

Communities Committee

Date: **Wednesday, 05 September 2018**

Time: **10:00**

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

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

Membership

Mrs M Dewsbury - Chairman

Ms J Barnard

Dr C Jones

Mr D Bills

Mr K Kiddie

Mrs S Butikofer

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

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

A g e n d a

1. **To receive apologies and details of any substitute members attending**
2. **To agree the minutes from the Communities Committee meeting held on 4 July 2018.**

Page 5

3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 31 August 2018**. For guidance on submitting a public question, please 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 31 August 2018**.

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

8. **Update on the Business and Intellectual Property Centre** **Page 17**
Report by the Executive Director of Community & Environmental Services.

9. **Health improvement campaigns** **Page 26**
Report by the Executive Director of Community & Environmental Services.

10. **Development of Healthy Lifestyle Service** **Page 38**
Report by the Executive Director of Community & Environmental Services.

11. **Norfolk Fire and Rescue Service – Community Safety Strategy** **Page 42**
Report by the Executive Director of Community & Environmental Services.

12. **Finance Monitoring** **Page 55**
Report by the Executive Director of Community & Environmental Services.

13. **Strategic and Financial Planning 2019-20 to 2021-22** **Page 61**
Report by the Executive Director of Community & Environmental Services.

14. **Forward Plan and decisions taken under delegated authority** **Page 76**
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: 28 August 2018



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020, or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

Communities Committee

**Minutes of the Meeting Held on Wednesday 4 July 2018
10:00am, Edwards Room, County Hall, Norwich**

Present:

Mrs M Dewsbury – Chairman

Mr T Adams
Ms J Barnard
Mr D Bills
Mr M Castle
Mr N Dixon
Mr P Duigan

Mr R Hanton
Mr H Humphrey
Dr C Jones
Mr M Kiddle-Morris (Vice-Chairman)
Mr I Mackie
Mr M Sands

Also Present:

Mr B Spratt
Mr K Kiddie

1. Apologies and substitutions

- 1.1 Apologies for absence were received from Ms S Squire (Mr M Castle substituted) and Mrs S Butikofer (Mr T Adams substituted) and Mr J Ward (Mr P Duigan substituted) and Ms C Rumsby (Mr M Sands substituted).

2 To agree the minutes of the meeting held on 21 May 2018.

- 2.1 The minutes of the meeting held on Monday 21 May 2018 were agreed as an accurate record by the Committee and signed by the Chairman.

2.2 Matters arising from the Minutes

- 2.2.1 The Chairman agreed to follow up the request made at the last meeting for Members that sat on outside bodies, or other internal committees, to provide a regular update to the Committee (paragraph 12.2).
- 2.2.2 In response to a question about why the Committee had not received a report on “Substance mis-use” following the transition period after the move to a new provider as requested at the last meeting, the Director of Public Health advised that an update had been included within the Performance Report. The Director of Public Health agreed to discuss with Ms Barnard outside the meeting.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Urgent business

4.1 The Committee congratulated the Director of Public Health, the Public Health team and Partners who had won the Public Health Improvement Category at the recent Municipal Journal Awards for its Norfolk Domestic Abuse Change Programme.

4.2.1 The Committee received an update from the Chief Fire Officer about the work Norfolk Fire and Rescue Service was undertaking to respond to incidents and to ensure the Service was prepared for the potential risk of further fires in the current dry weather conditions. The Committee was reassured that all the risks had been mitigated. Once the current weather conditions changed, the Chief Fire Officer planned to write a letter to the employers of retained Fire Fighters, thanking them for their support to the Service.

5 Public Question Time

5.1 No public questions were received.

6 Local Member Issues / Members Questions

6.1 No Local Member Questions were received.

7 Norfolk Armed Forces Covenant Terms of Reference and the Appointment of a New Commissioner.

7.1 The Committee received the report by the Executive Director of Community & Environmental Services asking the Committee to approve the recruitment and appointment of a new Armed Forces Commissioner as the incumbent Commissioner completes his term of office in March 2019. The Committee was also asked to endorse the amended terms of reference for Norfolk's Armed Forces Covenant board, which had already been approved by the Board.

7.2 The Committee **RESOLVED** to:

1. Approve the establishment of a Panel consisting of Norfolk County Council's Armed Forces Member Champion and two other members of the Covenant Board to oversee the recruitment process and make an appointment to the Armed Forces Commissioner role to commence on 1 April 2019.
2. Endorse the amendments to the Norfolk Armed Forces Covenant Board Terms of Reference, as set out in Appendix 1 of the report.

8 Norfolk Fire and Rescue Service – key performance challenges.

8.1 The Committee received the report by the Executive Director of Community & Environmental Services setting out detailed end of year performance information for the Fire and Rescue Service.

8.2 The Committee welcomed Deputy Chief Fire Officer Stuart Ruff to his first Communities Committee meeting since taking up the role in May 2018.

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

- 8.3.1 To ensure one manager was always available as a minimum, a crew of 12 fire fighters would include one Watch Manager and two Crew Managers. Performance was improving in this area following the refocused efforts to ensure fire engines were always available and the training of members of staff to “act up”, providing additional cover.
- 8.3.2 Performance measure M8a (Percentage of time that part-time retained firefighter stations are available to respond to emergencies) remained a continual challenge. This measure would be included in the work to develop the RMRP Plan.
- 8.3.3 With regard to performance measure M33a (Number of false automatic fire alarms (AFAs) attended), some work would be undertaken to analyse the profile for all false AFA’s with a view to amending the AFA policy.
- 8.3.4 Members questioned whether it was fair to have a performance target for arson (M50 – The number of arson incidents attended) and were reassured that the target was part of a collaborative approach with the Police to identify trends and that the sharing of intelligence had proved successful. It was expected that development of the next Integrated Risk Management Plan (IRMP) for introduction in 2020 would provide some opportunities to amend some of the performance targets.
- 8.3.5 Regarding performance measure M13 (percentage of operational firefighting staff on full duties), the Committee was advised that this was a complex calculation around ensuring competent crews were always available, and helped to provide a focus for training and development.
- 8.3.6 The Committee praised the service provided by the Norfolk Fire and Rescue Service and reiterated its wish for the Service to remain under the remit of Norfolk County Council.
- 8.4 The Committee **RESOLVED** to:
1. **Note** the performance of the Norfolk Fire and Rescue Service, including how this relates to and reflects national trends. Where improvement is needed in some identified areas, task and finish roles to address specific issues and risks are in place.

9 Norfolk Day Presentation

- 9.1 The Committee received and **noted** a presentation from the Assistant Director, Culture and Heritage, a copy of which is attached at Appendix A.
- 9.2 Link to the Managing Director’s article about her favourite things about Norfolk - <https://www.norfolk.gov.uk/out-and-about-in-norfolk/norfolk-day/ten-reasons-wendy-thomson-loves-norfolk>
- 9.3 Link to Norfolk poppy project website: <https://www.norfolk.gov.uk/news/2017/11/plea-to-help-make-sea-of-poppies-to-remember-norfolk-war-victims>

- 9.4 An update on Norfolk Day events and activities can be found on the website at the following link:
<https://www.norfolk.gov.uk/out-and-about-in-norfolk/norfolk-day>
- 9.5 Members asked for information about the Norfolk Poppy Project to be circulated to Parish Councils for inclusion within their parish magazines.
- 9.6 In response to a question about any special events celebrating 100 years since women were granted the vote and how this could feed into Norfolk Day, the Committee was advised that there were no specific events for Norfolk Day although there were other projects and events taking place on this theme, for example later in the year a project was being planned for young women in Norwich, Great Yarmouth and King's Lynn to take part on Local Democracy Day.
- 9.7 Mr Mackie advised that Mrs M Stone, Chairman of Norfolk County Council, was planning an event on Inspirational Women and full details would be provided in due course.
- 9.8 The Committee **RESOLVED** to:
- **Note** the presentation.
- 10 Norfolk Against Scams Partnership (NASP) Steering Group – Terms of Reference.**
- 10.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out (in Appendix 1 of the report) the proposed terms of reference for the Norfolk Against Scams Partnership (NASP) and the proposed membership of the NASP steering group.
- 10.2 The Chairman drew the Committee's attention to the Friends Against Scams Training for Members which was scheduled to take place on Thursday 5 July 2018 and urged Members to attend. The training would cover scams awareness advice, information on how scammers target potential victims as well as how to spot possible victims of scams within communities.
- 10.3 The Chairman also advised that a letter had been sent to Norfolk MPs asking them to get involved in protecting Norfolk people against scams and encouraging people who had fallen victim to a scam to speak out about their experiences to prevent others falling victim of the same scam.
- 10.4 In response to a question as to whether the steering group minutes would be publicly available, it was confirmed the minutes would be published taking into consideration any data protection issues and that Members of Communities Committee should have information about the Group.
- 10.5 The Committee **RESOLVED** to
agree the terms of reference for the Norfolk Against Scams Partnership (NASP) and the Member representation on the Steering Group

11 Mobile Library Service

- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services outlining proposed principles for rural service delivery, proposed criteria for mobile route planning, as well as presenting some viable alternatives to rural service delivery to be piloted.
- 11.2 The following points were noted in response to questions from the Committee:
- 11.2.1 The Assistant Director, Community, Information and Learning advised that a Member workshop had been held on 8 March 2018 and the report had included the criteria suggested by Members at the workshop.
- 11.2.2 The Head of Libraries and Information advised that mobile library stops of more than one hour tended to take place in larger villages, for example Winterton and Mulbarton. It was recognised that more people were able to use the service if mobile library stops were longer.
- 11.2.3 The Assistant Director, Community, Information and Learning would circulate the information pack used at the workshop on 8 March 2018 to Members of Communities Committee.
- 11.2.4 Some Members felt that the details of the proposals should be known before the recommendations could be agreed, and were reassured that agreeing the proposed criteria for mobile library route planning would enable further work to be carried out and a more detailed report to be brought to a future Committee meeting.
- 11.2.5 As an example, the Head of Libraries and Information informed the Committee that the pop up library in Suffolk arrived in a village at approximately 11am and stayed until about 4 or 5pm. Nearly all the services which were available in libraries were available in pop up libraries, although they would be more expensive to provide. Examples of some of the activities which could be undertaken in the pop up library included the use of public computers, Rhyme-Time and Knit and Natter.
- 11.2.6 Some members felt that removing mobile libraries in rural areas would do nothing to help combat loneliness which was a big priority for the County Council.
- 11.2.7 Some Members felt that the new criteria made sense and would enable the mobile library service to continue.
- 11.2.8 The Head of Libraries and Information advised that there were currently 775 people volunteering their own time to support the library service, with 44 mobile library volunteers. Norfolk County Council had a track record of engaging volunteers.
- 11.2.9 The mobile library buses were serviced by Norse at a significantly lower cost than other service companies charged.

- 11.2.10 There were lots of ways library volunteers helped within the mobile library service, including a good neighbour scheme, so that if a person was visiting the library, they could also borrow books for a neighbour. Some work would need to be carried out to agree new membership criteria if such a scheme was adopted. The Assistant Director Community, Information and Learning advised that a trial of ideas to ensure equality of service was maintained for all of Norfolk.
- 11.2.11 The Chairman invited Cllr Bev Spratt to address the Committee. Mr Spratt said that libraries in rural areas were vital and that the report was a good review and he urged Members to agree the pilot scheme to help keep the library service running. Mr Spratt thanked the Chairman and Committee for looking at the issue.
- 11.2.12 Some members felt they could not support recommendation 2 until the results of the pilot scheme were known and Dr C Jones proposed removing the second recommendation.
- 11.2.13 The Executive Director of Community and Environmental Services advised that recommendation 1 would allow the team to plan the pilots, after which the Committee would be able to change the criteria if they wished. The proposal in the report gave the team the boundaries to allow them to assess all the options and bring further proposals to the Committee. He added that recommendation 2 was the proposed criteria for the review and that the two recommendations worked together.
- 11.2.14 The Assistant Director Community, Information and Learning advised that if any significant changes were proposed to service delivery following the paper-based exercise, a public consultation would be required. She also advised that the proposed criteria had been developed using feedback from the Member workshop held on 8 March 2018.

11.3 The Committee **agreed** to amend Recommendation 2 as follows:

2. Agree the proposed criteria for the route planning and pilot schemes to be reviewed by the Committee and adjusted if necessary based on predicted impact.

11.4 The Committee **RESOLVED** to:

1. **Agree** the proposed priorities for rural service delivery.
2. **Agree** the proposed criteria for route planning and pilot schemes to be reviewed by the Committee and adjusted if necessary based on predicted impact..

12 **Work and health in Norfolk**

- 12.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out how Public Health commissioned a service which helped organisations become healthy employers and facilitated a network of volunteer Workplace Health Champions.
- 12.2 The following points were noted in response to questions from the Committee:

- 12.2.1 If the bid to the European Social Fund for an Integrated Health and Employment Service (IHES) was successful, reassurance had been obtained that any money awarded this year would be valid until the end of the project.
- 12.2.2 The Director of Public Health offered to discuss with Dr C Jones the hierarchy of evidence from qualitative medical circles and how the evidence was being used.
- 12.2.3 There were currently 3 full time employees working on the service and the Committee was reassured that the model currently used could impact on several thousand employees.
- 12.2.4 The commissioned service had been in place since April 2017; as the intervention took approximately 11 months, data relating to the impact was only just starting to come through. The evaluation work would be based on the businesses' progression through the Workplace Wellbeing Charter. Sickness rates would be looked at as part of the evaluation process.
- 12.3 The Committee **RESOLVED** to:
1. note the Public Health approach to promoting health in the workplace, and the model of the Thriving Workplaces service.
 2. Support the strategy to promote the health of NCC employees.
 3. Agree that healthy eating, mental health and stopping smoking are the Public Health priorities to support NCC to become a healthy workplace.

13 Finance Monitoring

- 13.1 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.
- 13.2 In introducing the report, the Finance Business Partner Community and Environmental Services advised that the report had been based on information up to the end of May 2018 and that expenditure for Communities was largely made up of salary costs which meant that variances such as vacancies may impact on expenditure during the year. He also advised that all budget pressures were being closely monitored.
- 13.3 In response to questions from the Committee, the following points were noted:
- 13.3.1 Regarding the community information and learning reserves, the Finance Business Partner Community and Environmental Services advised that as it was still early in the financial year, the majority of balances related to planned activity against reserves and that funding did not necessarily follow the budget year.
- 13.3.2 The 50% spend on the Equality and Diversity Net revenue budget as set out in table 1 of the report was due to the budget not yet being offset by income.
- 13.4 The Committee **RESOLVED** to **note**:
- a) The 2018-19 revenue budget and forecast out-turn position for this

Committee.

- b) The Capital programme for the Committee.
- c) The balance of reserves brought forward to 2018-19 and the planned use of reserves

14 Risk Management

- 14.1 The Committee received the report by the Executive Director of Community & Environmental Services providing it with the Communities Committee departmental risks, reported as at July 2018, following the latest review conducted during June 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.
- 14.2 In introducing the report the Risk Management Officer advised that, since the last report, two risks had been closed. (RM14337 – Demand Management of the Social Care Centre of Excellence; and RM14181 – Single points of knowledge and a lack of capacity to respond to major incidents).
- 14.3 The Committee requested the full risk register be brought to the next Communities Committee meeting, as previously requested by the Audit Committee.
- 14.4 The Committee **RESOLVED** to **note**:
 - a) The reconciliation report in Appendix A of the report, which detailed two significant changes to the Communities department level risks;
 - b) The summary of current departmental level risks for this Committee in Appendix B of the report;
 - c) The list of possible actions, suggested prompts and challenges presented for information in Appendix C of the report;
 - d) The background information to put the risk scoring into context, shown in Appendix D of the report.

15 Performance Management

- 15.1 The Committee received the report by the Executive Director of Community & Environmental Services providing data against the new 2018/19 vital signs list derived from measures contained with the “plans on a page” previously presented to, and agreed by, Communities Committee.
- 15.2 The following points were noted in response to questions from the Committee:
 - 15.2.1 The reason for no data being included in three categories on the Vital Signs Dashboard (CIL – Increased literacy and numeracy levels) (NFRS – Wholetime fire station availability) and (CIL – Customer satisfaction with Council Services) was because the performance measurement was still under development.
 - 15.2.2 A Task and Finish Group had been established to consider the number of people killed and seriously injured on Norfolk’s roads (KSI).
 - 15.3.3 The Committee expressed concern about the numbers of seriously injured on the roads, and asked if there were any graphs to show where serious injuries were happening which could identify potential cluster areas. The Director of

Public Health advised that the Task and Finish Group were currently considering this area. Once the Task and Finish Group had completed its work, it was hoped the work could feed into the development of a revised Strategy.

