia (education) 2014

#### Bronze Award

- Battle Stations Activities Ltd (arts, entertainment and recreation sector), 2015
- Blue Arrow (administration and support services sector) 2015
- Elite Academy of Security Training Ltd (education sector) 2015
- Elite Bodyguard Ltd (other service activities) 2015
- MT Aves & Sons (agriculture sector) 2015

# Communities Committee

Item No.....

<b>Report title:</b>	<b>Communities Committee Finance Monitoring Report</b>
<b>Date of meeting:</b>	<b>16 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> This report provides the Committee with information on the latest monitoring position for the Committee for 2015-16. It provides information on emerging issues and the position on the expected use of reserves for Communities purposes.	

## Executive summary

The approved 2015 – 16 net revenue budget for this Committee was £47.282m. The net budget at period 10 is £46.885m which reflects that transfer of budgets from other service committees and transfer of budgets to the corporate property team, further details are shown in section 2 below. At the end of Period 10 we are forecasting a net over spend of £0.050m.

The 2015-16 Capital budget for this committee is £4.858m, this includes new Grant funding. As at period 10, we are currently forecasting a £0.484m underspend in year which will be carried forward to fund future years expenditure.

The balance of Communities' unspent grants, contributions and reserves at 1<sup>st</sup> April 2015 stood at £13.305m. The service is forecasting a net use of grants/ reserves in 2015-16 of £7.262m to meet commitments. The 2015-16 forecast outturn position for Grants, reserves and provision is £6.043m

### Recommendations:

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

- a) The forecast revenue outturn position for 2015-16 as at Period 10**
- b) The forecast capital outturn position for the 2015-16 capital programme.**
- c) The current forecast for use of reserves.**

## 1. Proposal

1.1. Members have a key role in overseeing the financial position of Communities services, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This monitoring report reflects the forecast position at the end of January 2016 (period 10).

## 2. Evidence

### 2015/16 Revenue Monitoring

2.1. The table below summarises the budgets relevant to this committee and the forecast outturn position at the end of January 2016 (Period 10).

Table 1: Communities 2015-16 Forecast Position as at Period 10				
Revenue Monitoring 2015/16	Approved NET Budget	Forecast Outturn	Forecast +Over/(Under spend)	
	£m	£m	£m	%
Consultation & Community relations	0.268	0.268	0.000	0.00
Active Norfolk	0.000	0.000	0.000	0.00
Norfolk Community learning services	0.114	0.114	0.000	0.00
Libraries, Museums, record office & Arts	12.612	12.612	0.000	0.00
Customer Services – including Health watch	5.304	5.304	0.000	0.00
Registration service	(0.027)	(0.027)	0.000	0.00
Community safety	0.200	0.200	0.000	0.00
Emergency Planning & Community resilience	0.268	0.224	-0.044	-16.4
Norfolk Fire and Rescue service	27.506	27.600	0.094	0.34
Trading Standards	1.840	1.840	0.000	-0.00
Public Health	(1.200)	(1,200)	0.000	0.00
<b>Committee Total</b>	<b>46.885</b>	<b>46.935</b>	<b>0.005</b>	

Note: Active Norfolk is wholly funded from external grants

2.2. As at the end of January 2016 (Period 10) the forecast revenue outturn position for 2015-16 is a net overspend of £0.050m.

2.3. The current forecast is based on the information available at Period 10, taking into consideration the approved budget and known issues, which provides a reasonable basis on which to estimate the future forecast outturn at this stage of the year. Details of the forecast variances are included in the table below:

Variances			Prior Period forecast	Movement
	£m		£m	£m
Fire HQ – salaries	-0.070	Savings from vacancies and underspend on salary costs	-0.070	0.000
Fire Resources	-0.015	Forecast underspend due to additional income.	-0.001	-0.014
Fire Operations	0.049	Forecast overspend on the purchase of equipment	0.006	0.043
Fire - Finance	0.130	Forecast overspend due to increased	0.079	0.051

		insurance costs		
<b>Fire – Net overspend</b>	<b>0.094</b>		<b>0.014</b>	<b>0.080</b>
Trading standards	-0.000	We are currently forecasting a balanced budget.	-0.004	0.004
Resilience	-0.044	Forecast underspend to vacancies	-0.020	-0.024
<b>Net Overspend</b>	<b>0.050</b>		<b>-0.010</b>	<b>0.060</b>

There are currently a number of in year pressures within the Fire and Rescue budgets which require management action to ensure delivery of a balanced budget. At this stage of the year we are confident that we will be able to take the action required to deliver a balanced budget.

