



Norfolk County Council

Communities Committee

Date: Wednesday, 06 March 2019

Time: 10:00

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

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

Membership

Mrs M Dewsbury - Chairman

Mr T Adams

Dr C Jones

Ms J Barnard

Mr K Kiddie

Mr D Bills

Mr B Long - Vice-Chairman

Mr N Dixon

Ms C Rumsby

Mr R Hanton

Ms S Squire

Mr H Humphrey

Mr J Ward

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

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

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A g e n d a

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

2. To confirm the minutes from the Communities Committee meeting held on 16 January 2019.

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3. **Declarations of Interest**

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management. If that is the case then you must declare such an interest but can speak and vote on the matter.

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 1 March 2019**. For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

- 6. Local Member Issues/ Member Questions**
Fifteen minutes for local member to raise issues of concern of which due notice has been given.
- Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 1 March 2019**.
- 7. Verbal update/feedback from Members of the Committee regarding Member working groups or bodies they sit on.**
- 8. Norfolk Armed Forces Community Covenant Strategy and Action Plan** **Page 23**
Report by the Executive Director of Community & Environmental Services.
- 9. Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales & Illegal Tobacco Plan (EARSITP)** **Page 30**
Report by the Executive Director of Community & Environmental Services.
- 10. Norfolk Fire and Rescue - annual statement of assurance** **Page 87**
Report by the Executive Director of Community & Environmental Services.
- 11. Norfolk Fire and Rescue – annual service plan** **Page 105**
Report by the Executive Director of Community & Environmental Services.
- 12. Attleborough Library** **Page 115**
Report by the Executive Director of Community & Environmental Services.
- 13. Development of sexual health services** **Page 125**
Report by the Executive Director of Community & Environmental Services.
- 14. Risk management** **Page 129**
Report by the Executive Director of Community & Environmental Services.
- 15. Performance management** **Page 137**
Report by the Executive Director of Community & Environmental Services.

16. Finance monitoring

Report by the Executive Director of Community & Environmental Services.

Group Meetings

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

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

Date Agenda Published: 01 March 2019



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Communities Committee

Minutes of the Meeting Held on Wednesday 16 January 2019
10:00am, Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury – Chairman

Mr T Adams
Ms J Barnard
Mr D Bills
Ms K Clipsham
Mr N Dixon
Mr R Hanton

Mr H Humphrey
Dr C Jones
Mr K Kiddie
Mr B Long – Vice-Chairman
Ms S Squire
Mr J Ward

The Chairman welcomed Tim Adams to his first Communities Committee meeting since replacing Mrs S Butikofer as a Member of the Committee.

The Chairman announced that agenda item 8 (Emergency Services Collaboration) would be considered under the Committee's remit as the Fire & Rescue Authority and that following a request to join the Committee, the Police & Crime Commissioner, Lorne Green had been invited to attend and join in the discussion for that item. The Chairman advised that, if the recommendations in the report were agreed by the Committee, the formal process of the Police & Crime Commissioner becoming a substantive Member of the Committee could begin, with the final decision being made by full Council.

1. Apologies and substitutions

1.1 Apologies for absence were received from Ms C Rumsby (Ms K Clipsham substituted).

2. To agree the minutes of the meeting held on Wednesday 7 November 2018.

2.1 The minutes of the meeting held on Wednesday 7 November 2018 were agreed as an accurate record by the Committee and signed by the Chairman.

3. Declarations of Interest

3.1 No declarations were made.

4 Urgent business

4.1 There were no items of urgent business.

5 Public Question Time

5.1 No public questions were received.

6 Local Member Issues / Members Questions

6.1 The response to the Local Member question asked by Ms A Kemp is attached at Appendix A.

6.2 As a supplementary question, Ms Kemp said it was essential the Road Safety Partnership pilot a scheme of safety cameras in Norfolk, including Vancouver Avenue and Hardwick Road and asked if the Committee would refer the setting up of a speed camera pilot, including Vancouver Avenue and Hardwick Road to the Partnership.

In response, the Executive Director for Communities and Environmental Services said that there was an established protocol in place to assess sites suitable for installing speed cameras. The Committee was also advised that the Environment, Development and Transport Committee would be considering the relationship between the road safety camera partnership and Norfolk County Council to ensure sites were assessed and approved. He also added that drivers had an obligation to behave in an appropriate manner by driving to the road conditions, whether in a residential area or on major routes.

The Chairman advised that the next meeting of the Road Casualty Reduction Partnership would be held in January and that this was the appropriate body for consideration of this issue.

7 Verbal update/feedback from Members of the Committee regarding any Member working groups or bodies they sit on.

7.1 The Chairman advised that the next meeting of the Road Safety Reduction Group would be held on 22 January 2019.

7.2 The Chairman also advised that there would be a meeting of the Integrated Risk Management Plan Working Group at 1.30pm on Wednesday 16 January.

7.3 The Chairman had attended a meeting of the SCAMS Steering Group on Monday 14 January 2019 where the Group had agreed, after the success of last year's conference, to hold a second SCAMS conference in 2019. The Group had also considered a range of scams, together with ways of working with the police and other agencies, to develop an app to publicise scams and provide information on how to recognise them.

8 Emergency Services Collaboration – joint update from the Chief Fire Officer and Chief Constable.

8.1 As the Norfolk Fire and Rescue Authority, the Committee received the report by

- the Executive Director of Community & Environmental Services asking it to approve the Emergency Services Collaboration Agreement as well as approving the request from the Police & Crime Commissioner for membership of the Fire & Rescue Authority.
- 8.2 The Committee welcomed Assistant Chief Constable (ACC) Paul Sandford and Police & Crime Commissioner Lorne Green to the meeting.
- 8.3 During the presentation of the report, the Committee noted that the first meeting of the Emergency Services Collaboration Board had taken place on Tuesday 8 January 2019 where the Board had agreed to hold monthly meetings in future.
- 8.4 ACC Paul Sandford advised that early indications from the emergency services collaboration were good and that opportunities were being identified. Once those opportunities had been identified, an action plan would be created.
- 8.5 Members welcomed the collaboration of the blue light services, particularly with regard to the 'One Public Estate' and the co-locating of premises.
- 8.6 Lorne Green, Police & Crime Commissioner thanked the Chairman for inviting him to attend the meeting. He added that, following a recent public consultation, 61% of the public who had responded had expressed a wish to see an improvement in emergency services collaboration. He also said he was pleased that the Collaboration Board had now been formally established and looked forward to seeing tangible benefits.
- 8.7 The Collaboration Board had agreed to create an action plan, although there was a need to prioritise all the current activities in the first instance to ascertain the starting base.
- 8.8 The Police & Crime Commissioner stated that his first and foremost priority was to protect the emergency services, together with their budgets. He added that he also wanted to engage with members of the public to hear their views as he valued their opinion and wanted to ensure everyone had an opportunity to share their opinions on the emergency services.
- 8.9 In response to questions from the Committee, the following points were noted:
- 8.9.1 The inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) of the Norfolk Fire & Rescue Service would be taking place between 4-8 February 2019, with a strategic briefing in advance on 24 January. It was expected that the initial debriefing would take place on 13 February.
- 8.9.2 Plans were in place to co-locate the emergency control room at OCC Wymondham. There had been a delay with the upgraded software installation which was being worked out with the suppliers before implementation to ensure we avoid any issues. Although this means the project could not be delivered to the original timescale, it was progressing. The co-location could eventually lead to the freeing up of the Whitegates building at Hethersett.
- 8.9.3 If the Committee agreed the recommendation to approve the request of the

PCC to join the Committee, it would be presented to full Council at its meeting in April 2019 for consideration and approval and could take effect with the new system of governance from May 2019.

- 8.10 The Committee **RESOLVED** to:
1. **Approve** the Emergency Services Collaboration Agreement as set out in Appendix B of the report, as the basis on which to progress further work with Norfolk Constabulary.
 2. **Approve** the request from the Police & Crime Commissioner for membership of the Fire & Rescue Authority, for the reasons set out in paragraph 4.3 of the report.

9 Mobile Library Service – Feedback from the rural service delivery pilots.

9.1 The Committee received the report by the Executive Director, Community and Environmental Services setting out the outcomes of a trial of pop up libraries that took place in a number of rural locations in October/November 2018. The report also explored the notion of libraries in other locations, including public houses.

9.2 In response to questions from the Committee, the following points were noted:

9.2.1 Although it would be too expensive for Norfolk County Council to operate pop-up libraries, there could be some scope to offer advice to local communities who wanted to set up their own services. A Member of the library service would be attending the Norfolk Association of Local Councils conference which could provide an opportunity to inform town and parish councils about how local communities could address issues such as social isolation through events similar to those run in libraries.

9.2.2 Members considered that some work should be undertaken to ascertain the viability of community groups running pop up libraries in rural areas.

9.2.3 Although it was not possible to ascertain whether the people that had visited the pop-up libraries continued to use the mobile library once the pilot had finished, there had been some excellent engagement with the pilots.

9.3 The Committee **RESOLVED** to:

1. **Acknowledge** the results of the trial in relation to feasibility, cost and customer satisfaction.
2. **Agree** the pop-up concept is only pursued as part of a wider corporate agenda in targeted areas defined by having a local need. The library would be part of a wider offer.
3. **Agree** not to actively pursue implementing library offers into alternative premises at present due to lack of evidence of their success elsewhere and the agreed continuation of a county-wide mobile library offer.

10 Future Vision for the Wensum Lodge Site, Norwich

10.1 The Committee received the report by the Executive Director of Community & Environmental Services setting out the proposal to sympathetically redevelop

Wensum Lodge in Norwich which would support skills development and economic growth within the county, as well as seeing the transformation of an underutilised site into a thriving cultural asset, benefiting both creative businesses and individuals. The proposal also aimed to bring in additional funding to the county, both in terms of the short-term capital investment and support for the growing cultural sector.

- 10.2 The Committee received a presentation from Hannah Wooller, Hudson Architects, titled “Wensum Lodge, Creative Hub for Norwich”, a copy of which is attached at Appendix B.
- 10.3 The Assistant Director, Community, Information and Learning, invited Members of the Committee to visit the Wensum Lodge site and asked them to contact her to make arrangements if they wished to accept the invitation.

Ms S Squire left the meeting at 10.55am.

- 10.4 In response to questions from the Committee, the following points were noted:
 - 10.4.1 Members welcomed the opportunity to make Wensum Lodge into a major cultural attraction in the centre of Norwich.
 - 10.4.2 There were many opportunities to make the site more accessible for community use, all of which were being explored, with various organisations being asked for feedback on how they would like to see the site utilised.
 - 10.4.3 Members were reassured that accessibility was a major consideration and that provision would be made for accessible toilets as part of the project.
 - 10.4.4 Members recognised that this was a very exciting opportunity, particularly as there was nothing like it elsewhere in Norfolk. The University of Arts as well as Norwich City Council had been very supportive of the project.
 - 10.4.5 There were a couple of dedicated disabled parking spaces at the Wensum Lodge site, with on-street parking available nearby. There was also parking available at the sports centre at Wensum Lodge, which was currently priced at £5 per day, with public car parks at Rouen Road, King Street and Riverside.
 - 10.4.6 Issues such as lighting in the area surrounding Wensum Lodge were recognised as needing attention.
 - 10.4.7 There was some scope for involving schools and the local community in the project and all opportunities, including interior decoration, would be explored. It had been decided to wait until the Committee had agreed the project before any contact had been made with local schools and other groups.
 - 10.4.8 Most of the administration staff had now moved out of the Maltings building and into County Hall, with the building now being used mainly for storage purposes.
 - 10.4.9 Some Members expressed concern that there was sparse financial information contained in the report, and although the vision was impressive, buildings such as Wensum Lodge tended to cost a lot of money to renovate and modify to

bring up to accessibility standards, with high revenue costs. The Assistant Director, Community, Information and Learning said that survey work had intentionally not been carried out until the Committee had agreed the project could proceed to the next phase. The Committee was reassured that there could be interest from other funding partners and the site was currently financially viable.

The Assistant Director, Community, Information and Learning would present a business case to Members, once the extent and cost of the structural work was ascertained.

The Executive Director Community & Environmental Services reassured the Committee that the project was being carried out with particular attention paid to costs and that if the project did not come out cost effective, other options would need to be explored.

10.4.10 Discussions with the Corporate Property Team were underway to ascertain if the existing training facilities at County Hall could be utilised for IT courses and other administration courses. As County Hall was a brisk 10 minute walk from Wensum Lodge, opportunities would also be explored about making the county hall car park available for people attending the venue.

10.4.11 The Music House was the only Grade 1 listed building at the site.

10.5 The Committee **RESOLVED** to:

- **Approve** the proposed vision for the redevelopment of Wensum Lodge site as a creative hub.
- **Agree** the next steps to carry out surveys and feasibility studies.

11 Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20.

11.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out proposals to inform Norfolk County Council's decisions on council tax and contributing to the Council setting a legal budget for 2019-20 which would see its total resources targeted at meeting the needs of residents.

11.2 The following points were noted during the discussion:

11.2.1 Some Members expressed concerns about the proposed reduction in opening hours at the Norfolk Record Office which could restrict members of the public visiting to carry out their research. Disappointment was also expressed that no alternative proposals had been considered.

The Executive Director of Community & Environmental Services introduced Gary Tuson, County Archivist (Head of Service) who gave some feedback from the last meeting of the Norfolk Records Committee, which had fully discussed and agreed the proposals. The Executive Director also reminded Members that there was an obligation for Norfolk County Council to set a balanced budget and

if Members did not wish to agree the proposed savings, alternative savings options would need to be identified.

- 11.2.2 The County Archivist advised that the Records Committee had fully considered the proposals at its meeting on Friday 11 January 2019 and advised the Committee about the steps which were being taken to raise income for the service and Norfolk County Council. He added that the majority of the proposals recognised that the pattern of use at the record office had changed, with fewer people using microfilm technology and more people using digital photography which in turn had generated additional income for the service.

The Norfolk Archives and Heritage Development Foundation (NORAH) Strategy 2019-20 included some income generation ideas, one of which was around conservation of some 17th and 18th century deposition books which could offer an exciting opportunity for students to carry out indexing work on them.

- 11.2.3 Some Members considered that it was unfair to ask a service which had demonstrated they could add revenue streams to offer up additional savings. In response, the County Archivist reassured Members that the service was always open to suggestions to increase revenue.

- 11.2.4 Some concern was expressed about the number of staff redundancies made recently in the Millennium Library and the lack of information available to Members about the loss of 5 FTE staff at the Library. In response the Assistant Director Community, Information and Learning advised that the £60k additional savings had been reported to Communities Committee, although there had not been a public consultation as no change to the service had been proposed. A review of staffing arrangements had taken place to ensure the needs of the service was being met, and a full internal consultation had been held to gather staff views.

The Head of Libraries clarified that there were 40 FTE staff working at the Millennium Library with approximately 13 members of staff affected by the proposed management changes. The management team had been streamlined resulting in the loss of some managers, leaving 8.5 FTE managers working at the Library.

Staff consultation on the proposed changes had been held in November 2018 and although some staff had been anxious about the proposed changes, workshops had been held with them to ascertain their views on how savings could be made. Consequently, it had been proposed to make some changes to management; open the first floor of the library on Sundays; and increasing the pay grade of some front-line staff to reflect the work they carried out, particularly around literacy and supporting people in communities.

The results of the staff consultation were available for Members to view on the intranet and a link to the consultation would be circulated to the Committee.

- 11.2.5 The Assistant Director, Community, Information and Learning reassured

Members that staff at the Millennium Library had not been asked to work on a Sunday without being paid and anyone who worked on a Sunday would be remunerated for the hours they worked. The reason for asking for volunteers on a Sunday was to find out if there were any staff who were prepared to work on a Sunday due to their family and other commitments.

The Head of Libraries and Information added that the ground floor at the Millennium Library already opened between 10.30 and 4.30 on a Sunday and the proposal was to use open technology to open the first floor of the Millennium Library in response to public demand.

- 11.2.6 The Committee was reassured that the proposed cuts to the Strategic Arts Development Fund were manageable and that the Arts Council was looking for a commitment to supporting services not just the actual amount of any grant.
- 11.2.7 The proposal to support delivery of the MATCH service had been presented to the Adult Social Care department, who had carried out a complete review of the service. Members were reassured that, while the MATCH service was delivered by NCLS it was wholly commissioned by Adult Social Care. This support was moving to day service providers, but it had not yet been commissioned. Members were reassured that the individuals using the service would have better opportunities under the new offer.
- 11.2.8 Regarding the increase in the employer contribution rates for Fire Service pensions, following the announcement by HM Treasury that provisional results of the valuations of the public services pension schemes, it was expected that employer pension contribution rates would have to increase from April 2019. It was clarified that this was a fundamental change in the rate and the £1.3m was one-off funding based on an assumption of the amount which would be received from the Government.
- 11.3 Each recommendation was separately voted on as follows:
1. Consider the content of the report and the continuing progress of change and transformation of Communities services. **This recommendation was unanimously agreed.**
 2. Consider and agree the service specific budgeting issues for 2019-20 as set out in section 5 of the report. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
 3. Consider the comment on the Committee's specific budget proposals for 2019-20 to 2021-22 including the findings of public consultation in respect of the budget proposals set out in Appendix 1 of the report. **This recommendation was unanimously agreed.**
 4. Consider the findings of equality and rural impact assessments, attached at Appendix 2 of the report and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This recommendation was unanimously agreed.

5. Consider and agree any mitigating actions proposed in the equality and rural impact assessments. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
6. Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy & Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**
7. Agree and recommend to Policy & Resources Committee the draft Committee Revenue Budget as set out in Appendix 3 of the report:
 - a. Including all of the savings for 2019-20 to 2021-22 as set out.

For consideration by Policy & Resources Committee on 28 January 2019, to enable Policy & Resources Committee to recommend a sound, whole-Council budget to full Council on 11 February 2019.

With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.

8. Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 4 to Policy & Resources Committee for consideration on 28 January 2019 to enable Policy & Resources Committee to recommend a Capital Programme to full Council on 11 February 2019. **With 8 votes in favour, 4 votes against and 0 abstentions, this recommendation was agreed.**

12 Finance Monitoring

- 12.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with financial monitoring information for the services reporting to Communities Committee for 2018-19.
- 12.2 The following points were noted in response to questions from the Committee:
 - 12.2.1 The reduction in opening hours at Cromer Museum had occurred as a result of the removal of funding by North Norfolk District Council. North Norfolk District Council had agreed to fund additional opening times at the museum in 2017 on a trial basis.

The Committee was reassured that there were no proposals to cut opening

hours at any other museums in the foreseeable future.

- 12.2.2 The Deputy Chief Fire Officer reassured the Committee that financial management within the Norfolk Fire and Rescue Service was important. He added that a recent recruitment campaign had been successful in attracting a number of new staff, although this then led to an increase in training and staff costs. The Deputy Chief Fire Officer added that a deep dive exercise would be carried out to ascertain future pressures on the service.

The Executive Director of Community & Environmental Services shared the Committee's concerns about the forecast overspend and that staff were working to predict how much the service would be overspent. He reassured the Committee that the financial management was the subject of increased scrutiny.

- 12.2.3 At its meeting on 16 January 2019, the Integrated Risk Management Plan Working Group would be considering a range of issues that would need to be budgeted for in future.
- 12.2.4 The Committee noted that there had been an excellent response to the recent recruitment campaign for retained fire fighters.
- 12.2.5 The money for the Domestic Violence Project had been a one-off spend for a specific pilot project in Norwich, looking at medium risk domestic abuse cases. There had been no commitment to continue with the project in the future.
- 12.2.6 Members asked that when the contract for the Castle Museum Keep project was confirmed, consideration be given to encouraging employers to offer apprenticeships.
- 12.2.7 Following a suggestion that when applicants for apprenticeships were reviewed, user groups could be involved, the Assistant Director, Culture and Heritage agreed to check with the Procurement team to ascertain if this would be appropriate.
- 12.3 The Committee **RESOLVED** to:
- a) **Note** the 2018-19 revenue budget and forecast out-turn position for this Committee.
 - b) **Note** the Capital programme for the Committee.
 - c) **Approve** the tender evaluation criteria to assess bids to be the construction contractor for the Norwich Castle Gateway to Medieval England project, as set out in Appendix A of the report;
 - d) **Delegate** the award of the contract for the Norwich Castle Gateway to Medieval England Project, to the Executive Director of CES and Executive Director of Finance & Commercial Services, in consultation with the Chairman of Communities Committee and the Chairman of the Joint Museums Committee.
 - e) **Note** the balance of reserves brought forward to 2018-19 and the planned use of reserves for 2018/19.

13 Risk Management

- 13.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with the Communities committee departmental risks, reported as at January 2019, following the latest review conducted during December 2018. The reporting of risk was aligned with, and complemented, the performance and financial reporting to the Committee.
- 13.2 In presenting the report, the Risk Manager drew the Committee's attention to the significant change to risk score for RM14344 (Potential change of governance in the Fire and Rescue Service). The score was moving in the right direction, and monitoring would continue. It was hoped the risk would move to a target score of 8 by the end of March 2019.
- 13.3 The Committee considered the report and **RESOLVED** to **Note**:
- a) the reconciliation report, which detailed the significant changes to the Communities department level risks;
 - b) the departmental level risk reported by exception to this Committee.
 - c) A summary of the departmental risks that fell under the remit of the Committee.
 - d) The list of possible actions, suggested prompts and challenges presented for information.
 - e) The background information to put the risk scoring into context.

14 Performance Management

- 14.1 The Committee received the report by the Executive Director of Community and Environmental Services based upon the revised Performance Management System, implemented from 1 April 2016.
- 14.2 The following points were noted in response to questions from the Committee:
- 14.2.1 There had been some changes to the way data had been collected during recent years and this was in line with other local Councils.
- 14.2.2 Some Members asked for copies of the analysis carried out by the police into the causes of accidents to ascertain if there was any assistance the County Council could offer.
- 14.2.3 Members requested the increase in the amount of transactional level metadata available and being accessed (Norfolk Record Office) target of 5.3k should be relooked at as it appeared incorrect.
- 14.2.3 The Director of Public Health advised that no additional information about Teenage Pregnancy to that already circulated to the Committee was yet available. An update would be circulated when it became available.
- 14.2.4 It was anticipated that an update on the recently recommissioned Drug and Alcohol service would be available approximately twelve months from the commencement of the new service.
- 14.3 The Committee **RESOLVED** to **note**:
- The performance data, information and analysis presented in the report and determine whether any recommended actions identified

are appropriate or whether another course of action is required.

15 Forward Plan and Decisions taken under delegated authority

- 15.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee.
- 15.2 As the Communities Committee in March would be the last meeting of the Committee in its current format, the Executive Director of Community & Environmental Services advised that any items on the forward plan outstanding would be passed to the relevant committee under the new structure.
- 15.3 The Committee **RESOLVED** to **note**:
1. The Forward Plan at Appendix A of the report.
 2. The delegated decision set out in section 2 of the report.

The meeting concluded at 1pm.

Chairman

**Communities Committee
Wednesday 16 January 2019**

6 Local Member Question

6.1 Question from Ms A Kemp

Reducing KSI's in Norfolk- Call for Speed Camera Pilot

The Performance Indicator for the number of people killed or seriously injured on Norfolk's roads is on red alert, at 6.2%, and above the national average of 2.9%.

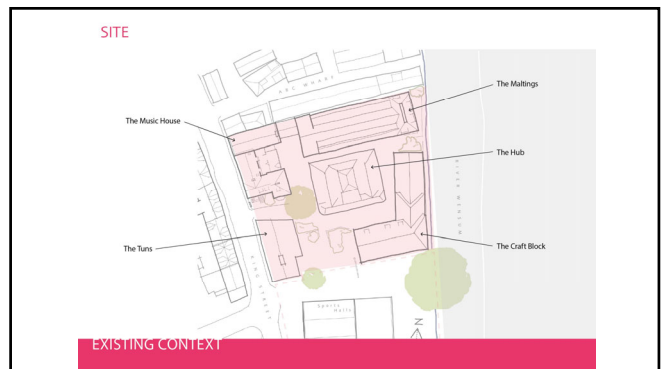
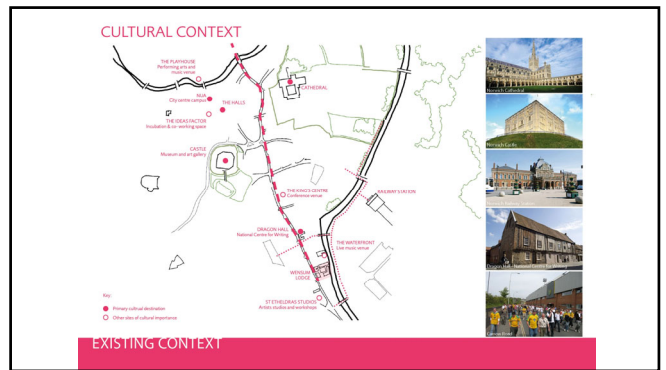
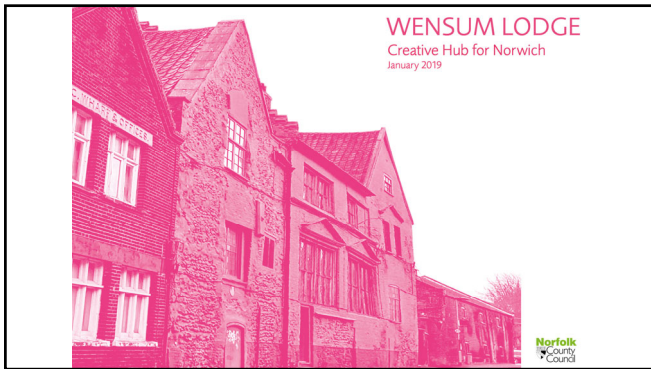
KSI indicators do not reflect true impact: they under-record the seriousness of accidents, long-term physical and psychological effects; exclude warning signs of repeated near-misses and property damage, missing opportunities for prevention, and do not include fatal accidents after 5 years.

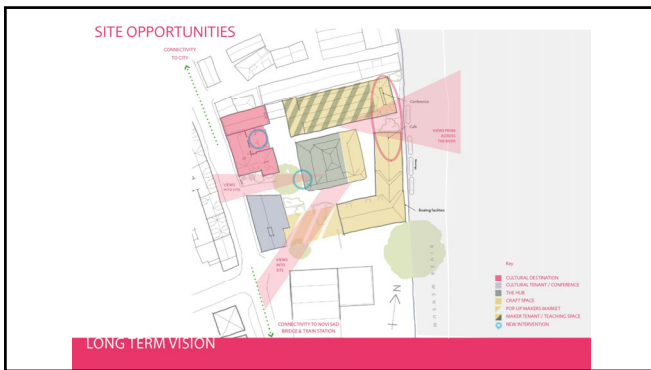
Will the Committee set up a speed camera pilot, including Vancouver Avenue and Hardwick Road where I recently called meetings, after two serious accidents after a history of interventions?

Reply by the Chairman:

Requests for installation of safety camera systems will be addressed in the normal manner. This involves analysis of collision and traffic data over the area in question. Should collision data indicate factors associated with speed, and traffic data confirm poor compliance, then a recommendation may be made to the Safety Camera Partnership to consider camera enforcement.

