

Communities Committee

Date: **Tuesday 21 October 2014**

Time: **10.00am**

Venue: **Edwards Room, County Hall, Norwich**

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

Membership

Mr P Smyth - Chairman

Mrs M Wilkinson – Vice Chair

Mr C Aldred

Mr J Childs

Ms E Corlett

Mrs H Cox

Mr A Dearnley

Mrs M Dewsbury

Mr N Dixon

Mr H Humphrey

Mr J Law

Mr W Northam

Mr D Roper

Mr M Sands

Mr N Shaw

Mr D Thomas

Mr J Ward

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

Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

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

A g e n d a

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

2. Minutes

(Page 4)

To agree the minutes from the meeting held on 17 September 2014.

3. 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.

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 an interest but can speak and vote on the matter.

4. To receive any items of business which the Chairman decides should be considered as a matter of urgency

5. Local Member Issues/Member Questions

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk or 01603 223053) by **5pm on Thursday 16 October 2014.**

6. Internal and External Appointments

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Report by Temporary Director of Strategy and Resources

7. Strategic and Financial Planning 2015-18

(Page 18)

Report by Interim Director of Environment, Transport and Development

Group Meetings

Conservative	9:00am	Colman Room, County Hall
UK Independence Party	9:00am	Room 504
Labour	9:00am	Room 513
Liberal Democrats	9:00am	Room 530

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

Date Agenda Published: 13 October 2014



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Communities Committee

**Minutes of the Meeting Held on Wednesday 17 September 2014
10:00am Edwards Room, County Hall, Norwich**

Present:

Mr P Smyth (Chair)

Mrs M Wilkinson (Vice-Chair)

Mr C Aldred

Mr B Borrett

Mr J Childs

Mrs H Cox

Mr A Dearnley

Mrs M Dewsbury

Mr H Humphrey

Mr J Law

Mr S Morpew

Mr W Northam

Mr D Roper

Mr M Sands

Mr N Shaw

Mr D Thomas

Mr J Ward

1. Apologies and substitutions

- 1.1 Apologies were received from Emma Corlett (substituted by Steve Morpew) and Nigel Dixon (substituted by Bill Borrett).

2. To agree the minutes of the meeting held on 9th July 2014.

- 2.1 The minutes of the 9th July 2014 were agreed as an accurate record by the Committee.

3. Declarations of Interest

- 3.1 No interests were declared.

4. To receive any items of business which the Chairman decides should be considered as a matter of urgency

- 4.1 There were no items of urgent business.

5. Local Member Issues / Member Questions

- 5.1 No member questions had been received prior to the meeting.

6. Norfolk Library and Information Service Annual Report 2013-2014

- 6.1 The Committee received the report by the Director of Community Services which

outlined the achievements of the Library and Information Service in 2013/14. The report asked Members to discuss the outcomes and to consider elements of service delivery and development that could be built in to service planning for 2015-16.

6.2 The Committee **RESOLVED:-**

- To note the performance of the Library Service in the 2013/14 financial year.
- To consider the elements of service delivery and development that could be built into service planning for 2015/16.

7. Environment, Transport and Development Enforcement Policy

7.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the Enforcement Policy. The Policy provided a framework to describe the approach to ensure that we work in an equitable, practical and consistent manner in the way essential regulatory activities and law enforcement are delivered. Government changes meant that some minor amendments needed to be made to the Policy, mostly related to some requirements emerging from a new Regulators' Code.

7.2 The Committee **RECOMMENDED**

- That the Council approves the revised Enforcement Policy. The appendices would be recommended to Council by the Environment, Transport and Development Committee as it was felt that these were in that Committees remit.

8. Finance Monitoring Report at Period 04, 2014-2015

8.1 The Committee received the report which provided information on the financial position of the Service for 2014-15 and was the second financial monitoring information of the financial year. It provided information on the variances from the original budget, emerging issues and the position on the expected use of reserves for Community purposes.

8.2 The Committee **RESOLVED;**

- To agree the approaches to assembling the budget for 2015/16.
- To agree the timetable for budget production
- To agree the scope of consultation required with residents in respect of 15/16 proposals
- To consider what further work they wished to undertake to inform their thinking for the 2016/18 Forward Plan.

9. Performance Monitoring Report

9.1 The Committee received the report from the Head of Business Intelligence and Performance Service and Corporate Planning and Partnerships Service (item 9) which reviewed quarter one (April to June 2014) performance results for the 13 different service areas which are covered by the Communities Committee.

9.2 **RESOLVED**

- To note the performance information.
- To consider if any areas required a more in-depth analysis
- To determine if the performance indicators that form the basis of the report enabled a robust assessment of performance across the 12 service areas covered by the Communities Committee.

10. Budget Discussion Arising from Policy and Resources Committee on 5 September 2014

10.1 The Committee discussed the recommendations that had arisen from the Policy and Resources Committee with regards to the budget setting for the period 2014-2017.

10.2 **RESOLVED**

- That the Chairman would circulate details of proposed budget savings to the committee members in time for the future meeting.
- To recommend to the policy and resources committee that a fourth strategic priority should be developed centred on the elderly / vulnerable people. The wording for this would be agreed later.

11. Review of the Forward Plan

11.1 The Committee received the Committee forward plan for the period 2014/15.

11.2 **RESOLVED**

- To add 'Enabling Communities' onto the forward plan.

The meeting closed at 12:50pm.

CHAIRMAN



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Communities Committee

Item No 6.

Report title:	Internal and External Appointments
Date of meeting:	21 October 2014
Responsible Chief Officer:	Anne Gibson

Strategic impact

Appointments to Outside Bodies are made for a number of reasons, not least that they add value in terms of contributing towards the Council's priorities and strategic objectives. The Council also makes appointments to a number of member level internal bodies such as Boards, Working Groups, Panels, and Steering Groups.