- 15.4 The Committee **RESOLVED** to:
Note the performance data, information and analysis presented in the body of the report.

16 Forward Plan and Decisions taken under delegated authority

- 16.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee, together with the relevant decisions taken under delegated powers by the Executive Director (or his team) within the Terms of Reference of Communities Committee.


- 16.2 The Committee **RESOLVED** to **note**:
1. The Forward Plan at Appendix A of the report.
 2. The delegated decisions detailed in Section 2 of the report.

The meeting concluded at 12.30 pm.


Chairman

Norfolk Day 2018


Community and Environmental Services



EDP
NORFOLK DAY
FRIDAY JULY 27 2018
BBC






Norfolk Library and Information Service



Norfolk and Norwich Millennium Library
10.30am-12pm **Norwich Time Travellers**
Get together to reminisce, discover more about our local history collection, and share memories of Norfolk over a cup of tea.

Norfolk and Norwich Millennium Library
2-4pm **The Story on my Street**
Bring the history of your house to life through imaginative storytelling with Isabelle King. In this creative writing workshop you will use your house history as inspiration to create characters, setting and the start of an amazing story. For ages 7 - 11

Norfolk Library and Information Service




Just a Cuppa – A Norfolk Mardie Drop in for a chat about Norfolk in the past over a cuppa, At the following libraries, check locally for times: **Acle, Attleborough, Biofield, Caister, Diss, Earham, Gorleston, Hellesdon, Thetford, Watton and Wymondham**



The Norfolk Poppy project –simple poppy making for children at **every library and mobile route**. This is part of the Norfolk in World War One Project and we are making a poppy to represent each of the Norfolk lives lost in the Great War. These will go on display in libraries later this year.




Norfolk Library and Information Service



StoryWalks: get outside on Norfolk Day
Children aged 3-7 will be sure to love thrilling story times in the library followed by getting the whole family active with Norfolk-themed treasure hunts outdoors. Every session will go ahead whatever the weather – so be sure to bring sun cream, hats and maybe your wellies! All children must be accompanied by an adult. Book a place at the **Gaywood, Cromer, North Walsham, Great Yarmouth, Harleston, Tuckswood, Norfolk & Norwich Millennium Library**.


Norfolk Day – Celebration of learners work – 27th July 2018 – Wensum Lodge – 10am to 4pm

Join us for an exhibition of some of the work produced by our imaginative and talented learners over the last 12 months. Get inspired to start your own learning journey with Norfolk Community Learning Services

Showcasing work from the following course areas:
Silversmithing
Creative writing
Watercolour paintings – Norwich Buildings
Family learning courses





Norfolk Day – Hare brained fun at the Norman Centre Mile Cross– 27th July 2018 - 9.30am to 11.30am

Join us for a day of Hare related Arts and Crafts to commemorate Norfolk Day and our involvement with the GoGoHares2018! This summer.

Keep the children busy with our free family activities on Norfolk Day including:
Make and decorate your own Hare Puppet
Model Hares out of Lego

And much more, no need to book just turn up on the day between





Trading Standards Service

- ✓ Sharing how we keep Norfolk Communities safe through our work
- ✓ Promoting our Friends Against Scams initiative, including via Pop-Up Events
- ✓ Highlighting the services available via our Norfolk Trusted Trader Scheme
- ✓ Publishing 'Top tips' when choosing traders via our Twitter page @NorfolkTT
- ✓ Promoting the 'In Good Company' campaign to our Trusted Traders to help tackle loneliness
- ✓ A spotlight on Norfolk businesses that we have supported and helped to thrive following our advice and guidance
- ✓ Posting support messages and sharing/retweeting other NCC messages

We will be launching our latest No Cold Calling Zone, highlighting how Norfolk Communities can come together to protect their community

Businesses that ask to join our Trusted Trader Scheme on Norfolk day will be offered a 50% membership discount

We will be offering free health checks for weighing and measuring equipment for Norfolk businesses and residents



Norfolk Museums Service

- 01 Norwich Castle – Family-friendly activities
- 02 Projection of Norfolk Day logo on Castle Museum
- 03 Free entry to Strangers' Hall and Museum of Norwich
- 04 'A Walk in the Woods' at Gressenhall Farm and Workhouse
- 05 Bespoke trail at Ancient House Museum
- 06 Family-friendly activities at Lynn Museum and King's Lynn Town Hall
- 07 Family-friendly activities at all three museums across Great Yarmouth



Projections on Norwich Castle






Special family activities






Norfolk Record Office


During the day we will be running 2x 2-hour sessions using Norfolk Record Office documents to consider how the county evolved into the Norfolk we know today.

Attendees will:


- Uncover a variety of unusual maps, sale particulars and other material.
- Understand the changes in landscape.
- See how Norfolk has been portrayed in the past.

Support from Communications




Norfolk Day Coverage



Dr Wendy Thomson has written a piece on her favourite ten things about Norfolk, which will be covered in the Eastern Daily Press.

The EDP has also guaranteed Norfolk County Council a full spread of coverage on our support for Norfolk Day.



NCC Voxpops

An easy way to support Norfolk Day and the county is to create pieces of digital content showing love of the county.

30-second voxpops with key council personnel such as Directors and Committee Chairs.

This wouldn't be to promote our services – though it could be a useful side effect - but it would be great for social engagement.

- How would you spend a summer day in Norfolk?
- What are you proudest of about Norfolk?
- What's one surprising thing about Norfolk?



Digital content, images and branding

- Create a Norfolk Day page on the NCC website. This would give us a more official base for our support, as well as allowing us to centralize our contributions.
- Support the EDP's Norfolk Day art competition via social media content and marketing.
- Create bespoke social media headers and profile pictures for the fortnight leading up to Norfolk Day. This would be an easy way of showing support for the project that is eminently visible.




In Good Company

Our award-winning campaign to tackle loneliness in Norfolk, In Good Company, awards Quality Marks to organisations who do outstanding work to combat social isolation.

The next batch of IGC Quality Marks will be awarded on Norfolk Day.

We plan to award the EDP and Radio Norfolk with honorary Quality Marks for the vital work they do in keeping Norfolk connected.



Communities Committee

Report title:	Update on the Business and Intellectual Property Centre
Date of meeting:	5 September 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact The Business and Intellectual Property Centre supports new businesses to start up successfully and increases their chances of viability and sustainability. Business growth, particularly new business, is vital the prosperity of the Norfolk Economy, not only in terms of attracting inward investment, but also in providing employment for people.	

Executive summary

To advise on progress made with the British Library to develop and deliver a Norfolk based Business and Intellectual Property Centre (BIPC) within the Norfolk and Norwich Millennium Library. The BIPC is part of a national network of similar centres, providing specialist business information and resources for anyone thinking about self-employment, setting up, or growing a business.

While BIPC Norfolk was officially opened in October 2017, it has been in operation since 2014/15. It was the 10th offer of its kind in the UK, and the first in the Eastern Region.

Norfolk Library and Information Services is also working with external partners, such as Google to get more businesses online.

Recommendations:

Members are recommended to note the content of the report.

1. Introduction

- 1.1. In 2014/15 the Norfolk and Norwich Millennium Library entered a partnership relationship with the British Library and 10 other major city libraries to create a Business and Intellectual Property network across England modelled on the British Library's flagship Business and Intellectual Property Centre (BIPC). The BIPC is a business and innovation advice centre which provides support to small businesses, inventors and entrepreneurs. BIPC Norfolk was officially launched in October 2017 at an event funded by the British Library and supported by local businesses.
- 1.2. In 2017 the Norfolk and Norwich Millennium Library also became a member of the national network of Patent Libraries (PATLIB) offering intellectual property advice and information to support business growth. PATLIB advisers are also available at Great Yarmouth, Thetford and Kings Lynn Libraries.
- 1.3. BIPC Norfolk, based on the second floor of the library, is a dedicated space designed to support entrepreneurs and small businesses from that first spark of inspiration to launching, running and growing in business.
- 1.4. It has resources to enable entrepreneurs to research their initial ideas, reach new

customers, consider and research competitors and suppliers and to check whether their IP (Intellectual Property) is protected including – copyright, trademarks, designs and patents. Expert staff are on hand to guide people to the resources they need and the centre offers space to work and meet with others.

1.5. **Resources and facilities**

The Business & IP Centre is equipped to enable businesses to conduct their own research and offers PCs with office software, free access to the internet and study spaces as well as:

- Trade and company directories listing local, national and international businesses.
- Market Research reports.
- Current and back copies of several of the most popular business periodicals.
- Information on company and business law including Health & Safety at work.
- A comprehensive collection of business books available for reference and loan.

Key service offers include, help to:

- Target customers in specific business sectors.
- Research competitors.
- Research a product or service.
- Source a product.
- Perform statistical analysis on business sectors.
- Research grants available.
- Run financial status reports and credit checks on potential partners, customers and suppliers.
- Identify what protection may be appropriate for products and services and how to go about getting patents, trademarks, designs or copyright. Free patent and trade mark search advice is also available by arrangement.

1.6. Entrepreneurs can also attend workshops, networking events and one-to-one advice sessions in the Centre covering all areas of business – from self-employment and knowing your market to business planning.

More information about the BIPC Norfolk offer can be found at **Appendix 1**.

2. Evidence

2.1. A recent survey by the British Library indicates that using the BIPC gives people a better than average chance of success: on average, of those who had used a BIPC, only one in ten had failed after year three, compared with just under four in ten across the UK.

2.2. BIPC Norfolk makes a contribution to supporting economic growth in Norfolk and sustaining new businesses, offering information and advice and helping people to consider self-employment.

2.3. **In the year from April 2017 – March 2018**

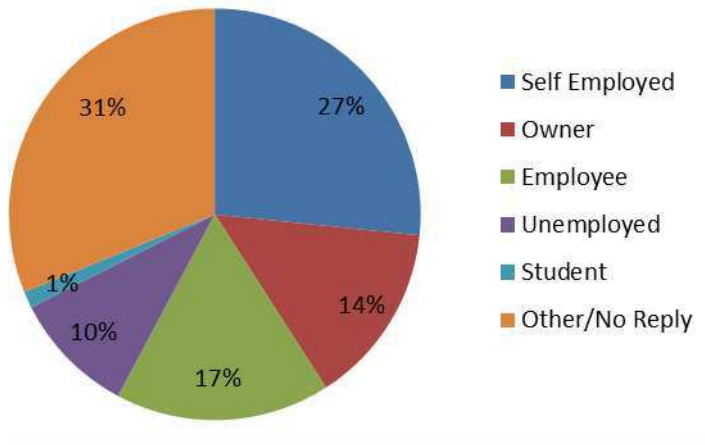
A total of **501** people attended an event or activity at BIPC Norfolk with **147** people receiving one to one advice

58% of clients were female

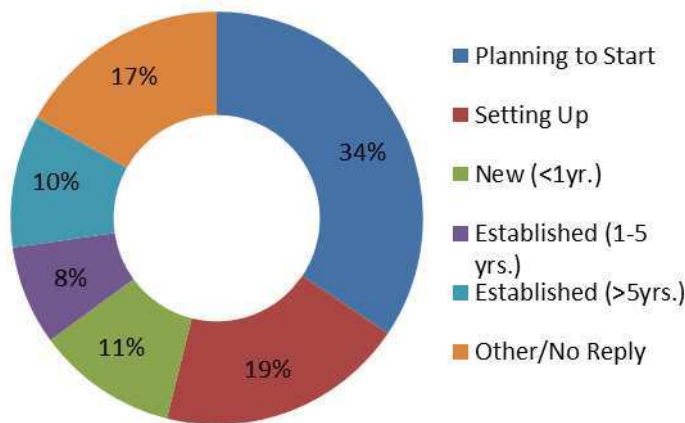
26% were aged between 16 and 34

And **12%** were BAME

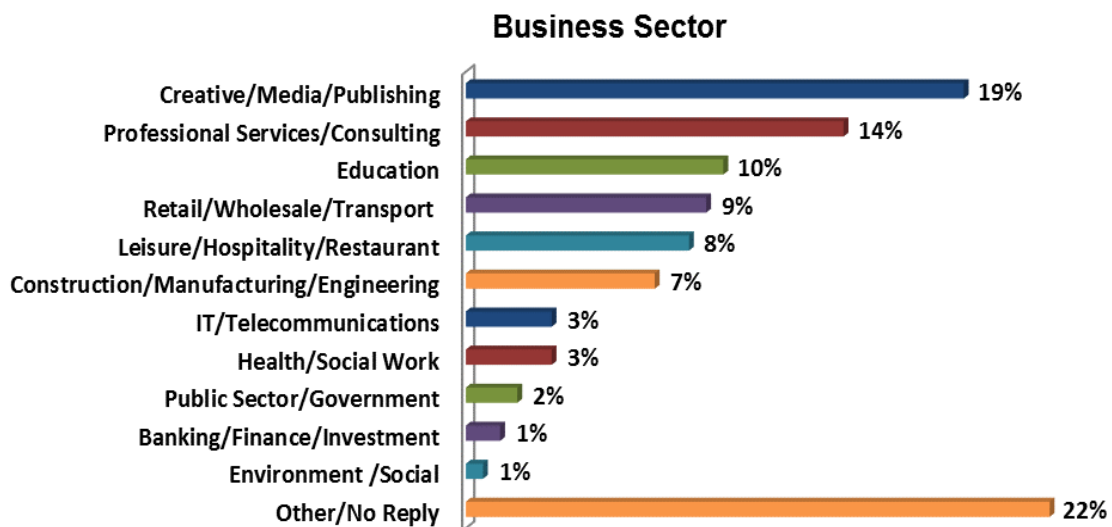
2.4. The employment status of clients was



2.5. Business Lifecycle



2.6.



2.7. In addition, Norfolk Library and Information Service has been working with Google to get more businesses online. There have been sessions in libraries across the county supporting micro businesses to fully understand the potential for growth and success by being more digitally focussed. **48** local businesses have already benefitted and have an increased awareness of online trading, marketing, and customer service, enabling them to remain competitive.

2.8. Over the past year BIPC Norfolk has developed new ways of contacting its audience, a regular e-newsletter is sent out monthly to over 1000 contacts and it has 1313 followers on Twitter.

2.9. BIPC Norfolk is able to deliver a wide ranging programme of activity to support the development of enterprise in Norfolk through the generosity of its partners.

Partners include:

- **ip21:** Intellectual Property Advice
- **New Anglia Growth Hub:** Growth advice.
- **Larking Gowan:** Business finance advice
- **Genix:** Business start-up and growth advice
- **Leathes Prior:** Legal advice
- **NWES:** Business start-up and growth advice
- **Norfolk Knowledge:** (UEA Business School): Spotlight business courses
- **Women into Business:** women start ups
- **Content Connective:** Spotlight business courses

2.10. Feedback from Users:

“(BIPC Norfolk) supported me with ideas and filled me with confidence and enthusiasm to go ahead and expand”

“I regularly make use of the free databases such as Cobra where I research ideas and find out more about marketing trends in the sector I am interested in. It is really invaluable and has given me lots of information to get going”

‘Very helpful and informative, with good suggestions on how to take the idea forward’

“Feeling in a safe place to share my concerns and confusions about my enterprise idea. Very motivating!”

“The awesome content - positive message - amazing women sharing experiences + support. Confidence to take the next step.”

Lorraine Finch – owner of LF Conservation and Preservation based in Great Yarmouth which provides conservation and preservation of archives, film, sound and photography to institutions and individuals said

“I attended a Genix business advice session as I’ve been considering diversifying into providing conservation training courses as well as events encouraging young people to pursue careers in the field. We went over my list of potential courses and it was really useful to have positive feedback and reassurance that I was on the right track.

I’m also booked on to the upcoming ‘Spotlight: Social Media for Business’ course as I’d love to know how to make more of my social media marketing. I’m particularly interested in finding out whether Instagram will be suitable for my business.”

2.11. Evaluation

An evaluation of the economic impact of BIPC Norfolk was undertaken in 2015/16 as part of the British Library partnership process. BIPC Norfolk continues to deliver the same services. Highlights from the evaluation can be found at Appendix 2.

