



Communities Committee

Date: **Wednesday, 16 January 2019**

Time: **10:00**

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

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

Membership

Mrs M Dewsbury - Chairman

Mr T Adams	Dr C Jones
Ms J Barnard	Mr K Kiddie
Mr D Bills	Mr B Long - Vice-Chairman
Mr N Dixon	Ms C Rumsby
Mr R Hanton	Ms S Squire
Mr H Humphrey	Mr J Ward

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

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

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A g e n d a

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

2. To agree the minutes from the Communities Committee meeting held on Wednesday 7 November 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, to a greater extent than others in your division

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

Of which you are in a position of general control or management.

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

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

5. Public QuestionTime

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 11 January 2019**. For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

6. Local Member Issues/ Member Questions

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 11 January 2019**.

7. Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.

8. Emergency services collaboration

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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10. Future vision for the Wensum Lodge site, Norwich

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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12. Finance monitoring

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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13. Risk management

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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14. Performance management

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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15. Forward Plan and decisions taken under delegated authority

Report by the Executive Director of Community & Environmental Services and Head of Paid Service.

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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: 08 January 2019



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Communities Committee

Minutes of the Meeting Held on Wednesday 7 November 2018
10:00am, Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury – Chairman

Mr T Adams
Ms J Barnard
Mr D Bills
Mr N Dixon
Mr R Hanton
Mr H Humphrey

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

1. Apologies and substitutions

1.1 Apologies for absence were received from Mrs S Butikofer (Mr T Adams substituted).

2 To agree the minutes of the meetings held on 10 October 2018.

2.1 The minutes of the meeting held on Wednesday 10 October 2018 were agreed as an accurate record by the Committee and signed by the Chairman.

3 Declarations of Interest

3.1 Ms J Barnard declared an Other Interest in item 12 as she worked for an organisation that received a community grant from Public Health.

4 Urgent business

4.1 There were no items of urgent business.

5 Public Question Time

5.1 No public questions were received.

6 Local Member Issues / Members Questions

6.1 No Local Member questions were received.

7 Verbal update/feedback from Members of the Committee regarding any

Member working groups or bodies they sit on.

7.1 No updates were received.

8 Norfolk Armed Forces Community Covenant Strategy and Action Plan

8.1 Mr K Kiddie, Armed Forces Champion, informed the Committee that Norfolk County Council had recently been awarded the Bronze Award in acknowledgement of its employee recognition scheme by the Ministry of Defence. Mr Kiddie said he was very proud that Norfolk had been recognised as one of the most friendly Armed Forces counties in the country and he thanked officers and Members for their continued support.

The Committee congratulated everyone involved in the achievement.

8.2 The Committee received the report by the Executive Director of Community & Environmental Services providing it with the mid-year progress report on Norfolk's Independent Armed Forces Covenant Board's Strategy and Action Plan 2017/2019. The report also set out the Board's emerging forward strategy for 2019/2021 which was being developed following its successful first conference in June 2018, which was attended by Members of Communities Committee and representatives from local partner agencies and charities, the armed forces and the Ministry of Defence (MOD).

8.3 Mr T Tomkinson, Chairman of the Armed Forces Covenant Board advised the Committee that he would be retiring in March 2019 at the end his term as Armed Forces Commissioner. He paid tribute to the support given by officers at Norfolk County Council, particularly Caroline Money, Merry Halliday and Bev Herron who had provided excellent assistance to both himself as Chairman as well as the work of the Covenant Board.

8.3.1 In introducing the report, the Armed Forces Covenant Senior Officer advised that the recent Armed Forces Conference had proved very successful and had enabled the Board to obtain sufficient information to allow it to develop its action plan. A report, detailing the specific projects the Board had decided to focus on, would be presented to the Communities Committee at its March 2019 meeting.

8.3.2 The Armed Forces Covenant Senior Officer informed the Committee that interviews to select a new Armed Forces Commissioner (who would also be Chairman of the Covenant Board) would be taking place during week commencing 12 November 2018.

8.4 The following points were noted in response to questions and comments from the Committee:

8.4.1 Members welcomed the Covenant and the progress which had been made. They commented that more information was needed with regard to veterans' mental health and homelessness, as there was only a small reference to this in the report.

The Armed Forces Covenant Senior Officer responded that the issue of mental

health was being tackled nationally and had been discussed at the recent conference. The Board was currently trying to ascertain exactly where its focus should be within Norfolk and once this work had been completed, the Committee would receive further information.

Regarding Homelessness, the Armed Forces Covenant Senior Officer advised that the Board had an excellent working relationship with District Councils, particularly Norwich City Council, and that some work was being undertaken to try to identify the number of homeless veterans and what could be done to provide help and support.

- 8.4.2 The Chairman commented that, at a recent meeting between Norfolk County Council Committee Chairmen and Healthwatch representatives, the subject of dental services in West Norfolk had been raised again. The Committee noted that work was continuing to try to resolve the problem, although it was recognised that skilled dentists were difficult to recruit nationally. The Armed Forces Covenant Senior Officer advised that a meeting had recently been held with representatives from RAF Marham and the NHS Dental Commissioner to discuss how to take the matter forward and the NHS was expected to report to the Norfolk Health Overview and Scrutiny Committee in the near future.
- 8.4.3 When the Covenant Board was established, it had been agreed to include the two District Councils which had the highest number of serving military personnel living in their area. Some work was being carried out to engage with other District and Borough Councils, with the possibility of inviting them to attend meetings.
- 8.4.4 It was considered that mental health provision on the Board Membership was adequate, as there was a Strategic NHS representative leading on mental health, a GP and a representative from Public Health. As the Board considered how to develop its mental health services, there may be an opportunity to include other mental health representatives.
- 8.4.5 In an effort to address the lack of dentistry services, the Covenant Board had facilitated meetings between the NHS Dental Commissioner and RAF Marham which had already been referred to in paragraph 8.4.2 above. The Armed Forces Covenant Senior Officer advised that RAF Marham was trying to identify a suitable building for setting up a dental practice although this was proving difficult.
- 8.4.6 Stand Easy Military Support for Veterans was a charity which provided acupuncture for veterans suffering from Post-Traumatic Stress Disorder (PTSD) to try to help them recover and move on with their lives. To date, Stand Easy had enabled 20 veterans to receive acupuncture treatment. The project had been overseen by Healthwatch who had monitored the therapy and, following feedback, had recommended that acupuncture was recognised as a valid treatment for PTSD.
- 8.4.7 Some Members asked if it may be possible to introduce a publicity campaign to lobby for silent fireworks, or ban fireworks completely except for organised displays, as they had received feedback from some veterans that loud fireworks were traumatising them.

- 8.5 The Committee considered the report and **RESOLVED** to:
1. Note the progress against the current Norfolk Armed Forces covenant Action Plan 2017/19.
 2. Note the scope of the Board's emerging forward strategy for 2019/21.

9 Norfolk Community Learning Services

- 9.1 The Committee received the report by the Executive Director, Community and Environmental Services providing an update on the performance and continuing improvement journey of Norfolk Community Learning Services (NCLS).
- 9.2 In response to questions from the Committee, the following points were noted:
- 9.2.1 An Architect had recently been appointed to investigate how the Wensum Lodge site could be fully utilised whilst ensuring it remained a community asset.
- 9.2.2 At the moment the progress of individual learners was not always tracked, although plans were underway to ascertain if the CRM system could track course attendees and how they were progressing, as well as future employment.
- 9.2.3 Work was being undertaken with the customer services team to trial new technology which would hopefully reduce the number of complaints received about online course enrolment.
- 9.2.4 Discussions were taking place with the Economic Development team about highlighting the benefits to businesses of offering apprenticeships. The Executive Director of Community & Environmental Services advised that some contracts, for example Tarmac, made provision for apprenticeships and that 15 apprentices had been appointed to date with scope to offer more.
- 9.2.5 Several people had used creative courses as a stepping stone to starting up their own small business or moving on to further education courses. Investigations were taking place to consider the possibility of offering space and equipment to individuals to use without taking up learning space whilst not being in direct competition with other learners and organisations.
- 9.2.6 The gap in the digital offer was recognised as an opportunity for IT business skills to be offered over and above those offered by the library service.
- 9.2.7 The Assistant Director, Community, Information and Learning would speak with Ms Squire about the work being undertaken by the steering group to provide curriculum topics in areas they were most needed.
- 9.2.8 The specific difference between community learning and adult education and training was that participants enrolling on education and training courses were usually required to pass an exam or certificate at the end of course which some learners found daunting.
- 9.2.9 Achievement for participants on life and work preparation courses was

measured by the number of people who had joined a course, against the number of people who finished the course. This measure also included people with learning disabilities.

9.2.10 The Committee **agreed** the following amendment to recommendation 1 of the report:

"Acknowledge and commend Note the continued progress of Norfolk Community Learning Services."

9.3 The Committee **RESOLVED** to:

1. **Acknowledge and commend** the continued progress of Norfolk Community Learning Services.
2. **Approve** the amended terms of reference for the NCLS Steering Group.

10 Smarter Information and Advice

10.1 The Committee received the report by the Executive Director of Community & Environmental Services setting out how the Smarter Information and Advice programme aimed to make it easier for people to find trusted, reliable information and advice to make better decisions that improved their physical, emotional and financial independence and wellbeing. The report provided the Committee with an overview of the aims, objectives and progress within the Smarter Information and Advice workstream.

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

10.2.1 A copy of the Digital Inclusion Strategy would be circulated to the Committee.

10.2.2 The Digital Inclusion Strategy had been developed to try to make on-line services available to as many Norfolk residents as possible, including those people who were not confident with technology.

10.2.3 The information on the Norfolk County Council corporate website had been designed to work on any device, for example computer, smartphone or tablet. In slow broadband areas, the technology had the ability to lose some of its features, for example pictures, fancy text, etc. so it just included basic, text-based information.

10.2.4 To obtain feedback from users about the information and advice the document needed to include, a series of engagement sessions were being planned for December 2018. Adult Social Care and Children's Services departments had also provided feedback, including some parents with special education needs (SEN) children, which would feed into the Strategy.

10.2.5 The Assistant Director, Community, Information and Learning explained that the trajectory tracking the number of customers visiting the website target rising in December 2018 could be due to the increase in demand for information at that time of year. It was hoped that a reduction in demand for face to face contact would be seen when customers were able to access services and information online.

10.3 The Committee **RESOLVED** to:

- **Note** the approach and strategic direction of the Smarter Information and Advice workstream.

11 **Recommendations from the Road Safety Member Task and Finish Group**

11.1 The Committee received the report by the Executive Director of Community and Environmental Services presenting the findings from the member Task and Finish Group on road safety and outlining a series of recommendations which set the strategic direction going forward.

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

11.2.1 Some Members asked if it would be possible to receive information about the determining factors of accidents in their constituency which would allow them to decide if they wished to offer part of their £6000 highways grant money to make improvements. Members were referred to recommendation 6 which came about as a result of the task and finish group raising these questions. The Road Safety Team Manager advised that determining factors for all road traffic accidents was collated although the information was not available on the website. The Road Safety Team Manager suggested Members speak with their local Highways Engineers, who could help them access the information.

11.2.2 Following a comment about a driving instructor in Thorpe St Andrew offering a free course to users of the Broadland Northway on how to drive on the road, the Road Safety Team Manager said he was aware of the work and noted its potential value.

11.2.3 Members highlighted the need to continue to work with key partners including highways authorities such as Norwich City Council as part of the new partnership approach detailed in recommendation 2.

11.2.4 Members commented that the mapping browser website was a helpful resource which could be used to highlight the details of accidents.

11.2.5 Members commented that some insurance companies offered a smartphone app which monitored the driving habits of young drivers. Depending on how the person drove, insurance premiums could either rise or fall.

11.2.6 The Committee **agreed** to amend recommendation 8 and recommendation 10.

Recommendation 8. Add “Withdraw the vital sign and introduce a” .

Recommendation 10. Remove the reference to Local Members.

11.3 The Committee **RESOLVED** to:

1. As a Council, develop a wider strategy for road safety based on the safe system approach.
2. Recommend the adoption of the Safe System Approach to partner

- agencies with a new partnership approach to take it forward.
3. Support the Highways Department to continue the prioritisation of maintenance programmes whilst seeking opportunities for safety improvements through developer and maintenance schemes.
 4. Support the Highways Department to identify sources of funding to enhance and innovate local safety schemes in accordance with the new Safe Systems Approach.
 5. Seek to agree a shared approach to the management of speed which considers limited resources – aspire to shift efforts to proactive prevention and not just reactive responses.
 6. Highways engineers support members to prioritise the use of their highways budget on schemes across their division.
 7. Integrate Highways and Road Safety communications to promote a single Safe Systems Approach.
 8. Withdraw the Vital Sign and introduce a new package of data and intelligence that identify local risks and include data from a range of partner agencies.
 9. Members will be informed of bids submitted by Norfolk County Council to the Safety Camera Partnership funding pot.
 10. Norfolk Association of Local Councils (NALC) Parish Council coordinator and Highways continue to communicate effectively with town and parish councils.
 11. A review of the campaigns and communications strategy in road safety.

12 Annual Review of Public Health Strategy

- 12.1 Following an email from Diabetes UK which had been received by some Members, seeking support in campaigning the NHS to fund flash glucose monitors, the Director of Public Health advised that the matter was being referred to the Health Overview and Scrutiny Committee who would be deciding whether to add the subject to its formal agenda. A statement to that effect was being prepared and would be circulated as soon as it was available.
- 12.2 The Committee received the report by the Executive Director of Community and Environmental Services presenting the progress made in delivering the Norfolk Public Health Strategy and outlining the approach and operational priorities for 2019.
- 12.3 The following points were noted in response to questions:
- 12.3.1 The Director of Public Health advised that the number of smoking adults was now split more equally between men and women. Whilst the overall number of smokers was reducing, there continued to be a higher number of men in manual type roles who smoked. Of concern was also the number of women who smoked during pregnancy. The concerns around the number of young people starting to smoke and the need to tackle that cohort was recognised.
- 12.3.2 There was currently no definitive position around the use of e-cigarettes, although some work was being undertaken by the NHS to move to promoting vaping as an alternative to tobacco products. While an evidence base had not yet been established, indications were starting to emerge that it was more beneficial to vape rather than smoke cigarettes and legal advice was being

- sought about the possibility of using vouchers for existing smokers wishing to quit to purchase vaping equipment.
- 12.3.3 Some work was being undertaken by District and Borough Councils, particularly in King's Lynn and Norwich around rough sleeping and homelessness. The Director of Public Health would bring some further information about public health involvement to the Committee when it was available.
- 12.3.4 The Director of Public Health explained that obesity and related actions to address was a complex subject noting that, if Norfolk was benchmarked across the country, it came out about average, with approximately two thirds of adults being overweight or obese.
- 12.3.5 The Director of Public Health would review the points raised by Ms Rumsby in relation to end of life provision.
- 12.3.6 The proposed removal of the Active Norfolk funding contribution from public health stemmed from Active Norfolk reviewing its strategy and deciding to become a more strategic organisation. The amount from Public Health to Active Norfolk had not been reviewed since it had been introduced in 2008. The Public Health contribution was a small amount of a much larger Active Norfolk budget. The Director of Public Health explained that the reason for the risk rating being shown as "red" was because an approach to maintaining a joint working arrangement was currently being sought to review healthy lifestyles and was not a suggestion that Public Health wanted to encourage people to be less active.
- 12.3.7 A pilot project designed to prevent young people from commencing smoking had been established with ASH. Therefore, the proposal was to end funding for this pilot and incorporate activity into the specialist stop smoking contract. The Director of Public Health would review the situation in relation to children and young people smoking.
- 12.3.8 Ms Barnard commented that she had attended a session on self-harm at a recent mental health suicide conference. Ms Barnard said she questioned best practice advice given in relation to sharp objects being removed from individuals who had indicated an intention to self-harm and asked if there was any other advice or information available for Members which provided a clear steer on the subject. The Director of Public Health agreed to seek some specialist advice and feedback the information to Communities Committee Members.
- 12.3.9 The Joy of Food programme had combined with the Norfolk Community Learning Service approximately 18 months ago and the service was now delivered jointly. As a result there was no longer a need for Public Health funding as national grant funding was available to the Community Learning Service from other sources.
- 12.3.10 The acronym CCS stood for Cambridge Community Service, who delivered the healthy child programme. The savings proposals related to a sub-contracting pilot by CCS and would not affect front-facing health visiting services.

12.3.11 It was expected that the specialist grant funding for outreach support forming links to sexual health services to address the challenges of teenage pregnancy/sexual health had succeeded enabling a move into the mainstream service.

12.4 The Committee **RESOLVED** to

1. **Note** and agree progress made in relation to the delivery of the 4-year Public Health Strategy.
2. **Agree** the strategic priorities, commissioning intentions and budget plan outline over the next three years.
3. **Approve** the proposed savings for 2019-20 as set out in Appendix 5 of the report, to meet the reduction in the ring fenced Public Health Grant.

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

13.2.1 The Finance Business Partner Community and Environmental Services clarified that reserves were held for specific reasons, ie an unspent grant or contribution or planned expenditure that may fall over multiple financial years or a repairs and renewal service. A provision was an amount set aside for unknown events such as a provision for bad debts, where the event wasn't known but it was prudent to set an amount aside.

13.2.2 The Finance Business Partner Community and Environmental Services would ascertain the reasons for the forecast in year underspend on the Fire capital programme and check whether this was funded from the CLG Grant funding for of the same amount and feed this back to the Committee.

13.3 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 Forward Plan and Decisions taken under delegated authority

14.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for Communities Committee.

14.2 The Committee agreed to add the following item to the Forward work programme.

- Rough sleeping and homelessness

14.3 The Committee **RESOLVED** to **note**:
 The Forward Plan at Appendix A of the report.

The meeting concluded at 12.40pm.

Chairman

Communities Committee

Report title:	Emergency Services Collaboration – joint update from the Chief Fire Officer and Chief Constable
Date of meeting:	16 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The Policing and Crime Act 2017 includes a new statutory duty on the police, fire and rescue and emergency ambulance services to keep opportunities for collaboration under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness.	

Executive summary

Since 2015/16 Norfolk Fire and Rescue Service (NFRS) have been undertaking an officer led programme of collaboration with Norfolk Constabulary, the East of England Ambulance Service (EEAS) and HM Coastguard. Collaboration between emergency services in Norfolk has saved lives, delivered more effective services and has saved money.

Specific work streams have included medical co-responding with EEAS and securing access into homes for paramedics, developing a joint police and fire communication and control room; and reducing costs through the sharing of premises.

Following the Police and Crime Commissioner's (PCC's) decision to 'pause' his business case for a change in governance for the Fire and Rescue Service, work has been carried out with a view to re-confirming and re-freshing commitments and arrangements for collaboration between NFRS and Norfolk Constabulary.

A Memorandum of Understanding has been agreed by the PCC and Leader of the County Council. A formal collaboration agreement has also been developed. The opportunities identified in the PCC's 'Case for Change' are adopted as the initial blueprint for change, to work in conjunction with the existing and future plans (Fire and Rescue Integrated Risk Management Strategy and Norfolk Police 2020).

In addition, under the provisions in the Local Government Act 1972 introduced by the Policing and Crime Act 2017, the PCC has formally requested membership of the Norfolk Fire and Rescue Authority. This Committee needs to consider this request.

Recommendation:

- 1. To approve the Emergency Services Collaboration Agreement set out in Appendix B as the basis on which to progress further work with Norfolk Constabulary.**
- 2. To approve the request from the Police and Crime Commissioner for membership of the Fire and Rescue Authority, for the reasons set out in para 4.3.**

1. Achievements to date

- 1.1. Since 2015/16 Norfolk Fire and Rescue Service (NFRS) and Norfolk Constabulary have been undertaking an officer led programme of collaboration with the East of England Ambulance Service (EEAS) and HM Coastguard. Collaboration has focused on integrating the services' emergency response, working together to support and protect vulnerable people and the sharing of premises.
- 1.2. A summary of the achievements to date, along with further planned activities, are set out in Appendix A.

2. Memorandum of Understanding

- 2.1. Following the decision of the Police and Crime Commissioner (PCC) to 'pause' and not progress his business case for a change in governance at this stage, further work has been carried out to develop a re-freshed approach to collaboration with Norfolk Constabulary. As a result, the Leader of Norfolk County Council and the Police and Crime Commissioner have signed a Memorandum of Understanding (MoU) setting out their shared commitment to collaboration. The MoU provides the framework with which to develop a formal approach to working together.
- 2.2. The signed MoU is included at Appendix B.
- 2.3. Whilst the MoU relates to Norfolk Fire and Rescue and Norfolk Constabulary, it is the intention to enable all emergency services to participate and contribute to the collaboration programme. There will be an open invitation for the East of England Ambulance Service to be represented on any new joint arrangements.

3. Collaboration agreement

- 3.1. The Policing and Crime Act 2017 includes provision for emergency services to enter into collaboration agreements with one or more other relevant emergency services where it "...could be in the interests of the efficiency or effectiveness of that service and those other services". A collaboration agreement is an agreement in writing that sets out how the parties to the agreement will work together in discharging their functions.
- 3.2. A collaboration agreement between Norfolk Fire and Rescue and Norfolk Constabulary has been developed, to sit below the MoU, and is set out in Appendix C.
- 3.3. The Committee is asked to approve the Collaboration Agreement on behalf of the Fire and Rescue Authority (noting that the PCC has already indicated his agreement to it).
- 3.4. As part of the agreement, a formal work programme for collaboration will be developed agreed and implemented. There will also be a regular update on the programme to the Fire and Rescue Authority, the Police and Crime Panel and the Police Accountability Forum. The PCC's business case will be used as the initial blueprint for the work programme. A brief summary of the relevant elements of the PCC's business case is included at Appendix D, along with a list of areas of wider County Council collaboration that will be

worth exploring, at an appropriate time.

4. PCC membership of the Fire and Rescue Authority

4.1. There is provision in the Local Government Act 1972 introduced by the Policing and Crime Act 2017 for PCCs to request membership of the decision-making function of their local fire and rescue authority. The PCC made his initial request to join the Communities Committee prior to Full Council deciding on 10 December 2018 to adopt an Executive Leader and Cabinet form of governance from May 2019.

4.2. His initial request was made pursuant to section 102(6) of the Local Government Act 1972. However, as the Communities Committee is scheduled to only meet in January and March 2019, and the decision to allow the PCC's request to join the Committee, if supported, would need to be considered and approved by Full Council in April, the PCC was asked if he wished to pursue his request under the new form of governance.

The PCC confirmed his request to join the fire and rescue authority for Norfolk under the new form of governance on 17 December 2018. That request is made pursuant to paragraph 6ZA of Schedule 23 of the Local Government Act 1972 (introduced by the Policing and Crime Act 2017). That provision as relevant states:

A relevant police and crime commissioner may attend, speak at and vote at a meeting of a principal council in England which is a fire and rescue authority...only if and to the extent that the business of the meeting relates to the functions of the principal council as a fire and rescue authority

If a request...is made to a principal council, the council must—

- (a) consider the request,*
- (b) give reasons for their decision to agree to or refuse the request, and*
- (c) publish those reasons in such manner as they think appropriate.*

4.3. The Committee are recommended to approve the request from the PCC on the basis that it will:-

- Support the approach outlined in the Memorandum of Understanding and collaboration agreement between the Fire and Rescue and Police Services in Norfolk;
- Enhance opportunities to identify and promote joint working for the benefit of Norfolk communities;
- Cement the relationship between the Office of the Police and Crime Commissioner and the County Council.

4.4. Should the Committee agree with the recommendation to approve the request, this recommendation will go forward to the April Full Council for consideration and approval. Therefore, if the request is agreed by the Committee and Full Council, it will be progressed under the new system of governance for May 2019 onwards.

- 4.5. In the meantime, the Committee Chair has invited to the PCC to attend and speak at the remaining Communities Committee meetings on matters relevant to the Committee's discharge of functions as a fire and rescue authority.

5. Financial Implications

- 5.1. It is anticipated that collaboration will be mainstreamed into business as usual ways of working, and therefore delivered within existing resources as far as possible.
- 5.2. As set out in the collaboration agreement, business cases will be developed for individual projects which clearly define expected benefits (financial and non-financial) before work commences. There may be projects where additional resources or funding is needed in order for it to be delivered, and the business cases will consider this, for example invest to save projects.
- 5.3. The collaboration agreement includes a commitment from both Norfolk Fire and Rescue Service (and the wider County Council) and Norfolk Constabulary to allocate resources to ensure the agreed work programme can be delivered. These resources will be commensurate with the benefits expected.
- 5.4. There is no financial implication related to the request from the PCC to join the Fire and Rescue Authority.