Under the Committee system responsibility for appointing to internal and external bodies lies with the Service Committees. The same applies to the positions of Member Champion which will be part of the review of the structures in November 2014.

In the June cycle, committees made appointments to those external organisations and internal bodies where there was an urgent need. Committees also agreed that existing appointments to all other external and internal bodies continue pending a review and that Member Champion appointments remain in force until the November review.

Executive summary

Service Committees agreed in June 2014 that it was a timely opportunity to undertake a fundamental review of the Outside Bodies to which the Council appoints. Committees agreed that a report be produced reviewing the list of Outside Bodies within the remit of the Committee to ensure relevance and appropriateness. The views of members who have served on these bodies together with those bodies themselves and Chief Officers have been sought, and where received are reported back to this Committee.

Under the Committee system, responsibility for establishing and appointing to internal bodies lies with the Service Committees. As the current pattern of internal bodies was created under the Cabinet system, it is important to review these to make sure they are still appropriate and relevant.

Set out in the appendix to this report are the outside and internal appointments relevant to this Committee, together with any feedback from the organisation itself, the member representative and the relevant Chief Officer.

Recommendation

- **That Members review and where appropriate make appointments to those external and internal bodies, as set out in Appendix A.**
- **That the Committee agrees a mechanism for member feedback from the external bodies on which they represent the Council**

1. Proposal

Outside Bodies

1.1 Following your June 2014 meeting, all organisations and the current member representatives were invited to provide feedback on the value to the Council and the organisation of continued representation and to make a recommendation to that effect. In addition, Chief Officers were consulted.

1.2 Organisations were asked a number of questions about the about the role of the Councillor representative. Councillor representatives were asked questions such as how the body aligned with the Council's priorities and challenges and what the benefits are to the people of Norfolk from continued representation. Finally, both were asked whether they supported continued representation. The appendix to this report sets out the outside bodies under the remit of this Committee together with any recommendations where received. Members will note that the current representative is shown against the relevant body. Members are asked to review Appendix A and decide whether to continue to make an appointment, and if so, to agree who the member should be.

1.3 Members are also requested to agree a mechanism for member feedback. There are a number of options including:

- Written reports to be circulated in a bulletin
- An agenda item at each meeting to allow members to feed back
- A dedicated area of Member insight where members can post updates

1.4 Members are asked to consider the above options (and any others that may be appropriate).

Internal bodies

1.5 The current pattern of these groups was agreed by the Cabinet at its meeting in June 2013. Under the new system of governance, it is important to review these bodies as, for example, a number were established to advise Cabinet Members. Set out in Appendix A are the internal bodies that come under the remit of this Committee, together with the recommendation of the relevant Chief Officer. Members will note that the current political makeup of these bodies was established by Cabinet. There is no requirement for there to be strict political balance as the bodies concerned do not have any executive authority. The current appointments are not made on the basis of strict political proportionality, so the Committee may, if it wishes to retain a particular body change the political makeup. The members shown in the appendix are those currently serving on the body.

2. Evidence

2.1 The views of the Councillor representative, the organisation and Chief Officer are reported where appropriate.

3. Financial Implications

The decisions members make will have a small financial implication for the members allowances budget, as attendance at an internal or external body is an approved duty under the scheme, for which members may claim travel expenses.

4. Issues, risks and innovation

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

5. Background

5.1 Under the previous system of Governance, appointments to outside bodies were made under delegated powers by the Leader at the commencement of a new Council. The Leader reviewed the appropriateness of making an appointment to a body and, following consultation with Group Leaders, appointed members. Any new organisations that required representation during the period of the Council were also referred to the Leader for a decision.

5.2 The Council also makes appointments to a significant number of internal bodies. Under the Committee system, responsibility for these bodies lies with the Service Committees.

5.3 There is no requirement for a member to be appointed from the “parent committee”. In certain categories of outside bodies it will be most appropriate for the local member to be appointed; in others, Committees will wish to have the flexibility to appoint the most appropriate member regardless of their division or committee membership. In this way a “whole Council” approach can be taken to appointments.

Background Papers – There are no background papers relevant to the preparation of this report

Officer Contact

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

Officer Name: **Tel No:** **Email address:**

Chris Walton 01603 222620 chris.walton@norfolk.gov.uk



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APPENDIX A

Communities Committee Boards/Working Groups/Outside Bodies

Communities Committee Boards/Working Groups

1. Area Museums Committees:

As below, plus 1 named substitute for each Group represented. These bodies are provided for in the Museums Agreement. They are area based committees so their composition will be determined by the group representation in the areas concerned.

Breckland – 5

3 Conservative - Will Richmond, Mark Kiddle-Morris; Harry Humphrey
2 UKIP - Stan Hebborn, Paul Smyth

Great Yarmouth – 4

2 Labour - Pat Hacon and Mick Castle
2 UKIP - Rex Parkinson-Hare, Jonathan Childs

King's Lynn & West Norfolk – 5

1 Labour - David Collis
2 Conservative - Harry Humphrey and Michael Chenery
2 UKIP - Toby Coke, Stephen Agnew

North Norfolk – 5

2 Lib Dem - James Joyce, Eric Seward
2 Conservative - Michael Chenery, Tom FitzPatrick
1 UKIP - Michael Baker

Norwich – 6

3 Labour - Deborah Gihawi, Mike Sands, Bert Bremner
1 Lib Dem - Brian Watkins
2 Green - Adrian Dearnley, Elizabeth Morgan

It is recommended that these bodies continue and appointments be made to them.