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 : Jan Holden **Tel No. :** 01603 228910

Email address : janet.holden@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.

Business & IP Centre Norfolk



The logo for the British Library, consisting of the words "BRITISH LIBRARY" in white, stacked vertically on a red rectangular background.

The Business & IP Centre Norfolk, situated on the second floor of the Norfolk and Norwich Millennium Library, offers a full reference and lending service for individuals or organisations. We hold workshops and events and offer advice on a whole host of subjects from setting up your own business to protecting your intellectual property. So whether you're looking to start, grow, or run a business, Business & IP Centre Norfolk can help.

Opening times:

- Monday 10.00am – 7.00pm
- Tuesday 10.00am – 7.00pm
- Wednesday 10.00am – 7.00pm
- Thursday 10.00am – 7.00pm
- Friday 10.00am – 7.00pm
- Saturday 09.00am – 5.00pm

Resources and facilities

The Business & IP Centre is equipped to enable you to conduct your own research and offers PCs with office software, free access to the internet and study spaces as well as:

- Trade and company directories listing local, national and international businesses.
- Market Research reports.
- Current and back copies of several of the most popular business periodicals.
- Information on company and business law including Health & Safety at work.
- A comprehensive collection of business books available for reference and loan.

We can help you:

- Target customers in specific business sectors.
- Research your competitors.
- Research a product or service.

- Source a product.
- Perform statistical analysis on your business sector.
- Research grants available to you.
- Run financial status reports and credit checks on potential partners, customers and suppliers.
- Identify what protection may be appropriate for your products and services and how to go about getting patents, trade marks, designs or copyright. Free patent and trade mark search advice is also available by arrangement.

Online resources:

The Business & IP Centre provides access to a great selection of free online subscriptions to help you access up-to-date business information. These include:

- **COBRA** (Complete Online Business Advisor). 1:1 Introduction to COBRA sessions also available on Wednesday afternoons (booking essential, please visit our Eventbrite page).
- **MINT** (MarketingINTElligence). Free access but there is normally a £30 charge to download specific search data. For a limited time only there is funding available for one free search for each individual or organisation. Email: askus@norfolk.gov.uk with your search parameters and our Information Team will do the work for you!
- **MINTEL** (Market research). Free access, offering expert analysis of high quality data and market research to help you grow your business

Events

At the Business & IP Centre we have a year-round programme of events including Spotlight workshops, live webcasts and 1:1 advice sessions with Genix, Leathes Prior Solicitors & Larking Gowen Chartered Accountants.

Business 1:1 Appointments. All bookable through Eventbrite.

- Free 1:1 Business Start-Up and Growth Advice with Genix – Alternating Wednesdays.
- Free 1:1 Business Accounting Advice with Larking Gowen – Second Thursday of the month.
- Free 1:1 Legal Information for Business with Leathes Prior – Third Thursday of the month.
- Free 1:1 Business Growth Advice with New Anglia Growth Hub – Fourth Thursday of the month.

BIPC Intellectual Property Clinics. 1:1 confidential IP sessions with a BIPC Norfolk advisor. Booking essential through Eventbrite.

Spotlight business courses. Wednesdays on a six week rotation, see Eventbrite for details:

- What the Business & IP Centre Norfolk can do for you
- Is starting a business right for you?
- Business planning
- Protecting your idea
- Funding & finance - sources and practicalities
- Promoting yourself & your business

For further details about upcoming events and to book where applicable, please visit our Eventbrite page:

www.bipcnorfolk.eventbrite.com

You can also keep up to date with all our latest developments on twitter and Facebook.

Please email us if you would like to be added to our contacts list for regular newsletters.

Events across the county

The BIPC uses Norfolk's network of libraries to work with champions in other branches across Norfolk, so, if your business is not city-based, keep an eye on events at your local library.

Contact us

Business & IP Centre Norfolk
Norfolk and Norwich Millennium Library
The Forum
Millennium Plain
Norwich
NR2 1AW

Tel: 01603 774740

Email: bipcnorfolk@norfolk.gov.uk

Web: www.norfolk.gov.uk/bipcnorfolk

Twitter: @BIPCNorfolk

Facebook: @norwichbusinesslibrary

BIPC Norfolk Update - Impact

A web survey of BIPC Norfolk customers was undertaken Adroit Economics in 2016 as part of the library's membership of the BIPC network.

When asked about what services respondents had accessed at the library, the most accessed service was Library databases and market research (64%), followed by networking events (36%) and practical workshops and one to one advice (both on 18%).

Most (82%) said they benefited from free access to information, followed by 53% from making valuable business contacts and 52% finding all resources in one location.

1. Business starts, employment and turnover

- a. 55% of respondents had started a business and 32% intended to do so.
- b. Of those respondents who had started a business, 50% were Sole Traders and 50% Private Limited Companies.
- c. 91% of respondents who had started a business said the primary location from which their business operates was their home.
- d. When respondents, that had started businesses, were asked about the number of employees they currently employ, 75% said just themselves (0-1) with the remaining 25% employing between 2 and 5 workers.
- e. Respondents were then asked how many people they anticipated employing in 3 years' time. 58% said 2 to 5, whilst 42% said just themselves (0-1).
- f. When respondents, that had started businesses, were asked about their current turnover, 17% said £0-9,999, 58% said £10,000-£49,999; 25% said £50,000-99,999.
- g. Respondents were then asked what they thought their turnover would be in 3 years' time. 8% said £0-9,999 50% said £10,000-49,999; 33% said £50,000-99,999. One person said £100,000-249,000.
- h. The largest proportion (33%) of businesses that had been set up since using the library were in Creative / Media / Publishing / Fashion; the second largest proportion with 22% each were in professional services and IT/ Telecommunications.

2. Overall perceived contribution of the library's services and support

- a. All respondents were asked their view of the overall contribution of the support received from the library's services. 5% felt that they would have achieved similar results anyway; 95% felt that use of library services had contributed and of these, 23% felt that they would probably not have achieved similar results.
- b. Overall satisfaction levels were high. 86% of users were satisfied with the help and support offered by the library, 45% were very satisfied, and nobody was dissatisfied.
- c. One of the features of the services and support offered by the library is the opportunity for users to receive direct, face-to-face support. 68% felt this was either very or extremely important.

3. Economic Impact

Adroit Economics estimated that during the survey period

- a. 10 new businesses were created as a result of use of library services
- b. That a further 15 new businesses were anticipated to be created
- c. £300,000 turnover had already been created
- d. £1m was anticipated to be created over three years
- e. 14 jobs had been created by users (including the proprietor), as a result of use of library services over the evaluation period
- f. Users anticipated that they will create a further 39 jobs over the next three years, as a result of use of library services
- g. £86,000 net additional GVA had been generated by BIPC Norfolk customers
- h. Adroit estimated that BIPC customers were likely to create a further £310,000 GVA

Communities Committee

Report title:	Health improvement campaigns
Date of meeting:	5 September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services

Strategic impact

This report describes our approach to our communications and media activity in support of the delivery of Norfolk County Council’s public health strategic priorities. The Public Health Strategic Framework sets out a commitment to promote healthy living and healthy places and to deliver health improvement and prevention services and campaigns as part of a healthy living pathway. It recognises that health is impacted by multiple factors interacting in complex systems and that promoting health, protecting people from harm, preventing ill health and reducing health inequalities requires a combination of actions at multiple levels supported by clear communication of public health messages. Our current and proposed media activity reflects both local and national priorities taking account of national public health media campaigns from Public Health England and others, applying a local focus responding to the identified needs across Norfolk.

Executive summary

This report presents a summary of our most recent public health campaigns and media initiatives. It sets out our proposals for two sustained public health campaigns aimed at two core demographic groups, plus two further partnership campaigns through 2018/19.

Two core demographic groups have been identified through analysis of public health outcome framework indicators as having poorer outcomes than the England average these being men aged 40 to 75 years and young families.

In addition, we will undertake two partnership campaigns: road safety and the Stay Well in Winter campaign, both with an emphasis on prevention.

Media activity in the year to date has included ‘Get checked’ our blood pressure awareness campaign; safe sleeping; sexual health awareness; and child accident prevention.

Recommendation:

Members are asked to

- 1. Approve proposals for a public health media campaign activity including two core year-long campaigns promoting the health of our target demographics, men aged 40 to 70 years and young families.**
- 2. Approve the partnership campaigns on road safety and ‘Stay well in winter’.**

1. Proposal

- 1.1. This report presents a summary of recent public health campaigns and media initiatives, and of our proposals for sustained campaign programmes for the

remainder of the year, running into 2019/20.

- 1.2. It proposes that our core public health communications and media activity for the coming 12 months is focused on two demographic groups. These have been identified through an analysis of the Public Health Outcome Framework (PHOF) indicators as which shows that for two population groups we perform less well than the England mean. The two core campaign groups are:
 - Men aged 40 to 75 years, and
 - Young families (including the health of younger parents and of children and young people).
- 1.3. While communications and media activity in the year to date has been loosely associated with these target groups this association will become more and more evident as future campaigns are rolled out. These campaigns have built upon successful campaigns delivered earlier in the year (See Appendix 3) such as the two mental health promotion campaigns 'Time to change' and 'I am (really not) okay'. In March 2018, members received a report from the Director of Public Health on these campaigns which aimed to change perceptions and the narrative around men's mental health and wellbeing. A continuation of this work forms part of the core campaign to promote the health of men aged 40 to 75 years.
- 1.4. **Men's health campaign – 40 to 75 years.**

This campaign aims to deliver a sustained approach to promoting the health of men aged 40 to 75 years. This is a key group to influence because a number of outcomes are poor e.g. suicide, smoking and blood pressure. It is a key age for changing lifestyle to prevent the onset of long term conditions and this will increase from 65 years old and upwards
- 1.5. We aim to establish and maintain high levels of media and public awareness reinforced through regular engagement on a series of men's health issues including mental health, risk of suicide, cardiovascular disease and male cancers. The campaign will increase awareness of the steps men can take to look after their physical and mental health and other support mechanisms available to men in this age group.
- 1.6. As a result, we aim to see increased participation from men in NHS Health Checks and the National Diabetes Prevention Programme, a local reduction in adverse health outcomes and increased health literacy. These health improvements should be reflected in improved performance in future years in relevant PHOF indicators.
- 1.7. Our approach is to engage an 'influencer' – a local, well-respected person to be the face of the campaign and able to connect to our target audience in a way that we would not. This influencer will deliver a series of short campaigns each tackling a health issue, all under a single campaign brand. The short campaigns will be accompanied by a monthly blog/vlog to coincide with national campaigns for a particular health focus.

Image branding for this campaign is currently being designed. The campaign will be launched this September in the local media and is intended to run through to the end of July 2019. An indicative timeframe for the men's health campaign is in Appendix 1.
- 1.8. The men's health campaign will focus on:
 - blood pressure

- smoking
- suicide and mental health
- exercise and diet
- cancer awareness

1.9. **Young families campaign**

This campaign aims to deliver a sustained year-long approach to promoting the health of young women and men including their role as parents in child health. The focus on this age group and parenting reflects concerns over a number of indicators in the public health outcome framework (PHOF) where Norfolk is performing worse than England, such as smoking and cot deaths. It is designed to ensure that children are given the best start in life.

1.10. The campaign will establish and maintain high levels of media and public awareness, reinforced through regular media and public engagement on a series of health issues related to this target demographic. It will increase health literacy and awareness of health issues with the objectives of improving performance in relevant PHOF indicators, a reduction in adverse health outcomes for men and women in this age group and for children and infants

1.11. The campaign will take account of and will be delivered in conjunction with the media and campaigns plans of partner organisations including the Norfolk Healthy Child Programme and the Domestic abuse and Sexual Violence Board.

Image branding for the young families' campaign is currently being designed. The campaign will be launched this September and will run for one year. An indicative timeframe is set out in Appendix 2.

1.12. The young families' campaign will focus on:

- safe sleeping for babies
- sexual health
- smoking at time of pregnancy
- alcohol
- accidents under 5s
- school readiness – summer reading challenge
- exercise – Explore Norfolk

1.13. **Stay well this Winter**

In addition to the two core campaigns we will be working across the STP and with Public Health England and NHS England on a 'Stay Well This Winter' communications plan. The campaign will have a strong focus on prevention and reducing admissions in the winter period, and on reducing excess winter deaths. We aim to provide consistent health messages targeted at the most vulnerable populations and sustained over the winter period. Key aims include:

- to increase flu vaccination in vulnerable populations and target general practices with low uptake
- to reduce the incidence of flu and winter vomiting in patients and health staff
- to promote self-care and effective self-management
- to promote measures to improve heating in homes

The campaign will launch in September and focus on flu immunisation from September through to December, introducing broader winter well campaign messaging from September through to March.

1.14. **Road Safety**

The member task and finish group on road safety will be submitting recommendations to committee in November, as part of the strategic plan. This will also include recommendations on partnership communications and campaigns, and a communications framework. This will be a partnership effort with other departments within Norfolk County Council such as Highways and the Fire Service, as well as agencies such as the Constabulary, and Office of the Police and Crime Commissioner.

2. **Evidence**

The public health outcomes framework indicators reveal a complex and mixed picture of health across the county. An analysis of those indicators where Norfolk is stubbornly performing worse than England indicate that there are certain populations who are disproportionately affected. For example, although smoking rates across Norfolk are lower than England, rates in routine and manual worker and in pregnancy are higher. Where universal campaigns aim to influence health behaviours across the whole population it is necessary to employ a much more focused and targeted intervention to address and not extend health inequalities.

Our approach will utilise media and campaign opportunities shown to be effective at reaching these target population groups.

3. **Financial Implications**

The proposed activities will be funded through the public health budget for communications and media activity. In this current financial year it is £54,000.

Both the blood pressure and safe sleeping campaigns were carried forward from previous financial years with a budget of £10,000 each.

4. **Issues, risks and innovation**

The proposal to focus on two core demographic groups and to build year-long sustained campaigns is intended to provide focus and a level of intensity that will result in health improvements for the target populations. The approach comes with the risk that other groups with health needs may not be sufficiently accommodated by the campaigns and media activity. Steps will be taken to ensure that, through the media activity, more universal health messages are also delivered within the context of the two core groups.

We set out to be innovative in our proposals as illustrated by the appointment of an influencer to be the face of public health promotion messages. Selecting a person to be the face of such campaign has its inherent risks. We believe that we are recruiting a suitable influencer who is well known and respected across Norfolk and who will be able to put across our campaign messages in a personal and believable way.

Many of the activities proposed are dependent on the collaboration of partners and the effective delivery of media campaigns on a wider scale and at a variety of levels. Our programme takes account of national and regional campaigns of Public Health England, voluntary and community sector and other organisations and, where appropriate we have linked with these campaigns. The proposed activities will aim to

utilise evidence that supports their effectiveness in precipitating behavioural change in the target audience.

