

Council

Annual General Meeting

Date: **Monday 18 May 2015**

Time: **10.00 a.m**

Venue: **Council Chamber, County Hall, Norwich**

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Prayers

To Call the Roll

AGENDA

1. **To elect a Chairman for the ensuing year**

2 **Minutes**

To confirm the minutes of the meeting of the Council meeting held on 13 April 2015

3. **To elect a Vice-Chairman for the ensuing year**

4. **Vote of thanks to the outgoing Chairman**

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5 To receive any announcements from the Chairman

6. Members to declare any interests

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. It is recommended that you declare that interest but it is not a legal requirement.

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

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

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

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

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

7 Review of Governance Arrangements – Changes to the Constitution **Page 18**

Report by Head of Law and Monitoring Officer

8 Election of Leader of the Council

9 Election of Deputy Leader of the Council

10 Appointments to Committees, Sub-Committees and Joint Committees for 2015/16 **Page 22**

Report by Head of Democratic Services

11 Appointment of the Chairs and Vice-Chairs of Service Committees

12 Questions to Leader of the Council

13 Recommendations from Service Committees

- Children's Services Committee of 10 March 2015 – Approval of the Norfolk Youth Justice Plan 2015-16 **Page 32**

14 Questions to Service Committee Chairs

15 Reports from Committees

- Audit Committee meeting held on 23 April 2015 **Page 80**
- Health Overview and Scrutiny Committee meeting held on 16 April 2015. **Page 82**
- Health and Wellbeing Board meeting held on 29 April 2015 **Page 84**
- Joint Museums Committee meeting held on 24 April 2015 **Page 87**
- Records Committee meeting held on 24 April 2015 **Page 89**
- Norwich Highways Agency Joint Committee meeting held on 19 March 2015. **Page 90**

16 To answer Questions under Rule 8.3 of the Council Procedure Rules (if any received)

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Norfolk County Council

Minutes of the Meeting Held on 13 April 2015

Present:

Mr A ADAMS	Ms A KEMP
Mr S AGNEW	Mr M KIDDLE-MORRIS
Mr C ALDRED	Mr J LAW
Mr S ASKEW	Mrs J LEGGETT
Mr M BAKER	Mr B LONG
Mr R BEARMAN	Mr I MONSON
Mr R BIRD	Mr J MOONEY
Mr B BORRETT	Ms E MORGAN
Dr A BOSWELL	Mr S MORPHEW
Mr B BREMNER	Mr G NOBBS
Mrs J BROCIEK-COULTON	Mr W NORTHAM
Mr M CARTTISS	Mr R PARKINSON-HARE
Mr M CASTLE	Mr J PERKINS
Mr J CHILDS	Mr A PROCTOR
Mr D COLLIS	Mr D RAMSBOTHAM
Mrs H COX	Mr W RICHMOND
Mr D CRAWFORD	Mr D ROPER
Mr A DEARNLEY	Mr M SANDS
Mrs M DEWSBURY	Mr E SEWARD
Mr N DIXON	Mr N SHAW
Mr J DOBSON	Mr M SMITH
Mr T EAST	Mr R SMITH
Mr T FITZPATRICK	Mr P SMYTH
Mr C FOULGER	Mrs M SOMERVILLE
Mr P GILMOUR	Mr B SPRATT
Mr A GREY	Mr M STOREY
Mrs S GURNEY	Dr M STRONG
Mr P HACON	Mrs A THOMAS
Mr B HANNAH (Chairman)	Mr J TIMEWELL
Mr S HEBBORN	Miss J VIRGO
Mr M Chenery of HORSBRUGH	Mr J WARD
Mr H HUMPHREY	Mr B WATKINS
Mr B ILES	Ms S WHITAKER
Mr T JERMY	Mr A WHITE
Mr C JORDAN	Mr M WILBY
Mr J JOYCE	Mrs M WILKINSON

Present: 72

Apologies for Absence:

Apologies for absence were received from Mr A Byrne, Mrs J Chamberlin, Mr S Clancy, Mr R Coke, Ms E Corlett, Mr T Garrod, Ms D Gihawi, Mr D Harrison, Mr I Mackie, Mr D Thomas and Mrs C Walker.

1 Chairman's Announcements

- 1.1 The Chairman announced the sad passing of two former Councillors – Mr John Alston and Mrs Margaret (Peggy) English. Mr Alston had been the Conservative Member for Attleborough and had been Leader of the Council from 1981 until 1987 and from 1989 until 1993. Mr Alston had also been Chairman from 1988 until 1989. The Chairman would be representing the County Council at the thanksgiving service at the Cathedral on 24 April.

Mrs English had been the Conservative Member for Sheringham and was the first woman Chairman of the County Council from 1979 until 1980. Mrs English was awarded the OBE in the New Year's Honours List in 1990 for Services to the Community. The Chairman had attended the thanksgiving service for Mrs English.

Members' paid tribute to Mr Alston and Mrs English and stood in silence as a mark of respect.

- 1.2 The Chairman announced that Adrian Gunson, the longest ever serving Member of the Council, had recently resigned. Mr Gunson had first been elected in 1970 and had been involved in Highways and Transport in Norfolk for more than 40 years, including being a Cabinet Member for Planning and Transportation from 2001-2010. Members' paid tribute to Mr Gunson, thanked him for his outstanding service to the Council and the people of Norfolk and passed on their very best wishes for the future.
- 1.3 The Chairman advised Members that he had hosted a Walk and Tour of the Farm and Workhouse at Gressenhall on 7 March which had been a very enjoyable and informative event.
- 1.4 The Chairman thanked Members and Officers who had sponsored his sleeping out in a cardboard box on 7 March and for helping him raise £1000 for the YMCA and the homeless.

2 Minutes of the Previous Meeting

- 2.1 The minutes of the Council meeting held on 16 February 2015 were confirmed as a correct record and signed by the Chairman.
- 2.2 Mr R Smith advised that he had not yet received the written response to his question about how the Council managed to find the cash resources to make the large compensation payments to Cory Wheelabrator, as set out in paragraph 6.1.1 of the minutes from the meeting held on 15 December 2014. The Leader said he would ensure a reply was sent to Mr Smith as soon as possible.

3 Declarations of Interest

- 3.1 Mrs A Thomas declared an Other Interest in item 6(i) – (Report from Communities Committee meetings held on 14 January and 11 March 2015) as her daughter's partner was a Retained Firefighter.

4 Questions to Leader of the Council

4.1 Question from Mr C Jordan

Mr Jordan asked what the Leader was going to do to save the £150m black hole in the budget.

The Leader replied that work was underway to finalise the details.

4.2 Question from Mr A Grey

Mr Grey asked if the Leader agreed that all staff, particularly high ranking officers of the Council, should be politically neutral and not openly align themselves to political hate groups, ie on social media and in public demonstrations and to ensure all who operated at County Hall were fair and equal to everyone.

The Leader said that he was not aware of the political persuasion of any member of staff. He added that as far as he was concerned all officers, whilst carrying out their normal working activities and when pursuing duties on behalf of the Council, should be totally politically neutral.

4.3 Question from Mr B Watkins

Mr Watkins said that he, as well as many colleagues in the chamber and the wider public at large, were dismayed by the recent turn of events at Hewett School. He asked if the Leader could give any further details about the form the consultation would take at the Hewett School and whether the Council was likely to challenge any centrally imposed funding proposal that did not include all relevant parties?

The Leader replied that, at the meeting on 17 March, the Children's Services Committee had voted unanimously to reserve their position on whether to take legal action until the decision by the Secretary of State was known.

Mr J Joyce, Chairman of Children's Services Committee, informed Members' that no information had yet been received about the details of the consultation, apart from the fact that a consultation would need to take place between the Interim Executive Board (IEB) and the Inspiration Trust.

4.4 Question from Mr R Bearman

Mr Bearman referred to the 'inadequate' grading given to the Adult Education Service following the Ofsted visit earlier in the year. He asked the Leader to confirm his support for the necessary changes to the service, some of which had already been started by staff in terms of their action plan, but also for the future.

The Leader reassured Members that the Adult Education Service had his full support and that every effort would be made to ensure the service continued into the future.

4.5 Question from Mr S Morphew

Mr Morphew referred to the Hewett School, in particular the march that took place through Norwich on 14 March 2015. He added that Cllr Jordan had taken to Twitter to

say about the demonstration organised to protest the way Hewett School was being bullied into becoming an academy and had quoted “.... Obvious that the same people who trashed the school on protest on Saturday”.

Mr Morphew said that the protest had been organised by parents and concerned members of the community, supported by their elected representatives, including the Leader, and asked the Leader if he had any concerns about the Twitter attack on people who were fighting for their children’s future?

The Leader said he had attended the demonstration on 14 March. He added that in his opinion none of the people who had organised the demonstration were in any way to blame for the situation at the Hewett School. He said he regretted the remarks and he was sure that, on reflection, Mr Jordan also regretted the remarks he had made.

4.6 Question from Mrs A Thomas

Mrs Thomas referred to the LGA Conference in 2014, where the Rt Hon Hilary Benn, Shadow Secretary of State for Communities and Local Government, had informed those attending that, as the Government’s budget plans for 2015-16 would be inherited, there would not be any more money to allocate to Councils. Therefore Councils would need to continue managing services with less central government funding. Mrs Thomas asked what the Leader was going to do about the £150m black hole in funding?

The Leader said that the deficit in funding had been caused by the reduction in the Government grant, whilst imposing additional responsibilities onto Councils. The Leader added that the Policy and Resources Committee had recently held a very successful workshop to discuss the budget and to gather ideas to fund the services which would be needed over the coming years.

4.7 Question from Mr M Castle

Mr Castle asked the Leader to give his view on the scale of the challenge Norfolk faces over the next five years, given the expectation of further very large reductions in Government Grant. He also asked if the Leader could outline how he believed Norfolk should proceed in order to protect essential public services for local people and also say how he viewed the ‘adhoc’ proposals from the County Conservative Group for additional unbudgeted expenditure in the face of the severe economies forced on the Council by their own Government, when the Conservative Group itself hadn’t raised these during the preparation of the 2015-16 budget?

The Leader responded that throughout the last year, assurance had been given by the opposition party that they would be producing a fully funded alternative budget. They had not done so, instead they had produced a single line amendment. The Leader referred to the recent Policy & Resources Committee workshop where the Committee had examined how the council could work more efficiently in the future, particularly with the level of cuts in government funding. The Committee was also looking at the mandatory services the Council needed to provide as well as those services the Council would like to provide.

4.8 Question from Mr B Long

On 29 Jan this year the Shadow Chancellor said cuts in local government would continue under a labour government. Given that doomsday scenario, what was the Leader going to do about it? The Leader had already mentioned a workshop, but what exactly was going to happen as we need leadership.

The Leader replied that there was a need to be realistic and work out exactly what the County Council could and could not provide with the funding constraints imposed by the Government.

4.9 **Question from Ms A Kemp**

Ms Kemp referred to the duty of the County Council to protect the people of Norfolk from risk and that one of the biggest risks in Norfolk was flooding. She added that the Environment Agency had produced a plan for risk management of floods although officers had said the plan did not include adequate conditions to deal with surface water run-off. She added that in Clenchwarten there was a huge problem with housing developments being built on flood plains which caused existing properties to become more susceptible to flooding. Ms Kemp asked the Leader if, under the advisory capacity held by the County Council, it should be encouraging, guiding and counselling Borough Councils as housing authorities to put more stringent conditions in place when giving planning permission for housing developments. She also said that the Council should ensure ditches were regularly cleared to reduce the flood risk.

The Leader agreed with the points raised by Ms Kemp and added that, although planning permission was given by District Councils, the County Council had an advisory role, which meant it had the responsibility but no power to act. He added that he totally agreed with the sentiments raised by Ms Kemp and wished the Council had more powers to act in these cases.

5 **Recommendations from Service Committees**

5.1 **Policy and Resources Committee – 23 March 2015**

Mr G Nobbs, Chairman of Policy & Resources Committee moved the recommendation that County Council approve the removal of the Lowest Common Denominator assessment from the 2015-16 Annual Investment and Treasury Strategy, as explained in paragraph 1.4 of the report and in section 8 of the report to the P&R Committee.

5.1.1 The Council **RESOLVED** to approve the recommendation in the report.

5.2 **Adult Social Care Committee – 9 March 2015**

5.2.1 In light of the decision made by the Policy & Resources Committee at its meeting on 23 March, the Chairman of the Council referred to the proposal from by the Head of Law and Section 151 Officer and **deferred** the discussion on this item until the Council meeting on 27 July. This would allow all the financial information to be made available to Members to facilitate a full debate.

5.3 **Communities Committee – 11 March 2015**

5.3.1 Mr P Smyth, Chairman of Communities Committee moved the recommendations in the report that Council should adopt the Trading Standards Service Plan including Annexes I and II and agree the Customer Service Strategy.

5.3.2 In response to a question from Mr R Smith about whether the Customer Services strategy incorporated improvements to reverse the satisfaction responses incorporated in the MORI poll, Mr Smyth said the strategy did include the

improvement information and he would respond in writing to Mr Smith with more detailed information.

5.3.3 Council **RESOLVED** to agree the recommendations.

5.4 Environment, Transport and Development Committee – 16 January 2015

5.4.1 Mr J Timewell, Vice-Chairman of the Environment Transport and Development Committee, moved the recommendation in the report, that the allocation for the additional £1.797m Department for Transport (DfT) funding in the Highway Capital Programme and Transport Asset Management Plan be agreed.

5.4.2 Council **RESOLVED** to agree the recommendation.

6 Reports from Service Committees (Questions to Chairs)

6.1 Report of the Policy and Resources Committee meetings held on 26 January and 23 March 2015.

Mr G Nobbs, Chairman of Policy and Resources Committee, moved the report.

6.1.1 Question from Mr B Borrett

Mr Borrett asked if the Chairman of Policy & Resources Committee was satisfied with the performance and progress of the DNA programme and if he had any concerns with its deliverability?

The Chairman responded that, due to the lack of investment over the last 20 years, the system had become so out of date which had caused delays in the roll-out of the DNA programme. He added that he would like the roll-out to be quicker, but the DNA roll-out team was doing the best they could in very difficult circumstances.

6.1.2 Question from Mr J Dobson

Mr Dobson referred to paragraph 11.1 of the report and asked the Chairman of the Committee if he agreed that the decision made by the P&R Committee at its meeting on 23 March about the Review of the Residential and Non-Residential Charging Policy associated with War Veterans was ultra-vires?

The Chairman of Policy & Resources Committee said that he did not consider the decision ultra-vires and that the advice of the Head of Law and Monitoring Officer had been taken. Although totally sympathetic to the aims of the proposal, the Chairman reiterated that there was a need to fully understand where the money would be coming from and Policy & Resources had made a legitimate and sensible proposal to defer a decision until the funding options were known.

6.1.2.1 As a supplementary question, Mr Dobson referred the Chairman of the Committee to the fact that three years ago, and with his support, the Council had set up a body that supported the armed forces. He asked if the Chairman would agree that the first time that this Council had been called upon to put its money where its mouth was the Chairman had changed his mind and would he agree that this was disgraceful?

In response, the Chairman reiterated that the Committee had not said they would

not be providing funding, but that more information about the funding options were required before a decision could be made. Therefore the Committee had agreed to wait until the accounts were closed for the present year before funding options could be considered.

6.1.3 Question from Mrs M Somerville

Mrs Somerville asked if it could be construed that the Council did not value war veterans to which the Chairman responded that war veterans and armed forces personnel should not be used as a political football.

6.1.4 Council RESOLVED to note the report.

6.2 Report of the Adult Social Care Committee meetings held on 12 January and 9 March 2015

Ms S Whitaker, Chair of Adult Social Care Committee moved the report.

6.2.1 Question from Mr B Bremner

Mr Bremner asked the Chairman of Adult Social Care what ideas were being considered about the Adult Social Care department being able to balance its budget in this and future years.

The Chairman replied that it would not be possible to carry on providing services as had been done previously and the next Adult Social Care committee meeting on 11 May would be considering a report on how services could be provided in the future.

6.2.2 Question from Mrs A Thomas

Mrs Thomas said that, when the new committee system was introduced Members were told that this would deal with the democratic deficit and that all members of service Committees would have a vote and that the vote would be equal and valued. Mrs Thomas asked the Chairman how she was going to address the concerns of members of the committee, that when a committee made a decision, and those decisions were voted and agreed by the majority of the committee, why they appeared to have been over-ruled and disregarded outside of the Committee process. She added that this appeared to have happened on two occasions, one was the Adult Social Care Committee decision on the budget and the second was the Adult Social Care Committee decision on the war veterans. Both of those decisions had been agreed by majority votes and yet they seemed to have been disregarded. Mrs Thomas also asked why three notes that had not formed part of the motion had been included in the Committee recommendations at paragraph 1.2 of the report.

The Chairman replied that it was her recollection that the first three notes were part of the original recommendations in the report and that the resolution on the motion proposed by Cllr Dobson, seconded by Cllr Proctor, were the points at numbers 4 and 5. Ms Whitaker added that she recalled asking for the Committee's agreement on the first three notes before the Committee voted on the Cllr Dobson's motion. The Chairman added that this was a matter for discussion at the next Adult Social Care Committee meeting.

With regard to the recommendations made to the Policy & Resources Committee, the Chairman said that as she was not part of that Committee, she had no influence over what was discussed at those meetings, or what was on the agenda, although she hoped this may change when the Committee system was reviewed.

6.2.3 In response to a supplementary question from Mrs Thomas about whether the Policy & Resources committee had the power to over-rule a decision made by the Adult Social Care Committee, the Head of Law and Monitoring Officer replied that the role of Policy & Resources Committee was to coordinate the budget and to make recommendations to Full Council on the budget as a whole, therefore Adult Social Care Committee could take a view on how the budget could be met, but Policy & Resources committee would then need to make a recommendation to full Council, as had been done in this case.

6.2.4 **Question from Mrs M Somerville**

Mrs Somerville asked in light of the forecast of a £6m overspend in the Adult Social Care budget and the constant use of reserves in this and other areas -

1. Was this to be the policy of the Labour led administration now and in the future?
and
2. what initiatives had been developed to create an income stream to replenish the reserves, or was it to be a policy of leaving the cupboard bare when the Conservatives eventually took over?

The Chair replied that the Council needed to operate with the money it had available and there was no policy to leave the cupboard bare. She added that the introduction of the new Care Act meant that Norfolk County Council would need to review its charges.

6.2.5 **Question from Mr B Borrett**

Mr Borrett asked if the Chairman thought two years into the administration and just starting to look at the plan was soon enough?

The Chairman replied that she did not want to pre-empt any ideas that may come out of the Committee, therefore she had deliberately not stated her own opinions.

