

Norfolk County Council

Date: **Monday 24 July 2017**

Time: **10.00 a.m**

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

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Prayers

To Call the Roll

AGENDA

1. Minutes

To confirm the minutes of the meeting of the Council
meeting held on 15 May 2017

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2. To receive any announcements from the Chairman

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. 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.

4 Questions to Leader of the Council

Procedure note attached. Page 14

5 Notice of Motions Page 16

6 Recommendations from Service Committees

- Policy & Resources – 3 July 2017 Page 18

7 Reports from Committees

Service Committees (Questions to Chairs) – Procedure note attached. Page 38

- Policy & Resources – 3 July 2017 Page 39
- Adult Social Care – 19 June & 10 July 2017 Page 46
- Business & Property – 20 June 2017 Page 50
- Children's Services – 26 June 2017 Page 53
- Communities – 22 June 2017 Page 56
- Environment, Development & Transport – 21 June 2017 Page 59

Other Committees

- Audit Committee – 15 June 2017 Page 62
- Health & Wellbeing Board – 12 July 2017 Page 66
- Joint Museums Committee – 30 June 2017 Page 69
- Records Committee – 30 June 2017 Page 72

- 8 Report of the Constitution Advisory Group** Page 74
- 9 Proportional Allocation of seats on Committees** Page 78
- Report by the Head of Democratic Services
- 10 Appointments to Committees, Sub-Committees and Joint Committees (Standard item).**
- (i) To note any appointments made under delegated powers;
 - (ii) To consider any proposals from Group Leaders for changes to committee places
- 11 To answer Questions under rule 8.3 of the Council procedure Rules (only if any received).**

Chris Walton
Head of Democratic Services
County Hall
NORWICH
NR1 2DH

Date Agenda Published: 14 July 2017

For further details and general enquiries about this Agenda please contact the Assistant Head of Democratic Services:

Greg Insull on 01603 223100 or email greg.insull@norfolk.gov.uk

Norfolk County Council

Minutes of the Meeting Held on 15 May 2017

Present:		
	Mr Tim Adams	Miss A Kemp
	Mr Tony Adams	Mr K Kiddie
	Mr S Aquarone	Mr M Kiddle-Morris
	Mr S Askew	Mr B Long
	Ms J Barnard	Mr I Mackie
	Mr D Bills	Mr E Maxfield
	Mr B Borrett	Mr G Middleton
	Ms C Bowes	Mr J Mooney
	Mr R Brame	Mr S Morphew
	Mrs J Brociek-Coulton	Mr G Nobbs
	Mrs S Butikofer	Ms J Oliver
	Mrs P Carpenter	Mr G Peck
	Mr M Castle	Mr G Plant
	Mr S Clancy	Mr R Price
	Miss K Clipsham	Mr A Proctor
	Mr D Collis	Mr W Richmond
	Mr E Colman	Mr D Roper
	Ms E Corlett	Mr D Rowntree
	Mr S Dark	Ms C Rumsby
	Mrs M Dewsbury	Mr M Sands
	Mr D Douglas	Mr E Seward
	Mr P Duigan	Mr C Smith
	Mr F Eagle	Mr T Smith
	Mr T East	Mr M Smith-Clare
	Mr S Eyre	Mr B Spratt
	Mr T FitzPatrick	Mr B Stone
	Mr C Foulger	Mrs M Stone
	Mr T Garrod	Mr M Storey
	Mr A Grant	Dr M Strong
	Mrs S Gurney	Mr H Thirtle
	Mr R Hanton	Mrs A Thomas
	Mr D Harrison	Mr V Thomson
	M Chenery of Horsbrugh	Mr J Timewell
	Mr H Humphrey	Ms K Vincent
	Mr B Iles	Mrs C Walker
	Mr A Jamieson	Mr J Ward
	Mr T Jermy	Mr B Watkins
	Mrs B Jones	Mr A White
	Dr C Jones	Mr M Wilby
	Mr C Jordan	Ms S Young

Present: 80

Apologies for absence were received from Mr N Dixon, Mr J Fisher, Mr R Oliver and Ms S Squire.

1 Election of Chairman

1.1 Mr I Mackie moved, seconded by Mr T Garrod, that Mr J Ward be elected Chairman of the County Council for the ensuing year.

1.2 There being no other nominations, it was **RESOLVED**

That Mr J Ward be elected Chairman of the County Council for the ensuing year.

1.3 (Mr J Ward, Chairman, in the Chair)

1.4 Mr Ward, having made the statutory declaration of acceptance of office, thanked the Council for the honour and privilege conferred upon him and formally took the Chair.

2 Minutes of the Previous Meeting

2.1 The minutes of the County Council meeting held on 10 April 2017 were confirmed as a correct record and signed by the Chairman.

3 Election of Vice-Chairman

3.1 Mr B Iles moved, seconded by Mr H Humphrey, that Mrs M Stone be elected Vice-Chairman of the Council for the ensuing year.

3.4 There being no other nominations, it was **RESOLVED**

That Mrs M Stone be elected Vice-Chairman of the Council for the ensuing year.

4 Vote of Thanks to the Outgoing Chairman

4.1 Mr C Jordan, as Leader of the Council, proposed a vote of thanks to the outgoing Chairman thanking him for his hard work and dedication and for all that he had done for Norfolk during his term of office, especially as he had suffered a period of serious illness during the year.

4.2 Mr S Morphew seconded the motion, thanking him for his hard work and dedication whilst he was Chairman. Mr D Roper also paid tribute to the hard work of Mr Collis.

4.3 Following the motion being carried, it was

RESOLVED

That the Council place on record its grateful thanks to Mr D Collis, stating that he had performed his duties admirably and had been a good ambassador for the County.

4.4 Mr Collis addressed the Council saying that it had been an honour and a privilege to serve as Chairman of Norfolk County Council, in particular having an opportunity to work with all the Councillors. He thanked all the Councillors and staff for their support during his year of office and in particular thanked the Chairman's PA, Mrs Trish

Rodgers-Daymond and the Managing Director for the support they had given. He added that he had had an enjoyable year, promoting Norfolk and had met many interesting people. He also thanked his Partner, Margaret, for her unfailing support, particularly during his period of illness.

5 Chairman's Announcements

- 5.1 The Chairman drew Council's attention to the additional item at 8a on the supplementary agenda and the tabling of item 9 on the supplementary agenda.

6 Declarations of Interest

- 6.1 There were no declarations of interest.

7 Election of Leader of the Council

- 7.1 Mr B Spratt moved, seconded by Mrs S Gurney, that Mr C Jordan be elected Leader of the Council for the ensuing year.

- 7.2 There being no other nominations, it was **RESOLVED** that
Mr C Jordan be elected Leader of the Council for the ensuing year.

8 Election of Deputy Leader of the Council

- 8.1 Mr C Jordan moved, seconded by Mr B Iles, that Mrs A Thomas be elected Deputy Leader of the Council for the ensuing year.

- 8.2 There being no other nominations it was **RESOLVED** that:

- 8.3 Mrs A Thomas be elected Deputy Leader of the Council for the ensuing year.

9 Recommendations of the Policy & Resources Committee arising from the Constitution Advisory Group of 1 March 2017 - Creation of Business and Property Committee

- 9.1 Council received the recommendations report setting out proposals for the creation of a Business and Property Committee. The recommendation in the report was duly moved by the Leader and seconded by the Deputy Leader.

- 9.2 Upon the recommendation in the report being put to a vote, Council **RESOLVED** to:
Consider the recommendations set out in the report, with the size of the Business and Property Committee to be determined at agenda item 9 (Size and Proportional Allocation of Seats on Committees).

10 Size and Proportional Allocation of Seats on Committees.

- 10.1 The report by the Head of Democratic Services was received, setting out the proposed allocations for the new Committee system, taking into account the proposal to establish a Business and Property Committee and to delete the Economic Development Sub-Committee. The Recommendations in the report were moved by the Leader and seconded by the Deputy Leader.

- 10.2 Mr D Roper, Leader of the Liberal Democrat Group, moved an amendment to the report (attached at Appendix A), which was duly seconded by Mr B Watkins.
- 10.3 Upon being put to a vote, on a show of hands, with 28 votes in favour, the amendment was **LOST**.
- 10.4 Mr C Jordan then duly moved an amendment to paragraph 2.4 of the report, as follows:

Committee and number of places	Cons	Lab	Lib Dem
Policy & Resources (13)	9	2	2
Adult Social Care (13)	8	3	2
Business and Property (13)	8	3	2
Children's Services (13)	9	3	1
Communities (13)	9	3	1
Environment, Devt & Transport (13)	8-9	3	2 1
Planning Regulatory (13)	9 8	3	4 2
Health Overview & Scrutiny (8)	5	2	1
Audit (7)	5	1	1
Standards (7)	5	1	1
General Purposes (5)	3	1	1
Pensions (5)	3	1	1
Personnel (5)	3	1	1
TOTAL ALLOCATED (128)	84	27	17
Overall number of places that each group should have	84	27	17