Trading standards – there are currently pressures on the Trading standards budgets in relation to the income target for proceeds of crime. Over recent years we have seen a number of significant cases that has meant that we have met the current income target of £31k. Within 2015/16 there is a risk that we may not achieve this target due to the timing and nature of the cases undertaken by Trading Standards. We will continue to monitor this deliverability of this target for future years.

### 3. Capital Programme 2015-16

3.1. The overall capital budget for the services reported to this Committee is £4.858m, as at the end of January 2016 and is shown at table 2 below.

3.2. The programme is forecast to be in line with the current budget for 2015/16. Further details on individual schemes are shown at **Appendix B**.

Table 2: Communities Capital Programme				
Scheme or programme of work	2015/16 Capital Budget £m	Expenditure to Date £m	2015/16 Forecast Capital Outturn £m	Total Forecast (under)/over spend £m
Norfolk Fire & Rescue Service	2.082	0.750	1.600	-0.482
Libraries, Museums, Record Office & Arts	2.776	0.628	2.774	-0.002
<b>CommitteeTotal</b>	<b>4.858</b>	<b>1.378</b>	<b>4.374</b>	<b>-0.484</b>

3.3. The Fire service programme - The forecast underspend will be carried forward to 2016/17 to meet the planned costs of new fire training facility at Scottow.

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

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

4.1. The committees' unspent grants, reserves and provisions as at 31st March 2015 stood at £13.305m. Services are forecasting a net use of reserves in 2015/16 of £7.262m to meet commitments and projects.

4.2. The 2015/16 forecast outturn position for reserves and provision is £6.108m, further details on reserves and provisions for each service are shown at **Appendix C**.

4.3. The use of Public Health reserves is to facilitate the agreed health projects programme.

Table 3: Communities Reserves & Provisions					
Reserves & Provisions 2014/15	Balance at 1 April 2015	Forecast Balance at 31 March 2016	Forecast move- ment of reserves	Planned Change in reserves	Variance
	£m	£m	£m	£m	£m
Norfolk Fire & Rescue Service	3.580	2.832	-0.748	-0.982	0.234
Libraries, Museums, Record Office & Arts	1.876	1.620	-0.256	-0.380	0.124
Trading Standards	0.104	0.082	-0.022	-0.041	0.019
Norfolk Community Learning services *	0.464	0.019	-0.445*	0.000	-0.444
Public Health	5.924	0.064	-5.860	-2.176	-3.684
Active Norfolk	0.546	0.549	0.003	0.000	0.003
Customer Services	0.347	0.413	0.066	-0.081	0.147
Registration Services	0.412	0.412	0.000	0.000	0.000
Consultation & Community Relations	0.052	0.052	0.000	0.000	0.000
<b>Committee Total</b>	<b>13.305</b>	<b>6.043</b>	<b>-7.262</b>	<b>-3.660</b>	<b>-3.602</b>

\*Norfolk Community learning services provision may be subject to claw back from Funding agencies, further details will be reported to Committee as they become known

4.4. The major movement on the use of reserves is in Public health, which reflects the use of the specific ring fenced grants to meet its planned activities.