6.2.6 Council **RESOLVED** to note the reports.

6.3 **Report of the Children's Services Committee meetings held on 13 January, 10 and 17 March 2015.**

Mr J Joyce, Chairman of Children's Services Committee moved the report.

6.3.1 **Question from Mr B Watkins**

Regarding the recent report into the absenteeism in schools in Norfolk, in particular the bad results in Great Yarmouth, Norwich and King's Lynn, would the Chairman like to comment on the report's findings and what actions could be taken to improve this situation?

The Vice-Chairman, Mr Bearman, responded that there was some new data which had been published about absenteeism. Persistent absence had been improving in schools although it had recently taken a turn for the worse. Children's Services Committee received regular information about all types of absenteeism, some of which was related to parents taking term-time holidays, although this did not account for all of the absenteeism. Schools had made a concerted effort to improve absence by employing Attendance Officers and it was important that the Council maintained

dialogue with schools to ensure attendance remained high priority and to ensure education attainment did not suffer.

6.3.2 Question from Mr R Smith

Mr Smith asked about the commentary on the management of the numbers of Looked After Children and the pledge to reduce those numbers. He added that there were currently 1070 children being looked after, which was about same as the January 2014 figure of 1073. Mr Smith asked for reassurance about how the numbers of looked after children was being managed.

The Chairman replied that every child that needed to be looked after was being looked after for a specific reason. The target for the end of the last financial year was 1065 and the Council was currently 5 above that.

The Chairman reiterated that if the police decided that a child needed to be taken into care, Norfolk County Council had an obligation to do so. Over the last few years, Norfolk County Council had been investing in early help in both education and social care. This meant working with families to help them stay together as it was recognised that children had the best chances in life if they remained near their families. The Chairman said that the figures were reviewed continually and were moving in the right direction.

6.3.3 Question from Mr B Spratt

Mr Spratt reminded Members about the Working Group which had been set up in 2011 to scrutinise absenteeism. One of the outcomes of that scrutiny was that schools with good levels of absenteeism shared information with other schools. He asked if Children's Services was still following that policy.

The Chairman said that Governors received information about absenteeism at Governor meetings and the current figure was approximately 95%. He added that it was the responsibility of schools to ensure that children attended school regularly, with the assistance of the County Council as required.

6.3.4 Question from Mr B Bremner

Mr Bremner suggested using Mile Cross Primary school as a contact point as they had excellent results on absenteeism. He asked if Children's Services could liaise with the schools that had good absentee results so they could offer some advice to those schools which had issues with absenteeism.

The Chairman agreed that Mile Cross was a beacon school.

6.3.5 Council RESOLVED to note the report.

6.4 Report of the Communities Committee meetings held on 14 January and 11 March 2015

Mr P Smyth, Chairman of Communities Committee, moved the report.

6.4.1 Question from Mr D Roper

Mr Roper said that he was pleased to see that 15 new fire-fighters had been recruited in Norfolk and asked if the Chairman could comment on the difference this would make to the people of Norfolk and how quickly they would be placed on active duty?

The Chairman agreed that the recruitment was good news and that some of the new fire-fighters were already on active duty. He added that the vast majority of Norfolk fire fighters were retained fire fighters and he thanked them for the work they carried out. He also thanked their families and also their employers for allowing them to carry out their retained fire fighter duties.

The Chairman added that there were still some areas where more recruitment was needed.

6.4.2 Question from Dr Strong

Dr Strong proposed that a press release be issued on behalf of the County Council to formally record its thanks to the retained fire fighters.

The Chairman agreed to follow this up.

6.4.3 Question from Mr R Smith

Regarding the recent disappointing Ofsted report on Adult Education Services which could result in the service closing, Mr Smith asked what the current position was as the people who worked in the service and those who used the service must be very worried.

The Chairman said that the report from Ofsted was a very serious issue, but said that closure of the service would only become an option if the next Ofsted report did not show a significant improvement. A steering group had been established to look at the management of the service, and a meeting had been held with Ofsted inspectors where a discussion had taken place about the proposed improvements. The steering group would be reporting back to the Communities Committee at its meeting in May.

6.4.4 Question by Mr H Humphrey

Mr Humphrey asked if the terms of reference for the steering group had been bumped up because of Ofsted report.

The Chairman responded that they had been.

6.4.5 Council RESOLVED to note the report.

6.5 Report of the Environment, Development and Transport Committee meetings held on 16 January and 13 March 2015

Mr J Timewell, Vice-Chairman of EDT Committee moved the report.

6.5.1 Question from Mrs Brociek-Coulton

The new swipe system on the buses to try to take cards that were out of date, or people that had passed away, out of the system was a really good way forward. Mrs Brociek-Coulton asked if the swipe system for partially blind and blind people using their cards had been rectified as last week the digits on the cards were not swiping and several residents had problems with their cards not swiping at all. Could the Chairman tell me if the bus drivers were using the reporting mechanism on the machines to see what was going wrong with the system, and if there had been many complaints from the public and when problems would be rectified?

The Vice-Chairman replied that he was aware of the issues which were currently being

investigated and would provide a written response.

6.5.2 Question from Mr J Mooney

Could the Vice-Chairman provide an update on the proposed charges to staff parking at County Hall?

The Vice-Chairman said that, as it affected staff, the matter of the car park charging had been delegated to the Managing Director who would be presenting a report to the Policy & Resources committee in the future.

6.5.3 Question from Ms A Kemp

Ms Kemp asked if the Council should be encouraging the use of new technology for processing residual waste as not enough recycling was taking place at the present time.

The Vice-Chairman said that the immediate task for officers was to look at procurement of a waste contract for the next four years, which was now in its final stages. Once this had been completed, officers would be looking at recycling and making recommendations to EDT Committee.

6.5.4 Question from Dr M Strong

Dr Strong congratulated Wells Recycling Centre on the service it provided and asked the Vice-Chairman to outline the economic development benefits of the A11 dualling.

The Vice-Chairman said that tourism had already increased as a result of the dualling of the A11, with both day and stay figures rising above those of last year. The benefits of the A11 were also being felt with the number of enquiries which had already been received about the Scottow Enterprise Park. He added that the A11, NDR, A47 and broadband coming on line was all good news for Norfolk.

6.5.6 Question from Mr M Wilby

Mr Wilby asked for reassurance that the toilet facilities at all Park and Ride sites would be re-opened as soon as possible?

The Vice-Chairman said that as far as he was aware toilets would be re-opened at all Park and Ride Sites.

6.5.7 Council RESOLVED to note the report.

6.6 Report of the Economic Development Sub-Committee meetings held on 19 January and 19 March 2015

6.6.1 Council RESOLVED to note the report.

6.7 Other Committees

6.8 Reports of the Personnel Committee meeting held on 2 March 2015

Mr G Nobbs moved the report including the recommendation that Council approve the draft Pay Policy Statement. Council **RESOLVED** to approve the Pay Policy Statement.

6.9 Report of the Audit Committee meeting held on 29 January 2015

Mr J Dobson, Vice-Chairman, moved the report. Council **RESOLVED** to note the report.

6.10 Reports of the Norfolk Health Overview and Scrutiny Committee meetings held on 15 January and 26 February 2015

Mr M Carttiss moved the reports. Council **RESOLVED** to note the reports.

6.11 Report of the Health and Wellbeing Board meeting held on 4 February 2015

Mr D Roper moved the report. Council **RESOLVED** to note the report.

6.12 Reports of the Planning (Regulatory) Committee meetings held on 9 January, 20 February and 27 March 2015.

Mr D Collis moved the reports. Council **RESOLVED** to note the reports.

6.13 Report of the Joint Museums Committee meeting held on 8 January 2015

Mr J Ward moved the report. Council **RESOLVED** to note the report.

6.14 Report of the Records Committee meeting held on 8 January 2015

Mr M Chenery of Horsburgh moved the report. Council **RESOLVED** to note the report.

6.15 Reports of the Norfolk Highway Agency Committee meetings held on 27 November 2014 and 22 January 2015.

Mr T Adams moved the reports. Council **RESOLVED** to note the reports.

7 New regulatory requirement to establish a Local Pension Board for the Norfolk Pension Fund under the Public Service Pensions Act 2013.

7.1 Council received the report by the Interim Executive Director of Finance and the Head of the Norfolk Pension Fund asking Council to agree arrangements to enable mandatory compliance with the Public Service Pensions Act 2013 (PSPA13) and the Local Government Pension Scheme (Amendment) (Governance) Regulations 2015; approve the proposed Terms of Reference and associated arrangements for the establishment of the Norfolk Pensions Fund's Local Pension Board in accordance with the Regulations agreed by Pensions Committee on 24 February 2014 and delegate authority to the Head of the Norfolk Pension Fund, following consultation with the Chair and Vice-Chairman of the Pensions Committee, to agree detailed arrangements to implement the requirements, including minor drafting amendments to the Terms of Reference.

7.2 Members placed on record their congratulations to Nicola Mark, Head of the Norfolk Pension Fund on receiving an MBE.

7.3 In response to a question from Mr R Smith about how much the recommendation would cost, Mr S Morphew, the Chairman of the Committee said that it was anticipated

that the proposals would cost approximately £100k in the first year, as this would involve the election of the representatives to the Pensions Board. There would be a significant reduction in the second and subsequent years, although the exact budget would need to be worked out and approved by the Pensions Committee.

7.4 Members of the Fund would elect the representatives to sit on the Pension Board.

7.5 Once the Pension Board had been established, the work programme would be drafted and agreed.

7.6 Council **RESOLVED** to :

- Agree the proposed Terms of Reference and associated arrangements so that work could commence to establish the Local Pension Board in compliance with the regulations.
- Delegate authority to the Head of the Norfolk Pension Fund, following consultation with the Chair and Vice-Chairman of Pensions Committee to agree detailed arrangements to implement the legislative requirements, including minor drafting amendments to the Terms of Reference as required.

8 Appointments to Committees, Sub-Committees and Joint Committees

8.1 The Council received a report by the Executive Director of Community and Environmental Services setting out a proposal that Council should consider making appointments to the Bus Lane Adjudication Service Joint Committee (1 member of the Council and a named substitute).

8.1.1 Authority was delegated to the Managing Director to identify and nominate a member and substitute member to the Bus Lane Adjudication Service Joint Committee.

8.2 To **note** the following appointments made under delegated powers.

Mr B Borrett, Mr R Smith and Mr I Monson be appointed to Policy & Resources Committee, replacing Mr T FitzPatrick, Mr T Garrod and Mr T Adams.

Mr B Long, Mr A White, Mr B Spratt and Mr T Adams be appointed to the Children's Services Committee replacing Mrs J Leggett, Mr T Garrod, Mrs M Dewsbury and Mr C Foulger.

Mr T FitzPatrick and Mr W Richmond be appointed to the Adult Social Care Committee, replacing Mr M Chenery and Mr C Jordan.

Mr C Foulger be appointed to the Environment, Development and Transport Committee, replacing Mr W Richmond.

Mr C Jordan be appointed to the Personnel Committee, replacing Mr T FitzPatrick.

8.3 To consider any proposals from Group Leaders for changes to committee places.

9 To answer questions under Rule 8.3 of the Council Procedure Rules

There were none.

The meeting concluded at 11.45am

Chairman



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Report title:	Review of Governance Arrangements – Changes to the Constitution
Date of meeting:	18 May 2015
Responsible Chief Officer:	Victoria McNeill, Head of Law & Monitoring Officer
Strategic impact <p>The review of the Council's decision-making structures and systems is key to ensuring good governance and placing the Council in the best position to deliver its strategic priorities. It is for the Council to agree any changes to the Constitution recommended through the review process.</p>	

1. Background

The Council moved to a Committee System of Governance with effect from the AGM in 2014. Members set a number of key objectives in making this change:

- (i) to alter the perception of a democratic deficit in the Cabinet system whereby the majority of decisions were taken by a relatively small number of Cabinet Members, leaving some members feeling disenfranchised;
- (ii) to address a need for greater openness and transparency and to involve all members in decision making, with the aim of a better quality of decision through wider debate;
- (iii) to give a greater emphasis and purpose to Full Council by giving it responsibility for the larger strategic decisions.

The summary of the new governance arrangements provided for a formal review of how well the proposed arrangements were operating in practice, to enable the model to be refined and enhanced.

On 1 December 2014 the Executive Director of Resources presented a report to the Policy and Resources Committee about the conduct of the review and the Policy and Resources Committee resolved:

- (i) to agree the approach to the review set out in that report;
- (ii) to agree that the Group Leaders oversee the review of governance arrangements prior to the matter being decided by Full Council;
- (iii) to confirm that the costs of a Committee system should not exceed the costs of the previous Cabinet system and that the review should be mindful of this in developing any recommendations.

The Group Leaders (the 'Review Steering Group') met twice to consider feedback from the member survey and workshops, from external stakeholders and officers and developed a series of recommendations for the Policy and Resources Committee.

On 20 April 2015 the Head of Law and Monitoring Officer presented the recommendations of the Review Steering Group to the Policy and Resources Committee. The Policy and Resources Committee agreed the recommendations for changes to the Constitution and these were considered and commented on by the Constitution Advisory Group ("CAG") at a meeting on 28 April 2015.

2. The role of Full Council and CAG

Article 13 of the Constitution requires that changes to the Constitution must be approved by Full Council only after consideration of the proposal by an Advisory Group appointed for that purpose by the Policy and Resources Committee. Set out in Section 3 are the recommendations of the Policy and Resources Committee and the comments of CAG on those recommendations.

Appendix 1 to this report <http://www.norfolk.gov.uk/view/ncc165653> shows, using tracked changes, the changes to the Constitution if the recommendations of the Policy and Resources Committee are adopted.

Appendix 2 to this report <http://www.norfolk.gov.uk/view/ncc165654> shows the changes to the Constitution if the recommendations of the Policy and Resources Committee, as amended by CAG's proposals, are adopted.

3. Recommendations of the Policy and Resources Committee and CAG

The Policy and Resources Committee recommendations are set out below, followed by CAG's proposals having considered those recommendations.

- (a) **P&R Recommendation:** Committee Chairs will be expected to attend all meetings of the Policy & Resources Committee in a non-voting capacity in order to ensure that Service Committee views are shared, Service Committees are held to account and service priorities are integrated into any strategy and policy decisions.

CAG Proposal: to remove the words "Service Committees are held to account".

- (b) **P&R Recommendation:** that the role profile of Group Spokespersons is enhanced to include a greater input into agenda planning and to increase their role as a conduit into broader group relationships and their participation in scrutiny and challenge.

CAG Proposal: to replace the word "conduit" with "link".

- (c) **P&R Recommendation:** Chairs and Vice-Chairs to be required to agree and publish their respective areas of responsibility on an annual basis promptly following the AGM.

CAG Proposal: to replace the words "to be required to" with "should".

- (d) **P&R Recommendation:** to allow an additional time slot of up to 15 minutes to expressly permit members of the public to raise questions through their local member at Committee meetings, with discretion for the Chair to allow members of the public to address the Committee in exceptional circumstances where there is an issue of significant public concern or where a petition is being presented.

CAG Proposal: to insert at the start of this recommendation “to ask officers to discuss and agree with CAG a protocol” and to delete all the words after the comma in P&R recommendation (d).

- (e) **P&R Recommendation:** that the time allocated at full Council for questions to Committee Chairs be increased from five to ten minutes and the time for questions to the Leader be twenty minutes which could be either questions to the Leader in relation to the role generally as well as in his/her role as Chair of the Policy and Resources Committee.

CAG Proposal: There was some uncertainty about the final outcome of the P&R Recommendation in relation to this issue and CAG therefore proposed an alternative: that the time allocated at full Council for questions to Committee Chairs be increased from five to ten minutes and the time for questions to the Leader be fifteen minutes.

- (f) **P&R Recommendation:** that the Protocol for Conducting Committee Business referred to in Section 3.2.1 be agreed and incorporated in the Constitution.

CAG Proposal: recommendation remains unchanged.

- (g) **P&R Recommendation:** that the proposals for Area Committees that were included in the Constitution agreed at the Council’s AGM in 2014 now be removed.

CAG Proposal: recommendation remains unchanged.

- (h) **P&R Recommendation:** that the provision for a Chairman’s casting vote included in the procedures for Council meetings should be replicated in the procedures for Committee meetings

CAG Proposal: recommendation remains unchanged.

- (i) **P&R Recommendation:** that the Working Groups Protocol will be incorporated in the Constitution

CAG Proposal: recommendation remains unchanged.

- (j) **P&R Recommendation:** that the procedures for nominations of Committee Chairs and Vice-Chairs at the Council’s AGM be expressed to permit a slate of nominations

CAG Proposal: recommendation remains unchanged.

4. Recommendation

That Full Council considers the recommendations from the Policy and Resources Committee, decides whether to adopt the proposed changes to the Constitution, with or without CAG’s proposed amendments, and asks the Monitoring Officer to make the adopted changes to the Constitution.

Officer Contact

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

Officer Name: Victoria McNeill, Tel No: 01603 223415

Email address: victoria.mcneill@norfolk.gov.uk



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**Appointments to Committees, Sub-Committees
and Joint Committees for 2015/16**

Report by Head of Democratic Services

1.0 Introduction

- 1.1 At its Annual General Meeting, Council is required to appoint the membership of its committees, sub-committees and joint committees for the ensuing Council year.
- 1.2 The current membership is set out in the attached paper and Council is asked to decide whether to confirm the membership as it is or to make any changes.
- 1.3 Council's attention is drawn to the following issues that also need to be addressed:-
 - (i) In appointing its two members to serve on the Norwich Highways Agency Joint Committee, Council is required to appoint one of the two members to be the Joint Committee's Chair for the ensuing year;
 - (ii) There are 3 Labour vacancies on the Panel of Substitutes for Regulatory Committees.
 - (iii) There is a Labour vacancy for a named substitute on the Records Committee
 - (iv) There is a vacancy for a named substitute on the National Bus Lane Adjudication Committee

2.0 Recommendation

- 2.1 That Council appoints its committees, sub-committees and joint committees for 2015/16, including to the vacant positions set out in 1.3 (ii), (iii) and (iv) above;
- 2.2 That Council determines which of its two members on the Norwich Highways Agency Joint Committee will be the Joint Committee's Chair.