Appendix B





CRAFT SPACE WENSUM LODGE

The Craft Block - Proposed Plan NTS

PROPOSALS

THE HUB

Opportunities:

- LEP funding bid - first phase / immediate start
- Good visibility from King Street
- Central location to provide site coherence
- Flexible spaces
- Potential for new architectural intervention
- Space for partnership working
- Close Duffield classroom funding

The Hub - Proposed Plan NTS

PROPOSALS

THE TUNS

Opportunities:

- Enhancing the street frontage
- Good street presence
- Good access
- Realising the potential floor area
- Large flexible spaces
- Improving structural condition
- New building services & vics

The Tuns - Proposed Plan NTS

PROPOSALS

THE MALTINGS INCREMENTAL OCCUPATION

Opportunities:

- Large floor area
- River frontage
- Legible industrial heritage
- Multilevel connectivity across the site

The Offer:

- Third floor programmable spaces
- Varied scales of meeting rooms
- Maker spaces at ground floor
- Studios & storage in the quirky floors
- Creative tenant in the west end
- Test partnerships and showcase the site

The Maltings Section

PROPOSALS

MUSIC HOUSE FUTURE VISION

Music House Concept

- Grade I listed
- owned by Norwich City Council

Future vision:

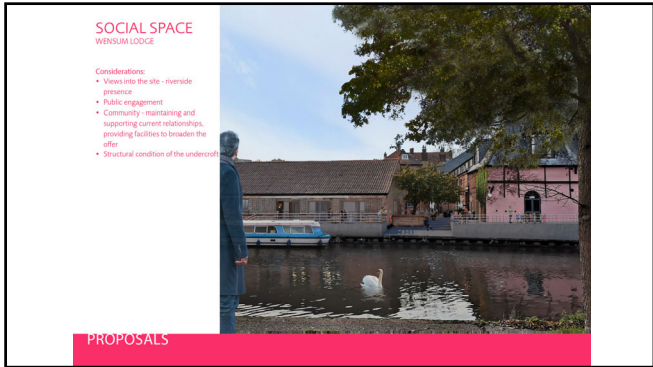
- New accessible entrance
- A major attraction
- A flexible gallery and shop
- Interpretation
- Jamer's Bar

PROPOSALS

MUSIC HOUSE MEANWHILE USE

- Placemaking - of the best kind
- Supporting local makers
- Reinvigorate the site
- Develop institution & new audiences

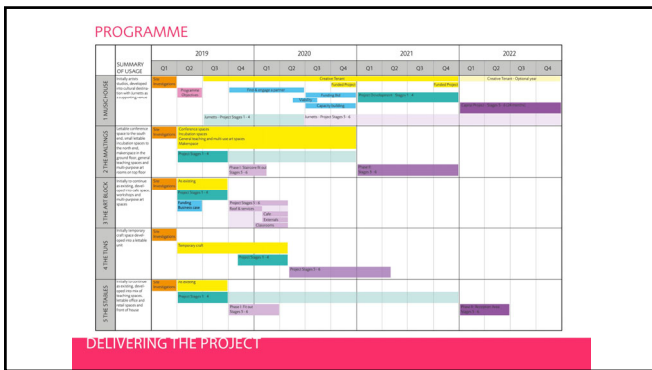
PROPOSALS



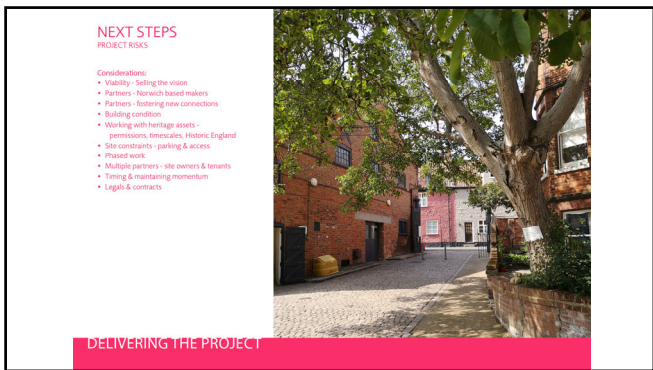
SOCIAL SPACE
WENSUM LODGE

- Considerations:
- Views into the site - riverside presence
 - Public engagement
 - Community - maintaining and supporting current relationships, providing facilities to broaden the offer
 - Structural condition of the undercroft

PROPOSALS



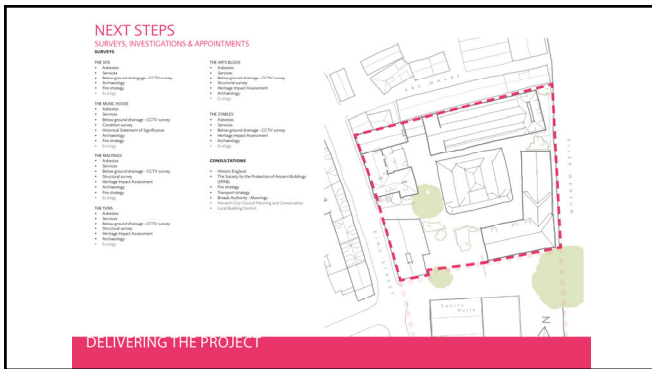
DELIVERING THE PROJECT



NEXT STEPS
PROJECT RISKS

- Considerations:
- Viability - Setting the vision
 - Partners - Norwich based makers
 - Partners - fostering new connections
 - Building condition
 - Working with heritage assets - permissions, Immolescales, Historic England
 - Site constraints - parking & access
 - Phased work
 - Multiple partners - site owners & tenants
 - Timing & maintaining momentum
 - Legal & contracts

DELIVERING THE PROJECT



DELIVERING THE PROJECT



NEXT STEPS
OPPORTUNITIES FOR FUNDING & PARTNERING

- Potential partners:
- Norfolk County Council - Internal
 - Norwich City Council
 - Local makers: Print to the People et others
 - National Museums: V&A
 - ACE / Crafts Council
 - Creative Industries Federation
 - Historic England
- Possible funders:
- Norfolk County Council
 - Norwich City Council
 - New Anglia LEP
 - DCMS (High Street Fund?)
 - HLF
 - Crafts Council
 - Historic England

DELIVERING THE PROJECT



Communities Committee

Report title:	Norfolk Armed Forces Community Covenant Strategy and Action Plan
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact The Armed Forces Covenant is a voluntary commitment by a local authority to support members of their local armed forces community. Its aim is to ensure that members of the armed forces community receive the support they need in their local communities in recognition of their dedication and sacrifice.	
Executive summary This paper provides Communities Committee with the year-end progress report on Norfolk's independent Armed Forces Covenant Board's Strategy and Action Plan 2017/2019. It also sets out the Board's forward strategy for 2019/2022. In summary, progress to date has been good. In 2018, Norfolk's armed forces community announced to the press that Norfolk was the UK's most armed forces-friendly county. The majority of actions within the Board's action plan are being delivered to timescale and the Board is pleased with progress. Recommendations: Members are asked to: <ul style="list-style-type: none">• Endorse the scope of the Board's forward strategy for 2019/22 (Section 4).	

1. Introduction

- 1.1. The Ministry of Defence (MOD) launched the National Armed Forces Military Covenant in June 2011 in recognition of the contribution and sacrifice service personnel make for their country.
- 1.2. The Government's expectations of local authorities were summarised in its policy paper published in 2015 to ensure that members of the Armed Forces Community "have the same access to government and commercial services and products as any other citizen":
- 1.3. The MOD published its Armed Forces Covenant Annual Report in December 2018, demonstrating its on-going support to the armed forces community. A summary is attached at Appendix 1.

2. Norfolk's Armed Forces Covenant

- 2.1 Set up in 2012, Norfolk's Armed Forces Covenant (NAFC) is a well-established part of the national Covenant programme. It is overseen by the independent Norfolk Armed Forces Covenant Board. Details of membership and an overview of the armed forces community in Norfolk are attached at Appendix 2.

3. Progress on the Board's current action plan for 2017/2019

- 3.1 The Board agreed its current strategy and action plan for 2017/2019 in March 2017. Communities Committee received a mid-year update in November 2018.
- 3.2 In summary, progress to date has been good. In 2018, Norfolk's armed forces community announced to the press that Norfolk was the UK's most armed forces-friendly county.
- 3.3 Norfolk's Armed Forces Covenant Board is pleased with current progress to achieve the Board's action plan, which has included some important developments in understanding gaps in dental provision in West Norfolk. It is hoped that this work will benefit not just the armed forces community in the area, but also the settled community.
- 3.4 The majority of actions within the action plan are being delivered to timescale. Some minor delays will be addressed in 2019/22. The delays are not significant.
- 3.5 Norfolk County Council, as part of the authority's commitment to the Covenant, is making good progress preparing to submit its application for a Silver Level Award under the MOD's Defence Employer Recognition Scheme (due by 1 May). The portfolio of evidence will demonstrate the Council is supporting the armed forces community in a variety of ways through its Guaranteed Interview Policy, advertising jobs on MOD recognised web sites, and conducting a staff survey to find out more about its own armed forces community. Staff are shaping how the Council will mark Armed Forces Week in June 2019.
- 3.6 Additional information on the workstreams, projects and initiatives supported by the Covenant Board in 2018/2019 are attached at Appendix 3.

4. The Board's draft strategy and action plan for 2019/22

- 4.1 The Board is seeking to create a stronger, more ambitious strategy and action plan for 2019/22, to position it to meet the expectations of Government and respond to changes in the UK Armed Forces. To do this, the Board has used the output from the Armed Forces Covenant Conference in June 2018.
- 4.2 The Board's proposed forward strategy and action plan for 2019/2022 falls under four objectives:
- **Building Communities:** Promote understanding of the Armed Forces Covenant among the serving community, local authorities and the civilian community, and develop the local offer.
 - **Health, Welfare and Housing:** Improve understanding and promote the health and welfare support available to the armed forces community.
 - **Employment and Skills:** Work with businesses in Norfolk to develop employment opportunities for the armed forces community and promote the Armed Forces Covenant Pledge.

- **Education:** Ensure children and young people from service families in Norfolk are supported to achieve a good education and build resilience and aspiration to achieve what they want to in life.

4.3 Work is underway by the Board to finalise the action plan for 2019/22 and scope projects to enable the Board to successfully deliver its revised forward strategy.

4.4 The Board will agree the draft action plan on 20 March 2019.

5. Financial Implications

5.1 Norfolk County Council currently makes available £20k of funding annually and 1 FTE officer to directly support the work of the Board.

5.2 Breckland District Council has agreed to contribute an additional £5k per annum towards the work of the Covenant, for a period of four years.

Recommendations:

Members are asked to:

- **endorse the scope of the Board's forward strategy for 2019/22 (Section 4).**

Officer Contact

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

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Update on the national legal and policy context

- 1.1. The MOD published its seventh Armed Forces Covenant Annual Report in December 2018. In it, the MOD announced significantly improved support to those serving, but also for their families and for veterans.
- 1.2. For those in active service, the MOD has launched the Combat Stress 24-hour Mental Health Helpline and the relocation of the Defence Medical Rehabilitation Centre to a purpose-built facility at Stanford Hall, Nottinghamshire.
- 1.3. For serving personnel and their families transitioning out of military life, the MOD has created a new Tri-Service Defence Holistic Transition Policy. This is a significant change in policy recognising the disruption caused to families and their careers. The Spousal Employment Scheme facilitates access to vocational training and development opportunities.
- 1.4. The MOD has acknowledged the strain experienced by local education authorities across the UK caused by the ongoing draw-down from Germany and the rapid redeployment rate at some military bases. In response, it has made an additional £5M available through the Education Support Grant. The Department for Education's Common Transfer File has also been expanded to improve the information available on service children when they move between schools.
- 1.5. During 2018, the MOD launched the Veterans' Trauma Network and NHS Veterans' Mental Health Complex Treatment Service for those experiencing military-attributable complex mental health problems.
- 1.6. The MOD is currently consulting on "A Strategy for our Veterans", a long-awaited strategy discussion document focused on twenty outcomes it would like to achieve by 2028. Norfolk's Board is represented in these discussions.
- 1.7. Work on the Future Accommodation Model continues and as part of this, the MOD is considering sub-letting its property to 'screened' civilians. The MOD is also consulting local authorities on new statutory guidance for social housing allocations and the armed forces, which NCC will respond to in March.
- 1.8. The MOD also reported the 3,000th signatory of the Armed Forces Covenant. A report on an independent review of the Covenant in Business is awaited.
- 1.9. These issues are reflected in the Norfolk Covenant Board's ambitions to address: support for those transitioning out of military life; assistance for the local education authority and schools to support service children; and improved signposting to mental health services for serving personnel, veterans and their families. The Board will also be interested to consider the MOD's Community Action Group self-assessment tool and e-learning package to help local authorities embed the Covenant in their organisation.

Norfolk's Armed Forces Covenant Board

1. Norfolk's Covenant Board is an independent multi-agency partnership chaired by Norfolk's Armed Forces Commissioner. The Board meets twice a year to oversee delivery of agreed priorities and actions. The Board membership includes Cllr Kiddie as the NCC Armed Forces Member Champion.
2. The Board reports annually on progress to Communities Committee each March.
3. The membership of the Board is made up of:
 - Armed Forces Commissioner (Chairman).
 - Norfolk County Council; Councillor Keith Kiddie.
 - District Council representatives (x2);
 - Councillor Sam Chapman-Allen (Breckland Council),
 - Councillor Elizabeth Nockolds (Borough Council of King's Lynn & West Norfolk).
 - Representatives from the Armed Forces (x4);
 - Major Jerome Tyson (British Army).
 - Major Gavin Rushmere (British Army Reservists).
 - Wing Commander Stewart Geary (RAF).
 - Commodore David Elford, OBE, ADC (Royal Navy).
 - Representatives from national Armed Forces charities and family federations (x3);
 - Hugh King, Royal British Legion,
 - Kevin Pellatt, The Armed Forces Charity SSAFA;
 - Lisa Thipthrop, RAF Families Federation.
 - Representative for Reservist Forces and Cadets; Jamie Athill.
 - Job Centre Plus armed forces lead; Mark Goldsmith.
 - NHS representative in Norfolk; Derek Holesworth, Commissioning Manager.
 - NHS England (Midlands and East); Ann Berry, Senior Armed Forces Commissioning Manager.
 - Representative for skills & employment; Jan Feeney, Norfolk County Council.
 - Housing representative; Chris Haystead (Norwich City Council).
 - MOD's Defence Employer Recognition Scheme; Ivor Bartrum.
 - Education representative: Kevin Blogg, Norfolk County Council.
 - Adult Social Services representative: Craig Chalmers, Norfolk County Council.

Norfolk's Armed Forces Community

4. Norfolk has a large armed forces community, consisting of those currently serving and their families, reservists, those who have served and military charities. Norfolk is home to operational bases at RAF Marham and Robertson Barracks at Swanton Morley, as well as the Stanford Training Area.
5. There are around 2,300 serving personnel and their families based in Norfolk plus an additional 380 civilian workers (MOD statistics April 2018). An additional 80,000 serving personnel use the Stanford Training Area (STANTA) each year. There are over 1,000 children from armed forces families. Norfolk has an active cadet force of over 2,000 young people.

6. MOD statistics show 41,000 veterans living in Norfolk, and as of 31 October 2017 figures show that 8,843 residents in Norfolk were in receipt of pensions / compensation under the Armed Forces Pension Scheme (AFPS), War Pension Scheme (WPS) and Armed Forces Compensation Scheme (AFCS).
7. Specific to Norfolk, it was previously reported to this Committee that an expansion programme is underway at RAF Marham to enable it to operate the new F-35 Lightning fighter jet. The Station has received nine jets to date and an increase in both RAF and Royal Navy personnel for the Lightning Force. The Station is seeing a marked reduction in the Tornado Force as the jets are taken out of use by 31 March 2019.
8. Under its Defence Employer Recognition Scheme, the MOD announced Norfolk and Norwich University Hospital Trust has been awarded a Gold Level Award in recognition of its employment support to those who have served. This is the first Gold Level Award received in Norfolk. A Silver Level Award was given to The College of East Anglia.

Progress on the Board's current action plan for 2017/2019

1. The Norfolk Armed Forces Covenant comprises of three strategic priorities supported by an action plan, agreed annually and monitored by the Covenant Board.
2. The following paragraphs provide a brief update on the three main workstreams, within the current action plan:
 - Dental Services in West Norfolk - The Board continues to support RAF Marham with its request for improved access to dental services for serving families. Research carried out by HealthWatch Norfolk into the effectiveness of dental service provision for all communities in West Norfolk showed that both the civilian and serving family populations struggle to find dentists and receive timely treatment.
 - At the Board's suggestion and with Communities Committee's agreement, the issue of poor access to dental services was taken up by the Health, Overview and Scrutiny Committee (HOSC) in April and May respectively. Having confirmed at HOSC there is under-provision in the West, the NHS, RAF Marham and the Covenant Board are working together to explore opportunities for addressing the issues raised.
 - World War 1 Fund - 2018 marks the conclusion of events to commemorate the centenary of the end of World War 1 across the country. In 2014 the Covenant Board established a fund to assist communities with this commemoration. This year was the final year of the grant being available and many communities had the chance to benefit. Eighty-four grants were made for a range of community events, local history research projects, educational activities, new memorials, and the refurbishment of existing memorials. A review of the impact of the Fund will be undertaken later this year once all the projects have been completed.
3. Other initiatives supported by the Board include:
 - 2018 was the 100th anniversary of the Royal Air Force and Norfolk marked it with many community and local business events and RAF Marham's own Families' and Friends' Day.
 - The expansion and investment programme underway at RAF Marham persists at phenomenal pace to enable it to operate the new F-35b Lightning fighter jet. The Station has received 9 jets to date and an increase in both RAF and Royal Navy personnel for the Lightning Force. The Station is seeing a steep reduction in the Tornado Force as the jets are taken out of use by 31 March 2019.
 - The 1st The Queen's Dragoon Guards based at Robertson Barracks, Swanton Morley continue to sustain six-monthly deployments to Poland. The Council helped support the base's Welfare Office apply successfully for MOD Covenant Trust funding to refurbish the play area of Noah's Ark Pre-School. The QDGs will celebrate the 60th anniversary of the regiment in Cardiff in the summer of 2019.

Communities Committee

Report title:	Trading Standards Service Plan including Food & Feed Law Enforcement Plan and Enforcement of Age Restricted Sales and Illegal Tobacco Plan
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p>Caring for our County:</p> <ul style="list-style-type: none"> • Good growth: Building communities we can be proud of: Ensuring Norfolk's economic growth can benefit everyone • Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities • Helping our population remain independent, resilient and well: Focusing on helping vulnerable adults to live independently <p>Norfolk Trading Standards has defined a vision of <i>Building a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities.</i></p> <p>The Trading Standards Service Plan and associated plans set out the service priorities for 2019-20, taking account of the service budget set in February 2019.</p> <p>The purpose of this report is to present recommendations to Committee on the proposed priorities for 2019-20 for consideration and approval.</p>	

Executive summary

<p>This report introduces the Trading Standards Service Plan 2019-20 (Appendix 1) including:</p> <ul style="list-style-type: none"> • Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco Plan 2019-20 (Appendix 2 to this report) and • Annex II: Food & Feed Law Enforcement Plan 2019-20 (Appendix 3 to this report). <p>All three need to be adopted by the Communities Committee.</p> <p>Recommendations:</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Review and adopt the Trading Standards Service Plan including Annexes I and II.
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1. Proposal

1.1. The Trading Standards Service vision is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities. The four outcomes we are seeking to achieve are:

- **Enabling economic growth** by providing support to businesses to help them succeed
- **Safeguarding communities and vulnerable people**
- **Protecting public safety**, health and well-being and farmed animal health and welfare
- **Ensuring trading is legal, honest and fair** and securing a level playing field by tackling the most serious illegal trading

1.2. Our vision, outcomes and priorities accord with the County Council's vision for Norfolk: **Caring for our County**, in particular:

- Good growth: Building communities we can be proud of: Ensuring Norfolk's economic growth can benefit everyone
- Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities
- Helping our population remain independent, resilient and well: Focusing on helping vulnerable adults to live independently

and contribute to and/or are supported by the **Norfolk Futures** strategic priorities of:

- Promoting independence for vulnerable adults: giving people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- Local service strategy: proactively targeting our services in the places where they are most needed

1.3. 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, trading is fair, and tackles underage and illegal sales of alcohol and tobacco. Activities in these areas 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 legitimate public and economic interests. Trading Standards therefore has an important social and economic role in the community, contributing to the health, safety and economic growth of Norfolk.

1.4. 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 'plan on a page (page 10) which summarises our strategic control strategy and focus for protecting the public and legitimate business. The plan is supplemented with 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.

- 1.5. **Members are asked to review the Trading Standards Service Plan including Annexes I and II and it is recommended that the Committee adopts the plan.**

2. Evidence

- 2.1. The Trading Standards Service Plan (Appendix 1) includes, and attention is drawn to:
- Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco Plan 2019-20 (Appendix 2 to this report) and
 - Annex II: Food & Feed Law Enforcement Plan 2019-20 (Appendix 3 to this report).
- 2.2. The Enforcement of Age Restricted Sales and Illegal Tobacco Plan (EARSITP) 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.
- 2.3. The Food and Feed Law Enforcement Plan (FFLEP) 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.

3. Financial Implications

- 3.1. The financial implications of service delivery aligned to the Trading Standards Service Plan 2019-20 and associated policies and plans accord with the budget agreed by Full Council.

4. Issues, risks and innovation

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

4.1. Professional Standards

Sufficient suitably qualified and competent 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 and competent officers. Skills and competency are assessed during annual staff personal development discussions 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, the General Data Protection Regulation 2016, the Police and Criminal Justice Data Protection Directive 2016 and health & safety

Statutory duties are addressed in the Trading Standards service plan 2019-20 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 will have regard to corporate data protection policies and procedures and service specific policies in relation to data protection where it differs in a criminal justice context.

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 & Wellbeing Action Plan.

4.3. Risks

A key risk in relation to staffing within the service has been identified: The Food Standards Agency, through its "Regulating our Future" review and strategic redesign, has determined that the current model for ensuring food is safe and as described is not meeting their expectations. The role for local authorities in any proposed new delivery model is not yet clear but could result in a major change in responsibilities for the service.

EU exit presents a number of potential risks to the service, as detailed on page 7 of the service plan. These relate to the potential need for increased resources in response to a fast-changing legislative landscape and the potential loss of income through both Primary Authority Partnerships and Notified Body conformity assessments.

Actions to mitigate the risks are currently being monitored and managed via the Trading Standards Risk Register.

Other risks associated with service delivery aligned to the Trading Standards service plan 2019-20 and associated 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.

5. Background

5.1. Appendix 4 - Annex III: Delivery of Animal Health & Welfare Framework 2019-20.

Recommendations:

Members are asked to:

- **Review and adopt the Trading Standards Service Plan including Annexes I and II.**

Officer Contact

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

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Trading Standards Service Plan 2019-20

Responsible Senior Officer Name: **Sophie Leney**

Period covered: **2019-2020**

Latest update: **4 February 2019**

What our service aims to achieve

The Trading Standards Service's vision is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities. The four outcomes we are seeking to achieve are:

- **Enabling economic growth** by providing support to businesses to help them succeed
- **Safeguarding communities and vulnerable people**
- **Protecting public safety**, health and well-being and farmed animal health and welfare
- **Ensuring trading is legal, honest and fair** and securing a level playing field by tackling the most serious illegal trading

Our priorities for the 2019/20 service year are to:

- Focus on product safety, food safety, weights and measures and illegal tobacco in our market surveillance
- Respond to the impact of EU exit
- Commission community protection activities
- Further develop our commercial services.

Our vision, outcomes and priorities accord with the County Council's vision for Norfolk: **Caring for our County**, in particular:

- **Good growth: Building communities we can be proud of: Ensuring Norfolk's economic growth can benefit everyone**
- **Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities**
- **Helping our population remain independent, resilient and well: Focusing on helping vulnerable adults to live independently**

and contribute to and/or are supported by the **Norfolk Futures** strategic priorities of:

- **Promoting independence for vulnerable adults: giving people the skills and confidence to live independently and safely, in their own homes, for as long as possible**

- Local service strategy: proactively targeting our services in the places where they are most needed

The things we do

1. Provide businesses with access to information and compliance advice, including chargeable, bespoke services; targeting support to start-up, small, high-risk and Primary Authority businesses
2. Provide commercial services, including calibration and safety testing to the public and private sectors
3. Protecting consumers and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime
4. Safeguard vulnerable people and build community resilience with partners; tackling scams, fraud and rogue traders; including through our Norfolk Against Scams Partnership (NASP), No Cold Calling Zones and Trusted Trader scheme
5. Protect consumers and support legitimate businesses by tackling non-compliance, focusing on the most serious fraudulent, illegal and unfair trading, including e-crime
6. Through programmes of intelligence-led market surveillance, education and enforcement activities:
 - a) Safeguard communities and public health by tackling the supply of age restricted products to young people and illegal tobacco and alcohol
For further information see **Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco Plan 2019-20**
 - b) Ensure the safety, standards and quality of the food chain, including food, animal feeds and agricultural fertilisers
For further information see **Annex II: Food & Feed Law Enforcement Plan 2019-20**
 - c) Safeguard the standards of animal health and welfare and reduce the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health
For further information see **Annex III: Delivery of Animal Health & Welfare Framework 2019-20**
 - d) Ensure the safety of consumer products, fair trading and legal measurement of goods.

Our service structure

The Trading Standards Service consists of four teams:

- Calibration, Verification & Testing Services
- Food and Farming
- Intelligence and Enforcement Support
- Safety and Fair Trading

The service has a full time equivalent staffing complement of 43.65 FTE with a headcount of 45. 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).

Norfolk's population is 898,390* and there are 33,715** active enterprises in Norfolk. With a net budget of £1,781,320, the annual cost of the Trading Standards service is £1.98 per head or £52.83 per enterprise.

*2017 Office of National Statistics figure (estimated)

**2017 Office of National Statistics figure for number of VAT and/or PAYE based enterprises

Monitoring our outcomes/performance

We will know we have made a difference when:

- Businesses understand and comply with trading standards, boosting economic growth and benefiting consumers
- Illegal and/or unsafe goods are prevented from entering or removed from the marketplace
- Traders who flout the law are punished and/or brought to compliance
- More people can protect themselves and others from financial abuse as Friends Against Scams and/or NAS partners

Measure	How we did in 2015/16	How we did in 2016/17	How we did in 2017/18	How we did last year	Our target for this year
Percentage of businesses brought to broad compliance with trading standards	Target = 94% Actual = 96.44%	Target = 95% Actual = 95.30%	Target = 95% Actual = 94.69%	Target = 95% YTD = 95.60%	95%
Percentage of products, including foods and feeds, sampled or test purchased, which are found to be non-compliant and are subsequently brought to compliance or removed from the market place	Base-lining measure	Target = 90% Actual = 94%	Target = 93% Actual = 95.45%	Target = 93% YTD = 95.49%	93%

Measure	How we did in 2015/16	How we did in 2016/17	How we did in 2017/18	How we did last year	Our target for this year
Percentage of rogue traders and most detrimental businesses brought to compliance	74.47%	Target = 80% Actual = 85.58%	Target = 85% Actual = 78.10%	Target = 85% YTD = 80.57%	95% (revised definition)
Number of (a) Norfolk people who are 'Friends Against Scams' and (b) partners in the Norfolk Against Scams Partnership (NASP); protecting people from financial abuse	New measure		(a) FAS Target = 600 (a) FAS Actual = 626	Discontinued	No target set
Income generated through our commercial activities of calibration, verification and testing services	Target = £327,500 Actual = £361,846	Target = £339,500 Actual = £397,846	Target = £355,000 Actual = £410,533	Target = £375,000 Forecast = £417,500	£425,000
Income generated through our commercial activities of Primary Authority Partnerships and bespoke advice	New measure	Target = £20,240 Actual = £868	Target = £20,580 Actual = £20,522	Target = £21,030 Forecast = £13,326	£21,280

During the 2018/19 service year, the Trading Standards Service:

- Worked with Great Yarmouth Borough Council to introduce a selective licensing scheme for landlords. Through the scheme, we provide guidance to landlords to enable them to meet their trading standards obligations. In addition, our GYBC colleagues are able to flag any non-compliances so we can work with the landlords concerned to correct them.
- To date, has handled over 500 requests for business advice and support and dealt with over 2,730 consumer complaints.
- Is forecast to generate income of £418,500 through the provision of calibration, verification, testing and hire services to a wide variety of local and national businesses and organisations including Norse Care and Norfolk and Suffolk Constabularies. To date, the Calibration, Verification and Testing Services team has completed 1,144 jobs, calibrated 17,700 weights and weighing machines (adjusting 1,321 or (7.5%)), issued 2,390 certificates and attracted 30 new customers. The team is also responsible for maintaining Norfolk Trading Standards own weights and measures and, via Section 101 agreements, those of Cambridgeshire, Suffolk, Bedfordshire and Luton.