## 5. Financial Implications

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

### Officer Contact

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

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

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

## Appendix A

Revenue Monitoring 2015/16				
Service	Budget £'000	Year to date Actuals £'000	Forecast Outturn £'000	Variance £'000
<b>Consultation &amp; Community Relations Committee</b>	268	182	268	0
<b>Active Norfolk</b>	0	431	0	0
<b>Norfolk Adult Education Service</b>	114	461	114	0
<b>Cultural Services</b>				
Cultural Services Management	53	138	53	0
Norfolk Art Service	306	196	306	0
Norfolk Libraries and Information Service	9,317	7,633	9,342	0
Norfolk Museums Service	2,134	997	2,374	0
Norfolk Records Office	802	685	802	0
<b>Cultural Services Total</b>	<b>12,612</b>	<b>9,649</b>	<b>12,877</b>	<b>0</b>
<b>Registrars</b>	<b>(27)</b>	<b>178</b>	<b>(27)</b>	<b>0</b>
<b>Customer Services</b>				
Complaints	328	281	328	0
Customer Access Development	182	22	182	0
Healthwatch	369	219	369	0
Service Centres	3,599	2,382	3,599	0
Single Post Service	571	319	571	0
Web Content Management	255	193	255	0
<b>Customer Services Total</b>	<b>5,304</b>	<b>3,416</b>	<b>5,304</b>	<b>0</b>
<b>Community Safety Team</b>	<b>200</b>	<b>144</b>	<b>200</b>	<b>0</b>
<b>Fire &amp; Community Resilience</b>				
Finance	3,337	918	3,467	130
FIRE: Central Services	4,759	4,792	4,794	35
FIRE: HQ Salaries	578	495	508	(70)
FIRE: Service Delivery	18,832	15,516	18,831	(1)
<b>Fire &amp; Community Resilience Total</b>	<b>27,506</b>	<b>21,721</b>	<b>27,520</b>	<b>94</b>
<b>Resilience</b>	<b>268</b>	<b>202</b>	<b>224</b>	<b>(44)</b>
<b>Trading Standards</b>				
Business, Food and Farming	457	269	410	(47)
Calibration, Verification and Testing	(70)	(85)	(70)	(0)
Community Safety and Fair Trading	538	327	513	(25)
Trading Standards Manager	205	71	148	(57)



Intelligence and Legal Enforcement	294	255	407	113
Investigations	415	246	432	17
<b>Trading Standards Total</b>	<b>1,840</b>	<b>1,082</b>	<b>1,840</b>	<b>0</b>
<b>Public Health</b>				
Business & Staffing	(27,528)	(20,309)	(27,528)	0
Children & Young People Programme	3,923	808	3,923	0
Communities	175	120	175	0
DAAT	9,243	5,870	9,243	0
Health Protection	25	(1)	25	0
Intelligence & Info Management	107	118	107	0
Minimising Risk & Harm	9,276	5,557	9,276	0
Reducing Early Mortality	3,580	1,555	3,580	0
<b>Public Health Total</b>	<b>(1,200)</b>	<b>(6,282)</b>	<b>(1,200)</b>	<b>0</b>
<b>Total For Committee</b>	<b>46,885</b>	<b>31,184</b>	<b>46,935</b>	<b>50</b>

## Appendix B

### Libraries Capital Programme 2015/16

#### Summary

Scheme Name	Spend Project to date (prior years) £'000	2015/ 16 Progra mme £'000	2015/ 16 Out - turn £'000	2015/16 Variance £'000	Spend to date - current year £'000
CERF Kings Lynn Library	0.015	0.001	0.001		0.
Wymondham Library	1.927	0.001	0.001		0.003
Fairstead Kings Lynn	0.014	0.007	0.007		0.001
S106 Wootton Rd Gaywood	0.	0.001	0.001		0.001
Lodge Farm, New Costessey	0.02	0.007	0.007		0.002
Roundhouse,Cringleford	0.038	0.002	0.002		0.001
Mendham Lane Harleston	0.005	0.001	0.001		0.001
Dowson School, Valpy Avenue, Norwich	0.002	0.001	0.001		0.001
S106 Lime Tree Ave, Long Stratton	0.002	0.001	0.001		0.
S106 ROUNDWELL PH, COS	0.002	0.001	0.001		0.001
S106 CAWSTON RD, REEPHAM	0.001	0.001	0.001		0.
S106 approval - Victoria Road (Bartrums), Diss	0.001	0.002	0.002		0.001
S106 Bennett St / Grimshoe Rd Downham Market	0.004	0.005	0.005		0.004
S106 Right Up Lane, Wymondham	0.003	0.	0.		0.
S106 approval - Queens Road, Attleborough	0.002	0.	0.		0.
S106 approval - The Lammas / Malsters Close, Munford	0.	0.001	0.001		0.001
S106 approval - Old Hunstanton Holiday Park	0.001	0.	0.		0.
S106 St Peters Road [West]	0.	0.003	0.003		0.
S106 Edinburgh Road, Holt	0.	0.001	0.001		0.
S106 Hall Farm Yard, Gayton	0.001	0.001	0.001		0.
S106 Station Road, Great Massi	0.001	0.	0.		0.
S106 Long Meadow, Roydon Road	0.	0.006	0.006		0.
S106 Bridge Farm, Norwich Road	0.001	0.	0.		0.
S106 Mendham Lane, Harleston	0.	0.003	0.003		0.
S106 149 Yarmouth Road, Thorpe	0.001	0.002	0.002		0.
S106 Cremorne Lane Norwich	0.001	0.001	0.001		0.
S106 Railway Rd Phase 1 Downham Market	0.001	0.007	0.007		0.
S106 Former Civil Service Sports Grnd, Wentworth Green	0.	0.004	0.004		0.001
S106 Sweyn Close Thetford	0.	0.002	0.002		0.
S106 Post Office Rd Lingwood Brundall	0.001	0.	0.		0.
S106 Frenze Hall Lane Diss	0.	0.005	0.005		0.
S106 Mill Street Necton	0.001	0.003	0.003		0.
S106 Holt Road, Fakenham	0.001	0.	0.		0.
S106 Nora, Kings Lynn	0.	0.001	0.001		0.
S106 Beech House Downham Market	0.	0.001	0.001		0.