SECTION 1

SERVICE COMMITTEES AND POLICY AND RESOURCES

Policy and Resources Committee - 17

Conservative (8)

Cliff Jordan
Andrew Proctor
Bill Borrett
John Dobson
Roger Smith
Ian Monson
Judy Leggett
Alison Thomas

Labour (3)

Mick Castle
Steve Morphew
George Nobbs

Liberal Democrat (2)

Marie Strong
David Harrison

UKIP & Ind (3)

Fred Agnew
Michael Baker
David Ramsbotham

Green(1)

Adrian Dearnley

Adult Social Care Committee - 17

Conservative (8)

Margaret Somerville
John Dobson
William Richmond
Tom FitzPatrick
Tom Garrod
Andrew Proctor
Alison Thomas
Bill Borrett

Labour (3)

Julie Brociek-Coulton
Deborah Gihawi
Sue Whitaker

Liberal Democrat (2)

Brian Watkins
Tim East

UKIP & Ind (3)

Denis Crawford
Rex Parkinson-Hare
Jim Perkins

Green(1)

Elizabeth Morgan

Children's Services Committee- 17 plus 2 Church representatives (voting)

Conservative (8)

Judith Virgo
Jenny Chamberlin
Roger Smith
Tony Adams
Brian Long
Mark Kiddle-Morris
Beverley Spratt
Tony White

Labour (3)

David Collis
Emma Corlett
Deborah Gihawi

Liberal Democrat (2)

James Joyce
Eric Seward

UKIP & Ind (3)

Denis Crawford
Paul Gilmour
Jim Perkins

Green(1)

Richard Bearman

Communities Committee - 17

Conservative (8)

Harry Humphrey
Hilary Cox
Margaret Dewsbury
John Ward
Nigel Shaw
Nigel Dixon
Wyndham Northam
Jason Law

Labour (3)

Emma Corlett
Mike Sands
Margaret Wilkinson

Liberal Democrat (2)

Daniel Roper
David Thomas

UKIP & Ind (3)

Colin Aldred
Jonathon Childs
Paul Smyth

Green(1)

Adrian Dearnley

Environment, Development & Transport Committee - 17

Conservative (8)

Colin Foulger
Stuart Clancy
Tony White
Brian Iles
William Richmond
Martin Wilby
Bev Spratt
Ian Mackie

Labour (3)

Bert Bremner
Terry Jermy
Colleen Walker

Liberal Democrat (2)

Tim East
John Timewell

UKIP & Ind (3)

Toby Coke
Stan Hebborn
Richard Bird

Green(1)

Andrew Boswell

SUB-COMMITTEES

Economic Development Sub-Committee – 9

Conservative (4)

Martin Wilby
Stuart Clancy
Ian Mackie
Bev Spratt

Labour (2)

Collen Walker
Terry Jermy

Liberal Democrat (1)

John Timewell

UKIP & Ind (2)

Richard Bird
Stan Hebborn

OTHER COMMITTEES

Planning (Regulatory) Committee - 17

Conservative (8)

John Ward
Tony White
Jason Law
Stephen Askew
Wyndham Northam
Brian Long
Martin Storey
Colin Foulger

Labour (3)

Bert Bremner
David Collis
Mike Sands

Liberal Democrat (2)

Eric Seward
Brian Watkins

UKIP & Ind (3)

Fred Agnew
Michael Baker
Alan Grey

Green (1)

Elizabeth Morgan

Panel of Substitutes for Regulatory Committees - 17

Conservative (8)

Brian Iles
Jenny Chamberlin
Adrian Gunson
Ian Monson
Alec Byrne
William Richmond
Margaret Somerville
Nigel Dixon

Labour (3)

3 vacancies

Liberal Democrat (2)

Tim East
John Timewell

UKIP & Ind (3)

Colin Aldred
Rex Parkinson-Hare
David Ramsbotham

Green (1)

Adrian Dearnley

Norfolk Health Overview and Scrutiny Committee 8

Conservative (4)

Michael Carttiss
Margaret Somerville
Jennifer Chamberlin
Michael Chenery
Judith Virgo (named substitute)
Nigel Dixon (named substitute)

Labour (1)

Bert Bremner
Colleen Walker (named substitute)

Liberal Democrat (1)

David Harrison
Tim East (named substitute)

UKIP & Ind (1)

Colin Aldred
Paul Gilmour (named substitute)

Green (1)

Richard Bearman
Elizabeth Morgan (named substitute)

Audit Committee 7

Conservative (4)

Ian Mackie
Roger Smith
John Dobson
Shelagh Gurney

Labour (1)

Bert Bremner

UKIP & Ind (1)

Rex Parkinson-Hare

Liberal Democrat (1)

James Joyce

Standards Committee - 7

Conservative (4)

Alec Byrne
Ian Monson
Mark Kiddle-Morris
William Richmond

Labour (1)

Patrick Hacon

UKIP & Ind (1)

Rex Parkinson-Hare

Liberal Democrat (1)

John Timewell

Emergency Committee - 5 (Must include the Leader of the Council)

Conservative (3)

Tom FitzPatrick
Wyndham Northam
Stephen Askew

Labour (1)

George Nobbs

Liberal Democrat (1)

Marie Strong

General Purposes (Regulatory) Committee – 5

Conservative (3)

Tom FitzPatrick
Ian Monson
Alec Byrne

Liberal Democrat (1)

Brian Watkins

UKIP & Ind (1)

Stan Hebborn

Pensions Committee 5

Conservative (3)

Judith Virgo
Martin Storey
John Dobson

Labour (1)

Steve Morphew

UKIP & Ind (1)

David Ramsbotham

Personnel Committee - 5 (Must include the Leader of the Council)

Conservative (2)

Cliff Jordan
Andrew Proctor

Labour (1)

George Nobbs

UKIP & Ind (1)

Toby Coke

Liberal Democrat (1)

Marie Strong

SECTION 2

Employment Appeals Panel – 11

When the Panel meets, it has a membership of 3 appointed by the Head of Human Resources and drawn from the wider Panel of 11

Conservative (5)

Cliff Jordan
Andrew Proctor
Bill Borrett
Tony White
Judy Leggett

Labour (2)

Emma Corlett
Steve Morphew

Liberal Democrat (1)

Marie Strong

UKIP & Ind (2)

Stan Hebborn
David Ramsbotham

Green (1)

Richard Bearman

Health and Wellbeing Board (3)

- Chairman of the Children's Services Committee –James Joyce
 - Chairman of the Adult Social Care Committee – Susan Whitaker
 - Daniel Roper
-

SECTION 3

JOINT COMMITTEES

Norfolk Joint Museums & Archaeology Committee – 9

Conservative (4)

Harry Humphrey
John Ward
Mark Kiddle-Morris
Martin Storey
Jason Law (named substitute)

Labour (2)

Julie Brociek-Coulton
Margaret Wilkinson
Terry Jermy (named substitute)

Liberal Democrat (1)

James Joyce
Tim East (named substitute)

UKIP & Ind (1)

Rex Parkinson-Hare
Alan Grey (named substitute)

Green (1)

Elizabeth Morgan
Adrian Dearnley (named Substitute)

Norfolk Records Committee – 3

Conservative (1)

Michael Chenery
Brian Iles (named Substitute)

Labour (1)

Margaret Wilkinson (1)
Named Substitute (Vacancy)

UKIP & Ind (1)

Paul Smyth
Fred Agnew (named substitute)

Eastern Inshore Fisheries Conservation Authority – 3

Conservative (1)

Hilary Cox

Labour (1)

Margaret Wilkinson

UKIP & Ind (1)

Michael Baker

Norfolk Police & Crime Panel – 3

Conservative (1)

Alec Byrne
Michael Chenery (named substitute)

Liberal Democrat (1)

David Harrison
James Joyce (named substitute)

UKIP & Ind (1)

Fred Agnew
Colin Aldred (named substitute)

Note: The overall political composition of the Norfolk Police and Crime Panel is required to reflect the political balance across the whole County (County

and District councils). That balance has to be reviewed after all the results of the District Council elections have been announced. If this affects the County Council's political representation on the Panel, the political groups will be advised in advance of the Council meeting.

SECTION 4

Norwich Highways Agency Joint Committee – 2

Conservative – Tony Adams

Labour – Bert Bremner

Council is also required to appoint one of its two representatives as the Chairman of the Joint Committee

Non-Voting Advisors (3)

Conservative (1) - Nigel Shaw

Labour (1) - Mike Sands

UKIP & Ind (1) - Fred Agnew

Eastern Shires Purchasing Organisation Joint Committee- 2

Conservative – Ian Monson

Labour – Terry Jermy

Norfolk Parking Partnership Joint Committee (1 Member of the Council)

Mick Castle

Tony White (named substitute)

Planning and Traffic Regulation Outside London Joint Committee (1 Member of the Council)

Mick Castle

Tony White (named substitute)

National Bus Lane Adjudication Committee (1)

Bert Bremner

Named substitute yet to be appointed

Report from the Children's Services Committee Meeting held 10 March 2015

1 Norfolk Youth Justice Plan 2015-16

- 1.1 Norfolk Youth Offending Team (NYOT) is a statutory multi-agency partnership hosted within Norfolk County Council. The local authority is required by section 40 of the 1998 Crime & Disorder Act to produce a statutory Youth Justice Plan in consultation with their statutory partner agencies. The detail of the Plan primarily flows from the strategic direction set locally by the YOT partnership in Norfolk and nationally by the Ministry of Justice's corporate aims and targets for the youth justice system.
- 1.2 The Committee received a report by the Interim Executive Director of Children's Services. The existing Norfolk Youth Justice Plan had been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime were achieved by Norfolk Youth Offending Team in 2015-16. The Plan set out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation) and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.
- 1.3 The Committee asked the Norfolk Youth Justice Board to take on board the comments made by the Committee and to recommend consideration of the finalised Norfolk Youth Justice Plan 2015-16 to Full Council in May 2015.

James Joyce

Chairman, Children's Services Committee

Note by Head of Democratic Services

The annual Youth Justice Plan for Norfolk was considered by the Norfolk Youth Justice Board on 30th March 2015 and its recommendations and amendments incorporated.

The national Youth Justice Board issued the Terms and Conditions of the Youth Justice (YOT) Grant (England) 2015 – 2016 on 2nd April 2015. These included a YJB Practice Note for Youth Offending Partnerships on Youth Justice Plans which offered guidance regarding the content and structure of the youth justice plan.

These were incorporated in the finalised Norfolk Youth Justice Plan 2015 - 16 which is attached for Council's consideration and approval.



Norfolk Youth Justice Plan 2015 - 16

Chris Small – Head of Youth Offending Service

Signed:

**Wendy Thomson - Chair of the Norfolk Youth Justice
Board and Managing Director of Norfolk County Council**

Signed:

 **Norfolk** County Council
@ your service

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The annual Youth Justice Plan for Norfolk was presented to the Children's Services Committee of Norfolk County Council on 10th March 2015 with an accompanying report by the Interim Executive Director of Children's Services. The existing Norfolk Youth Justice Plan had been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime were achieved by Norfolk Youth Offending Team in 2015-16. The Plan set out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation) and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board. The Committee asked the Norfolk Youth Justice Board to take on board the comments made by the Committee and to recommended consideration of the finalised Norfolk Youth Justice Plan 2015 - 16 to Full Council in May 2015.

The annual Youth Justice Plan for Norfolk was considered by the Norfolk Youth Justice Board on 30th March 2015 and its recommendations and amendments incorporated.

The national Youth Justice Board issued the Terms and Conditions of the Youth Justice (YOT) Grant (England) 2015 – 2016 on 2nd April 2015. These included a YJB Practice Note for Youth Offending Partnerships on Youth Justice Plans which offered guidance regarding the content and structure of the youth justice plan. These were incorporated in the finalised Norfolk Youth Justice Plan 2015 - 16 which was presented to Full Council on 18th May 2015.

1. Our service

Service profile

Our customers

Our primary customers are children and young people in the youth justice system, their families and the victims of their crimes.

We also work with children and young people and their families to prevent them entering the youth justice system.

Secondary customers would include all communities in Norfolk who are affected by the criminal and anti-social behaviour of children and young people that we are trying to reduce and prevent.

Norfolk Youth Offending Team (YOT) is committed to ensuring that children, young people and their families have a voice and influence in the youth justice system and has an established service user participation and involvement strategy. This strategy includes a number of tools and mechanisms for routinely seeking the views of children and young people on the services they receive.

What do young people think of us? Norfolk YOT uses an interactive, electronic survey known as Viewpoint to gather the views of service users on the quality and impact of the services they have received. A report on the views provided in the first six months of the year was provided to the Norfolk Youth Justice Board at its meeting of 15th September 2014.

From the perspective of the young people they are working with Norfolk YOT staff are viewed as 'fair', they listen, communicate in a clear, understandable manner and keep promises delivering the services they agreed to. As a result of working with the YOT, most young people return to education, training or employment, are able to feel a sense of achievement and believe they can make a useful contribution to their communities. Some are able to reflect on their behaviour and attitudes and make positive changes which benefit themselves and their communities. Young people feel encouraged to think about the impact of their crime on their victims, their families, themselves and the communities in which they live. Most have learnt from their time with Norfolk YOT and outcomes have been improved. Young people see a more positive future for themselves and have higher aspirations. YOT premises are largely viewed as accessible and perhaps surprisingly, sufficiently private. Young people are generally seen at the appointed time but waiting areas could be improved and more facilities provided. During 2015/16 planned improvement work in Great Yarmouth and a move to alternative accommodation in Thetford should improve the position.

Perhaps the most pertinent information is found in the textual responses to the question 'What has been the biggest change for you over the last few months?' many of which focused on not getting into trouble and/or getting back into education or training, but responses also included:

My anger, I don't throw anger paddys any more
Moved houses, changed my friendship group, started focusing a hell of a lot more on college and wrestling
Nothing's changed
Doing diving (driving) lessons, working a lot more
Moving from care home to care home and starting work with the youth offending team and having other problems with the law including an extension on my YOT order
My personality and behaviour has changed dramatically towards everyone
I've learnt how much certain crimes could affect the victim and/or my family
My attitude and anger
Keeping appointments
Cut down on drinking
I've gone to foster care
Having to change my life to coming here. I am less angry

In 2015, Her Majesty's Inspectorate of Probation [HMIP] asked all YOTs in the country to complete an ongoing e-survey so that they could use the reported outcomes as part of the inspection process. 73 young people completed the e-survey between November 2014 and mid-February 2015 against a target of 68 completions¹. The surveys completed, which were submitted electronically, direct to HMIP, have been aggregated by HMIP to produce a national picture which will help inform HMIP inspections and form part of their annual report on the quality of youth offending work.

The Norfolk responses told us that:

- 97% of young people felt that Norfolk YOT staff sufficiently explained what would happen, 98% were asked to explain why they thought they had offended and 95% what they thought would help stop them offending
- 92% of young people on Referral Orders had enough say on the content of their intervention plan and 95% understood fully what they were required to do to help stop them offending
- 81% of young people on other orders or interventions agreed to their 'plan', 90% had enough say in its content and 86% understood fully what they were required to do to help stop them offending
- 85% of young people felt that Norfolk YOT staff took their views seriously 'always' or 'most of the time'
- 20 young people felt that there were things that made it harder for them to 'take a full part in their sessions' with Norfolk YOT but all of those who wanted help (16 of the 20) felt their Norfolk YOT worker did enough to help them take part
- 6 young people said that during their time in contact with Norfolk YOT there were things that made them feel afraid or unsafe and all of those who wanted help (4 of the 6) felt their Norfolk YOT worker helped them feel safer
- 26 young people felt they needed help with school or training, 88% got the help they needed and for 73% things got better
- 11 young people needed help to cut down on their use of drugs, all got the help they needed and for all but one things got better
- 10 young people needed help to be able to drink less alcohol, all got the help they needed and for all but two things got better

¹ The target for 2015-16 has been amended to 61

- 14 young people needed help to improve their health, 93% got the help they needed and for 64% things got better
- 20 young people needed help to 'deal with strange or upsetting thoughts', 90% got the help they needed and for 75% things got better
- 19 young people needed help with where they lived and 74% got the help they needed
- 7 young people needed help with money problems or getting out of debt and 57% got the help they needed
- 25 young people needed help with relationships or things about their family and 96% got the help they needed
- 24 young people needed help to feel less stressed and 88% got the help they needed
- 14 young people needed help with what they thought of themselves or others thought of them and all got the help they needed
- 41 young people needed help to be able to make better decisions and all but one got the help they needed
- 47 young people felt they needed help to stop offending, all but one felt they got the help they needed and 83% said they were a 'lot less likely' to offend. Two said they were 'more likely' to offend.
- 80% of young people said they had been treated fairly 'all of the time' and 17% 'most of the time'
- 68% of young people think the service given to them by Norfolk YOT has been 'very good', 29% 'good most of the time' and one each said 'not very good' and 'poor'

What we deliver for Norfolk

Norfolk Youth Offending Team (Norfolk YOT) is a statutory multi-agency partnership hosted within Norfolk County Council.

Our purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes.

Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. We strive hard to work proactively with Norfolk's diverse population.

This plan will focus on three outcomes prioritised nationally by the Ministry of Justice Business Plan, which are:

- Reducing the number of children and young people coming into the youth justice system (First-time Entrants)
- Reducing re-offending by children and young people
- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

A restorative approach to our work with young people and making amends to the victims of youth crime is a key theme running throughout our activity.

Our people

Norfolk YOT delivers interventions aimed to prevent offending and reduce re-offending.

As a statutory requirement of the legislation under which the YOT was formed in January 2000, practitioners are seconded from the Police, health, NCC Children's Services (including discrete representation from social work and education) and the National Probation Service. We also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice and community reparation and working with parents. Details of the agency employer, gender and ethnic mix of all Norfolk YOT staff including volunteers are included in the appendices and confirm that Norfolk YOT is fully compliant with the staffing requirements of the Crime and Disorder Act, 1998, section 39(5).

Service level agreements with various partner agencies and other providers are in place where necessary to support this approach. In relation to external substance misuse services, agreements exist with the countywide provider of services to young people (the Matthew Project Under 18 Service) to supplement those directly delivered and also with the local enhanced arrest referral scheme. We are working towards establishing a regional agreement with Cookham Wood YOI in Kent; the primary Young Offenders Institution (YOI) for Norfolk young people who have been sentenced or remanded to custody.

A positive working relationship exists between YOT and the Norfolk Drug and Alcohol Partnership (N-DAP), including the provision of direct funding under a *Memorandum of Internal Agreement* to support specialist substance misuse interventions with young offenders. The current *Memorandum of Internal Agreement* for a Young People's Criminal Justice Service ~ Specialist Substance Misuse Worker runs from October 2014 to the end of March 2016.

Offending behaviour programmes are designed to address the risks presented by young people whilst meeting their individual needs. The resource pack *Taking Control* that has been developed by Norfolk YOT and was commented on positively by Her Majesty's Inspectorate of Probation [HMIP] during their February 2012 inspection of Norfolk YOT has been evaluated.