Officer Contact

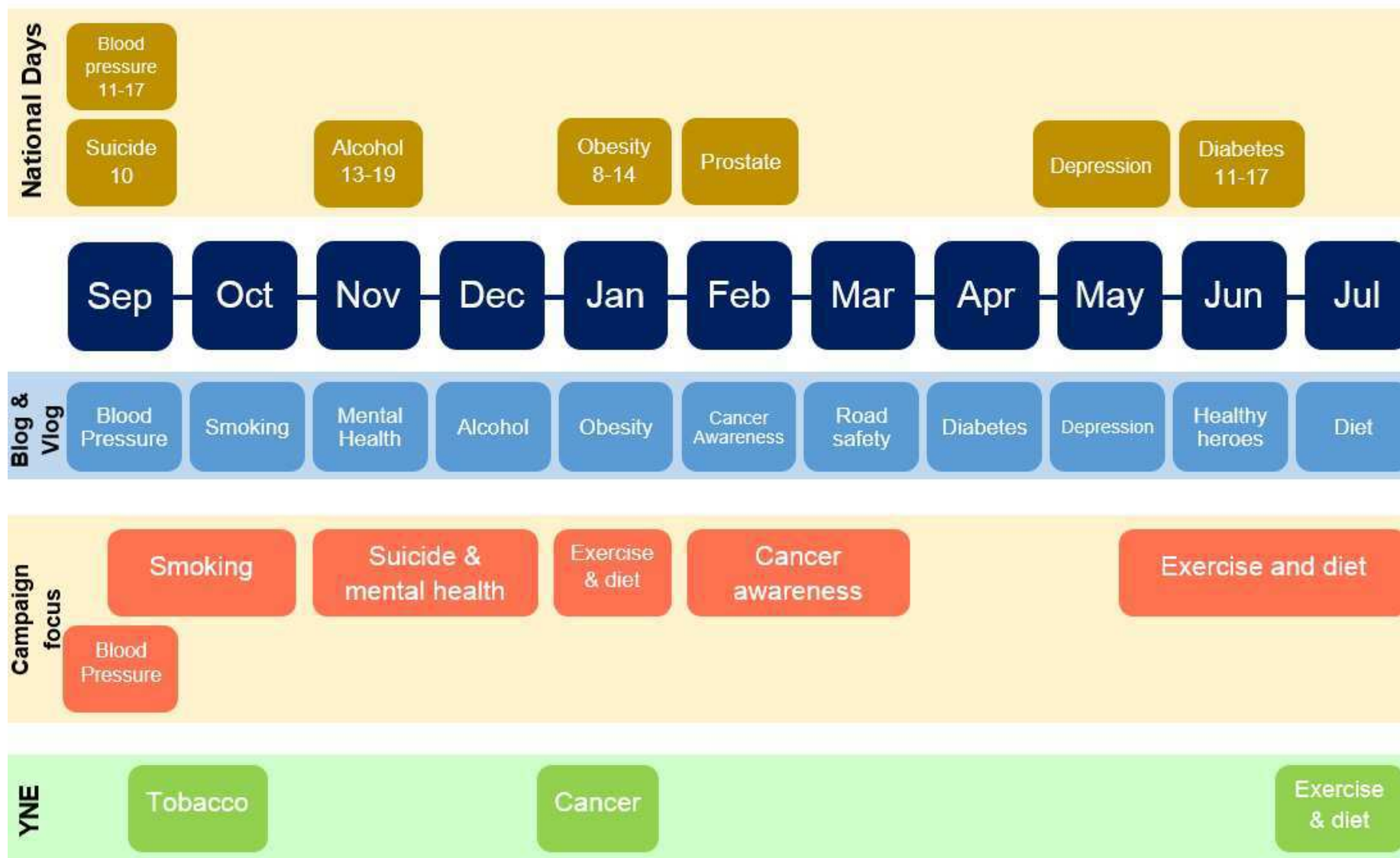
If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name: Martin Seymour **Tel No.:** 01603 223442
Email address: martin.seymour@norfolk.gov.uk

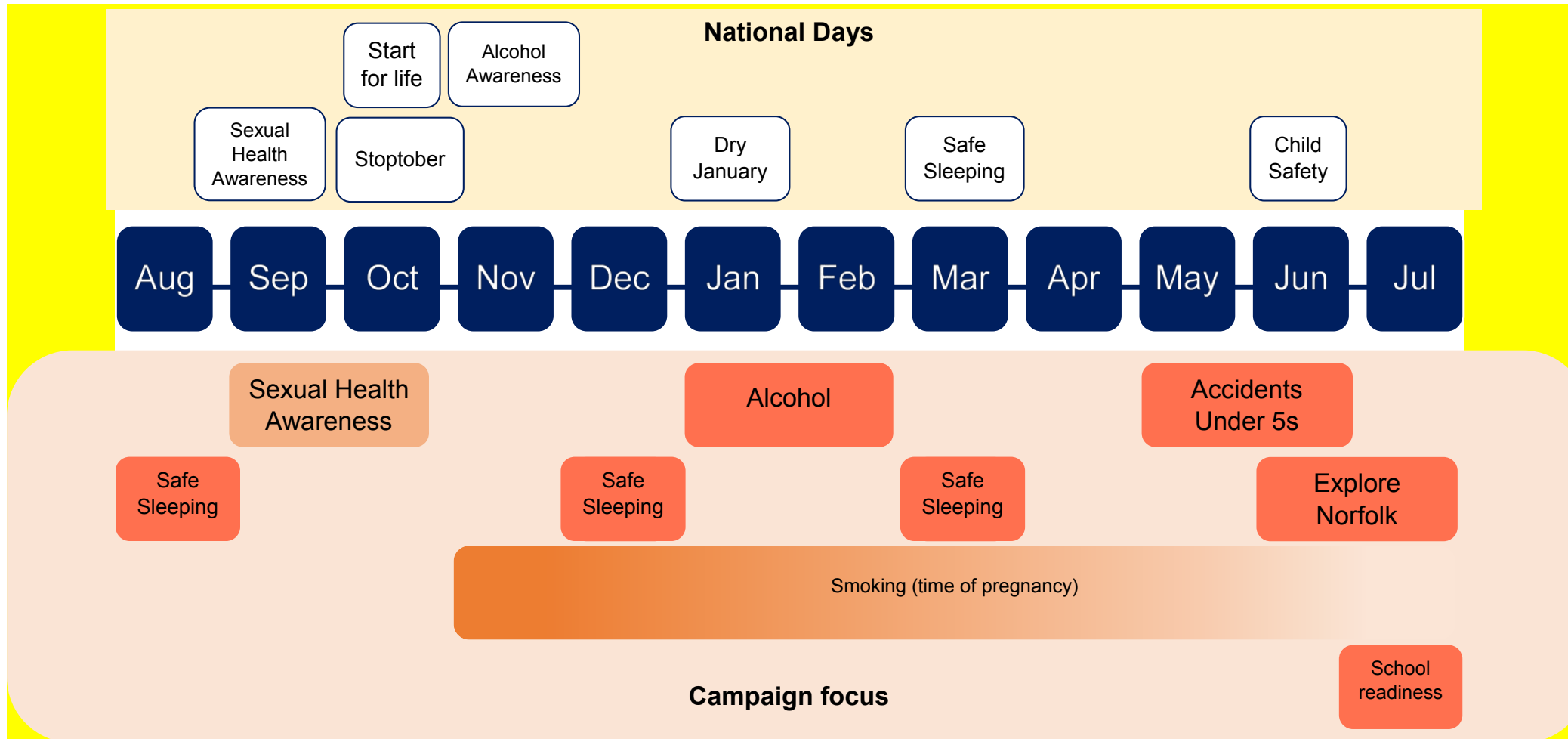


If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

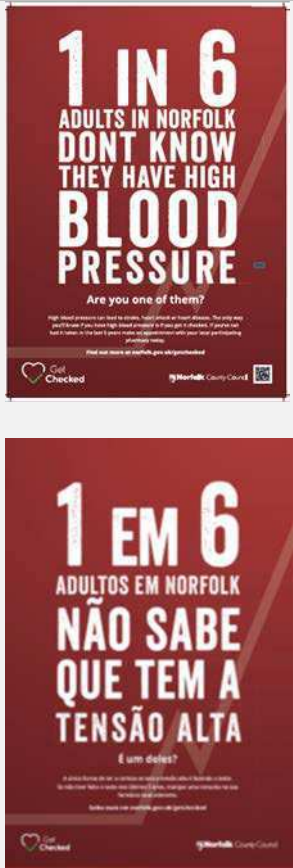
Men's Health Campaign – timings and focus






Young families' health campaign-timings and focus


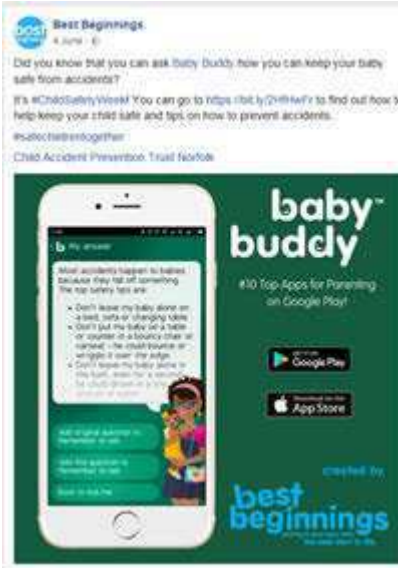



Public Health Campaigns, 2017/18

Campaign	Objectives	Target Audience	Channels	Results	Resources
<p>Get Checked Blood Pressure Campaign</p> <p>Launched 30th April - 6 weeks duration County wide</p> <p>Cost £10,000</p>	<p>Improve public understanding of the significance of high blood pressure and link to cardiovascular disease</p> <p>Detect high blood pressure and refer appropriately</p> <p>Increase understanding about blood pressure numbers</p> <p>Increase understanding of the influence of lifestyle on blood pressure</p>	<p>Males and females 40 – 74 years old not had their BP checked in last 5 years</p> <p>Areas of high undiagnosed prevalence of hypertension (deprived areas)</p>	<p>Multimedia: Local radio (unpaid) – 8 interviews with high profile CVD experts</p> <p>45 Outdoor posters inc 9 poster sites in non-English speaking areas in alternate language)</p> <p>6 weeks social media, Facebook adverts, twitter and google adverts EDP and Just Regional adverts 2-week promotion to NCC staff</p> <p>Creation of NCC website BP page</p>	<p>Blood Pressure Detection:</p> <p>668 blood pressures measured</p> <p>190 (28%) High > or = 140/90</p> <p>9 very high > or = 180/110</p> <p>NCC BP website page views = 3,405</p> <p>Social media played a key role in the campaign. Impressions (number of times campaign displayed) = 103,609, reactions = 940 Likes</p>	

				<p>1 advert reached 27,968 adults, of which 7,768 >65yrs and 562 click throughs.</p> <p>From NCC checks alone nearly 90 staff were recommended an NHS Health Check</p>	
<p>Safe sleeping campaign</p>	<p>To reduce child deaths in Norfolk through raising awareness of safe sleeping messages to the target audience and changing behaviours.</p>	<p>Parents and others responsible for babies. The general public to be aware of safe sleeping messages. Providers of rented accommodation and holiday accommodation. Professional agencies that come in contact with new parents.</p>	<p>Safe sleeping video went live on internet video sites on 30th June (for six weeks). Promotion on social media</p> <p>Media release issued.</p>	<p>Ongoing campaign – analysis to be completed at the end of the campaign.</p>	

<p>Sexual Health campaign</p> <p>Ongoing rolling two-year campaign</p> <p>Cost in 2017/18 this £3,400</p>	<p>To reduce the incidence of late diagnosis of HIV.</p> <p>To reduce the prevalence of sexual transmitted diseases in young people.</p>	<p>Broad audience with individual campaigns targeted at specific groups including younger people, older people, the LGBT community, under 25, and MSM.</p> <p>There was also a repeated campaign to increase awareness of and take-up of the HIV finger prick test.</p>	<p>Facebook campaign with a two-year rolling communication with varying messages.</p>	<p>In 2017/18, 11 individual campaigns reached more than 380,000 people generating 452 likes/reactions.</p>	
--	--	---	---	---	--

<p>Child safety week (Child Accidents Prevention Trust). 4th-10th June.</p> <p>Cost: £100 for targeted social media posts.</p>	<p>Raise awareness of the risks of childhood accidents and how they can be prevented. Secure a safer environment for children of all ages so they can live life to the full well protected from serious injury or death. Reduce the number of accidents involving children and young people in and particularly those that result in hospital admissions.</p>	<p>Parents, grandparents, and carers of young children. The campaign is relevant to the public health core campaign group 'young families'.</p>	<p>Five-day social media campaign with a different topic each day delivered in partnership with NCC trading standards. Partnership with best beginnings, provider of the baby buddy parenting app, re-posting social media. 0 to 19 service provider (Cambridge community services) engaged through social media</p> <p>Support for the campaign from pharmacies across Norfolk.</p> <p>Signposting to child safety week materials on the CAPT website.</p> <p>Norfolk road safety team promoting awareness to young drivers through the Young Drivers sub-</p>	<p>Social media results on child safety week. Choking was by far the most engaging post, followed by button batteries.</p> <p>Choking Reach: 5195 Post clicks: 92 Reactions, comments and shares: 22</p> <p>Button batteries Reach: 3795 Post clicks:35 Reactions, comments and shares:19</p> <p>Burns Reach: 3164 Post clicks: 27 Reactions, comments and shares:8</p> <p>Falls Reach: 2648 Post clicks: 17 Reactions, comments and shares: 2</p> <p>Poisoning Reach: 4219</p>	 <p>Safe children: together we've got this!</p> <p>www.childsafetyweek.org.uk</p> <p>facebook.com/ChildAccidentPreventionTrust</p>  <p>Best Beginnings</p> <p>4 June · 0</p> <p>Did you know that you can ask baby buddy how you can keep your baby safe from accidents?</p> <p>It's #ChildSafetyWeek! You can go to https://bit.ly/2H9tWf7 to find out how to help keep your child safe and tips on how to prevent accidents.</p> <p>#safekidstoengetogether</p> <p>Child Accident Prevention Trust Norfolk</p> <p>What accidents happen to babies because they fall off something the top safety tips are:</p> <ul style="list-style-type: none"> Don't leave the baby alone on a bed, sofa or changing table Don't put the baby on a table or counter if a baby sits or crawls - he could bounce or topple it over the edge Don't leave the baby alone in the bath, even for a second <p>#10 Top Apps for Parenting on Google Play</p> <p>Available on the Google Play</p> <p>Download on the App Store</p> <p>created by best beginnings</p>
--	---	---	---	--	---

			group of the Road Safety Partnership.	Post clicks: 31 Reactions, comments, and shares:12	
Mobile Phone Detection pilot	An innovative demonstration of partnership working with a local firm. This system is the first in the UK to be used as a roadside mobile phone detection system. Key objective is to deter motorist from using mobile phones while driving. To raise awareness of the dangers of mobile phone distraction whilst driving. The tool is meant as an educational means to reduce mobile phone usage at the wheel. The scheme is planned to run for a year and will the system will be set up at locations across the county.	Motorists	Press release and social media presence	Blanket national, local, and European press coverage for the launch of the pilot scheme, including TV broadcast on BBC News, and ITV.	

Communities Committee

Report title:	Development of Healthy Lifestyle Service
Date of meeting:	5 September 2018
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 promotes health and health improvement for people living in Norfolk. This includes the provision of lifestyle behaviour change services such as stop smoking and NHS Health Checks. In the public health strategy a review of Healthy Lifestyle Services is proposed. The services will be redesigned to provide a more targeted service in line with the strategic intentions of Council's the local services strategy, and information and guidance strategy - key ambitions of Norfolk Futures.	

Executive summary

<p>This paper proposes a comprehensive review and redesign of lifestyle and behaviour changes services commissioned and provided by Norfolk County Council. Current services are siloed, based on a medical model and do not sufficiently reflect the distribution of need across the county.</p> <p>A range of services including stop smoking, physical activity promotion, weight management and the (statutory) NHS Health Checks will be included in scope covering a £3m budget, over 280 contracts, and over 1,500 annual financial transactions.</p> <p>The vision is to develop a lifestyle behaviour change offer that is centred on individuals who may have several issues to address, and is based in communities. It will be targeted at areas of highest need. To respond to the changing environment, it is anticipated that benefits will include an affordable budget and alignment with Norfolk Futures strategies especially information advice and guidance, and local services strategy.</p> <p>Recommendations:</p> <ol style="list-style-type: none">1. To recommend a comprehensive review of the council's healthy lifestyle services to develop a modern, integrated, and affordable service offer for implementation in 2020.