2. Community Engagement Steering Group – 3

1 Conservative - Judy Leggett
1 UKIP - Stephen Agnew
1 Labour - Julie Brociek-Coulton

This is a body that provides guidance and acts as a sounding board to officers on issues around community engagement. **It is recommended** that the Group continues and appointments be made to it.

3. Fire Joint Consultative Forum – 7

- 1 Labour (Mike Sands)
- 1 Lib Dem (Dan Roper)
- 4 Cons (Wyndham Northam, Harry Humphrey, Nigel Dixon and Nigel Shaw)
- 1 UKIP (Jonathan Childs)

The current membership was appointed at the June 2014 meeting of the Committee. **It is recommended** that the Forum continues and that the membership be confirmed for the ensuing municipal year.

4. Joint Road Casualty Reduction Partnership Board (4)

A partnership that brings together appropriate public, private and voluntary sector commissioner and provider organisations in Norfolk to reduce the number and severity of road traffic casualties on roads in Norfolk, and to increase public confidence that all forms of journeys on roads in the county will be safe.

Requires a member from

EDT,
Children's
Communities Committee
Health and Well-Being Board

It is recommended that one Member is appointed to represent the Committee on the Partnership.

5, Norfolk Community Safety Partnership Sub Panel (3 County and 7 District Members)

3 County Councillors (1 Conservative, 1 Labour, 1 UKIP)

- 1 Con (Harry Humphrey)
- 1 Labour (Mike Sands)
- 1 UKIP (Colin Aldred)

The current membership was appointed at the June 2014 meeting of the Committee. **It is recommended** that the Partnership Panel continues and that the membership be confirmed for the ensuing municipal year.

Communities Committee Outside Bodies

1. Whitlingham Outdoor Education Centre Partnership (1)

Roger Smith

The Partnership exists to promote and co-ordinate the recreational activities delivered by forum members in the Whitlingham area, particularly in areas in and adjacent to Whitlingham Country Park.

Member representative recommends reappointment

2. LGA Fire Services Commission (1)

Paul Smyth

The Chief Fire Officer recommends reappointment

3. Visit Norwich Limited (1)

Margaret Wilkinson

To make the Norwich area a competitive city area destination in domestic and international markets by developing, integrating and supporting all aspects of the visitor economy and attracting new investment, more visitors and increased spend.

The Director of Community Services advises it is important the Council has continued representation

5. The Forum Trust Ltd (1)

Margaret Wilkinson

The Forum Trust is the independent, self-financing, charitable organisation which manages The Forum building.

The Trust recommends re-appointment

6. Theatre Royal Trust – The Board (1)

Tim East

The Trust “very firmly” recommends reappointment

7. St. George’s Trust (1)

Michael Carttiss

St George's Theatre Trust is a charity re-created in 2010 to operate St George's Theatre on behalf of Great Yarmouth Borough Council.

The Director of Community Services advises that it is important that representation is maintained through a local member.

8. South Norfolk Safer Neighbourhood Panels (1 member per Panel)

Eastern River Valleys - Roger Smith
Tas Valley - Adrian Gunson
Northern Rivers Valley - Judith Virgo
Waveney Valley - Jenny Chamberlin
Wymondham & West - Joe Mooney

These bodies have been discontinued therefore there is no requirement to reappoint

9. Norfolk Rural Community Council (1)

Margaret Dewsbury

Norfolk Rural Community Council is an independent charity founded in 1986 to support communities across Norfolk. It lobbies on rural issues at strategic level, providing a voice for the local communities of Norfolk.

Officers recommend re-appointment

10. Norfolk Playing Fields Association (2)

1 Vacancy
Will Richmond

The Association aims to encourage and develop the playing of all games, sports and pastimes, and to extend the benefits of playing fields, playgrounds and open spaces to all members of the community.

The Association recommends re-appointment

11. Norfolk Association of Local Councils Executive Committee (1)

1 Vacancy

NALC represents and supports the work of Parish and Town Councils in Norfolk

The Association would wish the Council to make an appointment

12. Norfolk Can Inspire (1) (Chairman of NCC is a Trustee)

Chairman of the Council

NCI is a registered Charity set up to help create opportunities for work experience with community/voluntary groups to help people (particularly those with no academic qualifications) more employable.

Officers recommend re-appointment of the Chairman of the Council

13. Norfolk and Norwich Association for the Blind (1)

Jonathan Childs

Aims are to provide accommodation and care, community visiting services and educational and recreational facilities for the visually impaired and blind in Norfolk.

The Association would wish the Council to make an appointment.

14. Norfolk and Norwich Novi Sad Association (NCC Chairman is Honorary Vice-President)

Chairman of the Council

The Norfolk and Norwich Novi Sad Association was set up in 1985 to support the twinning of the two cities and to further twinning links and activities.

The Association would wish the Council to continue the appointment of the Chairman of the Council.

15. Norfolk Arts Forum (2)

Margaret Wilkinson
Margaret Dewsbury

Norfolk Arts Forum was established in 1984 to raise the profile of the arts.

The Association would wish the Council to make an appointment. One of the appointees should be the lead member for the Arts (Chairman of the Committee).

16. Kings Lynn Festival – Vice President (1) (Chairman of Council)

The Association would wish the Council to continue to appoint the Chairman of the Council.

17. H.M.P. Bure Liaison Group (3 local members)

Local members:

Wroxham Division (Tom Garrod)

Hoveton and Stalham (Nigel Dixon)

Aylsham (David Harrison)

This Group acts as a channel of communication between those individuals, organisations and bodies whose policy and practice in relation to the operation of HMP Bure might affect local communities within close proximity to the prison establishment.