During 2014/15 Norfolk YOT has established an *Interventions Strategy* which sets out the principles which it expects staff to adhere to when developing, identifying, delivering and evaluating interventions with children, young people and families. The 'Strategy' outlines the strategic and theoretical context for effective interventions and sets out key principles for interventions in the following areas: developing and identifying new interventions, delivering effective interventions and evaluating interventions. The principles set out apply across the full range of Norfolk YOT activity with young people and parents, from prevention to custody, including work delivered by Norfolk YOT staff as part of Family Support Plans, out of court disposals and statutory orders. The strategy covers interventions delivered either in a one to one or group setting, as well as interventions delivered by specialist Norfolk YOT staff, volunteer mentors or external organisations on Norfolk YOT's behalf. The strategy does not seek to prescribe a set 'menu' of interventions and recognises that for interventions with children and young people to be effective they must be responsive to individuals' unique circumstances. Nor does Norfolk

YOT want to stifle creative and innovative approaches to work with often hard to engage young people. However, Norfolk YOT expects the interventions its staff deliver to be based on a clear, theoretical rationale, underpinned by research evidence and designed to achieve specific outcomes that can be measured and evaluated.

The focus of practice remains on high quality assessment and high-risk case management skills. Assessment is the key to deciding how responsive young people are likely to be, how we target those who are at risk of offending or who offend, how we invest resources and how this will be done to achieve the highest impact on reducing anti-social behaviour, preventing offending and reoffending.

During 2015/16 a new assessment and planning framework, AssetPlus, will be introduced by the Youth Justice Board. AssetPlus is intended to further improve the quality of assessment and consequently, the quality and impact of interventions with young people and will replace ASSET and its associated tools. Norfolk YOT is confirmed to be in the Tranche 1 early adopter phase of deployment which was initially scheduled to commence in Quarter 2 of 2014/15. The latest information² confirms that deployment will now be in December 2015/January 2016. AssetPlus has been designed to provide a holistic end-to-end assessment and intervention plan, allowing one record to follow a young person throughout their time in youth justice system. With a renewed focus on professional judgement of practitioners, AssetPlus will enable Norfolk YOT to produce better-focused intervention plans and provide improved outcomes for young people currently within the system and those at risk of entering.

From the 1st October 2013 Norfolk YOT employed a Service Development Support Officer (SDSO). The primary purpose of this role includes (i) to raise the quality and effectiveness of practice in all areas of youth justice work in Norfolk YOT by supporting staff to raise the quality of their professional practice through working directly with them on areas of identified need (ii) to assist in ensuring the service is fully prepared for external scrutiny with a clear focus on the quality of practice and (iii) to lead on the response to and development of new pieces of work as required; such as the implementation of AssetPlus.

Working to the Norfolk YOT Area Manager with strategic responsibility for Assessment, Planning, Intervention and Supervision (APIS) the SDSO will act as the local lead for the implementation of AssetPlus. This will involve identifying risks and issues and the co-ordination of both training for staff and all business change activities. The implementation of AssetPlus is supported by a Project Group (made up mainly of Operations Managers) and a Reference Group (made up of practitioners representing each unit and the wide range of specific roles and professional disciplines found in Norfolk YOT). Most of the available 'early practice change'; elements of the AssetPlus framework have been implemented in advance of full deployment; these includes a range of screening tools (including a speech, language, communication and neuro-disability screen), procedures for transferring cases between YOTs and self-assessment questionnaires for young people and parents.

The implementation of AssetPlus will involve extensive training (technical, theoretical and practical skills based) for the majority of staff in Norfolk YOT, which will take place over a three-month period immediately prior to the 'go-live' date. A small group of staff (mainly Operations Managers) will complete a national 'train the trainer' event, run by the YJB AssetPlus Project Team, and then cascade the relevant elements to Norfolk YOT staff.

² Youth Justice Board AssetPlus Local Lead Newsletter No. 17, 30th January 2015

The training content and schedule locally will be developed based on a structured and detailed training needs analysis, which has been used to identify skills gaps and determine role-specific training requirements. Preparatory work is already being undertaken with staff for this significant change and dedicated support from the Youth Justice Board national project team will be made available for the period leading up to 'go live'.

The delivery of staff development is managed through a cross-service, non-hierarchical Effective Practice Group under the leadership of the Head of the Youth Offending Service. Twice yearly in-unit delivery of training to meet core service development needs is supported by additional internally and externally delivered programmes. Training in the last year has focused on identified service-wide development needs particularly case management practice including assessment, risk and vulnerability management and sexually abusive behaviour. As intended in last year's 'plan' training has also been provided to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people such as Attention Deficit Hyper-activity Disorder, Dyslexia, mental health, eating disorders and Child Exploitation and On-line Protection [CEOP]. Training required by our involvement in a range of partnership work has been delivered including safeguarding, child sexual exploitation, Multi-agency Public Protection arrangements and the Family Support Process at both foundation and refresher level. Staff with discrete specialised roles have been enabled to keep up-to-date with developments in their professional practice including in relation to education, restorative justice and victim contact and substance misuse. Additional opportunities have also been provided in relation to key national drivers and policies including the Ministry of Justice, Restorative Justice Action Plan. A presentation by an emeritus professor from the University of East Anglia at our annual staff conference focused on cognitive development in young people and its impact on behaviour, empathy and emotional well-being and was very well received. This theme was developed later in the year at the annual conference for our volunteer staff when an external trainer delivered an input on communication and the teenage brain which was subsequently reinforced by the production of a simple workbook for volunteers.

Once again, this directly delivered and accessed activity is fully supported by the use of e-learning programmes both internal (to NCC) and external opportunities, such as the national, Youth Justice Board [YJB] supported, Youth Justice Interactive Learning Space [YJILS] and specific programmes in 'Exploring and Recording Identity', Female Genital Mutilation and the new Anti-social Behaviour legislation.

From a staff development perspective a significant amount of training and informal technical support continues to be delivered by our Performance and Information team to staff at all levels of the organisation in relation to the full and effective use of our case management and other information systems. Whilst the majority of the direct training in support of the new case management system, Childview, was delivered in 2013/14 staff continue to require ongoing support and development which is delivered through a unit-based 'clinic' process.

Following a structured induction programme and after they have completed their probationary period all Norfolk YOT staff are offered the opportunity to undertake the YJB recommended, accredited, national qualification, the current version of which is known as the Youth Justice Effective Practice Certificate and delivered by '*unitas*'. Five members of staff completed during 2014/15 and five are currently engaged in the latest cohort of the programme.

All new managers are required to undertake an accredited management or leadership qualification and two completed the NCC *Excellence in Management* programme in the last year. Other management training opportunities have also been made available for existing and 'aspiring' managers including the *Future Managements Development Programme* designed to help grow management capability by proactively developing individuals who have both the skills and the ambition to be leaders and managers in Children's Services and its corporate evolution into the 4 day development programme *Aspiring Managers*.

This directly delivered and accessed activity is fully supported by the strong use of the Youth Justice Interactive Learning Space; the YJB/Open University e-learning package, use of which is monitored and reported on to operational management quarterly.

Our aim is to continue to develop a workforce that:

- is assertive and confident,
- is able to appropriately challenge service provision by ourselves, partners and stake-holders,
- understands the focus of their individual contribution and role
- has easy and regular access to performance data and routinely scrutinises it to inform improvement

We have fully implemented the well-being approach across all units and there is an identified Well-being lead representative in each. Health and safety is paramount in all our thinking with risk identified and contained in the risk register. Sickness absence is managed closely with return to work interviews conducted on each occasion.

A corporate Employment Engagement and Enablement Survey was conducted by the Hay Group in 2014 and was completed by 42 Norfolk YOT staff. It provides real data to help drive improvements across the organisation, effect change locally and help shape solutions for the benefit of service users and employees' working lives. It allows comparisons with Children's Services and NCC as a whole as well as the norms of 'High Performing' organisations nationally. Overall, outcomes for Norfolk YOT were very positive and exceeded over 95% of Children's Services and NCC and 15% of 'High Performing' norms.

Key strengths were:

- the jobs staff do provide them with opportunities to do interesting and challenging work
- staff are encouraged to deliver better services for customers
- there is good cooperation between the service and external partners
- there is a strong understanding amongst staff of the service objectives and strategy
- staff understand the results expected of them in their job
- staff say they are treated fairly by line management
- line managers are viewed as supportive of staff health and well being
- staff feel they are given fair treatment, without discrimination and with respect
- there are good opportunities in the service for learning and development
- 98% of staff completed a formal appraisal in 2014

Opportunities included:

- 55% of staff felt workload had increased compared with a year ago
- 1/3rd of staff did not feel they were paid fairly for the work they did
- Trust and confidence in the leadership of the Council was 3% below Children's Services, but at NCC, norms
- Only 40% of staff felt NCC was effectively managed and well run
- 10% of staff did not feel that the Council's strategy and goals were the right ones for the organisation at this time
- 1/5th of staff did not feel that NCC was effectively organised and structured
- Only 36% of staff believed poor performance was not tolerated at NCC
- 34% of staff felt decisions could be made quicker
- The impact of innovation, new technologies and creative approaches to improve internal effectiveness was not felt by 2/3^{rds} of staff
- 28% of staff were not satisfied with their opportunities for working remotely or flexibly

But responses in these 'areas for improvement' were still above Children's Services and NCC averages in all but three and two instances respectively.

The overall Employee Effectiveness Framework evidences that half of Norfolk YOT staff are 'Engaged' and enabled to be effective and highly productive. This is a very creditable and reassuring outcome and twice the Children's Services and NCC norms and only 5% below that of 'High Performing' organisations.

	Detached <i>I am enabled to be productive but not particularly engaged</i>	Effective <i>I am not only enabled to be productive but highly engaged as well</i>	Ineffective <i>I am not enabled to be fully productive and not particularly engaged</i>	Frustrated <i>I am not enabled to be fully productive even though I am highly engaged</i>
Norfolk YOT	10%	50%	33%	7%
Children's Services	14%	25%	43%	18%
Norfolk County Council	15%	26%	44%	15%
High Performance Norm	11%	55%	22%	13%

Activity to amend contracts for NCC employed practitioner and manager staff to Monday to Saturday working and the inclusion of a standby clause for relevant posts has been progressed but following HR advice wholesale changes to existing contracts have not been made. 58% of staff are currently employed on Monday to Saturday contracts. All new employment contracts are Monday to Saturday with stand-by clauses where required. This will assure the ability and resilience of Norfolk YOT to provide a six day a week service with access to management guidance and the provision of safe working practices for staff. As Norfolk YOT develops the range of services it delivers, Saturday working will increasingly become the norm and will be necessary to fulfil new and existing statutory duties in relation to Intensive Supervision and Surveillance requirements on Youth

Rehabilitation Orders (which require seven-day-a-week contact with young people), the transfer to YOTs of the Junior Attendance Centres (which meet on Saturdays) and unpaid work (which has to be delivered to young people around their employment and education commitments and the implementation of a Triage scheme for young people with no previous criminal history arrested by the Police. All existing staff are already required to work very flexibly to meet the needs of children and young people, their parents/carers and the service. This includes a clear expectation of regular working across evenings and weekends.

Our partners

Norfolk Youth Offending Team (Norfolk YOT) is a statutory multi-agency partnership hosted within Norfolk County Council. There are four **statutory partners** as a requirement of the legislation under which YOTs were formed; the Police, Health (now through the Clinical Commissioning Groups), NCC Children's Services including discrete representation from social work and education) and the National Probation Service (Norfolk and Suffolk).

At the end of May 2014 Norfolk and Suffolk Probation Trust ceased to exist. The services it delivered are now provided through two new organisations; a **public sector National Probation Service [NPS]** dealing with the most high risk offenders and a **Community Rehabilitation Company [CRC] for Norfolk and Suffolk** dealing with medium and low risk offenders in custody and the community. In February 2015, ownership of the CRC transferred from the Secretary of State for Justice to Sodexo Justice Services who are now delivering services across Norfolk and Suffolk in partnership with NACRO a crime reduction charity. The Chief Executive of The Norfolk and Suffolk Community Rehabilitation Company Limited is Martin Graham who previously represented the Norfolk and Suffolk Probation Trust on the Norfolk YOT Management Board. Statutory responsibilities for 'Probation' to contribute to YOT Management Boards will lie with the NPS.

As part of the wider, national, *Transforming Rehabilitation* programme a number of other changes have taken place bringing additional responsibilities for YOTs, including:

- delivery of unpaid work/community payback sentences for 16 to 17-year-olds from the Probation Trust to Norfolk YOT from 1st June 2014
- delivery of Junior Attendance Centres from the Ministry of Justice to Norfolk County Council from 1st April 2015
- under the Offender Rehabilitation Act 2014 (ORA) any offender whose offence was committed on or after 1 February, who is sentenced to a custodial term of more than 1 day, and is aged over 18 at the midpoint of their sentence will receive at least 12 months of supervision after release
- a joint national Transitions Protocol for managing the transfer of cases of young people from Youth Offending Teams to Probation Services places responsibilities on both parties. In time this process will be supported by a national, electronic portal known as Y2A (Youth to Adult)

Within Norfolk County Council Norfolk YOT transferred from the former Chief Executives' Department to **Children's Services** in April 2010. It is currently located within Children's Services Early Help and the Head of Youth Offending Service is line managed by the Assistant Director for Early Help and is part of that management team. However Norfolk YOT works with young people across the full spectrum of Children's Services

responsibilities including those in universal services, those at risk of falling off the 'universal' pathway, those who are 'looked after' or leaving care and those who are in need of more targeted or intensive support including child protection. Current practice to further build the integration of services between Norfolk YOT and other teams within Children's Services and increase the profile of YOT work in the wider Children's Services includes:

- alongside all areas of NCC Children's Services Norfolk YOT is implementing the Signs of Safety³ approach into practice and is represented by a senior manager on the Signs of Safety Steering Group
 - most members of the Norfolk YOT Operational Management Team [OMT] have undertaken the initial two-day introductory Signs of Safety training and the remainder will do when opportunities are made available
 - seven members of OMT will be designated as 'Practice Leads' and attend the full five day training and the introductory development workshop
- partnership work to assist the development of the Early Help Strategy in Norfolk including participation in and alignment of working processes and practices with the (Early) Help Hub model including Norfolk Early Help and Family Focus (Troubled Families)
- active participation in the Children's Case Advisory Panel to both advise on and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of risk assessment, public protection and community safeguarding to enable young people to remain at home and in their communities
- in order to support alternatives to care Norfolk YOT now provides limited sexually appropriate behaviour work to some children and young people exhibiting sexually harmful behaviours but not in the criminal justice system
- in order to support alternatives to care Norfolk YOT is exploring the potential to provide intervention work on a 1:1 (and potentially a group-work) basis for children and young people who act in a violent way towards their parents or carers but are not in the criminal justice system
- as required by the Norfolk Safeguarding Children's Board [NSCB] participation in strategy discussions that relate to an alleged sexually abusing children or young person over the age of 10
- joint work with the NSCB, Children's Services, the Police and colleagues in Suffolk County Council to improve the safeguarding of children in police custody
- work to support the recruitment, retention and development of social workers through the provision of three student placements per annum and direct management participation in the Senior Social Worker Assessment Centres

Norfolk YOT is a substantial contributor to the development of more integrated service delivery to children and young people including representation on the appropriate bodies and strategic partnerships. The current primary focus remains on assisting and playing an appropriate part in the development of the wider early help agenda for children, young people, their families and communities in Norfolk. This includes

³ *Signs of Safety* is a simple tool which can be used in a variety of ways and allows us to question and inquire in a positive and active way. It will be used to deliver far more interactive assessments which will allow families to be really involved in the process. Signs of Safety offers a working ethos of engagement and partnership with families and those helping them. It encourages the use of plain and clear language and aims to encourage a more rounded understanding of a child's circumstances

- Continuing to support the Norfolk Early Help and Family Focus (Troubled Families) programme
- Working with the Norfolk Early Help and Family Focus (Troubled Families) programme in the local design of Phase II of the national programme
- Ensuring that service delivery supports achieving both Troubled Families and YOT outcomes for children and young people working with Norfolk YOT

Norfolk YOT's unique role and purpose in this work and the principal, statutory aim of the youth justice system is to prevent offending by children and younger people.

Development work with **Norfolk Police** has focused improving the safeguarding of children and young people in Police custody, improving the sharing of information and quality of delivery between the Appropriate Adult Service (provided by Equal Lives) and ensuring children and young people are not held overnight in the Police Investigation Centres [PICs] but transferred to appropriate accommodation determined by the local authority including the provision of a 'PACE [Police and Criminal Evidence (Act)] bed'.

The major developments planned for 2015/16 are:

- the implementation of a tiered Triage scheme '*Challenge for Change*'; screening all young people on the verge of receiving a first Caution and referring, as appropriate, to Norfolk YOT for the direct and indirect provision of 'early help' and intervention services with the aim of reducing the number of children and young people entering the criminal justice system for the first time in Norfolk.
- Alongside the Police and Community Safety Partnership this work will be informed and supported by further analysis of the composition and complexity of the First-time Entrants cohort in Norfolk
- Work with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of *Ending Gang and Youth Violence*.

In 2013 the Deputy **Police and Crime Commissioner** accepted a co-opted seat on the YOT Partnership Board alongside the other major stakeholders in the local youth justice arena. Norfolk YOT is an enthusiastic member of the PCC led County Board for the Rehabilitation of Offending (established in 2014) which has developed a strategy to focus on making communities in Norfolk safer through the rehabilitation of offenders (therefore reducing re-offending) and an attendant action plan which seeks to address overlaps between existing programmes and identify and fill gaps between arrangements that are already in place for both victims and offenders. Close working with the PCC and the 'Rehabilitation Board' has positively increased access to rehabilitation services and opportunities and brought clear, tangible benefits for Norfolk YOT staff and more importantly, young people who offend, their families, the victims of their crimes and the communities in which we all live. Conversely, it also assists the PCC in moving forward those intentions in the Police and Crime Plan which the YOT is also concerned to deliver as part of Norfolk's annual Youth Justice Plan.

Health: during 2014 the Norfolk YOT strategic lead for health matters, supported by the seconded Health Workers undertook research and analysis work regarding the health needs of young offenders. This piece of work was subsequently included in the wider Offender Health Profile for Norfolk, which was carried out by NCC Public Health at the request of the PCC. This review of offender health services in Norfolk provided a picture

of how services fit together and are developing following and during major structural change and focused on pathways and health care provision for a range of offenders to help identify gaps and duplications in the system and to provide a 'whole system' profile. The report offers a baseline of offender health services and statistics to inform commissioning and service delivery intentions which is helpful in relation to young offenders in determining the future priorities for the health related work of Norfolk YOT

From 1st April 2015 NHS England are funding the implementation of a 'Liaison and Diversion' scheme in all Norfolk PICs and courts aimed at diverting those with a range of health needs from the criminal justice system into appropriate 'early help' services. This will be provided by Norfolk and Suffolk Foundation Trust [NSFT] and Norfolk YOT is fully involved in the current operational and strategic development work and will be a key delivery partner when the scheme goes 'live'.