1. Proposal

- 1.1. A review of the County Council's current adult healthy lifestyle services offers is proposed. The aim is to redesign the service model to offer a new service that provides a single, targeted and person-centred approach.
- 1.2. Within the scope of this review are NHS Health Checks, weight management, physical activity and smoking cessation services. Also our digital offers: website, customer services and communications related to healthy lifestyles. Further discussions will be held to determine whether alcohol consumption, workplace health and mental wellbeing should also fall within the scope of the project.
- 1.3. The key strategic intentions are to:

- a) Deliver the Council's responsibilities to promote and improve health
- b) Design a modern health improvement service using new approaches and technologies, based on evidence and best practice
- c) Support the prevention agenda through activities that seek to influence behaviour
- d) Provide person-centred interventions that address multiple health behaviour change needs in a single client
- e) Provide targeted interventions to the areas of most need, to reduce health inequalities

2. Evidence

- 2.1. Norfolk has a complex and mixed picture of outcomes related to lifestyle. Overall our health outcomes are about average for England, however life expectancy is no longer increasing, the number of years lived in poor health is increasing, and there are marked variations in health outcomes across the county.
- 2.2. There is good international evidence that an individual's lifestyle, their diet, levels of physical activity, smoking and drinking habits can have a significant impact on their risk of long term health conditions and their life expectancy. In addition there is reasonable evidence that interventions are effective in supporting behaviour change, improving health outcomes, and reducing need for health and social care services.
- 2.3. In Norfolk there is opportunity to improve people's health through improved lifestyles. Our smoking rates for adults are better than the national average, but our rate of smoking in pregnancy is worse, as are smoking rates in some parts of the county. We are in line with national averages on physical activity, but worse on rates of excessive weight in adults.
- 2.4. Poor health related lifestyles are strongly associated with deprivation, and so there are marked health inequalities across the county. Furthermore lifestyle choices are inter-connected, leading to clustered risks in both areas and in individuals
- 2.5. Over recent years there have been other key changes in the needs for behaviour change services. For example in recent years there have been marked decreases in smoking prevalence and falling numbers accessing stop smoking services. New technologies such as increased use of digital information, digital support tools and apps, and increases in the use of e-cigarettes provide opportunities for changing service models.
- 2.6. However, our current lifestyle service offer is based on a traditional medical model with the majority of services based in healthcare settings especially GP practices. Services offer individual, behaviour specific, interventions such 'stop smoking' or 'weight loss' rather than starting with the individual, their complex range of needs, in their local community setting. As public health services modernise, 'integrated lifestyle services' that address the range of issues for an individual, have been developed in other areas.

3. Financial Implications

- 3.1. The current budget for the services within the scope of this review is about £3m. CIPFA benchmarking data from 2016/17 suggests that overall spend on health improvement is slightly lower than comparable county councils at 6.2% of our budget compared to a comparator average of 8.4%.
- 3.2. Within in this overall envelope there are some marked differences between areas. In Norfolk we see relatively low spend on uptake of NHS Health Checks by GPs, and conversely we have a higher than average proportion of spend on stop smoking.

- 3.3. 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 in a position to implement these large scale service redesign changes in two years' time, planning needs to start this year.

4. Issues, risks and innovation

- 4.1. This service design is a complex task relating to bringing together potentially 7 or more services, across over 280 individual contracts that require over 1,500 financial transactions a year. This will require careful project management, and is why a longish planning period of two years is proposed. As with all projects of this nature there is a risk that the project plan does not take into account:

- dependencies (out of our control)
- potential for slippage
- the level of dedicated resource required project tolerances (acceptable deviations or slippage from the plan) have not been defined

To manage this risk a member of the contracts team has been assigned to introduce project controls methods appropriate to the scale, context and complexity of the project. A Project Team has been established and broad timescales have been identified. If service re-procurement is required we will aim to award a contract by December 2019 with any new service being in place by April 2020.

- 4.2. The services provided are a significant source of income for providers, especially GPs and pharmacists and a move to a single community model will be associated with a loss of income for a large number of small providers. This is likely to be unpopular. At the same time a wider range of other stakeholders are not currently fully engaged by public health in our efforts to promote and improve healthy lifestyles including libraries, fire and rescue, customer services, district councils and the voluntary sector. 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 through 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 taking into account evidence on Public Health Outcomes for the population and is open to local interpretation. In addition, the council is specifically required to commission NHS Health Checks in accordance with national specifications.
- 5.2. The current services that are directly commissioned for adult health improvement are NHS Health Checks, weight management (Norfolk Slimming World on Referral), and stop smoking services in general practice, pharmacies, and through a community based specialist service. In addition, public health offers financial support to Active Norfolk, the County Sport Partnership, to enhance their physical activity offer.
- 5.3. The current contracting arrangements for lifestyle services are varied. For example, Slimming World is a fixed term contract (with an option to extend), NHS Health Checks are commissioned on a rolling Primary Care contract, and physical activity is covered by a grant arrangement between Public Health and Active Norfolk.
- 5.4. Public Health also addresses healthy lifestyle issues in other ways, for example through its workplace health contract, support for the council being a health-

promoting council, and in media campaigns (e.g. on blood pressure, stop smoking, and One You), and involvement in planning and active travel.

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 : Angela Fletton

Tel No. : 638338

Email address : Angela.fletton@norfolk.gov.uk



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

Communities Committee

Item No.

Report title:	Norfolk Fire and Rescue Service – Community Safety Strategy
Date of meeting:	5 September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Norfolk Fire and Rescue Service is at the heart of community protection in Norfolk. The core role of the service is focused on preventing emergencies, protecting our communities and emergency response. With the ever increasing demand on public services, Norfolk Fire and Rescue Service has a key role in working with partners, other agencies and local communities to support residents living longer, healthier and safer within their own homes.	

Executive summary

Community safety activity (prevention and protection) is at the heart of the work of Norfolk's Fire and Rescue Service. Given the importance and reach of this work, a Community Development Strategy has been developed with the following vision:-

“To work together effectively to save life, reduce harm and make Norfolk a safer place for everyone”

The Strategy sets out five overarching priorities to guide work over the Strategy period:-

1. Reduce the volume, impact and harm from all emergency incidents
2. Help those most at risk through early intervention
3. Work in partnership to deliver inclusive educational and development engagement with young adults and children
4. Work with our communities and other regulators to inspect and protect our businesses and buildings
5. Work collaboratively to strengthen our local partnerships and the impact of our activities

Recommendations:

1. **To approve the Norfolk Fire and Rescue Service Community Safety Strategy 2018-20, as set out in Appendix A.**
2. **To note the intention to carry out an annual assessment of community safety risk, and include it with the Fire and Rescue Service - Service Delivery Plan which is considered annually by the Committee.**

1. Legislative context

1.1. The Fire and Rescue Services Act 2004

- 1.1.1. This is the main piece of legislation under which fire and rescue services operate. The Act defines a set of 'core functions' which in respect of community

safety (prevention and protection) includes “promoting fire safety”.

1.2. **Fire and Rescue National Framework**

1.2.1. Alongside the Act, the Home Office also introduced a national framework setting out Government’s expectations and requirements for fire and rescue authorities. The framework recognises that community risk is managed by three interventions:-

- **Prevention** – the practice of trying to prevent emergencies from happening in the first place
- **Protection** – the practice of ensuring fire safety standards in buildings as appropriate
- **Response** – the practice of minimising the impact of emergencies through well-trained, well-equipped firefighters responding to them quickly and effectively.

1.3. **The Regulatory Reform (Fire Safety) Order 2005**

1.3.1. This is the legislation under which fire safety standards in almost all buildings are controlled. Fire and rescue authorities are responsible for enforcing the provision of the order by undertaking risk-based inspection programmes, including carrying out audits of fire safety arrangements in areas of greatest risk.

2. **Strategic context**

2.1. The statutory Integrated Risk Management Plan (IRMP) sets out the vision for the fire and rescue service in Norfolk, and how we will achieve this. The IRMP sets out the strategic context for fire and rescue provision in Norfolk.

2.2. The way that the service is organised in terms of operational delivery flows from the IRMP.

2.3. The current IRMP runs until 2020. Work to develop a new IRMP for 2020 and beyond has started and a report on the scope of this work will be presented to this Committee at the next meeting.

3. **Community Safety Strategy**

3.1. The Norfolk Fire and Rescue Service’s impact and work around community safety is through its prevention and protection activity. Community safety and fire prevention is at the heart of our work. Clearly the service has critical emergency capability but, in general terms, the majority of our time is usually spent working with local communities on prevention or planning and training for emergency events.

3.2. To recognise the importance of our community safety activities, and to ensure there is clear direction in terms of priorities, we have developed a proposed new Community Safety Strategy – see Appendix A.

3.3. The Strategy is intended to complement the provision in the IRMP by setting out clear overarching priorities for prevention and protection activity to address the community risks defined in the IRMP.

3.4. The proposed vision for the strategy is:-

“To work together effectively to save life, reduce harm and make Norfolk a

safer place for everyone”

3.5. To deliver this vision, our Community Safety Strategy 2018/20 establishes 5 key overarching priority areas which are focussed on reducing community risk. These priority areas take into account the direction and expectations set by the communities we serve through Norfolk County Council and direction from the Home Office.

3.6. The Strategy will cover the remaining period of the IRMP and therefore will run until 2020. It will be re-freshed and reviewed as part of the work to develop a new IRMP, and the new Strategy (if needed) will run concurrently to the IRMP period.

4. Delivery plan

4.1. In terms of activities and tasks, the priorities for this financial year are already defined in the Service Delivery Plan 2018/19 approved by the Committee in March. A copy of the relevant section of this Plan is included at Appendix B, for ease of reference. In practice, there will be a number of detailed team and other plans developed and implemented as part of business as usual. Where possible, we will continue to seek to develop shared and joint delivery plans and programmes with others e.g. Police service colleagues.

4.2. To help ensure that our activities are targeted in the areas where they can have the greatest impact, we will be carrying out an annual assessment of community safety risk. The intention is to include this assessment with our annual Service Delivery Plan to enable Members to consider it regularly.

5. Financial Implications

5.1. The activity in the strategy will be delivered from within existing NFRS budgets.

6. Issues, risks and innovation

6.1. Collaboration and joint working opportunities

6.1.1. There are significant collaborative, joint and partnership working arrangements across our community safety activity. However, we are not complacent and are committed to closer working with other public service colleagues and partners.

6.1.2. This year, we have already:-

- Worked with colleagues to put in place a new co-located multi-agency community safety team based in Wymondham, bringing together colleagues from fire and rescue, Police and other teams/agencies to work together on community safety activities;
- With Adult Social Care colleagues, developed a more integrated approach to our home fire safety checks, and pilot projects are underway.

6.2. Measuring the impact of our activities

6.2.1. Measuring the success and impact of prevention and protection activity is, by nature, complex and it is challenging to align performance levels to the activities carried out. For example, it is very difficult to determine whether our arson prevention activities are impacting on the number of arson incidents.

- 6.2.2. We will continue to work with others to identify ways that we can more definitively assess the impact of our activities, to help us to target our resources as effectively as possible. The Member Working Group for KSI's is currently attempting to assess the impact that road casualty reduction measures has on KSI figures, and will provide a useful basis for our thinking.

7. Background

- 7.1. [Norfolk Fire and Rescue – Service Delivery Plan 2018/19](#) – approved by this Committee March 2018

[Norfolk Fire and Rescue Authority Statement of Assurance 2016/17](#) – approved by this Committee March 2018

[Norfolk Fire and Rescue Authority Integrated Risk Management Plan 2016/2020](#)

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 : Garry Collins – Head of Fire Prevention and Protection **Tel No. :** 0300 123 1669

Email address : garry.collins@fire.norfolk.gov.uk



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



Appendix A



Norfolk Fire and Rescue Service

Community Safety Strategy

2018/2020



Introduction

The Strategic Vision for the Norfolk Fire and Rescue Service is set out in our Integrated Risk Management Plan 2016-2020. This vision puts prevention at the heart of everything we do to save life, reduce harm and make Norfolk safer for everyone. This Community Safety Strategy is intended to complement the provision in the IRMP by setting out clear overarching priorities for prevention and protection activity to address the community risks defined in the IRMP.

The vision for this Community Safety Strategy 2018/20 is:-

“To work together effectively to save life, reduce harm and make Norfolk a safer place for everyone”

To deliver this vision, our Community Safety Strategy 2018/20 establishes 5 key overarching priority areas, which are focussed on reducing community risk. These priority areas, take into account the direction and expectations set by the communities we serve through Norfolk County Council and the Home Office, will guide the development of delivery plans and activities over the Strategy period.

The Fire and Rescue National Framework recognises the importance of prevention and protection activity in terms of addressing the wide range of risks and challenges faced by local communities. This strategy sets out our priority areas for prevention and protection activities.

In recent years we have been successful in reducing the number of fire related incidents we have responded to. However, more still needs to be done to help better protect and serve our communities. Notably we are still attending fires in homes where no smoke alarm was fitted or working and the number of individuals killed and seriously injured on our roads is not reducing.

Fire protection measures are key components in offering a greater level of safety to both buildings and people, particularly in some of our higher risk buildings, such as ‘sleeping risks’ (Care Homes, Hospitals, Houses of multiple occupants, High Rise residential buildings etc). This combined assessment of both building and people risk will ensure that we get the right level of protection, control, compliance and education to those who are responsible for managing and maintaining safety requirements.

We work within a context of changing demand where the public expects joined up, efficient and effective services. It is essential that we continue to work collaboratively and in partnership to strengthen our service delivery and the impact of activities, and we remain committed to doing this. Aligning activities with other public services – including local authorities and other emergency services – will enable a clear community focus to reduce risk and demand on public services.

This will be supported by close engagement with our communities, building on existing opportunities, enabling early intervention and more resilient and self-sustaining activities.

We are proud of the services that we provide to Norfolk communities and work hard to make the best use of our resources.



Overarching Priority 1

Reduce the volume, impact and harm from all emergency incidents

What this means

We will invest in preventative engagement to drive down both the volume and consequences of all incidents. We will deliver educational safety campaigns across all incident types to include water, road, home and businesses.

Examples of activities in practice:

- Post-fire building inspections and fire investigations to determine any cause or contributory factor from fire related incidents. Where deliberate activity is involved, working with the Police to help detect those responsible, working with local communities to mitigate further damage, impact and repeat incidents by arson.
- Reviewing building inspection priorities, particularly regarding high rise incidents and considering recommendations from the Grenfell inquiry.
- Targeted road safety education delivery to our most vulnerable road users (young drivers, cyclists, older drivers and powered two wheeled vehicles).
- Working with the business sector to drive down the number of unwanted calls from fire alarm actuations, through inspections and monitoring systems.
- Increasing post incident activity following any serious incident or volume of repeat incident types. 'Quick strike' partnership actions to engage with the local community and heighten awareness of both risk and preventative action. Arson audits, investigations, Home Fire Risk Checks, water safety education and press and media messaging.
- Reviewing and debriefing all incidents and investigations. Sharing learning, intelligence and recommendations from both the national picture and also in a local context to ensure our preventative engagement targets both current and emerging risk.



Overarching Priority 2

Help those most at risk through early intervention

What this means

Identify vulnerable people in our community by reviewing call trends through our Prevention and Protection teams, Control staff, Operational staff, Information Analyst Team and partnership intelligence sharing. Enabling resources to be targeted at those most at risk

Examples of activities in practice:

Using Public Health data to help deliver targeted Home Fire Risk Checks to elderly people living alone in remote locations.

- Exchanging timely risk information through partnership arrangements and referrals systems (District Early Help Hubs, Homeshield partnership referrals and collaboration within Police / Fire Community Safety Teams).
- Expanding Home Fire Risk Check information and staff skills to incorporate additional safety and wellbeing checks, (Stop Smoking, Falls Prevention, Wellbeing, Crime/Scamming Prevention and Security) to deliver a more inclusive home educational awareness experience.
- Improving visibility and accessibility within our local communities to promote both interaction and engagement, through community events, projects and station open days; additionally enabling us to recruit more locally based Community Volunteers from our existing district and early help structures.
- Supporting the strategic Safeguarding Board, sharing information across our partners, with a multi-agency pathway to ensure that risk is identified and managed sensitively and that lessons are learnt from referral trends, case reviews and recommendations.
- Using Press, Social Media, Partners and local Community Groups and Leaders to deliver timely and relevant Safety Guidance (Winter Warm & Well, Summer Water Safety, Firework Safety, Scam Alerts, Road Safety).
- Working in partnership to promote educational awareness of our Preventative Duties, particularly through youth engagement.



Overarching Priority 3

Work in partnership to deliver inclusive educational and development engagement with young adults and children

What this means

Our Youth Development team will work with young people and children to deliver development programmes, education and community projects promoting life skills, work experience and future employment and training aspirations. This work covers various safety themes in addition to smoke alarm awareness and fire safety, such as first aid, water and road safety, personal, hazard awareness and recognition of actions to be taken in a wide range of emergency situations during work experience on Fire Stations.

Examples of activities in practice:

- Working in partnership with the Prince's Trust and College of West Anglia to deliver 12 week team programmes to young people (16 – 25yrs) in our 4 Districts across Norfolk throughout the year.
- Providing Fire Cadet Units for (12 – 18yrs) at 5 Fire Stations across Norfolk.
- Leading, managing and delivering multi-agency Crucial Crew safety educational experiences, accessible to year six school children across all seven districts of Norfolk (6,000 pupils).
- Developing opportunities for young people to reach their full potential, including work experience as our Community Volunteers, undertaking prevention projects, events and community engagement for NFRS.
- Providing tailored intervention and education programmes for young people and children addressing 'Fire Setting' behaviours, habits and tendencies.



