

Communities Committee

Minutes of the Meeting Held on Wednesday 11 October 2017

10:00am Edwards Room, County Hall, Norwich

Present:

Mrs M Dewsbury – Chairman

Mr S Aquarone

Ms J Barnard

Mr D Bills

Mrs J Brociek-Coulton

Mr N Dixon

Mr J Fisher

Mr R Hanton

Mr H Humphrey

Mr M Kiddle-Morris (Vice-Chairman)

Mr M Sands

Mr T Smith

Mrs M Stone

1. Apologies and substitutions

- 1.1 Apologies for absence were received from Mrs S Butikofer (Mr S Aquarone substituted); Mr I Mackie (Mr J Fisher substituted) and Ms C Rumsby (Mr M Sands substituted).

2 To agree the minutes of the meeting held on 6 September 2017.

- 2.1 The minutes of the meeting held on 6 September 2017 were agreed as an accurate record by the Committee and signed by the Chairman.

2.2 Matters arising from the minutes:

- 2.2.1 Following the resolution passed by the Committee at its meeting in September, the Chairman advised that the Health Overview & Scrutiny Committee would be working with Healthwatch to progress the resolution on dental services for service families living in the west of the county.
- 2.2.2 The Friends Against Scams conference on 14 September 2017 had been attended by approximately 230 people representing 90 different organisations including banks and the Police.

3. Declarations of Interest

- 3.1 There were no declarations of interest.

4. Urgent business

- 4.1 There was no urgent business.

5. Public Question Time

5.1 No public questions were received.

6. Local Member Issues / Members Questions

6.1 No Local Member Questions were received.

7 Presentation on the culture and heritage contribution to Norfolk's visitor economy.

7.1 The Committee received and **noted** a presentation by the Assistant Director, Culture and Heritage about the Contribution of Culture and Heritage to Norfolk's Visitor Economy. A copy of the presentation is attached at Appendix A.

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

7.2.1 The Committee asked the Assistant Director, Culture and Heritage to pass on its congratulations to the staff of the Museums Service on the excellent work they had undertaken, particularly in relation to the Castle Keep project.

7.2.2 Norfolk County Council supported 17 Arts organisations with grants totalling £83,000. This was not the total amount of money Norfolk County Council invested in the Arts, but through the 17 grants, nearly every arts organisation was covered. Norfolk County Council had recently been commended for its continued investment in the Arts by the Director of the Arts Council.

7.2.3 As Members were unable to attend the Active Norfolk conference which was being held on the same date as the meeting, the Chairman suggested adding Active Norfolk to the forward work programme so the Committee received a report about the Strategy and how Active Norfolk was vulnerable to the changes in Public Health Funding. The Committee **agreed** to add Active Norfolk to the forward work programme.

7.2.4 It was too early to know the impact Brexit would have on the long-term prospects for EU funding for arts and museums, although the Committee noted the Museums Service was innovative in taking advantage of all funding opportunities. There were new funds coming on stream in the future and a close watch would be kept on those to ensure all possible grant opportunities were taken advantage of.

7.2.5 Although the excellent work of the Museums Service was promoted whenever possible, it was recognised that more work could be done to target tourists from other countries, particularly northern Europe. The Committee was advised that Visit Norfolk ran advertising campaigns and that some of the exhibitions in Norwich were being targeted at specific audiences, such as the Rembrandt exhibition which was being targeted at the Dutch market.

7.2.6 The Committee was pleased to hear that an exhibition in Norwich on the Paston Treasure would be touring the United States of America.

7.2.7 Following a suggestion that the museums service could be promoted further to Chinese visitors by making information available in Chinese and Mandarin

dialects, the Committee was reassured that a translation service was available on the website, although the Assistant Director, Culture and Heritage acknowledged more work could be done in this area.

7.2.8 One little known fact was that Norwich was the most complete medieval city in England.

7.2.9 Statistics were maintained which suggested visitor numbers in Norwich were continually rising, although a specific log of visitors to museums and arts services from within Norfolk was not kept.

8 Strategic and Financial Planning 2018-19 to 2021-22

8.1 The Committee received the report by the Executive Director of Community and Environmental Services providing an update on the Service Committee's detailed planning to feed into the Council's budget process for 2018-19 and setting out details of the actions required by Service Committees to enable the Council to set a balanced budget for 2018-19.