S106 Norwich Rd, Cromer	0.	0.003	0.003	0.
S106 Pinewoods Horsford	0.001	0.003	0.003	0.
S106 Oak Meadow, Shipdham	0.	0.002	0.002	0.
S106 Ketts Rd, North Walsham	0.	0.003	0.003	0.001
S106 Express Plastics	0.	0.005	0.005	0.
S106 Slough Lane, Attleborough	0.	0.001	0.001	0.
S106 Cemex Site, Wymondham	0.	0.002	0.002	0.002
S106 Langham Rd, Blakeney	0.	0.001	0.001	0.
S106 Brazen Gate, Norwich	0.	0.005	0.005	0.
S106 Land off Market Lane	0.	0.008	0.008	0.
S106 Norwich Road, Watton	0.	0.	0.	0.
S106 Kenninghall Rd	0.	0.003	0.003	0.
S106 Brandon Road, Swaffham	0.	0.002	0.002	0.
S106 De Narde Road, Dereham	0.	0.001	0.001	0.
S106 Ditchingham Maltings	0.	0.007	0.007	0.
S106 Three Score Care Village	0.	0.006	0.006	0.003
S106 Thetford Road, Watton	0.	0.007	0.007	0.
S106 Yarmouth Rd/Ingram Rd, Stalham	0.	0.01	0.01	0.
S106 Crostwick Lane, Spixworth	0.	0.004	0.004	0.001
CERF Dersingham Windows	0.	0.001	0.001	0.
Library Improvements 14/15+	0.151	0.109	0.109	0.041
CERF Blofield Library	0.	0.028	0.028	0.028
CERF Gt Yarmouth Library	0.	0.037	0.037	0.035
Libraries Transformation 14/15+	0.	0.095	0.095	0.028
CERF Mile Cross Library	0.	0.006	0.006	0.005
S106 Heath Loke Poringland	0.	0.002	0.002	0.
S106 Land Off Spixworth Road, Old Catton	0.	0.003	0.003	0.
S106 Cherryridge Poultry Site, Northrepps	0.	0.003	0.003	0.
S106 Etling Green, Dereham	0.	0.015	0.015	0.
S106 Land North Of Honeysuckle Way, Attleborough	0.	0.004	0.004	0.
S106 West of Cucumber Lane, Brundall	0.	0.01	0.01	0.
S106 Briar Farm, Mendham Lane, Harleston	0.	0.009	0.009	0.
S106 Lowestoft Rd, Hopton	0.	0.002	0.002	0.
CERF Gaywood Library	0.	0.014	0.014	0.013
	0.	0.	0.	0.