Overarching Priority 4

Work with our communities and other regulators to inspect and protect our businesses and buildings

What this means

Working in partnership with inspection regulators and our Business Community, we will identify and inspect those premises of highest risk through joint intelligence and risk profiling, particularly where premises have been identified by multiple agencies. Our joint activity will also include, post fire recovery, investigations, active monitoring, enforcement and improvement guidance.

Examples of activities in practice:

- Exchanging timely risk information through our partnership arrangements and referrals systems (District Early Help Hubs, Homeshield partnership referrals and co-location working arrangements across Police and Fire).
- Delivering proportionate risk based inspections, targeting our highest life risk.
- Utilising watch based resources to visit lower level risk providing early, informal intervention and prompt compliance with Fire Safety requirements.
- Targeting premises and those responsible for unwanted false alarm calls from Automatic Fire Alarms (AFAs).
- Delivering collaborative joint inspections covering multiple themes (Trading Standards, Environmental Health, Housing, Licensing, Primary Authority Partnerships and Planning) to improve efficiency and intelligence sharing.
- Following up enforcement notices to validate that deficiencies have been rectified to the required standards increasing the number of satisfactory compliant inspections.
- For serious Fire Safety deficiencies, taking suitable enforcement action, including proportionate informal sanctions or formal court proceedings, to best address the severity of each individual situation.



Overarching Priority 5

Work collaboratively to strengthen our local partnerships and the impact of our activities

What this means

This is about working with others to strengthen our partnerships, policies, resources and outcomes, to ensure that we deliver both collective and inclusive benefits to our communities. We will identify those people most vulnerable across our partnership landscape to better deliver Prevention and Protection functions and values beyond fire safety.

Examples of activities in practice:

- Utilise relevant data and resources, including Public Health data, to target delivery of Home Fire Risk Checks, evaluating outcomes and benefits.
- Exchanging timely risk information and Community intelligence through our partnership arrangements and referrals systems (District Early Help Hubs, Homeshield partnership referrals, Road Casualty Reduction Partnership RCRP, Adult Social Care etc).
- Utilising co-location opportunities across our key partnership, to strengthen shared prevention priorities and collaboration, including a joint Police/Fire Community Safety Team.
- Partnership and collaborative working across the public and voluntary sector to deliver shared and complementary outcomes and priorities. Includes working with other blue light services, the Road Safety partnership, Prince's Trust, College of West Anglia, Care Providers, Rotary Associations, NCC RCRP, Police, Ambulance and Water Safety partners, along with district and county council colleagues.
- Delivering partnership events which promote joint Community Safety messages across a number of themes (for example Norfolk Show – single Blue light emergency service village, Crucial Crew School Safety Days).
- Providing local, national and themed safety campaigns, maximising the capability of Press and Social Media to promote our shared Community Safety activities and key prevention messages across Norfolk.



Measuring success and the impact of our work

Target outcomes

Reductions (or no increase) in:-

- The number of fire deaths
- The number of fire injuries
- The number of deaths from drowning
- The number of accidental dwelling fires
- The number of accidental non-domestic premises fires
- The % of fires attended where there is no smoke detector fitted
- The number of arson incidents
- The number of KSI on Norfolk's roads
- The number of unwanted false alarm calls

Increases in:-

- The number of young people engaged in our youth development programmes who move on to employment, education, training or volunteering
- The number of fire and rescue volunteers supporting our activities
- The % of satisfactory inspections of businesses and premises
- Level of enforcement compliance
- Detection of deliberate incidents
- The % of HFRC's to those most vulnerable

Further evaluation and feedback indicators will supplement the formal outcomes above. These will include information from our community activity, including post incident activity, themed locally planned prevention and education engagement, customer and partnership feedback, to best capture the ongoing value and impact of our work (We did – You said).

Extract from Norfolk Fire and Rescue Service Service Delivery Plan 2018/19

Strategic Responsibility: Head of Community Safety

What are we trying to achieve and how?	Outcome Measures	Delivery Measures
<p>Reduce accidental dwelling fires</p> <p>We will use data and work with partners at the borough and district level to reduce community and individual vulnerability from fire and to build resilience</p> <p>We will promote the installation of smoke detectors.</p> <p>Depending on the evaluation of the Safe & Well pilot, we will look to expand the service</p> <p>We will teach school children how to prevent fires and stay safe</p> <p>We will train domiciliary care companies to recognise fire hazards in the homes of their clients and how to mitigate them</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>50 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 reduce arson and support their priority of reducing rural crime. We will provide advice on how to reduce the risk of arson and undertake joint post fire 'Arson Reduction' visits.</p>	<p>Less than 630 arson incidents</p>	<p>25 arson reduction events</p>
<p>Reduce accidental non-domestic premise fires</p> <p>We will provide advice and guidance to organisations on how to reduce the risk and impact from fire and assist them in complying with fire safety legislation.</p> <p>We will work with other enforcement agencies to share information on risk and to undertake joint visits and proportionate enforcement action</p>	<p>Less than 181 accidental non domestic premises fires</p> <p>0 fire deaths, less than 5 injuries</p>	<p>600 Fire safety audits</p> <p>50 Watch based Safety visits</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>0 deaths from accidental drowning</p>	<p>25 RTC reduction events</p> <p>25 Water safety education events</p>

Communities Committee

Report title:	Finance monitoring
Date of meeting:	5 September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Communities Committee with financial monitoring information for the services reporting to this Committee for 2018-19.	

Executive summary

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

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

The total capital programme relating to this committee for the years 2018 to 2021 is £16.987m. 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 note:

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

1. Proposal

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

2. Evidence

- 2.1. Community and Environmental Services deliver a wide range of services reporting to a number of different committees, EDT, Business and Property, Digital and

Innovation and this Committee, the revenue budget for CES is managed by the Director on a Departmental basis. Elements of services provided through the Managing Directors office also report into this committee.

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

Table 1: Communities NET revenue budget				
	2018-19 Budget	2018-19 Forecast Outturn	Forecast variance	Actual Spend to Period 4
	£m	£m	£m	£m
Community and Consultation	0.214	0.214	0.000	0.049
Community, Information and Learning	15.887	15.887	0.000	3.971
Culture and Heritage	3.827	3.894	0.067	1.365
Director of Public Health	(0.488)	(0.534)	(0.046)	(8.760)
Equality and Diversity	0.183	0.183	0.000	0.151
Fire Service	28.243	28.683	0.440	8.223
Registrars	(0.345)	(0.345)	0.000	(0.147)
Total for Committee	47.521	47.982	0.461	4.852

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	Actuals to period P04
	£m	£m	£m	£m
Expenditure	110.065	110.439	0.374	32.386
Income	(62.544)	(62.457)	0.087	(27.534)
Net	47.521	47.982	0.461	4.852

2.4. Forecast variances

2.5. As at period 4 RBOs have identified the following forecast variances

Table 3		
Service Area	Forecast Variance £m	Narrative
Culture and Heritage	£0.087	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)	Forecast underspend on Salary costs
Director of Public Health	(£0.046)	Forecast underspend on Salary costs
Fire Service	£0.440	Forecast overspend see paragraph 2.6 below.
Net Forecast Overspend	£0.461	

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

- £0.200m – Additional cost due to recent peak of activity
- £0.100m – Additional cost due to current over recruitment to establishment
- £0.100m – Additional cost of training
- £0.040m – Additional cost of training specific to Flood water rescue

The forecasts are based on current levels of activity and the service will continue to review the profile of expenditure throughout the year and manage costs wherever possible.

2.7. Salary budgets – 45% of the gross expenditure for this committee relates to salary costs. The budget is reviewed annually and is set assuming there will be some turnover of staff. Whilst we are still early in the year there is a turnover of staff above the assumptions in the budget which are reflected in the forecasts. We would anticipate further underspends from salary budgets due to turnover over staff.

3. Capital budget

3.1. The overall capital budget for the services reporting to this committee is £16.987m, an increase of £1.361m from previously reported to Committee. £10.906m is currently profiled to be delivered in 2018-19.

Table 4: Communities Capital programme						
	2018-19 Budget £m	2019-20 Budget £m	2020-21+ Budget £m	Total Programme £m	Actuals to period 4	Forecast Out-turn 2018-19
Norfolk Fire and Rescue Service	5.202	1.590	2.150	8.942	0.097	5.202
Culture and Heritage – Museums	2.629	0.750		3.379	0.220	2.629
Customer Services Strategy	0.165	0.065		0.230	0.049	0.165
E-Commerce Digital Development	0.114	0.003		0.117	0.006	0.114
Single employee portal	0.028	0.261		0.289	0.007	0.028

Libraries	2.579	1.262		3.841	0.195	2.579
Traveller Sites Improvement	0.089			0.089		0.089
Public Health – reducing domestic violence	0.100			0.100		0.100
Committee total	10.906	3.931	2.150	16.987	0.574	10.906

- 3.2. The overall programme has increased by £1.361m due to:
- The inclusion of £0.789m CLG grant funding for Fire service
 - £0.470m of s106 funding for library improvements and
 - £0.100m for reducing domestic violence
- 3.3. The Fire programme includes planned replacement of the Red Fleet (£5.479m) over the 3 years and replacement of critical equipment (£0.669m).
- 3.4. The Library programme includes £0.800m for the refurbishment of the self-service kiosks and building improvement.
- 3.5. The capital programme is managed over multiple years due the nature of delivery of projects as they can take time to plan and deliver. Budget virements may take place throughout the year to reflect the expected profile of deliver.

4. Reserves 2018-19

- 4.1. The reserves relating to this committee are generally held for special purposes or to fund expenditure that has been delayed, and in many cases relate to external grants and contributions. They can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which help smooth the impact of funding.
- 4.2. A number of the reserve balances relate to external funding where the conditions of the grant are not limited to one financial year and often are for projects where the costs fall in more than one financial year.
- 4.3. Services continue to review the use of reserves to ensure that the original reasons for holding the reserves are still valid.
- 4.4. The balance of unspent grants and reserves as at 1 April 2018 stood at £7.466m
- 4.5. Table 5 below shows the balance of reserves held and the planned usage for 2018-19.

	Balance at 1 April 2018	Forecast balance 31 March 2019	Forecast Net Change
	£m	£m	£m
Table 5 : Communities Reserves			
Culture, Heritage and Planning			
Income Reserve	(0.163)	(0.163)	0.000
Repair and Renewal Fund	(0.165)	(0.165)	0.000
Residual Insurance and Lottery	(0.183)	(0.162)	0.021

Unspent Grants and Contributions Reserve	(1.491)	(1.167)	0.323
Culture, Heritage and Planning Total	(2.002)	(1.658)	0.344
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)	(0.219)	0.398
Repair and Renewal Fund	(0.923)	(0.557)	0.366
Unspent Grants and Contributions Reserve	(0.160)	(0.111)	0.050
Community, Information and Learning Total	(1.814)	(1.001)	0.813
Chief Fire Officer			
EU Regs-Retained fire fighters and P/T Workers	(0.048)	(0.048)	0.000
Fire Pensions Reserve	(0.155)	(0.155)	0.000
Operational Equipment	(0.378)	(0.335)	0.043
Repair and Renewal Fund	(0.456)	(0.469)	(0.013)
Retained Turnout Payments	(0.031)	(0.031)	0.000
Unspent Grants and Contributions Reserve	(0.140)	(0.090)	0.050
Chief Fire Officer Total	(1.208)	(1.128)	0.080
Director Public Health			
Repair and Renewal Fund	(0.040)	(0.040)	0.000
Road Safety Reserve	(0.150)	(0.109)	0.041
Unspent Grants and Contributions Reserve	(1.883)	(1.555)	0.328
Director Public Health Total	(2.073)	(1.704)	0.369
Registrars - Repair and renewal fund	(0.228)	(0.181)	0.047
Community and Consultation			
Organisational Change and redundancy reserve	(0.075)	(0.075)	
IT reserve	(0.008)	(0.008)	
Community and Consultation Total	(0.083)	(0.083)	0.000
Grand Total	(7.466)	(5.813)	1.653

4.6. Use of reserves

- 4.7. The department will continue to review the delivery of projects and planned use of reserves and will be updated to members as part of this monitoring report.
- 4.8. The current forecast use of reserves is mainly the release of external funding to support the delivery of projects which are delivered over financial years or where funding has been set aside for specific projects.

5. Financial Implications

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

6. Issues, risks and innovation

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

Officer Contact

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 Skiggs

Tel No. : 01603 223144

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



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

Communities Committee

Item No.....

Report title:	Strategic and Financial Planning 2019-20 to 2021-22
Date of meeting:	5 September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides Communities Committee with an update on the Council's overall budget planning position, including the forecast budget gap for 2019-20 to 2021-22, and sets out details of the strategic and financial planning framework for Service Committees, which has been agreed by Policy and Resources. It summarises the organisational response to financial pressures, and in particular explains how the Council's Strategy, Norfolk Futures, serves as the key mechanism to drive the Council's ambitions for Norfolk. The report sets out how actions are being taken by Communities Committee to support the whole Council to set a balanced budget for 2019-20 and provides Members with an overview of the approach to developing savings for 2019-20 ahead of the detailed proposals being presented in October.	

Executive summary

This report provides Communities Committee with the latest information about service budget planning for 2019-20 to 2021-22. The report details the link between the Council Strategy, Norfolk Futures, and the development of transformation and savings plans relevant to this Committee.

Policy and Resources Committee has agreed guidance to Service Committees on the actions required to support preparation of a balanced budget for 2019-20, and agreed the indicative level of savings to be found by each Committee. Details are set out in the report, and Members' views are sought on the Committee's approach to identifying savings for 2019-20.

Communities Committee is recommended to:

- 1) Note the Council's budget assumptions and the budget planning principles for 2019-20 which have been approved by Policy and Resources Committee (paragraph 3.3 and 3.4);**
- 2) Note the forecast budget gap of £94.696m (table 3), which reflects the changes from the 2018-22 Medium Term Financial Strategy, and the resulting indicative savings targets for the Committee over the period 2019-20 to 2021-22 (table 4);**
- 3) Consider and identify any further key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the robustness of existing planned savings as set out in section 5, noting that any changes may impact on the overall budget gap and will require additional offsetting savings to be found;**
- 4) Agree the proposed approach and key themes to focus on in developing savings proposals for 2019-20 to 2021-22, including how the principles of the Council's Strategy, Norfolk Futures, will inform and shape budget planning**

activity set out in section 5, having regard to the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round (table 1);

5) Commission officers to develop detailed savings proposals to be presented to the Committee for consideration at the October meeting in order to help close the forecast 2019-20 to 2021-22 budget gap; and

6) Note the budget planning timetable (section 6).

1. Introduction

1.1. The County Council agreed the 2018-19 Budget and Medium Term Financial Strategy (MTFS) to 2022 at its meeting 12 February 2018, at the same time as it agreed a new Strategy for the County Council, Norfolk Futures. At that point, the MTFS identified a budget gap of £94.696m for the period 2019-20 to 2021-22, and the Council's budget strategy included the aspiration to bring forward savings required for 2021-22 into the first two years 2019-20 and 2020-21. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation.

1.2. On 16 July 2018, Policy and Resources Committee received a report setting out how the 2019-20 budget planning process would be aligned with the Council's Strategy, Norfolk Futures. Policy and Resources Committee agreed:

- That the principles of the Council's Strategy, Norfolk Futures, will inform and shape 2019-22 budget planning activity;
- Updated budget assumptions and key areas of risk in relation to 2019-22 budget planning;
- The forecast budget gap of £94.696m reflecting changes from the 2018-22 Medium Term Financial Strategy;
- The budget planning principles and guidance for 2019-20, commissioning Service Committees to begin developing their savings proposals with initial reporting in September;
- The indicative savings targets 2019-20 to 2020-21, noting the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round; and
- The budget planning timetable.

1.3. This report provides the Committee with details of the implications of these decisions made by Policy and Resources Committee and marks the beginning of the Committee's detailed budget planning activity for 2019-20 to 2021-22.