6. Issues, risks and innovation

- 6.1. The governance arrangements set out in the collaboration agreement will ensure that issues, risks and innovation can be fully considered and managed. In particular, one of the Workstreams will focus on Operational / Organisational Learning and Innovation, which will enable new ways of work and new technology to be considered, in the context of evidence and national/sector developments.

Recommendation:

- 1. To approve the Emergency Services Collaboration Agreement set out in Appendix B as the basis on which to progress further work with Norfolk Constabulary.**
- 2. To approve the request from the Police and Crime Commissioner for membership of the Fire and Rescue Authority, for the reasons set out in para 4.3.**

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 : **David Ashworth** **Tel No. :** **0300 123 1383**

Email address : david.ashworth@fire.norfolk.gov.uk



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Summary of achievements to date and work in the pipeline

- Relocated the Fire and Rescue Headquarters to the Police HQ building in Wymondham.
- Put in place three joint Police and Fire Stations (Sheringham, Downham Market and King's Lynn North) with plans for a further three (Reepham, Holt and Attleborough).
- Well progressed plans for a co-located emergency control room at Wymondham
- Helped the Ambulance Service to access locked properties where there are medical reasons – for example if someone has become ill at home and can't open the door – meaning the Police no longer need to do this.
- Co-located teams and ways of working that mean we can share information quickly with each other, supporting quick and effective decision making. In particular, the Community Safety Hub based in Wymondham which includes Police, Fire and a number of other NCC representatives (including Public Health, equality and diversity, and Gypsy and Roma Traveller Teams).
- Put arrangements in place to share some specialist support resources – for example we maintain some Police vehicles, and in return the Police fit some specialist equipment in Fire and Rescue vehicles.
- Put in place drone capability, with Fire and Police drone pilots trained together and flying under a shared registration with the Civil Aviation Authority.
- Worked together to deliver #Impact education programme to encourage young people to think about driving safely (the programme is fully funded by the PCC).
- Specialist operations support - collaboration over areas such as Hazardous Materials (HAZMAT) identification, marauding terrorist firearms attack (MTFA) and confined space searches.
- Community safety - ongoing collaboration between on mental health awareness and referrals to healthcare professionals where vulnerability has been identified. A joint community safety strategy is under development.
- Training and development – shared training for National initiatives, such as Joint Emergency Services Interoperability Programme (JESIP) training, MTFA training and shared use of the Bowthorpe fire training centre.



Memorandum of Understanding between Norfolk Police and Crime Commissioner, Norfolk County Council, Norfolk Fire and Rescue Service and Norfolk Constabulary on emergency services collaboration

This Memorandum of Understanding (MoU) sets out the principles and understanding on which collaboration between the Norfolk Fire and Rescue Service and Norfolk Constabulary will proceed, and as such provides a framework within which to develop a formal approach to working together.

Shared purpose

Norfolk Fire and Rescue and Norfolk Constabulary share similar characteristics in terms of local strategic priorities and a focus on delivering emergency services, to keep our communities safe.

Both organisations recognise the need to drive efficiency, economy and effectiveness through collaboration. Public finances are under pressure, and at the same time a change in demand and complexity for service delivery is growing.

It is therefore vital that we maximise opportunities for whole system transformation and change through collaboration, so that both organisations are able to best meet the challenges ahead.

We share objectives to:-

1. Keep individuals and communities safe
2. Provide efficient and effective services
3. To protect and improve public safety

Principles

The Policing and Crime Act 2017 includes a new statutory duty on the police, fire and rescue and ambulance services to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness.

The opportunities identified in the PCC's 'Case for Change' are adopted as the initial blueprint for change, to work in conjunction with the existing and future plans (Fire and Rescue Integrated Risk Management Strategy and Norfolk Police 2020).

We therefore agree to work together and establish new joint arrangements to oversee the development and delivery of a new programme of work to achieve the benefits of collaboration and maximise opportunities between emergency services to improve efficiency, effectiveness and public safety. Working together, we agree to:-

1. Efficiency and Economy

- Minimise the cost of delivering emergency services to taxpayers
- Increase the speed and scope of collaboration in order to stay ahead of demand and to ensure that the benefits of collaboration are achieved as early as possible.

2. Effectiveness

- Respond to changing demands, providing services that meet the present and future needs of the public.
- Seek to provide the level and quality of service the public expects and needs to meet community risk, and demonstrate that there is a common understanding at a community level.

3. Public Safety

- To work together openly, transparently and constructively
- Maintain public safety while making best use of resources, by finding new and more efficient and effective ways of working.

The governance of Norfolk Constabulary and Norfolk Fire and Rescue Service will continue to remain separate. The appropriate level of resources will be allocated by both services to ensure benefits can be realised.

Priorities

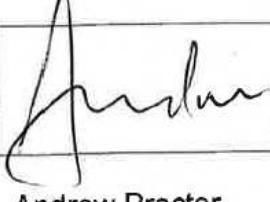
We recognise that there are a broad range of opportunities to explore the potential for collaboration. These will be developed into a full work programme covering the following broad areas:

- Protection, prevention & community
- Operational / organisational learning and innovation.
- Estates management
- Training and development

The wider emergency service family

Whilst this Memorandum of Understanding relates to Norfolk Fire and Rescue and Norfolk Constabulary, it is the intention to enable all emergency services to participate and contribute to the collaboration programme. There will be an open invitation for the East of England Ambulance Service to be represented on any new joint arrangements.

Signatories to the Memorandum of Understanding

 Lorne Green Norfolk Police and Crime Commissioner	 Andrew Proctor Leader of Norfolk County Council
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Emergency services collaboration agreement between Norfolk Police and Crime Commissioner, Norfolk County Council, Norfolk Fire and Rescue Service and Norfolk Constabulary

Background

The Norfolk Police and Crime Commissioner and the Leader of Norfolk County Council have signed a Memorandum of Understanding (MoU) setting out the principles and understanding on which collaboration between the Norfolk Fire and Rescue Service and Norfolk Constabulary will proceed. The MoU provides the framework within which to develop a formal approach to working together.

This collaboration agreement, which sits below the MoU, sets out the specific arrangements under which collaboration between Norfolk Fire and Rescue Service (and the wider County Council) and Norfolk Constabulary will operate within, to achieve the shared objectives set out in the MoU. It defines specific roles and responsibilities, along with a governance structure to ensure the appropriate level of scrutiny and public accountability.

Principles

The principles of collaboration are as set out in the Memorandum of Understanding.

Governance arrangements

Governance arrangements to oversee and drive collaboration will be established, as detailed below (and summarised in the diagram at Appendix A).

Level One: Democratic accountability (overview and scrutiny)

The Emergency Services Collaboration Board will report performance on an agreed programme of work to the following on a regular basis (Quarterly):

- The Fire & Rescue Authority
- The Police Accountability Forum
- The Police and Crime Panel

Level Two: Emergency Services Collaboration Board

An officer led Collaboration Board will be established with the following Terms of Reference:-

Attendance

- Chief Constable and Deputy Chief Constable, Norfolk Constabulary
- Chief Fire Officer and Deputy Chief Fire Officer, Norfolk Fire and Rescue service
- Chief Executive, Office of the Police and Crime Commissioner

- Head of Support and Development, Norfolk County Council
- Project Managers (as allocated by Norfolk Police and Fire and Rescue)
- Secretariat (Office of the Police & Crime Commissioner)
- There will be an open invitation for other emergency services to join the Collaboration Board, including East of England Ambulance Service, and to participate and contribute to the work programme
- Any other attendance to be confirmed as necessary

Board Chair

- One of the Board Members will Chair meetings, as agreed by the Board

Frequency of Meetings

- Bi monthly

Purpose

- Agree a Collaboration Work Programme, including timescales and priorities
- Agree and ensure appropriate resources and arrangements to enable the agreed Collaboration Work Programme to be delivered
- Agree an Information Sharing Agreement, and other similar agreements or arrangements, as appropriate
- Agree a Communications Strategy
- Receive high level, overarching progress updates on the Collaboration Work Programme (by exception)
- Consider and develop a shared understanding of community risk
- Share and consider best practice, guidance and national/sector developments and learning, including outcomes of HMICFRS inspections and feedback from the National Emergency Services Collaboration Working Group (ESCWG)
- Take an inclusive approach which enables engagement across the whole emergency services family
- Consider and agree additional/new workstreams of activity (in addition to the four identified in Appendix A)

Level Three: Operational Group

An officer Operational Group will be established with the following Terms of Reference:-

Attendance

- Chief Executive, Office of the Police and Crime Commissioner
- Head of Support and Development, Norfolk County Council
- Workstream leads (to be appointed)
- Secretariat (Office of the Police & Crime Commissioner)
- There will be an open invitation for other emergency services to join the Collaboration Board, including East of England Ambulance Service, and to participate and contribute to the work programme
- Any other attendance to be confirmed as necessary

Chair

- Chair will be on a rotating basis by the Chief Executive (OPPC) and Head of Support and Development

Frequency

- Bi monthly

Purpose

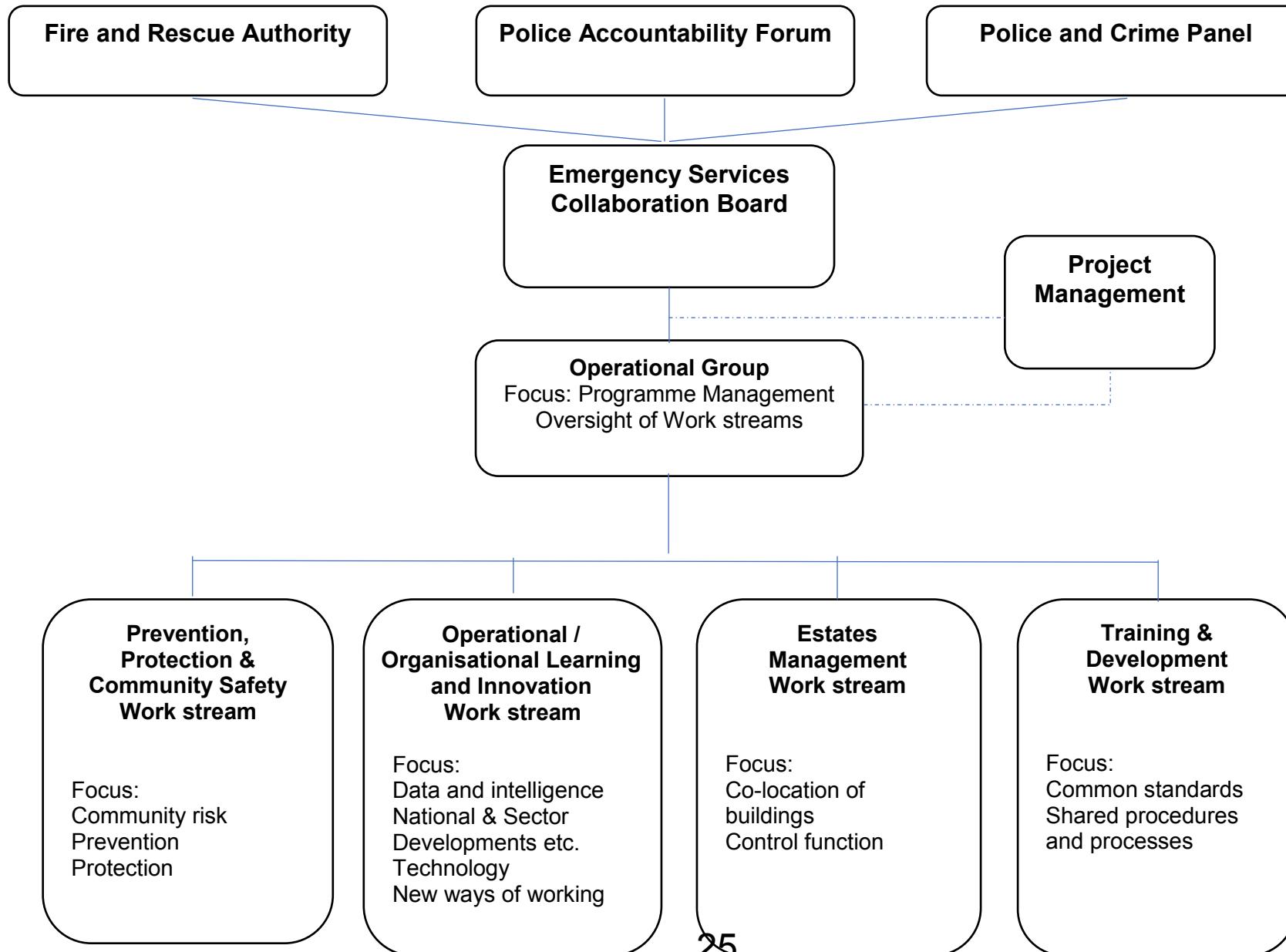
- Develop a Collaboration Work Programme, for the Board to approve, based on the four workstreams set out in the diagram at Appendix A
- Agree individual business cases for specific projects
- Oversee delivery of the work programme, and report process to the Board (by exception)
- Ensure each workstream has a nominated lead from each organisation
- Receive regular reports and updates from workstream leads
- Ensure clear milestones, actions, timescales and leads are in place for each element of the Work Programme.
- Ensure appropriate resources are allocated from respective organisation(s) to enable specific areas of work to be delivered
- Support workstream leads to identify any significant risk, exception or resource demand requiring immediate action, for reporting to the Board
- Ensure all Work streams have suitable arrangements to enable all parties involved to engage

Collaboration Work Programme - principles

Initial work will focus around the four workstreams set out in Appendix A, with the following principles. Additional workstreams may be identified, in which case it will be for the Board to consider and agree these. The specific operational principles under which the Work Programme will be developed and delivered are:-

- The potential and expected benefits of specific collaboration projects will be identified and considered before any projects commence, and business cases will be developed
- Resource and capacity will be allocated to enable the delivery of the work programme, and additional resources may be brought in to support this work
- Allocation of resources will be commensurate with the expected benefits
- Lead officers from each organisation will be assigned to each workstream
- Workstream leads will identify projects and develop business cases
- A risk register will be set up and updated accordingly as work progresses, and will be maintained by the project managers
- Where specific and detailed work is required to support the work stream development, individual projects will be set up with relevant stakeholders to progress the work
- Each agreed project will have a lead officer and will report updates to the workstream
- The allocated workstream lead will assist in the development and delivery of agreed projects

Emergency Services Collaboration governance structure



Summary of additional areas of potential collaboration referenced in the PCC's business case

- Joint estates – programme of shared stations
- Control room – jointly managed and controlled rollout of MAIT
- Control room – operational efficiencies
- Joint fleet strategy - Extended pilot of smaller fire vehicles e.g. carrying basic firefighting equipment and defibrillators to provide fast response to small incidents such as bin fires and garden fires, and provide support to Police and to paramedics providing initial first aid, 'trapped behind locked doors' and assisting with mental health related incidents, police officer joining the 4x4 fire crew to attend selected type of RTC incidents.
- Joint fleet strategy – shared non-badged vehicles (e.g. pool cars) for use by fire or police.
- Support services – optimised systems and procedures
- Support services – purchasing economies of scale
- Community safety hub – fully integrated team/centre of excellence for preventative activity
- Community safety task force – joint task force of staff with specialised skills who can be deployed to incidents
- Volunteers – co-ordinated delivery
- Safe and well visits – bring together fire and police community safety volunteers to create a larger more diverse pool
- Investing in children and young people – shared youth engagement programme and shared teams
- Water safety – co-ordinated partnership and inclusion of volunteer support
- Training – commercialisation opportunities under CIC

Potential additional areas of collaboration with Police and the wider County Council

Some examples of where we have shared priorities and a better use of collective resources could deliver improved outcomes are:-

- Norfolk Constabulary want to improve visible policing – the County Council has one of the biggest workforces in the county and our staff impact on the lives of everyone in Norfolk every day, and provide opportunities to deliver consistent and joined up messages and support for communities.
- Norfolk Constabulary want to support vulnerable people – the County Council puts significant energy and resources into supporting vulnerable people at all points of their lives, not just when there is an emergency, from supporting young people to get the skills they need to be able to enter employment to enabling vulnerable adults to

remain at home for as long as possible.

- One of the most frequent crimes in Norfolk is violent crime (31%) – we could work better together to tackle and support victims of domestic violence, both the adults and any children who are affected and may need to be cared for by someone else.
- Norfolk Constabulary want to support farming communities and tackle farm crime – our Trading Standards Farming Team carry out regular visits to farms across the whole of Norfolk, and our highways service are in regular contact with farmers

Examples of successful areas of joint working across NCC which could be further enhanced with closer/collaborative working with the Police in these areas:-

- The Resilience Team to ensure that the approach to managing risks and emergencies in Norfolk is planned and co-ordinated – including developing community emergency plans and running exercises to test them.
- Education and Children’s Services’ colleagues to deliver Crucial Crew events – supporting children by raising awareness of the dangers of drugs and alcohol, the impact of anti-social behaviour, how to prevent and respond to bullying and safety in the home, in the street and near open water.
- There is co-location with Adult Social Care practitioners at early help hubs – this helps to identify individuals who are the most vulnerable, and therefore most at risk, so that we can target activities to support them e.g. by providing and fitting a fire alarm for free. It also means that our firefighters can easily refer issues back to colleagues when they notice issues, for example where they may be safeguarding issues.
- Young people with learning difficulties and/or who are not in employment to develop their skills and confidence through our programmes like Cadets, helping to gear them up to be active and productive members of their communities.
- Trading Standards’ colleagues on inspections and testing some goods, for example testing flammability of goods.
- Making even better use of the wealth of data that the County Council holds to enable us to better understand individuals and communities and the associated safety and wellbeing issues and risks.
- Considering broadening the remit our home fire risk checks to be safe and well visits, including supportive and preventative health measures, and supporting people to remain independent in their own homes. The unique position and standing that firefighters have in communities mean that they are often best placed to engage with communities, even about non-Fire and Rescue related issues.
- Further collaboration with the NHS (building on the joint consensus statement) to improve health and wellbeing through collaborative use of resources and capacity.

Communities Committee

Report title:	Mobile Library Services - Feedback from the rural service delivery pilots
Date of meeting:	16 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services

Strategic impact

Norfolk is a rural, geographically dispersed county and consideration of rural service delivery is of key importance, particularly with respect to socially isolated and vulnerable groups.

The content of this report is reflective of the Council's strategic aspirations:

- Offering our help early to **prevent and reduce** demand for specialist services
- **Joining up** our work so that similar activities and services are accessible, **done once and done well**
- Being **business like** and making the best use of **digital technology** to ensure value for money
- Using evidence and data to **target our work** where it can make the most difference

Executive Summary

A report was presented to the Communities Committee on 4 July 2018 outlining proposed principles for rural library service delivery, proposed criteria for mobile route planning, and offering ideas for alternative service delivery trials such as pop up libraries.

This paper explores the outcomes of a trial of pop up libraries that took place in a number of rural locations in October/November 2018. It also explores the notion of libraries in other locations – namely public houses.

At its meeting on 10 October 2018, Communities Committee members requested an update relating to this work. In addition, the October Committee agreed an alternative approach to mobile libraries which will retain a county wide provision.

The key findings of the trial highlighted the following:

- **Feasibility:** the trial demonstrated that pop-up libraries are achievable and would work over time, but significant effort would need to go into the planning, delivery and marketing of the service to make it a success.
- **Cost:** there are significant additional costs involved in setting up “pop up” library offers – a basic calculation showed a cost of £12.25 per visit, which is more than double the existing cost of a mobile visit (£5.33). There is no additional funding or revenue budget available to support this cost increase.
- **Customer satisfaction:** pop-up libraries give opportunities to deliver an enhanced service not solely book lending, and as such feedback was overwhelmingly positive amongst those who attended.

Recommendations:

Members are recommended to:

1. **Acknowledge the results of the trial in relation to feasibility, cost and customer satisfaction.**

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

1. Introduction

The pop-up library trial was proposed to assess the feasibility, cost and customer satisfaction of the pop-up library idea.

- 1.1** The trial took place in 5 locations in a three-week period in October/November 2018. The choice of location for each pop-up library took into account wi-fi availability, size and premises suitability. Norfolk Library and Information Service is grateful to the management of each location for offering their premises free of charge for the duration of the pilot and for working with us to deliver the pilot pop-up libraries.
- 1.2** The pop-up libraries were held in the following locations: Tivetshall and Old Buckenham on Wednesdays, Shipdham and Bradenham on Thursdays, and Pulham St Mary on Fridays. The trial made use of different venues including village halls (Tivetshall, Old Buckenham, Bradenham), a church (Shipdham) and a heritage centre and café (Pulham). Each pop-up library stayed for half a day.
- 1.3** The pilot pop-up libraries were organised and staffed by paid workers, and efforts were made to ensure that a basic book offer was augmented by a flexible programme of activities for early years (0 – 5-year olds), children and for older people to reduce social isolation. In addition, the Library Service engaged with partners to add further dimensions to the visits. 240 hours of paid staff time were utilised in organising and delivering the pilots. Negotiating the availability of spaces was the most time-consuming part of the pilot.
- 1.4** The delivery of a pop-up library involved a lot of manual handling, the use of a vehicle (which for the period was taken off other duties)
- 1.5** In addition to gathering the initial perceptions of participating customers, the three-week pilot gave the Library Service sufficient time to undertake a comprehensive assessment of the costs, time, effort and pitfalls involved in organising a network of pop-up libraries. Three weeks, however, is not long enough to encourage a regular clientele to visit the library and the temporary nature of the activity made the concept difficult to market.

2. Evaluation of the pop-up libraries

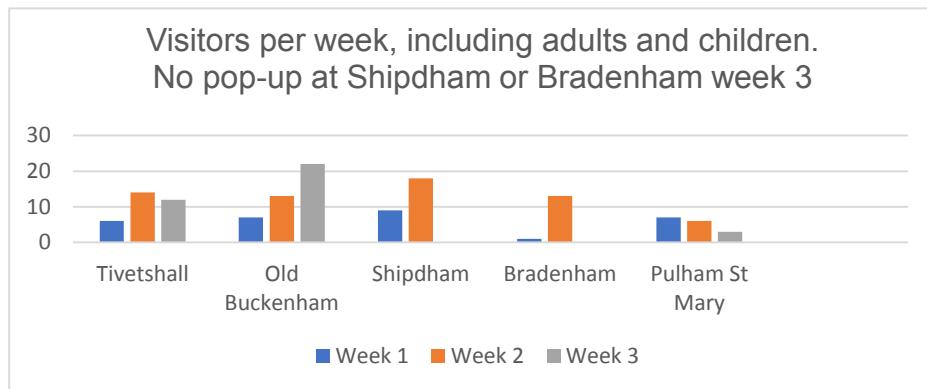
- 2.1** As part of the pilot, pop-up libraries in Suffolk were visited, for advice and for set up help. Suffolk Libraries originally ran a pilot in 3 locations across Suffolk. Only one library (Shotley) from the original pilot continues to run and this has recently been joined by another in Rushmere. Pop up libraries in Suffolk offer customers opportunities to take part in a range of activities for children and adults, alongside the opportunity to borrow books and to use computers. The pop-up libraries in Suffolk have not replaced mobile library visits and the mobile library continues to visit many locations in both Shotley and Rushmere.
- 2.2** The pop-up library in Shotley has recently joined forces with the local district council's face to face information service which visits on a weekly basis. While the other pop up library in the Rushmere area of north east Ipswich is jointly funded by

the district council with contributions from a local county councillor's locality budget. The cost of delivering a weekly 3-hour pop-up at the Ransome's Community Centre is over £16k per year.

- 2.3 This benchmarking gave the popup pilot a framework to compare the Norfolk trial sites against.
- 2.4 The overall use of the pop-up libraries in the 5 locations is set out below

Location	Visitors				New Members		Book Issues		Book Returns	
	Adult	Child	Under 5s	Total	Adult	Child	Adult	Child	Adult	Child
Tivetshall	24	4	4	32	2	6	5	30	2	
Old Buckenham	22	20		42			17	48	20	7
Shipdham	22	4	2	28	6	7	9	5	1	
Bradenham	14	1		15	1		5	3	3	
Pulham St Mary	10	3	3	16			1	16	1	
Total	92	32	9	133	9	13	32	72	25	7

- 2.5 The visitor information can be seen by week and by site in the table below.