- Established the Norfolk Against Scams Partnership (NASP) to enable organisations to protect people and businesses from scams, doorstep crime and fraud and to help those who are defrauded. The Partnership has 34 public, private and voluntary sector organisations as members (to date) with a further 12 in the pipeline.
- Increased our number of Friends Against Scams to 2,685. We also have 41 SCAMchampions and 11 SCAMBassadors in the county, all working to raise awareness of scams and help to make Norfolk a scam free county. We have partnered with NatWest Community Bankers, as well as our SCAMchampions, who deliver the bulk of our Friends Against Scams workshops and events.
- Worked with Norfolk Police on the Banking Protocol such that the Service has been contacted 18 times where banking staff have concerns about people seeking to make payments to scammers and fraudsters. The Service has attended incidents with the police and prevented payments on driveways, home improvements, dating, investment and lottery scams.
- Joined the Police, Her Majesty's Revenue and Customs (HMRC) and Environmental Health on multi-agency days of action, pro-actively checking trade vehicles in King's Lynn, Heacham and Thetford, targeting criminals and providing advice and information to local traders.
- Established 36 No Cold Calling Zones (NCCZ) (to date) taking the total to 220 across the county and ensuring that 10,205 households (to date) are protected from rogue door step trading. In a recent survey of NCCZ Champions, 98% said the level of cold calling had reduced since the NCCZ scheme was introduced. Comments included: "Very effective initiative", "The zone appears to be working well and has significantly reduced the number of cold callers" and "Very pleased that you installed signs, it has certainly worked."
- Successfully prosecuted 11 offenders for a variety of offences including the sale of mis-described meat, shoddy home improvements, fraudulent trading, the supply of illegal tobacco and breach of an Animal Welfare Act banning order.
- Worked with the Norfolk County Council Planning Enforcement Team to recover £30,000 in costs as a result of Proceeds of Crime Act (POCA) enforcement.
- Disrupted the supply of illegal tobacco in the county, seizing nearly 1.24 million illegal cigarettes and nearly 900kg of illegal rolling tobacco. No duty was paid on the tobacco which was counterfeit, incorrectly packaged with the required health warnings and/or unsafe due to a failure to self-extinguish.
- Conducted 90 inspections at food businesses and took 53 samples to check their allergen information and controls. The Service also launched the #JustAsk/@Ask for allergens campaign; raising awareness with young people of food allergies, empowering those with allergies to ask food businesses about allergens in the food they supply and reporting poor performing businesses to the Service. We have attended five educational establishments across Norfolk, reaching out to over 1,200 students and keeping them informed through our twitter account. The account is also being followed by leading allergen campaign groups, the Food Standards Agency and bereaved relatives of youngsters who have died as a result of their allergies. We have developed business and consumer advice pages: <https://www.norfolk.gov.uk/business/trading-standards/ask-for-allergens-campaign> and worked with our Breckland Council partners at Environmental Health Training & Consultancy to secure access to low cost training on allergens for all Norfolk food businesses.

- Responded to a variety of food alerts to ensure that, for example, palm oil containing unsafe Sudan dyes, jelly cup and cone type sweets that present a choking hazard and cake decorations containing illegal colours were not on sale in Norfolk. During 2018, as a result of sampling activity, the Service raised a number of food incidents with the Food Standards Agency regarding undeclared allergens in prepacked and non-prepacked foods, that latter arising from consumer complaints due to illness/injury caused by the foods.
- Following the successful collaborative response to two Avian Influenza outbreaks, in 2017/18, agreed a memorandum of understanding with Suffolk Trading Standards to enable a joint response capability, through the sharing of resources, in the event of an animal disease outbreak or major animal welfare event.
- Dealt with a large number of welfare complaints over the very hot summer period, investigated a number of illegal importations of animals, including quarantining those animals, to prevent any risk of rabies and worked with Norfolk Police to assist on a number of investigations involving animal welfare and dumped carcasses.
- Conducted market surveillance on behalf of the Department of Business, Enterprise and Industrial Strategy, focusing on medical weighing equipment, which highlighted that the previous arrangements set up in conjunction with the local NHS Trusts continue to perform well in ensuring the equipment in use in hospitals is accurate.
- Undertook market surveillance, including inspections at fulfilment houses and sampling of jewellery for heavy metals, seaside and Christmas toys and Halloween costumes; resulting in unsafe products, including over 1,000 items of jewellery, approximately 1,200 “squishy” toys, 500 splat balls & 40 tins of magnetic putty being removed, either voluntarily or by seizure, from the marketplace.
- Provided advice and information via the media and social media on ‘Child Safety Week’, ‘Gas Safety Week’, Bonfire Night and Halloween costumes, Christmas toys and ‘Register My Appliance Day’ as well as regular safety alerts to consumers via our twitter and Facebook profiles and Trading Standards Alerts.

Feedback from our customers

Measure	How we did in 2015/16	How we did in 2016/17	How we did in 2017/18	How we did last year	Our target for this year
Business satisfaction with Trading Standards services	Target = 90 Actual = 91.60	Target = 94 Actual = 91.20	Target = 93 Actual = 92.90	Target = 93 YTD = 93	97% (revised definition)

Our key risks

Risk (Managed and monitored via the Trading Standards Risk Register)

The Food Standards Agency, through its “Regulating our Future” Review and Strategic redesign, has determined that the current model for ensuring food is safe and as described is not meeting their expectations. The role for local authorities in any proposed new delivery model is not yet clear but could result in a major change in responsibilities for the Service.

EU exit may result in a number of potential risks to the service:

- The Service may experience an increased demand on resources as a result of the need for Officers to familiarise themselves with new legislation and new institutions, new processes and new frameworks that underpin the operation of trading standards laws.
- The Service may experience an increased demand for advice from Norfolk businesses as they seek to understand new legislation and how it will operate in practice.
- If UK legislation diverges from EU legislation, the Service may lose the potential to generate income from chargeable business advice activities. Businesses that wish to trade within the EU market and need advice on EU law will seek advice from other sources as the Service will no longer be the statutory body for such law. Consequently, the Service may also lose contact and influence with Norfolk based businesses.
- EU exit will result in the loss of EU Notified Body Status for our Calibration, Verification and Testing Services (CVTS) unit at Hethel. EU notified bodies assess the conformity of certain products before they are placed on the EU market. There are proposals to give current EU notified bodies based in the UK a new “UK approved” body status but this will only apply to products to be placed on the UK market. This may result in a reduction in income for CVTS.
- If EU exit results in the removal of the free movement of goods imported from the EU, there may be a need to undertake additional market surveillance at points of import and inland. There may also be an increase in audits on UK market surveillance authorities by EU (and other international) regulators.

Our budgets

Budget	Pressures and risks	Savings to be delivered	Actual spend	Forecast spend by end of year	Actions we are taking
(£110,800) Calibration, Verification & Testing	13% increase in income Planned income may not be achieved if marketing and financial process improvements cannot be implemented	£50,000 increase in income (already accommodated in 19/20 budget)			
£662,100 Food & Farming	Inability to attract Primary Authority Partners and other chargeable business advice Reductions in grant funding from the Food Standards Agency (FSA)	£30,000 deletion of Trading Standards Officer post (already accommodated in 19/20 budget)			
£335,960 Intelligence & Enforcement Support	Inability to recover prosecution costs or proceeds of crime assets Inability to market our Trusted Trader scheme as successfully as previously	£12,000 deletion of support officer post (already accommodated in 19/20 budget)			
£706,740 Safety & Fair Trading					
£187,320 Trading Standards Service					
Net total = £1,781,320		£92,000 (already accommodated in our 19/20 budget)			

Supplementary information

In addition to the local vision, outcomes and priorities outlined on page 1 above, the Trading Standards Service Plan has regard to the National Regulatory Outcomes, which are:

- Economy: Support economic growth, especially in small businesses, by ensuring a fair, responsible & competitive trading environment
- Environment: Protect the environment for future generations
- Public and product safety: Ensure safe neighbourhoods and safe products
- Health & Wellbeing: Help people to live healthier lives by preventing ill health and harm and promoting public health
- Food Chain Infrastructure: Ensure a safe, healthy and sustainable food chain for the benefits of consumers & the rural economy,

the National Trading Standards (NTS) National Control Strategy Areas and the East of England Trading Standards Authorities (EETSA) regional priorities, which are:

Mass Marketing Scams	NTS	EETSA
Doorstep Crime	NTS	EETSA
Product Safety	NTS	EETSA
Animal Health		EETSA
Food		EETSA
Tobacco Control		EETSA
Fair Trading – used cars	NTS	EETSA
Fair Trading – green energy and double glazing	NTS	EETSA
Fair Trading – other areas including travel and housing	NTS	
Intellectual Property.	NTS	

This Service plan is supplemented with our 2019-20 control strategy and 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 and Illegal Tobacco Plan 2019-20
- Annex II: Food & Feed Law Enforcement Plan 2019-20
- Annex III: Delivery of Animal Health & Welfare Framework 2019-20.

Please see the Trading Standards Service's plan on a page below.

Service: Trading Standards

Plan on a Page

What we'll do

Vision: To build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities

Outcomes

Enabling economic growth by providing support to businesses to help them succeed

Safeguarding communities and vulnerable people

Protecting public safety, health and well-being and farmed animal health and welfare

Ensuring trading is legal, honest and fair and securing a level playing field by tackling the most serious illegal trading

Priorities for 2019/20

Focus on product safety, food safety, weights and measures and illegal tobacco in our market surveillance

Respond to the impact of EU exit

Commission community protection activities

Further develop our commercial services

How we'll do it

Provide businesses with access to information and compliance advice, including chargeable, bespoke services; targeting support to start-up, small, high-risk and Primary Authority businesses

Provide commercial services, including calibration and safety testing to the public and private sectors

Safeguard vulnerable people and build community resilience with partners; tackling scams, fraud and rogue traders; including through our Norfolk Against Scams Partnership (NASP), No Cold Calling Zones and Trusted Trader scheme

Protect consumers and support legitimate businesses by tackling non-compliance, focusing on the most serious fraudulent, illegal and unfair trading, including e-crime

Through programmes of intelligence-led market surveillance, education and enforcement activities:

- Safeguard communities and public health by tackling the supply of age restricted products to young people and illegal tobacco and alcohol
- Ensure the safety, standards and quality of the food chain, including food, animal feeds and agricultural fertilisers
- Safeguard the standards of animal health and welfare and reduce the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health
- Ensure the safety of consumer products, fair trading and legal measurement of goods

How we'll know if we've made a difference

Businesses understand and comply with trading standards, boosting economic growth and benefiting consumers

Illegal and/or unsafe goods are prevented from entering or removed from the marketplace

Traders who flout the law are punished and/or brought to compliance

More people can protect themselves and others from financial abuse as Friends Against Scams and/or NAS partners

Values that underpin everything

Be business like

Be collaborative

Be evidence based

Make strategy happen

Take accountability



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Enforcement of Age Restricted Sales
and Illegal Tobacco Plan 2019-2020



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



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Context

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 54A of the Anti-Social Behaviour Act 2003. There are responsibilities on Trading Standards to enforce the compulsory health warning requirements on tobacco products and to enforce the age restrictions and legal composition requirements applicable to e-cigarette liquids which contain nicotine. This plan fulfils these obligations, as part of the overall work of Trading Standards to improve community safety and public health.

Illegal tobacco products are continuing to be a problem in Norfolk. These products fail to carry the health warnings of legitimate tobacco products and are often counterfeits of established brands. Their unknown composition presents an additional health hazard to smoking, already the major cause of death in the UK. The service receives intelligence that sales of illegal cigarettes are being made to young people. The relative cheapness of these products makes them attractive to underage buyers and undermines smokers' attempts to quit. This plan integrates the Trading Standards service actions to tackle these products along with the obligations outlined above.

Background

Trading Standards community safety activities are intelligence led and focus on both national and local priorities. Improving community safety and public health by tackling illegal/age restricted products is a key priority for the Service.

A range of legislation supports this work, setting out controls for the following products:

- Alcohol
- Cigarettes and tobacco products, including electronic cigarette liquids
- Fireworks
- Video, DVD, Blu-ray & gaming products
- Aerosols, petroleum spirit and other intoxicating substances (butane/solvents)
- Lottery and scratch cards
- Knives, blades and crossbows

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).

Trading Standards aligns its service delivery wherever possible to support the priorities of other council services. In order to align its community safety activities with Public Health priorities, the Service will focus activities on:

- Preventing the sale of alcohol to young people
- Taking action through Alcohol Licensing requirements
- Preventing the sale of cigarettes, e-cigarette liquids and tobacco to young people
- Disrupting the supply of illegal tobacco products
- Working with The Norfolk Tobacco Alliance
- Working with Community Alcohol Partnerships (CAPs).

Public Health has again allocated £47,000 to the Trading Standards service to support

delivery of these actions in the 2019-2020 financial year.

Service delivery will take place across the whole of the county based on the intelligence derived from information about the sale of age restricted products and illegal tobacco products. The number of pieces of intelligence received regarding premises selling age restricted products to underage persons has remained low. This includes complaints made to the police and licensing departments of the district councils in the county.

A scaled approach is adopted with due regard to the Community and Environmental Services Enforcement Policy. In respect of age restricted sales 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
- Recommendation to adopt a "Challenge 25" type policy
- Working with and supporting national or regional initiatives
- Multiagency/community group/industry partnership working

Where Trading Standards conducts test purchasing utilising underage volunteers, this is carried out in accordance with the Regulation of Investigatory Powers Act 2000 (RIPA). Generally, test purchasing utilising underage volunteers is only used where other methods of preventing a business from selling age restricted products to underage persons have failed. In addition, in certain circumstances, underage volunteers are authorised to lie about their age when carrying out test purchasing operations to ensure the test of the business' age restricted sales procedures reflects real life.

Alcohol

Based on Public Health figures of hospital admissions of persons under 18 for alcohol related conditions, the top three areas for underage alcohol consumption in Norfolk are:

- Great Yarmouth (higher than England & East of England average)
- Broadland (higher than East of England average)
- Norwich (higher than East of England average).

In the first three quarters of the 2018-2019 service year, intelligence was received about 10 businesses selling alcohol to underage persons. All premises were visited and advised on their responsibilities in relation to underage sales. Six premises were tested with young persons aged 15 and 16. Four of the businesses requested identification and no sale was made. Two of the businesses sold alcohol to the underage volunteers.

A business 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 will be retested before the end of 3 months following the date of the first sale.

The two businesses that sold alcohol to the underage volunteers were then retested following further advice and neither business sold alcohol on the second occasion. The businesses received a written warning in respect of the first sale of alcohol.

The Trading Standards Service is a Responsible Authority in licensing matters. Trading Standards continues to work closely with the other Responsible Authorities; in particular, Norfolk Constabulary Licensing Team, in order to ensure the licensing objectives are upheld in Norfolk. Where a business is found to be selling alcohol to underage persons, Trading Standards, in conjunction with Norfolk Constabulary, will apply for a review of the premises licence.

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. Alcohol users receive support from local agencies.

Unfortunately, in the first three quarters of the 2018-2019 service year, three out of the 10 premises, about which complaints were received about underage sales of alcohol, were in the CAP area; so further work needs to be carried out with retailers. The Service will continue to support this initiative during 2019/20 to ensure its continued success. Discussions are currently in place to extend the scope of the CAP to include Gorleston. Part of the CAP initiative is that retailers will implement a Challenge 25 policy, and this is tested utilising volunteers aged between 18 and 20.

Tobacco Control

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 illegal tobacco and underage sales. During 2019/20 it will remain a priority to gather and then act upon any intelligence received, including that received from our partners. 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.

Smoking remains the single greatest cause of premature death and disease in Norfolk and the UK. Smoking is an addiction which is still taken up by a large number of young people. Two thirds of smokers start before the age of 18. It is of concern that the illegal trade in tobacco makes cheap, poor quality tobacco available to many young people. In addition, it is known that the illegal tobacco trade funds the activities of organised criminal gangs.

11.4% of young people aged 15 years currently smoke in Norfolk. This is higher than the England average (8.2%) and the East of England average (8.9%). Public Health Tobacco Control Strategy aims to reduce this percentage to 5% by 2020 and Trading Standards has an important role to play in this reduction.

In the first three quarters of the 2018-2019 service year, the Service received five complaints about premises selling cigarettes or hand rolling tobacco to persons aged under 18 (excluding those premises selling illegal tobacco products). All businesses were visited and offered advice.

Trading Standards Officers have the power to advise businesses and enforce legislation in respect of age-restricted goods and illegal 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, to a limited extent, the tobacco industry. Our approach in doing so relies on intelligence, such that we take appropriate action against suppliers of a range of illegal/counterfeit products and ensures that we always limit our engagement with the tobacco industry to the purposes of enforcement of the relevant legislation.

Illegal tobacco continues to be an area of great concern; not only in terms of the associated (additional) health risks but also due to the potential for extending illegal sales of tobacco products to under 18's. Illegal 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, £4-5 for a pouch of hand rolling tobacco as opposed to £17 or £2.50 for a pack of cigarettes instead of £8+).

In addition to counterfeit tobacco, there is an increasing amount of illegally imported tobacco which bears only foreign or no health labelling. Not only is this tobacco being sold without UK duty being paid, but the mandatory health risks labelling on the packaging is missing. Young people having ready access to illegal tobacco poses a significant problem in Norfolk, particularly in Great Yarmouth.

Trading Standards has instigated a number of unannounced inspections of retailers where intelligence has shown that illegal tobacco is being sold. The amount of illegal tobacco products seized from retail premises in the first three quarters of the 2018-2019 service year is over 1.2 million illegal cigarettes and 105kg of hand rolling tobacco. The Service has also seized two vehicles and approximately £48,000 in cash.

In addition, Trading Standards executed a warrant at a residential address in Norwich which was being used to pack counterfeit hand rolling tobacco. Around three quarters of a tonne of hand rolling tobacco was discovered on site, taking the total weight of hand rolling tobacco seized to over 800kg.

In line with our Enforcement Policy we will continue in 2019/20 to provide an effective response to secure compliance from and/or disrupt Norfolk businesses engaged in supplying illegal tobacco, including:

- Seizure and destruction of illegal tobacco
- Seizure of criminal assets (including vehicles & cash)
- Prosecutions & issuing of formal cautions
- Preventing the issue of and recommending the revocation of Premises Licences
- Carrying out safety testing, where appropriate, on illegal cigarettes
- Working with the landlords of properties used for the supply or storage of illegal tobacco
- Working with Norfolk Constabulary to explore the use of Closure Orders for premises used in the supply of illegal tobacco.

Trading Standards, in conjunction with Norfolk Constabulary's Licensing Team, has continued to apply to revoke existing Premises Licences and prevent unsuitable applicants from obtaining them. A Premises Licence was revoked in Kings Lynn and a Premises Licence was revoked and a Designated Premises Supervisor Licence was removed in Norwich. A second premises licence in King's Lynn is being reviewed. A Great Yarmouth business was also refused a Premises Licence.

The Service has continued to adopt a multi-agency approach during 2018-2019 to tackle illegal tobacco. Partners include Norfolk Constabulary, District Council Licensing teams and HMRC. Two large joint operations have been carried out with Norfolk Constabulary in King's Lynn resulting in over 1.2 million illegal cigarettes being removed from the Norfolk market place.

We are also continuing to work very closely with other local authorities and sharing intelligence as cross-border offenders have been identified.

To date in 2018-2019 three illegal tobacco traders have been prosecuted. Sentences include a four-month suspended prison sentence and 150 hours of Community Service, 200 hours of Community Service and a £2,000 fine. Other illegal tobacco investigations and prosecutions are ongoing.

Nicotine inhalation products (Electronic Cigarettes)

The use of electronic cigarettes has increased considerably during recent years. The fluids used in these products are now subject to the same age restrictions as cigarettes and tobacco.

The use of e-cigarettes at age 15 in Norfolk is 18.6% which is above the England average of 18.4% and the East of England average of 16%.

Trading Standards has received intelligence regarding three premises selling nicotine containing liquids to under 18's in the first three quarters of 2018-2019. These businesses all received advice regarding the supply to under 18's.

The Tobacco & Related Products Regulations 2016 cover labelling, size and nicotine content of the liquids. During the last service year, Trading Standards participated in a Department of Health project looking at the compliance of products on the market place. Inspections were carried out and only minor labelling issues were found in Norfolk and advice was provided. Trading Standards will continue to inspect nicotine inhalation products for compliance in 2019/20.

Other areas of focus

Alcohol, tobacco and nicotine inhalation sales to under 18's remain a priority area because of the problems identified at both local and national level. However, compliance visits target all age restricted products.

(A) Fireworks

Figures continue to show a drop in the number of anti-social behaviour incidents involving fireworks in Norfolk. The recorded incidents were not attributed to juveniles so Trading Standards advised Norfolk Constabulary in 2018-2019 that we would assist in any action they were carrying out but would not lead. This will continue to be the case in 2019/20.

Trading Standards will respond to any intelligence received regarding the supply of fireworks to persons under 18. In August 2018 two young men received written warnings in relation to the illegal storage and supply of illegal fireworks following a joint operation with Norfolk Constabulary and Norfolk Fire & Rescue Service. Five kilograms of illegal fireworks were removed from circulation.

(B) Knives

Trading Standards will continue to work with the Police and other agencies in support of local and national initiatives to reduce knife crime. Trading Standards assisted Norfolk Constabulary with Operation Sceptre, a national initiative to reduce knife crime by carrying out joint advice visits to knife retailers. In the 2019/20 service year Trading Standards will be assisting Norfolk Constabulary in Great Yarmouth with their efforts to reduce knife crime in the area.

Trading Standards received two complaints about premises in Norfolk selling knives to persons under 18 in the first three quarters of 2018-2019. Both businesses received advice on preventing sales to persons under 18. One premises was tested with 15 and 16 year old volunteers. No prohibited knives were sold to the volunteers.

There is currently an Offensive Weapons Bill progressing through Parliament with provisions to ban online sales of knives for delivery to residential addresses and lockers. This is likely to lead to a new area of work in the 2019/20 service year for Trading Standards.

(C) Other Products

Intelligence regarding the underage sales of other products is rare and none has been received in the first three quarters of 2018-2019. Where this is received the premises will be visited and offered advice. An underage test purchase will be carried out where necessary.

The Offensive Weapons Bill described above also proposes an age restriction of 18 on the sale of certain corrosive substances and bans their delivery to residential addresses and lockers. This is likely to lead to a new area of work in the 2019/20 service year for Trading Standards.

Looking ahead to 2019/20

Enforcement Activity (including test purchasing programmes)

Trading Standards will continue to focus our limited resources on alcohol, tobacco and nicotine inhalation products. We will also respond to intelligence related to other products as detailed earlier in this plan, where there is an identified need. The Service, working with our police partners, will take a robust stand regarding anyone found to be purchasing alcohol or tobacco products on behalf of a young person.

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 provision of advice and support the service will test the business' underage sale policies. 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.

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 Policies and Guidance System and are thus subject to rigorous internal audit. All Officers involved in test purchase programmes have been subject to police vetting procedures.

The Service is recruiting young adults from the Police Cadets force and from Further Education establishments. These 18 to 20 year old volunteers are utilised to test the effectiveness of the underage sales policies of retailers who have received advice and assistance.

Enforcement activity will also be carried out at premises where intelligence is received regarding the sale of illegal tobacco. Much of the intelligence Trading Standards receives around illegal tobacco also alleges sales to young persons. This activity will include visits with specialist tobacco detection dogs to find concealed illegal tobacco. Formal action will be taken against businesses where it is found, as appropriate.

Tackling Anti-Social Behaviour

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.

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.

Proof of Age Schemes

The Trading Standards service does not promote any specific proof of age scheme but supports those schemes that conform to the PASS Scheme criteria. Many retailers have adopted the “Challenge 25” policies in relation to all age restricted products. Trading Standards will continue in 2019/20 to encourage all businesses involved in the sale of any age restricted products to adopt a policy which achieves the aims of “Challenge 25”. Our ‘Minor Sales Major Consequences’ pack includes a section on adopting a “Challenge 25” type policy.

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.



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Food & Feed Law Enforcement Plan
2019-20



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



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Food and Feed Sampling Policy

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 2019-20 rather than replicating the information it contains.

Section One: Trading Standards Service Aims and Objectives

1.1 Aims and Objectives

The Trading Standards service vision is to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities. The four outcomes we are seeking to achieve are:

- **Enabling economic growth** by providing support to businesses to help them succeed
- **Safeguarding communities and vulnerable people**
- **Protecting public safety**, health and well-being and farmed animal health and welfare
- **Ensuring trading is legal, honest and fair** and securing a level playing field by tackling the most serious illegal trading

1.2 Links to Corporate Strategic Ambitions

Our vision and priorities accord with the County Council's vision for Norfolk: **Caring for our County**, in particular:

- Good growth: Building communities we can be proud of: Ensuring Norfolk's economic growth can benefit everyone
- Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities
- Helping our population remain independent, resilient and well: Focusing on helping vulnerable adults to live independently

and contribute to and/or are supported by the **Norfolk Futures** strategic priorities of:

- Promoting independence for vulnerable adults: giving people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- Local service strategy: proactively targeting our services in the places where they are most needed

How Trading Standards helps to deliver the County Council's vision and strategy is captured in our plan on a page on page 10 of the Trading Standards Service Plan 2019–20.

Section Two: Background

2.1 Profile of the Local Authority

The population of Norfolk in 2017 was estimated to be 898,400¹. The age profile of Norfolk's population is much older than England as a whole with 24% of people being aged 65 and over, compared to 18% 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.

There are 33,715² active enterprises in Norfolk. 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. The total farm labour force is large with nearly 12,500³ people employed on commercial holdings. In comparison with other local authority areas the County has one of the largest livestock populations of commercial poultry (15,515,558³) and pigs (539,174³).

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 Quadram Institute. These organisations employ some 3,000 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 3 of the Trading Standards Service Plan 2019-20.

The Trading Standards service currently reports, via the Assistant Director of Community, Information & Learning, Ceri Sumner, 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 Mrs Margaret Dewsbury, margaret.dewsbury@norfolk.gov.uk.