Strategic partners include many agencies who deliver services to children, young people and their families in the statutory, community, voluntary and commercial sectors; most significantly schools, the police, all eight local authorities in Norfolk including Norfolk County Council, especially Children's Services and the Norfolk Safeguarding Children Board.

In respect of the **criminal justice system**, Norfolk YOT works across all relevant agencies both operationally and strategically and most critically through the **County Community Safety Partnership** and the joint **Norfolk/Suffolk Criminal Justice Board**.

Development work with the **County Community Safety Partnership** and Police is focusing on the dealing with children and young people vulnerable to radicalisation through the overall, national, counter-terrorism strategy; known as *CONTEST*, and in particular; *Prevent*; the strategy to stop people becoming terrorists or supporting terrorism and *Channel*; the process and programme for supporting those who are at risk of being drawn into terrorism for which the local process is being reviewed with active Norfolk YOT participation. WRAP3 (Workshop to Raise Awareness of Prevent) is the latest version of the standardised national training programme that is currently being rolled out across Norfolk and all members of Norfolk YOT staff will be trained⁴.

Norfolk's Youth Court is a primary strategic partner and we continue to focus on maintaining positive and effective partnership working and relationships to manage the impact of significant reductions in the resources available to the Court. This includes a well-established annual review day which is conducted jointly. HM Courts and Tribunals Service is currently consulting locally on work associated with 'Transforming Summary Justice' national initiative. This includes the separation of 'Guilty' and 'Not Guilty' pleas into different courts and the introduction of a single, centralised, 'remand court' for the County based in Norwich. A second Crown Court in the county is to be re-opened in King's Lynn during March 2015. All these proposals will have an impact on the way Norfolk YOT allocates its resources.

Direct **governance arrangements** are through Norfolk YOT's Partnership Board, which is chaired by the Managing Director of Norfolk County Council. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk's Police and Crime Commissioner, Public

⁴ In 2010 many Norfolk YOT staff were trained in the earlier iteration; WRAP2

Health, representatives from Norfolk's Borough, City and District Councils, Her Majesty's Courts and Tribunals Service and both NCC Children's Participation Strategy Manager and 11-19 Strategy and Commissioning services.

As a statutory member Norfolk YOT continues to make a full contribution to the **Norfolk Safeguarding Children's Board [NSCB]** and is represented on the Board, the Performance Improvement and Quality Assurance Group, the Child Protection and Child Sexual Exploitation Groups and the working group on Child Sexual Abuse, especially in relation to children and young people in the criminal justice system with sexually harmful behaviour. The Head of Youth Offending Service currently chairs the Vulnerable Children Group. At a local level Norfolk YOT is actively involvement in the area-based Local Safeguarding Children's Groups [LSCGs] and regularly participates in the NSCB multi-agency audit programme of themes and cases.

Norfolk YOT completed its required self-assessment against its statutory obligations under section 11 of the Children Act, 2004 in early November 2014 and had this validated at a 'Challenge and Feedback' session in early February 2015. Norfolk YOT also had its sole-agency Safeguarding training programme revalidated by the NSCB in May 2014 for a period of three years.

Norfolk YOT is currently fully and actively engaged in joint work in support of the following NSCB priorities;

- Provide a lead 'worker' and actively contribute to the working group progressing the NSCB development priority; Child Sexual Abuse especially in relation to children exhibiting sexually harmful behaviour
- Provide a lead 'worker' and actively contribute to the working group progressing the NSCB development priority; Child Sexual Exploitation including effective awareness raising within the staff group of Norfolk YOT
- Actively contribute to progressing the NSCB development priority; Neglect including effective awareness raising within the staff group of Norfolk YOT

Norfolk YOT's performance is reported quarterly through all these key partnership structures.

The Norfolk YOT Management Board is represented by its Chair on the **Meeting of Chairs of Norfolk's Strategic Partnerships** comprised of all the chairs of strategic multi-agency groups to meet and identify shared objectives.

Our budget

Norfolk YOT does not have a base budget but each year seeks a contribution from the four statutory funding partners. A number of grants are also received for specific purposes that are all included within the gross income amount for 2015/16.

The tentative gross income for 2014/15 is £3,845,233⁵ which includes a predicted 'in-kind' contribution from partners of £1,009,157 in respect of seconded practitioners.

⁵ This amount includes £545,285 from reserves

Where we work

Norfolk YOT delivers services across the county of Norfolk and is based in three, main, operational locations; Kings Lynn, Norwich and Great Yarmouth. A single room sub-office which is not permanently staffed is maintained in Thetford.

From June 2014 responsibility for delivering 'unpaid work' for 16 and 17 year olds on Youth Rehabilitation Orders transferred from the National Offender Management Service to YOTs. This additional responsibility was supported by an associated reallocation of the associated funding. In order to deliver services in relation to these new responsibilities Norfolk YOT has acquired small workshop premises in Kings' Lynn and is seeking similar facilities in Thetford and Acle.

A small headquarters unit comprising the Service Manager – Youth Justice and two teams; one devoted to performance and information management and the other to business and finance support functions is co-located with the Norwich operational unit in the North Wing of County Hall.

The location and volume of Norfolk YOT's work is primarily driven by statutory activity within the youth justice system. Early intervention is based on areas of most need, such as higher incidents of anti-social behaviour. Analysis of crime and anti-social behaviour hot-spots to ensure we are correctly targeting resources is routinely monitored.

Service review

How we are performing including key risks and key drivers for our service

Performance Report covering the period April to December 2014 (unless stated otherwise).

Following the implementation of a new case management system in September 2013 and subsequent updates from the system suppliers we were largely able to rebuild and reinstate the full suite of reports to generate local performance information beginning in Quarter 4 of 2013/14 and building gradually. From Quarter 3 2014/15 our regional comparison group was changed by the YJB from the Eastern region to the South East, making any direct comparison with earlier differentials between Norfolk YOT's and the regional performance, fundamentally flawed.

In summary; Performance in the first three quarters of 2014/15 has been satisfactory with some in year variation between periods. The indication is that the target in relation to reductions in the numbers of First-time Entrants into the criminal justice system will be achieved at year end if current performance trends continue. Achievement of both the reoffending and use of custody performance is in the balance. Performance exceeds both national and regional comparators however.

Reoffending: From 2011/12, the Ministry of Justice set a metric for the Reoffending Impact Indicator that is based on a rolling 12 month dataset derived from the Police National Computer [PNC] data. This is a simple binary measure (*has a young person reoffended or not?*) as opposed to measures prior to that year which considered reduced frequency and seriousness of offending.

The absolute numbers of young people reoffending in the period April 2012 to March 2013 decreased from 349 to 272 (-22.06%) compared with 2011/12⁶. The published data (a proportionate measure) shows no change compared to the previous year. Reoffending in Norfolk is 32.7%, better than the national; 36%, regional; 34.7% and family; 34.2% comparators. This performance is achieved despite a larger decrease in the overall numbers offending in the period from 1068 to 832⁷ (a 22.09% drop). The continued reduction in First-time Entrants means that those left in the criminal justice system, have more persistent, chronic and entrenched offending behaviours which are more difficult to moderate.

First-time Entrants (FTE): The Ministry of Justice employs a metric for the measurement of the FTE Impact Indicator that is derived from PNC data per 100,000 of the 10 -17 population in the county. The number of FTE into the criminal justice system in Norfolk has reduced by 72.2% since July 2007 and continues to fall. FTE performance for the period October 2013 to September 2014 shows an 11.8%⁸ decrease over the previous year from 676 per 100, 000 to 596. The actual numbers have reduced from 506 to 439; 67 fewer young people in Norfolk entering the criminal justice system for the first-time in the period as compared to the same period in the previous year.

⁶ This is a substantial decrease over 2010 and 2011 when the figures were 460 and 368 respectively.

⁷ This is a substantial decrease over 2010 and 2011 when the figures were 1347 and 1146 respectively

⁸ The South-East region was better at a 12.1% decrease but the national (-10.3%) and family comparators (+1.9%) were worse than Norfolk.

Of most concern however is that the Norfolk rate is around half as high again as the average comparator rate. A report looking at this measure in more detail was produced by a Norfolk Constabulary and County Community Safety Partnership Data Analyst and presented to the Norfolk YOT Board meeting in September 2014 which accepted the recommendation for further detailed analysis. This is in the process of being organised using Police and YOT data, to further understand the reasons for the discrepancy in performance between Norfolk YOT and comparators. It must be remembered that that the baseline period of July 2007 to June 2008 was on average 7% higher than all comparators, following Norfolk Constabulary's success in achieving 'Offences Brought to Justice'.

Use of Custody: Data relating to those sentenced to custody is expressed as a rate per 1000 of the Norfolk 10 - 17 population on a rolling 12 month dataset. For the period January to December 2014 the rate increased in comparison with the same period in the previous year from 0.15 (11 young people) to 0.22 (16 young people)⁹. Despite these recent increases in our custody rate (from a historical low a year ago) our performance remains approximately half of the rate of the national figure and better than the regional and family comparators.

Performance in relation to those securely remanded: Local monitoring of Remands to Youth Detention Accommodation (YDA) and Remands to Local Authority Accommodation (RLAA) commencing in the period April 2014 to end January 2015 shows that there were 6 (12 in 2013/14) Remands to YDA and none (4 in 2013/14) RLAA, for a total of 582 nights (550 in 2012/13). Individual stays ranged from 5 nights to 210 nights. These young people were awaiting sentence and not yet convicted. All 6 individual young people involved were male. There have been no new secure remands since the end of June 2014, so all 6 commenced in the first quarter of the year. Total cost to the Local Authority (Children's Services), who are responsible for the cost is predicted at £122,087¹⁰. The budget received from the Ministry of Justice to pay for this is based on previous year's performance¹¹ and is currently £85,868 per annum. If no further secure remands are made by year-end the maximum outturn would be £36,219, over budget. The average length of remand was substantially higher than last year, as four young people (2 charged with murder and one with a rape) spent over 80 days on remand awaiting trial and one had to be held in a secure children's home in Lincolnshire during the 23-day period of his trial in Norwich at a cost of £555 per night.

Successes in relation to reducing the number of young people securely remanded can be seen in two cases involving very serious offences where the courts were prepared to accept a rigorous bail package even though both young people subsequently received substantial periods of custody at sentence. Most, but not all of those remanded in custody will subsequently move to being sentenced to custody (including 3 of the 4 noted above with lengthy remand periods¹²) so there will be an overlap between the two cohorts.

Education, Training and Employment: 2013/14 out-turn was very disappointing at just 60.1% but there is some strong suggestion that this was adversely impacted by recording

⁹ This is a substantial decrease over 2011/12 when 32 young people were sentenced to custody

¹⁰ Between the 27th February and 13th March 2015 three new remands were made at a cost of at least £7,426

¹¹ So the more successful the performance (averaged over a three year period) the less funding an authority receives.

¹² The case against the fourth was dismissed at trial

frailties. As the completeness and quality of the data recording has improved so has performance. In Quarter 3 of 2014/15 it was 73.6%. Performance is strongest for young people of statutory school age. However, with less than robust recording and performance in the first two quarters the overall performance for the year-to-date is only marginally better than last year at 62.3%.

Quality Assurance: We continue to action a composite improvement plan detailing required actions from our last external inspection, the learning reviews arising out of two Community Safety and Public Protection Incidents¹³ [CSPPI], a full practice audit conducted alongside our sister service in Suffolk and the YJB National Standards Audit. Normal operational quality assurance processes continue. Regular, business as usual audits of practice continue and in 2014/15 have included Pre-sentence Reports, sexually harmful behaviour and safeguarding practice. Norfolk YOT has also been actively in inter-agency auditing processes most notably through the Norfolk Safeguarding Children's Board.

The practical application of the Norfolk YOT Management Oversight Policy and Procedure has continued with the introduction of local management audit at a unit level supported by peer and practitioner self-audit and in the coming year we plan to trial the development of 'group' supervision with all staff to support established 1:1 case management supervision.

Our ambitions to adopt a 'Total Quality Management' [TQM] approach have been modified as we attempt to integrate the model with our very well established, performance driven management practice and close management oversight and monitoring. This has led to the acceptance of clear principles for management oversight backed by a moderated version of TQM which concentrates on the individual responsibility of practitioners for the delivery of quality and 'getting it right first time every time'. This should better enable Norfolk YOT to performance manage practice improvements in those areas where quality is in need of additional development and outcomes are not being fully or consistently achieved, with a clear focus on quality and less prominence on process. We will continue to use major change projects (such as Asset Plus and Triage) to further embed TQM within the service.

Through its Assessment, Planning, Intervention and Supervision [APIS] Effective Practice Group and within the developing Intervention Strategy, Norfolk YOT is also trialling the application of *Theory of Change*¹⁴ modelling, to develop new projects and intervention programmes and evaluate the success of completed interventions or projects from the outset.

Diversity: The aggregated annual data for 2012/14 compared to 2010/12 shows that the number of Black and Minority Ethnic [BME] young people involved with Norfolk YOT has increased slightly to 5% and is slightly above the Norfolk population data of 4.4%. However, a variance of less than 1% is insufficient to state that disproportionality exists.

¹³ The YJB requires that a CSPPI is undertaken when a young person under the supervision of the YOT is charged with murder, manslaughter, rape or in specified circumstances a serious further offence or dies, attempts suicide or is the victim of rape. Elective reviews can be undertaken in other circumstances.

¹⁴ Theory of Change is a specific type of methodology for planning, participation, and evaluation that is used to promote social change. Theory of Change defines long-term goals and then maps backward to identify necessary preconditions. Theory of Change explains the process of change by outlining causal linkages in an initiative, for instance, its shorter-term, intermediate, and longer-term outcomes

The numbers are so small that it is not possible to apply any statistical significance.

For the aged 10 to aged 17 population of Norfolk as a whole¹⁵ the offending population has reduced from 1.19% in 2012/13 to 1.13% in 2013/14. Over the same period the overall cohort reduced by 1.65% and in absolute comparative terms the offending group reduced by 62 or 6.94%. The number of young people in the criminal justice system in Norfolk has decreased by 42% since 2009/10. In 2013/14 the gender differential of young people in the criminal justice system in Norfolk was male 78%; female 22%. The average over last five years has been male 76%; female 24%. The peak age of young people in the criminal justice system is 17 years for both genders with a significant increase after the age of 13/14. The number of offences they committed (1,632) decreased by 17% in 2013/14 compared with the previous year and has fallen by 38.2% since 2009/10 but proportionally the average number of crimes committed per young person remains virtually the same. The most frequently committed offences remain violence against the person, theft and criminal damage. Drug offences are increasing.

In 2013/14; 25 children and young people **looked after by the local authority** were subject to a court conviction or formal out-of-court disposal¹⁶, 4.2% of the Looked After Children population¹⁷ (N = 550). The national average comparator for the same period is 5.6%¹⁸.

Milestones from last year's plan which have been met (or largely so) and have assisted in delivering the performance outlined above include:

- Supported the implementation of the new Budget Manager system for the Council's financial regulations and procedures in relation to budget planning and monitoring
- Provided training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people including; Attention Deficit Hyperactivity Disorder and Dyslexia
- Complete the full alignment of YISP processes with the Family Support Form process
- Support the proposed pilot to deliver early help services through a locality-based hub model and needs-led approach
- Introduced the use of the YJB Reoffending Toolkit
- Reinstated a full suite of Management Information reporting against national and local indicators to the Norfolk Youth Justice Board
- Completed the evaluation of the internally developed resource pack *Taking Control*
- Acted on the relevant recommendations from the 2011 HMIP thematic inspection report on interventions by developing an Interventions Strategy
- Reviewed, updated and revised the Restorative Justice Policy and Procedures in line with the requirements of the revised Victim Code of Practice
- Completed the Norfolk and Suffolk Joint Criminal Justice Board' Victim and Witness Sub-group Victims' Code of Practice 'Gap Analysis' focusing on areas where the Code has placed new duties on YOTs
- Delivered restorative justice activity to meet the requirements and recommendations of the Ministry of Justice's; 2013 Restorative Justice Action Plan for the Criminal

¹⁵ 2012/13 data based on 2012 population estimates of 74,860 and offending population of 894, 2013/14 data based on 2013 population estimates of 73,625 and offending population of 832

¹⁶ Youth Caution, Youth Conditional Caution or the now defunct Police Reprimand or Final Warning

¹⁷ The National Statistics Code of Practice requires that reasonable steps should be taken to ensure that all published or disseminated statistics produced by the Department for Education protect confidentiality. Figures have been rounded to the nearest 5.

¹⁸ The equivalent figures in 2012/13 were 4.1% for Norfolk against a national average of 6.2%.

Justice System

- Worked with the new electronic monitoring contractor to minimise the impact of any adverse changes to systems and processes
- Strengthened the local commissioning of health services for children and young people in contact with the youth justice system by reviewing current processes for holistic screening to support early identification and service provision. Implemented the use of the Comprehensive Health Assessment Tool [CHAT], a standardised and validated health assessment tool for young people in contact with youth offending teams.
- Secured the continuation of specialist substance misuse provision for young offenders until 2016
- Embedding the standard use of the ViewPoint IQE questionnaire as the service user feedback tool at the end of interventions, analysing and acting on the feedback received and introducing the use of the HMIP Viewpoint questionnaire to obtain feedback from service users as part of the HMIP inspection process have helped us to ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals and that disproportionate activity is minimised
- Worked with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour
- Developed a positive working relationship at an operational level with staff and services at the nominated primary secure establishment for Norfolk young people sentenced and remanded to custody; Cookham Wood Young Offenders' Institution [YOI] in Kent.
- Considered the relevant recommendations from the 2013 HMIP thematic inspection report on the work of YOTs with children and young people who are looked after and placed away from home and worked with Norfolk Safeguarding Children's Board to further enhance the custodial safeguarding and welfare of children and young people who are Looked After as a relevant topic for the thematic NSCB Vulnerable Children's Group
- Ensured that all young people in receipt of interventions through Norfolk YOT are treated as individuals and that there is no disproportionate activity by working with Norfolk Safeguarding Children's Board to further enhance the safeguarding and welfare of children and young people in Police custody and the secure estate including the delivery of the YJB 'Top Tips' produced to assist LSCBs in undertaking their duties to ensure that children in custody are effectively safeguarded

Risks to service delivery, opportunities and external and internal drivers that guide our priorities and activity are detailed below in section 4, 'Delivering Our Priorities' which contains details of the actions that the service will deliver in order to meet its priorities.