8.2 In introducing the report, the Finance Business Partner Community and Environmental Services advised of the following amendments to Table 4 (New 2018-19 Savings Proposals) on Page 18 of the agenda:

Original table line number		Saving 2018/19 £m	Saving 2019/20 £m	Saving 2020/21 £m	Saving 2021/22 £m	Total 2018-22 £m	
4	Vacancy management – Customer services	-0.120	-0.050 - 0.030			- 0.170 - 0.150	Reduced 2019/20 saving
8	Income generation – Library and Information Service		-0.020	-0.111		- 0.111 - 0.134	Additional £0.020 2019/20
11	Norfolk Community Learning Services – remodelling the staff structure, including staff reduction	-0.150	-0.050	-0.050		- 0.200	Remove 2020/21 savings

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

8.3.1 The Committee was reassured that the £0.2m reduction in mobile libraries which equated to 40% of the mobile library budget was not a decimation of the service, but a way of identifying ways of providing the service in a different way.

Mobile libraries often only stopped in a village for approximately 10 minutes and did not offer social facilities for lonely and vulnerable people. Looking at ways of providing a mixed offer by utilising existing buildings in conjunction with other services which would provide much needed social facilities for lonely and vulnerable people were being explored. Any suggestions from Members on how this could be done would be welcomed.

- 8.3.2 The following motion was proposed by Mr M Sands and seconded by Mrs J Brociek-Coulton:
- 8.3.2.1 “We do not accept recommendations 2, 3 and 4 on Page 17 of the agenda until we have seen a reworking considered of the budget table, table 3 on page 17 of the report. A reworking of this table, showing a reallocation and smoothing of these cuts over four years instead of three. We would better be able to serve the interests and concerns of the wider community of Norfolk by easing and spreading the pain of these cuts to budgets and services over four years instead of three. In the communities context this, of course, has implications for libraries and children’s centres, the library bus service, Fire and Rescue Service, as well as other spheres of activity”.
- 8.3.2.2 Following debate, and upon being put to a vote, with 4 votes in favour and 9 votes against the Motion was **LOST**.
- 8.3.3 In response to the concerns raised by some Members of the Committee around safeguarding issues in joining libraries and children’s centres, Members were reassured that this proposal was about providing services in a different way and that safeguarding was a very important aspect which would be very carefully considered as part of any proposals. A model of a joined-up service currently in place at Northamptonshire County Council and how this model could be adapted to suit Norfolk was being deliberated. The Committee asked to receive regular updates on this proposal.
- 8.3.4 The Executive Director of Community & Environmental Services reassured the Committee that everything possible would be done to keep libraries open, although it was not possible at the moment to categorically state that services would not change in the future.
- 8.3.5 As part of the proposal to join libraries and children’s centres, some work was being undertaken in conjunction with District and Parish Councils about how buildings could be shared.
- 8.3.6 A variety of options were being considered to maximise income generation, for example renting meeting rooms, although this proposal was still at a very early stage of exploration.
- 8.3.7 The exact details of the savings made in Northamptonshire following the closure of 8 children’s centres was not known. The Committee was again reassured that one of the key objectives of the proposal was to consider what was needed in each community as each community had different needs.
- 8.3.8 The Committee was reassured that Wensum Lodge would not be sold as it was a very important community asset. Consideration was needed as to how the

site could be better utilised. Some of the staff currently based at Wensum Lodge could transfer to county hall, although the final details of how many and who had not yet been determined. A full-time reception post would remain at Wensum Lodge to answer phone queries and greet personal visitors.

8.4 The Committee voted on each recommendation in turn:

1. With 9 votes in favour, 0 votes against and 4 abstentions the Committee **RESOLVED** to **Note** that the Council's current budget planning includes an assumed increase in council tax of 3% for the Adult Social Care precept, and an inflationary increase of 1.9% in 2018-19.
2. With 9 votes in favour and 4 votes against the Committee **RESOLVED** to **AGREE** the service-specific budgeting issues for 2018-19 as set out in section 3 of the report.
3. In order to help close the forecast 2018-19 budget gap as set out in section 2 of the report - with 9 votes in favour and 4 votes against the Committee **RESOLVED** to:
 - a. **Note** whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;
 - b. **Agree** the proposed new savings for 2018-19 (Table 4) for recommendation to Policy & Resources Committee;
 - c. **Agree** to recommend to Policy & Resources Committee the proposed new savings for 2018-19 which require consultation as set out in section 3 of the report.
4. With 9 votes in favour and 4 votes against, the Committee considered and **noted** the proposed activities to deliver the historic committed but unallocated budget savings for the Fire and Rescue Service (£490k) (see Table 5) and the Library and Information Services (£622k) (see Table 6) as set out in Section 3 of the report.

9 Finance Monitoring

9.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with information on the budget position for services reporting to Communities Committee for 2018-19. The report provided information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provided an update on the forecast use of reserves and details of the capital programme.