Representative and the Liaison Group supports continued membership of the Councillors for the named divisions.

18. Hunstanton Convalescent Trust (1)

John Dobson

The HCT is a charity who helps people who are on a low income, physically or mentally unwell and in need of a convalescent or recuperative holiday, with a preference for those living in Norfolk and Cambridgeshire.

Trust recommends continued representation.

19. Great Yarmouth Sports and Leisure Trust (1)

Pat Hacon

Established for public benefit primarily for the community and visitors to the Borough of Great Yarmouth and the surrounding area. To provide or assist in the provision of facilities for recreation or other leisure time occupation in the interest of social welfare and to promote and preserve good health through community participation in healthy recreational activities.

Representative recommends continued representation

20. Friends of Gressenhall Committee (1)

Mark Kiddle-Morris

The Director of Community Services advises that the Council should maintain representation through the local member (Cllr Kiddle-Morris).

21. East of England Trading Standards Association Member Group (1)

Paul Smyth

- To develop a Member body of the EETSA to provide political engagement in relation to EETSA's activities.
- To provide governance and scrutiny for EETSA's activities through monitoring.
- To provide support to the development of EETSA across the region.
- To keep an overview of EETSA's activities and those of other regional Trading Standards Associations.
- To monitor EETSA and to receive regular reports on progress in the development and implementation of infrastructure.

The Group recommends continued representation

22. Broads Tourism (1)

John Timewell

Officers consider it is important to retain representation to enable to Council to make the links between the area issues and the benefits to Norfolk especially the development of the A1.1

23. Active Norfolk Board (1)

Margaret Wilkinson

Role is to provide a coherent and structured approach to the development of sport and physical activity in Norfolk through a strong and integrated partnership. The partnership involves all those involved in sport and physical activity but, principally, the Local Authorities, School Sports Partnerships and the National Governing Bodies of Sport. Funded mainly by Sport England but also receives funding and support from the County Council and all the Local Authorities.

The Director of Community Services advises that the governance of this Board is under review, so in the short term recommends continuity in representation.

24. West Norwich Partnership (1 plus 1 substitute)

Mike Sands
Bert Bremner (sub)

West Norwich Partnership is managed by a board of volunteer Trustees who are appointed by the community.

The board is also supported by a committee of local voluntary community representatives as well as representation from Norfolk County Council, Norwich City Council, Norfolk Constabulary, local businesses, Norfolk Youth Service and the voluntary sector.

Officers recommend continued representation

25. West Norfolk Partnership (1 plus 1 substitute)

Jason Law
(Sub vacant)

The Partnership is a group of organisations that represent the public and voluntary sector. Current priorities include Health and Social Care, Improving Attainment and Rural Communities.

The Partnership recommends continued representation

26. South Norfolk Alliance (1)

Margaret Dewsbury

The South Norfolk Alliance is the Local Strategic Partnership (LSP) for South Norfolk.

Officers recommend re-appointment

27. Norfolk Museums Development Foundation (2)

This Foundation has been established for the purposes of fundraising for the Museums Service

Elected members representation to be:

- Chair of the Joint Museums Committee (Cllr Ward)
- Elected Member with lead responsibility for Cultural Services at NCC (Cllr Wilkinson was appointed as the former Cabinet Member)

Communities Committee

Item No. 7.

Report title:	Strategic and Financial Planning 2015-18
Date of meeting:	21 October 2014
Responsible Chief Officer:	Tom McCabe – Director of Environment, Transport and Development
Strategic impact The proposals in this report will contribute towards the County Council setting a legal budget for 2015/16 which sees its total resources of £1.4billion focused on meeting the needs of residents.	

Executive summary

This report sets out additional savings proposals for the services under the remit of the Committee to close the projected shortfall for 2015/16

The Council overall continues to face a challenging financial position and the additional savings set out in this report are in addition to those already agreed by Full Council last February having been previously consulted on.

In making recommendations about additional savings Members will want to take into account previous views expressed by users and residents in recent consultation. The report gives high level summary of these views and signposts to more detailed feedback.

The paper highlights the continued financial risks facing the Council and the risks and issues associated with proposals specific to services covered by this Committee. Members are asked to consider these and recommend a set of proposals to Policy and Resources Committee, highlighting those which will require further formal consultation.

The Committee is asked to:

- 1 Endorse the schedule of additional savings set out in Appendix A
- 2 Recommend the individual savings as set out in the schedule, or identify replacement savings to equivalent value
- 3 Note any risks set out in section 2.5 relating to savings already consulted and agreed upon
- 4 Review arrangements to ensure tight control on revenue budgets and highlight any issues or risks to Policy and Resources Committee

1. Proposal (or options)

- 1.1 Norfolk County Council is due to agree its new budget and plan for 2015-18 on 16th February 2015.
- 1.2 The Council continues to face an unprecedented set of financial challenges. In the current year, (2014/15) a total of £69m savings are being implemented; a further £40m of savings have been consulted on and agreed for 2015/16.