TOTAL	2.319	0.536	0.536	0.	0.183
-------	-------	-------	-------	----	-------

### **Museums Capital Programme 2015/16**

Scheme Name	Spend Project to date (prior years)	2015/16 Programme	2015/16 Out - turn	2015/16 Variance	Spend to date - current year
Bridewell Redevelopment	1.555	0.018	0.018	0.	0.001
GFW Voices from the Workhouse	0.	1.2	1.2	0.	0.333
Seahenge	0.072	0.007	0.007	0.	0.
Biomass Boiler CERF	0.165	0.009	0.009	0.	0.
GFWH Wind & Solar	0.	0.017	0.017	0.	0.017

Castle Keep Improvements	0.013	0.811	0.811	0.	0.083
Strangers Repl Ligh	0.005	0.002	0.002	0.	0.
Biomass RHI Scheme	0.009	0.	0.	0.	(0.002)
Gressenhall CCTV	0.027	0.	0.	0.	(0.003)
			(0.00		
Gfw Sewerage Plant	0.049	0.	2)	(0.002)	(0.002)
ACE Small Capital Grants	0.	0.158	0.158	0.	0.
	2.045	2.24	2.238	(0.002)	0.445

### **Fire Capital Programme 2015/16**

Scheme Name	Spend Project to date (prior years)	2015/ 16 Progra mme	2015/ 16 Out - turn	2015/16 Variance	Spend to date - current year
Real Fire Training Unit est 14-15		0.658	0.176	(0.482)	0.13
Gt Yarm Fixed Generator		0.02	0.02	0.	0.02
Carrow Fire Station		0.007	0.007	0.	0.
Kings Lynn Satellite Station		0.02	0.02	0.	0.017
North Lynn Improvements		0.298	0.298	0.	0.298
Downham Market replacement appliance		0.26	0.26	0.	0.148
Methwold FS Fire Safety Improvements		0.001	0.001	0.	(0.)
Sprowston CERF		0.004	0.004	0.	0.004
Swaffham CERF		0.	0.	0.	0.
Wymondham CERF		0.012	0.012	0.	0.012
Command & Control vehicles and ICT		0.425	0.425	0.	0.025
Dereham CERF		0.	0.	0.	0.
					0
					.
					0
					0
Diss FS Fire safety improvements ( watch office door & partition)			0.002	0.002	0.2
Sandringham FS Fire Safety Improvements		0.002	0.002	0.	0.002
Sprowston FS Fire Sfety Improvements		0.001	0.001	0.	0.001
Wroxham FS Fire Sfety Improvements		0.001	0.001	0.	0.001
MTFA 4x4 vehicle		0.059	0.059	0.	0.047
Handheld UHF radios		0.162	0.162	0.	0.
ALP for Earlham FS		0.	0.	0.	0.
CERF N Lynn FS		0.02	0.02	0.	0.018
Methwold FS Fire Safety Improvements		0.001	0.001	0.	0.
Attleborough FS Fire Safety Improvements		0.001	0.001	0.	0.
Wymondham FS Fire Safety Improvements		0.	0.	0.	0.
Fire Premises PV solar panels		0.	0.	0.	0.
Fire Appliances (Type B pumps)		0.008	0.008	0.	0.008
Compact Fire Appliances (CLG bid) est 14-15		0.	0.	0.	0.
Unallocated capital grant (est 2014-15)		0.	0.	0.	0.
LPSA Domestic Violence		0.007	0.007	0.	0.014
LPSA Safer Communities		0.109	0.109	0.	0.

		0.	0.	0.		
				0.		
TOTAL		0.	2.082	1.6	(0.482)	0.75
Total Capital programme		4.364	4.858	4.374	(0.484)	1.378