- 2.6 In some locations there was an increase in visitors as the pop-ups got established in that location and the word spread. Most visitors were either customers of static libraries or new users. The pop-up pilot was not particularly used by existing mobile library customers.
- 2.7 Old Buckenham was the most popular pop-up library but this may have been because the local primary school visited for weeks 2 and 3. Overall week 2 appears to have been the most successful regarding visitor numbers. At Bradenham in week 2, the increase in visitors is attributable to a local history talk that the library service organised. At Shipdham there was a Church coffee morning running at the same time as the pop-up.

Appendix 1 gives more information about the pop-up in each location.

2.8 Visitors to the pop-up libraries were asked to complete an evaluation survey. The results are set out below:

- 50% of visitors enjoyed the pop-up library
- 50% of visitors thought the pop-up library added to the cultural activities of their neighbourhood
- 60% of visitors indicated that the pop-up library helped them feel part of their community
- 50% of visitors thought the pop-up library had a good selection of books
- 85% of visitors thought the pop-up library was a good idea

Customers also gave feedback on the type and amount of library books available as part of the pop up. Workers delivering the pop up gathered information about the genres favoured by customers in each location.

2.9 The planning and delivery of the trials cost £2,883 of staff time for the 8 sessions. We spent £1,402 on equipment. This can be reused within the service. The transport costs were relatively low as we used an existing vehicle. However, for a regular long term service additional costs, including IT costs, would need to be factored in to the budget.

Using the staff delivery time and transport costs alone gave a cost per visitor for the pilot of £12.25. For comparison the cost per visitor for a mobile library in Norfolk last year was £5.33.

3. Libraries in alternative premises

3.1 During the pilot period alternatives to mobile library visits were also investigated. Pub is the hub, a not for profit organisation of specialist advisors for communities and licensees who are thinking of broadening their range of services. Pub is the hub encourages communities, licensees, pub owners, breweries and the private sector to work together to match community priority needs with additional services which can be provided by the local pub and a good licensee. Pub is the hub is in the receipt of a one-off grant from Norfolk County Council Adult Social Services and Economic Development to widen the activities of public houses in the county to improve their viability and to enhance service delivery.

3.2 Pub is the hub has been active in Cornwall, working alongside the Cornwall Library Service and local licensees to develop micro libraries. 17 micro libraries are operating in public houses in the County. The micros libraries were set up in response to the reduction of the mobile fleet from five to one vehicle. In 2014 in Cornwall each mobile stop cost the Council £39. Our estimated cost in Norfolk for 2017-18 was £17 per stop.

3.3 A micro library is a browsing collection of approximately 200 books which include fiction, non-fiction and children's books, to give a flavour what is available from the wider library service. Customers are expected to self-serve and record the books they borrow using a manual honesty system.

3.4 A public computer at the venue enables customers to view the library catalogue as well as other online library services available to them as library members including requesting books online. The computer also allows users to interact with a wide range of Cornwall Council services via the website.

3.5 The library stock in a micro library is managed by a Community Library and Information Assistant who visits each month to check the stock, deliver requested books and exchange stock. Cornwall currently has no plans to set up any new micro

libraries. This activity would be additional to existing activity in Norfolk, and therefore would represent additional staffing and resource cost.

- 3.6 Project costs to set up the micro libraries in Cornwall were shared between the county council, pub is a hub and the licensee/brewery. No revenue costs or evaluation of the effectiveness of micro libraries has been provided by Cornwall County Council. There are no statistics available on the use or customer satisfaction with the service.

4. Conclusion

- 4.1 The pilot pop-up library programme enabled the library service to assess the potential use of pop-up libraries in Norfolk. Pop-up libraries were trialled in 5 locations
- 4.3 In the main, pop-up libraries were well received by the customers that used them. The libraries were successful in attracting customers who had not used libraries before or who already were customers of branch libraries.
- 4.4 While use of the pop-up libraries was low, our experience showed that there was potential to grow an audience. This would probably be a new audience. Our experience demonstrated that the regularity of a pop-up library would be a key factor in its success, as would proximity to other local services such as schools and working alongside partners (public sector and VCSE) who also need to reach out into rural areas. This experience was echoed on a visit to a pop-up library in Shotley, Suffolk.
- 4.5 Using the experience of the pilot, we have been able to estimate the costs of setting up and delivering a pop-up library service. The costs below do not include book stock, IT costs, equipment costs, marketing, management costs or depreciation. The figures quoted below do not represent the recovery of full costs.

Item	Cost per visit	Comments
Venue Hire - Half Day	£ 40	Generally, Village Halls charge between £7 & £10 per hour. The Pennoyer Centre at Pulham would have been £83 for half a day.
Staff costs -	£ 93	One member of staff preparation and service delivery
Equipment	£ 10	IT and small sundry costs
Transport	£ 40	vehicle operating and fuel costs
Total weekly	£ 183	
Total estimated annual cost	£ 9,516	This would be for a weekly half day visit in line with the Suffolk model.

- 4.6 The pop-up concept, would be a significant additional cost for Norfolk Library and Information Service and therefore it would not be viable to deliver this within existing resources.
- 4.7 The recommendation would be that the pop-up concept is only pursued as part of a wider corporate agenda in targeted areas defined by having a local need. The

library would be part of a wider offer. Any such project would need suitable resources allocated to it.

5. Issues, risks and innovation

- 5.1 At its meeting in October 2018 the Communities Committee agreed the operating budget for the mobile library service. It agreed that all mobile library stops would be monthly from April 2018, and that as result two mobile libraries would be removed from the fleet and £100k saved.
- 5.2 Pop-up libraries take an innovative approach to rural service delivery and therefore it is important that they are properly planned and evaluated. This pilot proved a concept but highlighted the expense of the operating model.

6. Financial Implications

- 6.1 The current cost for a mobile library per day is £221 and on average a mobile library will visit 13 stops in day and would normally visit 3 villages. Therefore, the annual cost of a mobile library service to these communities would be £2,873.
- 6.2 The estimated annual cost of a pop up library provision is £9,516, when compared to the existing cost of the mobile library service it is not considered to be a cost effective delivery model for the library service alone.
- 6.3 To change the mobile library service offer completely would not generate enough revenue savings to pay for a popup equivalent based on the pilots.

Recommendations:

Members are recommended to:

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

Officer Contact

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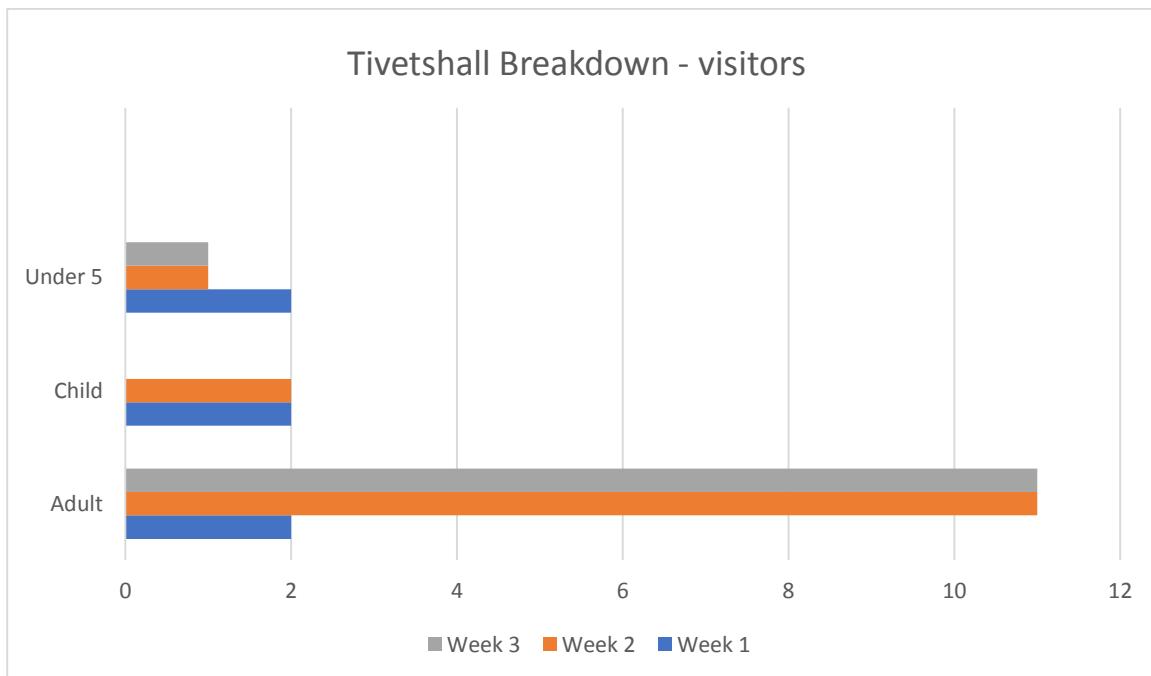
Pop-Up Library pilot – further information

Tivetshall

Whilst at Tivetshall the parish council ran a pop-up café alongside the pop-up library. As a result visitors to the café engaged with the library. One lady's feedback was that she liked 'meeting different people and browsing books'; when asked if there were any improvements we could make she responded with: 'like it as it is'.

The pop-up library offered an opportunity for other agencies to join with Libraries to deliver information and activities locally

We welcomed Carers Matter Norfolk on 24th October, and the Norfolk Reading Pathway on 31st October. The Carers Matter activity included "Norfolk Rocks" rock painting for children. The Norfolk Reading Pathway had some interest and one lady was able to get some help with her literacy. We also welcomed the Job Club Coordinator from Harleston Information Centre to our visit on 7th November. Visitors did not engage with this as much as hoped, but one lady did stay and speak to the coordinator to find out what was on offer and to explore volunteering options.



Overall at Tivetshall, the main visitors we welcomed were adults, however this is potentially because at the same time as the pop-up there was a preschool running at the school. If looking to run another pop-up we would visit on a different day.

Feedback from Partners:

Job Club Coordinator, Harleston Information Centre – visited 7th November

'I thought that the pop up I attended in Tivetshall was very successful. I think it worked well alongside the community café and would imagine that setup would work well going forward as it brings the community together to socialise as well as being able to engage with the library services and activities. The Harleston Jobs Club has funding to deliver pop ups in'

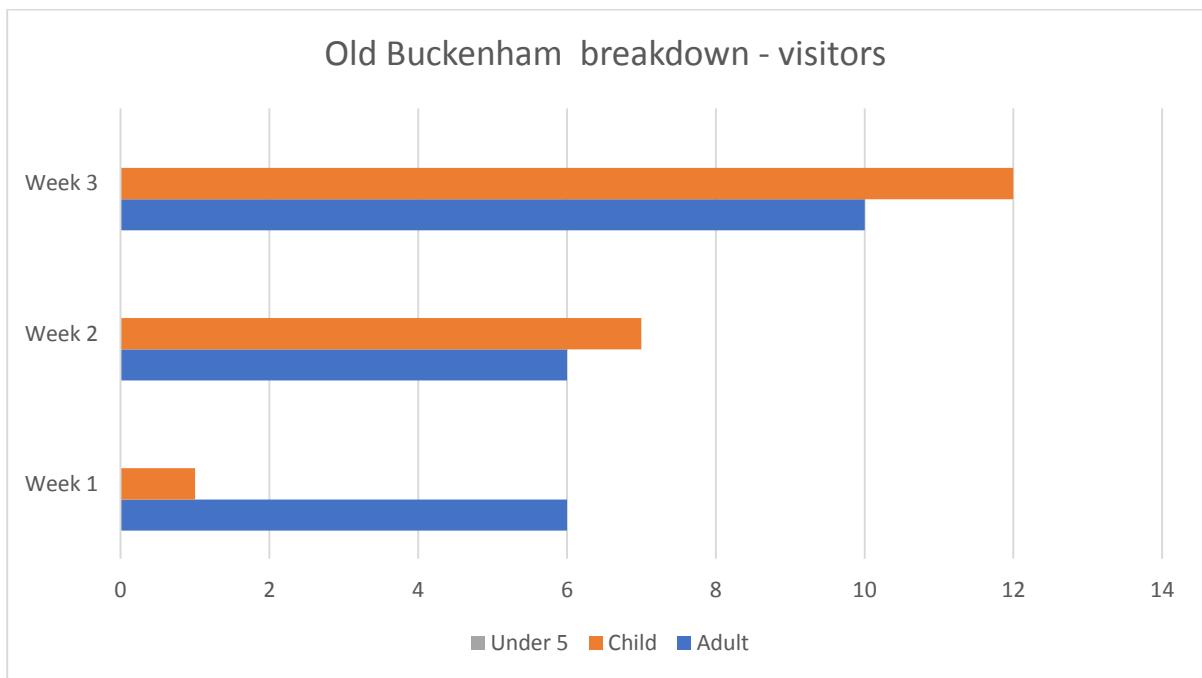
South Norfolk until January 2020, therefore we would be keen to work in partnership with Norfolk Libraries until this date, we would then need to review the service.'



Old Buckenham

Our visits to Old Buckenham were different to the others – we had a variety of older members of the community visit on the first week and stay for the 3 hours we were there ‘mardling’. We were also visited by a mum and child who had come over while dad was asleep. They sat in the children’s section and did some reading together. Mum mentioned that she did not have a car so could not get to a static library. They visited on the third week too.

Our next 2 visits saw the primary school pop over with some children who had their own library cards. Their feedback said they would like it to become a regular feature, possibly once a month.



Overall Old Buckenham was successful because we invited the primary school to bring over any children with library cards; in week 2 we welcomed around 5 children and their teacher whilst week 3 saw us welcome around 11 children and more teachers. Each week saw the same adults visit. From the feedback, one lady mentioned that she enjoyed the pop-up library because it meant she could return her books without driving to Attleborough. Much feedback focussed on the ‘social interaction’ possible with the pop-up and the ‘friendly atmosphere’.

We welcomed Carers Matter Norfolk to our pop-up on 24th October. Time was spent reminiscing with visitors about the history of the village and the war.

On week 3 the gentleman who had visited each week, said that he did not know what he was going to do on a Wednesday afternoon now because the pop up had provided him with a place to come to and get out of the house.

No photos taken at Old Buckenham but Old Buckenham primary school posted these on their twitter feed:



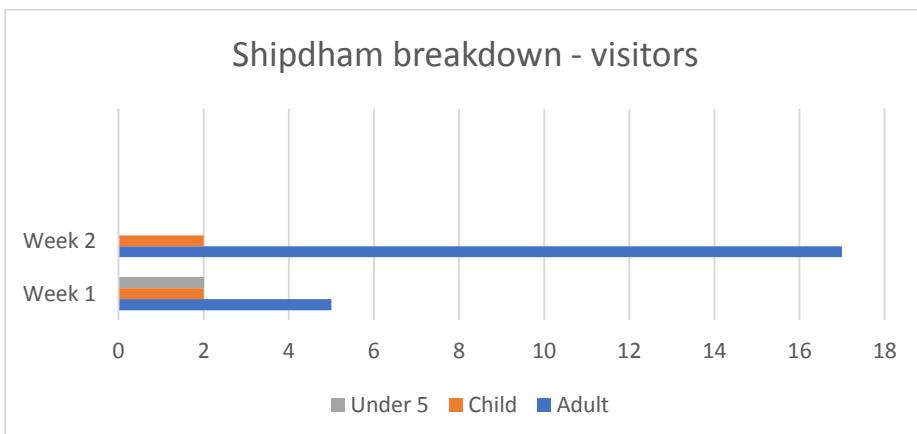
Photos on Old Buckenham blog post:



Shipdham

Shipdham was a successful pop up, especially in terms of welcoming new library users. During our visit on 25th October, a lady and her 3 children visited; she mentioned upon arriving that they were going to spend the day at home, but she saw our post on social media and thought they would come and do crafts together at the pop up library. They stayed for over 2 hours, signed herself and her children up as members, having never used a library before, and borrowed some books. In her words it was ‘perfect’ and had she had a car she would have followed us to Bradenham for the pop-up there.

Week 2 of the Shipdham pop-up was at the same time as their parish coffee morning – this was successful as we had good interest and footfall but the amount of space available to offer the pop-up was reduced. Feedback echoed this suggesting that it may be ‘nice to separate coffee morning and pop-up library – especially if we want to introduce children to the library.’ One feedback highlights the pop-up library provided ‘the opportunity to reconnect with the library service.’



Feedback from partners:

Shipdham Vicar:

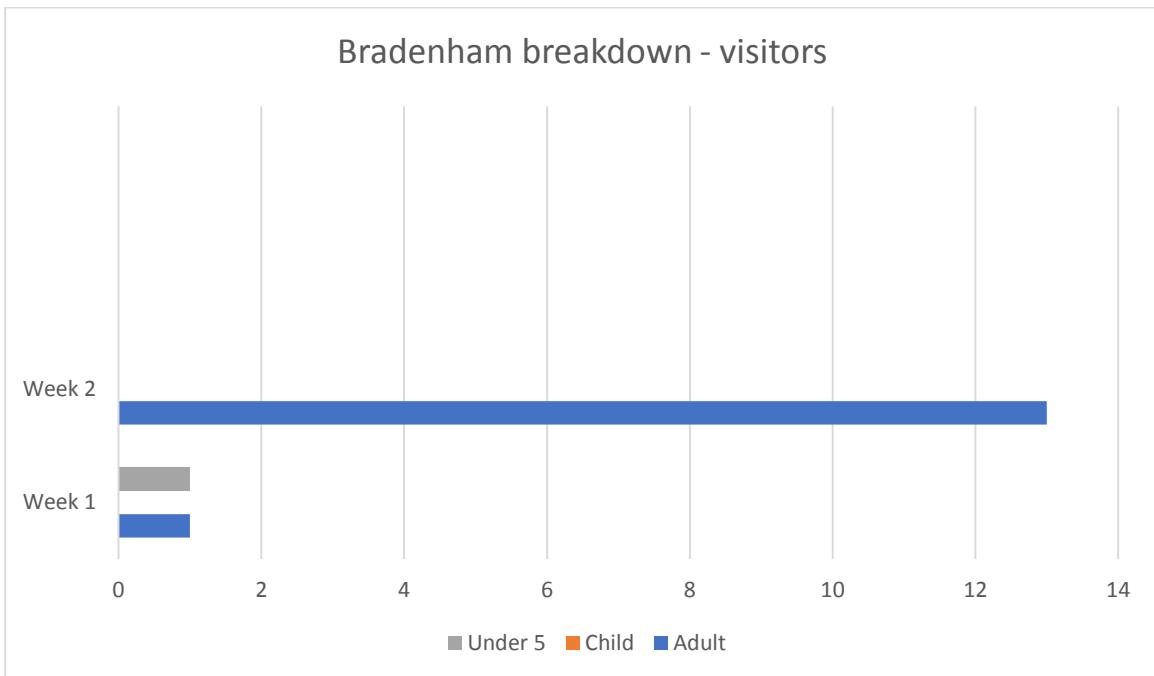
'The set up was excellent and you used the space well. I feel the community enjoyed it, although I was disappointed at numbers. The range of activities was just right, but not sure it worked as well with the coffee morning because of the space available and do wonder if the younger parents/carers preferred not to come to the coffee morning.'

Any improvements: Better advertising and contacting local clubs more



Bradenham

Our first week at Bradenham saw 1 mum and child come and take part in our Lego activity and to borrow some books. Our second week there was busier because we had a talk running by the curator of Gressenhall Museum.



Overall Bradenham was not a successful pop-up. Week attracted visitors because a local history talk was organised.

- ‘My wife and I came over from Watton for a talk by Megan Dennis and ‘discover’ the library.’
- ‘Meeting people, selection of books, and a very interesting talk.’
- ‘The talk was very interesting; the subject unusual.’

One lady signed up at the pop-up and had reserved a book to be collected at the pop-up

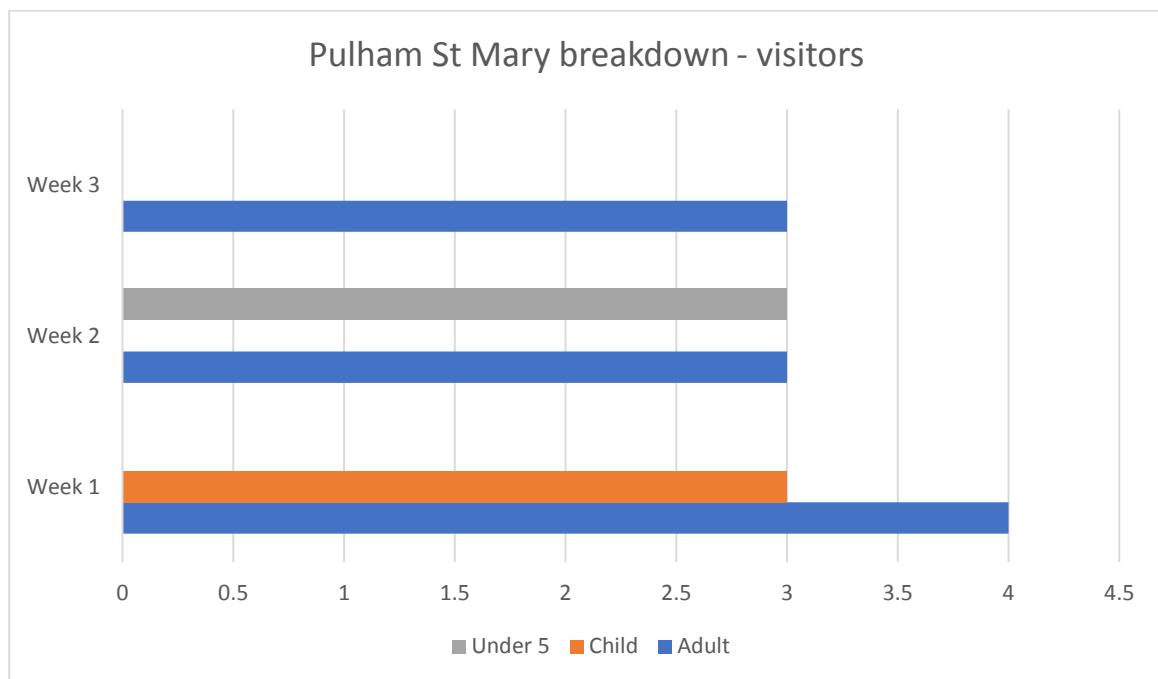
Feedback from partners:

Megan Dennis, curator at Gressenhall, visiting Bradenham to give a talk 01.11:

‘The pop-up library was great opportunity to engage with a new audience and share parts of our collection with those not able to get to the museum. The library enabled us to engage with rurally isolated communities and the enthusiasm and interest from participants was fantastic.’



Pulham St Mary

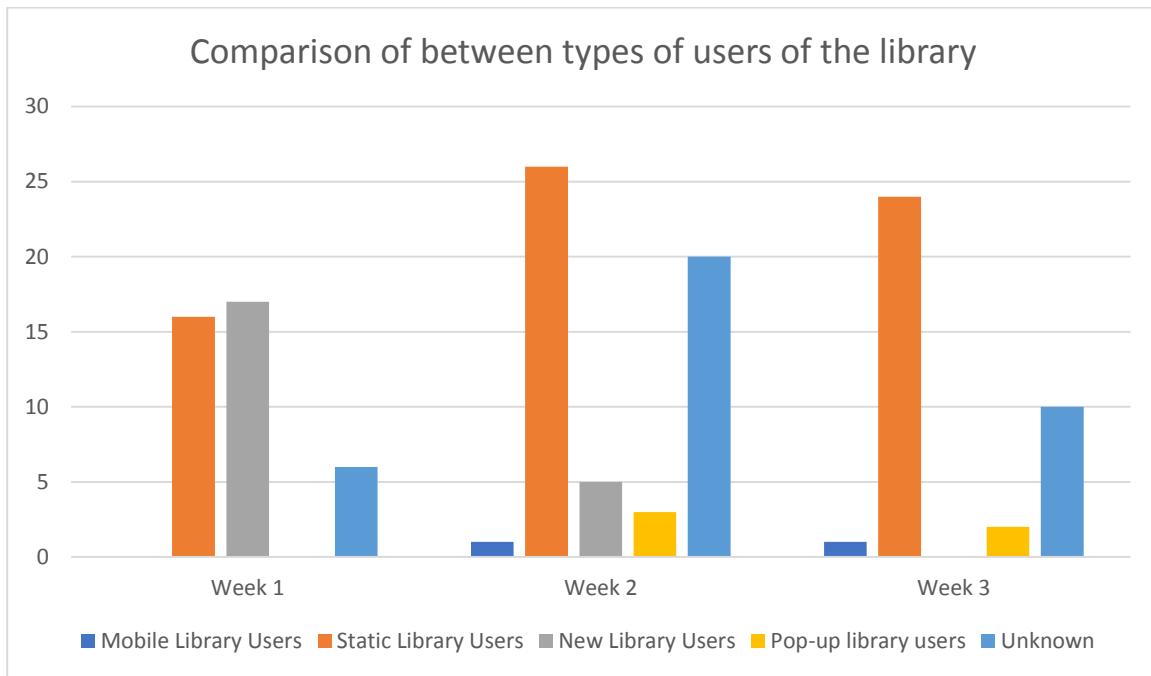


Overall Pulham was different to the others – based at the Penoyer centre we were an ‘add on’ to the café. Most visitors to the café popped in to look but continued to their tables for their coffee.