Norfolk YOT maintains a Business Risk register which is compliant with current NCC expectations and practices. Supported by NCC's Strategic Risk Manager nominated risk owners review and update the risk register quarterly in association with NCC's Strategic Risk Manager. The risk register is reviewed biannually at a strategic management meeting which is attended annually by NCC's Strategic Risk Manager. The Norfolk Youth Justice Board is briefed biannually on the work undertaken by Norfolk YOT Strategic Management Group in establishing and monitoring business risk and informed of the detail of highest risks identified and the measures taken to mitigate them.

The risk of both short and long-term reductions in funding are highlighted. Specifically the ability of the service to manage further reductions in funding from central government and partner agencies and deliver an effective service within a potentially reduced budget. This

could lead to a) impact on the service's ability to deliver against this plan; b) further loss of staff and consequence on service delivery, performance, quality, public protection and safeguarding; c) impact on the wellbeing of the remaining staff; d) impact on Norfolk YOT reputation and reduction in partnership working especially in the wider context of an overall reduction in the size of the public sector. Tasks to mitigate that risk are detailed and regularly updated.

The full realisation of the corporate ICT programme 'Digital Norfolk Ambition' should bring a number of significant benefits to areas of practice which are currently considerably hindered by the dated and inadequate resources available to us and the failure to prioritise the service in the implementation schedule. There remains no clear or confirmed date for roll out to Norfolk YOT, although the end of April 2015 has been indicated as a strong possibility at a recent meeting¹⁹. All relevant application testing was completed in September 2014. This presents an ongoing risk to Norfolk YOT's ability to work as effectively and efficiently as it could which would be mitigated by improved engagement and dialogue between the DNA project team and Norfolk YOT. Eagerly anticipated benefits include;

- the universal provision of laptops which meet the minimum provider specification for our current case management system (installed in September 2014) which currently operates very slowly creating frustration for staff and a loss of confidence;
- the ability to utilise modern internal and external communication methods including social media which will not operate on our standard current hardware
- allow flexible working opportunities to staff through the adoption of more flexible video-conferencing²⁰ and prevent unnecessary travel including to see young people in the secure estate²¹
- although not currently scheduled in DNA, the provision of tablet devices would allow Norfolk YOT to more fully participate in '*Transforming the Criminal Justice System: a Strategy and Action Plan to Reform the Criminal Justice System*' a national strategy to bring digital working over the two years 2013/15 and create a paperless system in the court setting and associated processes
- iHub should bring about benefits to Norfolk YOT and the wider NCC community both by facilitating the more effective and efficient sharing of information for operational use, also to enable multi-dimensional analysis of different data sets in a way that has not been easily available previously enabling much more effective use of information in making strategic decisions across the entire public sector in Norfolk
- the introduction of Federated Identity Management work (Ping) will provide controlled, access to systems and data through a single password saving time and frustration and improving staff efficiency

A major upgrade of our case management system; to Childview 2 is due to be implemented in Norfolk in April 2015. This is ahead of the scheduled national rollout, to allow Norfolk YOT Performance and Information team to undertake some advance testing in recognition of our ability to discover issues that have been missed by CACI²² and the national pilot YOTs in earlier upgrades. This has been scheduled to allow the maximum

¹⁹ mid-March 2015

²⁰ We currently make good use of the desk-to-desk Lync pilot available only within Norfolk YOT and the larger scale group video-conferencing facility which allows staff from Kings' Lynn to effectively participate in meetings in Norwich without travelling

²¹ Most Norfolk young people in custody are placed at Cookham Wood Young Offender Institution in Kent; 135 miles from Norwich

²² The system supplier

time for it to bed in before AssetPlus implementation starts.

The implementation of AssetPlus represents a major change for the organisation, which offers both significant opportunities for improvements in practice (and consequently outcomes for young people) as well as a number of risks to service delivery. AssetPlus will be integrated within the Childview Case Management System and it is anticipated that during the initial implementation phase there will be a number of technical hurdles to overcome. From a practice perspective, the shift to a more strengths-based approach and increased emphasis on professional judgement, underpinned by defensible decision-making, will present challenges for some staff who have become used to the existing frameworks over a number of years. However, the flexibility, integrated planning processes and more intuitive approaches to the identification of risks offered by AssetPlus should be a welcome change for practitioners, as well as offering some efficiencies, such as time saved on duplication of assessment information at review or transfer points. There will be an increased pressure on Managers during the early stages of implementation, to ensure consistency of AssetPlus application and to quality assure judgements and plans; this is, however, a necessary undertaking and is in support of an increased focus on management oversight, advocated by HMIP.

Business Continuity

Norfolk YOT maintains a Business Continuity Plan for each of its four main units which also include functions delivered from the satellite office in Thetford. Each plan is compliant with current NCC expectations and practices. The overall purpose of these plans is to restore the Norfolk Youth Offending Team's critical services in a structured and prioritised manner in the event of an incident where normal working environments or practices are not available. The plans contain details of the steps necessary to enable recovery of key business processes in the Norfolk Youth Offending Team. All four plans are routinely updated to incorporate new detail and changed circumstances and were last fully updated in November 2014. Arrangements are in hand to comply with the corporate intention to move to a 'Word' based Business Continuity plan system from the end of May 2015.

2. Our priorities

Our service priorities for the next 3 years

Norfolk Youth Offending Team (Norfolk YOT) is a multi-agency partnership. Our purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. We try to work proactively with Norfolk's diverse population.

The legislation (Section 37 of the Crime and Disorder Act, 1998) sets a single statutory purpose for Youth Offending Teams which is "*It shall be the principle aim of the youth justice system to prevent offending by children and young persons*".

There are three key outcomes prioritised nationally by the Ministry of Justice Business Plan and the Youth Justice Board which are:

- Reducing the number of children and young people coming into the youth justice system (First-time Entrants)
- Reducing re-offending by children and young people
- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

The Youth Justice Board's national Strategic Objectives for 2013 – 2016 are to:

- prevent offending
- reduce reoffending
- protect the public and support victims, and;
- promote the safety and welfare of children and young people in the criminal justice system

Youth Justice Board 'Stocktake': in November 2014 Andrew Selous, Parliamentary Under-Secretary of State for Justice wrote to all Local Authority Chief Executives announcing a 'stock-take' of youth justice services provided to young people in the community. Its purpose is to obtain a more effective understanding of how the YOT model has evolved in response to radical changes in the wider local delivery landscape including significant reform to the criminal justice system as well as local government and health services. The imperative to secure the maximum value for the taxpayer from all public services is noted as 'pressing'. There is recognition that the YOT model was devised in 2000 and whilst it has been successful and is increasingly used to influence the development of other multi-disciplinary/multi-agency services, the wider landscape in which YOTs operate, and the challenges they face are now very different to those presented when the youth justice system was conceived. For those reasons it is sensible to take a fresh look at how the model is working and how it has changed to meet these new challenges, so that we can learn and adapt the model as we move forward.

The focus of fieldwork for the 'stocktake', which will be conducted by Deloitte MCS Ltd, will be to learn about the operation of YOTs from a sample of 20, considered representative of the national picture. Norfolk was not selected to be part the fieldwork element. A part of the 'stocktake' in which all YOTs are asked to participate is an online national survey to gather information and views from YOTs across a range of themes to better understand strategic priorities, ways of working, activities undertaken, organisational models and the challenges/opportunities currently faced. In particular the survey will be used to help guide understanding of:

- The range of activities and interventions undertaken by YOTs
- How much time and financial resource is devoted to each activity
- How services are delivered and with whom
- Successes that YOTs have achieved, examples of best practice and the challenges faced
- How YOTs are organised

The survey was received in Norfolk on 25th February and will be completed by the set deadline of 12th March.

For Norfolk YOT the 'stocktake' provides an excellent opportunity to showcase the strengths of the multi-agency approach, the good work it does both in dealing with young offenders and preventing and diverting young people away from the justice system.

Inspection

Her Majesty's Inspectorate of Probation [HMIP] will conclude their current programme of YOT inspections at the end of March 2016. It is possible that Norfolk YOT will receive an inspection before that time. This is most likely to be a Short Quality Screening. The inspection will take one of two forms; either a Full Joint Inspection (FJI) over two weeks or a Short Quality Screening (SQS) over two-and-a-half days. The approaches are similar and effectively amalgamate practice from the two previous inspection regimes. Both are undertaken at two weeks' notice. Only six FJIs are planned each year and target poorly performing YOTs and a 'well performing' YOT. HMIP undertake 20 – 30 SQSs a year, selecting YOTs on a random basis. The focus is on the assessment of cases, through examination of case files and interviews with case managers. Cases will be examined that have been through the courts and under supervision for at least four weeks and no more than three months. SQS will be conducted by a small team of HMIP staff, including, wherever possible, a Local Assessor (YOT staff member, from outside of Norfolk) over two and a half days. Norfolk YOT will receive either an FJI, or more likely an SQS inspection at some point before the current programme ends in 2017. Norfolk YOT Strategic Management group are familiar with the inspection criteria and have briefed staff in operational units. A local inspection readiness plan is available to assist in rapidly implementing preparations when we are notified of an inspection. HMIP are currently consulting on the next iteration of their inspection programme which is likely to commence in April 2016. They are developing an outcomes-led approach to inspection which will focus on the impact of YOT work and what difference it makes to people's lives.

The **Ofsted Single Inspection Framework [SIF]** expected in 2015 is likely to involve Norfolk YOT staff as appropriate in case based discussions where they are working with cases in the sample selected for inspection. Additionally inspectors may specifically request a meeting with YOT representative(s). The YOT focused inspection from HMIP

has always been heavily biased towards case based discussions in all of its three iterations and YOT staff are familiar and comfortable with this approach.

How our priorities help to deliver the County Council's Strategic Ambition and corporate priorities

The Council's ambition for Norfolk is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities.

The Council's priorities are:

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

All Norfolk YOT activity directly contributes to Norfolk's strategic ambition and priorities as it seeks to enable young people who have offended 'to succeed and fulfil their potential' and we too firmly believe that every single child (and young person) matters. We aim to enable young people to make a positive contribution to their communities, prevent negative impacts on others and make Norfolk a safer place to live and work and 'a great place to do business'.

The Norfolk Youth Justice Plan 2015 -16 also supports priorities detailed in:

- the Police and Crime Plan
- the County Community Safety Partnership Plan
- the Victims' Code of Practice
- the priorities of the Norfolk Safeguarding Children's Board
- the *Healthy Child* programme of Public Health
- the *Restorative Justice Action Plan for the Criminal Justice System*
- *'Transforming Youth Custody: Putting education at the heart of detention'*
- *Transforming Rehabilitation: a Strategy for Reform'*
- *Transforming the Criminal Justice System: a Strategy and Action Plan to Reform the Criminal Justice System*

Successful delivery of Norfolk YOT priorities would mean that:

- Children and young people would be law abiding, engaged in positive behaviour and show respect for others.
- Parents take responsibility for their children's behaviour.
- Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police.

- Victims of crime would feel some of the damage caused had been restored and the public would have confidence and feel protected.

Things we may need to stop doing

The individual Equality Impact Assessment completed for the Putting People First proposal to reduce the amount of funding Children's Services contribute to the partnerships that support young people who misuse substances and young people at risk of offending from 2016/17, said, in relation to youth offending;

This reduction could lead to:

- Increased pressure on families and other services that provide support to young people
- Evidence is that it will disproportionately impact on young males, particularly those aged 11-15
- The YISP (Youth Inclusion & Support Programme) becoming unviable
- A rise in the number of First-time Entrants into the criminal justice system
- Poorer outcomes for young people relating to health and well-being, offending, employment, education, housing and parenting
- Increased costs in the longer term for statutory services
- Any loss of preventative work with children and young people through YISP has the potential to impact on younger people in the prison population. Analysis shows that the Black, Asian and Minority Ethnic population is over represented in this group as individuals' progress further into the criminal justice system.

A reduction in the Children's Services contribution to Norfolk YOT and therefore its YISP service is likely to lead to staffing reductions²³ which mean that it will be unlikely that the programme can continue to be delivered in its current form. It may become unviable altogether. The service provided is part of Norfolk's Early Help offer, which aims to prevent poor outcomes for children and young people, as well as preventing a future escalation of needs requiring intervention, thereby increasing pressure on other areas of Norfolk's Early Help offer and statutory intervention further downstream.

The viability of the intended Triage service could also be impacted by a funding reduction although a condensed and more narrowly targeted service from that currently being considered should remain achievable.

²³ Dependent on grade a reduction of £250 000 would reduce staffing by a minimum of 6 and a maximum of 8 from a total complement of around 62 FTE (10 - 13%)

3. Our budget

Budget savings

The Norfolk County Council 'Putting People First' proposals that went to public consultation in late 2013 included a proposal to reduce the amount of funding Children's Services contribute to the partnerships that support young people who misuse substances and young people at risk of offending (i.e. Norfolk YOT) by a total of £250,000. The published outcomes of the consultation evidenced that this proposal prompted a large number of responses, and in general people were concerned about its impact on young people and communities. Some organisations also highlighted that the proposal would create costs elsewhere in the health and criminal justice system. Whilst the Council feels that the amount of savings required by this proposal reflects those being made in other services affecting children and young people, it also recognises the concerns and impacts suggested. The levels of proposed savings will continue to be required, but the Council plans to work with the partnerships concerned in the next year to secure alternative sources of funding for the services. In addition it will review the need for further mitigating actions in 2015 should it not be possible to secure alternative funding.

The following shows known budget savings relevant to the service.

Budget saving reference	Description	Savings required		
		2014/15	2015/16	2016/17
	Youth Justice	NIL	NIL	<£250k

NORFOLK YOUTH OFFENDING TEAM BUDGET 2015/16 (updated as at 3 February 2015)		
	£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET		
Children's Services	525,240	
<i>Health</i>	118,598	
Norfolk Constabulary (confirmed September 2014)	150,000	
Norfolk Probation	98,310	
Sub-total		892,148
YOUTH JUSTICE BOARD GRANTS		
Good Practice Development Grant (confirmed December 2014)	859,579	
Restorative Justice Maintenance Grant	2,000	
YRO Unpaid Work Order Grant	18,018	
Attendance Centres Grant	38,754	
		918,351
OTHER GRANTS		
Norfolk Drug & Alcohol Partnership (Internal Agreement to March 2016)	43,000	
<i>Early Intervention Grant</i>	325,000	
<i>Police and Crime Commissioners</i>	114,000	
Sub-total		482,000
Use of Small Commissioning Fund		545,285
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF		
<i>Children's Services</i>	616,784	
<i>Health</i>	130,674	
<i>Norfolk Constabulary</i>	143,808	
<i>Norfolk Probation</i>	117,909	
Sub-total		1,009,175
TOTAL		3,846,959

Italics indicate funding has not been formally agreed

The terms and conditions of the various grants provided to Norfolk County Council by the national Youth Justice Board require assurance that they will be used exclusively for the delivery of youth justice services.

In 2015/16 these grants are:

- The Youth Justice (YOT) Grant (England)
- The YJB Grant for Junior Attendance Centres (Norwich)
- The YJB Grant for Junior Attendance Centres (Great Yarmouth)
- The YJB YRO Unpaid Work Requirement Grant
- The YJB Restorative Justice Maintenance Grant

The latter four grants are subject to additional specific conditions determining their purpose and detailing permissible expenditure.

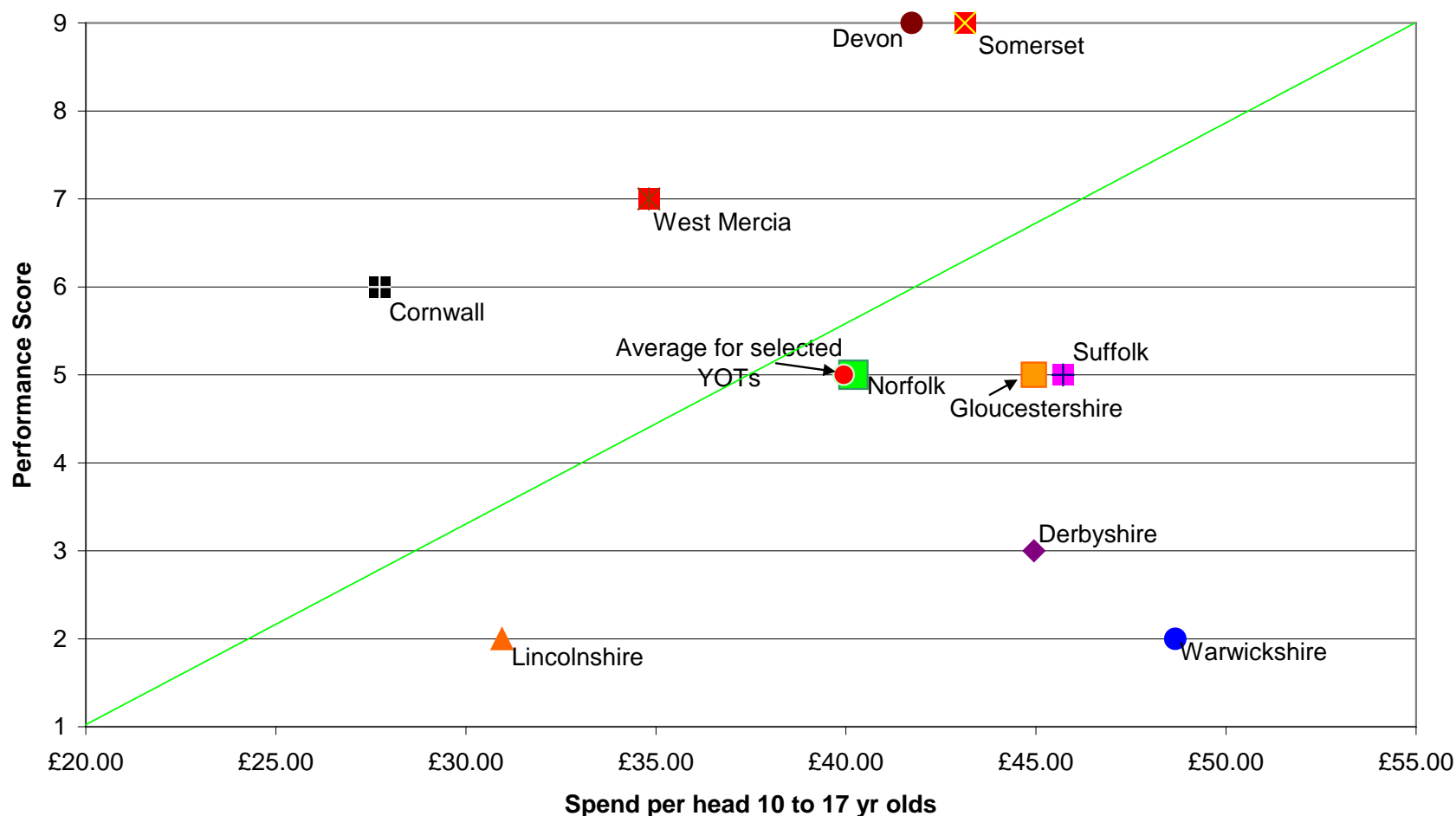
The Youth Justice (YOT) Grant (England) will be fully spent on delivering the priorities outlined in Section 4 of this plan; specifically but not exclusively including:

- Reduce the numbers of young people who offend in the first place (First-time Entrants)
- Ensure Norfolk YOT delivers accurate assessments that lead to effective plans designed to reduce risks and strengthen protective factors for young people
- Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals & disproportionate activity is minimised
- Work in partnership to assist the development of the Early Help Strategy in Norfolk
- Further reduce the number and proportion of young people who re-offend
- Deliver appropriate actions against relevant recommendations from various Her Majesty's Inspectorate of Probation and Criminal Justice Joint Inspection thematic inspection reports
- Maximise the engagement of victims in restorative processes
- Strengthen the local commissioning of health services for children and young people in contact with the youth justice system
- Improve understanding of and response to the possible emergence of serious youth violence and gang related behaviours in Norfolk
- Maximise the use of community orders and minimise the use of custody
- Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.