- 1.3 The role of the Policy and Resources Committee in developing the budget is set out in the Council's constitution. It confirms the committee is required to provide guidance to service committees, publish the financial context and timetable for preparing the budget and recommend a budget for approval by Full Council. (Part 7 – Rules of Procedure; 7.3)
- 1.4 As reported to Committees in September, an additional 'gap' for 2015/16 needs to be met and Members have had initial discussions to consider efficiency savings towards closing that gap.
- 1.5 At Policy and Resources Committee on 29th September 2014, there was a review of the position to date and an update on the outcome of the Better Care Fund agreement for Norfolk.
- 1.6 The Committee noted that new efficiency savings of around £11m had been identified to date but as a result of the outcome to date of the Better Care Fund, which was £6.8m short of the £15m planned for, a further £1.7m needed to be found. This £1.7 remaining shortfall is predicated on an assumption that every department brought in its 2014/15 revenue budget on target, (no overspends and that the savings for 2015/16 already consulted on and agreed by Full Council were all delivered.
- 1.7 The suggested apportionment of the remaining £1.7m shortfall is as follows:
- | | |
|------------------|-------|
| Children's: | £310k |
| Adults: | £395k |
| Cultural: | £105k |
| ETD: | £385k |
| Fire and rescue: | £ 95k |
| Resources | £320k |
| Finance general: | £ 85k |
- 1.8 The County Council faces a number of financial risks which need to be planned and accounted for. These are:
- The budget proposals to date do not allow any further variations. That is, if current risks cannot be managed or new ones materialise, the County Council will need to identify additional savings
 - Government funding assumptions are uncertain for 2015-16 and beyond. Publication of the Chancellor's Autumn Statement on 3 December 2014 and the Local Government finance settlement two weeks later will provide greater clarity regarding funding for Norfolk County Council in 2015-16 and future impacts on Local Government funding.
 - Better Care Fund – whilst a £6.8m reduction was included within the new budget assumptions reported to Policy & Resources Committee on 29 September 2014, this is subject to formal confirmation, in two stages (October 14 and February 15) and therefore could change.
 - Changes in legislation, such as the Care Act, have result in additional responsibilities and as yet unquantified additional pressures. These pressures are not currently included within the budget plans, under the assumption that the additional responsibilities will be fully funded.

- Overspends for 2014-15 reported within Monitoring are to be managed by the end of the financial year. Plans are in place but if these strategies prove unsuccessful, additional costs will need to be incorporated within the budget and additional savings will need to be identified.
 - Termination of the residual waste treatment (Willows) contract
- 1.9 We would expect the majority of risks identified in paragraph 1.8 to be clearer by mid-December. Any changes arising will need to be addressed in January Committees.

2. Evidence

2.1 Service specific context

- 2.1.1 The Communities Committee covers 12 different service areas, including: Norfolk Fire and Rescue Service; Emergency Planning and Resilience; Community Safety; Trading Standards; Public Health; Registration Service; Active Norfolk; Arts, Adult Education, Libraries, Museums and Record Office; Customer Services; and Community Relations and Engagement. What follows is a summary of key facts about the services.
- 2.1.2 The **Library and Information Service** is one of the busiest in the country. It supports reading, learning and access to information across the county through 47 libraries, 10 mobile libraries, a school library service, and services to housebound people, residential settings and prisons. The service welcomes around 4.5 million visitors and issues just under 6 million items a year.
- 2.1.3 The **Museums Service** runs 10 museums and one study centre. All 10 museums have achieved the Accreditation standard and many of the collections in our care are designated as being of national or international importance. The Museums Service is regarded as one of the leading museum services in the United Kingdom, being recognised in 2012 as an Arts Council England Major Partner Museum, one of 21 museums and museum consortia tasked with providing leadership to the sector.
- 2.1.4. The **Arts Service** provides a wide range of support and advice for arts organisations, and practitioners. It also provides grant funding to arts organisations and facilitates a number of county wide strategic partnership initiatives.
- 2.1.5 The **Norfolk Record Office** (NRO) is one of the leading archive services in the country; it collects, preserves and makes accessible archives relating to the county. As well as being the appointed place of deposit for public records, it cares for local authority archives and holds records from thousands of other organisations. Millions of people, places and event are captured in its Collection which covers the period from the 11th to the 21st century. The Norfolk Record Office provides support to visitors who can use its archives to discover their ancestors, their home and town's history or whatever else sparks their interest in Norfolk's past.
- 2.1.6 The **Adult Education Service** runs a wide range of courses for skills and leisure across Norfolk. The courses are directed at adults of all ages and young people ages 16-18.

- 2.1.7 **Active Norfolk** is the county sports partnership for Norfolk, working in partnership with all of Norfolk's local authorities, Public Health Norfolk and Sport England to increase participation in sport and physical activity. The service aims to provide a single source of activity information for players, organisers, supporters and media.
- 2.1.8 **Trading Standards Service** protects consumers and legitimate businesses from rogue traders and unfair or unsafe trading practices. Statutory duties focus on enforcing: animal health and welfare; food safety and standards; fair and safe trading; and protecting consumers and businesses from fraud.
- 2.1.9 The **Public Health Service** takes an overview of population health in Norfolk. Working with partners and the wider community its aim is to improve and protect health, reduce inequalities and improve health service quality. In order to do this it establishes need, researches evidence base, commissions services and undertakes evaluation.
- 2.1.10 **Norfolk Fire and Rescue Service** - Norfolk has 41 fire and rescue stations – 2 crewed full time, 3 crewed full time and retained, 1 day crewed with retained and with 35 crewed by retained firefighters only.
- 2.1.11 The Service employs 929 people and has 80 major emergency response vehicles. Emergency response staff are 87% of our workforce, of which 35% are whole time and 65% retained. The emergency response target is to reach 80% of fire life risk calls in 10 minutes. Prevention and protection initiatives are assisting in reducing risks in homes, businesses and on our roads. Fires in homes have reduced by 45% in the last ten years with less than 5% of all our rescues being from fires. Fires make up 16% of total calls and 15% of the incidents we attend are to collisions on Norfolk's roads. Automatic fire alarms play an important safety role in buildings however they can result in a large percentage of our calls of which 95% require no fire service activity.
- 2.1.12 The Council has a duty to ensure that it is prepared for and can respond to **emergencies** that could affect our people. In terms of **resilience**, the Council must also have appropriate business continuity arrangements in place to ensure that it can deliver services despite incidents, for example, shortage of staff, lack of premises and ICT. There is also a duty to promote business continuity to the business community and the voluntary and faith sectors.
- 2.1.13 **Customer Service operations** help ensure our residents have good access to the services and information they need through the principal channels of telephone (via the customer services centre, web, face to face (via council@your library) and via post room operations. It also manages on behalf of all services the compliments and complaints service and ensures the council meets its responsibilities in this respect in accordance with the Children's Act and Health and Social Care legislation. Customer operations provide and use customer information and insight to help services transform their dealings with customers.
- 2.1.14 The small **Consultation and Community Relations team** help the council fulfil its responsibilities to consult and engage service users and residents on council priorities so their feedback is able to influence services and the decisions the council makes on their behalf. They advise and support departments in their work to engage service users in helping shape and develop the services they receive and directly support major consultation activities.