Nonetheless one visitor was impressed by the activities we were offering: ‘Lovely activities for children. Reading stories outside of the child’s normal book collection.’ And ‘The boys loved drawing on the white rocks – great idea!’ and followed up saying that the visit was perfect.



Comparison between types of library users



This graph approximates how many different library customers used the pop-up. The majority appear to be static library users, such as one lady at Old Buckenham who mentioned the pop-up saved her going to Attleborough to take her books back. We had one gentleman visit Old Buckenham on week 2 and week 3 who usually visited the mobile library but lately had not been able to visit due to mobility problems. We found that those who signed up as members of week 1 visited week 2 and week 3 to borrow books and use the space.

Communities Committee

Report title:	Future vision for the Wensum Lodge site, Norwich
Date of meeting:	16 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The proposal to sympathetically redevelop Wensum Lodge in Norwich will support skills development and economic growth within the County, as well as seeing the transformation of an underutilised site into a thriving cultural asset, benefitting both creative businesses and individuals alike. The proposal also aims to bring in additional funding to the County, both in terms of the short-term capital investment and support for the growing cultural sector.	

Executive summary

Wensum Lodge has been the home for Norfolk Community Learning Services (NCLS) for over 40 years and is held in great affection by its users and local residents. During that time, it has built a strong reputation for creative crafts and is well established as an important community asset.

In more recent years, the overall utilisation of the site has reduced, and remedial repair works, required by the historical buildings that comprise the site, are placing a disproportionate financial burden on the service.

With the agreement of the Leader of the Council, an outline brief was created to redevelop Wensum Lodge into a creative hub for the region, building on the existing Adult Education offer and strong reputation for creative crafts.

Hudson Architects were commissioned to complete a short piece of work to develop a vision for the site to ensure its longevity and realise its potential as an important asset for Norwich and Norfolk.

Recommendations:

Members are recommended to:

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

1. Proposal

- 1.1. This report, and accompanying presentation, set out a vision for the redevelopment of Wensum Lodge into a creative hub for Norwich and Norfolk. The proposal sees the development of a multi-use site which aims to fulfil the following objectives:
 - A platform for skills development
 - A creative and community hub
 - A visitor destination
- 1.2. **A platform for skills development** - building on the existing Adult Education ethos of helping people into education and employment, the site would offer

opportunities, not only for Adult Education courses, but also for shared working spaces and short-term rental space for start-up creative/ arts organisations.

- 1.3. **A creative and community hub** – the strong reputation for arts and creative crafts at Wensum Lodge, would be extended to incorporate maker spaces and exhibition and retail opportunities. In addition to improved utilisation of the buildings themselves, there is also scope to create better use of the external spaces with craft markets and potentially outdoor performances.
- 1.4. **A visitor destination** – the site comprises of several buildings of significant historical importance. Most notably, the Music House, which fronts onto King Street, is thought to be the oldest residential property in Norwich dating back to Norman times. Additionally, there are also a number of remaining brewery buildings (The Tuns, The Maltings and The Stables) dating back to the site's use by Youngs Brewery (throughout the 19th and early 20th Century). The preservation and proper presentation of these buildings will not only protect them for future generations but will also add to the ongoing development of the King Street area and extend the overall cultural offer of the city.
- 1.5. In order to test the feasibility of the project, we engaged Hudson Architects to develop a coherent, achievable vision for the site. This was supported by CIL, Culture and Heritage and the Corporate Property department.
The NCLS Steering Group, including the Committee Chair Cllr Margaret Dewsbury and Cllr Chris Jones (Elected Member for the ward in which Wensum is located), have been kept informed of the developing plans, and Members have been invited to visit the site for a tour of the existing facilities.
Early stakeholder engagement has also included Norwich City Council, Arts Council England, Norwich University of the Arts (NUA). High level ideas were also shared at the recent Norfolk Arts Forum to get feedback from a cross section of potential future users. Support for the sympathetic redevelopment of the site has been positive and is seen as complementary to wider developments of a similar nature within the City.
No consultation has yet taken place with NCLS learners or the general public.

- 1.6. The next steps for the programme include:

- Completion of site surveys to “de-risk” the programme and ensure a realistic picture of potential costs
- Appointment of a programme manager to lead the development
- Consultation with a wider stakeholder group
- Development of a detailed business case

2. Evidence

- 2.1. Wensum Lodge is currently underutilised, both in terms of its occupancy, its river front location, and its proximity to Norwich city centre and complementary cultural offers including the National Centre for Writing, located close by in Dragon Hall.
Wensum Lodge is a unique regional economic asset and proposition which we believe will be highly attractive to a number of external funders and investors. The site already benefits from an ongoing programme of Adult Learning courses which can be enhanced and grown by the additional of other creative and arts organisations. The proposals for the site facilitate an improved approach to the existing offer, as well as bringing in a number of new elements.
- 2.2. Wensum Lodge is well placed to deliver against many of the goals within the six key priorities set out in *Culture Drives Growth: The East’s Cultural Strategy 2016-22* endorsed by the New Anglia LEP and launched by Mark Pendlington when he was chairman. The Wensum Lodge development will deliver strongly

against the Government's Industrial Strategy, particularly around the skills agenda, workforce development and the opportunities set out for the future growth of the Creative Industries in the UK.

- 2.3. Investment in Norfolk's cultural sector via the Start East project and developments elsewhere in the city, mean that many creative start-up businesses and arts organisations could soon be looking for new spaces to be able to develop their businesses, create work and offer skills development more widely. The redevelopment at Wensum could meet some of this immediate demand, whilst the site undergoes longer-term development and further builds its reputation.

3. Financial Implications

- 3.1. The current cost to run and operate Wensum Lodge are approximately £350K, all of which is borne by Norfolk Community Learning Services. By reducing the cost burden of the premises and bringing in additional income, NCLS will be able to allocate more resource to teaching hours, as well as considering more county wide provision in line with local needs.
- In addition, many of the buildings require significant remedial work which cannot be funded from existing revenue budgets, and therefore a planned programme of redevelopment will address a number of structural issues and create new income generation opportunities.
- 3.2. There is evidence to suggest there will be opportunity to attract external investment to the site in future. Potential funders who may be approached include, but are not limited to:
- Arts Council England
 - Crafts Council
 - Heritage Lottery Fund
 - New Anglia Local Enterprise Partnership (LEP)
 - NCC (where there is a robust business case to ensure ROI)

4. Issues, risks and innovation

- 4.1. The completion of the recommended site surveys will identify any potential risks and issues at an early stage and allow for contingencies to be built into the programme.
- The phased approach will ensure that a considered and financially viable programme will be delivered.

5. Background

- 5.1. Wensum Lodge has been the home of Norfolk County Council's Adult Learning offer for over 40 years, but the buildings that comprise the site are currently underutilised and in need of some significant repair.
- Over recent years the requirements for active teaching space on the site have reduced, due to more provision being planned out in communities where most needed; this has left the site underutilised during some parts of the week, and out of term time.
- 5.2. The current use of the site (see Appendix 1) is as follows:
- Delivery of Adult learning courses, comprising of Community Learning, Skills and Training, Leisure and Pleasure, and Apprenticeships
 - Some Adult Learning Staff Accommodation
 - Wensum Café (currently unoccupied)
 - Jurnet's Bar (subsidised community run social club)

- Other subsidiary community uses
- 5.3 The site is hugely important to local residents and Adult Learning customers, and there is a great deal of affection for the site, both in terms of its role as a community asset, and due to the historical significance of the site. The proposals developed by Hudson Architects have taken both of these factors into account and propose a vision that is sympathetic to existing use, as well as being innovative and ambitious in its aspirations for the future.
- Surrounding developments, such as Dragon Hall, and numerous residential buildings, mean that now is the ideal time to undertake the redevelopment of the site, and in so doing, bring King Street further into the cultural offer of the city, as well as the wider county.

Recommendations:

Members are recommended to:

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

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:

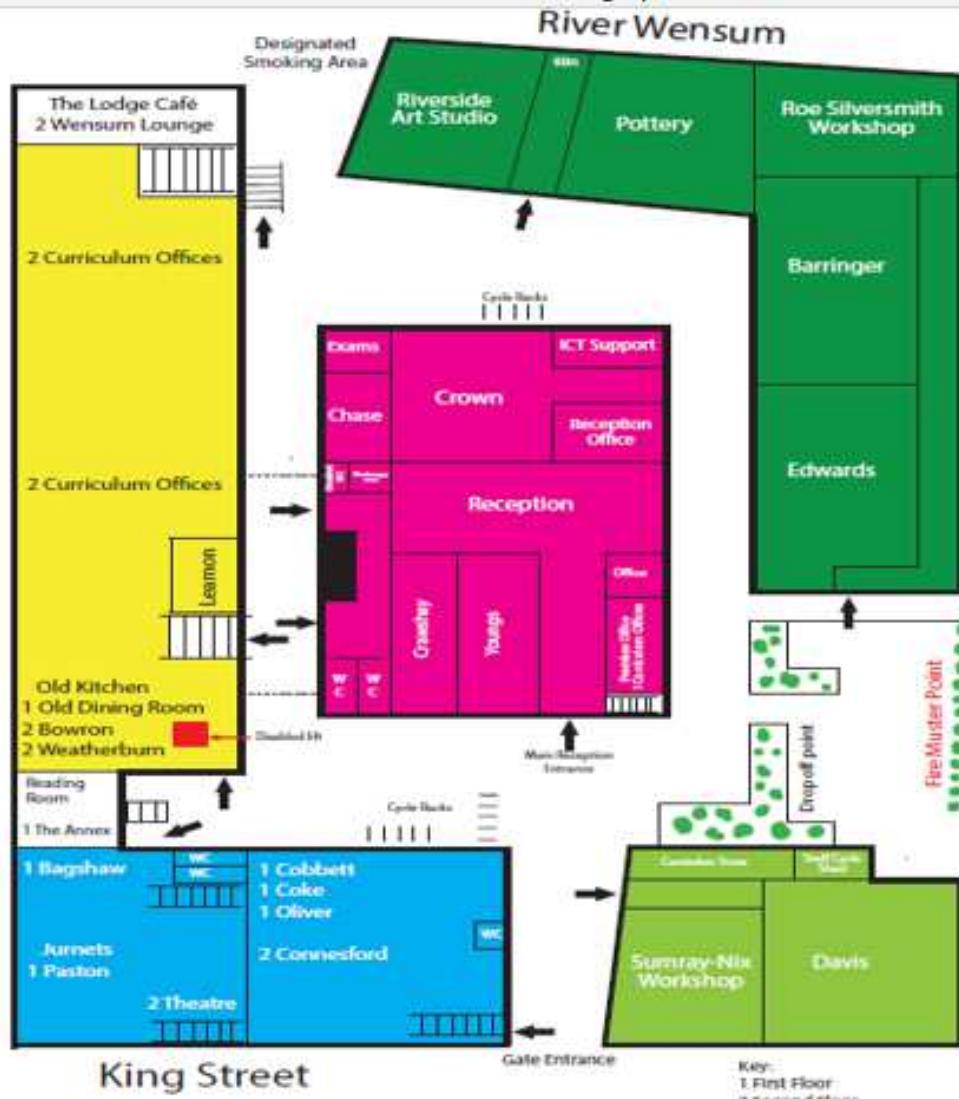
Officer name: Ceri Sumner **Tel No.:** 01603 223389

Email address: ceri.sumner@norfolk.gov.uk



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

Appendix 1 – Site Map of Wensum Lodge



A large site with a number of distinct buildings

- The Music House – blue
- Jurnet's Bar- blue
- The Maltings (rive front café) – yellow
- The Stable block - pink
- The Arts block - emerald green
- The Tuns block – lime green

Communities Committee

Report title:	Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20
Date of meeting:	16 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services

Strategic impact

The proposals in this report will inform Norfolk County Council's decisions on council tax and contribute to the Council setting a legal budget for 2019-20 which sees its total resources targeted at meeting the needs of residents. Budget planning has been undertaken in the context of the Council's overarching Vision and Strategy.

The information in this report is intended to enable the Committee to take a considered view of all the relevant issues in order to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22, and make recommendations on these to the Policy and Resources Committee. Policy and Resources will then consider how the proposals from Service Committees contribute to delivering an overall balanced budget position on 28 January 2019 before the Full Council meets 11 February to agree the final budget and level of council tax for 2019-20.

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees and provides an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2018 and the provisional Local Government Finance Settlement for 2019-20. It summarises this Committee's saving proposals for 2019-20, identified budget pressures and funding changes, and sets out the proposed cash-limited revenue budget as a result of these. The report also provides details of the proposed capital programme for 2019-20 to 2021-22.

In order to inform decision making, details of the outcomes of rural and equality impact assessments of the 2019-20 Budget proposals are set out in the paper, alongside the findings of public consultation in respect of specific savings proposals, where they are relevant to the Committee.

Policy and Resources Committee works with Service Committees to coordinate the budget-setting process, advising on the overall planning context for the Council. Service Committees review and advise on the budget proposals for their individual service areas. The report therefore provides an update on the Service Committee's detailed planning to feed into the final stages of the Council's budget process for 2019-20. The County Council is due to agree its budget for 2019-20, and Medium Term Financial Strategy to 2021-22, on 11 February 2019.

Communities Committee is recommended to:

- 1) Consider the content of this report and the continuing progress of change and transformation of Communities services;**
- 2) Consider and agree the service-specific budgeting issues for 2019-20 as set out in section 5;**

- 3) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22, including the findings of public consultation in respect of the budget proposals set out in Appendix 1;**
- 4) Consider the findings of equality and rural impact assessments, attached at Appendix 2 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:**
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;**
- 6) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;**
- 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 3:**
- a. including all of the savings for 2019-20 to 2021-22 as set out. Or
 - b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals deliverable in 2019-20 and within the Committee's remit.
- For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.**
- 8) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 4 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019.**

1. Introduction

- 1.1. The Council's approach to medium term service and financial planning is based on the preparation of a rolling Medium Term Financial Strategy, with an annual budget agreed each year. 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.
- 1.2. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide

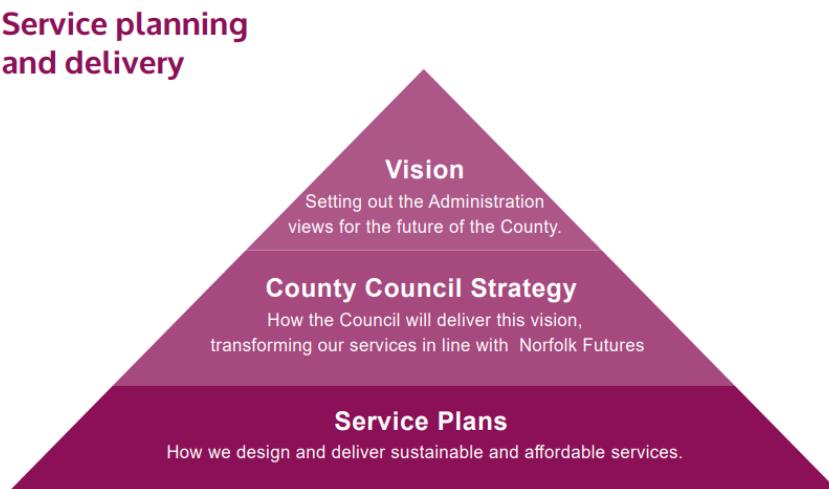
Members with the latest available financial forecasts to inform wider budget setting work across the organisation.

- 1.3. Norfolk County Council is due to agree its new Budget and Medium Term Financial Strategy for 2019-20 to 2021-22 on 11 February 2019. In support, this paper sets out the latest information on the provisional Local Government Finance Settlement and the financial and planning context for the County Council for 2019-20 to 2021-22. It summarises the Committee's pressures, changes and savings proposals for 2019-20, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

2. County Council Strategy and Norfolk Futures

- 2.1 Caring for our County, the vision for Norfolk, was approved by members in February 2018 and outlines the Council's commitment to:
 - Building communities of which we can be proud
 - 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
 - Making the most of our heritage, culture and environment
- 2.2 The Council's Strategy for 2018-2021 – Norfolk Futures – was approved at the same time. It focuses our transformation plan on priority areas of Council work, delivering in a context where demand for our services is driven both by demographics and social trends, and when increasingly complex and more expensive forms of provision are becoming prevalent.
- 2.3 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 are easily accessible, done once and done well
 - Being business like and making the 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.
- 2.4 These four principles continue to underpin, inform and test everything that we do as an organisation.
- 2.5 The integrated transformation programme is also well underway and starting to deliver change across our critical priorities.
- 2.6 Each of the Service Committees has produced a 3 year forward plan setting out what will be delivered over the next 3 years within the resources available. These in turn are operationalised through annual Plans on a Page setting out aims and measurable objectives for each service area.

- 2.7 The alignment of our vision, to our strategy and to our service planning is shown below.



How the Vision, Strategy and Service plans align

Figure 1 - Service Planning and Delivery Framework from The Council's Strategy 2018-2021

3. Strategic financial context

- 3.1. 2019-20 represents the final year of the four-year funding allocations for 2016-17 to 2019-20. These allocations have provided the Council with a degree of certainty about core elements of funding over the period, and only minimal changes to the funding in scope of the certainty offer have been made. Nonetheless, allocations still have to be confirmed annually in the Local Government Finance Settlement. The end of the four-year settlement combined with uncertainty about the outcomes of the Comprehensive Spending Review (CSR), Fair Funding Review (FFR), and 75% Business Rates Retention Scheme (BRRS) means that the Council faces a very significant level of uncertainty about funding levels after 2019-20.
- 3.2. The Chancellor of the Exchequer, Philip Hammond, announced the **Autumn Budget 2018** on Monday 29 October 2018. The Chancellor stated that the Budget was based on planning for all eventualities in relation to the UK leaving the EU, but that in the event of material changes to economic or fiscal forecasts, there remained the possibility of upgrading the Spring Statement to a full Budget if required. In contrast to recent Budgets, there were a number of announcements with implications for Local Government. Significantly for the 2019-20 Budget planning, this included additional funding for social care in 2019-20 worth £11.317m in total for Norfolk County Council broken down as follows:
- £4.179m Winter Pressures Grant (to be pooled into the Better Care Fund via the iBCF and reported on accordingly in 2019-20. Government will confirm reporting requirements relating to the 2018-19 allocation separately).
 - £7.139m Social Care Support Grant (MHCLG advises that “where necessary” this should be used “to ensure that adult social care pressures do not create additional demand on the NHS” and to improve the social care offer for older people, people with disabilities and children. However, it

is not ring-fenced, and there is no requirement for a specific adult or children's share).

- 3.3. Further details of the Autumn Budget can be found in the November 2018 report to Policy and Resources Committee.
- 3.4. The **Provisional Local Government Finance Settlement 2019-20** was announced by the Secretary of State for Housing, Communities and Local Government, James Brokenshire, on 13 December 2018. The full details of the announcement can be found [here](#)¹ and the Secretary of State's statement to parliament [here](#)². Funding allocations arising from the Autumn Budget were confirmed. The following announcements were made as part of the Provisional Settlement:
 - Norfolk's application to become a 75% Business Rates Retention Pilot in 2019-20 was successful. This is forecast to deliver a benefit of almost £8m to Norfolk as a whole and £3.9m for Norfolk County Council individually. The financial benefits of a pilot are likely to arise in 2020-21.
 - Norfolk County Council's Settlement Funding Assessment has been confirmed as £191.233m for 2019-20 (compared with £207.151m 2018-19). Funding allocations are broadly in line with the four-year certainty offer previously announced, however this funding will now be delivered via the Business Rates Pilot. In overall terms, the Provisional Settlement indicates a cash change in the County Council's core spending power of 2.6% between 2018-19 and 2019-20. This includes Government assumptions about local decisions to raise council tax and is slightly below the national cash increase of 2.8%.
 - Additional Rural Services Delivery Grant is to be provided in 2019-20 to maintain the allocation at the same level as 2018-19. This means an additional £0.786m for the County Council, which will also be delivered through the Pilot.
 - £20m is being provided nationally to maintain the New Homes Bonus baseline at 0.4%. This will mean a lower reduction in New Homes Bonus allocations than previously assumed, providing £0.183m.
 - The Secretary of State announced plans to distribute increased growth in business rates income which has generated a surplus in the business rates levy account in 2018-19. For Norfolk this amounts to £2.340m. 2018-19 is the first year this account has been in surplus and as a result £180m is being distributed to councils. This is not technically "new money" but funding as a result of growth nationally in business rates. It has not previously been included in budget planning as councils do not know the overall position until Government announces it. Funding is due to be paid by Section 31 grant in 2018-19, but is anticipated to be available to support the 2019-20 Budget.
 - The Government also confirmed the intention to fund the issue of "negative RSG" through forgone business rates. Norfolk County Council is not in a negative RSG position and so does not benefit from this decision.

- 3.5. In respect of **council tax**, the provisional thresholds for a council tax referendum have been announced as 3.0% for the general element of council tax with

¹ <https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2019-to-2020>

² <https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2019-to-2020-statement>

discretion for a further 2% to be raised for the adult social care precept (subject to a maximum adult social care precept increase of 8% in the period 2016-17 to 2019-20). The County Council's planning assumes an increase of 2.99% in general council tax. The Council has previously taken decisions to raise the full adult social care precept across the period 2016-17 to 2018-19 and as such there can be no increase in the adult social care precept in 2019-20 and it will therefore continue at the same level as in 2018-19 (£96.05 for a Band D property). A 2.99% increase in council tax is forecast to raise approximately £11.635m. This contributes to closing the forecast 2019-20 budget gap and mitigating the gap in future years. A council tax increase of 2.99% therefore enables a substantially more robust budget for 2019-20 and reduces risks for the council over the Medium Term Financial Strategy period.

- 3.6. Alongside the usual consultation on the Provisional Settlement, the Secretary of State announced two further consultations on reforms to the business rates retention system, and the new approach to distributing funding through the Review of Relative Needs and Resources. The Council will respond to these in due course. The Government also confirmed that the long-awaited social care green paper will be published "soon".
- 3.7. On 16 December, the Government also announced³ additional funding to support children with special educational needs. The allocation of this to individual councils has now been announced and Norfolk should receive £3.605m of the £250m being provided nationally to support children and young people with complex SEND. This will be received as £1.803m in both 2018-19 and 2019-20. Government has also confirmed funding of £100m nationally for investment to create more specialist places in mainstream schools, colleges and special schools in 2019-20. The allocation of this has not yet been confirmed, but Norfolk could potentially expect approximately £1.268m if this were to be distributed on the usual basis. The additional SEND funding is expected to flow through Dedicated Schools Grant, however it is not anticipated to be sufficient to address the High Needs Block overspend position.
- 3.8. The latest estimate of the Council's overall budget position for 2019-20 as a result of the above, and any other emerging issues, will be reported to Policy and Resources Committee in January.

4. 2019-20 Budget Planning

2018-19 Medium Term Financial Strategy

- 4.1. The current year's Budget and Medium Term Financial Strategy (MTFS) for the period 2018-19 to 2021-22 was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provided 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](#).⁴

2018-19 budget position

- 4.2. The latest information about the Committee's 2018-19 budget position is set out in the budget monitoring report elsewhere on the agenda. The Council's

³ <https://www.gov.uk/government/news/new-funding-to-support-children-with-special-educational-needs>

⁴ <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>

overarching budget planning for 2019-20 is based on the assumption that a balanced 2018-19 Budget is delivered (i.e. that all savings are achieved as planned and there are no overall overspends). Further pressures in the forecast 2019-20 Budget have been provided for as detailed later in this report.