The Council has 84 elected Members. The current political make up of the Council is: 54 Conservative council seats, 16 Labour, 11 Liberal Democrat, 2 Independent, and 1 Independent (non-aligned).

¹ 2017 Office of National Statistics figure (estimated)

² 2017 Office of National Statistics figure for number of VAT and/or PAYE based enterprises

³ Defra Farming Statistics 2016

Feed and food law enforcement is the responsibility of the Food and Farming Section. The section's functions are:

- Providing support for Norfolk based businesses in the food and farming sectors, to further economic growth:
 - delivering targeted business information to achieve compliance, promoting self-help
 - providing business advice and support on request, including chargeable advice
 - acting as 'primary authority' for food and farming sector businesses.
- Ensuring the standards of animal health and welfare; the quality, safety and hygiene of the food chain and metrology 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.
- Intelligence-led criminal and civil interventions and investigations, tackling issues emerging from the tasking and coordination process and focusing on the most detrimental offending within the food and farming sectors.

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

Jon Peddle
Food and Farming Manager
Email: jon.peddle@norfolk.gov.uk
Tel: (01603) 224380

The Lead Feed Officer is Colin Maxwell and the Lead Food Officers are Paula Crowson and Julie Smith, all of whom are based in the Food and Farming Team. The Food Law Code of Practice lays down the responsibilities and competencies of the Lead Food and Feed role (which may be more than one person) which are shared in the Service between Jon Peddle, Colin Maxwell (feed), Paula Crowson (food) and Julie Smith (food).

2.2.2 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 detailed overleaf.

- 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
- 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 other agencies involved in the protection of the food chain including 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 who together make up the East of England Trading Standards Authorities (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 businesses are scored on a high, medium or low risk basis. There are 68 high-risk, 5,062 medium-risk and 4,104 low-risk food businesses recorded on the Trading Standards service's database, totalling 9,234 food businesses. This represents an increase of 754 businesses or 8%. This increase may be accounted for in part by the improvements we have made in gathering business information from district councils (new registrations for business rates as well as food business registrations).

There are 5,232 agriculture businesses recorded on the Trading Standards service's database. The appropriate risk scoring profile for feed businesses scores them on a frequency of inspection basis from 1 to 5 years with a score of 1 being the highest risk and 5 being the lowest. The inspection programme, based on risk, is agreed with the FSA as part of the grant funded audit and inspection programme.

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 422 food manufacturers in Norfolk, 5% of the sector, ranging from major multinational companies to cottage industries. The majority of food businesses are caterers (5,693 = 62%) such as public houses, restaurants and hotels or retailers (2,244 = 24%) including general stores and bakers.

The County has 37 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 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), Flood and Water (land drainage), Norfolk Fire and Rescue (fire safety) and Highways (networks, maintenance and blue badge enforcement) 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 Office of Product Safety and Standards (OPSS) (formerly Regulatory Delivery (RD)).

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). In relation to farm premises the Service also considers the Animal Health and Welfare Framework Agreement and the Farm Regulators’ Charter.

3.1.1 In relation to feed businesses this service leads the regional approach to feed enforcement with its East of England Trading Standards Authority (EETSA) partners and liaises with 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 not confirmed but is expected to be the same as that required for the 2018/19 service year, circa 250. This programme is entirely financed by grant funding provided by the FSA and administered by NTS. This proposed programme now takes full account of earned recognition for businesses that are members of an assurance scheme and covers equally the full range of feed businesses. Livestock and arable farms are the main types of premises to be visited; reflecting the importance of having feed controls in place at primary production.

The NTS/FSA programme of interventions and activity is produced using agreed risk models and desktop modelling of our premises database. The programme is agreed by the FSA prior to commencement and funding. As such it is accepted that this programme satisfies the requirements for interventions laid down in the Feed Law Code of Practice (England).

3.1.2 In relation to food businesses, the service will, subject to the matters outlined in Section 3.1.3 below, 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 principles⁴ 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.

The above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, and as such 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). This discrepancy is covered in greater detail under section 4: Resources.

3.1.3 The service is aware of a number of high risk food and feed manufacturing businesses within its local authority area that are partnered with other Trading Standards services through Primary Authority Partnerships. It is the case with these businesses that they are subject to the audit and control of their respective Primary Authority Trading Standards service and that service takes on the responsibility for ensuring the business is compliant. It is also the case that interventions carried out by this service at such businesses, and any post intervention work we would otherwise undertake with that business, can be limited by the scope of controls imposed by any Primary Authority agreement. In such circumstances this Service will not include such businesses in its risk-based intervention programme. We will, however, ensure any intelligence received locally is passed on to the relevant Primary Authority Service to enable them to take the necessary steps to ensure the business for which they have responsibility is legally compliant.

3.1.4 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.

⁴Reducing administrative burdens: effective inspection and enforcement: Philip Hampton - March 2005

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.

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

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2018/19	2019/20
Feed Hygiene & Standards Inspection Programme	To inspect 78 agriculture businesses, e.g. selected feed mills, importers, retailers and farms. To ensure compliance in relation to feed labelling/packaging, stock rotation/storage, feed hygiene, record keeping/traceability and sale or use of prohibited materials.	0.15 FTE	0.15 FTE
Inspection of High-Risk Food Businesses	To carry out inspections at 61 businesses identified as high risk for food (as outlined in 3.1.3 this excludes 7 high risk premises with a Primary Authority agreement with another TS service).	0.8 FTE	0.85 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, competent and experienced Trading Standards Officers. Some targeted enforcement activities are carried out by Trainee Trading Standards Officers, studying for qualifications under the Trading Standards Qualification Framework, adequately supervised by qualified staff.

Feed/Food Standards Inspections are carried out in accordance with the Feed Law Code of Practice (England) and the Food Law Code of Practice (England).

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 150 and the number of agriculture complaints/contacts is anticipated to be 12.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2018/19	2019/20
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)
		0.35 FTE (food)	0.35 FTE (food)
*Excluding managerial, administrative and legal support			

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/business/trading-standards.

3.3 Home Authority Principle and Primary Authority Scheme

Following a change to our Business Services Policy in 2017, this service no longer offers the full range of functions under the Home Authority Principle. In particular, the service no longer offers free bespoke advice to businesses. Bespoke advice tailored to the individual needs of a business is now provided on a chargeable basis. The service supports Primary Authority Partnerships administered by the Office of Product Safety and Standards (OPSS) (formerly Regulatory Delivery (RD)).

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

- Actively promote the benefits of the Primary Authority scheme to businesses within Norfolk and outside of Norfolk
- Designate Primary Authority Officer(s) to each partnered business, with the relevant competencies or access to the necessary expertise to be able to offer advice.
- Respond to requests for advice and guidance
- Issue assured advice, where it is appropriate to do so
- Facilitate a response to enquiries raised by other authorities
- Maintain records of relevant incidents, business policies and diligence procedures, where known
- Maintain confidentiality in relevant circumstances
- Ensure 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 with enforcement partners where our Primary Authority Partners businesses operate in the applicable market sector
- Support national advice and conciliation procedures, where appropriate.

Primary Authority businesses will be inspected/visited or otherwise contacted:

- 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 Primary Authority Partnership relationship.

Currently, the service has Primary Authority Partnerships with two food business and three feed businesses. The resources required to handle complaints and service requests relating to these Primary Authority businesses are included in Sections 3.2 and 3.4.

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. 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, on a cost recovery basis and/or
- visiting the business to provide comprehensive advice, on a cost recovery basis.

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.

In line with our Business Services Policy, 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.

In dealing with any requests for advice we will prioritise requests for advice from new businesses, Primary Authority businesses and members of our Norfolk Trusted Trader Scheme.

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.

Animal feed and food service requests will be handled by virtue of the projects detailed below and further projects developed during the 2019/20 service year. 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 100. This is a significant reduction from the previous year; possibly explained by the increased availability of quality online resources along with the introduction of charges for bespoke advice. The number of agriculture service requests is anticipated to be 500.

As outlined in Section 3.3 above the Service currently has Primary Authority Partnerships with three feed businesses and two food businesses. An estimate of billable hours of advice under Primary Authority Partnerships is included in these figures. In the recent past one Primary Authority feed business has required a large amount of resources to satisfy requests for advice and in has amassed over 300 billable hours of advice. The business in question has now employed a former Officer of this Service so the expectation is that the demand from that business will reduce to a minimum. However, it is the case that the Service has committed to doubling its income from chargeable business advice in 2020/21. To do so the Service will need to develop and expand its marketing activities in 2019/20 in order to attract more Primary Authority Partnerships. As this development occurs, given the local business demography, it is likely that further food and feed resources will need to be committed.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2018/19	2019/20
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.	0.50 FTE (feed)	0.40 FTE (feed)**
		2.20 FTE (food)	1.0 FTE (food)**
*Excluding managerial, administrative and legal support			
**Includes estimated hours of advice to be delivered under Primary Authority Partnerships			

3.5 Animal Feed and Food Sampling

The Trading Standards Service’s Food and Feed Sampling Policy is annexed to this Plan.

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 2019-20. 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.

Through the examination of available intelligence and data the Service is already aware that compliance with allergen requirements will again be an area of high priority for 2019/20. The Service will continue to develop activities under its long term comprehensive programme of allergen compliance work including sampling, business and consumer engagement and enforcement if need be. The nature of the proposed work for this project will therefore encompass areas mentioned in Sections 3.1, 3.4 and 3.9 as well as sampling work. The estimated resources to deliver all of the work related to the proposed allergen project have been included in the table in this section overleaf.

All sampling by officers is, wherever possible, undertaken 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 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*	
		2018/19	2019/20
Agricultural Sampling	To undertake animal feed and fertiliser sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	0.80 FTE £12,500 Purchase and analysis costs	0.80 FTE £7,500** Purchase and analysis costs
Surveys under the sampling project will include: <ul style="list-style-type: none"> • Feed materials which are the subject of a complaint to the Service • Imported feeds/ingredients that have been the subject of feed hazard notifications • Finished feed for veterinary medicine carryover and labelling compliance. 			
Food Sampling Programme excluding Allergens Project	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"> • Sampling during the investigation of complaints • Sampling during the investigation of food fraud • Foods produced in Norfolk or imported by Norfolk based businesses • Foods imported from outside the EU as identified by Food Standards Agency priorities • Foods sold online • Meat speciation in meat products or preparations • Undeclared allergens in non-prepacked foods 			
Allergens project		0.15 FTE	0.25 FTE
* Excluding managerial, administrative and legal support ** The Service's budget has been reduced. The FTE has remained the same as the vast majority of sampling activity is financed by grant funding (provided by FSA and administered by National Trading Standards).			

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 becomes aware of any incident of food poisoning or infectious disease, the facts will be reported to the appropriate authority.

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) or the Food Law Code of Practice (England).

The Food Standards Agency (FSA) issues a "Product Withdrawal Information Notice" or a "Product Recall Information Notice" to let local authorities and consumers know about problems associated with food.

In some cases, a “Food Alert for Action” is issued which requires intervention action by enforcement authorities. 79 food alerts were issued by the FSA in 2018 (January to December), one of which was for action by Local Authorities. The FSA also issued 120 allergy alerts.

The FSA also requires action through the issue of letters to enforcement authorities (ENF letters). This service responded to a variety of food alerts including unsafe Sudan dyes in palm oil, choking hazards in jelly cup and cone type sweets and illegal colours in cake decorations.

During 2018, as a result of sampling activity, the service raised 3 food incidents with the FSA regarding undeclared allergens in prepacked foods as well as a number of food incidents from consumer complaints in relation to undeclared allergens in non-prepacked foods which caused illness/injury.

Feed alerts are far less frequent than food alerts and the service was involved in one feed alert issued by the FSA during 2018. We continue to liaise with the FSA with regard to raising feed incidents relating to businesses in our area. In these instances, we have directed the businesses to raise the incident directly with the FSA. This improves the speed and effectiveness of response given the nature of feed incidents.

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), National Trading Standards (NTS), the other ten local authority Trading Standards Services in the East of England (EETSA) and District Council Environmental Health Departments.

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 former group 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 and the National Agriculture Panel, with the latter being chaired by an officer of this Service.

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 in line with the requirements of 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 service is fully committed to working with the Food Standards Agency on its Regulating Our Future programme, to determine a future delivery model for official food controls. The Head of Trading Standards is a member of the Expert Advisory Panel of Professionals, which has been and will continue to be consulted throughout the programme.

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/business/trading-standards; including scam alerts, postings via our twitter feeds and Facebook pages and regular press releases, locally, regionally and nationally. In addition, we have developed a specific promotional campaign to assist with our consumer and business education work on allergen compliance, through our “@ask for allergens” and #justask social media presence. Resources in relation to allergens promotional work have been accounted for in 3.5.

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 Enforcement Support Section. 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*	
		2018/19	2019/20
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.	0.05 FTE (feed)	0.05 FTE (feed)**
	Intelligence gathering work will include complaints and information monitoring, review of local, regional, national and international data to inform market surveillance and enforcement activity.	0.05 FTE (food)	0.05 FTE (food)**
*Excluding managerial, administrative and legal support			
**Intelligence gathering work also undertaken by Intelligence and Enforcement Support Section.			

Section Four: Resources

4.1 Financial Allocation

The net budget for the Trading Standards Service for 2019/20 is £1,781,320. A breakdown of the Trading Standards budget for feed and food enforcement is shown below:

	2018/19 Outturn (tbc)	2019/20 Estimate
Staffing	Total F&F: £658,400 Food & Feed: £298,474 (based on 6.80 FTE)	Total F&F: £646,220 Food & Feed: £248,208 (based on 5.65 FTE)
Sampling budget (Food & agriculture purchase and analysis)	£45,500	£40,500*
Subsistence/travel	Total TS: £43,350 (profiled budget) Food & Feed: £6,753 (based on 6.80 FTE)	Total TS: £32,020 (profiled budget) Food & Feed: £4,145 (based on 5.65 FTE)
*At the time of writing this plan the Service is proposing to apply for grant funding for feed/hygiene audits and feed sampling to supplement the 2019/20 sampling budget. The results of any grant bid will affect surveys proposed in Section 3.5 above. Whilst the overall grant funding is likely to be comparable to the 2018/19 funding, changes to the timing and allocation of these resources means we are unable to confirm at this time.		

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 Service has determined that, if it were to conduct the routine 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	5.75 FTE
Food Business Alternative Enforcement Strategies	• Low risk	0.19 FTE

However, mindful of the recommendations of the Hampton⁴ and Macdonald⁵ 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 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 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 currently uses the UK FSS iNet database for recording, managing and submitting food and feed sampling data. As a result of withdrawal of funding by the FSA the Service is aware that UK FSS iNet, whilst still in operation, no longer benefits from external ICT support. At the time of writing this plan the Service is awaiting further instruction from the FSA as to how the replacement system for data transfer will operate.

All food and feed law enforcement officers have been issued with laptops computers, mobile telephones and digital cameras. During the service year all officers were given the option of upgrading to a smart mobile 'phone to support them in their work. The service does not have an individual budget for ICT as such matters have now been transferred to corporate funding.

⁵Review of Regulation in Farming: MacDonald – May 2011

4.1.2 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 2019/20 being £49,000.

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			
		2018/19 Feed	2018/19 Food	2019/20 Feed	2019/20 Food
3.1	Feed Hygiene & Standards Inspection Programme	0.15		0.15	
3.1	Inspection of high-risk food businesses		0.80		0.85
3.2	Complaints and Referrals	0.05	0.35	0.05	0.35
3.4	Business advice	0.50	2.20	0.40	1.00
3.5	Agricultural sampling	0.80		0.80	
3.5	Food Sampling Including Allergens Project		1.45		1.55
3.7	Food/feed alerts		0.10		0.10
3.8	Liaison	0.15	0.15	0.15	0.15
3.9	Promotional Work, Intelligence Gathering (including non-qualified staff)	0.05	0.05	0.05	0.05
	Subtotal:	1.70	5.10	1.60	4.05
	Total:		6.80		5.65

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 Staff Development Framework and the Learning and Development 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 at annual staff appraisals, midyear reviews and 1-2-1 meetings 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) laid down new competency demonstration requirements for food officers which took effect from 1 April 2016 (which have been further clarified in the Food Law Code of Practice England (2017)). The Service has taken steps, including the provision of additional time and resources, to ensure the new requirements of 20 hours of CPD per annum 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 team meetings

Section Six: Review

6.1 Review Against the Service Plan

The Service uses a performance measurement toolkit, "PMR", 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 the same meeting the Trading Standards Management Team also reviews progress against our Control Strategy Priority Actions of "Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers" and "Providing businesses with access to information and compliance advice to help them succeed; targeting support to start-up, small, high-risk and non-compliant businesses". These actions include the provision of business advice, liaison with regulatory and business partners, intelligence led market surveillance and enforcement activities, including risk-based inspection and sampling.

The allocation of suitable resources to tackle any emerging food or feed issues or trends can be raised for consideration by the Trading Standards Management Team at the monthly Tasking and Coordination meeting.

Information on performance measures and targets is set out on pages 3, 4, 6 and 10 of the Trading Standards Service Plan 2019-20.

6.2 Identification of any Variation from the Service Plan

As outlined in Section 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 Section 5.1 above and the monthly reporting as outlined in Section 6.1 above.

Food and Feed Sampling Policy

Background

The four outcomes the Trading Standards Service is seeking to achieve are:

- **Enabling economic growth** by providing support to businesses to help them succeed
- **Safeguarding communities and vulnerable people**
- **Protecting public safety**, health and well-being and farmed animal health and welfare
- **Ensuring trading is legal, honest and fair** and securing a level playing field by tackling the most serious illegal trading

Introduction

This policy outlines our general approach to the sampling of food and animal feed. This policy is produced in accordance with the Service's obligations under the Framework Agreement on Official Food and Feed Controls and the respective Food and Feed Codes of Practice.

Policy

This service recognises that sampling and analysis is an essential part of food and feed standards enforcement, which enables authorised officers to assess compliance with food and feed standards, composition, safety and labelling requirements. This includes using sampling and analysis as part of proactive market surveillance and reactive responses to complaints.

The service is committed to maintaining a contract with a suitably qualified Public/Agriculture Analyst for the analysis of formal food and feed samples.

On an annual basis we will formulate and commit resources to a sampling programme for food and animal feed products. This programme will be developed taking into account factors including the nature of the food and feed businesses in the County, our intervention plan, Primary Authority functions, the Food Standards Agency (FSA) food and feed priorities and other available local, regional and national intelligence pointing to areas of most concern. We will also develop our sampling programme in consultation with the Service's appointed Public/Agriculture Analyst.

This service is committed to participation in national and regional sampling surveys where proposed sampling/analysis fits in with the above mentioned factors.

Although developed as an annual programme, this Service will continue to monitor intelligence for emerging issues and will change or amend the sampling programme as necessary.

This service will target 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 guidance issued by the FSA this Service is also committed to ensuring at least 10% of all food samples are foods imported into the European Union.

All formal food and feed sampling will be taken in accordance with the Food Law Code of Practice (England) or the Feed Law Code of Practice (England), as applicable. All formal samples are analysed and/or examined by the service's nominated Public/Agriculture Analyst in accordance with the applicable legislation. Officers who take formal samples will be suitably qualified and competent to do so in accordance with the respective Food and Feed Codes of Practice.

Where it is the case that informal samples are taken by officers, wherever it is possible, these samples shall be taken in accordance with relevant legislation.

All food/feed samples and the result of examination/analysis will be recorded. Food and Feed Business Operators will be notified of both the samples taken and the results of analysis. Where sample results are considered to be unsatisfactory, the Service will take appropriate action to ensure compliance is achieved. Any action will be carried out in accordance with the CES Enforcement Policy.



Norfolk County Council

Community & Environmental Services

Trading Standards Service

Delivery of Animal Health & Welfare Framework
2019-2020



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 County Council Trading Standards Service: Delivery of Animal Health & Welfare Framework 2019-2020

County councils, metropolitan boroughs and unitary authorities in England have a statutory duty to help local communities comply with laws to prevent the spread of animal disease and protect the welfare of animals. It is compliance with these laws that gives our farming industry the freedom to trade freely and thrive, ensuring that the food we eat is safe and as described, shaping our countryside and making a major contribution to local economies.

The agriculture sector is a major industry in Norfolk and is synonymous with the character of the county. Nearly 11%¹ of active enterprises in Norfolk are in the agriculture, forestry and fishing sector. The total farm labour force is large with nearly 12,500² people employed on commercial holdings. In comparison with other local authority areas, the county has one of the largest livestock populations of commercial poultry (15,515,558²) and pigs (539,174²) in the United Kingdom.

Central and local government partners have produced an updated [Animal Health and Welfare Framework](#)³ that offers local authorities a set of practical principles to help deliver duties under animal health and welfare legislation in a way that is:

- Responsive and accountable to local communities;
- Focused on high risk activities to make best use of limited resources;
- Recognises why national consistency is important for businesses, the public and to protect against animal disease;
- Delivers controls in a way that supports European and international trade agreements;
- Promotes collaborative working.

The Framework is a partnership agreement that aims to increase mutual understanding and collaboration between Defra, APHA and local authorities in relation to animal health and welfare work. It includes responsibilities for all partners to achieve this. The table on the following pages outlines the responsibilities for Norfolk County Council Trading Standards and how these are achieved.

1 2017 Office of National Statistics figure for number of VAT and/or PAYE based enterprises

2 Defra Farming Statistics 2016

3 Produced in partnership between [Defra](#), [the Animal Plant Health Agency \(APHA\)](#), the [Association of Chief Trading Standards Officers \(ACTSO\)](#) and the National Animal Health and Welfare Panel (NAHWP). It is supported by the [Local Government Association \(LGA\)](#).

Responsibilities of Local Authorities

	Action Required	Planned Service Delivery
1	Undertake annual service planning based on the principles in the Animal Health and Welfare Framework.	<p>This document, outlining the responsibilities of local authorities under the Animal Health and Welfare Framework, is included as an annex to the Trading Standards Service Plan.</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 is a defined priority action in the Service Plan and the Trading Standards Service's control strategy.</p>
2	Develop a risk based, consistent and accessible process for responding to complaints relating to animal health matters on farms.	<p>The actions of the Service are informed by the CES Enforcement Policy. The Policy includes reference to the Farm Regulators' Charter and the Regulators' code.</p> <p>The Service has adopted the Intelligence Operating Model (IOM) to direct its activities and prioritise its resources. 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 is a defined priority action of the Service's control strategy and activities take account of local, regional and national priorities.</p> <p>The Service operates a duty system where all potential further action matters are reviewed by a Lead Trading Standards Officer. If further action is required, the Lead Trading Standards Officer allocates matters to qualified/competent staff, providing handling instructions to ensure a consistent approach.</p>
3	Provide transparency about how the local authority responds to animal welfare complaints, including collaborative arrangements with other partners and charities.	<p>The Service does not have a specific policy or protocol for dealing with animal welfare complaints. Such complaints will be dealt with and governed by those matters outlined in 2 above.</p> <p>The Enforcement Policy and Service Plan, including this Framework Agreement annex are published.</p> <p>The Service has an information exchange protocol with Norfolk Constabulary and has information sharing agreements with Citizens Advice and World Horse Welfare. In addition, the Service has the following memorandums of understanding:</p>

	Action Required	Planned Service Delivery
		<ul style="list-style-type: none"> • East of England Trading Standards Association, to enable the use of a shared intelligence database • Suffolk Trading Standards, to share resources in the event of an animal disease outbreak or major animal welfare event • Animal and Plant Health Agency (facilitated for the Service by the Association of Chief Trading Standards Officers), outlining roles and responsibilities to deal with the safe disposal of anthrax carcasses. <p>Referral handling instructions, covering matters including animal welfare complaints, are maintained for Citizens Advice and Norfolk Police.</p> <p>Where appropriate, the Service will arrange joint visits with Veterinary Officers (VO) from the Animal and Plant Health Agency (APHA) to investigate welfare complaints.</p> <p>Where a complaint raises serious welfare concerns the Service will seek to investigate the matter within 24 hours of receipt.</p> <p>Liaison is also maintained with other appropriate agencies to try and establish if the subject of the complaint is the subject of any other complaints/investigations, so a consensus on how to move forward can be agreed.</p>
4	Identify high risk businesses and activities on an annual basis.	The Service uses a business risk assessment scheme based on that promoted by the Food Standards Agency and has adopted the National Trading Standards Intelligence Operating Model (IOM) to inform its activities and prioritise its resources. The Service uses all available intelligence sources to risk-assess businesses and identify high risk businesses and activities on an ongoing basis. This informs our priority activities outlined in our control strategy and informs tasking and coordination decisions.

	Action Required	Planned Service Delivery
5	Produce an annual programme of interventions for all high-risk businesses and activities based on the risk presented by the activities carried out, intelligence, history of compliance and available resources.	The Service produces an annual programme of interventions for all identified high risk businesses. In producing the programme, the Service considers factors including risk, compliance history, local, regional and national priorities and any other available intelligence. Progress against targets (for interventions carried out) are monitored monthly by the Trading Standards Management Team via reports provided by Lead Trading Standards Officers.
6	Undertake an annual audit of each livestock market and collection centre in partnership with APHA to review documentation and procedures. Produce an annual programme of interventions based on the outcomes of the audit, which remains flexible to changing risk through the year.	There is one livestock market and three poultry sales operating in Norfolk and the Service regularly liaises with the market operators. The Service works with officers from APHA to undertake the annual audit of the livestock market, reviewing the market premises and their systems, processes and documented arrangements. This audit informs our agreed programme of interventions with the market, which is fed into our annual intervention programme, as outlined in 5 above.
7	Actively engage in regional animal health and welfare groups, attending meetings where possible and contributing to regional discussions about the implementation of the Framework. Ensure membership of the KHub.	The Service contributes significantly to regional and national groups. A Lead Trading Standards Officer with a Service Lead role in animal health and welfare currently chairs the East of England Trading Standards Authorities (EETSA) Animal Health and Welfare Regional Group. This lead officer also sits on the National Equine Liaison Group. The EETSA regional group is active and members support each other with the mutual provision of information and advice to ensure a consistent approach to the application/interpretation of legislation. The group also delivered a well-received day of training on animal health and welfare matters in November 2018. Officers from local authorities within and outside of EETSA attended along with officers from APHA.