2018-19 budget position

1.4. The latest details of the 2018-19 budget position are set out in the budget monitoring report elsewhere on the agenda. The budget planning assumptions for 2019-20 set out later in this report include an assumption that the 2018-19 Budget is fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends).

2. County Council Strategy and Norfolk Futures

- 2.1. The report to Policy and Resources Committee sets out how the Council's Vision and Strategy will inform the development of the 2019-20 Budget.
- 2.2. Caring for our County, the vision for Norfolk, approved by Members in February 2018, outlines the Council's commitment to playing a leading role in:
 - Building communities we can be proud of;
 - Installing infrastructure first;
 - Building new homes to help young people get on the housing ladder;
 - Developing the skills of our people through training and apprenticeships;
 - Nurturing our growing digital economy; and
 - Making the most of our heritage, culture and environment.
- 2.3. The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.
- 2.4. Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are becoming prevalent.
- 2.5. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:
 - Offering our help early to **prevent and reduce** demand for specialist services;
 - **Joining up** work so that similar activities and services are easily accessible, **done once and done well**;
 - Being **business-like** and making best use of **digital technology** to ensure value for money; and
 - Using evidence and data to **target our work** where it can make the most difference.
- 2.6. Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.
- 2.7. These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.
- 2.8. By 2021 the strategy and underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to be the Council the County needs.
- 2.9. These principles frame the transformation across all our services and activities and we currently have 7 priorities to help us to deliver the strategy:
 - Safe Children and Resilient Families;

- Promoting independence for Vulnerable Adults;
- Smarter Information and Advice;
- Towards a Housing Strategy;
- Digital Norfolk;
- Local Service Strategy; and
- Commercialisation.

2.10. Further information about the Norfolk Futures priorities relevant to this Committee, and how they will inform and support 2019-20 budget planning, are set out in section 5 of this report. Summary details of all the priorities are set out in the report to Policy and Resources Committee.

3. 2019-20 Budget Planning

3.1. The Medium Term Financial Strategy (MTFS) was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provides the starting point for the Council's 2019-20 Budget planning activity. Full details of cost pressures assumed in the Council's MTFS are set out in the 2018-19 [Budget Book](#).¹

3.2. Existing savings in the Council's MTFS are shown by Committee in the table below. These are the savings agreed as part of the 2018-19 (and earlier) budget process, and will need to be delivered in addition to any new savings proposed to close the remaining budget gap.

Table 1: Planned net recurring savings 2018-19 to 2021-22

Committee	2018-19 Saving £m	2019-20 Saving £m	2020-21 Saving £m	2021-22 Saving £m	Total Saving £m
Adult Social Care	-27.290	-9.351	-13.700	-3.900	-54.241
Children's Services	-2.641	-4.342	-2.000	-2.000	-10.983
Environment, Development and Transport	-1.440	-0.310	-0.350	-1.850	-3.950
Communities	-1.803	-0.435	-2.786	-1.500	-6.524
Business and Property	-1.051	-2.075	-2.050	-1.150	-6.326
Digital Innovation and Efficiency	-0.726	-1.000	-0.700	0.000	-2.426
Policy and Resources ²	4.952	1.356	-0.387	0.000	5.921
Grand Total	-29.999	-16.157	-21.973	-10.400	-78.529

Budget planning principles 2019-20

3.3. Policy and Resources Committee have agreed the following key principles for budget planning in 2019-20:

- Budget planning will cover the three year period 2019-20 to 2021-22;
- Budget proposals will target "shifting left" as a priority in terms of service provision (i.e. preventing and reducing demand for more intensive and higher cost services);

¹ <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

² The net savings position for Policy and Resources Committee reflects the reversal of a number of significant one-off savings from 2017-18, such as the use of the Insurance Fund and the use of Capital Receipts totalling £11.299m. The gross savings to be delivered by Policy and Resources Committee budgets in 2018-19 are £6.347m.

- Savings targets will be profiled as they arise over the three years of the Medium Term Financial Strategy (not brought forward);
- The 2019-20 Budget will seek opportunities to increase the level of the General Fund balance to ensure the medium term financial position is robust and the Council is better protected against future changes in funding; and
- The four Norfolk Futures principles as set out in paragraph 2.5 will underpin the development of budget proposals.

Budget assumptions 2019-20

3.4. The Council's current forecast budget gap is based on a number of key assumptions, including:

- That Revenue Support Grant will entirely disappear in 2020-21. This equates to a pressure of around £39m, but significant uncertainty is attached to this and the level of savings required in year two could be materially lower should this loss of funding not take place.
- Further substantial cost pressures including:
 - inflation, including the 2% pay increase for staff;
 - demographic changes and increased demand for our services; and
 - legislative changes where national policies have added to our costs.
- Planned savings of £49m to be delivered over the period 2019-20 to 2021-22.
- That the 2018-19 budget can be successfully delivered (no overall overspend occurring and no savings emerging as undeliverable). The Council's forecast 2018-19 outturn position is discussed in the monitoring report elsewhere on the agenda.
- Ongoing annual pressures will exist in waste budgets from 2019-20.
- Pressures in Minimum Revenue Provision (MRP) budgets will be felt from 2020-21.
- Budget planning is based on the following council tax increase assumptions (and also assumes there is no scope to increase the ASC precept in 2019-20 based on the current terms set out by Government):

Table 2: Council Tax assumptions (as per 2018-22 MTFS)

	2019-20	2020-21	2021-22
Assumed increase in general council tax	2.99%	1.99%	0.00%
Assumed increase in Adult Social Care precept	0.00%	0.00%	0.00%
Total assumed council tax increase	2.99%	1.99%	0.00%

3.5. The planned 2.99% increase in council tax is based on the current understanding of updated assumptions and flexibility offered by the Government in the 2018-19 local government finance settlement. Any reduction in this increase will require additional savings to be found. The assumed council tax increases are subject to Full Council's decisions on the levels of council tax, which will be made before the start of each financial year.

3.6. Assumptions around increases in the council tax base are prudent (0.5% annual growth), and as set out in the above table, no increase in council tax has been planned for 2021-22.

Latest forecast budget gap 2019-20 to 2021-22

3.7. The latest budget planning position, taking into account the changes agreed by Policy and Resources Committee, is shown in the table below. The latest budget assumptions would mean an unchanged overall gap of £94.696m, with **£22.089m required to close the gap in 2019-20**.

Table 3: Latest forecast budget gap 2019-20 to 2021-22

	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m
Original gap at MTFS 2018-19 to 2021-22	34.165	60.530	0.000	94.696
Reprofile savings requirement to 2021-22	-12.077	-12.077	24.153	0.000
Forecast gap as at 16 July 2018 P&R report	22.089	48.454	24.153	94.696

Key budget risks 2019-20

3.8. Uncertainties remain about a number of items **which have not currently been reflected in the budget planning assumptions**, but which could potentially result in an increase in the overall gap. As a result, additional pressures, which have not currently been provided for, may arise in 2019-20 relating to:

- Ongoing pressures arising within the Children’s Services budget in 2018-19 may need to be recognised in 2019-20 relating mainly to the number and cost of Looked After Children, High Needs Block pressures, and also in respect of any delay or non-delivery of planned savings;
- Market and system pressures affecting Adult Social Services (cost of care);
- Increasing the level of the General Fund reserve;
- Adjustments to salary scales (circa £0.350m) required in 2019-20 in response to the two-year pay award; and
- Changes in the forecast 2018-19 level of savings delivery to allow for any mitigation of undeliverable savings.
- Impact of the potential transfer of Norfolk Fire and Rescue Service to the Police and Crime Commissioner.

3.9. The risks and assumptions relating to the 2019-20 Budget will continue to be monitored and updated as budget planning activity proceeds.

Medium term forecast – 2020-21 and beyond

3.10. The Council’s has a reasonable degree of certainty about resources available for the period to 2019-20 as a result of the four year allocations of funding announced by the Government in 2016-17. There is however a much greater level of uncertainty in respect of planning for 2020-21 and beyond. This is in large part due to the absence of firm information about the Government’s plans for Revenue Support Grant following the implementation of the proposed 75% retention of business rates. It is Government policy³ for Revenue Support Grant

³ The Secretary of State (then Greg Clark) stated in the announcement of the Local Government Finance Settlement 2016/17 that: “Ultimately, Revenue Support Grant will disappear altogether, as we move to 100% business rates retention.” (<https://www.gov.uk/government/speeches/final-local-government-finance-settlement-2016-to-2017>). Most recently, the *Invitation to pilot 75% Business Rates Retention in 2019/20* confirmed that: “As part of the move towards a reformed business rates retention system in 2020/21, the government intends to devolve Revenue Support Grant (RSG) [...] To ensure that piloting in 2019/20 closely reflects the government’s proposals to date for a reformed business rates retention system, authorities selected as pilots in 2019/20 will be expected to forego Revenue Support Grant (RSG) and Rural

to be devolved as part of the implementation of a reformed business rates retention system and there is limited information about the implications of this for overall funding levels in subsequent years.

- 3.11. Taking account of this uncertainty, the County Council's planning is based on an assumption that Revenue Support Grant disappears entirely in 2020-21 as detailed in paragraph 3.4 above and equating to a pressure of £39m. In addition, the loss of New Homes Bonus and Rural Services Delivery Grant is also assumed (£2.742m and £3.195m respectively).
- 3.12. Alongside the more regular annual budget pressures (such as inflation and demographic growth) the assumptions about reductions in funding result in a **significant forecast gap of £48.454m arising in 2020-21**. In the event that these pressures do not materialise, or if they are subject to a different timescale, the level of savings required in 2020-21 could be materially different.
- 3.13. It is not yet clear when there will be certainty about funding levels for 2020-21. Some additional information is likely to emerge early in the 2019-20 financial year as part of the Comprehensive Spending Review and further development of the Fair Funding Review, but it is highly likely that local authorities will not receive any clarity about individual funding levels until the publication of the provisional Local Government Finance Settlement, which is likely to be in December 2019.
- 3.14. The Executive Director of Finance and Commercial Services is required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure. The Executive Director therefore takes a view of the robustness of the Council's budget across the whole period covered by the Medium Term Financial Strategy.
- 3.15. In view of this duty, and the considerable uncertainty about funding levels after the end of the current settlement, **the Council will need to make substantial, sustainable savings in 2019-20 in order to establish a solid platform for the development of a robust budget in 2020-21**.

4. Savings allocation

- 4.1. The following table sets out indicative savings required to close the identified gap by Committee which have been agreed by Policy and Resources Committee. The share of savings has been calculated based on current planned 2019-20 net budgets excluding schools, Public Health (in 2019-20 only), capital recharging, and government grants on the basis that these areas are not controllable and therefore should be outside the scope of savings. These savings are required in addition to existing current savings plans.

Services Delivery Grant (RSDG)." (<https://www.gov.uk/government/publications/75-business-rates-retention-pilots-2019-to-2020-prospectus>).

Table 4: Indicative savings by Committee

	2019-20 £m	2020-21 £m	2021-22 £m	Total £m	Proposed share of new savings %
Adult Social Care	-9.626	-19.527	-9.745	-38.898	41%
Children's Services	-5.726	-12.064	-6.037	-23.827	25%
Environment, Development and Transport	-2.820	-5.988	-2.962	-11.770	12%
Communities	-1.647	-6.262	-3.115	-11.025	12%
Digital Innovation and Efficiency	-0.369	-0.736	-0.373	-1.477	2%
Business and Property	-0.154	-0.180	-0.045	-0.379	0%
Policy and Resources ⁴	-1.747	-3.697	-1.875	-7.319	8%
Total	-22.089	-48.454	-24.153	-94.696	

- 4.2. Policy and Resources Committee have agreed a timetable for Service Committees to report detailed 2019-20 Budget proposals back to Policy and Resources in October.

5. Committee response

- 5.1. This report proposes an approach for the Committee to adopt in developing saving proposals for 2019-20, and explains how this will be aligned to the Norfolk Futures principles. It also details the key pressures and risks that the Committee will need to consider in developing budget proposals for 2019-20.
- 5.2. The services reporting to this Committee are managed in two separate Council Departments. Registration Services are part of the Managing Director's Department, and the other services reporting to the Committee are part of the Community and Environmental Services Department.

Vision and overall approach to developing proposals – Registration Services

- 5.3. The vision for the service is to become the best at delivering statutory and celebratory services to the public: taking full advantage of commercial opportunities to meet agreed financial targets, whilst ensuring a safe and secure experience for customers. Our principal strategies will be to develop team knowledge, resilience and cohesion, to make best use of limited resources and to improve partnership working.

⁴ Including Finance General

5.4. The approach to developing budget proposals is focussed around:-

- Continuing to drive down the cost of accommodation by considering more cost effective options for offices and ceremony suites.
- Continuing to develop staff competence and confidence to reduce time-consuming errors.
- Developing partnerships with registrars across the region to make more efficient use of time and reduce the bureaucratic burden on customers.
- Pro-actively managing sickness absence to reduce the need for temporary cover.

Vision and overall approach to developing proposals – Community and Environmental Services Department (CES)

5.5. Community and Environmental Services has responsibility for the delivery of a wide range of services; there is no hierarchy as each area has a vital role to play in achieving better outcomes for Norfolk. Whilst our audience is “universal”, many of our services are now focused on supporting the principles and priorities laid out in Norfolk Futures, and in particular, the social care demand management agenda. We can proactively provide information and advice to help people to make better choices that enable them to live fulfilling independent lives.

5.6. We continue to provide vital services to ensure that our residents are safe, both in their own homes and when out and about in our County.

5.7. Broadly, CES services are focussed around the following outcomes:-

- Safety and harm reduction
- Proactive prevention
- Providing choices
- Raising aspirations
- Improving outcomes and economic growth

A representation of how CES services map against these outcomes is included at Appendix A. In practice, many of these services will contribute across a number of outcomes and the illustration is intended to show the primary drivers only. Note that Appendix A includes all CES services, not just those falling under the responsibility of the Communities Committee.

5.8. In terms of an overall strategy for developing budget proposals, the range of services and outcomes means that a single approach would not be beneficial. Instead, CES is focussing on service redesign the broadly following three distinct approaches:-

- Cost reduction
- Collaboration
- Development

A diagram showing how these approaches map across services is also included at Appendix A. The Executive Director will talk through this approach in more detail at committee.

Service specific budget issues for 2019/20

- 5.9. There are a number of service specific issues which budget proposals are being developed within the context of:-
- Public Health – the Public Health service is funded by a ring-fenced grant, which has seen significant reductions in recent years. Population growth in the context of a reducing grant means there are pressures in relation to activity based contracts with GPs and Pharmacists e.g. Health Checks.
 - Fire and Rescue Service - governance – as discussed at the special Communities Committee meeting in August, the Police and Crime Commissioner is carrying out a public consultation on a proposal to change the governance of the service. If the proposal proceeds, and is approved by the Home Secretary, there will be a need to reach local agreement on the financial transfer of the service i.e. the level of associated budget which will transfer. This will need to consider any agreed budget changes, savings or efficiencies.
 - Fire and Rescue Service – operations – the service continues to have an ongoing budget pressure in relation to water rescue. This is a non-statutory element of service which does not have any allocated core funding. The Committee has previously endorsed the continuation of this area of work on the basis that it addresses a significant risk for the county, and on the basis that this pressure is managed within the overall CES department budget.
 - Customer Services deliver a corporate service, including the online digital offer, and multi-channel Customer Service Centre. They are a direct delivery mechanism for other NCC services, as well as leading on systems to enable efficiency savings through channel shift. As budget reductions and other service and policy changes are made across NCC, the pressure and workload on customer services increases.
 - Registration Services - the income target for registrars doubled this year and there is a risk that this cannot be achieved if celebratory services become less popular with the public as financial austerity deepens. This will be mitigated by the development of a wider and more flexible range of celebratory services and a sustained and targeted marketing campaign. There is a risk of increased fraudulent activity if adequate resources are not retained. This risk is mitigated by the use of robust processes, spot checking and regular monitoring.

Leading and contributing to Norfolk Futures priorities

- 5.10. As reported to Committee in March, the services reporting to this committee are actively engaged in the Norfolk Futures programme. As well as providing support and input generally for all priorities, specific work and engagement is underway in the following areas:-
- **Smarter Information and Advice** – this Committee is responsible for this priority, and will receive an update at the meeting in November. Significant work has been carried out, led by the Assistant Director Community, Information and Learning (Ceri Sumner), including developing the new service directory. This priority is a key enabler in delivering demand reduction for social care. We are looking to develop ways for individuals to access services in a modern, efficient and appropriate way, in particular to make sure that

those who can self-serve are encouraged to do so, and additional support is available for those who need it the most. The Committee will receive updates on progress with this priority.