- 10.5 Upon being put to a vote, on a show of hands, Council **RESOLVED** to:
- 10.5.1 **Agree** the political composition of the Committees as set out in paragraph 10.4 above.
- 10.5.2 **Note** the allocation of places to political groups for the other Committees, etc. as set out in Appendix B of the report.
- 10.5.3 **Agree** that the group Leaders notify the Head of Democratic Services by Friday 19 May 2017 of their proposed appointments to all the Committees, etc. as set out in Sections 1, 2, 3 and 4 of Appendix 1 of the report and the appointments then formally be made by the Head of Democratic Services under the delegated powers set out in the Constitution.
- 10.5.4 **Agree** the following appointments:
- 10.5.4.a The third Member to sit on the Health and Wellbeing Board – Mr D Bills.
- 10.5.4.b Upon being put to a ballot, the 2 Members to serve on the Norwich Highways Agency Joint Committee –
Mr J Fisher - Chairman
Mrs K Vincent
- 10.5.4.c The member and named substitute to serve on the Norfolk Parking Partnership Joint Committee –

Mr A White
Substitute Member – Mr M Castle

10.5.4.d The member and named substitute to serve on the Planning and Traffic Regulation Outside London Joint Committee:
Mr A White
Substitute member – Mr M Castle

10.5.4.e The Member and named substitute to serve on the National Bus Lane Adjudication Committee:
Mr A White
Substitute Member – Mr D Douglas

12 Appointment of the Chairmen and Vice-Chairmen of Service Committees

12.1 The Leader, Mr C Jordan, seconded by Mrs A Thomas, put forward the following names for Chairs/Vice Chairs of Committees

Adult Social Care

Chair: Mr B Borrett
Vice-Chair: Mrs S Gurney

Children's Services

Chair: Mrs P Carpenter
Vice-Chair: Mr S Dark

Communities

Chair: Mrs M Dewsbury
Vice-Chair: Mr M Kiddle-Morris

Environment, Development and Transport

Chair: Mr M Wilby
Vice-Chair: Mr S Clancy

Business and Property Committee

Chair: Mr K Kiddie
Vice-Chair: Mr B Iles

12.3 There being no other nominations Council **RESOLVED** accordingly.

13 Questions to Leader of the Council

13.1 Question from Mr S Morphew

Mr Morphew asked the Leader what his top priority was for this coming year and how Norfolk would be able to judge his success or failure.

The Leader responded that all of the programme which had been set out was important, with one of the most important things being business, particularly economic development, which, coupled with broadband and mobile phone signal improvements would generate increased business. The Leader added that, as Norfolk did not have motorways, technological motorways were needed to allow worldwide trade, which was a real priority.

13.2 Question from Mr D Roper

Mr Roper said that many people would have received a blue leaflet through their doors prior to the local election, claiming, amongst many things, that the Conservative group had prevented cuts to the fire service. He added that those Members who were in the Council at the time knew that this was nonsense and at the budget debate in February, a proposal to withdraw cuts to the fire service was voted against by the Conservative group. He asked the Leader if he agreed that it was now time for a ring-fence at the very least to be put around fire service funding.

The Leader replied that the fire service would be protected, as would other services.

13.3 Question from Mr T FitzPatrick

Mr FitzPatrick asked if the Leader shared his view that the Committee system has had its day and that a move back to a Cabinet system was needed as soon as possible to allow the Council to run effectively and with clear lines of responsibility. Mr FitzPatrick said if that was the case, would the Leader agree to write to the Secretary of State, after the general election, to request that the law be changed so that we did not have to wait another two years before a change could be made should this Council decide to change its system of governance, following a full debate in this Chamber.

The Leader replied that he shared Mr FitzPatrick's view and that he had never been happy with the Committee system as it did not work and did not create accountability. The Leader added that he would be delighted to write to the Secretary of State after the election, to request an immediate return to the Cabinet system.

13.4 Question from Ms E Corlett

Ms Corlett said she was surprised and concerned to hear in the Leader's reference to his list of priorities that he had put technological motorways ahead of protection of vulnerable children in Norfolk. Ms Corlett asked the Leader how far down his list of priorities was children's services and the protection of vulnerable children and young people, as well as the improvement plan that needed to be kept up to date at pace.

The Leader replied that Children's Services was a priority, along with economic development and vulnerable people and mental health.

13.5 Question from Dr M Strong

Dr Strong referred to the debate and exchange of opinion on a vote taken at the Adult Social Care Committee at a previous Council meeting. Dr Strong asked the Leader if the decision taken to cut £60m from Adult Social Care could be reconsidered.

The Leader replied that Adult Social Care Committee would have an opportunity to reconsider the cut.

13.6 Question from Ms A Kemp.

Ms Kemp referred to the Willows site and asked the Leader if the first test of the new Business and Property Committee should be to take the Willows site out of the waste plan and put it into the employment plan, possibly by putting some industrial units there to support business and job creation and possibly raise the level of wages which was low in King's Lynn. She asked if the Leader would guarantee to do that and, if so, how soon.

The Leader replied that the Council had moved on from incineration and that he personally did not think the Willows site was suitable for waste and that it should be

used for the benefit of King's Lynn, possibly for industrial use. The Leader said he had asked the Environment, Development and Transport Committee to consider using the site for employment land use as opposed to waste use.

13.7 Question from Mr T Jermy

Mr Jermy said that during April he had visited the Princes Trust Team in Thetford which was the third visit he had undertaken in the last year and that to see the transformation that the young people went through from the start of the 12 week programme to the end was quite something. Mr Jermy added that he had been disappointed to learn that session was the last one in Thetford, because, linking to Cllr Roper's question about budget cuts to the fire service, they were no longer running the scheme from Thetford which was a shame. Mr Jermy added that he was shocked when he had asked and been informed that no arrangements had been put in place to monitor where those young people who could have gone to the Princes Trust programme would end up and what was going to happen to them. Mr Jermy asked the Leader to give some reassurance that, as a Council, we thoroughly review the effects of decisions we make as a Council in advance and also put measures in place to monitor the impact of those decisions.

The Leader gave an assurance that everything under his administration would be for the benefit of Norfolk overall, as well as the youngsters.

13.8 Question from Mr H Humphrey

Mr Humphrey said a number of comments had been made by Labour during the election campaign about Children's Services performance starting to worsen since the Conservatives took back control of the Council. He asked if the Leader could confirm whether this was true.

The Leader said that it was certainly not true and in fact the reverse was true. The Leader read out an extract from the latest Ofsted Monitoring Visit on 1 and 2 March 2017 which said "Since the last monitoring visit the Local Authority had taken decisive action to speed up the pace of improvement. A new, more confident, visible senior management team was providing a clear sense of purpose and direction".

13.9 Question from Mr E Seward

Mr Seward referred to the fact that the Head of a Primary School in his Division, following an 8% budget cut in the new school funding formula, wrote to parents in March saying "Decisions on our school funding will no longer be driven by what is best for our children ... but rather what we can afford and are legally required to provide as a minimum".

Mr Seward continued that this was unlikely to be an isolated case and therefore, had any appraisal been done by the Council on the impact on our schools for the new school funding formula with a view to making representations to Government on changing the formula to make it fair for all our schools.

The Leader replied that this topic would be discussed at the next County Council Network meeting and that the Chairman of the Network, Paul Carter, was in discussion with the Government in an attempt to improve the school funding formula.

13.10 Question from Mr B Watkins

Mr Watkins asked the Leader, whilst recognising Council had recently been in discussion with the NHS about how the additional £35m of social care would be spent in the next three years, what hope he could offer to older, frail and vulnerable

people of the county that the cuts to the building resilience programme, supported by the Conservative Group at the budget meeting would either wholly or partially be restored. He asked the Leader where that was on his list of priorities.

The Leader replied that we were required to work with the NHS and that Members were aware that the NHS owed Norfolk County Council a considerable amount of money that they hadn't yet transferred. The Leader reassured Council that everything possible would be done for the vulnerable people in Norfolk.

13.11 Question from Mr D Harrison

Mr Harrison referred to the Benjamin Foundation being under-funded. He added that the Foundation provided funding for a care home for vulnerable children in Aylsham which was likely to be deleted. He asked the Leader what that said for vulnerable people, particularly the most vulnerable people that had been taken from their parents and put into contained accommodation, with a warden, in Aylsham.

The Leader replied that he was not aware of the circumstances of that particular case in Aylsham, but reiterated that overall the Administration was doing what it could.

14 Reports from Committees

14.1 Report of the Health Overview and Scrutiny Committee meeting held on 6 April 2017.

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

14.2 Report of the Health and Wellbeing Board meeting held on 26 April 2017.

Mr B Watkins moved the report. Council **RESOLVED** to note the report

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

15.1 There were none.

The meeting concluded at 11.20am.

Chairman



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Size and Proportional Allocation of Seats on Committees.

Proposed Amendment from Liberal Democrat Group.

2.0 **Based upon existing committees of 17 being changed to 15 and the Economic Development Sub-Committee deleted and replaced by a new Business and Property Committee of 15**

2.1 There would be 142 main committee places. The overall allocation of the 156 places to political groups is as follows:-

Conservative - 94

Labour - 29

Liberal Democrats - 19

TOTAL - 142

2.2 The table below sets out the allocation of places to each committee when the proportionality formula is applied to each committee individually.

Committee and number of places	Cons	Lab	Lib Dem
Policy & Resources (15)	10	3	2
Adult Social Care (15)	10	3	2
Children's Services (15)	10	3	2
Communities (15)	10	3	2
Environment, Devt & Transport (15)	10	3	2
Business & Property (15)	10	3	2
Planning Regulatory (17)	10	3	2
Health Overview & Scrutiny (8)	5	2	1
Audit (7)	5	1	1
Standards (7)	5	1	1
General Purposes (5)	3	1	1
Pensions (5)	3	1	1
Personnel (5)	3	1	1
TOTAL ALLOCATED (142)	94	28	20
Overall number of places that each group should have	94	29	19

2.3 The table shows that there is a need to address the following discrepancies between the overall number of places to which each group is entitled and the number of places they have when the proportionality is applied individually to each committee:-

Labour – Should have 29 but are allocated 28 and therefore need to have 1 more place

Lib Dem – Should have 19 but are allocated 20 and therefore need to have 1 fewer place

2.4 Consequently, 1 Lib Dem place needs to go to Labour on a committee of 7.

Upon being put to a vote, on a show of hands, with 28 votes in favour, the amendment was LOST.