	Action Required	Planned Service Delivery
		<p>The EETSA regional group also maintains a close working relationship with the National Animal Health and Welfare Panel. Officers of the Service are members of the Animal Health and Welfare group on KHub (a public service digital platform).</p>
8	<p>Work closely with other local authorities to share knowledge and expertise, including opportunities for shared training, joint inspections, opportunities for contracting and peer to peer reviews.</p>	<p>In addition to that outlined in 7 above, the Service has an ongoing commitment to work closely with Suffolk Trading Standards. The Service has formed a Memorandum of Understanding with Suffolk Trading Standards to enable sharing of resources (including cross border authorisation arrangements) to respond to animal disease outbreaks and animal health and welfare issues. Other collaborative working areas with Suffolk Trading Standards include a combined intelligence function, common service priorities/service planning with joint strategic management meetings to identify and share best practice, a common enforcement policy and shared learning and development activities.</p> <p>The EETSA Animal Health and Welfare Group has provided and maintains a regional store of equipment to facilitate responses to breaches of the legislation controlling rabies.</p>
9	<p>Proactively exchange and use information and intelligence to inform the delivery of animal health and welfare controls, using national intelligence databases where appropriate.</p>	<p>As outlined in 3 and 4 above the Service has adopted a number of information sharing agreements/protocols and memoranda of understanding, and the National Trading Standards Intelligence Operating Model (IOM).</p> <p>All operational officers have access to the national intelligence database, IDB, and are encouraged to make submissions and review IDB intelligence in relation to their activities. The Service has produced an easy protocol to allow officers to add to IDB from data stored on our own database (APP Civica) using an “add to IDB” action line.</p> <p>The Service employs an Intelligence Analyst and an Intelligence Technical Support Officer to support and facilitate our intelligence led approach.</p> <p>The Intelligence Analyst scrutinises all incoming complaints, received via the Citizens Advice portal, and partner referrals, such as those from APHA, all of which come in through the secure “intel” email inbox.</p> <p>Each month the Intelligence Analyst produces a tactical assessment for the Tasking and Coordination meeting. This assessment includes analysis (from IDB and APP Civica) by subject area (including “Animal Disease Control Measures”), the level of IDB submissions</p>

	Action Required	Planned Service Delivery
		<p>and horizon scanning for areas of concern. The report also highlights the level of use of IDB by individual officers via their last timed login.</p> <p>On a day to day basis if the Intelligence Analyst receives any intelligence that raises a concern relating to a matter that had the potential to be a cross border issue this matter is sent to the EETSA Regional Intelligence Analyst (RIA) for further dissemination.</p> <p>The Intelligence Analyst and Animal Health Officers of the Service have given training to Norfolk Constabulary Control Room staff on Trading Standards matters including those relating to animal health. The Intelligence Analyst and an Animal Health Officer from the Service attend the Norfolk CRAG (Crime Rural Advisory Group) meetings. These measures have and will improve the channels of communication and sharing of intelligence relating to matters concerning animal health and welfare.</p>
10	<p>Regional groups to discuss and agree how each local authority will be involved in the recording, accessing and analysis of intelligence relating to animal health and welfare with the aim of making a staged improvement in the level and quality of intelligence recorded and the influence this has on service planning across the region.</p>	<p>The Regional Intelligence Analyst (RIA) for the EETSA region has attended a meeting of the EETSA Animal Health and Welfare regional group in 2018 to give advice on how to improve the quality and frequency of intelligence recording on the national intelligence database, IDB, relating to animal health and welfare matters. The EETSA regional group maintains communication with the EETSA RIA. The Intelligence officer from APHA also regularly attends the EETSA regional group.</p>

	Action Required	Planned Service Delivery
11	Each regional group to review the level of intelligence being recorded and use the intelligence to identify any potential threats on at least an annual basis. Steps should be taken to resolve any concerns about the level or type of intelligence being recorded and a response be formulated to any criminal activity that has been identified.	<p>As per 10 above the EETSA Regional Intelligence Analyst (RIA) has attended the EETSA Animal Health and Welfare regional group in 2018 to give advice on how to improve the quality and frequency of intelligence recording on IDB relating to animal health and welfare matters.</p> <p>The EETSA RIA produces a tactical assessment in anticipation of each bi monthly meeting of the EETSA Regional Tasking Group. The RIA will also highlight any concerns about the level or type of intelligence being recorded within the region. Such concerns are disseminated through senior management meetings within EETSA.</p> <p>The EETSA RIA produces an annual strategic assessment document that includes reference to the regional and national priorities.</p>
12	All local authorities should actively engage in the sharing of environmental, political, legislative or organisational changes at regional meetings that may influence service planning and activities.	<p>Such information is shared at the EETSA Animal Health and Welfare regional group. It is also shared at the EETSA Senior Management Group meetings, where progress of the agreed EETSA regional animal health and welfare workstream is reviewed on a quarterly basis. Issues of particular strategic importance are also discussed at EETSA Heads of Service meetings.</p> <p>In addition, as outlined in 8 above, such information is shared with Suffolk Trading Standards through a programme of collaborative working including a combined intelligence function, common service priorities/service planning with joint strategic management meetings to identify and share best practice, a common enforcement policy and shared learning and development activities.</p>
13	Ensure that services consider the requirements laid down in the On Farm Charter and Regulators' Code where appropriate.	The Community and Environmental Services Enforcement Policy has been devised with due regard to the Regulators' Code and the Farm Regulators' Charter and both documents are referenced in that policy.

	Action Required	Planned Service Delivery
14	Complete statutory data returns in a timely manner.	The Service has a programme, outlining all the required national and regional statutory returns, which is monitored for progress. This programme includes the statutory animal health returns such as the annual return relating to inspections carried out under the Welfare of Animals (Transport) (England) Order and the bi annual return relating to the number of animal health prosecutions.
15	All services should consider how they meet EU standards for the delivery of Official Controls and any future standards that support trade agreements.	<p>The Service is aware of the requirements of Article 4 of 882/2004 and the requirement to have transparent and accountable audit processes in place.</p> <p>The Service has an annual programme of internal audits that can deal with all aspects of service delivery. If the need arises this programme would include an audit of official controls. Officers who undertake animal health and welfare activities must maintain a level of competency. The Service has devised a definition of competency (including required qualifications) for this area of delivery. Officers must complete a learning and development log form where they evidence competency. This evidence can include reference to work completed (including the handling of reactive complaints). This log form is reviewed by line managers at least twice a year. Demonstration of competency is linked to the Service's warrant issue process. Our modular approach to warrants means that we can add or revoke service delivery areas in officer's warrants in line with their individual competency review.</p> <p>Individual officers are also subject to the Council's performance management framework with annual goal setting and performance monitoring against those goals occurring at regular intervals during the year. In addition, line managers routinely quality monitor work undertaken by officers and give feedback as part of their 1-2-1 meetings.</p> <p>As stated in 14 above the Service makes returns as per the government's single data list; including mandatory returns relating to official control delivery.</p> <p>The Service has a number of performance measures that are reported to Committee, members and senior managers of the council. These performance measures, which can include aspects of official control delivery, are reviewed against target on a monthly basis by the Trading Standards Management Team.</p>

	Action Required	Planned Service Delivery
		<p>As stated in 4 above, the Service has adopted the National Trading Standards Intelligence Operating Model (IOM). This helps to manage prioritised threats and identified risks through enforcement and other activities, as well as reviewing the effectiveness of measures taken.</p> <p>Norfolk County Council also carries out audits of services within its organisation to ensure compliance with, for example, financial controls.</p> <p>The Service is monitoring and horizon scanning to keep up to date with issues posed by EU exit.</p>
16	<p>Each local authority must have an up to date animal disease contingency plan in place, which is shared internally and with partners. Contact details are to be revised as changes happen. The plan should be updated within two years of any changes to the national template.</p>	<p>The Exotic Notifiable Disease Contingency Plan has been compiled through the Norfolk Resilience Forum. Whilst this plan is similar in scope to the national template document it is not identical. The plan is currently overdue for review. It is envisaged that, as part of the review process, the plan will be switched to the national template. This will ensure consistency of approach with other local authorities and partners. It will also enable the Service to use the national template updates rather than devising their own bespoke update documents.</p>
17	<p>Local authorities should ensure that contact details on the Local Authority Master Contact List are updated in a timely fashion. This information is used by APHA to communicate details of possible animal disease outbreaks, make referrals and share intelligence.</p>	<p>The list of Norfolk contacts is currently up to date. The Senior Manager within the Service with responsibility for animal health and welfare is responsible for ensuring the currency of the information provided to the Master Contact List.</p>

	Action Required	Planned Service Delivery
18	Officers involved in the delivery of animal health and welfare controls should be trained and qualified in line with local standards and authorisation processes. Local processes should ensure officers are competent in the delivery of effective animal health and welfare controls. As with all responsible employers, local authorities should support staff with personal development processes and training.	<p>The Service's approach to ensuring officers are qualified, maintain their competency and are suitably authorised is outlined in 15 above.</p> <p>In addition, as part of the annual service planning process, a learning and development plan is produced. This will include input from Lead Trading Standards Officers, including those who have a specialist lead in animal health and welfare matters, to ensure that required courses and briefings for the forthcoming service year are provided to line managers for discussion at proposed attendees' appraisals. Lead Trading Standards officers are also responsible for ensuring that learning and development requirements are identified on an ongoing basis and are delivered, often through LTSO-led workshops.</p>
19	Use the Framework to promote the delivery of animal health and welfare controls to managers and local politicians.	The annual Trading Standards Service Plan includes as an annex this document relating to the Animal Health and Welfare Framework Agreement. This plan is reviewed and agreed by the Trading Standards Management Team and then put forward for agreement by members of the Communities Committee.

Communities Committee

Report title:	Norfolk Fire and Rescue Authority Statement of Assurance 2017/18
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact	
This report enables the County Council, as the Fire and Rescue Authority for Norfolk, to meet its statutory obligations to produce an annual Statement of Assurance.	

Executive summary

Fire and Rescue Authorities have a legal duty to provide both local communities and the Government with an annual Statement of Assurance that covers what they are doing to implement the local Integrated Risk Management Plan (IRMP) and to meet the requirements of the National Framework for Fire and Rescue Authorities 2012.

The statement looks backward to the previous financial year and must provide assurance on financial, governance and operational matters. It is not expected to duplicate existing information but to signpost to where it can be found.

Norfolk County Council is the Fire and Rescue Authority for Norfolk with these responsibilities being carried out by the Communities Committee. Members of this committee are requested to review and approve the Norfolk Fire and Rescue Authority Statement of Assurance 2017/18.

Recommendations:

Members are recommended to:

- **Note the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.**
- **Consider and approve the Norfolk Fire and Rescue Authority Statement of Assurance 2017/18 (Appendix A).**

1. Proposal

- 1.1. Fire and Rescue Authorities have a legal duty to provide both local communities and the Government with an annual Statement of Assurance that covers what they are doing to implement the local Integrated Risk Management Plan (IRMP) and to meet the requirements of the National Framework for Fire and Rescue Authorities. The statement is mainly backward looking to the previous financial year and must provide assurance on financial, governance and operational matters as required in that year's National Framework. The Statement of Assurance is not expected to duplicate existing information but to signpost to where it can be found.

2. Evidence

- 2.1. Norfolk Fire and Rescue Service (NFRS) is a county fire and rescue service that operates within the financial, governance and performance frameworks of the County Council. These corporate systems are subject to annual audit and review so the Norfolk Fire and Rescue Authority Statement of Assurance 2017/18 links to corporate information wherever possible, rather than duplicate it.
- 2.2. There is 'light touch' guidance on what Statements of Assurance should cover with authorities able to judge for themselves on what to include according to local need and circumstance. However, there is an expectation that it should include:
 - Financial information
 - Governance arrangements
 - Operational matters
 - Framework requirements
 - Future developments
- 2.3. The Norfolk Fire and Rescue Authority Statement of Assurance 2017/18 (Appendix A) has been devised as a short, accessible summary document that has refreshed data from the previous assurance statement and draws together a wide range of information on performance, finance, governance and planning that is already in the public domain. Rather than reproduce all of this material, internet links are provided to previously published documents.

3. Financial Implications

- 3.1. The Statement of Assurance provides assurance that NFRS's budgets are being governed and managed in accordance with the law and proper standards and that public money is properly accounted for and used economically, efficiently and effectively.

4. Issues, risks and innovation

- 4.1. The Statement of Assurance must take into account any issues which may affect operational competence or delivery, such as when advice is received under health and safety of other legislation, and inform communities that these matters have been considered and, where appropriate acted on.

5. Background

- 5.1. The National Framework for Fire and Rescue Authorities sets out the Government's priorities and objectives for fire and rescue authorities in England. These are high level expectations that guide the development of the IRMP. The IRMP is a strategic plan that sets out the Fire and Rescue Service's objectives for at least a three year period and it is part of the Norfolk County Council Policy Framework.
- 5.2. The purpose of the IRMP process is for fire and rescue authorities to consider and evaluate all risks to communities including risk to life, the economy, heritage and the environment and then to determine the use of resources to meet the requirements of the risks. Operational priorities and responses are locally



Norfolk Fire and Rescue Authority Statement of Assurance 2017/18

**Chief Fire Officer (Acting)
Stuart Ruff**

January 2019

INTRODUCTION

Purpose

Fire and Rescue Authorities must provide both local communities and the Government with an annual statement of assurance on financial, governance and operational matters. This means that Norfolk Fire and Rescue Service (NFRS) must demonstrate that it is doing what the Government expects of it, as laid down in the [National Framework for Fire and Rescue Authorities 2012](#) and that it is delivering the local Integrated Risk Management Plan (IRMP).

This statement of assurance covers the period April 2017 to March 2018.

Norfolk's context

In Norfolk the Fire and Rescue Authority is Norfolk County Council which governs and operates the Fire and Rescue Service as a service in the Council's Community and Environmental Services Directorate. Our Chief Fire Officer is a member of the Departmental Management Team with the responsibility for the Fire and Rescue Service and is a Director of Norfolk Safety CIC.

The type of fire and rescue service that is operated is influenced by the nature of area in which it works. In Norfolk's case, some of the key characteristics considered are:

- Increasing and ageing population
- Fifth largest county in England
- Second most rural county with one of the lowest population densities in England
- Relatively flat county prone to flooding and coastal tidal surges
- Changing emergency call profile- as well as fires we also attend a wide variety of incidents like rescues from water and road traffic collisions



898,000 population
24% aged over 65



1.7 persons per
hectare



90 miles of coastline
250 miles of inland
waterways



418,130
dwellings



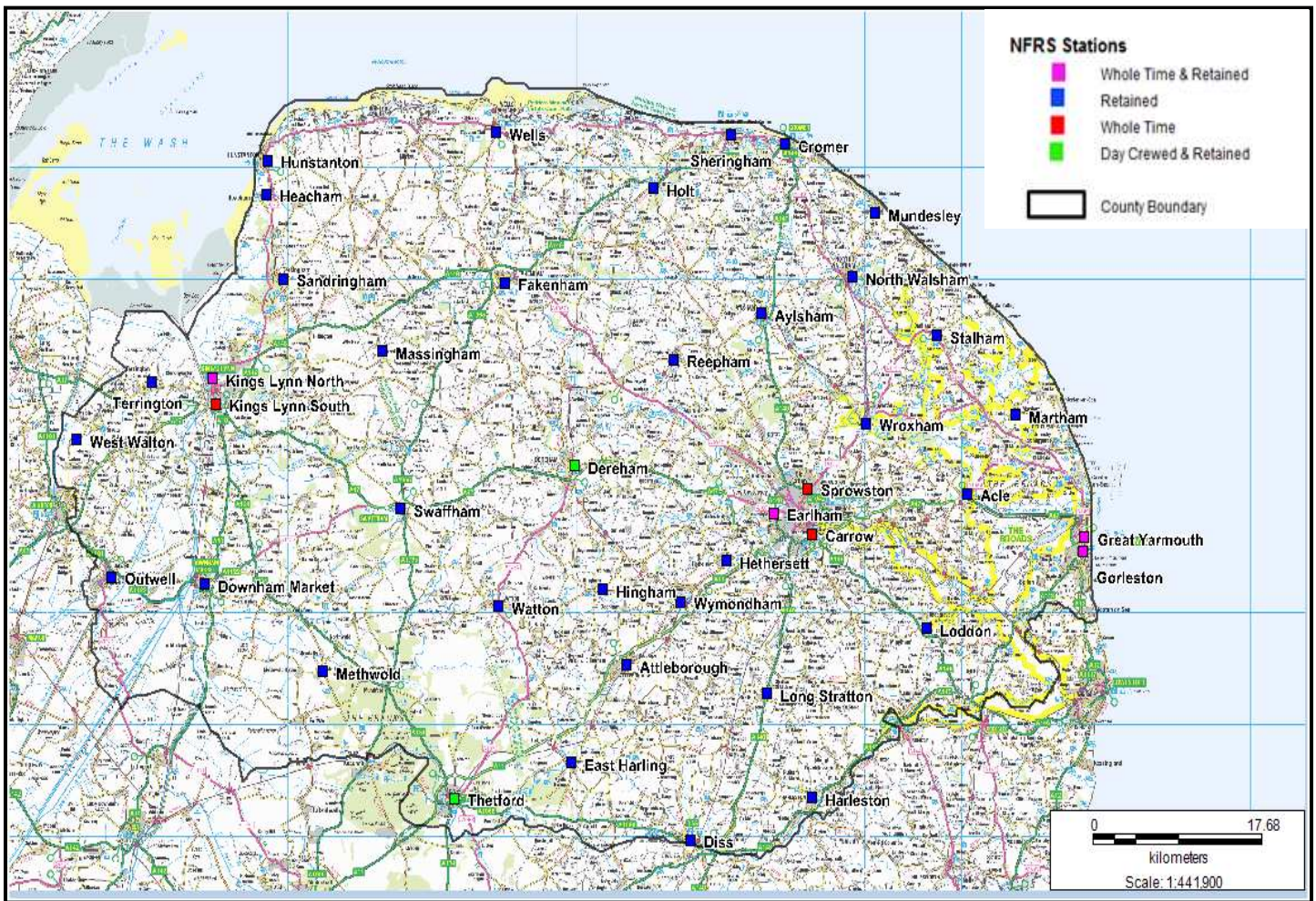
6,256 miles of roads



34,274 active
businesses

Norfolk Fire and Rescue Service resources

There are 42 fire stations across the county. Carrow and Sprowston in Norwich, and King's Lynn South are wholtime stations crewed by firefighters 24/7. Six stations have a mix of wholtime and retained firefighters (Great Yarmouth, Gorleston, Earlham, King's Lynn North, Thetford and Dereham) and 33 stations are crewed by retained firefighters in market towns and villages. Retained firefighters are staff whose main job is outside the Fire and Rescue Service but they are available on-call to respond to emergencies in their area.



Firefighters
267 wholetime
439 retained



72 non-uniformed



25 control room

**Employee full time
equivalent at end of
March 2018**

The Service has a variety of fire engines to tackle a range of different emergencies. For example, heavy rescue pumps are equipped to respond to road traffic collisions and Technical Rescue Units attend large animal rescue and water rescue incidents. The off-road 4x4 fire engines are used for flooding incidents, heathland/forest fires, and firefighting and rescues at height. Our fleet of specialist vehicles also includes two environmental protection units, a control vehicle, a water foam unit, three aerial ladder platforms and a driver training vehicle. The Service also hosts a team of Urban Search and Rescue (USAR) personnel and vehicles that are trained to respond to national, regional or major incidents. We are also one of the few services that have a specialist team to respond to a terrorist threat should such an incident occur.

¹ Designed by Freepik and distributed by Flaticon

GOVERNANCE

National governance

In January 2016 responsibility for Fire and Rescue Services moved from the Department of Communities and Local Government to the Home Office. The Home Office are also responsible for policing and the move supports the Government's commitment to deliver greater joint working between the police and fire and rescue services. This commitment is further underpinned by the [The Policing and Crime Act \(2017\)](#), this legislation now places a statutory duty on emergency services to consider closer working where it represents best value. This act also introduced new provisions for a Police and Crime Commissioner (PCC) to act as a fire and rescue authority for that area.

Democratic accountability

Norfolk Fire and Rescue Service is one of the services provided by Norfolk County Council (NCC) which acts as the Fire and Rescue Authority. The County Council has a [Constitution](#) which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. It includes clear communication protocols and clearly defines roles and responsibilities.

On a regular basis, County Councillors review the performance of the Fire and Rescue service, its financial position and risks that have been identified. The County Councillors also play a key role in shaping the long term development of the Service including approving the [Integrated Risk Management Plan \(IRMP\)](#).

NFRS is governed by the Communities Committee. Papers and minutes from the Committee are available on the NCC website ([link](#)). As a strategic document the IRMP is developed by Communities Committee and then recommended to Full Council for final approval at the same meeting as our budget is approved ([link](#)). In 2015 County Councillors undertook a strategic review of our Fire and Rescue Service which helped shape the proposals within our IRMP 2016-20.

Service management

The Chief Fire Officer is accountable to the Executive Director of Community and Environmental Services. Under the Council's scheme of delegated powers the Chief Fire Officer has authority to exercise the Council's functions relating to fire prevention, firefighting, fire safety, explosives and petroleum licensing and the functions conferred on the local authority under Article 25 of the Fire Safety Order 2005. In accordance with the law delegated decisions taken by the Chief Fire Officer are recorded and, to ensure transparency, are reported to Communities Committee.

The Chief Fire Officer is supported by a Senior Management Team comprised of senior officers from the Fire and Rescue Service. The team provides a formal decision making forum for the Service and a formal record of such decisions. It does not make decisions that fall within the responsibility of the Fire and Rescue Authority.

Governance Statement

Norfolk County Council is responsible for putting in place effective systems for the governance of its affairs, ensuring services are delivered properly and legally and that any associated risks are managed. The [Annual Governance Statement](#) is a review of this.

FINANCE

NFRS Budget

NFRS operates on a revenue budget which in 2017/18 was £27.297 million, 7.5% of the Council's overall net revenue budget. This equates to £31.90 per head of population, which is lower than our Family Group of similar Fire and Rescue Services' average of £37.10 and the national average of £36.10.

NFRS continues to operate within a challenging public services financial climate. Value for money continues to be a major driver in all spending and operational decisions.

Financial performance for the year resulted in a small overspend of 0.28% of budget.

We continue to be one of the lowest cost fire and rescue authorities in England at £31.90 per head of population (English average £36.10).

CIPFA Statistics 2017/18

Financial management

The Council's [Constitution](#) sets out the Council's decision-making framework, including delegation arrangements. The Constitution includes Contract Standing Orders and Financial Regulations which set out how decisions are made and the procedures to be followed. Updated Financial Regulations were approved by Council on 11 April 2016. All Responsible Budget Officers/ Management of NFRS are made fully aware of their duties with checks and oversight by the Fire Services Procurement Manager and Finance Officer.

The County Council is legally required to provide an annual report, the Statement of Accounts, on how it spends its money. As the Fire Authority, the Council includes in the Statement of Accounts details of the NFRS financial position. The accounts, along with the Fire Fighters Pension Fund Accounts, are audited to confirm their accuracy.

Following the signing of the Statement of Accounts and the conclusion of the annual audit, our external auditors write an Annual Audit Letter to the Council. The letter summarises the findings of the auditors and formally concludes the audit.

The latest Statement of Accounts and audit letters are available on the County Council's website ([link](#)). These confirm that the budget has been managed in accordance with the law and proper standards and that public money is being used economically, efficiently and effectively.

If you would like further details about where the Service spends its money, such as expenditure on staff and expenses and where we spend over £500, this is available on the Council's Open Data website ([link](#)).

In addition to auditing of the accounts, our Internal Audit team consult with the Budgeting and Accounting team to assess and plan audits of service areas with any potential volatility or recent poor performance. There have been no recent recommendations or outstanding actions from an audit perspective currently.

An independent peer review of Finance by the Local Government Association in 2016 identified four current critical financial issues for NFRS relating to:

- Fire fighter recruitment and future retirements
- Pensions, meeting the new scheme changes
- Capital investment
- Blue light collaboration

Recruitment and succession planning continues to be a focus for the service in all areas of the organisation. In particular, in 2017/18 further attention and resources were focused on addressing the challenges associated with securing staff to work within our Retained Duty System.

National changes made on firefighter pension schemes continue to give rise to a significant amount of work with their implementation and while work is ongoing the service is well advanced with those requirements with an established pension board

The concerns highlighted in relation to capital investment were addressed in February 2017 when the service was allocated over two million pounds in capital to buy new fire appliances, equipment and undertake property improvements. Research, planning and procurement have now been put into place to ensure we have a managed approach to this important area of service development.

Blue light collaboration continues to be a key enabler for NFRS and improving our service to the community. We continue to benefit from well-developed and positive relationships across the blue light services – this is demonstrated through an active programme of collaboration including joint estates, a plan to co-locate our control function with Norfolk Constabulary and helping paramedics to gain access to premises in a medical emergency.

Norfolk Safety Community Interest Company (CIC)

Norfolk Safety Community Interest Company (CIC) is a subsidiary company limited by guarantee of the County Council that operates in partnership with Norfolk Fire and Rescue Service. Norfolk Safety provides a range of risk management, training and development and other services to public bodies, third sector organisations and businesses.

The articles of association outline the composition of the Board of Directors, to include a Member of the Council, who are responsible for the operation of the Company. The Company has adopted quality assurance and health and safety policy standards consistent with the Council as appropriate to the activities of the Company. NSCIC is required to report annually to the Regulator on how they are delivering for the community and how they are involving their stakeholders in their activities. The company is subject to legislation and external audit. In relation to profits generated these are asset locked into community interest projects by the Board and Regulator (an independent statutory officeholder appointed by the Secretary of State).

Details on the composition of Norfolk Safety CIC and filed accounts can be found on Companies House website ([link](#))

PERFORMANCE

Performance management framework and scrutiny

NFRS operates within the County Council's corporate performance framework. A set of 'vital signs' for each service have been produced which provide transparency and assurance on the health of key services. The vital signs for NFRS are 'Emergency Response Standards (ERS)' and 'Percentage of time that retained (part-time) first fire engines are available to respond to emergencies'. These are regularly monitored by department management teams and County Councillors through the democratic process with reports published on our website ([link](#)).

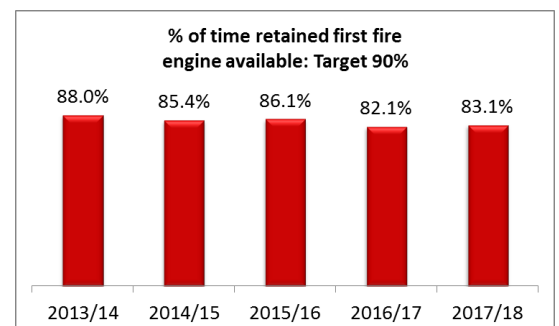
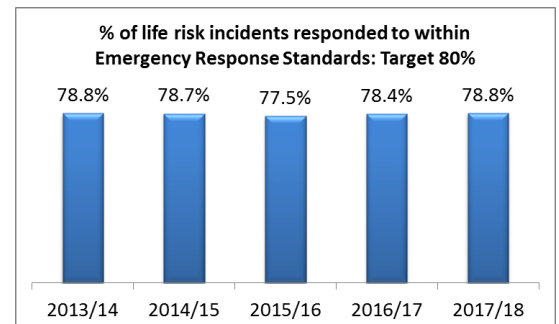
In accordance with the corporate performance framework, our Service Management Team monitor a broader dashboard of indicators and escalate issues to County Councillors if required. Some of the indicators are former national indicators that we can compare with other fire and rescue services and others are locally determined. An overview of our performance over the past 5 years can be found in the next section.