The budget planning process for 2019-20

- 4.3. In July 2018, Policy and Resources Committee considered how the 2019-20 budget planning process would be aligned with the Council's Strategy, Norfolk Futures. Policy and Resources agreed budget assumptions, budget planning principles and guidance for 2019-20 which were then communicated to Service Committees.
- 4.4. In September, Service Committees therefore began their detailed budget planning by discussing both their approach to savings development and any key risks for the Council's budget process.
- 4.5. Following further input from Policy and Resources Committee, in early October, Service Committees then considered and agreed their detailed saving proposals for 2019-20, which were recommended to Policy and Resources Committee for consultation where appropriate. Policy and Resources duly considered the latest budget planning position for 2019-20 at its meeting on 29 October. This included the summary of all proposed savings from Service Committees, and a revised forecast of the remaining **budget gap for 2019-20, which at that point stood at £6.369m. Over the three year planning period, a gap of £45.980m remained to be closed.** In November, Policy and Resources was advised that following the announcements of additional funding at the Autumn Budget, it was anticipated these would assist in closing the gap identified for 2019-20, and as a result Services were not asked to seek additional savings. However, **Policy and Resources agreed that any change to planned savings or removal of proposals would require alternative savings to be identified by the relevant Service Committee.**
- 4.6. The budget position and associated assumptions are kept under continuous review. The latest financial planning position will be presented to Policy and Resources Committee in January prior to budget-setting by County Council in February. The outline budget-setting timetable for 2019-20 is set out for information later in this report.

Latest 2019-20 Budget position

- 4.7. Since the last report to Service Committees in October 2018, a number of additional pressures have emerged, including:
 - Pressures arising in Schools' High Needs Block budgets with a potential impact on the Council's General Fund;
 - Significant additional pressures in Children's Services budgets;
 - The addition of "Winter Pressures" funding within the Adult Social Care budget, and pressures relating to continuing support for the care market, and continued enhanced levels of social work capacity. The Adult Social Care budget makes use of some one-off funding and use of reserves.
 - Recognition of a part funded pressure in 2019-20 relating to an increase in the employer contribution rates for Fire Service pensions;
 - Final changes to inflation forecasts for 2019-20 and future years; and

- Updated council tax forecasts from Districts for tax base and collection fund which will be finalised in January.

4.8. These additional pressures have been offset by proposed changes following a thorough review of all other pressures and savings included in budget planning, and by additional funding announced in the Autumn Budget and the provisional Local Government Finance Settlement as set out in section 3. As a result, a balanced budget is therefore expected to be presented to Policy and Resources Committee for 2019-20. Details of the remaining gap over the Medium Term Financial Strategy will be confirmed to Policy and Resources in January.

Budget planning assumptions 2019-20

- 4.9. In setting the annual budget, Section 25 of the Local Government Finance Act 2003 requires the Executive Director of Finance (Section 151 Officer) to report to members on the robustness of budget estimates and the adequacy of proposed financial reserves. This informs the development of a robust and deliverable budget for 2019-20. Further details are provided below, and the full report will be included in the Budget papers for Policy and Resources Committee.
- 4.10. The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2019-20 Budget is substantially based upon the following assumptions.
- A 2.99% increase in council tax in 2019-20 and 1.99% in both subsequent years 2020-21 and 2021-22 based on the current amounts allowed by Government before a local referendum is required. 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. In future years there will be an opportunity to consider the required level of council tax in light of any future Government announcements relating to the Fair Funding Review and Comprehensive Spending Review.
 - In addition to an annual increase in the level of council tax, the budget assumes annual tax base increases in line with recent trends.
 - Revised assumptions about the future funding changes to be delivered through the Comprehensive Spending Review and Fair Funding Review based on recent announcements including those made at the Autumn Budget. Until now, the Council's assumptions about funding reductions have been based on the Government's stated intention to end Revenue Support Grant, with an expectation that all Revenue Support Grant would therefore cease after 2019-20. This would result in a cliff edge in 2020-21 and a budget pressure of almost £39m. Such a significant funding reduction would be out of line with recent experience and does not reflect the fact that Government has sought to provide additional levels of one-off funding for key areas such as social care. Taking all these funding sources in the round, the Council's current budget planning is therefore now based on an assumption that effectively half of the impact of the loss of Revenue Support Grant would occur in 2020-21 and half in 2021-22, although Revenue Support Grant itself may disappear. In other words, it is assumed that Government will provide alternative (potentially transitional) funding to mitigate the effect of a Revenue Support Grant cliff edge.
 - No increase in the Adult Social Care precept from the 2018-19 level.
 - 2018-19 Budget and savings will be delivered in line with current forecasts and plans (no overall overspend).

- Use of additional Adult Social Care funding for 2018-19 and 2019-20 as agreed with partners and in line with conditions, and that market pressures can be absorbed within existing budgets.
- Growth pressures forecast in Children's Services relating to Looked After Children, and the overspend on High Needs Block, can be contained within the additional funding allocations.
- Pressures forecast within waste and highways budgets can be accommodated within the additional funding allocations.
- Revised assumptions to use an additional £5m capital receipts in 2020-21 rather than £10m (with £10m being required in 2021-22 and the balance of £5m in 2022-23 resulting in the use of an additional £20m capital receipts in total to support the revenue budget over the period 2020-21 to 2022-23).
- The assumed use of one-off funding including:
 - £1m from the Insurance Fund in 2019-20; and
 - £6m from the Adult Social Care business risk reserve over the budget planning period.
- That all the savings proposed and included for 2019-20 can be successfully achieved.

5. Service Budget, Strategy and Priorities 2019-20

5.1. Service Transformation

- 5.1.1. The overall vision for Communities Committee services was set out in strategic financial planning report discussed by the Committee in September. In terms of service transformation the focus of our approach is as follows.

Registration Services (Strategy and Governance Department)

- 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.

Community and Environmental Services Department (CES)

CES 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.

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

- Safety and harm reduction
- Proactive prevention

- Providing choices
- Raising aspirations
- Improving outcomes and economic growth

In terms of transformation, as discussed at the September meeting, the broad approach across CES is focussed around:-

- Cost reduction
- Collaboration
- Development

5.2. Service specific budgeting issues

- 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 – 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. The development of an Integrated Risk Management Plan (IRMP) for the service for 2020 is underway, overseen by a Member Working Group, and will consider the future size and shape of the service.
- Fire and Rescue Service – as per paragraph 4.7, on the 6 September, HM Treasury announced that provisional results of the valuations of the public services pension schemes indicated that employer pension contribution rates would have to increase from April 2019. At the budget, the Government announced that it would allocate funding from the Reserve to pay part of the costs of increase. The additional cost of the increased employer contribution rate of £1.675m and the funding, £1.396m are reflected in Appendix 3.
- 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 unless financial austerity ends. 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.

6. Revenue Budget

- 6.1. The tables in Appendix 3 set out in detail the Committee's proposed cash limited budget for 2019-20, and the medium term financial plans for 2020-21 to 2021-22. These are based on the identified pressures and proposed budget savings reported to this Committee in October.
- 6.2. Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2019-20 to 2021-22 paper which will be presented on 28 January 2019.
- 6.3. The Revenue Budget proposals set out in Appendix 3 form a suite of proposals which will enable the County Council to set a balanced Budget for 2019-20. **As such, any recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals, will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.**
- 6.4. As set out elsewhere in this report, the Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This full assessment will be reported to Policy and Resources Committee and County Council.

6.5. 2019-20 budget proposals

- 6.5.1. The savings proposals are summarised in the table below.

Proposal Note: savings are shown as a negative figure	2019-20	2020-21	2021-22	2019-22 Total	Risk Assessment
	£m	£m	£m	£m	RAG
Norfolk Record Office – reduction in search room opening hours	-0.075	0	0	-0.075	Amber
Reduction in Strategic Arts Development Fund	-0.015	-0.010	0	-0.025	Amber
Vacancy management – removal of vacant posts	-0.050	0	0	-0.050	Green
Restructure of teams – Millennium Library	-0.060	0	0	-0.060	Green
Library service back office efficiencies	-0.110	-0.010	0	-0.120	Red
Increased income – Trading Standards and library service	-0.050	-0.070	0	-0.120	Amber
Review of contract inflation assumptions	-0.006	-0.006	0	-0.012	Green
Restructure of teams – various changes to team structures (reduction in overall numbers of posts)	-0.102	-0.120	0	-0.222	Green
Total new savings proposed	-0.468	-0.216	0	-0.684	

6.6. Changes to the proposals since last reviewed by Committee in October

- 6.6.1. Since the Committee last reviewed the proposals in October, there have been two amendments to the proposals (as set out above):-

- The Risk Rating for the ‘Restructure of teams’ proposals has improved from ‘Amber’ to ‘Green’. This is because the relevant staff consultation has been carried out, and some changes made to the detailed proposals as a result of direct feedback from staff. Work is underway to ensure the changes can be implemented by 1 April 2019.
- The Risk Rating for the “Library Service Back Office Efficiency” has been changed from Amber to Red. This is to reflect some additional complexities arising from the reprocurement of public PCs ; the work is currently being supported by IMT with a view to making the public facing service robust and reliable across the whole county.

7. Capital Programme 2019-20

- 7.1. A summary of the Capital Programme and schemes relevant to this committee can be found in Appendix 4.

8. Public Consultation

- 8.1. Under Section 3(2) of the Local Government Act 1999, authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. This includes council tax payers, those who use or are likely to use services provided by the authority, and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.
- 8.2. Saving proposals to bridge the shortfall for 2019-20 were put forward by committees, the majority of which did not require consultation because they could be achieved without affecting service users. There was one relevant proposal for Communities Committee, and the consultation feedback for this one is included at section 8.4 below.
- 8.3. Where individual savings for 2019-20 required consultation:
- Consultation took place between 5 November and 23 December with consultation feedback on both individual budget proposals and council tax available for Committees in January;
 - Proposals were published and consulted on via the Council’s consultation hub, Citizen Space <https://norfolk.citizenspace.com/consultation/budget2018/>;
 - Consultation documents were made available in large print and easy read as standard, and other formats on request;
 - The Council made extra effort to find out the views of people who may be affected by the proposals and carry out impact assessments;
 - Opportunities for people to have their say on budget proposals and council tax were promoted through the Your Norfolk residents’ magazine, news releases, online publications, and social media.
 - Every response has been read in detail and analysed to identify the range of people’s opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people’s lives.
 - Although the council did not consult on any specific budget proposals relating to the library service, Bacton & Edingthorpe Parish Council took the opportunity, as part of the overall budget consultation, to write in general

support of the mobile library service. They expressed concern that that residents in rural areas, especially those unable to use public transport or without a car, would struggle to access a local library. The parish council called for the mobile library to be retained in its entirety.

8.4. Norfolk Record Office – reduction in search room opening hours - consultation feedback

8.4.1. We received 98 responses to this consultation. Of these the overwhelming majority (86) were from people responding as individuals. Of the respondents who described their relationship to the service, most were people who used the Norfolk Record Office (70).

8.4.2. Overall, slightly more of those responding to the consultation agreed with the proposal (43) than disagreed (38) (9 strongly agree / 34 agree / 12 neither agree nor disagree, 22 disagree, 16 strongly disagree).

8.4.3. Key issues and concerns were:

- a) Those who generally agreed with the proposal said they felt it was reasonable and that they understood the need for it. However, some said this with some regret.
- b) Several stated that they were supportive of the proposal if it enabled the Norfolk Record Office to carry on with what they perceived to be its key role of preserving Norfolk's heritage.
- c) Several of those responding said that although were generally in support of the proposed changes to opening hours they did not support other elements of the proposal, in particular any reduction to acquisition, conservation our outreach.
- d) A number of those agreeing with the proposal said that they felt that they would not be affected by it. One of the main reasons for this was people stating they were retired and therefore could adapt to the proposed new hours.
- e) An equal number felt that they would be directly affected. People stated that the proposed times would restrict the hours that they could visit or that they might have to take time off work.
- f) Several people suggested that the thinking behind the proposal was flawed, that it would not achieve the outcome that we desired or that the evidence we put forward did not support our proposal. In particular there was concern that the impact of the proposal greatly outweighed any saving that would be achieved if the proposal went ahead.
- g) The most frequently expressed concern was that the proposed hours would prevent working people from being able to access the searchroom.
- h) Where stated, the preferred option for revised hours for the service was Tuesday to Friday (closed Monday). Reasons offered for this included that it was better for people travelling to use the searchroom, it was best not to have

a mid-week gap, that Monday closing is in line with other heritage centres and that it suited individuals personally.

- i) People offered alternative options. Of these, the most frequent comments were calls to either maintain the current hours or increase them. There were also calls to keep the late-night opening. A few suggested that the Record Office should open each working day but to start later. There was also some interested in Saturday opening.
- j) People fed back practical issues to take into consideration when deciding the opening days and hours. This included the availability of car-parking, the fact that people often travelled long distances to use the searchroom and the need to widely promote the service and any new opening hours.
- k) The following points were also made:
 - One organisation offered to work with the Norfolk Record Office to help produce new databases that enabled more records to be accessed online, by harnessing the power of their volunteers. They also offered potential help with preserving /conserving any family history documents.
 - That current online resources are not adequate, and that many of the records, such as medieval and early modern manuscripts are not available online at all.
 - That scholars coming to Norwich from other parts of the UK and from abroad would be disadvantaged by the proposals.
 - That photography permits are too expensive for many students who need to consult original materials.
 - That organisations have deposited material at the NRO with the expectation that these would be available for viewing at convenient times.
 - Suggestions received as alternatives to reduced hours included analysis of users from the signing-in register, approaching universities for contributions in order that their students could continue to use the facilities and asking organisations to make contribution for the safe keeping of their records in perpetuity.
 - That the proposal would reduce community cohesion as it would reduce community understanding of our shared heritage.
 - One organisation asked that the Norfolk Record Office continue to generate income from the sale of micro films and fiche.

- 8.5. A full summary of the consultation feedback received on the proposal relevant to this Committee can be seen at Appendix 1.

9. Equality and rural impact assessment – findings and suggested mitigation

- 9.1 When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination.

- 9.2 Equality and rural impact assessments have been carried out on each of Communities Committee's nine budget proposals for 2019/20, to identify whether there may be any disproportionate or detrimental impact on people with protected characteristics or in rural areas.
- 9.2 At this stage, there is no evidence to indicate that any of the proposals will have a detrimental impact on people with protected characteristics or in rural areas.
- 9.4 Broadly speaking, this is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery. In addition, the proposal to remodel the service provided by the MATCH team within the Norfolk Community Learning Service (NCLS) has the potential to increase the number of employment and volunteering opportunities available with employers for people with learning difficulties and disabilities, by supporting and increasing the confidence of employers, supporting the day opportunities providers (DOP) and creating strong links with mainstream services and training providers.
- 9.5 The proposal to reduce the search room opening hours for the Norfolk Record Office will impact on all service users, but this will not disproportionately impact on people with protected characteristics or in rural areas.
- 9.6 Two actions are proposed, to support delivery of the proposals, if they go ahead:
- (i) To ensure a smooth transition for the 90+ people currently supported by the MATCH service, commissioning staff, operational staff, NCLS, and DOPs will write and implement a transition plan for service users. This will ensure a comprehensive transition phase, and adequate support, from the existing service to the new service. Communication with service users and their families and carers will be managed robustly by Social Workers or relevant operational staff. Communication with DOPs will be increased to ensure that the hand over to the successful new providers of Skills and Employment Pathways can be carried out successfully. There is approximately a 6 months period whereby the support provided by the current MATCH service will move over to the new arrangements.
 - (ii) HR Shared Service will continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.
- 9.7 The full assessment findings are attached for consideration at Appendix 2. Clear reasons are provided for each proposal to show why, or why not, detrimental impact has been identified, and the nature of this impact.

10. Budget Timetable

- 10.1. 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.

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
Chancellor's Autumn Budget 2018	29 October 2018
Consultation on new planning proposals and council tax 2019-22	5 November to 23 December 2018
Provisional Local Government Finance Settlement	13 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
Final Local Government Finance Settlement	TBC January / February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 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

11. Financial implications

- 11.1. Potentially significant financial implications for the Committee's Budget, including those arising from the Autumn Budget 2018 and the Provisional Local Government Finance Settlement, are discussed throughout this report. The implications of the three changes expected to be implemented in 2020-21 remain the subject of considerable uncertainty and although they have been reflected as far as possible in the Council's 2019-20 budget planning, these impacts will need to be refined as further information is made available by Government.

12. Issues, risks and innovation

12.1. Significant risks, assumptions, or implications have been set out throughout the report. Some general risks relating to the development of budget proposals for Communities services 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 will not be possible to deliver the level of savings required without some changes and reductions in staffing levels. The CES Department has already made a number of changes/reductions to staff in recent years, including reducing the number of managers in the department, but further reductions will be needed. Although we will take steps to minimise the impact of any changes as far as possible, including by introducing new ways of working, there is a risk that a reduced workforce will directly impact on the level of service we are able to deliver.

12.2. 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 potential risk of failure to deliver our services within the resources available over the next 3 years commencing 2018-19 to the end of 2020-21 (RM006).

12.3. 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.

12.4. Decisions about significant savings proposals with an impact on levels of service delivery have required public consultation. As in previous years, new 2019-22 saving proposals, and the Council's Budget as a whole, have been subject to equality and rural impact assessments as described elsewhere in this report.

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>

Strategic and Financial Planning reports to Committees in September 2018

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 9, Policy and Resources Committee, 24 September 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1420/Committee/21/SelectedTab/Documents/Default.aspx>

Strategic and Financial Planning reports to Committees in October 2018

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 12, Policy and Resources Committee, 29 October 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1421/Committee/21/SelectedTab/Documents/Default.aspx>

Implications of the Autumn Budget 2018 (Item 9, Policy and Resources Committee, 26 November 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1422/Committee/21/SelectedTab/Documents/Default.aspx>

Communities Committee is recommended to:

- 1) Consider the content of this report and the continuing progress of change and transformation of Communities services;
- 2) Consider and agree the service-specific budgeting issues for 2019-20 as set out in section 5;
- 3) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22, including the findings of public consultation in respect of the budget proposals set out in Appendix 1;
- 4) Consider the findings of equality and rural impact assessments, attached at Appendix 2 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;
- 6) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;
- 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 3:
 - a. including all of the savings for 2019-20 to 2021-22 as set out. Or
 - b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals deliverable in 2019-20 and within the Committee's remit.

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

- 8) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 4 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019.

Officer Contact

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

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

Your views on proposals that would see service changes and a reduction in searchroom hours at Norfolk Record Office**Respondent information**

Respondent Numbers																																			
There were 98 responses received for this proposal. Of these, 86 people replied as individuals.																																			
Responding as:																																			
<table border="1"><thead><tr><th>An individual / member of the public</th><th>86</th><th>88</th></tr></thead><tbody><tr><td>A family</td><td>2</td><td></td></tr><tr><td>On behalf of a voluntary or community group</td><td>2</td><td>5</td></tr><tr><td>On behalf of a statutory organisation</td><td>3</td><td></td></tr><tr><td>On behalf of a business</td><td>0</td><td></td></tr><tr><td>A Norfolk County Councillor</td><td>0</td><td>3</td></tr><tr><td>A district or borough councillor</td><td>0</td><td></td></tr><tr><td>A town or parish councillor</td><td>1</td><td></td></tr><tr><td>A Norfolk County Council employee</td><td>2</td><td></td></tr><tr><td>Not Answered</td><td>2</td><td>2</td></tr><tr><td>Total</td><td>98</td><td>98</td></tr></tbody></table>			An individual / member of the public	86	88	A family	2		On behalf of a voluntary or community group	2	5	On behalf of a statutory organisation	3		On behalf of a business	0		A Norfolk County Councillor	0	3	A district or borough councillor	0		A town or parish councillor	1		A Norfolk County Council employee	2		Not Answered	2	2	Total	98	98
An individual / member of the public	86	88																																	
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A town or parish councillor	1																																		
A Norfolk County Council employee	2																																		
Not Answered	2	2																																	
Total	98	98																																	

Of the 98 responses received, the majority (93) were online submissions to the consultation.

How we received the responses	
Online submission	93
Email	2
Consultation paper feedback form	2
Letter	1
Total	98

Responses by groups, organisations and businesses

Five respondents told us they were responding on *behalf* of a group, organisation or business. The organisations cited were:

- Chedgrave Parish Council
- Cromer Town Council
- Norfolk Family History Society

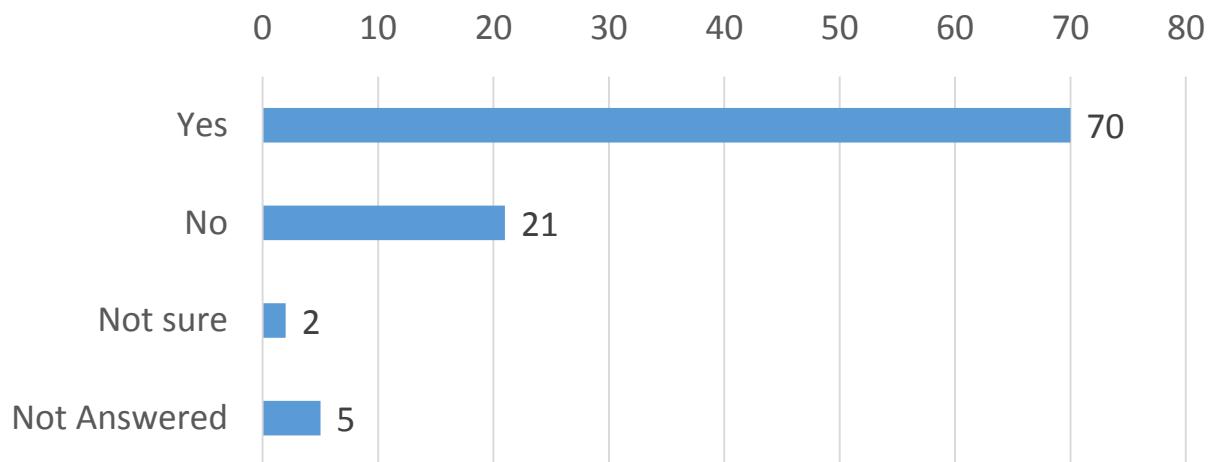
- The Norfolk Record Society
- South Norfolk Council

Relationships

Q1 We asked people whether they currently used the Norfolk Record Office and 93 respondents answered this question. Of those responding:

- 70 currently use Norfolk Record Office services
- 21 don't currently use Norfolk Record Office services
- 2 were not sure whether they currently use Norfolk Record Office services

Do you use Norfolk Record Office services?



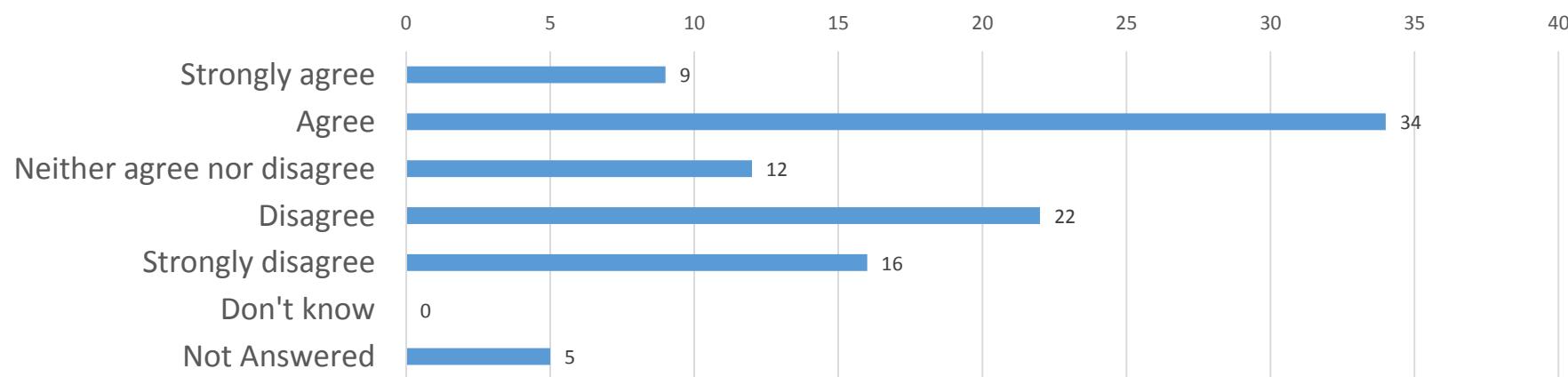
Summary of findings

Q2: How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office?

We asked how far people agree or disagree with our proposal and 93 people responded to this question. Of these:

- 9 said they strongly agree
- 34 said they agree
- 12 said they neither agree nor disagree
- 22 said that they disagree and
- 16 said that they strongly disagree

How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office



We included an open text box so that people could tell us the reason behind their answer and how, if at all, the proposal would affect them.