- 2.1.15 The **Registration Service** registered 10,524 births and 9,304 deaths in Norfolk in 2013/14. It undertook civil preliminaries to marriage and civil partnerships and it carried out 2,773 ceremonies. The Service has a footfall / contact with over 35,000 people per year.

Service development

- 2.1.16 The Communities Committee covers 12 different service areas. What follows is a summary of changes in the way in which these services are being delivered and their overall direction of travel.
- 2.1.17 Services are being re-designed to reduce costs, enable more self-service and increase ease of use and access. Library public-facing ICT systems are being updated, more materials are being put on line by the Norfolk Record Office, and more services are being provided online and by telephone contacts through the Customer Service Centre, which would have previously been dealt with face to face. Work with HP to develop a council-wide business case to support a major programme of transformation of services through digital design and delivery is nearing conclusion and will be brought before Members shortly.
- 2.1.18 Services are working with and supporting communities to become more resilient. Public Health is leading on the delivery of the healthy communities programme, and Norfolk Trading Standards continue to promote consumer rights and help people to protect themselves from being exploited by rogue traders.
- 2.1.19 Services are being co-ordinated and aligned with a greater focus upon integrated responses. Norfolk Fire and Rescue Service is working with adult social care providers to enable a more targeted approach to fire safety and prevention work, community safety is being delivered in partnership with Norfolk's criminal justice agencies and the City, Borough and District councils, and more work is being done through Emergency Planning and Resilience to enable and co-ordinate local groups to respond to major events, like flooding.
- 2.1.20 Services are accessing, using and responding to customer feedback. Community relations and engagement uses 'Your Voice', the annual Tracker survey and other mechanisms to help shape and inform ongoing service delivery and development. This is then complemented by service specific feedback from Customer Services.

2.2 Consultation feedback

- 2.2.1 Whilst any proposals which impact on users will need to be the subject of formal consultation, over the last four years the Council has learned a great deal through extensive budget consultations with residents and stakeholders. A summary is included below:
- 2.2.2 **Council efficiency** - Residents expect the County Council to spend their money efficiently. They don't want to be asked to endorse what they see as 'common sense' efficiency improvements and what should be a continuing drive to cut our own costs. There is some support for rationalisation based on priorities and statutory duties. There is a balance of views on taxation – but consistent desire for value for money.
- 2.2.3 **Vulnerable people** – there is concern that older people and people with disabilities are being disproportionately affected by reductions in social care and other budgets. There is a feeling that proposals do not recognise the growing

number of potentially vulnerable older people and carers and a strong concern that Council priorities do not overtly mention vulnerable people. We received a consistent view that reductions in preventative services are a 'false economy'

- 2.2.4 **Rurality and accessibility** - people are acutely aware of Norfolk's rurality and expect the Council to be in tune with this. There is a particular concern about changes to mobile services and transport in rural areas and specifically, about the impact on older people and isolation. We received well-articulated and strongly expressed views expressing concern about the costs and dangers younger people face to get to school and college.
- 2.2.5 **Council Tax** – this was a hot topic during the last two consultations, both of which resulted in a freeze. Last time over a quarter of respondents, who expressed a view about Council Tax, overtly supported the freeze and over half supported an increase - albeit in most cases a small rise. Many people are well informed about the difficulties of agreeing Council Tax and Government penalties for increases.
- 2.2.6 There were many responses to the Putting People First Consultation, and a link to the summary of findings relating to services covered by this committee is included here:
[Summary of findings relating to environment, transport, development and waste](#)
[Summary of findings relating to corporate resources](#)
[Summary of findings relating to cultural services](#)
[Summary of findings relating to public protection – Norfolk Fire and Rescue Service](#)

2.3 Specific proposals for services

- 2.3.1 Newly identified additional savings and income for 2015 /16 totalling £1.87 million are detailed in Appendix A. They derive from: Fire and Rescue (£545,000 – of which £450,000 is in fact, additional income - the delivery of which would be facilitated through the wider use of fire service assets and resources and for which a corporate programme is being established to oversee); Cultural Services (£452,000) and Customer Services (£90,000). The total of £1.87 million includes the share of the remaining £1.7 million as identified in paragraphs 1.6 and 1.7 of this paper.
- 2.3.2 The full extent of the additional savings relating to this Committee requires further work to evaluate but broadly fall under the headings of staff savings of £228,000, additional income generation of at least £450,000, one off asset sales of £100,000, and grant withdrawals of £83,000, with the balance of £216,000 being spread over savings themes.
- 2.3.3 **Review staffing of the library service**
- The £60,000 saving would come from reviewing how we deliver and staff the library service.
 - At this stage, and without a member decision to proceed to consultation with this proposal we cannot give more detail about what this might mean for staff as staff who may be affected have not yet been informed.
- 2.3.4 **Museum service reduction in staff and income generation**
- It is proposed that a total of £78,000 is saved in 2015/16 through a combination of reducing staff in the Museum Service (saving £50,000) and a

number of income generation methods (£28,000), and a further £10,000 in 2016/17. At this stage, and until Member confirmation of this proposal progressing to consultation, we cannot give more detail as staff that may be affected have not yet been informed.