Procedure for Leader's Question Time

In order to give as many people as possible the opportunity to put a question to the Leader, questions should be asked succinctly and in a business-like manner. They should not be preceded by lengthy preambles. Similarly, answers should be given succinctly, to make sure there is sufficient time for a reasonable number of questions to be dealt with. The Chairman will be prepared to intervene if he considers this principle is not being adhered to.

Agenda Item 4 – Questions to the Leader of the Council

Questions to the Leader will be a 15 minute session for questions relating only to the role of Leader.

1. Questions to the Leader must be relevant to matters for which the Council has powers or duties. Members do not need to give prior notice of what they plan to ask and the Chairman's ruling as to relevance of questions will be final. If the Leader cannot give an immediate answer or feels that a written answer would be more helpful or appropriate, then the questioner will receive a written reply and this will be published to all members and to the public via the minutes.
2. The Chairman will begin Leader's Question Time by inviting the Leader of the Labour Group to ask the first question. All Group Leaders may delegate the asking of their question to another member of their Group. There is no right to ask a supplementary question.
3. After the first question has been answered, the Chairman will invite the Leader of the Liberal Democrat Group to ask a question.
4. When the second question has been answered, the Chairman will invite and select a member of the Conservative Group to ask a question.
5. If the 15 minutes has not expired, the Chairman will then invite all members of the Council to indicate if they wish to ask a question, by raising their hands. The Chairman will select a member to ask their question and all other members should put down their hands until the Chairman next invites questions.

6. The Chairman will follow the same principle of selecting questioners alternatively from Groups as in paragraphs 2-4 above.
7. The session will be timed by the existing lights system for timing speeches. The amber light will be lit after 14 minutes and the red light lit after a further minute. If a question is being asked at the point at which the red light is lit, the Chairman will allow the question to be completed and the answer to be given.

Notice of Motions

Notice of the following motions has been given in accordance with the Council Procedure Rules:-

1. Proposed by Mr S. Morphew

Council believes the Fire and Rescue service in the UK has rightly been praised alongside other emergency services for their role in recent major incidents. We applaud Norfolk's Fire and Rescue Service for their professionalism and readiness to serve and the trust they have built with residents of Norfolk. Consequently council resolves, despite the ongoing need for finding better and more cost effective ways of delivering services,

1. Budgets for the Fire and Rescue Service should be protected and enhanced to meet additional costs necessary to maintain the operational effectiveness of the service

2. To review the capacity of the service to meet emergencies like those faced elsewhere in recent months and respond to ensure residents can feel assured the service can meet their needs

3. To lobby government to include flooding response as part of the statutory functions of the Fire and Rescue Service and to increase funding accordingly

4. To retain all current Fire stations, numbers of fire fighters, control room and support staff

5. To produce a costed plan to meet future needs resulting from the planned large scale housing and economic growth in the county

6. To resist the bid by the Police and Crime Commissioner to take over the Fire and Rescue Service so locally elected county councillors can continue to be the local voice for residents on Fire and Rescue issues.

7. To write to the government to urge them to make funding available to help fit sprinkler systems into all schools and public buildings.

2. Proposed by Ms A Kemp, seconded by Mr S Aquarone

This Council, deploring the loss of £34 million of taxpayers' money over the failed King's Lynn Incinerator Project of a previous Conservative Cabinet, reaffirms its

support for the 2014 Motion by which Council reserved the disposal of the Willows site to itself, and asks the Business and Property Committee not to sell or otherwise dispose of the site out of local control before it comes out of the Waste Plan, to prevent the site becoming vulnerable to a purpose unacceptable to the people of West Norfolk, who have still not been consulted over the future of the site by the County Council.

Recommendations of the Policy and Resources Committee meeting held on 3 July 2017

1 Annual Treasury Management Report 2106-17

1.1 The Committee received the report at Appendix 1 to this report.

1.2 The Committee RESOLVED to RECOMMEND:

That County Council approve the Annual Treasury Management Report for 2016-17 that is enclosed at Appendix 1.

2 Consents for Council Controlled and Partially Controlled Companies

2.1 A report by the Executive Director of Finance and Commercial Services that was presented to the Committee is enclosed as Appendix 2 to this report.

2.2 **The Committee RESOLVED to RECOMMEND to the County Council the appointment of directors to companies owned by Norfolk County Council in Table 1 of the report, enclosed at Appendix 2 to this report.**

The Committee also RESOLVED to delegate to the Executive Director of Finance & Commercial Services the authority to consent to the debt restructuring proposed by Norwich Airport Limited after undertaking further due diligence.

**Cliff Jordan,
Chairman, Policy and Resources Committee**

Appendix 1: Report presented to Policy and Resources Committee of 3 July 2017

Report title:	Annual Treasury Management Report 2016-17
Date of meeting:	3 July 2017
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
Strategic impact This Annual Treasury Management Report forms an important part of the overall management of the Council's financial affairs. The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activity. This report provides details of the 2016-17 outturn position for treasury activities and highlights compliance with policy and strategy previously approved by Members in relation to treasury management.	

Executive Summary

In accordance with regulatory requirements, this report provides information on the Treasury Management activities of the County Council for the period 1 April 2016 to 31 March 2017.

After remaining unchanged at a historic low of 0.5% for 7 years the Bank of England reduced its base rate to 0.25% in August 2016. The Council has therefore continued to delay borrowing for capital purposes to avoid the 'cost of carrying debt' in the short term.

During 2016-17, the Council's treasury management operations have been carried out in accordance with best practice and in compliance with legislative and regulatory requirements.

At 31 March 2017, the Council's external debt was £521M (£488M in 2015-16) and its investments totalled £162M (£177M in 2015-16). The increase in External Debt is due to £40m PWLB borrowing incurred to support the construction costs of the Norwich Northern Distributor Road.

Members are asked to:

- **endorse and recommend to County Council, the Annual Treasury Management Report 2016-17.**

1. Introduction

The annex to this report sets out the treasury management activities of the County Council for the period 1 April 2016 to 31 March 2017.

2. Evidence

All treasury management operations detailed in the attached annex have been carried out in accordance with recognised best practice and in compliance with legislative and regulatory requirements.

The annex summarises:

- Investment Activity
- Long Term Borrowing and Debt Management Activity
- Leasing Activity

3. Financial Implications

This report brings together information on the treasury management activities of the County Council during 2016-17. Regular treasury management performance reports have been received throughout the year; therefore there are no further financial implications to consider.

4. Issues, risks and innovation

Risk implications

- 4.1 The County Council's treasury management activities provide for 'the effective management of risk while pursuing optimum performance consistent with those risks.' The Annual Investment & Treasury Strategy Report sets the parameters for risk management. Operationally, a risk register is maintained to monitor risks and control measures.

5. Background

- 5.1 The County Council is required by regulation issued under the Local Government Act 2003 to produce an annual treasury management review of its activities.

Officer Contact

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

Name	Telephone Number	Email address
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Howard Jones	01603 222832	howard.jones@norfolk.gov.uk



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Annual Treasury Management Report 2016-17

1. Introduction

- 1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice for Treasury Management in the Public Services (the Code) requires local authorities to produce an annual report on Treasury Management activities. The County Council is required to comply with the Code through Regulations issued under the Local Government Act 2003.
- 1.2 Treasury management activities are defined as 'the management of the Council's cash flows, its banking, money market and capital market transactions; the effective management of the risks associated with those activities and the pursuit of optimum performance consistent with those risks'.
- 1.3 Treasury management does not encompass those non treasury management investments where cash balances are invested for policy purposes. An example is the £6.250m loaned in 2016-17 to the Norse Group to enable the company to deliver the Norwich International Aviation Academy project. These investments are classed as capital expenditure and approved and monitored as part of the capital programme.
- 1.4 Treasury management in local authorities is extremely well regulated. Specific policy and operational guidance is contained in a variety of professional codes, statutes and government guidance.
- 1.5 The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 1.6 During 2016-17 the minimum reporting requirements were that the County Council should receive the following reports:
- an annual treasury strategy in advance of the year (County Council 22 February 2016)
 - a mid year treasury update report (County Council 12 December 2016)
 - an annual report following the year-end describing activity (this report).

In addition throughout 2016-17, the Treasury Management Panel and the Policy and Resources Committee received regular treasury management performance monitoring reports, and met in January and February 2017 to approve the strategy for 2017-18.