The Chair of the Norfolk Youth Justice Board, the Local Authority Chief Finance Officer and the Head of Youth Offending Service have all signed their agreement that the terms and conditions of the Youth Justice Board's various grants will be met. . Failure to comply with these terms and conditions will enable the YJB to withhold or withdraw the grant at any time, and to require the repayment in whole or in part of any sums already paid.

The Norfolk Youth Justice Board, will have regular oversight ensuring the appropriate use of the Grant including a financial and performance report at each of its quarterly meetings. Additionally, reports regarding a number of other items detailed in the terms and conditions including those relating to legal and data requirements as well as matters of practice described in National Standards for Youth Justice, the YJB Case Management Guidance, the placement of young people in custody and Community Safeguarding and Public Protection Incident Reporting requirements will be brought to the Board on periodic basis throughout the year as and when required or appropriate. Norfolk YOT and its management board have a strong history of compliance with such matters.

NYOT's Family of YOTs - Value For Money 2014-15



An internal, value for money analysis of Norfolk's family of YOTs indicates that on the basis of spend per head of the Norfolk 10 to 17 year old population against a derived performance score Norfolk YOT is on the group average and almost at optimal value for money, more so than any other YOT.

Nationally the average cost per offender was £5,836 with the least cost effective (Southwark) costing £14,183 and the most cost effective (Southampton) costing £2,188. Norfolk costs £3,474 (the 17th least expensive) which is 13% less than the cost of working with a young offender in Suffolk.

This locally derived Value for Money calculation is based on the 2014/15 budget and Quarter 2, 2014/15 performances, with a derived performance score out of 9 where each of the indicators (First-time Entrants, Reoffending, Custody) has a score out of 3. NB: This data is only indicative and the performance scoring inexact. The spend is based on published budget and not the actual amount spent. Budget calculations are business model dependant so may not equate to each other.

4. Delivering our priorities

This section includes detail of actions that the service will deliver in order to meet its priorities. Actions will contribute to delivery of priorities through various delivery mechanisms.

Service Objective 1	<p><i>Improve the quality of life</i> for all the people of Norfolk, and in particular to safeguard vulnerable people throughout the county</p> <p><i>Excellence in education</i> – We will champion our children and young people’s right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.</p> <p><i>Reducing the numbers of young people who offend in the first place (First-time Entrants)</i></p>	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Reduce the numbers of young people who offend in the first place (First-time Entrants)	<ul style="list-style-type: none"> • Within the limitations of Digital Norfolk Ambition [DNA] secure an appropriate range of ‘devices’ to support effective business delivery in all settings • Support the implementation of the new Budget Manager system for the Council’s financial regulations and procedures in relation to budget planning and monitoring which will require active management of budgets by Responsible Budget Officers • Jointly, with the Police, explore the implementation of a Triage Scheme; screening all young people on the verge of receiving a first Caution and referring, as appropriate to Norfolk YOT for the direct and indirect provision of ‘early help’ services • From 1st April 2015 work with the commissioners and providers (Norfolk and Suffolk Foundation Trust [NSFT]) of the new NHS England funded ‘Liaison and 	Fraser Bowe Joanne Archer Val Crewdson Helen Taylor

	<p>Diversion' scheme aimed at diverting those with a range of health needs from the criminal justice system into appropriate 'early help' services</p> <ul style="list-style-type: none"> • With the Police and Community Safety Partnership and at the behest of the Norfolk YOT Board further analyse the composition and complexity of the First-time Entrants cohort in Norfolk 	Fraser Bowe
<p>Ensure Norfolk YOT delivers accurate assessments that lead to effective plans designed to reduce risks and strengthen protective factors for young people subject to prevention programme interventions</p>	<ul style="list-style-type: none"> • Install and successfully implement AssetPlus; the new assessment and planning interventions framework developed by the YJB • Enable all staff to access both technical and practice skills based training in AssetPlus including the tools and guidance that form part of the proposed 'AssetPlus early practice changes' at an appropriate level • Provide training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people including Speech Language, Communication and Neuro-disability • Alongside all areas of NCC Children's Services Norfolk YOT will assimilate the Signs of Safety approach into practice through a working ethos of engagement and partnership with families to deliver far more interactive assessments which will allow families to be really involved in the process and encourage a more rounded understanding of a child's circumstances • Audits and action plans show steady improvements 	Operational Management Team [OMT]
<p>Monitor the impact of service development activity in relation to risk, vulnerability and safeguarding assessment, management and planning including clear management oversight</p>	<ul style="list-style-type: none"> • Ensure all staff receive appropriate assessment training within the first year of their employment • Further develop the 'Principles' of Management Oversight which have emerged from the practical application of the Norfolk YOT Management Oversight Policy and Procedure • Within the 'application' of Total Quality Management [TQM] practice embed 'Peer and Practitioner Self Audit' as well as management audit • Trial the development of 'group' supervision with all staff to support established 1:1 case management supervision • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender (CJJI Report, December 2014 on Girls in the Criminal Justice System) 	Operational Management Team [OMT]

	<ul style="list-style-type: none"> • Audits and action plans show steady improvements 	
Ensure 90% of young people subject to prevention interventions are fully engaged in education, training and employment	<ul style="list-style-type: none"> • Review the current tools for assessing young people's Learning Styles and revise the approach if appropriate • Audits and action plans show maintained performance 	Andrew Powell
Ensure that 75% of the parent/carer(s) of young people on prevention programmes receive a parenting intervention	<ul style="list-style-type: none"> • Review, update and revise existing Policy and Procedures • Audits and action plans show maintained performance 	Val Crewdson
Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals & disproportionate activity is minimised	<ul style="list-style-type: none"> • Quarterly reporting on disproportionality and the annual diversity audit shows disproportionate activity is minimised 	Chris Small
Work in partnership to assist the development of the Early Help Strategy in Norfolk	<ul style="list-style-type: none"> • Develop an early help /prevention strategy which takes into account a reduction in funding and a re-focusing of our resources to both address the continued 'high levels of first time entrants and continue to meet (and improve on) our performance measure to reduce FTEs and reoffending (Reducing FTEs). • Continue the transition to an holistic, family led, family focused service delivery practice • Support the pilot to deliver early help services through a locality-based hub model and needs-led approach and the countywide roll-out 	Helen Taylor
Consider relevant recommendations from the 2015 Criminal Justice Joint Inspection [CJJI] report on the contribution of Youth	<ul style="list-style-type: none"> • Continue to support the Norfolk Early Help and Family Focus (Troubled Families) programme • Work with the Norfolk Early Help and Family Focus (Troubled Families) programme in the local design of Phase II of the national programme • Ensure that service delivery supports achieving both Troubled Families and YOT 	Helen Taylor

Offending Teams to the work of the Troubled Families Programme in England	outcomes for children and young people working with Norfolk YOT	
Risks to achieving this objective	<ul style="list-style-type: none"> • Loss of funding in both the short and long -term • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The national implementation by the YJB of the assessment, planning and interventions framework; Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	

Service Objective 2	<p><i>Improve the quality of life</i> for all the people of Norfolk, and in particular to safeguard vulnerable people throughout the county</p> <p><i>Excellence in education</i> – We will champion our children and young people’s right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.</p> <p><i>Reduce the numbers of young people who re-offend</i></p>	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Further reduce the number and proportion of young people who re-offend	<ul style="list-style-type: none"> • Consider the introduction of the YJB ‘Predicted’ binary rate of offending as an additional, relevant benchmark for reporting • Implement actions from the reducing reoffending staff workshop held at the 2014 Staff Conference • Within the limitations of Digital Norfolk Ambition [DNA] secure an appropriate range of ‘devices’ to support effective business delivery in all settings including digital working at court as part of the national Criminal Justice Service ‘Efficiency’ Programme • Support the implementation of the new Budget Manager system for the Council’s financial regulations and procedures in relation to budget planning and monitoring which will require active management of budgets by Responsible Budget Officers • Review and refresh the suite of joint protocols with NCC Children’s Services with the aim of simplifying their purpose and reducing their number 	Fraser Bowe Operational Management Team [OMT] Fraser Bowe Joanne Archer Andrew Powell

Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people subject to Norfolk YOT interventions	<ul style="list-style-type: none"> • Install and successfully implement AssetPlus; the new assessment and planning interventions framework developed by the YJB • Enable all staff to access both technical and practice skills based training in AssetPlus including the tools and guidance that form part of the proposed 'AssetPlus early practice changes' at an appropriate level • Provide training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people including Speech Language, Communication and Neuro-disability • Alongside all areas of NCC Children's Services Norfolk YOT will assimilate the Signs of Safety approach into practice through a working ethos of engagement and partnership with families to deliver far more interactive assessments which will allow families to be really involved in the process and encourage a more rounded understanding of a child's circumstances • Audits and action plans show steady improvements 	Val Crewdson Isabel Davidson Operational Management Team [OMT]
Monitor the impact of service development activity in relation to risk, vulnerability and safeguarding assessment, management and planning including clear management oversight	<ul style="list-style-type: none"> • Ensure all staff receive appropriate assessment training within the first year of their employment • Further develop the 'Principles' of Management Oversight which have emerged from the practical application of the Norfolk YOT Management Oversight Policy and Procedure • Within the 'application' of Total Quality Management [TQM] practice embed 'Peer and Practitioner Self Audit' as well as management audit • Trial the development of 'group' supervision with all staff to support established 1:1 case management supervision • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender (CJJI Report, December 2014 on Girls in the Criminal Justice System) • Audits and action plans show steady improvements 	Operational Management Team [OMT]
Ensure 75% of young offenders are fully engaged in education training and	<ul style="list-style-type: none"> • Ensure all staff accurately record engagement hours. • Diversify types of engagement and positive activities to align better with learning styles and speech and language difficulties. 	Andrew Powell

<p>employment</p> <p>Work with young people to help them make their transition into Employment, Education or Training</p>	<ul style="list-style-type: none"> • Encourage closer co-management of engagement hours with the Short Stay School and Guidance Advisor colleagues. • Audits and action plans show maintained performance 	<p>Operational Management Team [OMT]</p>
<p>Ensure 95% of young offenders have suitable accommodation</p>	<ul style="list-style-type: none"> • Ensure staff accurately record suitability of accommodation • Work with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing challenges • Audits and action plans show maintained performance 	<p>Andrew Powell</p> <p>Operational Management Team [OMT]</p>
<p>Ensure that 30% of the parent/carer(s) of young people on statutory programmes receive a parenting intervention</p>	<ul style="list-style-type: none"> • Review, update and revise existing Policy and Procedures • Audits and action plans show maintained performance 	<p>Val Crewdson</p>
<p>Maximise the engagement of victims in restorative processes by ensuring at least 50% have a say in the restorative process</p>	<ul style="list-style-type: none"> • Shift the practice emphasis away from securing the young person's consent to ensuring the victim's needs and wishes are paramount and met • Early identification of victims' views, at least in principle on participation in the restorative justice process • Increase positive victim contribution to Pre-Sentence and Referral Order Panel reports • Increase victim attendance at Referral Order Panels • Early identification of young person's views about participation in the restorative justice process • Improve consistency of use of the Writing Wrongs intervention packs across and within units • Audits and action plans show maintained performance 	<p>Helen Taylor</p> <p>Operational Management Team [OMT]</p>

Consider relevant recommendations from the 2012 joint inspectorate thematic inspection report on restorative practices	<ul style="list-style-type: none"> • Victims' views are fully and effectively represented at appropriate Referral Order panel meetings • Victims' needs and wishes are prioritised in initial Referral Order agreements • Consider the local impact of likely developments arising out of the national pilots of Pre-sentence Restorative Justice and begin to prepare for it 	Helen Taylor
Consider relevant recommendations from the 2013 HMIP thematic inspection report on victim contact arrangements in Probation Trusts	<ul style="list-style-type: none"> • Ensure Norfolk YOT is fully compliant with the requirements for statutory victim contact work as set out in YJB National Standards and the Code of Practice for Victims of Crime • Work with the National Probation Service to ensure the necessary protocols and working arrangements are in place to ensure that the statutory Victim Contact Scheme is fully implemented in regard to cases supervised by Norfolk YOT 	Helen Taylor
As part of the Transforming Rehabilitation programme implement the delivery of unpaid work/community payback sentences for 16 to 17-year-olds	<ul style="list-style-type: none"> • Further develop and embed practice to meet the requirements of the national operating model and National Standards, including: <ul style="list-style-type: none"> • development of the Reparation Worker role to include delivery of unpaid work • development of working arrangements with local work projects (in particular Norfolk Trails) • working towards accreditation for young people completing unpaid work in the community (including functional literacy skills development through the Rapid English computer-based intervention) 	Andrew Powell
Prepare for the transfer of responsibility for the delivery of Junior Attendance Centres [JAC] from the Ministry of Justice to Norfolk County Council during 2015/16	<ul style="list-style-type: none"> • Develop and implement a local operating model in line with national guidance, and to complement existing Norfolk YOT interventions, including: <ul style="list-style-type: none"> • transfer of JAC staff to Norfolk County Council employment • development of both a short-term bridging and a longer-term programme • development of plans for delivery of JAC services across the county on a flexible basis • complements the 1:1 supervision and group work delivered by the YOT. 	Andrew Powell

Strengthen the local commissioning of health services for children and young people in contact with the youth justice system	<ul style="list-style-type: none"> Consider the Norfolk YOT report on the health needs of young offenders and the wider Offender Health Profile for Norfolk²⁴, to determine the future priorities for health related work in Norfolk YOT Further develop work with the Looked After Children Health Team Develop closer working relationships with the providers of School Health Services 	Helen Taylor
Consider any relevant recommendations from the 2014 Criminal Justice Joint Inspection report on the treatment of offenders with learning disabilities within the criminal justice system <i>phase 1</i> from arrest to sentence	<ul style="list-style-type: none"> Ensure that reports and assessments take full account of the risk of harm and likelihood of reoffending as well as the support needs of offenders with a learning disability to reduce the risk and likelihood of reoffending With other criminal justice agencies jointly adopt a definition of learning disability 	Helen Taylor
Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals and disproportionate activity is minimised	<ul style="list-style-type: none"> Quarterly reporting on disproportionality and the annual diversity audit shows disproportionate activity is minimised 	Chris Small
Consider relevant recommendations from the 2011 HMIP thematic inspection report on interventions	<ul style="list-style-type: none"> Further develop the Norfolk YOT Domestic Abuse Strategy to include '<i>This is abuse</i>' a healthy relationship intervention addressing child on parent violence) Continue trialling the adoption <i>Theory of Change</i> into YOT intervention planning practice Ensure appropriate interventions are offered to meet the needs of girls(CJJl Report, December 2014 on Girls in the Criminal Justice System) Consider and informally analyse need to ensure capacity planning and implementation arrangements support intervention delivery Interventions are evaluated and the results used to inform service development Relevant training and support in intervention delivery is provided to staff 	Val Crewdson

²⁴ which was carried out by NCC Public Health at the request of the PCC

Arising from a recent Critical Learning Review improve our understanding of and response to the possible emergence of serious youth violence and gang related behaviours in Norfolk	<ul style="list-style-type: none"> • Work with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of <i>Ending Gang and Youth Violence</i> using the YJB <i>County Lines</i> document as a helpful, local, analytical toolkit. 	Val Crewdson
Consider relevant recommendations from the 2014 Criminal Justice Joint Inspection [CJJI] report on Girls in the Criminal Justice System	<ul style="list-style-type: none"> • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender • Exit strategies are developed that ensure girls have access to appropriate ongoing support at the end of their involvement with Norfolk YOT • The Norfolk Youth Justice [Management] Board reviews data by gender, uses that data to shape provision of services and evaluates the effectiveness of interventions for girls • Senior Corporate Parents routinely review the offending rates of Looked After Children by gender to ensure patterns of offending by girls are understood and where necessary actions taken to address this • Where they are involved Children's Services social care staff maintain regular contact with girls in custody so that plans for their release are made in a timely manner • Present a paper on Offending and Looked After Children to a meeting of the Corporate Parenting Board/Partnership Group in 2015/16 • Ensure that seconded Health Workers are sufficiently involved in work carried out with girls, in particular, in relation to assessments, interventions and information sharing 	Val Crewdson Chris Small Helen Taylor
Consider relevant recommendations from the 2013 HMIP thematic inspection report on the effectiveness of multi-agency work with children and young people who have committed	<ul style="list-style-type: none"> • Actively contribute to timely information sharing and assessments and where appropriate deliver interventions so that further incidents of sexually harmful behaviour can be prevented at the earliest possible stage. • Undertake specialist multi-disciplinary assessments to inform the provision of targeted, evidence-based interventions • Work with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful 	Val Crewdson