Of those strongly agreeing (9) or agreeing (34) with the proposal, people said that the proposal would not affect them, that it was reasonable and a good use of resources. Some said that although they agreed with the proposal around the opening hours they did not agree with the other parts of the proposal, such as a reduction in outreach or acquisition work.

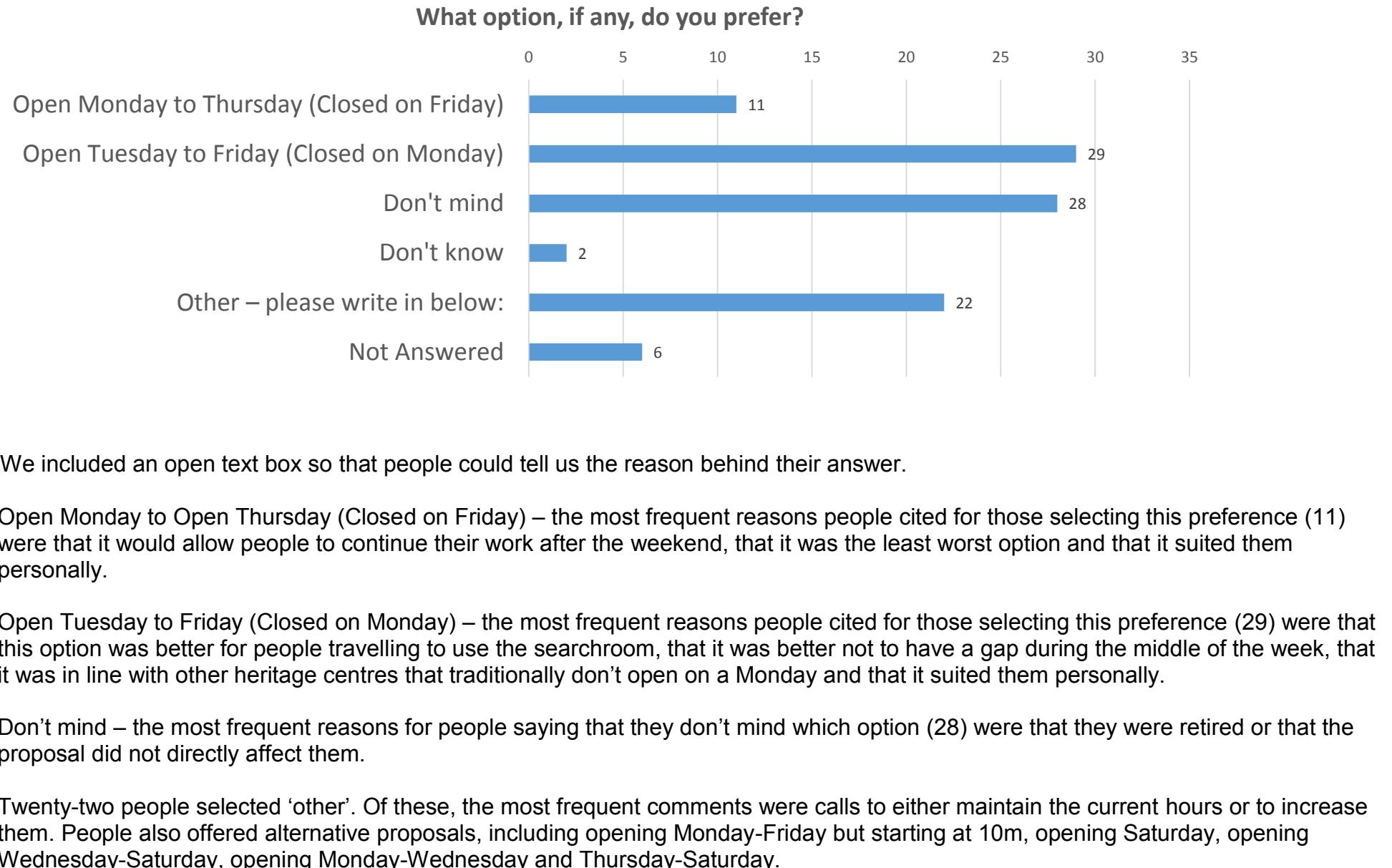
Of those disagreeing (22) or strongly disagreeing (16) with the proposal, people said that they felt the proposal would make it harder for employed people to access the searchroom. People also questioned the thinking behind the proposal, for example that the saving it would achieve wasn't worth the disruption or the proposal would not achieve the cost savings we suggest. Another key issue was that people felt concern that the proposal would restrict access to records and that our heritage needs to be preserved. As above, where some people agreed with the potential change to hours there was a call to maintain, or extend, outreach, acquisition and support from archivists / trained staff.

The remainder of the responses said that they neither agree nor disagree (12) or did not answer this question (5). Those that said that they neither agree nor disagree did so for a number reasons. Some said they agree with the proposed hours but not with any reduction in conservation or outreach. Others said that although they understood the need for the proposals and the proposals did not affect them personally they were concerned about the impact on others, in particular access for students.

Q4: As part of our proposal we are considering reducing the number of hours that the searchroom would be open. Currently the Norfolk Record Office is open Monday to Friday. If our proposal went ahead we would need to decide which hours to open. Which option of any, would you prefer?

We asked people which option, if any, they would prefer, and 92 people responded. Of these:

- 11 preferred the NRO to open Monday to Thursday (Closed on Friday)
- 29 preferred the NRO to open Tuesday to Friday (Closed on Monday)
- 28 did not mind
- 2 did not know
- 22 suggested alternatives



Analysis and comments

Table 1: Analysis of main comments by people who agree/strongly agree with the proposal in Q2 How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office?

Table 2: Analysis of main comments by people who disagree/strongly disagree with the proposal in Q2 How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office?

Table 3: Analysis of all comments related to Q4 As part of our proposal we are considering reducing the number of hours that the searchroom would be open. Currently the Norfolk Record Office is open Monday to Friday. If our proposal went ahead we would need to decide which hours to open. Which option of any, would you prefer?

Table 4: Other issues raised to be taken into consideration when making a decision

Table 1: Analysis of main comments by people who agree/strongly agree with the proposal in Q2 How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office?

Overall theme	Issues raised	Number of times mentioned	Quotes
Comments / observations that generally support the proposals	Where people were generally supportive of the proposals several expressed their view that the proposals were reasonable.	7	"Reduction is reasonable & wouldn't be likely to affect my use of NRO" "Still open a good number of hours and on line availability. At a time when essential services are under threat it is hard to justify the costs of the current extended opening hours."

	Others felt that search room was currently underused.	3	<p>“Realistic and pragmatic.”</p> <p>“NRO is a wonderful resource but judging from my own experience and the above stats it is substantially underused”</p> <p>“The service appears to be underused”</p>
Impact of proposal on individuals	A number of those expressing agreement to the proposal stated that it did not currently affect them.	7	<p>“Like many users my family history research brings me to the search room very intermittently - most days for a couple of weeks, then maybe not at all for a few months, while I digest my findings and then seek other avenues to explore. I would still be able to work like this under your new opening hour proposals.”</p> <p>“feel that the proposed hours are sufficient and suitable for those wanting to access the information. will not directly affect me, but may in future?”</p> <p>“I would still be able to work like this under your new opening hour proposals. I do not use the Thursday late openings, which seem not to have a big uptake.”</p>
Need for the proposal	Several said that they understood the need for the proposal.	6	“Not just because of austerity, but also the changing nature of research which is increasing use of digital access, the closure times to the search-room make sense”

	<p>Some also talked about their regret or sadness that the proposal had been put forward.</p>	4	<p>"I can see why you need to reduce hours and so would support the shorter hours."</p> <p>"I am an NRO employee. I would prefer that the service remain as it is but I understand the need to reduce costs."</p> <p>"The move to online services is common to many resource centres and it does have a knock on effect to times of opening and staff requirements so these changes are probably inevitable though sad to see."</p> <p>"I am very sorry these changes are being thrust upon you by the reduction in budget, and I have ticked 'Agree' only in the hope these changes will preserve an OUTSTANDING service."</p>
Enable the service to continue and / or preserve the key role of Norfolk Record Office	Several people said that they were supportive of the proposal if it enabled the service overall to continue.	6	<p>"Although I will probably be using the records office in the future, the proposals seem a very sensible way of continuing to provide an adequate service for what is obviously a minority interest"</p> <p>"To avoid affecting other aspects of the work of The Record Office the reduction of searchroom hours would be the least damaging"</p>

	Some people referenced their comments to what they perceived the key role of the Norfolk Record Office to be.	3	<p>"Any reduction in archive work is regrettable but if opening at 10am and closing one day means cuts to the core work of saving, listing and conserving documents can be avoided then so be it. Without the core functions, there is no service."</p> <p>"If it is certain that funds have to be reduced then it is reasonable that public access time should be reduced a little in order to help maintain an acceptable emphasis on what I see as the primary function of the NRO : to maintain the inflow and conservation of documents."</p>
Concerns related to other proposed service changes	Several people stated that although they agreed with the proposed reduction in hours they did not agree with other proposed service changes relating to outreach, volunteer support and conservation/acquisition.	4	<p>"I agree to the reduction in search room hours, but I do not agree to all the proposed service changes. I want to see MORE digitisation and conservation, not less. That is the role and responsibility of a records office."</p> <p>"I note the fleeting mention of reduction in actual conservation activities with great alarm. This is NOT about search room access"</p> <p>" ...concerns - - the reduction of educational and outreach services. Implanting research activities in the young generation is key to later usage, and for adults who might not otherwise use the facility. Interacting with the actual documents creates lasting memories."</p>

Table 2: Analysis of main comments by people who disagree/strongly disagree with the proposal in Q2 How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office?

Overall theme	Issues raised	Number of responses	Quotes
Impact of proposal on individuals	People explained how they would be directly affected by the proposal.	7	<p>"As a historian whose studies are dependant on examining original documents, I would find a four rather than five day week considerably affect my work."</p> <p>"For one, fewer hours means I'm less able to attend the NRO full stop."</p> <p>"I like going early in the morning and having a good three hours work time before midday-mornings are easier for me than afternoons as I have to be home due to childcare"</p>
Impact of proposal on different types of users	Several respondents expressed concerns that the proposal would impact working people.	7	<p>"People have to work, reduced access times reduce the population of people able to use the service, not everyone wants or is able to use online services"</p> <p>"For those who work it is almost impossible to access the search room as it is not open at weekends."</p>

			<p>“Although I am now retired and able to access the Record Office more flexibly, when I was working, the extra days opening was a bonus and I used to go for an hour at the end of several days. This will still impact those who work.”</p>
Comments suggesting that the thinking behind the proposals is flawed	Several people felt that our proposal would not achieve the outcome that we desired or that the evidence we put forward did not support our proposal.	7	<p>“Your findings make it clear that the focus is more on original documents, yet you propose to reduce access to these. This is illogical.”</p> <p>“The savings that can be made by this action are too small to warrant the time spent consulting and actioning them. These are niche services but very important to those who use them. I would expect that changes and efficiencies could be made elsewhere in the service that would not lead to the reduction in opening times”</p> <p>“I don't mind a reduction in searches on hours but don't think your analysis really indicates only having a late opening of once a month. An service out of working hours helps the service be fairer to all age groups, also many people in norwich may leave work at 4/4.30 so be able to quest items before 5pm but not have time to work on them before closing.”</p>
	A few people stated they thought our proposals went against the original funding basis.	3	<p>“The proposed cuts are a denial of the premises on which the publicly funded new record office was founded when it opened in 2003.”</p>

Concerns around access	There were concerns that the proposals would restrict access to important records.	5	<p>“It will restrict my access to the historical sources and the knowledgeable and helpful staff”</p> <p>“Reducing access to the county's history is not acceptable”</p> <p>“...reduced access times reduce the population of people able to use the service ...”</p>
Concerns related to other proposed service changes	<p>Some people stated that although they agreed with the proposed reduction in hours they did not agree with other proposed service changes relating to outreach, volunteer support and conservation/acquisition.</p> <p>There were calls to maintain:</p> <p>Outreach work</p> <p>Acquisition</p>	<p>4</p> <p>4</p> <p>3</p>	<p>“The public opening hours changes make sense on the figures given, but the cutting of education & outreach seems odd - if people are unaware of the Record Office & how accessible & friendly it is then usage will drop further. The cutting of item acquisition also seems wrong”</p> <p>“Your outreach work is also invaluable.”</p> <p>“I do disagree strongly with any change of focus which has an adverse effect on volunteering, educational events and public engagement events which should be at the core of the service.”</p> <p>“Resource needs to be given to processing new acquisitions, they are often being donated in good faith by the public and a lack of staff will result in huge backlogs, lack of access and lack of care. Problems will get worse in the future and many important records will be lost”</p>

	Volunteer support	2	<p>"As well as using the Records office, I am a volunteer and it is volunteers who are helping to make online searches of documents possible. If you reduce the support to volunteers or the volunteer numbers then this would reduce the amount of documents which can be indexed and online for searches"</p>
Concerns about staffing reductions	People also commented on staff reductions.	5	<p>"The removal of front line staff would have an adverse effect on those users who require a level of expertise that often only they can provide. The Record Office is not just an assembly of records, in order to use it without wasting many hours investigating unproductive sources, the level advice and assistance on hand is key"</p> <p>"Your staff are as valuable as the records you hold."</p> <p>"The archivist are crucial in supporting researchers."</p>
Other concerns / comments	<p>Individuals expressed other concerns about the proposal. These included:</p> <ul style="list-style-type: none"> - The proposal would deter people from research and/or reduce the numbers using the service - Restricting the hours would mean that the searchroom might be busier when it was open. 	3 2	<p>"It will result in fewer people using the Record Office."</p> <p>"I trust that if the reduced hours mean search facilities and readers are busy so not available this will be reviewed. I would be very annoyed to arrive only to be told sorry we are too busy!"</p>

	- That the proposed change to hours was too large	2	"This is a massive change in the service which would be very unsuitable for my needs as a student. Reducing the open hours from 42 to 28 is an unacceptably large cut."
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Table 3: Analysis of all comments related to Q4 As part of our proposal we are considering reducing the number of hours that the searchroom would be open. Currently the Norfolk Record Office is open Monday to Friday. If our proposal went ahead we would need to decide which hours to open. Which option of any, would you prefer?

Overall theme	Issues raised	Number of responses	Quotes
Reasons behind a preference for opening Tuesday to Friday	<p>Those favouring this option did so for a variety of reasons.</p> <p>Some felt that this option would be better for those needing to travel to visit the NRO searchroom.</p>	5	<p>"If people are traveling to use the resource for more than one day then encouraging them to come Tues-Fri means they could still access the Heritage Centre on a Saturday, whereas arriving on the Sunday for Monday means there is less for them to do/see"</p> <p>"Record offices open on a Friday can enable weekend visitors to use their services, ie travel to Norwich on a Thursday night, use NRO on Friday. Mondays less useful as one needs to travel home Monday night in order to work on Tuesday!"</p> <p>"For community members, on some bus routes across Norfolk, there are more bus services on a Friday rather than Monday - so a greater accessibility reason for a Friday opening."</p>

	<p>People also cited that this option suited them personally.</p>	5	<p>“Being retired I can choose when I come into Norwich but for me Friday is a more convenient day than Monday.”</p> <p>“If I come to the RO I might stay in Norwich overnight to maximise my use of the searchroom on two consecutive days so a late evening opening followed by an early opening time would suit people like me”</p>
	<p>Others stated that they would prefer the NRO to be open on consecutive days.</p>	3	<p>“it is recognised that opening consecutive days is better than having a break mid-week.”</p> <p>“If there has to be a reduction, better not to be mid-week”</p>
	<p>Two respondents pointed out that there were several Mondays in the year that the NRO was already closed due to bank holidays.</p>	2	<p>“...probably closing Mondays would have less of an impact as several are Bank Holidays anyway.”</p>
	<p>Others pointed out that Monday closing was in line with practice elsewhere in the heritage sector.</p>	2	<p>“People are used to museums and other heritage being closed Mondays.”</p>

	<p>Other reasons mentioned only once included:</p> <ul style="list-style-type: none"> - that this option would be more suitable for academics - and that it was the least worst option. 	1 1	<p>“Some of your users will be academics. Conferences tend to take place at the end of the week or over the weekend. Many visiting academics will therefore use the Record Office on a Friday rather than a Monday.”</p> <p>“The least worst option available, taking into account the bank holiday Mondays when the NRO is already going to be closed.”</p>
Reasons behind a preference for opening Monday to Thursday	<p>People offered a variety of reasons for selecting this option, including:</p> <p>Allowed continuity from the weekend</p> <p>People also cited personal preferences</p> <p>Other reasons mentioned only once included:</p> <ul style="list-style-type: none"> - that this option would be better for staff - that it was the least worst option. 	2 2 1 1	<p>“Continuity for researchers who have been investigating online sources at weekends.”</p> <p>“Since the room cannot be open at the weekend, I can make better use of MY time if I can attach Friday to the weekend for other purposes”</p> <p>“I think staff would prefer a Friday off instead of Mondays as it makes a nice long weekend break”</p> <p>“The lesser of the evils.”</p>

Calls to maintain or increase existing opening hours	<p>Some people stated that they wanted us to maintain the opening hours as they currently are.</p> <p>There were also calls to keep the late-night opening in some form</p> <p>A few called for hours to be increased</p>	<p>11</p> <p>9</p> <p>3</p>	<p>“Keep the same as now”</p> <p>“Do not reduce hours”</p> <p>“prefer no closure”</p> <p>“remain as Monday to Friday”</p> <p>“The retention of the late night service is important”</p> <p>“Keep Thursday lates - you can also hold talks and education after work hours so those of us who work full time can go”</p> <p>“I think the late opening session allows those with daytime commitments the opportunity to access the searchroom and also a longer session for those that can only manage to travel to Norwich once a week.”</p> <p>“Availability of the search room is essential, and indeed should be extended to weekends.”</p> <p>“My journey includes both, buses and trains, from my home in Essex and I would propose an increase in hours for the searchroom to be open.”</p>
Alternative suggestions	People put forward alternative opening hours.	8	<p>“Scrap a weekday, perhaps Thursday, and open all day on Saturday.”</p> <p>“It should be open daily but from 10 instead of 9. This will create a saving but not exclude anyone.”</p>

	In particular, Saturday opening was mentioned.	4	<p>"Reduced hours five day working."</p> <p>"Should open Saturdays so as to be more accessible to the working population"</p> <p>"You should include Saturday opening so that those who work in the week and pay for the service through their taxes can actually use the service."</p>
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Table 4: Other issues raised to be taken into consideration when making a decision

Overall theme	Issues raised	Number of responses	Quotes
Other issues raised to be taken into consideration when making a decision	Some respondents said we needed to take the availability of car-parking into account when deciding which day to open.	5	<p>"One of the issues surrounding the RO, if coming any distance, is car parking availability. If I arrive shortly after 9.00 a.m. I don't have too long to wait before it opens. There also tends to be more car parking spaces."</p> <p>"One problem is parking at County Hall, possibly of tailoring opening times to times when parking is lighter?"</p>
	The need to promote any new opening times.	4	<p>"Publicising the open hours would be essential, i.e. a telephone recorded message, or even make visiting the searchroom by appointment only."</p>

	The need to promote the service	4	<p>"So long as it is well advertised it does not make any difference"</p> <p>"The NRO needs to be doing more to increase its profile with the general public, not less."</p>
Ideas	<p>Some people suggested alternative ways to save money / maintain the existing service. These included:</p> <ul style="list-style-type: none"> - Charging for the service 	4	<p>"Maybe a small charge could be levied for those that visit the record office, say £5 an entry, very little to pay to access the wealth of documents available."</p>

Other information

Other information relevant to the consultation
<p>Organisations responding expressed the following views not captured elsewhere in this summary:</p> <ul style="list-style-type: none"> - One organisation offered to work with the Norfolk Record Office to help produce new databases that enabled more records to be accessed online, by harnessing the power of their volunteers. They also offered potential help with preserving /conserving any family history documents. - That current online resources are not adequate, and that many of the records, such as medieval and early modern manuscripts are not available online at all. - That scholars coming to Norwich from other parts of the UK and from abroad would be disadvantaged by the proposals.

- That photography permits are too expensive for many students who need to consult original materials.
- That organisations have deposited material at the NRO with the expectation that these would be available for viewing at convenient times.
- Suggestions received as alternatives to reduced hours included analysis of users from the signing-in register, approaching universities for contributions in order that their students could continue to use the facilities and asking organisations to make contribution for the sake keeping of their records in perpetuity.
- That the proposal would reduce community cohesion as it would reduce community understanding of our shared heritage.
- One organisation asked that the Norfolk Record Office continue to generate income from the sale of micro films and fiche.

We received two comments that related to the way we undertook this consultation.

“I object to question 2, which is badly written. I agree to the reduction in search room hours, but I do not agree to all the proposed service changes.”

“But there is no option to raise Council Tax by sufficient to balance your budget, this implies you have decided BEFORE the consultation!”

Produced by Stakeholder and Consultation Team
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Communities Committee budget proposals 2019-2020

Equality and rural assessments – findings and recommendations

January 2019

**Lead officer – Jo Richardson, Equality & Diversity Manager, in
consultation with Sarah Rhoden, Head of Support and
Development**

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

For more information please contact Equality & Diversity team, email:
equality@norfolk.gov.uk or tel: 01603 223816.

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1.	The purpose of equality and rural assessments
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8.	Recommended mitigating actions
9.	Evidence used to inform this assessment
10.	Further information and contact details

The purpose of equality and rural assessments

1. The purpose of equality and rural assessments is to enable elected members to consider the potential impact of decisions on different people and communities prior to decisions being taken. Mitigating actions can be developed if detrimental impact is identified.
2. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or people in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

The Legal context

3. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act¹;
 - Advance equality of opportunity between people who share a relevant protected characteristic² and people who do not share it³;
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it⁴.
4. The full Act is available [here](#).

The assessment process

5. This assessment comprises three phases:
 - **Phase 1** – evidence is gathered on the proposal, to examine who might be affected and how. This includes reviewing the findings of related assessments and public consultation, contextual information about local populations and other relevant data. Where appropriate, public consultation takes place.
 - **Phase 2** – the results are analysed. The assessments are drafted, making sure that any potential impacts are fully assessed. If the evidence indicates that a proposal may have a detrimental impact on people with protected characteristics or in rural communities, mitigating actions are considered.
 - **Phase 3** – the findings are reported to service committees, to enable any impacts to be taken into account before a decision is made.

Communities budget proposals 2019-2020

6. Communities Committee has put forward nine budget proposals for 2019-2020:

	Title of proposal	Description
1.	Norfolk Record Office (NRO) – reduction in search room opening hours	This proposal would see the opening hours of the search room reduce from 41.5 hours a week to between 28 and 30 hours a week. There will also be reductions in the amount of documents the NRO is able to receive and process, educational and outreach work, support for the NRO's charitable partner and preservation work. This is not expected to impact on the income that the service generates from copy certificates and digitization.
2.	Reduction in Strategic Arts Development Fund	This proposal would reduce the budget we make available for strategic arts initiatives which require local authority match-funding investment. This would still leave £0.035m in the budget to continue to support arts initiatives which leverage substantial external funding. We will continue our significant work supporting the Arts in Norfolk through other funding streams and major strategic projects.
3.	Vacancy management – removal of vacant posts	This relates to posts in various services within the CES department. As part of the overall recruitment approach in the department, we actively review vacancies and, where they arise, take opportunities to test out new ways of working, including alternative ways to structure work allocation within teams.
4.	Restructure of teams - Millennium Library	As part of previous savings proposals, a number of changes were made to the staffing structure in branch libraries. A saving associated with the staffing structure at the Millennium library was also agreed for 2019-20. Work to implement the agreed saving, and to develop a revised staffing structure, has identified opportunities to make additional savings with limited impact on front-line services through further rationalisation of management posts. As with the changes in branch libraries, the change will reflect the changing role of front-line library assistants and will bring the grading of these posts in line with colleagues in branch libraries (which will represent an increase in pay).
5.	Library service back office efficiencies	The saving will be delivered through re-procurement of contracts for public access PCs, cleaning and maintenance, and a reduction on the spend on the materials budget.
6.	Income Generation	The majority of this saving (£70k) relates to the Trading Standards service. This will be through generating additional income from the Metrology team and Primary Authority work. Based on previous activity, we feel that this is a level of income that can be delivered. The Amber rating reflects the inherent risk associated with income generation i.e. that we are subject to market factors. The remaining £50k will be delivered by renting space available at the Millennium Library – this will not affect the operation of the library.
7.	Review of contract inflation	The saving will be delivered by not applying inflation to contracts. There is no statutory requirement to apply

	Title of proposal	Description
	assumptions	inflation increases. There is an assumed level of inflation increase already built into planned budgets, and by not applying this inflation (where appropriate) we can revise this.
8.	Restructure of teams – various changes to team structures (reduction in overall numbers of posts)	This proposal relates to reviewing and remodelling staffing structures in some teams in customer services, trading standards and museums. This includes taking further opportunities to further rationalise management structures and introduce new ways of working e.g. self-service. There will be an overall reduction in the number of posts but this should not have any significant impact on service delivery. The 2020/21 saving amount relates entirely to the Castle museum. There will be a need to deliver this saving for 2019/20, so that it can be used to offset anticipated income pressures as a result of works on the Castle Keep during that year.
9.	Remodel the service provided by the MATCH team within the Norfolk Community Learning Service (NCLS) so that the employment support service can be provided directly to clients by day opportunities providers (DOPs).	In future, the MATCH team – which will be known as the LD Skills and Employment team - will have a more strategic role, leading the development of employment and volunteering opportunities with employers, supporting and increasing the confidence of employers, supporting the day opportunities providers and creating strong links with mainstream services and training providers. The team will also develop online information for stakeholders so that readily available links to resources are available to support people with a learning disability into employment. The team will increase support for the day opportunities providers and will be less involved in directly supporting individuals with a learning disability. They will become specialists in their job role and develop a strong understanding of gaps in the employment market so as to support the Norfolk economy.