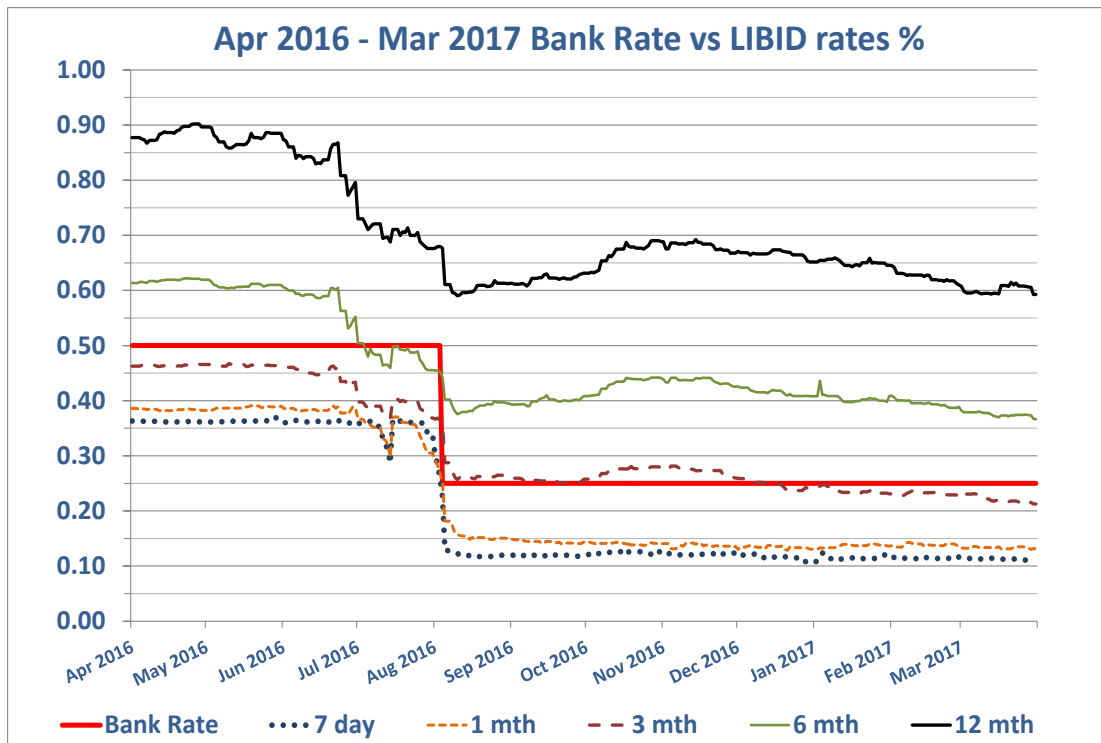
2. Capita's Economic Review 2016-17 – "The Economy and Interest Rates"

- 2.1 The two major landmark events that had a significant influence on financial markets in the 2016-17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019.
- 2.2 At its 4 August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.
- 2.3 In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum.

3. Treasury Operations in 2016-17

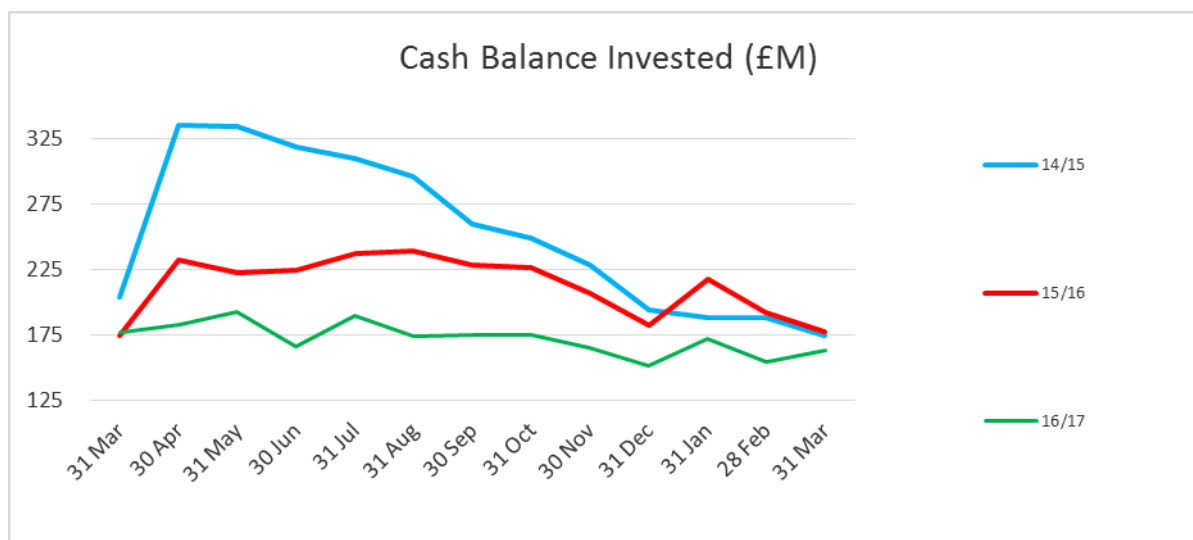
3.1 Investment Interest Rates in 2016-17 – Capita analysis

- 3.1.1 After the EU referendum, Bank Rate was cut from 0.5% to 0.25% on 4 August and remained at that level for the rest of the year. Market expectations as to the timing of the start of monetary tightening started the year at quarter 3 2018, but then moved back to around the end of 2019 in early August before finishing the year back at quarter 3 2018.
- 3.1.2 Deposit rates continued into the start of 2016-17 at previous depressed levels but then fell during the first two quarters and fell even further after the 4 August MPC meeting resulted in a large tranche of cheap financing being made available to the banking sector by the Bank of England. Rates made a weak recovery towards the end of 2016 but then fell to fresh lows in March 2017.



3.2 Investment Activity

- 3.2.1 The Council's investment policy is governed by the Department for Communities and Local Government's Guidance, which was incorporated within the annual investment strategy approved by the County Council on 22th February 2016. Investment activity during the year was in accordance with the approved strategy.
- 3.2.2 The Council's cash balances comprise of revenue and capital resources, such as general balances, provisions and earmarked reserves and the timing differences between the receipt and payment of monies required to meet the cost of County Council services and its capital programme.
- 3.2.3 Investment turnover in 2016-17 amounted to £1,553m in (£1,518m in 2015-16), and £1,568m out (£1,515m in 2015-16) including debt repayment, resulting in an overall decrease in cash balances of £15m. Cash balances available for investment have therefore decreased from £177m at 1 April 2016 to £162m at 31 March 2017. The average level of cash balances in 2016-17 was £171m (£211m in 2015-16).
- 3.2.4 A graph of cash balances invested over the past three years is shown below:



- 3.2.5 The large increase in April 2014 reflects the front loading of Business Rates Retention and Revenue Support Grant (half of the £246m annual total received in one month), whereas future year's receipts have been more evenly distributed. The spike in January 16 was due to early receipt of NNDR grant income and the smaller spikes in July 16 and Jan 17 represent the £40m NNDR PWLB borrowing. A proportion of these sums are carried forward at 31 March 17 to fund the remainder of the NNDR construction.
- 3.2.6 Of the 410 bank accounts administered by the County Council, only 3 are principal accounts (one for income collection, general expenditure and salary payments). The remaining bank accounts are service specific, for example schools locally managing their devolved budgets. The corporate treasury management function ensures the efficient management of cash balances across all 410 accounts by aggregating and investing surplus cash balances on a daily basis.
- 3.2.7 All cash balances are managed internally and invested in accordance with the Council's approved investment strategy. The Council works closely with its external Treasury Advisors to determine the credit rating criteria for 'high' credit rated institutions supplemented by other financial market information and intelligence.
- 3.2.6 Investment decisions are largely driven by the timing of projected cash in-flows and out-flows, the availability of high quality counterparties and the relative value of interest rates compared to the performance benchmark.
- 3.2.7 An investment profile as at 31 March 2017 is attached at Appendix A.
- 3.2.8 The average interest rate earned in 2016-17 was 1.01% (0.77% in 2015-16), compared with the average 7 day London Interbank Bid (LIBID) rate of 0.20%. The table below provides a month by month and a cumulative comparison against the 7 day LIBID benchmark. A comparison against other deposit benchmarks can be made using the chart at para. 3.1.2 above.

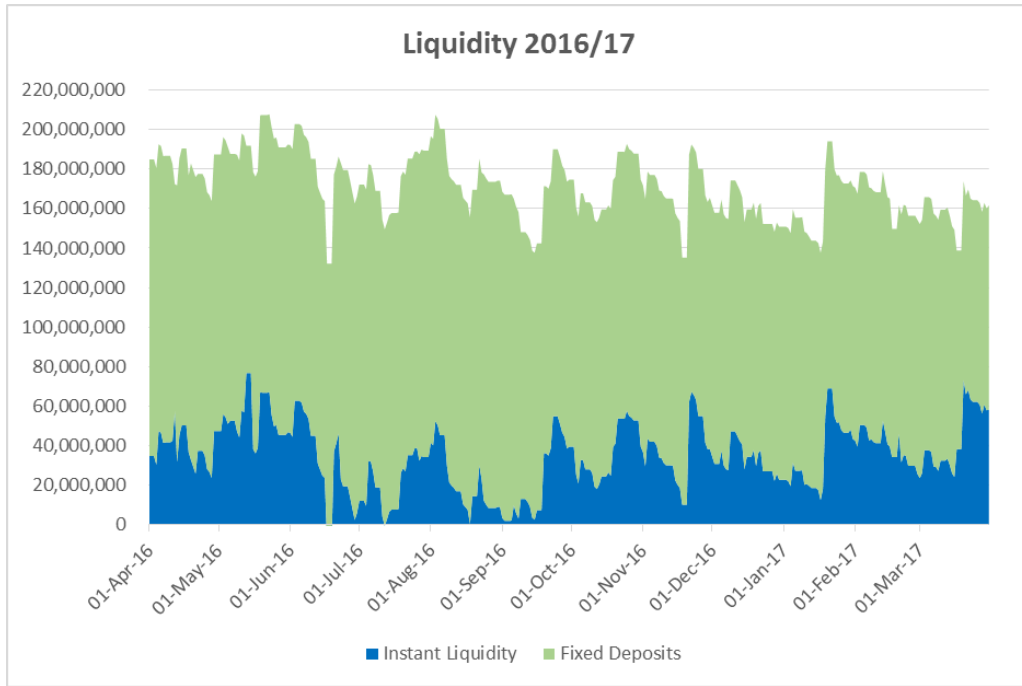
2016-17	Interest for Month (%)	LIBID for Month (%)	Interest Year to Date (%)	LIBID Year to Date (%)
Apr 16	0.97	0.36	0.97	0.36
May 16	0.99	0.36	0.98	0.36
Jun 16	1.06	0.36	1.01	0.36
Jul 16	1.07	0.35	1.02	0.36
Aug 16	1.08	0.14	1.03	0.32
Sep 16	1.03	0.12	1.03	0.28
Oct 16	0.97	0.12	1.02	0.26
Nov 16	0.98	0.12	1.02	0.24
Dec 16	1.01	0.12	1.02	0.23
Jan 17	1.01	0.12	1.02	0.22
Feb 17	1.00	0.11	1.02	0.21
Mar 17	0.99	0.11	1.01	0.20