9.2 Upon being put to the vote, with 9 votes in favour and 4 votes against the Committee **RESOLVED** to **note**:

1. The forecast outturn position for the Communities Committee and the current budget risk that are being managed by the Department.
2. The Capital programme for this Committee.
3. The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

10 Risk Management

10.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with the full departmental Communities risk

register as at September 2017, following the latest review conducted at the end of August 2017. The reporting of risk was aligned with, and complemented, the Performance and Financial reporting to the Committee.

- 10.2 The following responses were noted in reply to questions asked by the Committee:
 - 10.2.1 The problem with the printer at the Forum had now been resolved. The issue had arisen due to the printer not being connected to the Norfolk County Council network.
 - 10.2.2 With regard to risk RM14289 (Drug and alcohol performance deterioration), the Director of Public Health shared the Committee's concerns about the service delivered by the current provider. A procurement exercise was in the process of being carried out to redesign and procure a new service. In the meantime, work was being carried out with the current service provider to improve the service. Once the new service had been designed and procured (possibly January 2018) a report would be brought to the Committee setting out the details of the model and the new service.
 - 10.2.2.1 The Director of Public Health advised that she had requested Public Health England to consider reviewing the current Strategy.
 - 10.2.2.2 A key feature in the redesign of the service would be finding a way for people who had experienced drug and alcohol related issues providing peer support as well as ensuring professional support was provided. The word "recovery" within the document referred to people getting their life back by finding a supportive peer network to help them remain drug and alcohol free.
 - 10.2.3 With regard to risk RM14181 (Single points of knowledge and a lack of capacity to respond to major incidents) the Committee was reassured that all staff within the Trading Standards Team undertook basic refresher training, even if their usual role did not include a particular aspect of the service, for example an avian flu outbreak.
- 10.3 The Committee unanimously **RESOLVED** to note:
 - a) The full departmental Communities risk register;
 - b) Whether the recommended mitigating actions identified in Appendix A are appropriate, or whether Risk Management improvement actions are required (as per Appendix C of the report).

11 **Performance Management**

- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the performance data, information and analysis presented in the vital sign report cards.
- 11.2 The following points were noted in response to questions from the Committee:
 - 11.2.1 The Committee **agreed** to ask the Director of Public Health to bring a report to a future Committee meeting showing a breakdown of the number of people killed and seriously injured on Norfolk's roads.

11.2.2 Feedback from the recent campaign by the police, targeting drivers who passed too close to a cyclist when overtaking was currently being analysed. The analysis would be brought to a future meeting of the Committee.

11.3 **RESOLVED**

That the Committee:

1. **Note** the performance data, information and analysis presented in the vital sign report cards.

12 **Forward Plan and update on Decisions taken under delegated authority**

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

12.2 The following **agreed** to add the following items to the forward work programme:

- Road Safety Reduction and breakdown of number of people killed and seriously injured on Norfolk's roads.
- Active Norfolk
- New Drug & Alcohol Contract (January or March 2018).
- Business & Intellectual Property Centre, update on progress following the launch on 11 October.

12.3 **RESOLVED:**

That the Committee:

1. Note the Forward Plan, adding the items set out in paragraph 12.2 above.
2. Note the delegated decision detailed in section 1.2 of the report.

The meeting concluded at 11.55am.

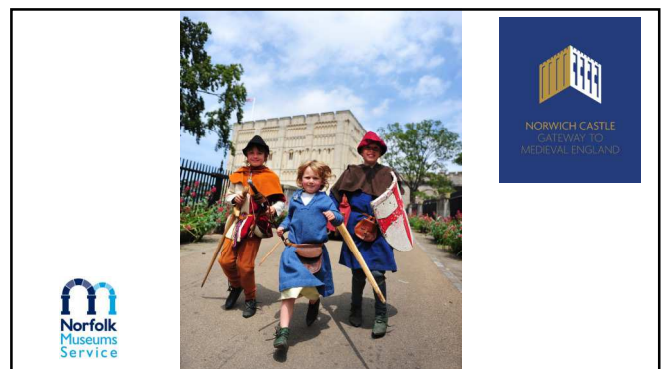
Chairman

Appendix A



Contribution of Culture and Heritage to Norfolk's Visitor Economy

- Total Tourism Value 2016 **£3.15 bn** (up 3.2% on 2015)
- Full time equivalent jobs **47,518**
- Total actual tourism related employment **63,515**
- Percentage of all employment **17.9%**
- Day trips **40.9m** in 2016 (up 3.3% on 2015)
- Culture and Heritage, as elsewhere in the UK, is a major motivator for tourism visits
- Culture and Heritage is a key contributor to sense of place