Who is affected?

7. The proposals will affect residents, visitors and businesses in Norfolk, including people with protected characteristics and in rural areas, and our staff:

People of all ages	YES
Disability (all disabilities and long-term health conditions, including but not limited to people with, for example, reduced mobility; Blind and visually impaired people; Deaf and hearing impaired people; people with mental health issues; people who are neurodiverse (e.g. on the Autism spectrum); people with learning difficulties and people with dementia).	YES
Gender reassignment (e.g. people who identify as transgender)	YES
Marriage/civil partnerships	YES

Pregnancy & Maternity	YES
Race (different ethnic groups, including Gypsies and Travellers)	YES
Religion/belief (different faiths, including people with no religion or belief)	YES
Sex (i.e. men/women/people who identify as intersex)	YES
Sexual orientation (e.g. lesbian, gay and bisexual people)	YES

Potential impact

8. At this stage, there is no evidence to indicate that any of the proposals will have a detrimental impact on people with protected characteristics or in rural areas.
9. The proposal to remodel the service provided by the MATCH team within the Norfolk Community Learning Service has the potential to increase the number of employment and volunteering opportunities available with employers for people with learning difficulties and disabilities, by supporting and increasing the confidence of employers, supporting the day opportunities providers and creating strong links with mainstream services and training providers.
10. The proposal to reduce the search room opening hours for the Norfolk Record Office will impact on all service users, but this will not disproportionately impact on people with protected characteristics or in rural areas.
11. The reasons for this are set out below:

	Title of proposal	Impact
1.	Norfolk Record Office – reduction in search room opening hours	<p>People who use our searchroom services would be affected by this proposal, which includes people with protected characteristics and in rural areas.</p> <p>Probably the greatest impact is on working people who may not be able to use the searchroom during working hours and rely currently on the Thursday late night opening.</p> <p>However, the Council is proposing to maintain one late-night opening a month, which means that working people will continue to have access to later opening.</p> <p>Other people using record office services might be affected. The change in focus of staff might mean that there are fewer outreach and educational events for people to attend. The NRO may also not be able to support as many volunteers or people on work experience placements. However, this would affect all users, and not disproportionately impact on people with protected characteristics or in rural areas. If someone needed help to access NRO services due to, for example, a disability, they would continue to be able to access this help.</p>

	Title of proposal	Impact
		Some staff on temporary contracts would not have these renewed. However, there is no evidence to indicate that staff with protected characteristics would be disproportionately affected by this element of the proposal.
2.	Reduction in Strategic Arts Development Fund	A reduction in the Strategic Arts Development budget will mean that there is less resource available to the County Council for strategic arts initiatives which require local authority match-funding investment. However, there is no evidence that this will impact disproportionately on people with protected characteristics or in rural areas, as the impact will be across all groups and projects, not one group in particular.
3.	Vacancy management – removal of vacant posts	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because the deletion of these posts will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
4.	Restructure of teams - Millennium Library	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because the restructure of these teams will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
5.	Library service back office efficiencies	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
6.	Income Generation	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
7.	Review of contract inflation assumptions	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
8.	Restructure of teams – various changes to team structures (reduction in overall numbers of posts)	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because the restructure of these teams will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be

Title of proposal	Impact
	<p>disproportionately affected compared to other staff.</p> <p>9. Remodel the service provided by the MATCH team within Norfolk Community Learning Service so that the employment support service can be provided directly to clients by day opportunities providers.</p> <p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> • The proposal to remodel the service provided by the MATCH team within the Norfolk Community Learning Service has the potential to increase the number of employment and volunteering opportunities available with employers for people with learning difficulties and disabilities, by supporting and increasing the confidence of employers, supporting the day opportunities providers and creating strong links with mainstream services and training providers. • The proposal may lead to some changes in how employment support is delivered, and who delivers it, but this is not anticipated to have any significant impact on service users. This means that service users, including service users from rural areas, will not experience any changes in the quality or standards of the service they receive or be disadvantaged. They will continue to receive support relative to their needs. • The proposal will not lead to new or increased costs for service users. • The principles of promoting Independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled people, including people with learning difficulties, and draws directly on the voices of disabled service users to guide service design. Disabled people consistently report that these are critical factors in supporting well-being. • Opportunities for building greater levels of accessibility and inclusion for disabled and older people into the design of services will be considered as part of the commissioning process. • To ensure a smooth transition for the 90+ people currently supported by the MATCH service, commissioning staff, operational staff, NCLS, and Day Opportunity Providers will write and implement a transition plan for service users. This will ensure a comprehensive transition phase, and adequate support, from the existing service to the new service. Communication with service users and their families and carers will be managed robustly by Social Workers or relevant operational staff. Communication with DOPs will be increased to ensure that the hand over to the

Title of proposal	Impact
	successful new providers of Skills and Employment Pathways can be carried out successfully. There is approximately a 6 months period whereby the support provided by the current MATCH will move over to the new arrangements.

Accessibility considerations

12. Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
13. Proposals relating to business process re-engineering will take full opportunity to build accessibility considerations into service planning and design.
14. Proposals relating to contract review will also take full opportunity to build accessibility considerations into service design.

Human rights implications

15. Public authorities in the UK are required to act compatibly with the Human Rights Act 1998. There are no human rights issues arising from the proposals.

Recommended actions

Action	Lead	Date
1. To ensure a smooth transition for the 90+ people currently supported by the MATCH service, commissioning staff, operational staff, NCLS, and Day Opportunity Providers to write and implement a transition plan for individuals. This to ensure a comprehensive transition phase, and adequate support, from the existing service to the new service. Communication with service users and their families and carers to be managed robustly by Social Workers or relevant operational staff. Communication with DOPs to be increased to ensure that the hand over to the successful new providers of Skills and Employment Pathways can be carried out successfully.	Assistant Director, Community, Information and Learning	By 30 September 2019
2. HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	Senior HR Consultant (Workforce Insight))	From 1 April 2019

Evidence used to inform this assessment

- Norfolk budget proposals 2019/20 – consultation documents, background papers and consultation findings
- Equality Act 2010
- Public Sector Equality Duty
- Business intelligence and management data, as quoted in this report.
- Relevant service specific Codes of Practice and national guidance

Further information

For further information about this equality impact assessment please contact Jo Richardson, Equality & Diversity Manager, Email jo.richardson@norfolk.gov.uk



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Jo Richardson on 0344 800 8020.

¹ Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2 The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

Disability - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - the process of transitioning from one gender to another.

Marriage and civil partnership

Pregnancy and maternity

Race - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

Sex - a man or a woman.

Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

Appendix 3

Reference	Budget change forecasts for 2018-22 Communities	2019-20	2020-21	2021-22
		£m	£m	£m
	OPENING BUDGET	46.867	47.969	47.536
	ADDITIONAL COSTS			
	Inflationary			
	Basic Inflation - Pay (2% for 19-22)	0.908	0.919	0.938
	Basic Inflation - Prices	0.242	0.254	0.268
	Additional pay inflation National Living Wage	0.200		
	Changes from 2018-22 budget round			
	Legislative Requirements			
	Revised Public Health expenditure	-1.031		
	New 2019-22 budget round pressures			
	Legislative Requirements			
	Fire pension employer rate pressure	1.675		
		1.994	1.173	1.206
	SAVINGS			
	Changes to 2017-20 budget round			
CMM022	Libraries and Information Service - re-model of service and income generation	-0.235		
		-0.235	0.000	0.000
	Brought forward from 2018-22 budget round			
	A - Local Service strategy			
CMM042	Providing a joined-up Library and Children's Centre Services		-0.500	
	G - Commercialisation			
CMM043	Income generation – Norfolk Museums Service		-0.400	
CMM045	Income generation – Norfolk Community Learning Services		-0.125	
CMM046	Income generation – Library and Information Service	-0.020	-0.111	
CMM047	Registrars Service – external income	-0.100	-0.150	
CMM050	Vacancy management – customer services	-0.030		
CMM051	Norfolk Community Learning Services – remodelling the staff structure, including staffing reduction	-0.050		
	H - Other			
CMM054	Using Public Health Grant funding to support the delivery of Public Health activity throughout the Authority		-1.500	-1.500
		-0.200	-2.786	-1.500
	New 2019-22 budget round savings			
CMM055	Norfolk Record Office – reduction in search room opening hours	-0.075		
CMM056	Reduction in Strategic Arts Development Fund	-0.015	-0.010	
CMM057	Vacancy management – removal of vacant posts	-0.050		
CMM058	Restructure of teams – Millennium Library	-0.060		
CMM059	Library service back office efficiencies	-0.110	-0.010	
CMM060	Increased income – Trading Standards and library service	-0.050	-0.070	
CMM061	Review of contract inflation assumptions	-0.006	-0.006	
CMM062	Restructure of teams – various changes to team structures (reduction in overall numbers of posts)	-0.102	-0.120	
		-0.468	-0.216	0.000
		-0.903	-3.002	-1.500
	BASE ADJUSTMENTS			
	Brought forward from 2018-22 budget round			
	Revised Public Health grant	1.031		
	New 2019-22 base adjustments			
	Funding for Fire pension employer rate pressure	-1.396	1.396	
		-0.365	1.396	0.000
	COST NEUTRAL ADJUSTMENTS			
	Brought forward from 2017-20 budget round			
	Leases	0.197		
	P01-19 to P06-19 recurring virements			
	Attleborough Centre budget to Corporate Property Team	-0.041		
	Maintenance budget for County Hall Loading Bay from Communities	0.000		
	Customer Services complaints budget to Democratic Services	-0.019		
	Mobile phone budget to P&R	-0.002		
	2019-20 budget round			
	Depreciation transfer	0.228		
	Debt management transfer	0.001		
	Global Payments Merchant Account charges to Customer Services	0.011		
	Stationery budgets to Customer Services	0.002		
		0.376	0.000	0.000
	NET BUDGET	47.969	47.536	47.242

Appendix 4

Communities Committee – Capital Programme

Scheme	19/20 £m	20/21 £m	21/22 £m +	Notes
Gypsy, Roma and Traveller sites	0.228			Improvements at two Gypsy, Roma Travellers sites relocation of Water meters and site improvements.
Culture and Heritage – Gressenhall Development	0.400			Redevelopment of the play area at Gressenhall Museum to improve the visitor offer.
Norfolk Record Office Metadata Migration Project	0.042	0.033		Additional £15k external funding 19/20. Project to deliver the new metadata management system.
CIL – Customer Services Project management for Digital transformation	0.230			Funding required to support the ongoing digital transformation of customer facing processes, as part of the Customer Service Strategy and Digital Norfolk programmes
CIL – Wensum Lodge – Site development	0.400			Indicative estimate to scope progress the programme, including detailed site surveys to de-risk the programme at a later stage.
Norwich Castle: Gateway to Medieval England	0.165	0.082		Funding for temporary specialist construction project management expertise and clerk of works for project, costs not included in the original bid.
Fire and Rescue				
Critical Equipment 2021-22			0.150	Extended funding for NFRS requirement to replace, update and develop the services critical equipment programme.
Gorleston Fire Station capital maintenance	0.024			Preventative capital maintenance including replacement doors.

Scheme	19/20 £m	20/21 £m	21/22 £m +	Notes
Great Yarmouth Fire Station refurbishment	0.152			Improving facilities including lecture facilities and showers, and replacement doors.
Great Yarmouth Fire Station capital maintenance	0.017			Installation of working at height training facility.
NFRS Compressor Room capital maintenance	0.150			Upgrade work to 5 air compressor rooms
Red fleet capital maintenance 2021-22			1.000	Extended funding for NFRS red fleet replacement programme
Sprowston Fire Station capital maintenance	0.023			Refurbishment of ground floor toilets and showers
Thetford Fire Station capital maintenance	0.385			New vehicle storage building and upgraded training facilities
West Walton Fire Station capital maintenance	0.067			New separate female & accessible toilet & shower facilities
Acle Fire Station capital maintenance	0.035			New gas boiler and supply to replace current oil fired system
Attleborough Fire Station capital maintenance	0.102			Reconstruction of drill yard

Communities Committee

Report title:	Finance monitoring
Date of meeting:	16 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact	
This report provides the Communities Committee with financial monitoring information for the services reporting to this Committee for 2018-19.	

Executive summary

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

The 2018-19 net revenue budget for this committee is £47.314m. The Current Forecast out-turn is £0.617m overspend.

The total capital programme relating to this committee for the years 2018 to 2021 is £17.024m. Details of the capital programme are shown in Section 3 of this report.

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

Recommendations:

Members are recommended to:

- a) Note the 2018-19 revenue budget and forecast out-turn position for this Committee.
- b) Note the capital programme for this Committee.
- c) Approve the tender evaluation criteria to assess bids to be the construction contractor for the Norwich Castle Gateway to Medieval England project, as set out in Appendix A
- d) Delegate the award of the contract for the Norwich Castle Gateway to Medieval England Project, to the Executive Director of CES and Executive Director of Finance and Commercial Services, in consultation with Chair of Communities committee and the chair of the Joint Museums committee.
- e) Note the balance of reserves brought forward to 2018-19 and the planned use of reserves for 2018/19.

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 November 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. 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 £47.314m.

Table 1: Communities NET revenue budget				
	2018-19 Budget	2018-19 Forecast Outturn	Forecast variance	Actual Spend to Period 8
	£m	£m	£m	£m
Community and Consultation	0.214	0.214	0.000	0.116
Community, Information and Learning	15.736	15.736	0.000	8.432
Culture and Heritage	3.779	3.846	0.067	2.607
Director of Public Health	(0.496)	(0.542)	(0.046)	(5.085)
Equality and Diversity	0.183	0.183	0.000	0.261
Fire Service	28.243	28.839	0.596	17.190
Registrars	(0.345)	(0.345)	0.000	(0.141)
Total for Committee	47.314	47.931	0.617	23.380

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

Table 2	Current year budget	Forecast	Forecast Variance
		£m	£m
Expenditure	109.858	110.388	0.530
Income	(62.544)	(62.457)	0.087
Net	47.314	47.931	0.617

- 2.4. As at period 6 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	£0.596	Forecast overspend see paragraph 2.5 below.
Net Forecast Overspend	£0.617	

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

Table 4:

Previously

reported

Variance

Reason for variance

Period 8

variance

Reason for movement

276	Additional cost due to recent peak of activity	296	Revised costs for summer activity
320	Training and Recruits	385	Revised figure for meeting increased training demands for service delivery, recruits salaries
40	Additional cost of training specific to Flood water rescue	70	Increased training cost to maintain team competencies
70	Youth development	146	Revision of income forecasts and one-off termination costs for site closures
706	Total Spend Pressures	897	
-167	Delayed contract payments	-301	One off savings for delayed contract starts for PPE and ICT
539	Net	596	

- 2.6. The Fire service will continue work to look to reduce the overspend by controlling expenditure wherever possible.

3. Capital budget

- 3.1. The overall capital budget for the services reporting to this committee is £17.024m. £7.515m is currently profiled to be delivered in 2018-19.

Table 5: Communities Capital programme						
	2018-19 Budget £m	2019-20 Budget £m	2020-21+ Budget £m	Total Programme £m	Actuals to period 8	Forecast Out-turn 2018-19
Norfolk Fire and Rescue Service	2.879	3.913	2.150	8.942	0.251	0.776
Culture and Heritage – Museums	2.505	0.757		3.262	0.321	2.505
Customer Services Strategy	0.165	0.065		0.230	0.081	0.165
E-Commerce Digital Development	0.114	0.003		0.117	0.065	0.114
Single employee portal	0.028	0.261		0.289	0.014	0.028
Libraries	1.624	2.360		3.984	0.523	1.399
Traveller Sites Improvement	0.100			0.100	0.000	0.100
Public Health – reducing domestic violence	0.100			0.100	0.001	0.100
Committee total	7.515	7.359	2.150	17.024	1.256	5.187

3.2. **Norwich Castle: Gateway to Medieval England project**

- 3.2.1. Norfolk Museums Service has recently secured major funding from the Heritage Lottery Fund and other funders for a transformational project that will see the Grade 1 Listed Norman Keep, which is at the heart of the museum, transformed back to its former glory as a royal palace. The project will significantly improve the visitor experience by reinstating the Norman principal floor and making the Keep a more accessible building. A new gallery of medieval object displays will be created within the Keep, in partnership with the British Museum.
- 3.2.2. The works consist of internal and external alterations to the Keep involving the removal of existing floor levels and installation of new floor levels, creation of new gallery space, removal of the existing lift and its replacement with a new lift and stairs to a new roof viewing platform, creation of new and enlarged openings within the Keep walls and development of a bridge-link via the eastern elevation. Internal and external alterations outside the Keep will create new museum and school's entrances, revised access arrangements and new café, shop and reception areas. The works involve the erection of extensions above existing development within the perimeter walls of the Castle and the installation of a further new lift.
- 3.2.3. Norfolk County Council is seeking a building contractor with experience on similar scale schemes and working in occupied Grade 1 Listed public buildings (conservation environments requiring monitoring of noise, vibration, management

of dust and dirt, security), and an understanding of Scheduled Monument Consent requirements for archaeological recording. The principal funder is the Heritage Lottery Fund but there are also a number of other public and private funders.

- 3.2.4. The intended procurement route and proposed tender evaluation criteria are included in appendix A of this report.
- 3.2.5. Further details of the Fire service capital programme is included in appendix B of this report.

Items to note are that slippage of £2.1m from 2018-19 to 2019-20 will be required and is mainly attributed to:

- Coltishall training facility (£0.560m) due to planning delay, going to tender in early 2019
- Fire appliance replacement programme (£1.029m) which will now be tendered in early 2019
- NCC swipe access delayed as Fire and Corporate Property prioritise sites for Development (£0.140m)
- Retained alerters, ICT upgrade that is due, but delayed, to be aligned with the east Cost Control project to ensure compatibility with systems (£0.140m)

A number of other projects are now under way but will not complete until 2019-20.

- 3.2.6. 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 movements may take place throughout the year to reflect the expected profile of deliver.

4. Reserves 2018-19

- 4.1. The Council holds both reserves and provisions.
- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions as contained within the CIPFA Accounting Code of Practice.
- 4.3. Reserves are either reserves for special purposes or to fund expenditure that has been delayed and, in many cases, relate to external Grants and Contributions. They can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.
- 4.4. Or reserves can be held as General balances, these are not earmarked for a specific purpose. General balance reserves would be held to help the Council to manage unplanned or unforeseen events. This committee doesn't hold any general balances.
- 4.5. The reserves relating to this committee fall under the definition as per paragraph 4.3 and are held for special purposes or to fund expenditure that has been delayed, and in many cases relate to external grants and contributions.
- 4.6. A number of the reserve balances relate to external funding where the conditions of the grant are not limited to one financial year and often are for projects where the costs fall in more than one financial year.
- 4.7. Services continue to review the use of reserves to ensure that the original reasons for holding the reserves are still valid.
- 4.8. The balance of unspent grants and reserves as at 1 April 2018 stood at £7.466m.
- 4.9. Table 5 below shows the balance of reserves held and the planned usage for 2018-19.

Table 6: Communities Reserves	Balance at 1 April 2018	Forecast balance 31 March 2019	Forecast Net Change
	£m	£m	£m
Culture, Heritage and Planning			
Income Reserve	(0.163)	(0.163)	0.000
Repair and Renewal Fund	(0.165)	(0.159)	0.006
Residual Insurance and Lottery	(0.183)	(0.176)	0.007
Unspent Grants and Contributions Reserve	(1.491)	(1.061)	0.430
Culture, Heritage and Planning Total	(2.002)	(1.559)	0.443
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)	(0.423)	0.194
Repair and Renewal Fund	(0.923)	(0.621)	0.302
Unspent Grants and Contributions Reserve	(0.160)	(0.132)	0.028
Community, Information and Learning Total	(1.814)	(1.290)	0.524
Chief Fire Officer			
EU Regs-Retained fire fighters and P/T Workers	(0.048)	(0.048)	0.000
Fire Pensions Reserve	(0.155)	(0.095)	0.060
Operational Equipment	(0.378)	(0.331)	0.046
Repair and Renewal Fund	(0.456)	(0.484)	(0.028)
Retained Turnout Payments	(0.031)	(0.031)	0.000
Unspent Grants and Contributions Reserve	(0.140)	(0.114)	0.026
Chief Fire Officer Total	(1.208)	(1.104)	0.104
Director Public Health			
Repair and Renewal Fund	(0.040)	(0.040)	0.000
Road Safety Reserve	(0.150)	(0.098)	0.052
Unspent Grants and Contributions Reserve	(1.883)	(2.218)	(0.335)
Director Public Health Total	(2.073)	(2.356)	(0.283)
Registrars - Repair and renewal fund	(0.228)	(0.181)	0.047
Community and Consultation			
Organisational Change and redundancy reserve	(0.075)	(0.075)	0.000
IT reserve	(0.008)	(0.008)	0.000
Community and Consultation Total	(0.083)	(0.083)	0.000
Grand Total	(7.466)	(6.632)	0.834

4.10. Use of reserves

- 4.11. 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.
- 4.12. 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.

Recommendations:

Members are recommended to:

- a) Notes the 2018-19 revenue budget and forecast out-turn position for this Committee.
- b) Note the capital programme for this Committee.
- c) Approve the tender evaluation criteria to assess bids to be the construction contractor for the Norwich Castle Gateway to Medieval England project, as set out in Appendix A
- d) Delegate the award of the contract for the Norwich Castle Gateway to Medieval England Project, to the Executive Director of CES and Executive Director of Finance and Commercial Services, in consultation with Chair of Communities committee and the chair of the Joint Museums committee.
- e) Note the balance of reserves brought forward to 2018-19 and the planned use of reserves for 2018/19.

Officer Contact

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

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

Appendix A

Procurement route

The project has been developed on the basis of the understood preference for a traditional single stage open tender in accordance with the Public Contracts Regulations 2015 (as amended).

Evaluation Criteria

The tender will be accompanied by the information for qualitative selection and price. The expectation is the quality/price ratio will be 60/70 for quality and 40/30 price. This is still to be finally confirmed.

Applicants will also be required to comply with Minimum Standards including:

- Technical or Professional Ability - including a proven track record and extensive knowledge and experience of providing Building Contractor Services for listed or scheduled historic buildings of scope and scale to the Scope of the works.
- Performance
- References
- Economic & financial Standing
- Health & safety
- Environmental management
- Quality management & capability
- Compliance with Equality legislation

Timetable

A Prior Information Notice has been published to engage with the market place and a supplier engagement event is to be held on the 14 January 2019.

The indicative date of contract notice publication is early March 2019.