3.2.9 Gross interest earned for the period 1 April 2016 to 31 March 2017 is £1.739m (£1.622m in 2015-16). Net interest earned, after adjusting for internal interest bearing accounts, is £1.638m (£1.274m in 2015-16).

3.2.10 A year-on-year comparison of investment activity is summarised below. Gross Interest Earned has increased by £0.117m, this is as a result of increasing the value of fixed deposits and reducing the amount of liquid cash being held. This has enabled the Council to earn more interest despite a reduced level of cash balances.

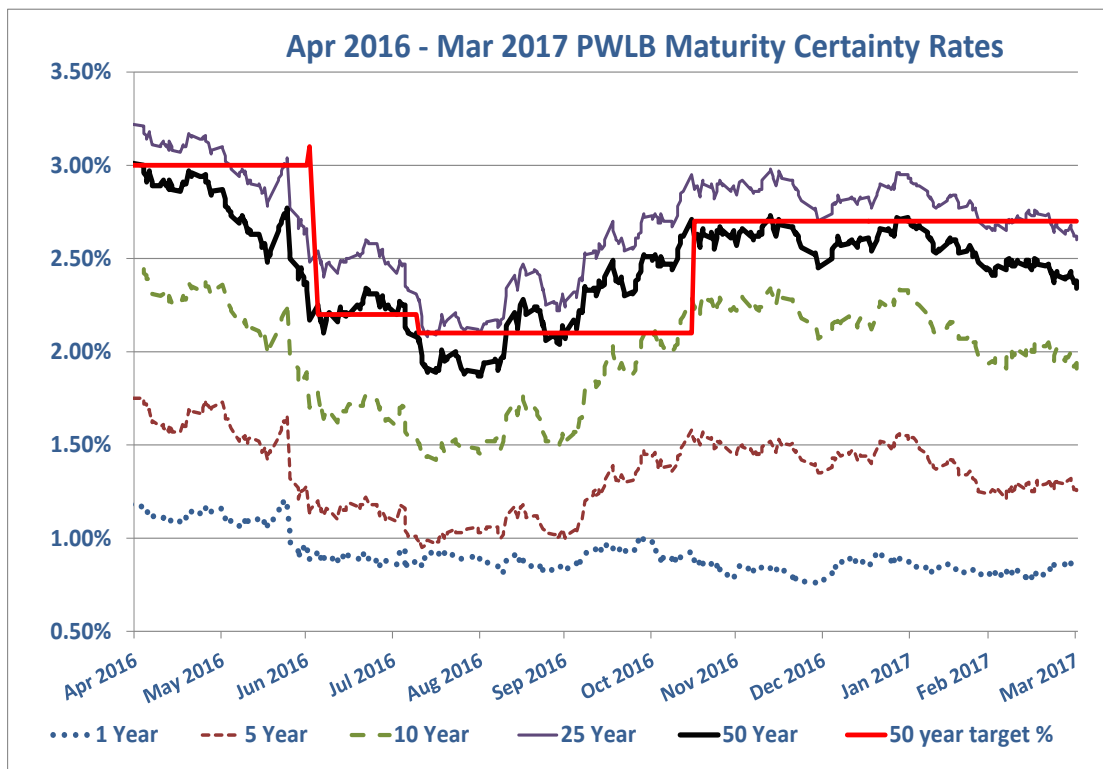
	2015-16	2016-17
Average Cash Balances	£211m	£171m
Interest Rate (including prior year fixed deposits)	0.77%	1.01%
Gross Interest Earned	£1.622m	£1.739m

The interest rate achieved in 2016-17 of 1.01% exceeds comparable average LIBID 6 month and 12 month deposit rates of 0.462% and 0.702% respectively. This has been achieved while still effectively managing daily cashflow liquidity as shown in the following graph:



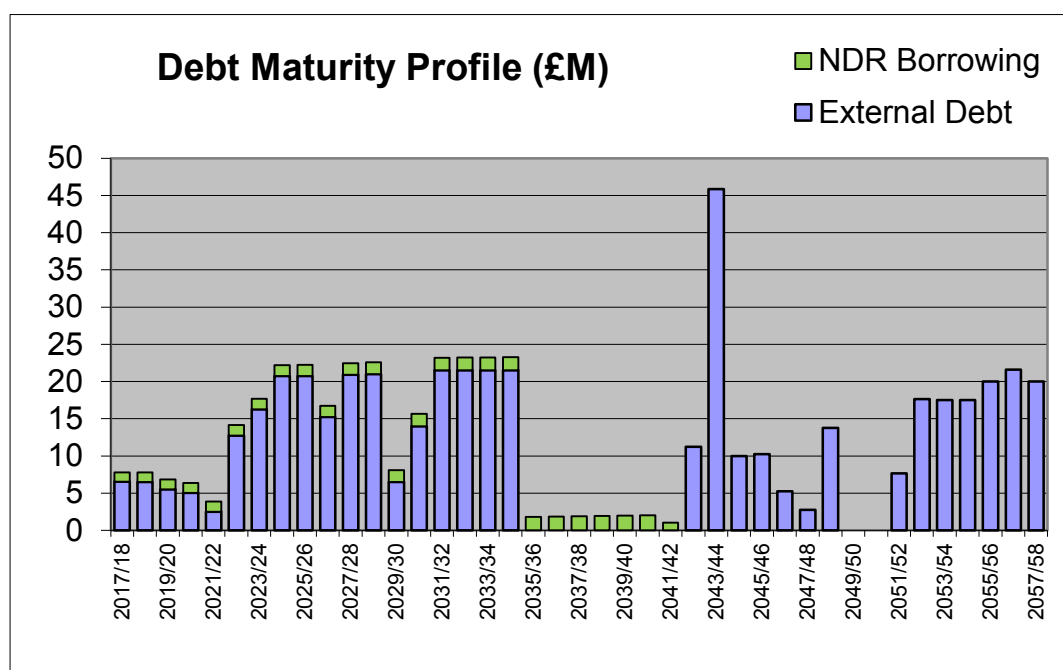
3.3 Borrowing Interest Rates – Capita analysis

3.3.1 During 2016-17, PWLB rates fell from April to June and then gaining fresh downward impetus after the referendum and Bank Rate cut, before staging a partial recovery through to December and then falling slightly through to the end of March. The graph of PWLB rates below shows, for a selection of maturity periods, movements in borrowing rates throughout the financial year.



3.4 Long Term Borrowing & Debt Management Activity

- 3.4.1 The County Council undertakes capital expenditure on long-term assets. This activity gives rise to the need to borrow. Part of the Council's treasury management activity is to address this borrowing need, either through long term borrowing from external bodies (PWLB or commercial banks) or utilising cash resources on a temporary basis within the County Council.
- 3.4.2 In accordance with the approved 2016-17 Investment and Treasury Strategy, the County Council has postponed any new borrowing for capital purposes, using cash balances on a temporary basis to avoid the cost of 'carrying' debt in the short term. "Cost of carry" is the difference between interest paid and interest earned on borrowed monies while temporarily held as cash balances until used to fund capital expenditure. Delaying borrowing and running down the level of investment balances also reduces the County Council's exposure to investment counterparty risk. By avoiding the "cost of carrying" debt the County Council is currently saving £3m pa (assuming a net interest rate differential of 1.75%).
- 3.4.3 At 31 March 2017, the Council's external borrowing (debt outstanding) totalled £521M (£488M at 31 March 2016) including £40m borrowed in 2016-17 to support the construction of the Norwich Northern Distributor Road. The average life of the Council's debt is 33 years.



- 3.4.4 Interest paid on external borrowings in 2016-17 was £25.550m. The average rate of interest was 5.07%.
- 3.4.5 The debt position at the 31 March 2017 compared to the previous year is shown below showing the effect of new NDR borrowing and a change in the terms relating to part of the variable interest debt:

Actual Borrowing Position	31 March 2016		31 March 2017	
	Principle £m	Rate%	Principle £m	Rate%
Fixed Interest Debt	445	5.28%	490	5.00%
Variable Interest Debt	43	4.70%	31	4.72%
Total Debt	488	5.23%	521	4.98%

- 3.4.6 Appendix B shows debt maturities during recent years, including the amount of debt repaid, the rate of interest and interest savings.
- 3.4.7 The County Council maintained its total gross borrowing level within its Authorised Limit of £777m during 2016-17. The Authorised Limit being the 'affordable borrowing limit' required by section 3 of the Local Government Act 2003.
- 3.4.8 The PWLB provides a facility to restructure debt, including early repayment of loans. This can result in net savings in overall interest charges. No early repayments were made in 2016-17 as the current low level of PWLB rates would result in 'premiums' being payable. Prevailing PWLB interest rates will be monitored in order to identify future repayment opportunities.