## Appendix C

### Communities Committee - Reserves Monitoring Schedule 2015/16

	Future Planned			Foreca st Final Balanc e 2015/1 6 £m	Foreca st Balanc e 2016/1 7 £m	Foreca st Balanc e 2017/1 8 £m
	2015/1 6 Openin g Balanc e £m	Additio ns £m	Withdraw als £m			
<b>Reserve</b>						
<b>Norfolk Fire &amp; Rescue Service</b>						
<b>Provisions</b>						
<b>EU Part Time Workers Provision (Pensions)</b>	0.850			0.850	0.850	0.850
<b>Reserves</b>						
Fire Pensions	0.348		-0.100	0.248	0.198	0.148
Equipment/Leasing	0.000			0.000	0.000	0.000
Operational / PPE / Clothing	0.000	0.090		0.090	0.000	0.000
Retained Firefighters	0.130			0.130	0.065	0.000
Capital Sustainability - Position & Project Reserve	1.903		-0.629	1.274	0.460	0.195
<b>Grants</b>						
Community Safety Reward grant	0.167			0.167	0.167	0.167
Unspent Grants & Contributions Reserve	0.182		-0.109	0.073	0.000	0.000
Fire and Rescue	<b>3.580</b>	<b>0.090</b>	<b>-0.838</b>	<b>2.832</b>	<b>1.740</b>	<b>1.360</b>
<b>Community Safety</b>						
Trading Standards - ICT	0.000			0.000		0.000
Trading Standards - R&R	0.104		-0.022	0.082	0.019	0.019
	<b>0.104</b>	<b>0.000</b>	<b>-0.022</b>	<b>0.082</b>	<b>0.019</b>	<b>0.019</b>
<b>TOTAL: Fire &amp; Community Safety</b>	<b>3.684</b>	<b>0.000</b>	<b>-0.829</b>	<b>2.855</b>	<b>1.759</b>	<b>1.379</b>
<b>Cultural Services</b>						
Norfolk L&IS - Library Projects	0.586	0.058	-0.199	0.496	0.496	0.496
Norfolk L&IS - ICT Reserve	0.113			0.113	0.113	0.113
Norfolk L&IS - Library Grants	0.109		-0.042	0.066	0.066	0.066
					0.000	
Arts & Recreation - Projects	0.014		-0.014	0.000	0.000	

Arts & Recreation - Tour of Britain	0.005		-0.005	0.000	0.000	0.000
Norfolk Museums Service - Museums Projects	0.161	0.015	-0.031	0.145	0.145	0.145
Norfolk Museums Service - Income Reserve	0.130		-0.011	0.119	0.119	0.119
Norfolk Museums Service - Insurance	0.004		-0.004	0.000	0.000	0.000
Norfolk Museums Service - Museums Grants	0.465		-0.075	0.390	0.390	0.390
Norfolk Records Office - NRO Projects	0.278			0.278	0.150	0.150
Norfolk Records Office - NRO Grants	0.012			0.012	0.012	0.012
	<b>1.876</b>	<b>0.073</b>	<b>-0.380</b>	<b>1.520</b>	<b>1.492</b>	<b>1.492</b>
Norfolk Adult Education - Education Funding	0.463		-0.444	0.019	0.019	0.019
Norfolk Adult Education - Adult Education Grants	0.001			0.000	0.000	0.000
	<b>0.464</b>	<b>0.000</b>	<b>-0.444</b>	<b>0.019</b>	<b>0.019</b>	<b>0.019</b>
Active Norfolk	0.546	0.003		0.549	0.546	0.546
<b>Total Cultural Services</b>	<b>2.887</b>	<b>0.076</b>	<b>-0.824</b>	<b>2.188</b>	<b>2.060</b>	<b>2.060</b>
<b>Customer Services</b>						
Customer Access & Devpt IT Fund	0.269	0.057		0.326	0.326	0.326
Complaints Org Change Reserve	0.045			0.045	0.045	0.045
Customer Service Centre R&R Fund	0.025			0.025	0.025	0.025
Customer Service Centre It Fund	0.007	0.010		0.017	0.017	0.017
<b>Total Customer Services</b>	<b>0.346</b>	<b>0.067</b>	<b>0.000</b>	<b>0.413</b>	<b>0.413</b>	<b>0.413</b>
<b>Public Health</b>						
Unspent Grants & Contributions - Warm & Well	0.064			0.064	0.064	
Unspent Grants & Contributions - PH Ring fenced grant	5.860		-5.860	0.000	-1.500	-2.023
	<b>5.924</b>	<b>0.000</b>	<b>-5.860</b>	<b>0.064</b>	<b>-1.436</b>	<b>-2.023</b>
<b>Consultation &amp; Community relations</b>						
Organisational Change (Consultation)	0.049			0.049	0.034	0.034
IT Fund (Consultation - Youth Parliament)	0.003			0.003	0.003	0.003
	0.052	0.000	0.000	0.052	0.037	0.037
<b>Registrars</b>						
Registrars R&R Fund	0.412			0.412	0.412	0.412
	0.412	0.000	0.000	0.412	0.412	0.412
<b>Total Grants and Reserves</b>	<b>13.305</b>	<b>0.233</b>	<b>-7.544</b>	<b>6.043</b>	<b>3.335</b>	<b>2.368</b>