The indicative date for award of contract is the end of May 2019

Value

The Prior Information Notice total estimated value is £8.5million excluding VAT

Appendix B

	Total Budget	Budget 2018/19	Budget 2019/20	Budget 2020/21	YTD Actuals	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	Total Forecast	In Year Over/(Under) Spend	Final Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fire Service	8,942	2,879	3,913	2,150	251	776	6,006	2,150	8,932	(2,103)	(9)
FIRE: Premises	553	240	313		50	145	408		553	(95)	
RETAINED station refurbishment	134	34	100		9	35	100		135	1	1
Portable Generators	51	51			1	10	40		50	(41)	(1)
North Lynn Improvements	110	110			3	50	60		110	(60)	
NCC swipe card access Fire premises	150	10	140			10	140		150		
Fire alarms and monitoring Fire premises	73		73		37	40	33		73	40	
North Earlham Access improvements	35	35				0	35		35	(35)	
FIRE: Major Schemes	68	68			24	24	44		68	(44)	
Downham Market Station Rebuild	68	68			24	24	44		68	(44)	
FIRE: Training	621	621			61	61	560		621	(560)	
Real Fire Training Unit	621	621			61	61	560		621	(560)	
FIRE: Operational Assurance & Resilience	1,013	663	200	150	62	288	565	150	1,003	(375)	(10)
Flood Rescue VPE (Lightweights)	68	68				68			68	0	
WATER RESCUE – DEFRA grant funding	93	93				0	93		93	(93)	
MTFA equipment HO grant	21	21				0	21		21	(21)	
Fire Drone purchase	21	21			1	11			11	(10)	(10)
Critical equipment replacement program.	670	320	200	150	61	209	311	150	670	111	
Fire Retained Alerter Equipment	140	140				0	140		140	(140)	
FIRE: ICT Services	308	108	200		5	108	200		308		
Fire Control move - ICT systems	208	108	100		5	108	100		208		
Fire Hydrant Asset Management System	100		100				100		100		
FIRE: Fire Vehicles	6,379	1,179	3,200	2,000	49	150	4,229	2,000	6,379	(1,029)	
Aerial Ladder Platform N Earlham FS	279	279				150	129		279	(129)	
Fire vehicle replacement program.	6,100	900	3,200	2,000	49		4,100	2,000	6,100	(900)	

Communities Committee

Report title:	Risk Management
Date of meeting:	16 January 2019
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact One of the Communities Committee's roles is to consider the management of Communities risks. Assurance on the effectiveness of risk management and the Communities departmental risk register helps the Committee undertake some of its key responsibilities. Risk Management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides Members with the Communities Committee departmental risks, reported as at January 2019, following the latest review conducted during December 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- a) the reconciliation report in **Appendix A**, which details the significant changes to the Communities department level risks;
- b) the departmental level risk reported by exception to this Committee in **Appendix B**;
- c) A summary of the departmental risks that fall under the remit of this Committee in **Appendix C**
- d) The list of possible actions, suggested prompts and challenges presented for information in **Appendix D**;
- e) The background information to put the risk scoring into context, shown in **Appendix E**.

1. Proposal

- 1.1 The Community and Environmental Services (CES) Departmental Management Team (DMT) continues to be engaged in the preparation and management of the Communities departmental level risk register.
- 1.2 The recommendations for Members to consider are set out above.

2. Evidence

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

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

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

A reconciliation of risk changes to departmental level risks since the October 2018 Committee can be located in **Appendix A**.

The risk reported by exception can be found in **Appendix B**.

A summary of those departmental level risks that fall within the remit of this Committee can be found in **Appendix C**. The prospects are reported as amber and there is close monitoring of the mitigation actions in place.

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

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

3. Financial Implications

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

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

4. Issues, risks and innovation

- 4.1. A horizon scan of other Local Authorities' and public-sector organisations' risks has been carried out relating to services that fall within this Committee's remit. Risk themes have been discussed and where appropriate, new risks are to be identified at service level, where not already captured.

5. Background

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

Recommendations:

Members are asked to consider:

- a) the reconciliation report in **Appendix A**, which details the significant changes to the Communities department level risks;
- b) the departmental level risk reported by exception to this Committee in **Appendix B**;
- c) A summary of the departmental risks that fall under the remit of this Committee in **Appendix C**
- d) The list of possible actions, suggested prompts and challenges presented for information in **Appendix D**;
- e) The background information to put the risk scoring into context, shown in **Appendix E**.

Officer Contact

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

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

Appendix A

Risk Reconciliation Report

Significant changes* to the Communities departmental risk register since it was last presented in October 2018.

Change to risk score

RM14344 - Potential change of governance in the Fire and Rescue Service

There has been a change to both the prospects score and target date for this risk.

The prospects score of meeting the target score by the target date has been reduced from red to amber. The change to Amber in the prospects reflects the PCC's decision not to submit their Business Case to the Secretary of State at this stage, but that they will keep the situation under review. It also reflects the ongoing work to refresh arrangements for collaboration with the Norfolk Constabulary.

The target date has been amended to reflect the ongoing risk to Norfolk County Council beyond December 2018 of a potential change in governance of the Fire and Rescue Service.

* A significant change can be defined as any of the following:

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description or mitigations (where significantly altered).

Risk Number	RM14344	Date of update	12/12/2018							
Risk Name	Potential change of governance in the Fire and Rescue Service									
Risk Owner	Tom McCabe	Date entered on risk register	20 August 2018							
Risk Description										
<p>A change in governance for the Fire and Rescue service has been proposed by the PCC. If this proposal, as currently written, was to go ahead it would create a number of issues which could lead to a less resilient service which is less able to address community risk and will impact on public safety:- 1) the service will be fully exposed to budget pressures and reductions in a way that they are not currently, and may need to make service reductions to manage these. 2) proposed changes to operations are not clearly articulated and have not been risk assessed, and could lead to inappropriate and unsafe practices being put in place. 3) a change in governance, if agreed, would take 14 months to implement and would require significant resource, which would distract resource from service operations and improvements. It would also cost around £1m, which would create an additional budget pressure. 4) there may be an impact on the morale of staff impacted by the change, and it is possible that there could be strike action.</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	2	4	8	Mar-19	Amber
Tasks to mitigate the risk										
<ol style="list-style-type: none"> 1) Participate in the public consultation being carried out by the PCC until 05/09/2018 to ensure that the County Council's views and concerns can be understood, and taken into account. 2) Keep affected staff updated on progress as and when there are further developments. 3) Encourage Norfolk communities and other stakeholders to participate in the PCC's public consultation by 05/09/2018. 4) Re-fresh and reinvigorate collaboration with other emergency services, in particular Norfolk Constabulary. 										
Progress update										
<ol style="list-style-type: none"> 1) A special meeting of the Communities Committee took place on 29 August to consider and agree the County Council's formal response to the consultation, and the agreed formal response was submitted to the PCC 4 September 2018. The Committee also agreed to recommend that this risk is managed at corporate level. This was agreed by the Policy and Resources Committee at the October meeting. 2) Regular messages sent to staff to keep them up to date on progress and how they can make their views known. Four staff sessions organised to enable the PCC to directly explain his business case and proposals. A further four staff sessions held to enable staff to hear directly from the Chair of the Fire and Rescue Authority about the County Council's views. 3) Information on the County Council's views published on the Norfolk County Council website, along with information about how to respond to the PCC's public consultation. The public consultation closed on 5 September 2018. The responses have been reviewed and the PCC has decided not to submit a business case to the Home Office at this stage, but will keep the situation under review. 4) The Emergency Services Collaboration Board is being refreshed and the Chief Fire Officer and Chief Constable have met to discuss and agree a way forward. In addition, work is underway to develop a Memorandum of Understanding and formal Collaboration Agreement between Norfolk Fire and Rescue and Norfolk Constabulary to be clear about the shared commitment to collaboration and set out the basis on which this collaboration will progress. The intention is to bring these documents to Communities Committee in January for approval. 										

Norfolk County Council, Communities Committee Risk Management Summary (Appendix C) January 2019

Risk Register Name	Communities Committee						Red	 Worsening						
Prepared by	Thomas Osborne						Amber	 Static						
Date updated	December 2018						Green	 Improving						
Next update due	February 2019						Met							
Area	Risk Number	Risk Name	Risk Description			Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting Target Risk Score by Target Date	Prospects Direction of travel from previous review	Risk Owner

Departmental Risks

Norfolk Fire and Rescue Service	RM14344	Potential change of governance in the Fire and Rescue Service	A change in governance for the Fire and Rescue service has been proposed by the PCC. If this proposal, as currently written, was to go ahead it would create a number of issues which would lead to a less resilient service which is less able to address community risk and will impact on public safety:- 1) the service will be fully exposed to budget pressures and reductions in a way that they are not currently, and may need to make service reductions to manage these. 2) proposed changes to operations are not clearly articulated and have not been risk assessed, and could lead to inappropriate and unsafe practices being put in place. 3) a change in governance, if agreed, would take 14 months to implement and would require significant resource, which would distract resource from service operations and improvements. It would also cost around £1m, which would create an additional budget pressure. 4) there may be an impact on the morale of staff impacted by the change, and it is possible that there could be strike action.	3	5	15	2	4	8	Amber		Tom McCabe
Norfolk Fire and Rescue Service	RM13974	Failure to assure that standards of operational competency for fires in the built environment.	Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm.	3	3	9	2	3	6	Amber		Tim Edwards
Cultural Services	RM14130a	Lack of consistency and delivery of IMT related systems and services for Culture and Heritage Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Cultural Services.	3	3	9	2	3	6	Amber		Steve Miller
Cultural Services	RM14130b	Lack of consistency and delivery of IMT related systems and services for Community, Information, and Learning Services.	Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Community, Information, and Learning Services.	3	3	9	2	3	6	Amber		Ceri Sumner

Risk management discussions and actions

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

Suggested prompts for risk management improvement discussion

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

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

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

Risk Management improvement – suggested actions

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

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

Suggested follow-up actions

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

Background Information

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

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

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

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

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

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

Communities Committee

Report title:	Performance management
Date of meeting:	16 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact	
Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

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

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

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

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

- Number of people killed and seriously injured on Norfolk's roads
- On call (retained) fire station availability

Recommendations:

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

In support of this, Appendix 1 provides:

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

1. Introduction

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

2. Performance dashboard

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

Key to services on the performance dashboard:

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

- 2.5. The performance dashboard for the Communities Committee is as follows:

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.

'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.

The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

#	Monthly	Bigger or Smaller is better	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Target
301	(PH) Number of people killed and seriously injured on Norfolk's roads	Smaller	407	419	421	425	434	430	446	466	454	442	438			341
313	(CH) Increase in the amount of transactional level metadata available and being accessed - (Norfolk Record Office)	Bigger	5.3k	6.3k	7.5k	8.7k	10.0k	24.0k	0.5k	1.3k	1.7k	2.5k	3.4k	3.6k	12.1k	5.3k
315	(CH) Museums visits – total visitors and school visits	Bigger	40.0k	25.0k	18.5k	21.7k	26.7k	27.8k	35.4k	34.2k	30.5k	38.9k	50.6k	45.3k		36.0k
316	(NFRS) Performance against NFRS Emergency Response Standards	Bigger	77.7%	77.2%	79.2%	72.9%	78.8%	78.4%	78.6%	77.0%	77.9%	65.9%	71.3%	77.4%	75.5%	80.0%
			298 / 381	277 / 359	389 / 401	320 / 439	287 / 339	308 / 403	271 / 345	305 / 396	320 / 411	423 / 642	357 / 501	329 / 425	318 / 421	
317	(NFRS) On call (retained) fire station availability	Bigger	83.2%	86.4%	82.9%	86.6%	86.1%	86.0%	86.8%	85.2%	83.3%	85.7%	82.4%	82.3%	83.8%	90.0%
			73.5m / 88.4m	73.9m / 85.5m	73.3m / 88.4m	76.6m / 88.4m	68.7m / 79.8m	76.0m / 88.4m	74.2m / 85.5m	75.3m / 88.4m	71.3m / 85.5m	75.8m / 88.4m	72.9m / 88.4m	70.4m / 85.5m	74.0m / 88.4m	
318	(CIL) % of businesses that are compliant with Trading Standards	Bigger	95.0%	94.99%	95.2%	95.6%	94.92%	94.7%	97.0%	97.0%	96.0%	95.6%	95.3%	94.3%	95.5%	95.0%
			861 / 908	834 / 878	840 / 882	881 / 901	880 / 908	891 / 941	901 / 929	938 / 985	871 / 907	879 / 910	859 / 901	867 / 919	873 / 914	
319	(PH) Status of Norfolk Resilience Forum plans to where NCC is the lead agency	Bigger	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	96.0%	96.0%	96.0%	96.0%	90.9%	90.9%	85%
			23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	23 / 24	24 / 25	24 / 25	24 / 25	24 / 25	24 / 25	20 / 22	
325	(CIL) Customer satisfaction (with Council services)	Bigger	88.2%	87.4%	87.8%	86.7%	84.6%	78.9%	92.5%	92.0%	91.0%	92.9%	92.6%	93.6%	92.8%	90.0%
			2577 / 2990	3023 / 3457	2257 / 2572	4361 / 5029	3452 / 4082	4195 / 5240	2891 / 2908	2881 / 2887	2648 / 2882	2838 / 3055	2637 / 2848	2482 / 2852	1493 / 1609	
369	(PH) Percentage of new-borns that received a 6-8 week assessment from the Health Visitor	Bigger	98.4%	97.2%	97.0%	98.1%	97.1%	95.7%	96.3%	97.2%	94.8%	93.1%	91.3%			91.0%
			598 / 618	680 / 690	654 / 679	653 / 672	652 / 688	680 / 709	693 / 759							

#	Quarterly / Termly	Bigger or Smaller is better	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Target
342	{PH} NHS Health Checks received by the eligible population	Bigger	22.4%	24.6%	27.3%	29.8%	31.8%	33.9%	36.2%	38.3%	40.5%	42.4%	44.4%	2.1%		2%
			59.1k / 264.1k	65.0k / 264.1k	72.1k / 264.1k	78.6k / 264.1k	85.9k / 264.1k	89.5k / 264.1k	95.6k / 264.1k	101.2k / 264.1k	106.9k / 264.1k	111.9k / 264.1k	117.3k / 264.1k	5.7k / 264.5k		
368	{PH} New STI diagnoses (excluding chlamydia in under 25 year olds) per 100,000 population aged 15 to 64	Smaller			582			536				576	583	600		794
#	Annual (financial / academic)	Bigger or Smaller is better	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Target
365	{Culture} Proportion (%) of participants engaged who were inactive	Bigger													37.80%	26.60%
															2010 / 5317	

3. Report Cards

- 3.1. A Report Card has been produced for each Vital Sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The Report Card follows a standard format that is common to all committees.
- 3.2. Each Vital Sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are specified on the Report Cards.
- 3.3. Vital Signs are reported to Committee on an exceptions basis. The Report Cards for those Vital Signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.
- 3.4. Provided at Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the Report Cards. There is also a list of suggested options for further actions where Committee requires additional information or work to be undertaken.
- 3.5. The Report Cards for the indicators that meet the exception criteria are shown below, which include contextual information for the indicator, along with information about current and historical performance:
 - Number of people killed and seriously injured on Norfolk's roads
(Performance is off-target (Red RAG rating or variance of 5% or more) for August 2018 Red 438 against a target of 341 – *reported to previous Committee meeting as Red 466 against a target of 344*)
Findings from the member task and finish group on road safety were submitted to committee in November 2018. Recommendations were agreed to: adopt a safe system approach, develop a partnership intelligence and data dashboard and a review of communications and campaigns following an evidence-based review of interventions. Next steps include discussions with partners and agreeing actions all of which will inform the new road safety partnership strategy.
 - On call (retained) fire station availability (Performance is off-target (Red RAG rating or variance of 5% or more) for October 2018 Red 83.8% against a target of 90.0% - *reported to previous Committee meeting as two consecutive months/quarters/years of Amber RAG rating with July 2018 Amber 85.7%; June 2018 Red 83.3%; and for May 2018 Amber 85.2%*)
Challenges for RDS availability include recruitment and retention (finding people who are prepared to be firefighters and stay within 5 minutes of station and primary employment pressures). Efforts put into addressing these issues through a task and finish project are showing positive early signs with the overall establishment increasing. In addition, the Member working group overseeing work to develop a new IRMP for 2020 onwards will be considering whether this is the most appropriate measure and target for retained fire station availability.

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

Why is this important?

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

Performance



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

What is the background to current performance?

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

What will success look like?

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

Action required

- Continue with targeted local interventions and work with stakeholders
- Continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes
- Continue regular safety appraisal of new highway improvement schemes
- Member Task and Finish group to inform new strategy development

Responsible Officers

Lead: Diane Steiner (Public Health)

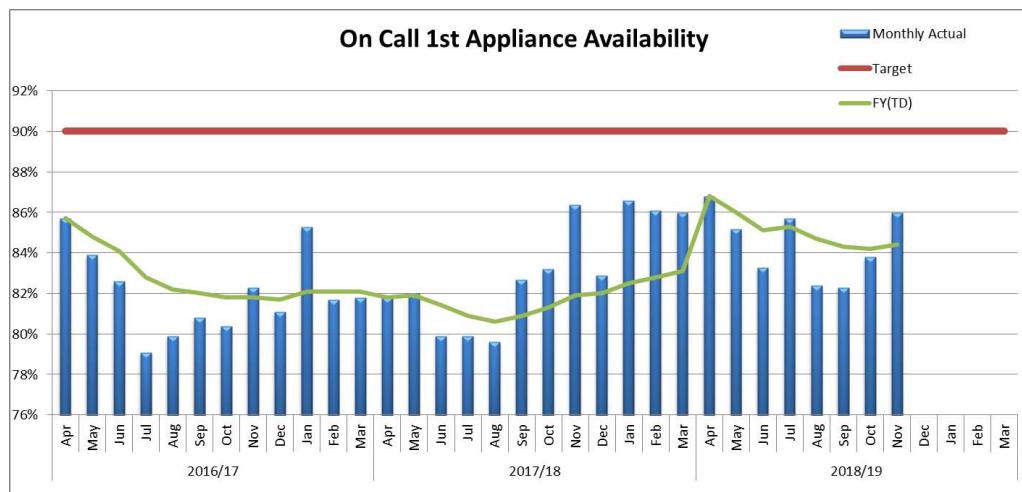
Data: Nile Pennington, Analyst Road Casualty Reduction

On Call (Retained) Fire Station Availability

Why is this important?

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

Performance



What is the background to current performance?

- On call (retained) firefighters are employed on a contract to provide a set number of hours of "availability". They must be located within 5 mins of their station and are paid to respond to emergencies. They often have alternative primary employment.
- Monthly Retained availability** continued to improve from 83.8% in October **to 86.0% in November**.
- Challenges for RDS availability include recruitment and retention (finding people who are prepared to be firefighters and stay within 5 minutes of station and primary employment pressures). Efforts put into addressing these issues through a task and finish project are showing positive early signs with the overall establishment increasing.
- Annual Retained availability** has been steadily improving over the last three financial years as the service has been taking effective action to see improvements (green trend line):

Year	2013/14	2016/17	2014/15	2017/18	2015/16	2018/19
Annual Retained Availability (%)	88.0%	82.1%	85.4%	83.1%	86.1%	84.4% (FYTD)

Action required

- Consistent performance improvement to achieve the 90% target
- The first fire engine responds to an emergency when they are needed (avoiding the need to send the next closest available fire engine).
- Wholetime (full-time) firefighting resources are almost always available so they have not been included in this data. They provide a level of resilience and support for surrounding RDS stations.

- Currently recruiting on-call firefighters at a number of stations, a media campaign has recently been run with significant interest
- Outwell as an example has had significant issues with availability. As a result of publicity and efforts by local managers their performance has increased significantly from a low of less than 10%.
- Managers regularly review the availability provided by on call firefighters to ensure they comply with their contracted arrangements and performance manage this where required.

Responsible Officers

Lead: David Ashworth, Chief Fire Officer

Data: Stephen Maxwell *Intelligence and Performance Analyst*

4. Recommendations

4.1. Committee Members are asked to:

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

In support of this, Appendix 1 provides:

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

5. Financial Implications

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

6. Issues, risks and innovation

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

Recommendations:

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

In support of this, Appendix 1 provides:

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

Officer Contact

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

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Appendix 1 – Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

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

Performance improvement – suggested actions

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

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

Appendix 2 – Communities Committee Vital Signs Indicators

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

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

Key to services:

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

Service	Vital Signs Indicator	What it measures	Why it is important	Data
PH	Road safety	Number of people killed and seriously injured on Norfolk's roads	Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population.	Rolling twelve months
CH	Norfolk Record Office – Increase in Metadata on NRO Catalogue	Increase in the amount of transactional level metadata available and being accessed (Norfolk Record Office)	The most significant means of access to the Record Office Collection is via metadata provided in its catalogue. The better the metadata, the better the outcomes from the use of the Record Office.	Monthly
CH	Museum use	Museum visits – total visitors and school visits	Demonstrates contribution to Excellence sub outcomes and improvement curve.	Cumulative monthly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
NFRS	Response to emergencies	Emergency Response Standards	Responding quickly to an emergency can reduce the impact of the incident and save lives. We aim to get to a fire engine to 80% of 'Fires where life may be at risk' within 10 minutes and for 'Other emergencies where life may be at risk' within 13 minutes.	Monthly
NFRS	Response to emergencies	On call fire station availability	Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.	Monthly
CIL	Business compliance with trading standards	% of businesses that are broadly compliant with trading standards	Helps ensure that poor business practice is corrected and consumers and legitimate businesses are protected.	Monthly
PH	Response to emergencies	Status of Norfolk Resilience Forum plans where NCC is the lead agency	Ensure that plans and procedures are in place to prepare, respond and recover from emergencies.	Monthly
CIL	Customer satisfaction	Customer satisfaction with council services	Helps to improve the service that we provide to our customers.	Monthly
PH	Engagement and retention of adult substance misuse clients	% of adult substance misuse users that left substance misuse treatment successfully and who do not re-present to treatment within 6 months.	Poor parental mental health, exposure to domestic abuse and alcohol/drug abuse by parents strongly affect children's outcomes.	Monthly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
PH	New born babies 6-8-week assessment	% of new-borns that received a 6-8-week assessment from the Health Visitor	It supports early identification of families needing further health and social support, empowering parents to develop effective strategies that build resilience, support and information on feeding, healthy weight and nutrition.	Monthly
PH	NHS Health checks received by the eligible population	% of eligible population aged 40-74 who received an NHS Health Check	To measure Norfolk's delivery against that of England's % of NHS Health Checks received by the eligible population.	Quarterly
PH	Sexually Transmitted Infection (STI) diagnoses	New STI diagnoses per 100,000 population aged 15 to 64	Reducing the transmission of HIV and STIs results in a healthier population.	Quarterly
CH	Active Norfolk participants engaged who were inactive	% of participants engaging in Active Norfolk commissioned activities (for the purpose of reducing inactivity) who report a total of 30 minutes or less of at least moderate intensity activity a week	Demonstrates whether services are reaching those who need them most with regards to physical activity.	Annually

Communities Committee

Report title:	Forward Plan and update on decisions taken under delegated authority
Date of meeting:	16 January 2019
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 5 December) 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 is one relevant delegated decision to report to this meeting.

Recommendation:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decision set out in Section 2 of this report.**

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 5 December) 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 is one relevant delegated decision to report to this meeting (note that this decision was made under the urgent business procedure).

2.2. **Subject:** **Heritage Lottery Fund Grant for the Norwich Castle: Gateway to Medieval England project**

Decision: To approve the grant conditions specified by the Heritage Lottery Fund, to enable the allocated £8,756,800 grant to proceed.

The Assistant Director and Finance Business Partner both confirmed to the Executive Director that the grant conditions were acceptable and reasonable.

Taken by: Executive Director, in consultation with the Communities Committee Chair and Vice Chair

Taken on: 22 November 2018

Contact for further information: Steve Miller – Assistant Director
Email steve.miller@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

Recommendation:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decision set out in Section 2 of this report.**

Officer Contact

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

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : Wednesday 6 March 2019			
Verbal update/feedback from Members of the Committee regarding Member working groups or bodies they sit on.	None	To receive feedback	Members
Annual report of the Norfolk Armed Forces Community Covenant		Review progress made on the Norfolk Armed Forces Covenant Action Plan and identify areas where Communities might like to receive further information	Armed Forces Covenant Senior Officer (Merry Halliday)
Trading Standards Service Plan including Food & Feed Law Enforcement Plan (FFLEP) and Enforcement of Age Restricted Sales & Illegal Tobacco Plan (EARSITP)	None	To review 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)
Norfolk Fire and Rescue Service Integrated Risk Management Plan – feedback from Member Working Group	None	To receive and consider feedback and any recommendations from the Member Working Group.	Deputy Chief Fire Officer (Stuart Ruff)
Development of sexual health services	None	To consider a proposal to undertake a comprehensive review of the	Sarah Barnes

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		council's sexual health services	
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)
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)