- **Digital Norfolk** – this priority stemmed from our initial work in developing a customer service strategy, and our Customer Services teams are actively engaged. Although this workstream is owned by the Digital Innovation and Efficiency Committee, there will be benefits for Communities Committee services, not least by tackling social isolation through better use of new technology to deliver services of the future in a different way.
- **Local Service Strategy** – the majority of Communities Committee services are delivered in localities, and are the face/front door of the County Council. We are actively involved in developing the scope of this priority, which is likely to include better utilisation of our buildings and front-line resources, and better join up of community provided services.
- **Commercialisation** – a number of Communities Committee services rely on generating income and operating under business like principles, for example Museums, NCLS and Registration Services. These services are working to identify and implement those areas where it may be beneficial to take a more commercial approach, which could take a number of different forms.

Delivery of budget savings proposals already agreed

5.11. There are no current issues in terms of successful delivery of budget saving proposals previously agreed by Members, and at this stage they are all expected to be delivered on time as planned.

6. Budget Timetable

6.1. The Council's overarching budget setting-timetable for 2019-20 was agreed by County Council in February as part of the 2018-19 Budget. The timetable is updated as further information becomes available (for example about the timing of Government announcements). The latest version of the timetable is set out in the table below.

Table 5: Budget setting timetable 2019-20 to 2021-22

Activity/Milestone	Time frame
County Council agree recommendations for 2018-22 including that further plans to meet the shortfall for 2019-20 to 2021-22 are brought back to Members during 2018-19	12 February 2018
Spring Statement 2018 announced	13 March 2018
Consider implications of service and financial guidance and context, and review / develop service planning options for 2019-22	February – June 2018
Member review of the latest financial position on the financial planning for 2019-22	July 2018
Development of savings proposals 2019-22	June – September 2018
Member review of service and budget planning position including savings proposals	Committees in October 2018
Consultation on new planning proposals and council tax 2019-22	Late October to December 2018 / January 2019

Chancellor's Autumn Budget 2018	TBC November / December 2018
Provisional Local Government Finance Settlement	December 2018
Service reporting to Members of service and financial planning and consultation feedback	January 2019
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Mid-January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 January 2019
Final Local Government Finance Settlement	TBC February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
County Council agree Medium Term Financial Strategy 2019-20 to 2021-22, revenue budget, capital programme and level of council tax for 2019-20	11 February 2019

7. Financial implications

- 7.1. Potentially significant financial implications are discussed throughout this report. Any implications of the Autumn Budget and the three changes expected to be implemented in 2020-21 will be reflected as far as possible in the Council's 2019-20 budget planning, and these impacts will need to be refined as further information is made available by Government.
- 7.2. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).
- 7.3. Risks relating to budget setting are also detailed in the Council's budget papers. There is a risk in relation to the Comprehensive Spending Review and the Fair Funding Review that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where the Fair Funding Review results in a redistribution between authority types or geographical areas.

8. Issues, risks and innovation

- 8.1. Significant risks, assumptions, or implications have been set out throughout the report. Some general risks relating to development of budget proposals are as follows:-
- Income generation - as we continue to maximise and increase reliance on generation of income from various sources and become more reliant on market factors, we increase our risk. This includes work as part of the Commercialisation priority under Norfolk Futures.
 - External funding – there are a number of projects and services being fully or partly funded by external funding, for example grants from other organisations and successful funding bids. Many of these include an element of match funding or similar expectations about the County Council's input. Reductions in revenue funding could impact on our ability to do this and we could risk losing funding or our ability to successfully bid for funding in the future.
 - Staffing - It is unlikely to be possible to deliver the level of savings required without some changes and reductions in staffing levels. The CES

Department has already made a number of changes/reductions to staff in recent years, including reducing the number of managers in the department, but further reductions will be needed. Although we will take steps to minimise the impact of any changes as far as possible, including by introducing new ways of working, there is a risk that a reduced workforce will directly impact on the level of service we are able to deliver.

- 8.2. Equality issues were considered in the Equality Impact Assessment of 2018-19 budget proposals. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, new 2019-22 saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.

9. Background Papers

Norfolk County Council Vision and Strategy

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy>

Norfolk County Council Revenue and Capital Budget 2018-22 (Item 4, County Council 12 February 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/592/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2018-22

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 10, Policy and Resources Committee, 16 July 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1419/Committee/21/SelectedTab/Documents/Default.aspx>

Officer Contact

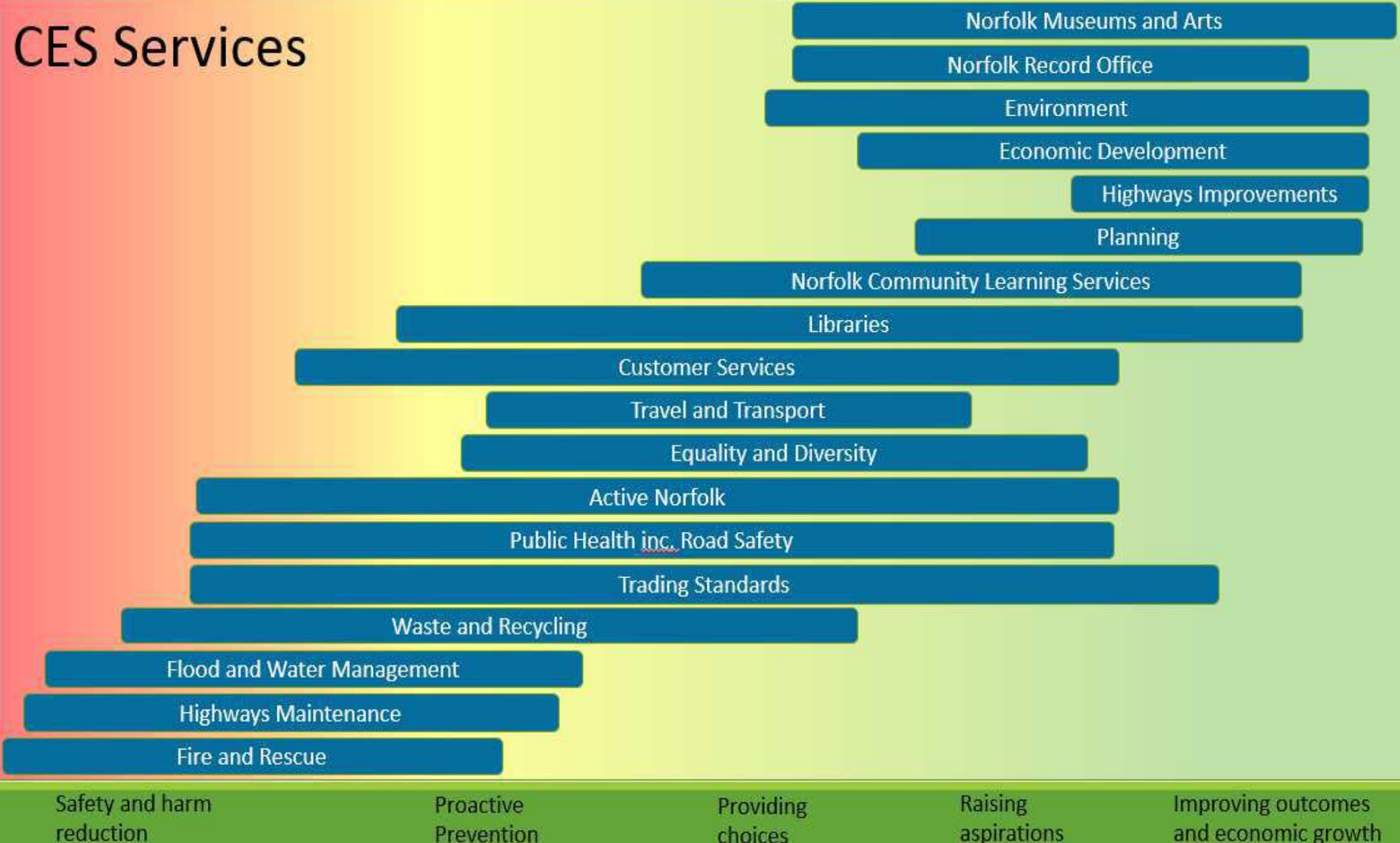
If you have any questions about matters contained in this paper please get in touch with:

Officer Name:	Tel No:	Email address:
Tom McCabe	01603 222500	tom.mccabe@norfolk.gov.uk
Simon George	01603 222400	simon.george@norfolk.gov.uk
Fiona McDiarmid	01603 223810	fiona.mcdiarmid@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 18001 0344 800 8020 (textphone) and we will do our best to help.

CES Services



Savings Approach

Cost Reduction

- Reduction of cost through capitalisation and other programmes
- Risk based approach to service delivery
- Short term investment to delivery long term benefits; e.g. upgrade to digital
- Maintenance of services to ensure public safety and integrity of infrastructure

Savings Approach

Collaboration

- Reduction of ongoing revenue costs through delivery of Norfolk Futures – specifically supporting demand and cost reduction in social care
- Organisation of assets in line with the emerging Local Service Strategy
- Risk stratification approach to service delivery, focusing on community resilience and implementation of four strategic principles
 - Prevent and reduce demand
 - Joining up services
 - Use of digital
 - Targeting of services

Savings Approach

Development

- Income generation through an increase in the visitor economy and investment in key infrastructure
- Transition toward self sustainability and continuing commerciality
- Skills agenda supporting the Industrial Strategy and New Anglia LEP priorities
- Developing alternative delivery vehicles
- Increased financial contributions from external contracts/agreements
- Securing external funding
- Invest to save initiatives
- Developing partnerships to promote economic growth

Communities Committee

Report title:	Forward Plan and update on decisions taken under delegated authority
Date of meeting:	5 September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report sets out the Forward Plan for Communities Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering communities issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 3 August) is included at Appendix A.

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

Recommendations:

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

1. Forward Plan

- 1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to communities issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 3 August) is attached at Appendix A.
- 1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

2. Delegated decisions

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

2.1.1. **Subject: Domestic Abuse – Norwich Connect**

Decision: To allocate £139k to a national charity, SafeLives, across five years to pilot early intervention across agencies through the Norwich Connect project. Public Health will also fund the equivalent contributions from Children’s Services and Adult Social Care, as part of cross-cutting contributions.

The pilot forms part of the multi-agency Domestic Abuse strategy and complements other work Norfolk’s Domestic Abuse Change Programme. It focuses on earlier intervention across agencies to reduce the need for high cost crisis responses, and the longer term impact of children living in dysfunctional families. The service of five interconnected interventions (known as Norwich Connect) is centred on whole family support, and addressing known gaps in provision nationally.

Taken by: Dr Louise Smith - Director of Public Health

Taken on: 20 July 2018

Contact for further information: Kelly Semper – Advanced Public Health Officer
Email kelly.semper@norfolk.gov.uk
Phone 0344 800 8020

2.1.2. **Subject: Locality projects delivering public health outcomes**

Decision: To allocate funding, totalling £125,684, to district councils for a number of specific projects delivering public health outcomes, as set out in the table below.

The Public Health strategy outlined our intention to work closely with districts to address health inequalities at a local level through an evidence based approach to influencing the ‘wider determinants’ that impact on the health of residents in the county.

A range of funded interventions have now been agreed and 2018/19 is the final year of the three year district offer, a financial engagement with localities to achieve health outcomes. In some localities the evolving nature of the projects has meant that funding for previous financial years has just been agreed.

District council	Project	Financial Year	Funding
Norwich	Food Poverty partnership events and activities throughout the year	18/19	£17,142
KLWN	Part time outreach worker for Benjamin Foundation supporting	17/18 - 18/19	£20,000

	homeless 16-24 year old individuals with complex needs		
Breckland	Small Grants issued by District Council (as Healthy Town initiative will not be ready in time for this financial year)	17/18 – 18/19	£34,268
Broadland	Small Grants issued by the Youth Advisory Board to support the outcome of resilience in children and young people	18/19	£17,142
Broadland	Falls prevention and physical activity.	Combined 16/17 and 17/18	£6,000
South Norfolk	Healthy Long Stratton – stakeholder engagement in preparation for new homes. This will focus on designing for active neighbourhoods, with the potential to engage ‘living streets’ to audit the masterplan.	Joint SNDC post	£14,000
North Norfolk	Living well officer	18/19	£17, 142

Taken by: Dr Louise Smith - Director of Public Health

Taken on: 20 July 2018

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

3. Financial Implications

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

4. Issues, risks and innovation

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

5. Background

5.1. N/A

Officer Contact

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

Officer name : Sarah Rhoden

Tel No. : 01603 222867

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



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.

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : Wednesday 10 October 2018			
Annual review of the Enforcement Policy	ETD Committee is also asked to confirm the CES Enforcement Policy meets the requirements of ETD services Policy & Resources Committee is the approval body for the policy	To confirm the revised CES Enforcement Policy and its annex documents meet the requirements of Communities services, prior to consideration by Policy & Resources committee.	Head of Trading Standards (Sophie Leney)
Norfolk Fire and Rescue Service Integrated Risk Management Plan – 2020/21 onwards	None	To agree the scope, timescales and governance arrangements for development of the Integrated Risk Management Plan for 2020/21 onwards.	Deputy Chief Fire Officer (Stuart Ruff)
Strategic and Financial Planning 2019-20 to 2022-23	None	To consider budget savings proposals.	Executive Director of CES (Tom McCabe)
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		more in-depth analysis	
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Meeting : Wednesday 7 November 2018			
Norfolk Armed Forces Community Covenant Strategy and Action Plan	None	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Norfolk Community Learning Services	None	To receive an update on the service, including latest performance and development activity.	Assistant Director, Community, Information and Learning (Ceri Sumner)
Smarter Information and Advice	This is one of the Norfolk Futures workstreams and work will relate to all council services.	To consider the progress made to progress the Smarter Information and Advice workstream as part of the Norfolk Future programme.	Assistant Director, Community, Information and Learning (Ceri Sumner)
Annual review of public health strategy	None	To review progress during 2018 and agree our strategic priorities and commissioning intentions for 2019.	Public health Business Manager (Sally Newby)
Recommendations from the	None	To receive and consider	Public Health Commissioning

Forward Plan for Communities Committee

Appendix A

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

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		Committee would like to receive further information.	
Meeting : Wednesday 6 March 2019			
Annual report of the Norfolk Armed Forces Community Covenant	Annual Report – March each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Senior Planning and Partnerships Officer (Merry Halliday) /
Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales & Illegal Tobacco Plan (EARSITP)	None	To review the Trading Standards Service Plan and adopt the plan, if approved.	Head of Trading Standards (Sophie Leney)
Norfolk Fire and Rescue - annual statement of assurance	None	To note and agree the Norfolk Fire and Rescue Service annual statement of assurance.	Chief Fire Officer (David Ashworth)
Norfolk Fire and Rescue – annual service plan	None	To agree the annual service plan for the coming year.	Chief Fire Officer (David Ashworth)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)

Forward Plan for Communities Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Finance Monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Forward Plan and decisions taken under delegated authority	Every meeting	To review service updates on key issues and activities and identify any areas where the Committee would like to receive further information.	Head of Support & Development (Sarah Rhoden)
Performance management	Four meetings each year – January, March, June/July, October	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – January, March, June/July, October	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Finance Monitoring	Every meeting	To review the service's financial position in relation to the revenue budget, capital	Finance Business Partner (Andrew Skiggs)

Regular items	Frequency	Requested committee action (if known)	Lead officer
		programme and level of reserves.	
Annual report of the Norfolk Armed Forces Community Covenant	Annual Report – March each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Senior Planning and Partnerships Officer (Merry Halliday) /
Norfolk Armed Forces Community Covenant Strategy and Action Plan	Annually – July each year	Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Community Covenant Senior Officer (Merry Halliday)
Annual review of the Enforcement Policy	Next meeting October/November 2019. Also to be reviewed by the EDT Committee as policy covers Highways, planning services and Trading Standards enforcement activities.	To approve the Enforcement Policy and its appendices, and to agree to the ongoing review of the Policy on an annual basis.	Head of Trading Standards (Sophie Leney)