4. Leasing

- 4.1 In 2016-17 leasing facilities totalling £2.2m were arranged by Capita Asset Services Ltd. Leased assets included Fire and Highways vehicles and a variety of vehicles for Norse Commercial Services under a subleasing arrangement.

5. Icelandic bank update

- 5.1 Of the £32.5m original deposits, £30.740m has been recovered. The projected cash recovery is £30.802m. Further details are shown in Appendix C.

Appendix A

Outstanding Deposit Profile at 31st March 2017

Counterparty Name	Deal Date	Maturity Date	Interest Rate %	Principal £M
Barclays Bank Group				
Barclays Bank Call Account	Instant Liquidity		0.35*	58.198
				58.198
Close Brothers Limited				
Close Brothers Limited	19-Apr-16	19-Apr-18	1.55	10
Close Brothers Limited	24-Aug-16	24-Aug-18	1.25	10
				20
Goldman Sachs Intl Bank				
Goldman Sachs Intl Bank	24-May-16	24-May-17	1.045	5
Goldman Sachs 370 Day Notice	Not yet called		1.11	10
				15
Lloyds Banking Group				
Lloyds TSB	13-Apr-16	13-Apr-17	1.05	5
Lloyds TSB	13-Apr-16	13-Oct-17	1.30	10
Lloyds TSB	13-Apr-16	13-Apr-18	1.40	10
Lloyds TSB	09-May-16	09-Nov-17	1.30	5
Lloyds TSB	16-May-16	16-May-17	1.05	5
Lloyds TSB	16-May-16	16-Nov-17	1.28	20
Lloyds TSB	27-Jul-16	27-Jul-17	1.05	5
				60
Norse Group				
NPS Property Consultants	22-Mar-17	05-Apr-17	2.85	1
NPS Property Consultants	24-Mar-17	07-Apr-17	2.85	0.5
NPS Property Consultants	31-Mar-17	18-Apr-17	2.85	1
NPS Property Consultants	31-Mar-17	19-Apr-17	2.85	1
				3.5
Santander UK				
Santander UK 365 Day Notice		21-Mar-18	1.05	5
				5
Total Deposits				161.698

* Latest rates as at 31st March 2017

In addition deposits of £12.855m were held on behalf of other bodies:

Norfolk Pension Fund, Norse Commercial Services Ltd, Norse Care Ltd, NPS
Property Consultants Ltd and Independence Matters.

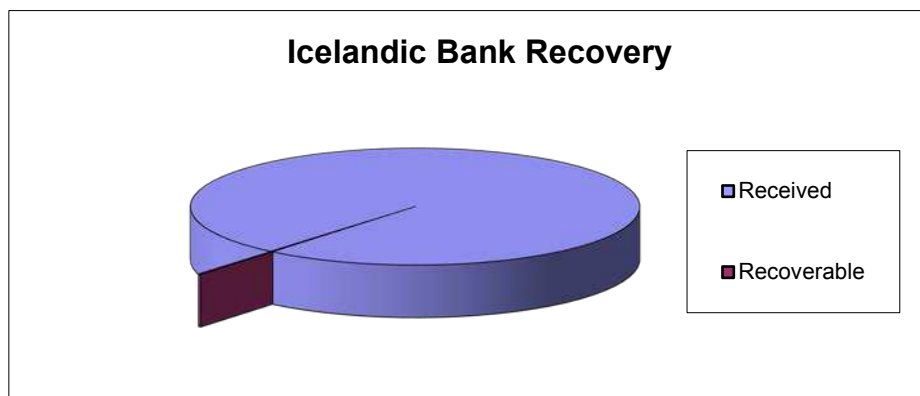
Appendix B

Debt Maturities 2015/16 to 2016/17			
Maturity Date	Amount Repaid	Rate	Full Year Interest Saving
11/04/2015	£1,000,000	4.625%	£46,250
15/06/2015	£500,000	9.375%	£46,875
30/09/2015	£1,500,000	5.000%	£75,000
11/10/2015	£500,000	9.625%	£48,125
11/10/2015	£500,000	4.625%	£23,125
15/12/2015	£500,000	9.500%	£47,500
31/03/2016	£500,000	9.375%	£46,875
31/03/2016	£1,500,000	5.000%	£75,000
2015/16	£6,500,000		£408,750
15/06/2016	£500,000	9.250%	£46,250
15/12/2016	£500,000	9.500%	£47,500
11/04/2016	£1,000,000	4.625%	£46,250
11/10/2016	£500,000	4.625%	£23,125
30/09/2016	£2,000,000	5.125%	£102,500
31/03/2017	£1,000,000	5.000%	£50,000
31/03/2017	£500,000	9.375%	£46,875
2016/17	£6,000,000		£362,500
Apr 15 to Mar 17	£12,500,000		£771,250

Icelandic Bank Update

1. Current Position

- 1.1 Norfolk County Council was one of over 120 local authorities with deposits in Icelandic Banks when they collapsed in October 2008.
- 1.2 Of the £32.5m original deposits, £30.740m has been recovered. The latest projected cash recovery from all 3 banks is £30.802m.
- 1.3 The County Council is no longer a creditor of Landsbanki or Glitnir.



2. Remaining Recovery

Kaupthing Singer and Friedlander

- 2.1 The Administrators of Kaupthing Singer & Friedlander (Ernst & Young) paid a 14th dividend payment on 8 Nov 2016 with NCC receiving £0.052M and a 15th dividend payment on 4 May 2017 when NCC received £0.094M.
- 2.2 A further £0.062M is forecast to be recovered.

3. Recovery Process

- 3.1 The latest projected cash recovery from all 3 banks is £30.802m, this constitutes 95% of our initial £32.5m deposit.
- 3.2 The Treasury Management Panel will be informed if there is any significant movement in the forecast recovery.

3.3 The cost of litigation has been shared on a pro-rata basis between local authority creditors. The Council's total contribution up to 31 March 2017 is £226k (£0 in 2016/17)

Appendix 2: Report presented to Policy and Resources Committee of 3 July 2017

Report title:	Consents for Council Controlled and partially controlled companies
Date of meeting:	3rd July 2017
Responsible Chief Officer:	Executive Director of Finance & Commercial Services – Simon George
Strategic impact The appointment of directors to Council owned entities requires the consent of full Council. The County Council (Along with the city Council) have a small shareholding in Norwich Airport Ltd. In order for the majority shareholder to undertake a debt refinancing the consent of the council is required.	

Executive summary

Policy and Resources Committee is recommended to:

- 1. Recommend to Full council the appointment of directors to companies owned by Norfolk County Council in Table 1**
- 2. Delegate to the Executive Director of Finance & Commercial Services the authority to consent to the debt restructuring proposed by Norwich Airport Limited after undertaking further due diligence.**

1. Background

Appointment of Directors

- 1.1 The consent of the County Council is required before the appointment of directors to its companies.**

- 1.2 The Executive Director of Finance & Commercial Services has reviewed the below list of appointees and advises that they are suitable

And subsequently recommends that the Policy and Resources Committee approve the appointment of the list of directors below to Full Council.

Table 1

Company	Proposed Director	Info
Hethel Innovation Ltd	Tracey Jessop	Replacing Fiona McDiarmid
Hethel Innovation Ltd	Harvey Bullen	Additional Board Capacity
Suffolk Norse Ltd	Mark Emms	retirement/resignation of current Director
Suffolk Norse Ltd	Michael Davis	retirement/resignation of current Director
Suffolk Norse Transport Ltd	Mark Emms	retirement/resignation of current Director
Suffolk Norse Transport Ltd	Michael Davis	retirement/resignation of current Director
NPS Peterborough Ltd	Alex Gee	retirement/resignation of current Director
NPS Norwich Ltd	David Shaw	retirement/resignation of current Director

Norwich Airport Ltd Debt restructuring

- 1.3 Norfolk County Council and Norwich City Council have a minority interest in Norwich Airport Ltd.
- 1.4 The council's relationship with the airport is governed by a Public Private Partnership (PPP) Agreement dated 2 March 2004 between Norwich Airport and the Councils (Norfolk County Council & City of Norwich Council)
- 1.5 Clause 5.2 (of the PPP) states that the '*Company shall not make any material amendment, waive any material right under any Financing Agreement or enter into any new Financing Agreement without the consent of the Councils...*'
- 1.6 The majority owners of the airport (Regional and City Airports Holding Group) have indicated to the council that they wish to restructure their debt financing across their corporate structure, including for Norwich Airport Ltd.
- 1.7 The Executive Director of Finance and Commercial Services has reviewed the outline proposal and is of the opinion that the County Council should provide consent as it has no adverse effect on the Councils holding.
- 1.8 The Executive Director of Finance and Commercial services will undertake further due diligence on the detailed proposal and will give consent only if he continues to believe it represents value for the council's holding in Norwich Airports Ltd.

2. Financial Implications

- 2.1. Although there are no direct financial implications for the Council, the effective strategic management of companies in which the council has an interest is envisaged to further enhance the financial return to the Council.