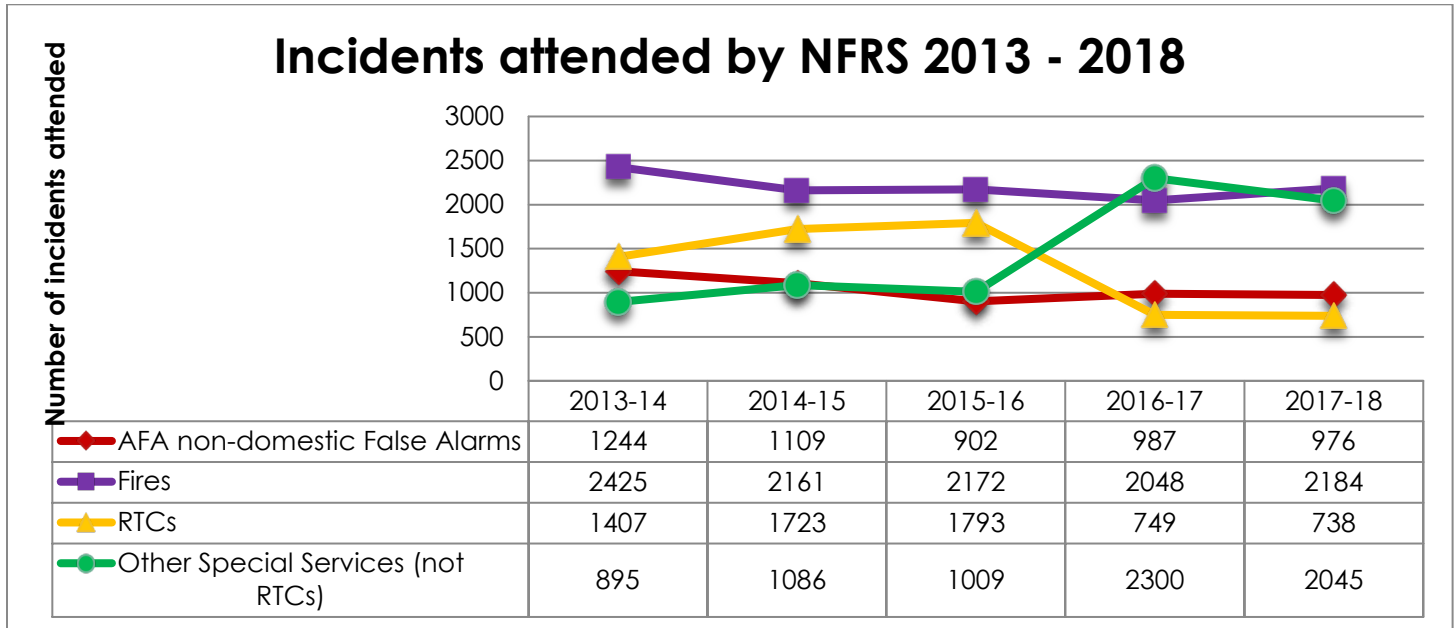
The Government collate [national statistics](#) about all fire and rescue services. In order to improve the transparency of our performance, and therefore our accountability, we will be increasing the amount of performance information we publish as open data on our website in December 2016.

Performance 2013/14 to 2017/18

Vital Signs

- We aim to get to 80% of life risk incidents within our **Emergency Response Standards** (how quickly we should attend an incident) and achieved this on 78.8% of occasions. We know that the changing nature and location of calls (fewer in urban areas and a larger proportion in rural areas) and a shortage of retained firefighters is affecting our ability to meet this target.
- Our **retained (part time) first fire engines were available and ready to respond to an emergency** 83.1% of the time against a target of 90%. This is an improvement on last year's figure of 82.1%. We know we have some stations where more firefighters are needed and we are actively recruiting in these areas.





- We attended 2184 fires – 136 more than last year. This included:
 - 430 **accidental dwelling fires** in people’s homes – 34 more than last year, resulting in two fatalities and 21 people being injured. This compares to two fatalities and 18 injuries in 2016/17.
 - 652 **arson incidents** – an increase of 40% compared to 2017/18.
 - 15 more **accidental non-domestic premises fires** (175 in total) – an increase of 9%. However, one person was injured.
- We attended a 1% decrease in non-domestic false automatic fire alarms against a backdrop of declining false alarms. We will refocus our efforts on reducing false alarms in 2017/18.
- We attended 738 **road traffic collisions** where we released 153 people from their vehicle. The reduction in our attendance at road traffic collisions can be attributed to a return to the mobilising criteria we used in 2012-13. This brings us in line with other fire and rescue services and focuses our support to the incidents where our specialist skills are most needed.
- We attended 2045 other **special service incidents** such as flooding, freeing trapped people or animals and calls to assist other agencies. This increase is partly explained by our pilot conducted with the East of England Ambulance Service where fire crews are mobilised to assist paramedics gain entry to premises in a medical emergency. This service has traditionally been undertaken by Norfolk Constabulary. The pilot will complete in 2017/18 when a decision will be made on whether to continue this service.

In 2017/18 we attended a total of 7,414 incidents where 756 people were rescued

97% of emergency response telephone calls are answered by our Control Room within 5 seconds

To help prevent incidents from occurring and to protect people and property when they do happen in 2017/18 we:

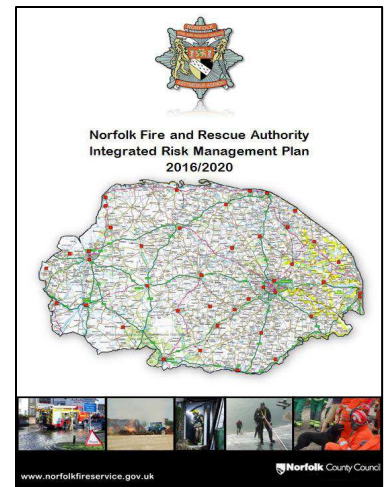
- Carried out 3,748 **Home Fire Risk Checks**. These fire safety visits, usually with vulnerable people, are designed to help make people safer in their home, whilst promoting and increase in smoke alarm ownership across our communities. We have trialling “Safe and Well” checks- a broader review of risks and safety issues in the home, including falls prevention, stop smoking and wider wellbeing themes in partnership with Public Health to target resources at greatest level of vulnerability to add value to each visit.
- Carried out 663 Fire Safety **audit visits of non-domestic premises** to ensure compliance with fire safety regulations.
- Carried out over 100 post fire investigations and audits, supporting business resilience, which includes enforcement and prosecutions for serious cases.
- Maintained **up-to-date files of the risks** at over 600 non-domestic premises so that if an incident did occur we would have the information that we need to deal with the event as safely as possible, thus reducing the risks for our firefighters and the public.
- Carried out Crucial Crew year 6 educations to 6,173 children, covering a wide range of safety themes, Road, Home, Water safety and first aid.
- Carried out over 200 separate educational community safety events targeted at Road, Water and Home Safety. Including targeted arson prevention events and audits.
- Carried out youth engagement ‘Leadership’ programmes to over 100 young people (16 – 25yrs), including work experience and community safety and projects, resulting in 3 of every 4 delegates moving on to employment, education or further education.
- Completed formal Fire Safety training through NFRS CiC to over 1,000 delegates across Our Business Sector, (First Aid, Fire Extinguisher, Fire Warden, Risk Assessments). All supporting an upskill in fire safety in both business and homes.

OPERATIONAL ASSURANCE

Integrated Risk Management Plan (IRMP)

The IRMP sets out the risks and issues that the Fire and Rescue Service will need to respond to over the next three years and how it will do it. The IRMP is the single most important document for the Fire and Rescue Service as it shows what the Service will be doing and why. It is also one of the means by which the public can hold the Service to account.

In January 2015 we commenced a Strategic Review of the Fire and Rescue Service which informed the development of our Integrated Risk Management Plan for 2016-20. In line with Government guidance and best practice, we consulted with the public and stakeholders on the draft IRMP as part of the County Council's consultation on its budget proposals ([link](#)).



Full Council approved the [IRMP 2016-20](#) on 22 February 2016 when the County Council's 2016/17 budget was approved.

Collaborative working

We have an established record of working in partnership to deliver effective and efficient services. This includes:

- Fulfilling our duties outlined in the **Civil Contingencies Act 2004** by working as part of the Norfolk Resilience Forum to maintain and develop Norfolk's Community Risk Register, plan the response to major incidents and emergencies in the county, and carry out multi-agency training exercises as part of the preparation of an effective response.
- Participating in **over the border mutual aid agreements** via the National Resilience Programme, which shares specialist response assets across the country. Alongside these wider arrangements, we have local agreements in place with neighbouring fire and rescue services (Lincolnshire, Cambridgeshire and Suffolk) to ensure the fastest response to emergency calls and to share specialist assets.
- Working with other Fire and Rescues Services to **improve interoperability**. We are part of the East Coast and Hertfordshire Control Room Consortium, a group of fire and rescue service that are working together to standardise control room practices so that we can support each other in the event of major incidents. We make use of national operational and tactical guidance. We will be changing our communication systems as part of the national emergency services mobile communications programme (ESMCP) to provide the next generation communication system for the 3 emergency services (police, fire and rescue, and ambulance).

- Increasing our **collaboration with other emergency services**. As part of our property collaboration strategy we have moved our Headquarters and now share premises with Norfolk Constabulary. We also share the Fire Station at Sheringham and Downham Market with them and have plans for three further shared Fire and Rescue/Police stations along with a shared Control Room. We continue to work with the Constabulary on a ‘forced entry’ trial where firefighters respond to incidents where there are wellbeing concerns for an individual and access needs to be gained rather than the Police. We have also recently participated in the National Emergency Medical Responder trials with the East of England Ambulance Service Trust to improve response times to cardiac arrest emergencies. The Ambulance Trust also shares space in 20% of our Fire Stations.

Training and development

We assure the quality of our operations by providing appropriate training and development for all staff and carrying out audits and reviews of working practices to make sure that they are safe, efficient and effective. This includes performance reviews of how well our officers and firefighters manage incidents when they occur with advice and further training provided if required.

To ensure our firefighters maintain their competency in fighting fires we have built a live fire training unit at Scottow Enterprise Park. The unit opened in August 2016 and enables our firefighters to train in live fire conditions.

In the context of the recommendations made in the [CFOA Firefit](#) review, together with the changes to the pension scheme meaning that operational staff will be working longer, the Service recognises the importance of effectively managing and promoting Firefighter fitness and welfare. Our Physical Training Adviser is working proactively with individuals and stations to embed a culture of fitness and wellbeing.

Health and safety and other legislation

NFRS continually seek to comply with the Health and Safety at Work Act 1974 and other applicable health and safety legislation. Active health and safety management at all levels in the Service combined with routine performance monitoring and review are at the core of maintaining safe working environments for Service staff and those we assist and support. This is achieved through a combination of operational performance review and periodic pre planned audit of the Service’s health and safety management system via regional peer challenge using the Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit tool kit. This helps the Service to ensure that it has the right equipment, training and practices in place to respond effectively and safely.

In 2017/18 there were 7 reportable health and safety absences lasting more than 7 days – 3 less than last year

FUTURE DEVELOPMENTS

Planned improvements to accounting, governance and operational assurance

In reviewing our financial, governance and operational arrangements we continue to develop the following improvements which will further strengthen our approaches and ensure that we are meeting our statutory obligations to best effect.

Accounting

Our Integrated Risk Management Plan 2016-20 sets out our plans for the next four years. This includes restructuring our service. A dedicated Finance Business Manager oversees our financial management, including that of our Community Interest Company to ensure that expected income growth and expenditure is correctly identified.

Senior Management

Following the departure of our Chief Fire Officer in 2017 an interim senior management team structure was established to manage the service. This structure will remain in place and will be subject to further review in 2018/19.

Operational Assurance

Wider collaboration and partnership working is an area we are heavily involved in and is expected to become more prevalent in future years and we will continue to identify and develop partnership opportunities that are legal, logical and improve community safety. The next major period of collaboration will see fire control co-locate with Norfolk Constabulary to create a Joint Operations Communication and Control room. The joint control room will improve the multi-agency command of incidents and improve the quality and speed of sharing critical information. The joint control room was planned to go live by the 1st April 2017, however, due to a delay in moving to a new version of our mobilising systems this is now planned for 2019/20

With an ageing workforce and a number of senior officers due to retire in the coming years, **workforce and succession planning** remains important. We will be looking at our plans for recruitment and retention of retained firefighters with a view to improving the availability of our emergency response resources.

AUTHORISATION

Norfolk Fire and Rescue Authority provide assurance to the people of Norfolk that we are satisfied that the Authority's financial, governance and operational assurance arrangements are adequate, operating effectively and meeting statutory requirements detailed within the Fire and Rescue National Framework 2012 and subsequent updates.

This Statement of Assurance was approved by the Authority at the Communities Committee meeting on 6 March 2019.

Margaret Dewsbury, Chair of Communities Committee
Stuart Ruff, Chief Fire Officer (Acting)

Communities Committee

Report title:	Norfolk Fire and Rescue Annual Service Plan 2019/20
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact	
This report enables Committee members to have oversight of the priorities and activities to be delivered by Norfolk Fire and Rescue Service in 2019/20.	

Executive summary

Norfolk Fire and Rescue Service's Delivery Plan for 2019/20 continues to build on the work achieved in 2018 and focuses on the core role of the service to prevent emergencies, protect our communities and delivery of an emergency response. The plan takes into account the direction and expectations set by the communities we serve through Norfolk County Council and the Home Office.

Recommendations:

Committee members are requested to:

- **review Norfolk Fire and Rescue Service Delivery Plan 2019/20 (Appendix A)**
- **identify any areas where the Committee would like to receive further information.**

1. Proposal

- 1.1. Norfolk Fire and Rescue Services Vision, as published in its Integrated Management Plan (IRMP 2016-20), is that "In 2020, Norfolk Fire and Rescue Service will be at the heart of community protection for Norfolk".
- 1.2. The annual delivery plan sets the priorities for the service and the activities and measures that will deliver its published vision (appendix A).
- 1.3. Four key priorities have been identified that will;
 - focus activities on providing joined up early help to reduce individual vulnerability from fire, road traffic collisions and accidental drowning and ensure businesses are supported to provide safe workplaces
 - focus activity on ensuring our staff are well prepared for emergencies
 - improve the availability and response times of our fire crews
 - develop a more diverse and high performing workforce

2. Context

- 2.1. Norfolk Fire and Rescue Service Delivery Plan 2019/20 has been developed to reflect the key areas of work and performance indicators in the Community Safety Strategy and Workforce Strategy. Control measures against the strategic risks of *Failure to assure standards of operational competency for fires in the built environment* and *Failure to secure availability of operational individuals and crews* are reflected in the delivery plan's priorities and activities.
- 2.2. The annual plan provides clear direction to our workforce and shapes our annual programme of work, with priorities and activities reflected in team plans and individual appraisals.
- 2.3. Performance against the plan is conducted in regular managerial one to one performance meetings and monitored strategically by the Service Management Team. The performance of the service is benchmarked against our family group on an annual basis.
- 2.4. At the last meeting, the Committee approved a collaboration agreement between Norfolk Fire and Rescue and Norfolk Constabulary. Since then, regular meetings have been taking place between services. As previously reported to Committee, work is progressing under four work streams, as follows:
 - Prevention, Protection & Community Safety
 - Operational / Organisational Learning and Innovation
 - Estates Management
 - Training & Development
- 2.5. For each of these, the services have worked together to develop short documents setting out what has been achieved to date, and the key areas of opportunity moving forward with consideration given to initial priority activities. Once the priority activities have been agreed they will form a key element of the Norfolk Fire and Rescue Service's plan for the year ahead. Officers will give a verbal update on progress at the meeting.

3. Financial Implications

- 3.1. In 2018/19 we have seen a number of budget pressures arise within the year as a consequence of a peak of activity during the summer hot weather and other service pressures.
- 3.2. The service continues to manage a number of issues. It recognises that the workforce profile of the whole-time firefighters means that we expect a number of retirements over the coming years. Rather than waiting for this to happen the service will take a proactive approach to recruitment which may lead to an increased cost. In previous years, any pressure on whole-time firefighter salaries would be managed by underspends in the retained budget. However, successful activity to improve recruitment and retention of retained firefighters means this is no longer possible.
- 3.3. The recruitment of new whole-time and retained firefighters means the programme of training has been increased to ensure that new recruits are able to demonstrate full competence.
- 3.4. We therefore anticipate there will be continuing cost pressures within 2019/20. We are planning to manage through budget control of other areas, where possible, and planned use of reserves. The longer term impacts of managing these issues will be picked up through the development of the 2020 IRMP and



Norfolk Fire and Rescue Service Service Delivery Plan 2019/20

Our priorities:

[Reduce fires, improve road and water safety](#)

[Ensure operational readiness and firefighter safety](#)

[Improve the availability and response times of our fire appliances](#)

[Develop a diverse and high performing workforce](#)

Our top service level risks:

Competency: Failure to assure standards of operational competency

Availability: Failure to secure availability of operational individuals and crews

The control measures to reduce the likelihood and impact of these risks are captured in our priorities, performance measures and activities of this plan.



Foreword by Acting Chief Fire Officer Stuart Ruff



Our annual Norfolk Fire and Rescue Service Plan for 2019/20 continues to build on the work we have completed during previous years.

2018 proved to be a very challenging for the service with one of the hottest summers in recent times, but as with our response to the 'Beast from the East', it demonstrated what a great service we are. All of our teams came together to support and deliver an amazing response, with our crews working in difficult and challenging conditions. It really did demonstrate how we are one team.

In 2018 we have worked closely with partner agencies and organisations to help make Norfolk safer and this collaborative approach will continue to develop in the year ahead, putting the needs of our communities at the heart of everything we do.

2019/20 is an important year for us with a number of strategic pieces of work concluding. The development of the new Integrated Risk Management Plan will be completed in the summer, followed by a public consultation in the autumn before endorsement by Full Council early in the New Year. In June we will also have the results of our first inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. We believe we deliver a great service and a have fantastic workforce but we are keen to improve and the recommendations following the inspection will help us develop our service in the year ahead.

Our County Council has continued to provide excellent support for us and the significant capital investment the Service has secured from NCC will see the introduction of new PPE for operational staff and new vehicles in 2019, helping to ensure our crews have the most up to date kit and training to face their operational challenges.

In 2018 we signed the Mind Blue Light Time to Change Pledge which demonstrates our commitment to challenge mental health stigma and promote the positive wellbeing of our colleagues, this will continue to be a key focus for us. The year ahead will also see the work on our new cultural framework come to fruition, ensuring we create an inclusive and enjoyable working environment for everyone.

I am incredibly proud of our service, our colleagues and volunteers who work tirelessly to make Norfolk safer and I look forward to working with you in the year ahead.



Our Vision

In 2020, Norfolk Fire and Rescue Service will be at the heart of community protection for Norfolk.

Its focus will be on saving lives, protecting property and the environment and safeguarding the local economy. Norfolk Fire and Rescue Service will deliver an all hazard emergency response service as well as providing public safety education to prevent emergencies and legal enforcement to reduce community risks.

We will collaborate with other emergency services and partners to find better ways to keep Norfolk safe. We will play a leading role in the multi-agency management of emergency incidents. Operational delivery will be joined up seamlessly with the partners we work with on the ground.

Our contribution to sustainable economic development and the health and well-being of Norfolk will be recognised and valued.

Our people will be respected as professional, able to operate independently, competently, and flexibly to deliver the right result, in the right place, at the right time, every time.

We will be trusted by the people of Norfolk to be there when they need us and to deliver for them.

Our values

We have a commitment and passion to make improvements in the real-life experiences of people in Norfolk.

Our values are:

Take accountability – do what we say we will

Make strategy happen – take action which makes Norfolk a better place

Be evidence based – target our work to make the biggest difference

Be business-like – think smarter to ensure value for money

Be collaborative – better working together



Reduce fires, improve road and water safety

What are we trying to achieve and how?	Outcome measures	Delivery measures
<p>Reduce accidental dwelling fires</p> <p>We will use data to identify communities that are vulnerable to accidental fires</p> <p>We will work with partners at the borough and district level to reduce individual vulnerability from fire and to build resilience</p> <p>We will promote the installation of smoke detectors</p> <p>We will teach school children how to prevent fire, what to do in the case of fire, and support families with children who play with fire.</p>	<p>0 fire deaths, less than 25 fire injuries</p> <p>Less than 400 accidental dwelling fires</p> <p>Reduction in the % of fires attended with no smoke detector fitted</p>	<p>4500 HFRCs</p> <p>40 year 1&2 school visits</p> <p>7 crucial crew events</p>
<p>Reduce arson incidents</p> <p>We will work in partnerships with Norfolk Constabulary to assist in apprehending offenders and support their priority of reducing rural crime. We will provide advice on how to reduce the risk of arson.</p>	<p>Less than 630 arson incidents</p>	<p>20 arson reduction events</p>
<p>Reduce accidental non-domestic premise fires</p> <p>We will provide advice to organisations on how to reduce the risk and impact from fire and enforce fire safety legislation.</p> <p>We will work with other enforcement agencies to share information on risk and to take joint enforcement action</p>	<p>Less than 181 accidental non domestic premises fires</p> <p>0 fire deaths, less than 5 injuries</p>	<p>800 Fire safety audits</p>



<p>Reduce dangerous driving and accidental drowning through education</p> <p>By working in partnership with other organisations we will use our educational programs to reduce the number of people killed and injured on our roads and in our waterways.</p>	<p>Reduction in the number of KSI on Norfolk's roads 347</p> <p>Less than 15 deaths from drowning</p>	<p>25 RTC reduction events</p> <p>20 Water safety education events</p>
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Ensure operational readiness and firefighter safety

What are we trying to achieve and how?	Outcome measures	Delivery measures
<p>Ensure our fire crews are competent and well prepared to respond to emergencies</p> <p>We will produce externally quality assured development programmes for all operational and control room staff.</p> <p>We will produce maintenance of competency training programmes for all operational and control room staff.</p> <p>We will ensure all of our staff are supported in their role through internal quality assurance, competency audits and coaching.</p> <p>We will provide timely, relevant and accurate information and guidance to support incident commanders in resolving incidents.</p> <p>We will create a culture where learning from previous incidents is central to how we work.</p> <p>We will integrate our response with other responders through the Norfolk Local Resilience Forum.</p>	<p>Number of over 7 day RIDDOR events</p> <p>Audit and review findings</p> <p>All core skill training courses completed</p>	<p>Maintenance of competency is up to date</p> <p>Equipment is present, clean and well maintained</p> <p>Risk files are completed on time</p> <p>% of operational reviews completed (OP25s)</p>



Improve the availability and attendance times of our fire appliances

What are we trying to achieve and how?	Measures
<p>Improve the availability of our fire appliances and our attendance times (Improvement against 2017/18)</p> <p>We will ensure accurate workforce planning and the effective management of availability.</p>	<p>The number of days sickness absence per full time employee (including part time firefighters)</p> <p>% of 999 calls answered within 5 seconds</p> <p>% of time first fire engine availability of RDS stations (Target 90%)</p> <p>Attendance times at 'Fires where life may be at risk' (80% within 10 minutes)</p> <p>Attendance times at 'Other emergencies where life may be at risk' (80% within 13 minutes)</p> <p>Number of hours appliances unavailable due to mechanical faults/servicing</p>



Develop a diverse and high performing workforce

What are we trying to achieve and how?	Measures
<p>To build a diverse, skilled, safe and high performing workforce</p> <p>Strengthen leadership and line management to support organisational change and delivery for customers</p> <p>Developing cultural values and behaviours which make the fire and rescue service a great place to work</p> <p>Provide excellent training and education to ensure continuous improvement of services to the public</p> <p>Strengthen our ability to provide good services by developing a diverse organisation and ensuring a fair and equal place to work.</p> <p>We will Increase the number and diversity of RDS applications.</p> <p>Maximise the wellbeing of our workforce</p>	<p>% staff who are satisfied or highly satisfied about levels of employer engagement. (2014/15 staff survey benchmark)</p> <p>The number and diversity of RDS applications. (improvement on 2017/18)</p> <p>Workforce profile reflecting community profile</p> <p>Complete 60 team wellbeing surveys</p>

Key strategic documents:

Community Safety Strategy 2018/20
 Norfolk Community Risk Register 2018
 Norfolk Fire and Rescue Strategic Training Needs Analysis 2019
 People strategy 2018/20
 Memorandum of Understanding between Norfolk Police and Crime Commissioner, Norfolk County Council, Norfolk Fire and Rescue Service and Norfolk Constabulary on emergency services collaboration 18/19

Communities Committee

Report title:	Attleborough Library
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services

Strategic impact

Caring for our County:

- Good growth: Building communities we can be proud of
- Starting a new relationship with Norfolk families: Helping people to live independent, productive lives where they are healthy, happy and with good access to opportunities
- Helping our population remain independent, resilient and well: Focusing on helping vulnerable adults to live independently

As part of the Norfolk Futures work on Local Service Strategy, we are looking at ways to better meet the needs of people within their locality. By offering easy access to universal services we are supporting the principle of joining up services and offering our help early to prevent and delay the need for formal services.

Executive summary

This report provides an overview of the planned move of Attleborough Library from its current location in Connaught Road, into a multifunction hub within the Attleborough Community and Enterprise Centre.

The movement of the service, whilst not geographically very far, represents a new way of joined up working where multiple service offers are available in one place to support the needs of the local community. As well as a purpose designed library space, the centre will house Adult Education facilities, a community café and multifunction rooms that are suitable for use by a wide range of services such as community health services, services for adults with learning disabilities, partner organisations and volunteer groups. Early years education and childcare provision will also remain on site.

Recommendations:

Members are asked to:

- **Endorse the movement of Attleborough Library into the multi-service hub, as part of the Local Service Strategy agreed through Norfolk Futures**

1. Proposal

- 1.1 Norfolk County Council is committed to reshaping services to make them fit for the future. We are working to join up services in our communities, offering help early and in the right places. This will be better for people and communities, and better for the public sector, by making the best use of resources. We are doing this by developing a local service strategy, by joining up work, initially across departments, to reduce duplication in services and promote information sharing.

The ambition is to eventually be able to organise and deliver services with colleagues across the voluntary sector, districts and other public services, such as

the police or health services, at a local level, to make delivery seamless at the point of need. Services will be organised and delivered around the needs of the local population and the Council will have a much better understanding of the strengths and challenges facing each local community and be able to mobilise resources accordingly.

To support this ambition, the trial of multi-function hub was agreed by the Norfolk Futures Steering Group and is guided by the following principles:

- **Service continuum** redesigning services along a continuum from prevention through to specialist help and protection, to develop targeted offers in key localities.
- **Targeting services.** Developing and utilising local intelligence to inform decision making, mapping existing and targeting future services.
- **Buildings review** understanding our current footprint and opportunities for consolidating and repurposing.
- **Multi-function hubs** Develop a multi-service offer to realise opportunities offered by more integrated services and the One Public Estate programme.

Norfolk County Council wishes to pilot the delivery of its local service strategy in Attleborough, through the creation of a multi-function hub. The library will be a key element of the Attleborough multi-function hub.

Developing multi-function hubs will enable us to realise opportunities offered by more integrated services and to create fit for purpose service delivery spaces. This will reduce duplication and allow better sharing of resources to effectively target services where they are most needed.

1.2 Attleborough Library is currently situated in Connaught Road Attleborough. It is currently open for 69 hours each week, for 42 of these hours staff are present, and for 27 hours the library is in the Open Library Model:

- Monday: 8am-7pm (staffed 10am-7pm)
- Tuesday: 8am-7pm (Open Libraries access only)
- Wednesday: 8am-7pm (staffed 10am-7pm)
- Thursday: 8am-7pm (staffed 10am-7pm)
- Friday: 8am-7pm (staffed 10am-7pm)
- Saturday: 8am-4pm (staffed 10am-4pm)
- Sunday: 10am-4pm (Open Libraries access only)

In 2017/18 the library welcomed over 42,000 visitors. They borrowed 67,237 items. The library currently occupies 176 square metres of publicly accessible space.