- Income generation can be broken down as follows: increase in conservation and design income (£20,000), income from charging for car parking at Gressenhall Workhouse and Farm (£15,000) and charging for entry to the Ancient House Museum in winter (£3,000).
- Charging for car parking at Gressenhall will impact on people who use the Museum Service and so we will consult the public on this proposal.

2.3.5 Service reviews and management savings in Customer Services

- It is proposed that a total of £90,000 is saved in 2015/16 in Customer Services through a review of business processes and the existing management structure. The bulk of this saving would be released through the deletion of the Head of Service post, which is a matter for Council decision on 20 October. This will not have a significant impact upon service users.

2.3.6 One-off sale of some antiquarian and collectable books that do not relate to Norfolk or its history

- It is proposed that £100,000 of income is generated by Norfolk Library Service in 2015/16 through the one-off sale of some antiquarian and collectable books. The books are specialist and have a monetary value but are not current library lending stock. These items do not relate to Norfolk or its history.
- If this proposal goes ahead, work will be needed to identify all such items for one off sale at auction.
- We will consult the public on this proposal.

2.3.7 Reduced spend on equipment and conservation materials for Norfolk Record Office

- It is proposed that a saving of £26,000 is made in 2015/16 through a reduction in spending on equipment and conservation materials for the Norfolk Record Office. This includes reducing spend in equipment, document purchase, ICT and conservation materials budgets.
- If this proposal goes ahead it will mean a reduction in the development of the collection and the amount of document processing and preservation that can be achieved.
- This will not have a significant impact on service users.

2.3.8 Arts - reduction of arts services and grants

- It is proposed that a saving of £83,000 is made by reviewing how we deliver support to the arts including arts grants.
- As this proposal is developed we will need to speak to stakeholders and partners to whom we provide arts grants and it may be necessary to consult the public.

2.3.9 Income generation and efficiency savings for other NCC services

- The Norfolk Fire and Rescue Service (NFRS) have already agreed savings for 2015-16 through procurement efficiencies and service redesign of operational equipment. Work continues to deliver the most cost effective and efficient design for appliances in a rural county setting.

- Work on the estate to improve the carbon footprint also continues with both reduced usage and new technology to reduce costs by solar panels and energy efficient lighting.
- An additional income target of £450,000 is shown against Norfolk Fire and Rescue Service but would in fact be realised by savings in other departments facilitated through the wider use of fire service assets and resources (e.g. for venues and events). A corporate project is being established to oversee the delivery of this amount). This income is only achievable through collaborative working within Services and after further work to identify external spending sources.
- It is not envisaged that this will have an impact upon the ability of the Fire and Rescue Service to respond to emergencies.

2.3.10 Reduce the Healthwatch Norfolk budget

- It is proposed that a saving of £50,000 is made by reducing the funding Norfolk County Council allocates to Healthwatch Norfolk in 2016/17.
- Healthwatch Norfolk is the consumer champion for health and social care in the county; it is an independent consumer champion organisation that has statutory powers to challenge and improve health and social care services.
- The Council previously agreed funding of £641,000 in 2013/14 and 2014/15, as part of a two-year settlement.
- This would see Healthwatch continue to receive a substantial funding settlement and would not have a significant impact on service users.

Additional departmental savings

2.3.11 In addition to the eight savings proposals listed above, the Policy and Resources Committee asked us to identify a further savings for 2015/16 for Cultural Services (£105,000) and Norfolk Fire and Rescue Service (£95,000). These are departmental shares of the £1.7 million shortfall for 2015/16 described earlier in this paper in paragraphs 1.6 and 1.7. Officers are continuing to work on options of how to deliver these additional savings. Norfolk Fire and Rescue Service will use their existing priority based budgeting process to identify further efficiencies and quantify the savings in more detail. At this point in time it is not possible to identify where these savings will be found, as the priority based budgeting exercise has not been completed. More work is also needed to identify options for where additional savings from Cultural Services could be made, however it is likely such options will focus on further reductions in arts service delivery and grants and library staffing.

2.3.12 If Members decide not to proceed with any of the proposals, they are asked to bring forward alternatives of the same value. There remain a number of risks and unknowns in the current financial climate, and for this reason, Members may want to consider how they would find any further savings if once the settlement is finally known, there is still a gap.

2.4 In-year spending pressures

2.4.1 None of the Services included within this Committee are currently reporting material pressures which will prevent a balanced budget outturn being achieved.

2.5 Delivery of savings for 2015/16 already consulted on and agreed by Full Council in February 2014

- 2.5.1 The Services included within this Committee are all currently forecasting to achieve the 2015/16 savings already agreed and consulted upon, totalling £625,000.

3. Issues, risks and innovation

- 3.1 Additional income generation will absorb some existing resource to administer and again the extent that can be achieved can only be estimated at this stage. The exact amount of one off sales can only be estimated at this stage.
- 3.2 There is a risk that additional savings that have been identified for NFRS and the Library Service, as a share of the £1.7 million identified for 2015/16, will prove difficult to realise without a comprehensive review and possible re-modelling of how those services are delivered by the Council.
- 3.3 In the medium term (2015-20) a decision to embrace with pace the digital delivery (channel shift) agenda is likely to realise substantial council wide efficiency savings and improve customer service at the same time. However such transformation is dependent on the authority, through its Digital Norfolk Ambition partnership, ensuring the necessary investment in and swift implementation of the technological improvements and standardised systems necessary to deliver it. The business case in development identifies these requirements and the level of resource (financial and people) that will be required to achieve this and the forecast level of return on such investment.