3. Issues, risks and innovation

- 3.1. There are no significant risks or implications beyond those set out in the financial implications section of the report.

4. Background Papers

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:

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

Officer Name:	Tel No:	Email address:
Simon George	01603 222400	simon.george@norfolk.gov.uk



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

Procedure for Questions to Service Committee Chairs

Questions to the Chairs of:-

- Adult Social Care Committee
- Business and Property Committee
- Children's Services Committee
- Communities Committee
- EDT Committee
- Policy and Resources Committee

The time allowed for questions will 10 minutes for each Chair.

1. The Chairman will begin Questions to Chairs by inviting members to indicate, by raising their hands, if they wish to ask a question of the Chairman of the Adult Social Care Committee.
2. The Chairman will select a member to ask their question and all other members should put down their hands until the Chairman next invites questions.
3. The Chairman will follow the principle of selecting the first questioner from the Labour Group, followed by the Liberal Democrat Group and the Conservative Group. The Chairman will then revert to the Labour Group etc.
4. The session will be timed by the existing lights system for timing speeches. The amber light will be lit after 9 minutes and the red light after a further minute. If a question is being asked at the point at which the red light is lit, the Chairman will allow the question to be completed and the answer to be given.
5. Questions should be asked succinctly and in a business-like manner. They should not be preceded by lengthy preambles. Similarly, answers should be given succinctly, so that there is sufficient time for a reasonable number of questions to be dealt with. The Chairman of the Council will be prepared to intervene if he considers this principle is not being adhered to.
6. After questions to the Chair of the Adult Social Care Committee have ended, the Chairman will then invite questions to the Chair of the Business and Property Committee, following the procedure in 1-5 above, etc

Report of the Policy and Resources Committee meeting held on 3 July 2017

1 Caring For Your County

- 1.1 The Committee received a report by the Managing Director that set out some of the key commitments contained in the Conservative Party manifesto “Caring for Your County” that were published for the local government elections in May 2017.

1.2 It was RESOLVED

That the Policy and Resources Committee:

- 1. Agree to the adoption of the “Caring for our County” themes for presenting the new administration’s priorities for implementation in the County Council’s Corporate and Service plans.**
- 2. Agree to the process and timetable for the County Council Planning cycle that is set out in the report.**

2 Managing Director’s Department and Finance and Commercial Services vital signs performance management report

- 2.1 The Committee received a report by the Executive Director of Finance and Commercial Services that presented up to date performance management information for the Managing Director’s Department and Finance and Commercial Services.

2.2 It was RESOLVED

That the Policy and Resources Committee:

Note the performance data for the Managing Director’s Department and Finance and Commercial Services and the recommended action included within the Vital Signs and Performance Management Reports.

3 Corporately significant vital signs performance management report

- 3.1 The Committee received a report by the Strategy Director that provided up to date performance management information for corporately significant vital signs.

3.2 It was RESOLVED

That the Policy and Resources Committee:

Note the corporately significant performance data and the recommended action included within the Vital Signs and Performance Management Reports.

4 Risk Management Report

4.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided the corporate risk register as it stood in July 2017, along with an update on the Risk Management Strategy 2016-19, and other related matters, following the latest review conducted during April and May 2017.

4.2 It was RESOLVED

That the Policy and Resources Committee:

- 1. Note the changes to the corporate risk register (Appendices A and B to the report), the progress with mitigating the risks; and**
- 2. Note the scrutiny options for managing corporate risks, (Appendix C to the report);**
- 3. Note the movement of corporate risks since the last meeting (Appendix D to the report);**
- 4. Note the Finance and Commercial Services departmental risk summary (Appendix E to the report);**

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

5.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details about the latest developments impacting on the 2017-18 Budget, and the organisational response to some of these financial challenges.

5.2 It was RESOLVED

That the Policy and Resources Committee:

- 1. Note the arrangements for the development of the County Council Plan set out in section 4 of the report presented to the Committee;**
- 2. Approve the budget planning assumptions set out in this report and confirm the proposed budget planning principles for 2018-19;**
- 3. Note the revised budget gap of £100.000m forecast in the Council's latest financial planning which updates the Medium Term Financial Strategy for 2018-19;**
- 4. Approve the allocation of saving targets for the MTFs period 2018-19 to 2021-22 to Departments, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;**
- 5. In order to help close the forecast 2018-19 budget gap (as defined in resolution 3) request for Service Committees to consider during**

the September Committee cycle:

- a. which of their savings identified for 2019-20 have the capacity to be brought forward to 2018-19;
 - b. to identify alternative new savings for 2018-19;
 - c. to identify any savings which could be implemented during 2017-18 to provide an in-year saving; and
 - d. to identify savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.
6. Note the use of additional funding for Adult Social Care in 2017-18 as set out in section 5 of the report and that this will be agreed by the Adult Social Care Committee at its meeting 10 July 2017;
7. In respect of a potential Business Rates localisation pilot as set out in section 5 of the report to:
- a. note the uncertainty about whether there will be scope to submit a bid for pilot status; and
 - b. delegate authority to the Executive Director of Finance and Commercial Services to explore the opportunity further and, if appropriate, take forward an application for pilot status to the Department for Communities and Local Government (subject to consultation with the Leader of the Council) in coordination with other authorities as required.

6 Employee Health, Safety and Wellbeing Annual Report

- 6.1 The Committee received a report by the Strategy Director that provided an overview of the Health, Safety and Well-being (HSW) performance of NCC for 2016/17 and the activities of the HSW Service to support the management of risks. An indication of the plan for next year and the information necessary for Members to satisfy themselves of the effectiveness of the NCC health and safety management system were provided.

6.2 It was RESOLVED

That the Policy and Resources Committee:

1. Note the Health, Safety and Well-Being Annual Report for 2016/17 and the actions outlined throughout the report and specifically the organisation's HSW performance.
2. Agree the priorities and plan for 2017-20 outlined in section 6 of the Health, Safety and Well-Being Annual Report.

7 Finance Monitoring Report Outturn

- 7.1 This report gives details of the outturn position for the 2016-17 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2017, together with related financial information. The report also provides a brief commentary on budgets which are the direct responsibility of this Committee.

7.2 It was RESOLVED

That the Policy and Resources Committee:

- 1. Note the Revenue outturn of an underspend of £0.048m on a net budget of £338.960m;**
- 2. Note the General Balances of £19.301m at 31 March 2017, including the 2016-17 underspend of £0.048m;**
- 3. Note the planned use of reserves, and actual use of reserves required to deliver a balanced budget in 2016-17 as set out in Appendix 1 paragraphs 3.1-3.9 of the report;**
- 4. Note the financial information in respect of budgets which are the direct responsibility of this Committee, as set out in Appendix 2 of the report;**
- 5. Note the expenditure and funding of the 2016-17 and future capital programmes as set out in Appendix 3 of the report.**

8 Delivering Financial Savings 2016-17 Final Outturn Position

8.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the outturn position in respect of the delivery of the 2016-17 savings agreed by the County Council at its meeting 22 February 2016. The report commented on the exceptions to successful delivery, in particular those items rated RED.

8.2 It was RESOLVED

That the Policy and Resources Committee:

- 1. Note the total shortfall of £7.339m in 2016-17, which amounts to 18% of total savings. This represents a £0.909m improvement from the position reported for period 10, due to increased savings delivery in Adults and Children's Services;**
- 2. Note the budgeted value of 2016-17 savings projects rated as RED of £6.575m, of which £0.788m have been delivered;**
- 3. Note the budgeted value of 2016-17 savings projects rated as AMBER of £6.908m, of which £4.875m have been delivered;**
- 4. Note the over delivery of £0.481m on GREEN and BLUE rated projects; and**
- 5. Note the total removal of £13.325m of 2017-18 savings and £18.472m of 2018-19 savings reflecting delay and removal of savings as approved in 2017-20 Budget setting by County Council.**

9 Finance Monitoring Report Period 2: May 2017

9.1 The Committee received a report by the Executive Director of Finance and Commercial Services that summarised the Period 2 (May 2017) forecast financial outturn position for 2017-18, to assist Members to maintain an overview of the overall financial position of the Council.

9.2 It was RESOLVED

That the Policy and Resources Committee:

1. Note the period 2 forecast Revenue overspend of £0.870m;
2. Note the forecast General Balances at 31 March 2018 of £19.301m, before taking into account any over/under spends;
3. Approve the specified use of reserves required to deliver a balanced budget in 2017-18, as set out in Appendix 1 paragraph 3.2 of the report;
4. Approve the write-off of one Residential Care charges debt of £11,954.68, due to the exhaustion of the estate;
5. Note the revised expenditure and funding of the current 2017-20 capital programme as set out in Appendix 2 of the report;
6. Approve the addition of £0.450m to the capital programme in order to purchase and commission a new sourcing, purchasing and payments system, as described in in Appendix 2 paragraph 4 of the report.

10 Delivering Financial Savings 2017-18

10.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided details of the forecast delivery of the 2017-18 savings agreed by the County Council at its meeting 20 February 2017, as at period two (May 2017).

10.2 It was RESOLVED

That the Policy and Resources Committee:

1. Note the forecast shortfall of savings delivery of £1.182m, which amounts to 2% of total savings for 2017-18;
2. Note the budgeted value of 2017-18 savings projects rated as RED of £1.750m, of which £0.568m are forecast to be delivered;
3. Note the budgeted value of 2017-18 savings projects rated as GREEN or BLUE of £46.024m, of which £46.024m are forecast to be delivered; and
4. Note the forecast position of savings delivery for 2018-19 (£0.878m shortfall) and 2019-20 (£0.535m shortfall).