Attleborough Library supports the following:

- Stronger, more resilient communities
- Increases reading and literacy
- Improves digital access and digital literacy
- Improves health and wellbeing
- Provides information, support and signposting for our most vulnerable residents
- Supports economic growth by encouraging people back to work and encouraging greater prosperity

- Helps everyone achieve their full potential through learning and access to information
- Provides cultural and creative enrichment
- Provides a safe space and supports community cohesion

It is proposed that Attleborough library moves to the Attleborough Community and Enterprise Centre, which is situated on Church Road Attleborough. This is part of a development of a multi-function hub, outlined in the County Council's Local Service Strategy. The library in its new location will offer 215 square metres of publicly accessible space. The existing location and new location can be seen on the map in Appendix 1.

- 1.3 The two locations are in close proximity to each other, and as such a formal community consultation about the move was not required. The new library premises will be on the ground floor of the Community and Enterprise Centre and will be approximately the same size, but with access to improved facilities such as disabled toilets and a café, plus space for the library to develop its services that reduce social isolation, promote literacy and support health and well-being. Visitors to the centre will be able to access a range of other services in the same building.

Members of the community are being asked to contribute to the look and feel of the new library via an engagement display in the existing library. The library will continue to deliver a wide range of services and staff jobs will be unaffected by the move.

- 1.4. Norfolk County Council has adopted a new vision for the County Council. This vision [Caring for our County](#) focuses the Council on providing the best services it can for its residents. The vision is supported by a new strategy – [Norfolk Futures](#) – which sets out a transformation programme for Council services to make them fit for purpose, robust, affordable and sustainable, both now and in the future with emphasis on.

- Promoting independence for vulnerable adults: giving people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- Safe Children and Resilient Families.
- Local service strategy: proactively targeting our services in the places where they are most.

- 1.5. The Services which will form part of the Attleborough multifunction centre include
- Libraries
 - Early education and childcare
 - Early Childhood and Families Service
 - Day opportunities
 - Information and advice services
 - Adult and community learning
 - Community based drug and alcohol support services
 - Registrar Services
 - Public Health prevention programmes

2. Evidence

- 2.1. Currently the Connaught Road site is a single use library. The new Enterprise Centre site will offer local people access to a range of Council and other public services to demonstrate the positive impact of the Local Service Strategy

This is set alongside the need to reduce Council revenue expenditure while at the same time ensuring that service meet the needs of communities as far as possible. The facilities management revenue savings that will arise out of the library move to new premises will be approximately £10.5k

The move to efficient and resilient premises will reduce future demands on the maintenance budget for all services located within the new Enterprise Centre offer.

Vacating the current library site on Connaught Road will enable the site to be sold. No formal valuation of the site has been done, but the estimated capital receipt is £200k.

Bringing multiple services to one site offers benefits to residents in Attleborough. It will enable the library to expand on its current service offer and will enable the library to be delivered from improved facilities.

- 2.2 Creating a joined-up community resource has the potential to attract new visitors and the opportunity to work alongside other public service providers. The case for libraries being part of multi-function hubs was set out by the Arts Council in 2017. This identified the rationale for co-locating services in community hubs include:
- Efficiency in the use of assets and reducing costs through bringing services together in one place
 - Supporting a more local and devolved approach to service delivery linked to the localism and community rights agenda which prioritises decision-making powers moving from central government to individuals and communities
 - Promoting community involvement and enabling communities to take action in their local area through providing physical spaces and the connections to start up new activities and services
 - Providing services in a more accessible and seamless manner for residents, including making it easier to signpost to other sources of support

The project also aims to improve facilities in the Community and Enterprise Centre through upgrading works, including the provision of a Changing Places toilet, a community café and access to a garden area. The opening hours of the library will be unaffected by the change

Both premises offer customer parking, although the Community and Enterprise Centre is closer to a free carpark and bus routes.

- 2.3 Library staff have been engaging with library customers in Attleborough telling them about the move and answering questions. A range of “frequently asked questions” has been developed to support staff in answering the public’s questions. These can be found at Appendix 2.

Plans of the new library space are on display in the existing library on Connaught Road. Library staff are engaging with local stakeholder such as schools and heritage organisations. In addition, as part of these sessions, children are participating in the selection of new stock for the library.

Library volunteers and community groups which currently deliver activities in the

library have been asked to contribute their views into the process.

3. Financial Implications

- 3.1. The main financial implication for the offer are linked to the demand and early help agenda's. Offering our help and advice early helps people and families to maintain the health and independence, and therefore the major driver for this work is in reducing and delaying the need for formal services.

Section 2 sets out some of the key financial metrics. The Corporate Property Team, who are funding the work, envisage the capital costs to improve the Enterprise Centre will be in the region of £150k and quotes are currently being obtained. The capital receipt of the Connaught Road site, should it be declared surplus to requirements, will be around £200k.

4. Issues, risks and innovation

- 4.1. The development of a multi-function hub is a key innovation which will deliver visible benefits for the library itself, other partners and services in the building and local residents. It will take a period of time to see if any key metrics associated with the local service strategy move, and these can be influenced by a range of different factors.

A further innovation is the provision of a "changing places" toilet. To use a toilet in safety and comfort, many people with disabilities need to be able to access accessible facilities, which have more space and the right equipment, including a height adjustable changing bench and a hoist. This will be provided at the new centre and will increase the number of facilities available across Norfolk. Access will be available 24 hours a day through the radar key system.

4.2. Risks

The key risks that need to be considered are:

- The multi-function hub may not deliver the expected outcomes
- The capital receipt from the sale of the old library site is not forthcoming
- Refurbishment costs of the new premises are higher than expected
- The centre will "outgrow" the needs of the local population in terms of capacity

Whilst the majority of the risks identified can be measured and managed in the short term, the final risk around capacity of the offer may need further mitigation.

Attleborough is a growing town, with plans to expand significantly in the future, with 4,000 new homes expected by 2036.

The Attleborough Neighbourhood Plan identifies the importance of developing a multi function community hub in the town centre but in a different location.

Queen's Square and the 'back-land' behind it form an important town centre site and enhancement opportunity site, enabling the historic centre of Attleborough to grow its range of attractions as the town grows and to serve the hinterland villages. This proposed regeneration site is where the ANPSG or its successor organization would seek to create a 'Community Hub', which could include a relocated and expanded Library, Archives and Town Council Offices and Tourist Information Centre, and new 25 public toilets.

The library element of the new centre would be funded by section 106. The

planning contribution expected from the 4,000 new homes is £976,000 and a potential site for the development. There is no timescale for the development of this facility, and therefore it makes sense to progress with the current multi-function hub opportunity at the Enterprise Centre.

We propose that a review of the library's requirements takes place in 5 years to assess whether its accommodation in the Community and Enterprise Centre is still fit for purpose.

4.3 Equality impact assessment

Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.

The proposal set out in this report has been assessed and the conclusion is that this proposal has the potential to significantly improve accessibility and independence for disabled and older people in Attleborough. This is not just because relocating different services together helps to reduce costly, tiring or painful journey times for disabled service users (as they only need to attend one venue rather than several different venues to access different services) – but also because the proposal makes provision for a changing places toilet.

Many disabled people, or people who care for disabled children or adults, are greatly restricted in their ability to access local services because of a national shortage of changing places toilets, which contain the right equipment to support people with complex disabilities to use toilet facilities. The provision of the changing places toilet in Attleborough, mentioned in para 4.1, will significantly increase the accessibility of the area.

Proposals to relocate services to different buildings, or to share buildings between services, need to take into account the internal and external accessibility of the building and its ICT systems/associated infrastructure, and access to public transport and adequate disabled parking. No issues have been identified in relation to this proposal, and the proposed new location is closer to a free carpark and bus routes.

Because there may be greater constraints on space (due to having a number of services in one location), it will be important to ensure that there is sufficient space for disabled service users and staff to easily access all areas (for instance, when using large motorised wheelchairs) facilities, fixtures and fittings. It will be important to ensure that consideration is given to managing noise – to enable the best possible acoustics for people who are hearing impaired, and noise levels - eg to support people who may be more sensitive to noise, such as people on the autism spectrum. Other considerations should also be taken into account, e.g. making the space as autism-friendly as possible - low arousal and allowing for free movement, to avoid crowding or queueing. Members of the community are being asked to contribute to the look and feel of the new library via an engagement display in the existing library, which will help in identifying how best to address some of these needs.

Through the Local Services Strategy, the County Council is developing its design guidance on accessibility, to ensure that it takes every opportunity to maximise

accessibility for disabled service users and staff. This proposal will draw on the principles identified through existing guidance and seek to identify new opportunities for promoting inclusion (such as making provision for a changing places toilet) that can be integrated into subsequent proposals, as the strategy is taken forward.

5. Background

- 5.1. The Enterprise Centre was identified as a suitable site for a multifunction centre as the site provided an early opportunity to develop and open a multifunction centre as well as increased utilisation of estate and the opportunity to consolidate our estate footprint and to realise capital through disposal.

Recommendations:

Members are asked to:

- **Endorse the movement of Attleborough Library into the multi-function hub, as part of the Local Service Strategy agreed through Norfolk Futures**

Officer Contact

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

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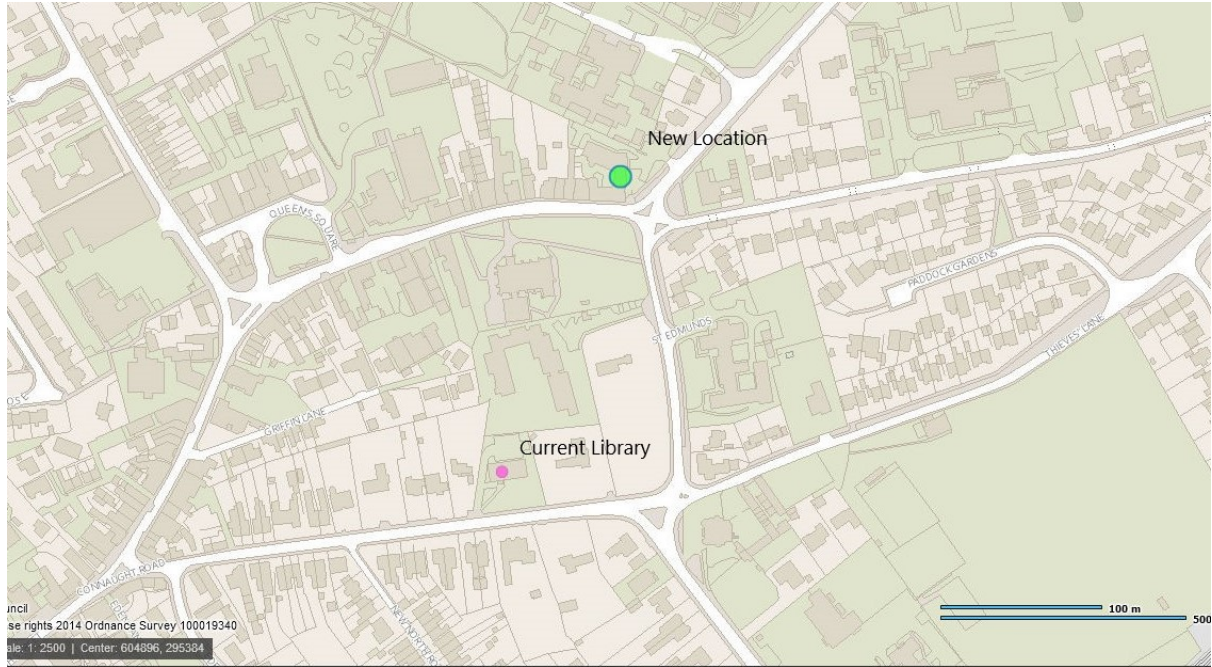
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Location of current library and new location in the Community and Enterprise Centre



New Attleborough Library Premises

FAQs

Are you closing Attleborough Library?

No, we are relocating it to new accommodation. All existing staff will move to the new site too. To achieve this the library will be closing temporarily for one week.

Where is the library moving to?

The library is moving to the corner where Church Street and Norwich Road meet.

Why does the library have to move?

It's the way forward for Norfolk County Council to share premises with other services and it helps us secure the library for the future.

Will the library have more books?

Yes, the library will have more new books and we will ask customers what kind of books they would like to read so that we buy the right ones.

Is it going to be as big?

Yes, the library area is the same as the current building and we will have access to additional space such as small interview rooms, communal space and the garden, as well. We will also expand the size of the children's library.

Will it be open for as long?

Yes, we will be maintaining the existing extended opening hours:

- Monday: 8am-7pm (staffed 10am-7pm)
- Tuesday: 8am-7pm (Open Libraries access only)
- Wednesday: 8am-7pm (staffed 10am-7pm)
- Thursday: 8am-7pm (staffed 10am-7pm)
- Friday: 8am-7pm (staffed 10am-7pm)
- Saturday: 8am-4pm (staffed 10am-4pm)
- Sunday: 10am-4pm (Open Libraries access only)

Will it have Open Library?

Yes, we are relocating all the equipment already installed.

Customers can register for our Open Library service for easy extended access to the unstaffed library outside normal opening hours using your library card and PIN.

You'll need to register to use the library during unstaffed hours by talking to a member of staff at the library. You can also find out more by phoning 01603 774777.

Under 16s cannot register for Open Library access, but they are welcome to come in to the library during unstaffed hours if accompanied by a parent or guardian.

Once you have registered to enter the library while it's unstaffed, you will be able to scan your library card and type your PIN into the access point near the library entrance. Please remember to bring your library card on every visit - you will not be able to enter the library without it.

Will jobs be affected?

No, the team of staff will be relocating to the new premises.

How much is it costing?

Although there is initial outlay for some building alterations, ongoing costs like heating and lighting will reduce as the building is more economical to run and we will be sharing costs with other services

What's happening to the existing site?

The existing site will be sold, and the money will be ploughed back into Norfolk County Council.

Why aren't you moving in to the proposed new development in the town centre?

This opportunity has come up earlier and provides a better opportunity to work alongside other council services by housing us together.

Will there still be customer parking?

Yes, there are several parking spaces for building users, including parking spaces for disabled people.

Communities Committee

Report title:	Development of Sexual Health Services
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Under the Health and Social Care Act 2012, through the Director of Public Health, Norfolk County Council has a statutory requirement to provide access to the testing & treatment of sexually transmitted infections, contraception services, health promotion and prevention for the vulnerable and young. The contraception services will be redesigned to provide an increased quality and efficiency in line with the council core transformational principles of prevention and making the best use of digital technology.	

Executive summary

This paper proposes a comprehensive review and redesign of contraception services commissioned and provided by Norfolk County Council under its Public Health duties arising from the Health and Social Care Act 2012.

Norfolk County Council currently commissions a range of statutory open access, sexual health and contraception services through the specialist integrated service, iCASH. It covers all aspects of sexual health and HIV diagnoses and treatment, with over 50,000 attendances per year and with a contract value of over £5m annually.

In addition, GP's and Pharmacies are commissioned to provide non-specialist sexual health services (activity driven cost) from just under 300 sites with a forecast spend of £1.4m. These services have seen some inconsistencies with quality, data collection, choice of treatment and accessibility.

The vision is to develop a reproductive health service that better meets individual need and promotes more self-care and choice. The service will continue to be based in the community. To respond to the changing environment, it is anticipated that the benefits will include a more manageable budget, greater consistency in clinical delivery and improved patient access.

Recommendations:

- 1. To recommend a comprehensive review of the council's sexual health services to develop a modern, integrated, and affordable service offer for implementation in 2020 and beyond.**
- 2. Officers report back on the outcome of this work in due course, including future commissioning strategy.**

1. Proposal

- 1.1. A review focusing on the County Council's current contraception services is proposed. The aim is to redesign the contraception service model to offer a new service that moves to a single targeted person-centred approach promoting self-care and improving access. The service will be accessible to all through a variety of settings including primary care, iCASH hubs with an improved digital/online solution.
- 1.2. The focus is contraception services across the differing services and settings. Also, our digital offer will propose: refreshed website, webchats triaging patients at booking, online contraception, virtual clinics, postal services and modern communications using social media to promote healthy sexual health behaviours.
- 1.3. Our ambitions are to:
 - a) Increase the use of long acting reversible contraception (LARC) whilst decreasing the use of short term and unreliable contraception
 - b) Support women and men throughout their fertility life course to make informed choices via access, support and quality of contraception
 - c) Introduce more online services to help alleviate mounting pressures to specialist and primary care services
 - d) For the service providers to deliver consistent high quality and evidence-based clinical support to residents of Norfolk.

2. Evidence

- 2.1. Our current sexual health service offer is based on a traditional medical model with many of the contraception services based in GP practices. It has led to a complex picture via 288 individual contracts with GP's and Pharmacies. A recent audit identified some inconsistencies with delivery and outcomes across Norfolk which has identified several areas for improvement. As public health services modernise, it is an opportunity to be able to deliver an improved sexual health service.
- 2.2. A redesign of contraceptive services will actively rationalise and improve the use of long acting reversible contraception, thus decreasing the need for short term methods such as emergency contraception services
- 2.3. Over recent years in Norfolk there have been other key changes in the needs for sexual health services with marked decreases overall in infections, improved access to HIV diagnoses and year on year decreases in teenage pregnancies. However, chlamydia diagnosis remains a challenge in the under 24's and although access to coils and implants remains difficult to the user, the budget has been increasing yearly. New and emerging technologies such as digital information, support tools and apps, and online services will provide opportunities to change and support this new service model.

3. Financial implications

- 3.1 The current budget for sexual health services is £6.8 million 2018/19. The two main areas of spend within this, is £5 million on the specialist integrated iCASH service and £1.4million on contracts with GP's and Pharmacies. Other spend includes out of area services for Norfolk

residents choosing to go out of Norfolk for sexual health services and other smaller grants to the voluntary sector for targeted sexual health services.

- 3.2 Using CIPFA benchmarking data from 2016/17 spend on Sexual Health, Norfolk was 4th highest out of 16 comparison authorities.
- 3.3 Whilst the current GP and Pharmacy contracts are activity-based contracts we believe efficiencies can be found.
- 3.4 The future budget envelope for these services has not yet been set and will be agreed as part of the 2020/21 budget. However, to be able to implement these large-scale service redesign changes by April 2020, planning needs to start this year.

4. Risks and Issues

- 4.1 This service redesign is a complex task relating to achieving consistent, more accessible services across 288 individual GP and Pharmacy contracts that requires over 1,800 financial transactions a year. This will require careful project management. The project plan needs to consider:
 - dependencies (out of our control)
 - potential for slippage
 - Co-commissioning responsibilities
 - the level of dedicated resource required
- 4.2 A Project Team has been established and broad timescales have been identified. Following the review and redesign of services, it is anticipated that any new contracts required for GP's and Pharmacies would need to be place by December 2019 with transition to the new provision by April 2020.
- 4.3 The services provided are a source of income for providers, especially GPs and pharmacists and a move to a more focused model may be a loss of income for many small providers. This is likely to be unpopular. To mitigate the impact a series of actions are proposed including:
 - a thorough analysis of health needs across Norfolk
 - literature, evidence and benchmarking reviews to ensure effective interventions based on best practice
 - a comprehensive approach to stakeholder involvement throughout the review and design process.

5. Background

- 5.1 Under the Health and Social Care Act 2012 the council is responsible for undertaking activities to promote and improve health led by the Director of Public Health. This general duty should be undertaken considering evidence on Public Health Outcomes for the population and is open to local interpretation. In addition, the council is specifically required to commission Sexual health in accordance with national specifications.
- 5.2 In 2018 PHE published two papers (below) which called for Public Health to make changes to the populations reproductive health: to have the ability and freedom to make choices about the aspects of their reproductive lives that they have reason to value, regardless of age, ethnicity, gender and sexuality. To have a positive approach, to have knowledge and resilience,

to have the ability to optimize reproductive health, social and psychological well-being through support and care that is proportionate to need and to be more user-centred to experience good reproductive health with the ability to access reproductive healthcare when needed.

- 5.3 The sexual health strategy was approved by members and to deliver that strategy we will work with and in partnership with the sexual health and teenage pregnancy networks and all other stakeholders involved directly or indirectly with all of sexual health.
- 5.4 The current specialist providers are Cambridge Community Service commissioned to provide the integrated sexual health statutory service and Terrance Higgins Trust are subcontracted by CCS to deliver outreach services to vulnerable and young people in the community. GP's and Pharmacies are commissioned for LARC and short-term emergency contraception, C-CARD and chlamydia screening and treatment.

Background papers

A consensus statement. Reproductive health is a public health issue, Public Health England, June 2018.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/731890/A_consensus_statement_reproductive_health_is_a_public_health_issue.pdf

What do women say? Reproductive health is a public health issue, Public Health England, June 2018.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/731891/What_do_women_say_reproductive_health_is_a_public_health_issue.pdf

Recommendations:

- 1. To recommend a comprehensive review of the council's sexual health services to develop a modern, integrated, and affordable service offer for implementation in 2020 and beyond.**
- 2. Officers report back on the outcome of this work in due course, including future commissioning strategy.**

Officer Contact

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

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Communities Committee

Report title:	Risk Management
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact One of the Communities Committee's roles is to consider the management of Communities risks. Assurance on the effectiveness of risk management and the Communities departmental risk register helps the Committee undertake some of its key responsibilities. Risk Management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides Members with the Communities Committee departmental risks, reported as at March 2019, following the latest review conducted during February 2019. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider and agree:

- a) The departmental level risk reported by exception to this Committee, along with the new risk for Norfolk Museums Service in **Appendix A**;
- b) A summary of the departmental risks that fall under the remit of this Committee in **Appendix B**
- c) The list of possible actions, suggested prompts and challenges presented for information in **Appendix C**;
- d) The background information to put the risk scoring into context, shown in **Appendix D**.

1. Proposal

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

1.2 The recommendations for Members to consider are set out above.

2. Evidence

2.1. The Communities committee risk data detailed in this report reflects those key business risks that are managed by the Community and Environmental Services Departmental Management Team, and Senior Management Teams of the services that report to the Committee including amongst others Norfolk Fire and Rescue services, Health services, Community, Information and Learning

services, and Culture and Heritage Services. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Communities departmental risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy and procedures.

There are currently five departmental level risks reported to this Committee, of which one (risk RM14344 - Change of governance in the Fire and Rescue Service) is reported by exception (meeting the exception criteria of having a current score of 12 or more, with a prospects score of achieving the target score by the target date of amber or red).

The risk reported by exception pertaining to the potential change of governance of the Norfolk Fire and Rescue Service (RM14344), can be found in **Appendix A**. The new Emergency Services Collaboration Board and Operational Group have both met and work is progressing to develop a shared work programme, however, there remains a continued risk of a potential change in governance, with both the current likelihood and impact scores remaining at 3 and 5 respectively at this moment. The target date is to be reviewed shortly.

Appendix A also contains the new risk identified for the Norwich Castle: Gateway to Medieval England project, which sets out the risk of not delivering the project to time and budget. Given the project infrastructure in place, this is a lower level risk with an inherent risk score of 9 out of 25, but one that needs to be made aware to Members of this Committee.

A summary of those departmental level risks that fall within the remit of this Committee can be found in **Appendix B**.

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

The background information to put the risk scoring into context is shown in **Appendix D**.

3. Financial Implications

- 3.1. There are financial implications associated with risk RM14344 – Change in governance in the Fire and Rescue Service, which have been set out in the Council's [formal response](#) (Appendix A to the report *Keep in Safe Hands*) to the PCC's consultation on governance of the Norfolk Fire and Rescue Service.

Whilst the Police and Crime Commissioner has decided not to progress an application to the Secretary of State for the transferral of governance of the Norfolk Fire and Rescue Service at this point in time, financial implications remain associated with this risk, should the transferral of governance be considered again at a later date.

4. Issues, risks and innovation

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

5. Background

- 5.1. To assist Members with understanding the terminology used within this report, background information regarding risk scoring, and definitions can be found in **Appendix D**.

Recommendations:

Members are asked to consider:

- a) The departmental level risk reported by exception to this Committee, along with the new risk for Norfolk Museums Service in **Appendix A**;
- b) A summary of the departmental risks that fall under the remit of this Committee in **Appendix B**
- c) The list of possible actions, suggested prompts and challenges presented for information in **Appendix C**;
- d) The background information to put the risk scoring into context, shown in **Appendix D**.

Officer Contact

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

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Risk Number	RM14344		Date of update	20 February 2019						
Risk Name	Potential change of governance in the Fire and Rescue Service									
Risk Owner	Tom McCabe		Date entered on risk register	20 August 2018						
Risk Description										
<p>A change in governance for the Fire and Rescue service has been proposed by the PCC. If this proposal, as currently written, was to go ahead it would create a number of issues which would lead to a less resilient service which is less able to address community risk and will impact on public safety:- 1) the service will be fully exposed to budget pressures and reductions in a way that they are not currently, and may need to make service reductions to manage these. 2) proposed changes to operations are not clearly articulated and have not been risk assessed, and could lead to inappropriate and unsafe practices being put in place. 3) a change in governance, if agreed, would take 14 months to implement and would require significant resource, which would distract resource from service operations and improvements. It would also cost around £1m, which would create an additional budget pressure. 4) there may be an impact on the morale of staff impacted by the change, and it is possible that there could be strike action.</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	2	4	8	Mar-19	Amber
Tasks to mitigate the risk										
<p>1) Participate in the public consultation being carried out by the PCC until 05/09/2018 to ensure that the County Council's views and concerns can be understood, and taken into account.</p> <p>2) Keep affected staff updated on progress as and when there are further developments.</p> <p>3) Encourage Norfolk communities and other stakeholders to participate in the PCC's public consultation by 05/09/2018.</p> <p>4) Re-refresh and reinvigorate collaboration with other emergency services, in particular Norfolk Constabulary.</p>										
Progress update										
<p>1) A special meeting of the Communities Committee took place on 29 August to consider and agree the County Council's formal response to the consultation, and the agreed formal response was submitted to the PCC 4 September 2018. The Committee also agreed to recommend that this risk is managed at corporate level. It was considered and agreed by the P&R Committee at the Oct. 2018 meeting.</p> <p>2) Regular messages sent to staff to keep them up to date on progress and how they can make their views known. Four staff sessions organised to enable the PCC to directly explain his business case and proposals. A further four staff sessions held to enable staff to hear directly from the Chair of the Fire and Rescue Authority about the County Council's views.</p> <p>3) Information on the County Council's views published on the Norfolk County Council website, along with information about how to respond to the PCC's public consultation. The public consultation closed on 5 September 2018. The responses have been reviewed and the PCC has decided not to submit a business case to the Home Office at this stage, but will keep the situation under review.</p> <p>4) Refreshed arrangements for Emergency Services Collaboration Board are now in place. A Memorandum of Understanding has been signed by the PCC and the Leader of NCC and Communities Committee have approved a formal collaboration agreement between Norfolk Fire and Rescue and Norfolk Constabulary. The new Emergency Services Collaboration Board and Operational Group have both met and work is progressing to develop a shared work programme.</p>										

Appendix A

Risk Number	RM14381		Date of update		29 January 2019					
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Risk Owner	Steve Miller		Date entered on risk register		29 January 2019					
Risk Description										
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Apr-21	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the Heritage Lottery Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place.										