Norwich Castle Keep development economic impact

- Make Norwich Castle the premier heritage attraction in the East of England
- Increase visits to 300,000 p.a. on a sustainable basis
- Increase the current 20,000 visits from Norfolk school children to 30,000
- The project will provide opportunities for over 500 staff, apprentices, trainees, interns and volunteers to develop their skills and knowledge through active participation
- The level of increased economic support to the local and regional economy has been estimated at £38,700,000 over a 5 year period after opening





User Research to Inform Decision-Making Research findings for Norfolk Trails

Stretch 1:
Weybourne, Tottenham, Happisburgh (December 2015 – March 2016)
Weybourne, Tottenham, Overstrand (June – September 2016)

Stretch 2:
Holkham, Burnham Deepdale, Burnham Overy Staithe (June – September 2016)

Stretch 3:
Winterton, Horsey, Winterton (October – December 2016)

30th March 2017

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Spending on accommodation

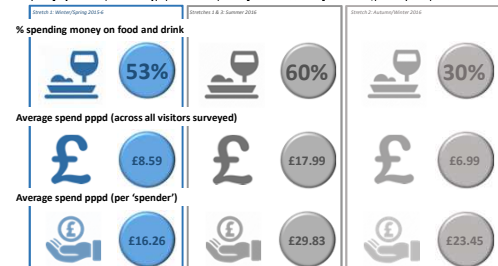
Spending on accommodation is highest in the Summer (with the length of stay being longer in these months). The proportion spending on accommodation is generally lower amongst visitors to Stretch 2.



Q: During your visit to this Trail, approximately how much have you spent on the following, per person, per day, and where? Accommodation

Spending on food and drink

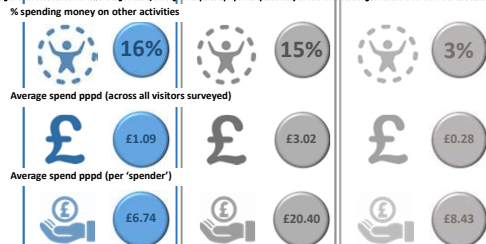
Spending on food & drink (both in terms of proportion and value) is also highest in the Summer along Stretches 1 & 2, particularly in comparison to Stretch 2.



Q: During your visit to this Trail, approximately how much have you spent on the following, per person, per day, and where? Food and drink

Spending on other activities

Spending on other activities is much lower along Stretch 2, although a comparable proportion spend money on other activities along Stretches 1 & 2 in the Winter and Summer.



Q: During your visit to this Trail, approximately how much have you spent on the following, per person, per day, and where? Other activities

MENE (Monitor of Engagement with the Natural Environment)

- The economic value figures use a national system developed by Natural England, with help from Defra and the Forestry Commission called MENE (Monitor of Engagement with the Natural Environment)
- Using MENE we predict that the 13 existing Trails which are currently valued at £12.5 million p.a. will increase to £17 million p.a. once the Coastal Access around the whole of our coastline in Norfolk is complete.

StartEAST building the cultural economy

- £1.2 million 3 year business support and grants programme for sole traders and SMEs planning to develop and/or grow a cultural enterprise in Norfolk or Suffolk;
- Funded by Arts Council England Creative Local Growth Fund (£500,000) and the European Regional Development Fund (£609,769);
- Key strand of 'Culture Drives Growth: The East's Cultural Strategy 2016-22';
- Managed by NCC (Norfolk Arts Service) on behalf of New Anglia LEP Cultural Board in partnership with Suffolk County Council;
- Support to a minimum of 180 regional enterprises between 2017-19;
- Grant investment of up to £10k for up to 60 cultural enterprises.



Logos: European Union, Arts Council England, Norfolk County Council, Suffolk County Council, NEWANGLIA

Cultural Tourism : Look Sideways-East Phase 2

- Culture and tourism - one of the largest sectors in the regional economy;
- Look Sideways-East – major strategic initiative to reposition Norfolk and Suffolk as 'must see cultural destinations';
- £300k investment from Arts Council England;
- Key strand of 'Culture Drives Growth: The East's Cultural Strategy 2016-22';
- Brings together cultural leaders, LA's and DMO's, including Visit Norfolk;
- Innovative digital marketing solutions to build visitor economy in Norfolk, and the East;
- Promotion of Norfolk's profile and 'brand' via marketing of our world-class cultural offer.



Logos: NEWANGLIA, Arts Council England, Suffolk County Council, Norfolk County Council