4. Assessing the impact of the savings proposals

- 4.1 Under the Equality Act 2010, public bodies must in exercise of their public functions have due regard to:
- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - Advancing equality of opportunity between people from different groups
 - Fostering good relationships between people from different groups.
- 4.2 It is up to public bodies how they go about implementing the duty, however they must be able to provide evidence upon request that due regard has genuinely been paid.
- 4.3 At the time of writing this report, individual equality impact assessments are being started on proposals that potentially have an impact on identified groups with protected characteristics. This process will include engagement with relevant groups, which will form a core part of the evidence used to prepare the assessments. Once a final set of proposals is agreed for consultation, then arrangements for relevant engagement will be finalised.
- 4.4 A full equality impact assessment report will be published alongside the Policy and Resources budget papers for 26th January 2015. This is consistent with legislation and will allow Members sufficient time to inspect each proposal's equality impact assessment (along with all the other relevant evidence), prior to the meeting on 26th January 2015 to agree the recommendations to Full Council on 16th February 2015.

5. Financial Implications

- 5.1 Local Government funding will continue to reduce in the future. With likely continued protection of health budgets, other departments will take a larger proportion of future spending reductions, regardless of which party wins the next general election.
- 5.2 Any decision by Committees to remove savings, therefore creating further pressures, or any new pressures that are identified, will need to be offset by corresponding value of savings.
- 5.3 The efficiency savings of £11.163m are split by committee as follows:

2015-16 Savings (£m) by Committee and Theme							
Theme	Adult Social Care	Children's	Communities	Environment, Development & Transport	Policy & Resources	Total	%
1 - Digital Transformation, BWOW	200	937	328	1,835	980	4,280	
2 - Procurement, commissioning	1,000	0	0	970	300	2,270	
3 - Income generation, Trading	0	0	450	450	3,204	4,104	
Subtotal 1-3	1,200	937	778	3,255	4,484	10,654	95%
4 - Demand Management	0	400	109	0	0	509	
Subtotal 4	0	400	109	0	0	509	5%
Total	1,200	1,337	887	3,255	4,484	11,163	100%

- 5.4 As part of the budget planning process a suite of reports will be taken to the Policy & Resources Committee in January 2015. The suite will include:

- Revenue & Capital Budget 2015-16
- Statement on the adequacy of Provisions and Reserves 2015-18
- Robustness of estimates 2015-18
- Medium Term Financial Strategy 2015-18
- Capital Strategy & Programme 2015-18
- Asset Management Plan 2015-18

6. Next steps

- 6.1 All service committees are meeting during October to consider the implications of latest financial forecasting, and proposals for savings. It is anticipated that a set of proposals will come forward from Committees that will enable to the Council to achieve a balanced, sustainable budget. However, in the event of any outstanding shortfall, it will be for Policy and Resources to identify proposals or action to close the gap.
- 6.2 At its meeting on October 27th 2014, Policy and Resources Committee will receive advice and recommendations from Committees and the light of this will:
- Review all proposals from Committees to ensure that collectively they will enable the Council to achieve a balanced, sustainable budget;

- Agree any proposals which require more detailed formal consultation because of their impact on specific users or residents
- Agree arrangements for assessing the impact of any proposals in line with Equalities legislation, ensuring there are sound arrangements for individuals and groups directly affected by potential proposals to have an opportunity to voice their views.

6.3 **In November, Committees** will be able to note any feedback to date from the consultation and engagement so far. The consultation will close on December 19th 2014 and at the **January 2015** round of meetings, Committees will review the findings and public consultation, the outcome of the local government settlement, other risk and impact assessments and agree final proposed budget savings.

6.4 It is the role of Policy and Resources Committee to recommend a set of proposals to Full Council. This will take place at its meeting on January 26th 2015, and Full Council on February 16th will agree the Council's budget. :

7. Recommendations

The Committee is asked to:

- 7.1 Endorse the schedule of additional savings set out in Appendix A.
- 7.2 Recommend the individual savings as set out in the schedule, or identify replacement savings to equivalent value
- 7.3 Note any risks set out in section 2.5 relating to savings already consulted and agreed upon
- 7.4 Review arrangements to ensure tight control on revenue budgets and highlight any issues or risks to Policy and Resources Committee

Officer Contact

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

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

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New proposals

Budget Savings 2015-18 Communities Committee		2015- 16 £m	2016- 17 £m	2017- 18 £m
CMM001	Review staffing of the library service	-0.060		
CMM002	Museum service reduction in staff (£50,000) and income generation (£38,000)	-0.088		
CMM003	Service reviews and management savings in Customer Services	-0.090		
CMM004	One-off sale of some antiquarian and collectable books that do not relate to Norfolk or its history	-0.100	0.100	
CMM005	Reduced spend on equipment and conservation materials for Norfolk Record Office	-0.026		
CMM006	Arts - reduction of arts services and grants	-0.083		
CMM007	Income generation and efficiency savings for other NCC services	-0.450		
CMM008	Reduce the Healthwatch Norfolk budget		-0.050	
	Newly identified Savings	-0.897	0.050	0.000
	Share of £1.7m additional savings 2015-16 (Cultural Services)	-0.105		
	Share of £1.7m additional savings 2015-16 (Fire & Rescue)	-0.095		
	Total	-1.097	0.050	0.000