Norfolk County Council, Communities Committee Risk Management Summary (Appendix B) March 2019

Risk Register Name		Communities Committee								Red	 Worsening	
Prepared by		Thomas Osborne								Amber	 Static	
Date updated		February 2019								Green	 Improving	
Next update due		May 2019								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	Prospects Direction of travel from previous review	Risk Owner
Departmental Risks												
Norfolk Fire and Rescue Service	RM14344	Potential change of governance in the Fire and Rescue Service	A change in governance for the Fire and Rescue service has been proposed by the PCC. If this proposal, as currently written, was to go ahead it would create a number of issues which would lead to a less resilient service which is less able to address community risk and will impact on public safety:- 1) the service will be fully exposed to budget pressures and reductions in a way that they are not currently, and may need to make service reductions to manage these. 2) proposed changes to operations are not clearly articulated and have not been risk assessed, and could lead to inappropriate and unsafe practices being put in place. 3) a change in governance, if agreed, would take 14 months to implement and would require significant resource, which would distract resource from service operations and improvements. It would also cost around £1m, which would create an additional budget pressure. 4) there may be an impact on the morale of staff impacted by the change, and it is possible that there could be strike action.	3	5	15	2	4	8	Amber		Tom McCabe
Norfolk Fire and Rescue Service	RM13974	Failure to assure that standards of operational competency for fires in the built environment.	Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.	3	3	9	2	3	6	Amber		Greg Preston
Culture and Heritage Services	RM14130a	Lack of consistency and delivery of IMT related systems and services for Culture and Heritage Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Cultural Services.	3	3	9	2	3	6	Amber		Steve Miller
Community, Information, and Learning Services	RM14130b	Lack of consistency and delivery of IMT related systems and services for Community, Information, and Learning Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Community, Information, and Learning Services.	3	3	9	2	3	6	Amber		Ceri Sumner
Culture and Heritage Services	RM14381	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.	Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,	3	3	9	3	3	9	Amber	New Risk	Steve Miller

Risk management discussions and actions

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

Suggested prompts for risk management improvement discussion

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

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

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

Risk Management improvement – suggested actions

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

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement
5	Refer to Shadow Corporate Board	Identify key actions for risk management improvement and refer to Shadow Corporate Board for action

Background Information

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

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

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

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

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

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

Communities Committee

Report title:	Performance management
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the fourth report to provide data against the 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.

There are currently 13 Vital Signs indicators under the remit of this Committee.

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

Of the 13 Vital Signs indicators that fall within the remit of this Committee, two indicators have met the exception criteria:

- Number of people killed and seriously injured on Norfolk's roads
- Performance against NFRS Emergency Response Standards

Recommendations:

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

In support of this, Appendix 1 provides:

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

1. Introduction

- 1.1. This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the fourth report to provide data against the 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.
- 1.2. There are currently 13 Vital Signs indicators under the remit of this Committee.
- 1.3. Work continues to see what other data may be available to report to Committee on a more frequent basis and these will in turn be considered for inclusion as Vital Signs indicators.
- 1.4. Of the 13 Vital Signs indicators that fall within the remit of this Committee, two indicators have met the exception criteria.

2. Performance dashboard

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

Key to services on the performance dashboard:

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

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised. The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

#	Monthly	Bigger or Smaller is better	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Target
301	{PH} Number of people killed and seriously injured on Norfolk's roads	Smaller	421	425	434	430	446	466	454	442	438	433	459			338
313	{CH} Increase in the amount of transactional level metadata available and being accessed - (Norfolk Record Office)	Bigger	7.5k	8.7k	10.0k	24.0k	0.5k	1.3k	1.7k	2.5k	3.4k	3.6k	12.1k	13.8k	26.0k	7.5k
315	{CH} Museums visits – total visitors and school visits	Bigger	18.5k	21.7k	26.7k	27.6k	35.4k	34.2k	30.5k	36.9k	50.6k	45.3k	36.9k	23.6k	17.9k	14.9k
316	{NFRS} Performance against NFRS Emergency Response Standards	Bigger	79.2%	72.9%	78.8%	76.4%	78.6%	77.0%	77.9%	65.9%	71.3%	77.4%	75.5%	79.4%	79.5%	80.0%
			389 / 491	320 / 439	267 / 339	308 / 403	271 / 345	305 / 396	320 / 411	423 / 642	357 / 501	329 / 425	318 / 421	289 / 364	314 / 395	
317 a	{NFRS} On call (retained) fire station availability	Bigger	82.9%	86.6%	86.1%	86.0%	86.8%	85.2%	83.3%	85.7%	82.4%	82.3%	83.8%	86.0%	85.7%	90.0%
			73.3m / 88.4m	76.6m / 88.4m	68.7m / 79.8m	76.0m / 88.4m	74.2m / 85.5m	75.3m / 88.4m	71.3m / 85.5m	75.8m / 88.4m	72.9m / 88.4m	70.4m / 85.5m	74.0m / 88.4m	73.5m / 85.5m	75.7m / 88.4m	
318	{CIL} % of businesses that are compliant with Trading Standards	Bigger	95.2%	95.6%	94.92%	94.7%	97.0%	97.0%	96.0%	95.6%	95.3%	94.3%	95.5%	95.5%	95.6%	95.0%
			840 / 882	861 / 901	860 / 906	891 / 941	901 / 929	936 / 965	871 / 907	879 / 919	859 / 901	867 / 919	873 / 914	904 / 947	891 / 932	
319	{PH} Status of Norfolk Resilience Forum plans to where NCC is the lead agency	Bigger	95.8%	95.8%	95.8%	95.8%	95.8%	96.0%	96.0%	96.0%	96.0%	90.0%	90.0%	90.5%	85.7%	85%
			23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	24 / 25	24 / 25	24 / 25	24 / 25	24 / 25	18 / 20	19 / 21	18 / 21	
325	{CIL} Customer satisfaction (with Council services)	Bigger	87.8%	86.7%	84.6%	78.9%	92.5%	92.9%	91.9%	92.9%	92.6%	93.6%	92.8%	93.5%	90.2%	90.0%
			2257 / 2572	4361 / 5029	3452 / 4082	4135 / 5240	2691 / 2908	2681 / 2887	2648 / 2882	2838 / 3055	2637 / 2848	2482 / 2652	1493 / 1609	1891 / 2022	910 / 1009	
			680 / 3663	659 / 3589	659 / 3561	650 / 3550	658 / 3532	645 / 3523	632 / 3478	660 / 3478	629 / 3388	635 / 3381	611 / 3420			
369	{PH} Percentage of new-borns that received a 6-8 week assessment from the Health Visitor	Bigger	97.0%	98.1%	97.1%	95.7%	96.3%	97.2%	94.8%	93.1%	91.3%	90.95%	92.7%			91.0%
					598 / 616	660 / 690	654 / 679	653 / 672	652 / 688	660 / 709	693 / 759	663 / 729	660 / 712			

#	Quarterly / Termly	Bigger or Smaller is better	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Dec 18	Target
342	{PH} NHS Health Checks received by the eligible population	Bigger	24.6%	27.3%	29.8%	31.8%	33.9%	36.2%	38.3%	40.5%	42.4%	44.4%	2.1%	4.3%		4%
			65.0k / 264.1k	72.1k / 264.1k	78.6k / 264.1k	83.9k / 264.1k	89.5k / 264.1k	95.6k / 264.1k	101.2k / 264.1k	106.9k / 264.1k	111.9k / 264.1k	117.3k / 264.1k	5.7k / 264.5k	11.4k / 264.5k		
368	{PH} New STI diagnoses (excluding chlamydia in under 25 year olds) per 100,000 population aged 15 to 64	Smaller	582				536				576	583	600	608		794
#	Annual (financial / academic)	Bigger or Smaller is better	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Target
365	{Culture} Proportion (%) of participants engaged who were inactive	Bigger												37.80%		26.60%
														2010 / 5317		

3. Report Cards

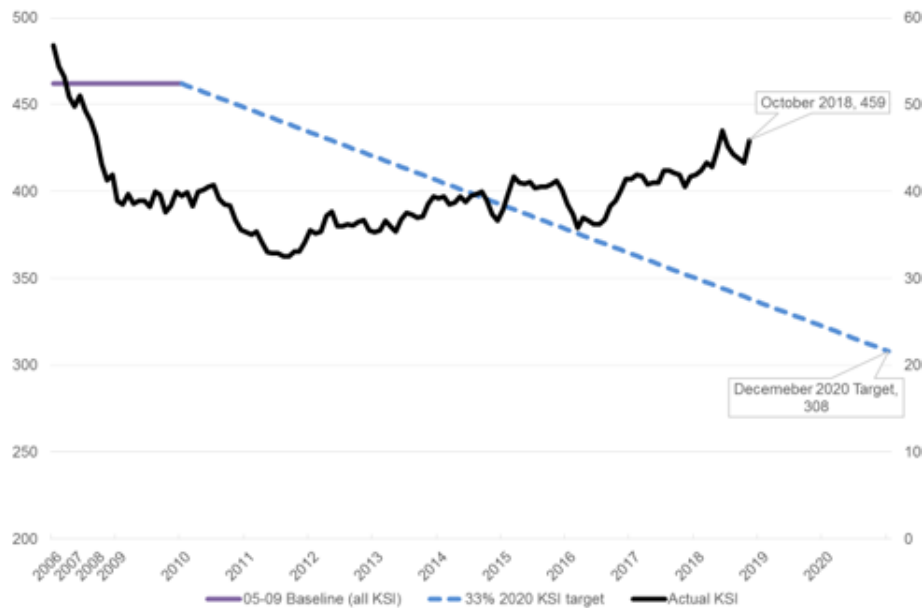
- 3.1. A Report Card has been produced for each Vital Sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The Report Card follows a standard format that is common to all committees.
- 3.2. Each Vital Sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are specified on the Report Cards.
- 3.3. Vital Signs are reported to Committee on an exceptions basis. The Report Cards for those Vital Signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.
- 3.4. Provided at Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the Report Cards. There is also a list of suggested options for further actions where Committee requires additional information or work to be undertaken.
- 3.5. The Report Cards for the indicators that meet the exception criteria are shown below, which include contextual information for the indicator, along with information about current and historical performance:
 - Number of people killed and seriously injured on Norfolk's roads (Performance is off-target (Red RAG rating or variance of 5% or more) for October 2018 Red 459 against a target of 338
The vital sign reports data on the rolling monthly average number of killed and seriously injured. Following agreement by the Committee to develop a wider strategy for road safety based on the safe system approach, the intention is to produce a dashboard in partnership with Norfolk Constabulary and Norfolk Fire and Rescue Service as an annual report which will replace the monthly vital sign. It is anticipated that this will be ready for the spring of 2019.
 - Performance against NFRS Emergency Response Standards (Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for two consecutive periods) for December 2018 Amber 79.5% against a target of 80% - Nov 2018 was Amber 79.4%, Oct 2018 was Amber 75.5%, Sept 2018 was Amber 77.4%
The nature and location of calls the service attend is changing. We have successfully reduced the number of false fire alarms (classified as fires where life may be at risk) we attend, meaning our resources are ready to respond to genuine emergencies. This means we now get fewer calls in urban areas, and the make-up of our response network means that calls in urban areas are typically quicker to get to.

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

Why is this important?

In 2017, 30 people were killed and 391 were seriously injured in road collisions in Norfolk, representing a significant emotional and financial burden to local people and services. A target was set in 2010 to reduce Killed and Seriously Injured by a third – from 462 average in 2005-2009, by the end of 2020 to 308.

Performance



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

What is the background to current performance?

- Local authorities are required by statute to promote road safety, to undertake collision/casualty data analysis and devise programmes including engineering and road user education, training and publicity that will improve road safety.
- The vital sign reports the actual figure of killed and seriously injured, not performance measures for services. It is also not expressed as a rate.
- Factors which positively impact numbers include in-car safety standards, greater compliance with speed limits, and economic decline which suppresses casualty numbers by limiting access to certain modes of transport.
- The rise in the number of KSI 2011-2016 is greater than national figures: Norfolk KSIs rose 6.2% compared with 2.9% nationally (more recent figures are awaited nationally).
- Norfolk has a lower KSI rate per 100,000 people, and per billion vehicle kilometres than its statistical neighbour authority Lincolnshire, but is outperformed in both measures by other neighbours Somerset and Suffolk.
- Future performance cannot be accurately predicted due to the number of factors which influence collisions on the road.
- Changes to police accident recording methodology will mean that national 2016 data will include certain metrics that will not be directly comparable to previous years, due to data quality issues.
- Norfolk ranked 6th (out of 31 peers) for Road Safety Education within the Highways and Transport survey

What will success look like?

- A downward trend in recorded KSI casualties against increases in vehicle kilometres and population increases;
- A saving to the local economy and local services of around £1.8 million per fatal casualty prevented, and around £206,000 for every serious casualty prevented.

Action required

- Continue with targeted local interventions and work with stakeholders
- Continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes
- Continue regular safety appraisal of new highway improvement schemes
- Communities Committee recommendations being implemented

Responsible Officers

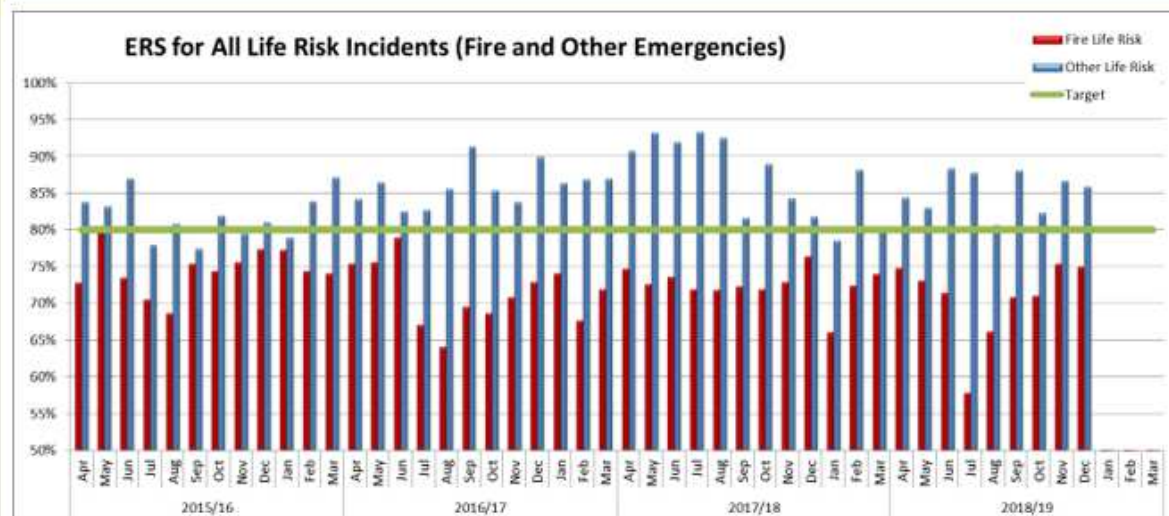
Lead: Diane Steiner (Public Health)
Data: Nile Pennington, Analyst Road Casualty Reduction

Emergency Response Standards (ERS) for Norfolk Fire and Rescue Service

Why is this important?

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

Performance



What is the background to current performance?

- The nature and location of calls we attend is changing. We have successfully reduced the number of false fire alarms (classified as fires where life may be at risk) we attend, meaning our resources are ready to respond to genuine emergencies. This means we get fewer calls in urban areas which are quicker to get to.
 - The following figures relate to the first appliance in attendance:
 - Monthly ERS fire life risk** performance declined slightly from 75.4% in November to 75.0% in December. The number of qualifying incidents in November and December were 236 and 232 respectively.
 - Monthly ERS combined life risk** performance improved for the third month: October 75.5%; November 79.4%; December 79.5. The numbers of qualifying incidents were 421; 364 and 395 respectively.
 - The annual combined life risk ERS** performance is currently lower for this financial years than those previous:
- | | | | |
|---------|-------|---------|---------------------|
| 2013/14 | 78.8% | 2016/17 | 78.4% |
| 2014/15 | 78.7% | 2017/18 | 78.8% |
| 2015/16 | 77.5% | 2018/19 | 74.5% (FYTD) |

What will success look like?

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

Action required

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

Responsible Officers

Lead: Stuart Ruff, Acting Chief Fire Officer

Data: Eileen Dudley, Data and Statistical Analyst

4. Recommendations

4.1. Committee Members are asked to:

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

In support of this, Appendix 1 provides:

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

5. Financial Implications

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

6. Issues, risks and innovation

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

Recommendations:

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

In support of this, Appendix 1 provides:

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

Officer Contact

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

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

Email address: andrew.brownsell@norfolk.gov.uk



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

Appendix 1 – Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

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

Performance improvement – suggested actions

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

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

Appendix 2 – Communities Committee Vital Signs Indicators

A Vital Sign is a key indicator from one of the County 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 County Council’s priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough Vital Signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are currently 13 Vital Signs performance indicators that relate to the Communities Committee. The indicators in bold (on the Table below) are Vital Signs indicators deemed to have corporate significance and therefore will also be reported to the Policy and Resources Committee.

Key to services:

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

Service	Vital Signs Indicator	What it measures	Why it is important	Data
PH	Road safety	Number of people killed and seriously injured on Norfolk’s roads	Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population.	Rolling twelve months

Service	Vital Signs Indicator	What it measures	Why it is important	Data
CH	Norfolk Record Office – Increase in Metadata on NRO Catalogue	Increase in the amount of transactional level metadata available and being accessed (Norfolk Record Office)	The most significant means of access to the Record Office Collection is via metadata provided in its catalogue. The better the metadata, the better the outcomes from the use of the Record Office.	Monthly
CH	Museum use	Museum visits – total visitors and school visits	Demonstrates contribution to Excellence sub outcomes and improvement curve.	Cumulative monthly
NFRS	Response to emergencies	Emergency Response Standards	Responding quickly to an emergency can reduce the impact of the incident and save lives. We aim to get to a fire engine to 80% of 'Fires where life may be at risk' within 10 minutes and for 'Other emergencies where life may be at risk' within 13 minutes.	Monthly
NFRS	Response to emergencies	On call fire station availability	Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.	Monthly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
CIL	Business compliance with trading standards	% of businesses that are broadly compliant with trading standards	Helps ensure that poor business practice is corrected and consumers and legitimate businesses are protected.	Monthly
PH	Response to emergencies	Status of Norfolk Resilience Forum plans where NCC is the lead agency	Ensure that plans and procedures are in place to prepare, respond and recover from emergencies.	Monthly
CIL	Customer satisfaction	Customer satisfaction with council services	Helps to improve the service that we provide to our customers.	Monthly
PH	Engagement and retention of adult substance misuse clients	% of adult substance misuse users that left substance misuse treatment successfully and who do not re-present to treatment within 6 months.	Poor parental mental health, exposure to domestic abuse and alcohol/drug abuse by parents strongly affect children's outcomes.	Monthly
PH	New born babies 6-8-week assessment	% of new-borns that received a 6-8-week assessment from the Health Visitor	It supports early identification of families needing further health and social support, empowering parents to develop effective strategies that build resilience, support and information on feeding, healthy weight and nutrition.	Monthly
PH	NHS Health checks received by the eligible population	% of eligible population aged 40-74 who received an NHS Health Check	To measure Norfolk's delivery against that of England's % of NHS Health Checks received by the eligible population.	Quarterly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
PH	Sexually Transmitted Infection (STI) diagnoses	New STI diagnoses per 100,000 population aged 15 to 64	Reducing the transmission of HIV and STIs results in a healthier population.	Quarterly
CH	Active Norfolk participants engaged who were inactive	% of participants engaging in Active Norfolk commissioned activities (for the purpose of reducing inactivity) who report a total of 30 minutes or less of at least moderate intensity activity a week	Demonstrates whether services are reaching those who need them most with regards to physical activity.	Annually

Communities Committee

Report title:	Finance monitoring
Date of meeting:	6 March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Communities Committee with financial monitoring information for the services reporting to this Committee for 2018-19.	

Executive summary

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

The 2018-19 net revenue budget for this committee is £47.316m. The Current Forecast out-turn is £0.379m overspend.

The total capital programme relating to this committee for the years 2018 to 2021 is £17.242m. Details of the capital programme are shown in Section 3 of this report.

The balance of Communities Committee reserves as of 1 April 2018 was £7.466m. The reserves at the beginning of the year included committed expenditure and unspent grant income which was carried forward from 2017/18. Details are shown in Section 4 of this report.

Recommendations:

Members are recommended to:

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

1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis, it is important that the ongoing position is understood, and the previous year's position are considered.
- 1.2. This report reflects the budgets for 2018-19 budget and forecast outturn position as at the end of January 2019.

2. Evidence

- 2.1. Community and Environmental Services deliver a wide range of services reporting to a number of different committees, EDT, Business and Property, Digital and Innovation and this Committee. Elements of services provided through the Managing Directors office also report into this committee.

2.2. The 2018-19 NET revenue budget for this committee is £47.316m.

Table 1: Communities NET revenue budget				
	2018-19 Budget	2018-19 Forecast Outturn	Forecast variance	Actual Spend to Period 10
	£m	£m	£m	£m
Community and Consultation	0.214	0.214	0.000	0.137
Community, Information and Learning	15.736	15.704	(0.032)	12.412
Culture and Heritage	3.773	3.772	(0.001)	4.976
Director of Public Health	(0.488)	(0.566)	(0.078)	(8.549)
Equality and Diversity	0.183	0.183	0.000	0.268
Fire Service	28.243	28.733	0.490	23.334
Registrars	(0.345)	(0.345)	0.000	(0.156)
Total for Committee	47.316	47.695	0.379	32.422

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

Table 2	Current year budget	Forecast	Forecast Variance
	£m	£m	£m
Expenditure	109.860	110.111	0.251
Income	(62.544)	(62.416)	0.128
Net	47.316	47.695	0.379

2.4. As at period 6 RBOs have identified the following forecast variances:

Table 3			
Service Area	Previously reported Forecast Variance £m	Variance period 10 £m	Narrative
Culture and Heritage	£0.087	£0.062	Current forecast over spend due to reduced admission fee income over the early part of the year which is due to the good weather.
Culture and Heritage	(£0.020)	(£0.029)	Forecast underspend on Salary costs
Culture and Heritage		(£0.034)	Planning services – forecast additional planning application fees.

Community Information and learning		£0.020	Adult Education – Forecast additional staff costs
Community Information and learning		(£0.052)	Forecast underspend on salary costs. Part year vacancies
Director of Public Health	(£0.046)	(£0.078)	Forecast underspend on Salary costs
Fire Service	£0.596	£0.490	Forecast overspend see paragraph 2.5 below.
Net Forecast Overspend	£0.617	£0.379	

2.5. There are number of pressures currently within the Fire Service:

Table 4:

Previously reported Variance £m	Reason for variance	Period 10 variance £m	Reason for movement
£0.296	Additional cost due to summer peak of activity	£0.296	
£0.385	Training and Recruits	£0.320	Reduced due to staff turnover
£0.070	Additional cost of training specific to Flood water rescue	£0.040	Review of the training requirement for this financial year
£0.146	Youth development	£0.135	Revision termination costs for site closures
£0.897	Total Spend Pressures	£0.791	
(£0.301)	Delayed contract payments	(£0.301)	
£0.596	Net	£0.490	

2.6. The Fire service will continue to manage a number of issues which are likely to remain and ongoing cost pressures in 2019-20

2.7. The workforce profile of the whole-time firefighters means that we expect a number of retirements over the coming years. Rather than waiting for this to happen the service will take a proactive approach to recruitment which may lead to an increased cost. In previous years, any pressure on whole-time firefighter salaries would be managed by underspends in the retained budget. However, successful activity to improve recruitment and retention of retained firefighters means this is no longer possible.

2.8. The recruitment of new whole-time and retained firefighters means the programme of training has been increased to ensure that new recruits are able to demonstrate full competence.

2.9. We therefore anticipate there will be continuing cost pressures within 2019/20. We are planning to manage through budget control of other areas, where possible, and planned use of reserves. The longer-term impacts of managing these issues will be picked up through the development of the 2020 IRMP and the 2020/21 budget planning cycle.

3. Capital budget

- 3.1. The overall capital budget for the services reporting to this committee is £17.242m. £5.429m is currently profiled to be delivered in 2018-19.

Table 5: Communities Capital programme						
	2018-19 Budget £m	2019-20 Budget £m	2020-21+ Budget £m	Total Programme £m	Actuals to period 10	Forecast Out-turn 2018-19
Norfolk Fire and Rescue Service	0.734	6.057	2.150	8.941	0.313	0.776
Culture and Heritage – Museums	2.714	0.757		3.471	0.269	2.623
Customer Services Strategy	0.165	0.065		0.230	0.081	0.165
E-Commerce Digital Development	0.114	0.003		0.117	0.065	0.114
Single employee portal	0.028	0.261		0.289	0.014	0.028
Libraries	1.563	2.421		3.984	0.848	1.302
Traveller Sites Improvement	0.110			0.110	0.000	0.100
Public Health – reducing domestic violence	0.001	0.099		0.100	0.001	0.001
Committee total	5.429	9.663	2.150	17.242	1.591	5.109

- 3.1.1. The capital programme is managed over multiple years due the nature of delivery of projects as they can take time to plan and deliver. Budget virements may take place throughout the year to reflect the expected profile of deliver.

4. Reserves 2018-19

- 4.1. The Council holds both reserves and provisions.
- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions as contained within the CIPFA Accounting Code of Practice.
- 4.3. Reserves are either reserves for special purposes or to fund expenditure that has been delayed and, in many cases, relate to external Grants and Contributions. They can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.

- 4.4. Or reserves can be held as General balances, these are not earmarked for a specific purpose. General balance reserves would be held to help the Council to manage unplanned or unforeseen events. This committee doesn't hold any general balances.
- 4.5. The reserves relating to this committee fall under the definition as per paragraph 4.3 and are held for special purposes or to fund expenditure that has been delayed, and in many cases relate to external grants and contributions.
- 4.6. A number of the reserve balances relate to external funding where the conditions of the grant are not limited to one financial year and often are for projects where the costs fall in more than one financial year.
- 4.7. Services continue to review the use of reserves to ensure that the original reasons for holding the reserves are still valid.
- 4.8. The balance of unspent grants and reserves as at 1 April 2018 stood at £7.466m.
- 4.9. Table 5 below shows the balance of reserves held and the planned usage for 2018-19.

Table 6: Communities Reserves	Balance at 1 April 2018	Forecast balance 31 March 2019	Forecast Net Change
	£m	£m	£m
Culture, Heritage and Planning			
Income Reserve	(0.163)	(0.163)	0.000
Repair and Renewal Fund	(0.165)	(0.150)	0.015
Residual Insurance and Lottery	(0.183)	(0.176)	0.007
Unspent Grants and Contributions Reserve	(1.491)	(1.086)	0.405
Culture, Heritage and Planning Total	(2.002)	(1.575)	0.427
Head of Support and Development	(0.059)	(0.059)	0.000
Community, Information and Learning			
Income Reserve	(0.114)	(0.114)	0.000
Information Technology	(0.617)	(0.418)	0.199
Repair and Renewal Fund	(0.923)	(0.644)	0.278
Unspent Grants and Contributions Reserve	(0.160)	(0.160)	0.000
Community, Information and Learning Total	(1.814)	(1.336)	0.477
Chief Fire Officer			
EU Regs-Retained fire fighters and P/T Workers	(0.048)	(0.048)	0.000
Fire Pensions Reserve	(0.155)	(0.106)	0.049
Operational Equipment	(0.378)	(0.331)	0.046
Repair and Renewal Fund	(0.456)	(0.484)	(0.028)
Retained Turnout Payments	(0.031)	(0.031)	0.000
Unspent Grants and Contributions Reserve	(0.140)	(0.150)	0.010
Chief Fire Officer Total	(1.208)	(1.151)	0.057
Director Public Health			
Repair and Renewal Fund	(0.040)	(0.040)	0.000
Road Safety Reserve	(0.150)	(0.150)	0.000
Unspent Grants and Contributions Reserve	(1.883)	(2.434)	(0.551)