Risks to achieving this objective	<ul style="list-style-type: none"> • Loss of funding in both the short and long -term • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The national implementation by the YJB of the assessment, planning and interventions framework; Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in.
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Service Objective 3	<p><i>Improve the quality of life</i> for all the people of Norfolk, and in particular to safeguard vulnerable people throughout the county</p> <p><i>Excellence in education</i> – We will champion our children and young people’s right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.</p> <p><i>Reduce the numbers of young people going into custody (prison) either sentenced or on remand</i></p>	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Maximise the use of community orders and minimise the use of custody.	<ul style="list-style-type: none"> • Within the limitations of Digital Norfolk Ambition [DNA] secure an appropriate range of ‘devices’ to support effective business delivery in all settings including digital working at court as part of the national Criminal Justice Service ‘Efficiency’ Programme • Ensure any young people at risk of custody are considered at High Risk Case Management Panels to formulate interventions designed to reduce the risk of custody. • Ensure creative alternatives to custody are presented to sentencing courts in PSRs which make full use of a range of interventions delivered by both YOT and partners. 	Fraser Bowe Andrew Powell
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people in custody either sentenced or on	<ul style="list-style-type: none"> • When released nationally by the YJB ensure the local implementation of the Youth to Adult [Y2A] portal • Ensure the provision of timely and accurate information about children and young people who are sentenced or remanded to custody • Ensure collaboration with social care partners (including ‘leaving care’) to plan 	Andrew Powell

remand	and deliver resettlement pathways.	
Consider relevant recommendations from the 2011 HMIP thematic inspection report on interventions	<ul style="list-style-type: none"> • Consider and informally analyse need to ensure capacity planning and implementation arrangements support intervention delivery • Interventions are evaluated and the results used to inform service development • Relevant training and support in intervention delivery is provided to staff 	Val Crewdson & Andrew Powell
Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.	<ul style="list-style-type: none"> • Ensure robust bail packages are presented to remand courts which make appropriate use both of ISS bail and of relevant conditions that do not amount to ISS. Close liaison between court officers and duty managers to shape bail proposals 	Andrew Powell
Risks to achieving this objective	<ul style="list-style-type: none"> • Loss of funding in both the short and long -term • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The national implementation by the YJB of the assessment, planning and interventions framework; Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	

Appendix 1 - Staffing by Agency

	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Volunteer	Total
Permanent	0.8	4.0	1.0	7.0	7.8	25.0	5.74	7.0				58.34
Temporary					1.2	2.0	1.0	1.0				5.2
Vacant					1.71		1.22	1.0				3.93
Seconded Children's Services						5.0						5.0
Seconded Probation					0.6	2.0						2.6
Seconded Police						3.0						3.0
Seconded Health					1.0	2.0						3.0
Seconded Education						3.0						3.0
TOTAL	0.8	4.0	1.0	7.0	12.31	42.0	7.96	9.0				84.07
Disabled (self-classified)		1									1	

The staffing detail included in this table confirms that Norfolk Youth Offending Team is fully compliant with the staffing requirements of the Crime and Disorder Act, 1998, section 39(5) that is:

- A Probation Officer of which there are 2.6 FTE
- A Social Worker of a local authority Social Services Department of which there are the equivalent of 4 FTE
- A Police Officer of which there are 3 FTE
- A person nominated by a Health Authority of which there are the equivalent of 3 FTE
- A person nominated by the Chief Education Officer of which there are the equivalent of 3 FTE

Appendix 2 - Staffing by gender and ethnicity including volunteers

	Managers Strategic		Managers Operational		Practitioners		Administrative		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
White British	3	2		8	17	36	1	17	10	30	31	93
Other White								1		1		2
White & Black Caribbean									1		1	
White & Black African					1						1	
Caribbean						1						1
African					1						1	
Other Black				1								1
Not Disclosed					1	4				1	1	5
TOTAL	3	2		9	20	41	1	18	11	32	35	102

Report of the Audit Committee Meeting held on 23 April 2015

1 Welcome

- 1.1 The Chairman welcomed Mrs S Gurney to the Committee. Mrs Gurney had replaced Mr A Gunson, who had recently resigned from the Council. Members placed on record their thanks to Mr Gunson for all his service to the Committee and to the Council.

2 Norfolk Audit Services Quarterly Report for the Quarter ended 31 December 2014.

- 2.1 The Committee received and **noted** the report by the Executive Director of Finance (Interim) summarising the results of recent work by Norfolk Audit Services (NAS) as follows:
- The overall opinion on the effectiveness of risk management and internal control being 'acceptable' and therefore considered 'sound'.
 - The changes to the approved 2014-15 Norfolk Audit Services audit plan, as set out in Appendix D of the report.
 - Satisfactory progress with the traded schools audits and the preparations for an Audit Authority for the France Channel England Interreg Programme.
 - The Audit Commission had confirmed that the External Audit Fee for 2015-16 would be £39,015 lower at £117,045.

3 Risk Management report (4th Quarter 2014/15).

- 3.1 The Committee received the report by the Executive Director of Finance (Interim) providing an update of the Corporate Risk Register and other related matters following the latest quarterly review conducted during the third quarter of 2014/15. The update included details of twenty risks proposed for inclusion within the Corporate Risk Register.
- 3.2 At its meeting in June 2015, Members of the Audit Committee would be receiving an update from the Assistant Director Early Help and Prevention, Adult Social Care about risk RM14079 (Failure to meet the long term needs of older people) and to answer questions from Members.
- 3.3 The Committee would receive an update on its request for Community Services Committee to review all business continuity plans at its next meeting.
- 3.4 The Committee requested further information about the overall view from Chief Officer Group (COG) on risk appetite and whether the current financial pressures meant that some risk scores were being handled appropriately. The Committee suggested that it would be useful to have a corporate view on risk and requested

that the Managing Director should be invited to attend a future meeting to provide some information in this respect.

- 3.5 The Committee **NOTED** the changes to the risk register.

4 External Auditor's Audit Plan 2014-15

- 4.1 The Committee received the report by the Executive Director of Finance (Interim) introducing the External Auditor's Audit Plan as set out in Appendix A of the report.
- 4.2 The Committee **noted** the report.

5 Audit Committee Work Programme

- 5.1 The Committee received and **noted** the report by the Executive Director of Finance (Interim) setting out the programme of work for the Committee, including updates at its June meeting on risk RM14079 (Failure to meet the long term needs of older people), risk appetite and contingency planning.
- 5.2 The Committee agreed the following training for Members of the Audit Committee.
- | | | |
|-------------------|---|------------------------|
| 18 June 2015 | - | Future of public audit |
| 24 September 2015 | - | Statement of Accounts |

Ian Mackie
Chairman, Audit Committee

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 16 April 2015

1 Mental health services provided by Norfolk and Suffolk NHS Foundation Trust

- 1.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to an update from Norfolk and Suffolk NHS Foundation Trust (NSFT) on the effects of changes to services in the 2012-16 Service Strategy and action to address the findings of the Care Quality Commission's latest inspection report.
- 1.2 The Committee welcomed witnesses from Norfolk and Suffolk NHS Foundation Trust, Norfolk and Waveney and Norfolk Constabulary. The Committee also heard from Norman Smith, a North Norfolk District Councillor (Mr Smith had established Norfolk Suicide Bereavement Support Group and Lifeline, a 24 hour telephone helpline for people in distress) and from a member of the Campaign to Save Mental Health Services in Norfolk and Suffolk.
- 1.3 The Committee agreed to continue with the planned scrutiny of West Norfolk Clinical Commissioning Group's consultation on 'Changes to mental health services in west Norfolk (development of dementia services)' on 16 July 2015 and to look at the mental health service implications of 'Changes to services arising from system wide review in West Norfolk' when the CCG reported to the Committee on that subject on 28 May 2015.

2 Service in A&E following attempted suicide or self-harm episodes

- 2.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to a report from Norfolk and Norwich University Hospitals NHS Foundation Trust, James Paget University Hospital NHS Foundation Trust, Queen Elizabeth Hospitals NHS Foundation Trust and Norfolk and Suffolk NHS Foundation Trust on the protocols used when patients who had attempted suicide or self-harm arrive in A&E.
- 2.2 The Committee welcomed witnesses from Norfolk and Suffolk NHS Foundation Trust, Norfolk and Norwich University Hospitals NHS Foundation Trust, Queen Elizabeth Hospital, King's Lynn and James Paget University Hospitals NHS Foundation Trust.
- 2.3 The Committee agreed to ask Norfolk & Suffolk NHS Foundation Trust and the three acute hospitals to provide an update report in 12 months.

3 Forward work programme

- 3.1 The proposed forward work programme was agreed with the addition of an update on 'Service in A&E following attempted suicide or self-harm episodes' in April 2016.

Details of the discussion can be found in the minutes of the meeting.

**Michael Carttiss
Chairman**

Report of the Health and Wellbeing Board Meeting held on 29 April 2015

1. Clinical Commissioning Groups: Operational Plans 2015-16

- 1.1 This item provided an opportunity for the Health and Wellbeing Board to consider key elements of Norfolk's Clinical Commissioning Groups (CCGs) plans for the period 2015 to 2016. Representatives from each CCG attended to present a summary of their plans.
- 1.2 The Board **RESOLVED** to;
- Note the CCG plans.
 - Comment on the engagement/alignment with and contribution towards delivering the Boards' priorities.
 - Agree its role in relation to breaking down barriers, mitigating risk and driving forward the improvements identified locally.

2. Norfolk Better Care Fund – Delivering the Plan

- 2.1 The report made proposals for future monitoring and reporting of the BCF to provide assurance and to support the Board in leading the transformation of health and social care services needed to deliver the BCF plan. It also provided the Health and Wellbeing Board with information about NHS England's recent detailed 'Guidance for the Operationalisation of the BCF in 2015/16' together with proposals for meeting the requirements.
- 2.2 The Board **RESOLVED** to;
- Note the national guidance.
 - Agree the arrangements going forwards to support the Board in leading the transformation of health and social care services needed to deliver the vision for the BCF plan for Norfolk.

3. Annual Report of the Independent Chair of Norfolk Safeguarding Children Board

- 3.1 The annual report from the Norfolk Safeguarding Children Board (NSCB) reported on activities for the year 2013-14 and was presented to the Health and Wellbeing Board as part of the accountability of the NCSB in discharging its responsibilities to co-ordinate safeguarding work and to ensure the effectiveness of partnership arrangements.
- 3.2 The Board **RESOLVED** to;
- Note the report.

4. Children's Services Improvement and Performance -

- 4.1 The Board received, as a reference point, a report which had been prepared for NCC's Children's Services Committee. The Interim Executive Director of Children's Services highlighted at the meeting areas where partners and the wider community could play a part in improving outcomes.
- 4.2 The Board **RESOLVED** to;
- Note the Report

5. Children's Services Improvement and Performance – Health Assessments for Looked After Children

- 5.1 The Board received a report which provided an overview of performance on the provision of Health Assessments for Looked After Children (LAC). The Board had asked for this update in the context of improvements and a previous Ofsted report that was critical of services for LAC and the role of partners.
- 5.2 The Board **RESOLVED** to;
- Acknowledge the poor historical performance and significant decline in year to date performance in this key area.
 - Offer a view on the way forward to improve performance in this area.

6. Voluntary Sector Engagement Project (VSEP) Final Report, March 2014 – March 2015

- 6.1 The Board received the final report from the Voluntary Sector Engagement Project (VSEP) whose funding from the Health and Wellbeing Board ended on March 31st. The report highlighted some of the main achievements of the project's work in bringing the active engagement of the voluntary sector into the Health and Wellbeing Board and the wider health and wellbeing agenda. It also identified gaps which had been left behind as a result of the Project's closure and concludes with some recommendations.
- 6.2 The Board **RESOLVED** to;
- Note the content of the report and achievements of the VSEP.

7. Community Led Health Improvement Healthy Communities Report

- 7.1 The Board received the report which updated the Board on the progress and final evaluation of the Healthy Communities Project, summarised the key activity since the last report (July 2014) and make recommendations on further development.
- 7.2 The Board **RESOLVED** to;
- Acknowledge the report and the closing of the Healthy Communities project.

- Agree how partners could build on learning from the model developed and take it forward to support the Health and Wellbeing Board strategy in the future.

8. Clinical Commissioning Groups: Extracts from Draft Annual Reports 2014-15

- 8.1 The Board received the report which provided relevant extracts of the Clinical Commissioning Groups (CCGs) draft Annual Reports 2014/15 which brought together the reviews prepared by each of the CCGs of the extent to which the CCG has contributed to the delivery of the joint health and wellbeing strategy.
- 8.2 The Board **RESOLVED** to;
- Comment on the extracts provided of the CCGs draft annual reports 2013/14.
 - Make any other general comments as to form and content of the CCGs annual reports.

9. NHS Five Year Forward View: New Models of Care

- 9.1 The Five Year Forward View sets out a vision for the future of the NHS, and articulates why change is needed, what that change might look like, and how it can be achieved. The FYFV and supporting guidance are key to delivery of the HWB's statutory duties.
- 9.2 The Board **RESOLVED** to;
- Note and discuss the key issues within the Five Year Forward View and consider its local response.

10. Healthwatch Minutes

- 10.1 The Board received and **NOTED** the minutes of the meetings of Healthwatch Norfolk which took place on 19 January 2015.

11. Norfolk Health Overview and Scrutiny Committee

- 11.1 The Board received and **NOTED** the minutes of the meetings of Norfolk Health Overview and Scrutiny Committee which took place on 15 January 2015.

Dan Roper
Chairman, Health and Wellbeing Board

Report of the Norfolk Joint Museums Committee meeting held on 24 April 2015

- 1 Norfolk Joint Museums Service – Integrated Finance and Risk Monitoring Report for 2014/15**
 - 1.1 Members received a report that (based on budget out-turns as at 28 February 2015) covered progress with the NMS revenue budget for 2014/15, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2015/16. The report also provided the Committee with an update on progress with the management of risk within the NMS.
 - 1.2 The Joint Committee noted –
 - (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2014/15.
 - (b) Progress with the management of risk within the NMS.
 - (c) The agreed budget for 2015/16.
- 2 Norfolk Museums Service – Performance & Strategic Update Report**
 - 2.1 The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2014/15, and progress with strategic developments within the Service including the museum education and learning programmes, the final list of trainees for this year's NMS trainee scheme, marketing and PR, commercial developments, Norwich Castle Keep and other capital developments, an update on discussions concerning the renewal of the Joint Museums Agreement, NMS fundraising, the HLF Olive Edis project, NMS restructuring and the Accreditation of NMS museum sites by Arts Council England.

2.2 The Joint Committee noted:

That good progress continued to be made in reviewing and updating the Joint Museums Agreement, following individual approval by all the partners; updates on the renewal process would continue to be brought to future meetings of the Joint Committee.

To congratulate NMS officers on the achievement of the 2014/15 Service Plan including record visitor figures and the work that was being done to prepare for the coming financial year, especially the commercial goals.

That the NMS was awarded £1m by the Treasury to begin the development and re-display of the medieval keep at Norwich Castle Keep and that the NMS was expected to submit a Stage 1 application to the Heritage Lottery Fund in December 2015. That a full proposal was expected to come back to the Joint Museums Committee, as well as the County and City Councils, by the end of the year.

That reports on the development and re-display of the medieval keep at Norwich Castle Keep and on the *Voices from the Workhouse* capital development at Gressenhall Farm and Workhouse should come back to the Joint Committee at its next meeting.

That progress on all other museums matters would also be reported back to the Joint Committee as part of the Head of Museums' periodic Performance & Strategic Update Report.

3 **The Heritage Lottery Fund supported Skills for the Future Project at Gressenhall Farm and Workhouse**

- 3.1 The Joint Committee received a presentation about the heritage training project "Learning from the Past, Skills for the Future" funded through the Heritage Lottery Fund's Skills for the Future programme. The project, the largest of its kind in the UK, had seen a success rate of over 75% in terms of the trainees moving into relevant work in the heritage sector or going on to further industry-specific training.

4 **NMS Collections Rationalisation Programme 2012-15**

- 4.1 The Joint Committee agreed to transfer ownership of the Hindringham Hall jug to the current owners of the Hall and their successors in title and to the disposal of certain items that had been considered for rationalisation by the Area Museums Committees for Breckland and Great Yarmouth. This was agreed subject to further work being done to identify suitable homes for some of these items.

John Ward
Chairman

Report of the Norfolk Records Committee Meeting held on 24 April 2015

1. Norfolk Record Office Finance and Risk Report

- 1.1 The report from the Interim Executive Director of Community and Environmental Services was received. The report covered the forecast position and risk management for the Norfolk Records Committee in 2014/15 as at 28th February 2015.
- 1.2 The Committee **RESOLVED** to;
- Consider the performance with the revenue budget and reserves and provisions for 2014/15.
 - Consider the management of risk for 2014/15.
 - Note the approved budget for 2015/16.

2. Norfolk Record Office Performance Report 1 October 2014 – 31 March 2015

- 2.1 The report from the Interim Executive Director of Community and Environmental Services was received. The report provided information on the activities of the Norfolk Record Office (NRO). The report showed performance against the Service Plan for the whole year as well as providing more detailed information on the NRO's work from October 2014 to March 2015.
- 2.2 The Committee **RESOLVED** to;
- Note the contents of this report.
 - Consider performance against the 2014/15 service plan.

3. Norfolk Record Office 2015-2016 Service Plan Report

- 3.1 The report from the Interim Executive Director of Community and Environmental Services was received. The report provided information on the planned work of the Norfolk Record Office in the year 2015-2016. It also provided information on the long term strategy that the Record Office is adopting to develop the service over the coming years.
- 3.2 The Committee **RESOLVED** to;
- Note the contents of the report
 - Agree to the adoption of the Service Plan

Dr C. J. Kemp, Chairman

Norwich Highways Agency Joint Committee Report of the meeting held on 19 March 2015

1 Public Questions/Petitions

- 1.1 The committee received a petition regarding the 20mph speed limit for area bounded by Heigham Road/Dereham Road/Edinburgh Road and Earlham Road (Nelson Ward).
- 1.2 A public question and supplementary question was received about the retention of bus stops in Avenue Road.

2 Rose Lane Car Park

The Committee **RESOLVED** to:

- (1) note that the replacement car park for Rose Lane had received planning permission, and was expected to be completed by Spring 2016;
- (2) ask the head of city development services to advertise the necessary traffic regulation orders to remove the three short sections of 'pay and display' parking outside the old Fishmarket to facilitate access to the new car park;
- (3) delegate the consideration of any objections to these minor amendments to the head of city development services, in consultation with the chair and vice-chair.

3 Disabled Parking Bay Review

The NATS/NDR manager, Norfolk County Council, explained that there would be consultation as part of the full review of the county council's parking principles in 2017. The proposal was to review the current approach to residential disabled parking bays in advance of the full review. The city council was represented on the review group and details of the review of residential disabled parking bays would be reported back to this committee as the project progressed.

The Committee **RESOLVED** to note the report to the county council's environment, development and transport committee titled provision of residential disabled parking bays.

4 Update on the flooding events of 2014

Members considered that the report reflected the excellent work that had been done since the flooding events of 2014 and **RESOLVED** unanimously to note the current position on the flooding events in 2014 and that the county council had accepted an invitation from the Department for Transport to apply for additional funding from the Local Highways Maintenance Challenge fund.

5 Major road works - regular monitoring

The Committee **noted** the report.

6 Committee Schedule of Meetings 2015-2016

Having considered the report of the executive head of business relationship management and democracy, Norwich City Council, the Committee **RESOLVED** to agree the following schedule of meetings for the new civic year 2014-2015, all meetings at 10:00am at City Hall:

4 June 2015
23 July 2015
17 September 2015
12 November 2015
21 January 2016
17 March 2016

Tony Adams
Chairman, Norwich Highways Agency Joint Committee