11 Norfolk Energy Futures

11.1 The Committee received a report by the Executive Director of Finance and Commercial Services that recommended transferring responsibility for Norfolk Energy Futures (and its associated activities) from the Community and Environmental Services Department to the Corporate Property Team in the Finance and Commercial Services Department. In addition, the report proposed that the company was liquidated. This approach would ensure that any debt associated with the company's operations could be minimised but would also enable a more robust and joined up approach to securing and delivering

renewable energy projects, particularly in relation to the County Council's property estate.

11.2 RESOLVED

That the Policy and Resources Committee:

- 1. Agree to liquidate Norfolk Energy Futures Ltd.**
- 2. Agree to delegate responsibility to the Executive Director of Finance and Commercial Services, in consultation with the Leader and Deputy Leader of the Council, to carry out the relevant activities to liquidate the company and to take appropriate actions to ensure that the most beneficial approach for the County Council is progressed, including seeking to minimise any debt that may need to be written off. The outcomes of this work will be reported to Policy and Resources Committee through the financial monitoring process.**

12 Direct Property Development Company

- 12.1** The Committee received a report by the Executive Director of Finance and Commercial Services that proposed the establishment of a new wholly-owned Limited Company that would undertake property development using land identified as surplus to County Council use with the aim of taking profits that would otherwise be taken by a private developer and others involved in the process, including financiers.

12.2 RESOLVED

That the Policy and Resources Committee:

- 1. Agree to the establishment of a commercial property development company and instruct officers to register the company with Norfolk County Council as the sole shareholder.**
- 2. Confirm that the primary purpose of the company is to generate income streams to support service delivery and agree to the secondary objectives as detailed in paragraph 1.2 of the report.**
- 3. Confirm the composition of the Company Board to include 2 County Councillors, 2 external Non-Executive Directors and 4 County Council Officers.**
- 4. Confirm the nomination of Councillor Kiddie and Councillor Iles as the founding directors of the new company. Directors will then be appointed annually, as part of the process for appointment to external bodies.**
- 5. Agree that the company will be offered suitable NCC surplus properties and other assets, suitable for development, at full market value (each proposed disposal will be reported to committee in accordance with the usual disposal process).**
- 6. Endorse the business objectives and operating model for the company and note that the Board of the new company will focus on the development of a 5 year business plan, to be reported to the**

- Business and Property Committee before commencing trading.**
- 7. Confirm the name of the company will be Repton Property Developments (subject to a final check that this name has not been used elsewhere).**

13 Internal and External Appointments

13.1 The Committee received a report by the Managing Director about internal and external appointments.

13.2 **It was RESOLVED:**

That Policy and Resources Committee:

- 1. Make appointments to those external bodies, internal bodies and Champions position as set out in the report.**
- 2. Ask the Constitution Advisory Group to consider the possible establishment of a new committee (the Digital Innovation and Efficiency Committee). The Committee also asked CAG to carry out a review of the Constitution and determine if there was any “general tidying up” that needed to be done in the context of the new political structures following the election in May and to report directly to Council.**

**Cliff Jordan
Chairman, Policy and Resources Committee**

Report of the Adult Social Care Committee Meeting held on 19 June 2017 and 10 July 2017.

A – Items from the meeting of 19 June 2017

1. Executive Director's Update

1.1 The Executive Director of Adult Social Care:

- Gave thanks and praise to volunteers and provider organisations who had supported during the recent elections;
- Reported that during the extended purdah period, work had continued with NHS colleagues, and proposals from these discussions would be brought to the next committee meeting in July 2017;
- Welcomed to the James Paget Hospital Trust their new Chair, Anna Davidson;
- Noted that a new Chief Officer had been appointed to west Norfolk CCG, John Webster, and expressed thanks and best wishes on behalf of the Committee to the outgoing Chief Officer.

2. Internal and External Appointments

2.1 It had been suggested that the Council have a dementia champion; the Chairman proposed the Committee agree this position.

2.2.1 With 7 votes for Mr C Foulger and 5 votes for Mrs K Clipsham:

- Mr C Foulger was **DULY APPOINTED** as Member Dementia Champion.

2.2.2 With 13 votes in favour to 0 against, the Committee **DULY AGREED**:

- To **APPOINT**
 - Chairman Mr B Borrett and Vice-Chair Mrs S Gurney to the Independence Matters Enterprise Development Board;
 - Mr M Sands as Member Representative on the Norfolk Council on Aging;
 - Mrs J Brociek-Coulton as Members Carers Champion;
 - Mr M Sands as Members Older Peoples' Champion;
- To **DEFER** appointments to Member Champion for Learning Difficulties and Member Champion for Physical Disability and Sensory Impairment to the next meeting in July 2017.

3. Norfolk Adult Social Services – a review of the current position and issues

3.1 The Committee received the report setting out the position for Adult Social services focussing on the main issues influencing and driving demand and costs and pressing issues shaping direction of travel for the service in the medium term.

3.2 With 13 votes in favour and 0 against, the Committee **DISCUSSED** and **AGREED**:

- a) the analysis and conclusions set out in section 5 of the report;
- b) the priorities of Adult Social Care Committee and the vision in section 4 of the report.

4. Adult Social Care Finance Outturn Report Year End 2016-17

- 4.1 The Committee **considered** the report providing a review of the budget position for the last financial year, 2016-17, based on information to the end of March 2017.
- 4.2 With 13 votes in favour and 0 against, the Committee **DULY AGREED**:
- a) The outturn position for 2016-17 Revenue Budget of an overspend of £4.399m;
 - b) The outturn position for the 2016-17 Capital Programme.
- 4.3 The Executive Director for Adult Social Care gave an update on the budget forecast for Adult Social Care.

5. Performance Management report

- 5.1 The Committee received the performance management report presenting performance against the Committee's vital signs indicators.
- 5.2 With reference to section 3 of the performance management report, for each vital sign that had been reported on an exceptions basis, With 13 votes in favour and 0 against when taken en-bloc, the Committee:
- a. **DISCUSSED** and **AGREED** the performance data;
 - b. **AGREED** the actions to address performance in the vital signs report cards;
 - c. **AGREED** to **DELEGATE** to the Director the submission of data for statutory returns;
 - d. **AGREED** to **RECEIVE** a report in September 2017 showing targets for 2017/20.

6. Risk Management

- 6.1 The Committee **DISCUSSED** the report presenting the full departmental risk register.
- 6.2 With 13 votes in favour and 0 against, the Committee **AGREED** the risk register as set out in Appendix A of the report.

7. Adult Social Care Annual Quality Report 2016/17

- 7.1 Members received the report outlining and containing the annual quality report, setting out the detail and the strategy for further improvement.
- 7.2 With 13 votes in favour and 0 against when taken en-bloc, the Committee:
- a) **CONSIDERED** the findings presented and **AGREED** to publish the annual quality report;
 - b) **AGREED** to a further detailed briefing on the care market.

B – Items from the meeting of 10 July 2017

1. Executive Director's Update

- 1.1 The Executive Director updated the Committee on:
- Continued progress on the replacement of the existing social care system with Liquid Logic. It was now moving into the implementation phase which was on schedule for November;

- The CQC (Care Quality Commission) State of the Nation report on the quality of social care which had been published; the local state of care in Norfolk was covered in the Market Position Statement and at the Committee meeting on the 19 June in the report “Adult Social Care Annual Quality Report 2016/17”.

2. Adult Social Care Finance Monitoring Report Period 2 (May) 2017- 18

- 2.1 The Committee received and discussed the first monitoring report providing financial monitoring information, based on information to the end of May 2017.
- 2.2 With 12 votes for and 0 against, the Committee **RESOLVED** to **AGREE**:
- a) The forecast outturn position at Period 2 for the 2017-18 Revenue Budget of £261.453m;
 - b) The planned use of reserves;
 - c) The forecast outturn position at Period 2 for the 2017-18 Capital Programme;

3. Additional Social Care Funding

- 3.1 The Committee received the report outlining how Adult Social Services proposed to use additional one-off funding announced as part of the budget in March 2017.
- 3.2 The long awaited formal guidance on the use of Better Care Fund had now been published subsequent to the submission of papers to the Committee. It included additional requirements related to delayed transfers of care, setting targets which were not anticipated. The proposals therefore had not been signed off by the CCGs (Clinical Commissioning Groups), who may be likely to request further assurances to meet those conditions. Formal agreement from them will be sought in advance of proposals being considered by the Policy and Resources Committee for agreement.
- 3.2 With 12 votes for and 0 against, the Committee:
- **RESOLVED** to **AGREE** to support the proposals for use of the additional monies as set out in Appendix 1 of the report;
 - **AGREED** to **RECOMMEND** to Policy and Resources Committee for agreement.

4. Promoting Independence progress and actions for 2017/18

- 4.1 The Committee received the report summarising the overall purpose and case for change for Promoting Independence, highlighting the impact of the programme to date and key activities to be delivered during 2017/18.
- 4.2 With 12 votes for and 0 against the Committee:
- 1) **AGREED** the priority activities for 2017/18 in section 6 of the report & the milestones in Appendix 1 of the report;
 - 2) **AGREED** the process for developing a full robust performance framework in section 7 of the report.

5. Learning Disabilities and Autistic Spectrum Disorder

- 5.1 The Committee received the report setting out the ambition and implementation plans for transforming the support for people with Learning Disabilities and Autistic Spectrum Disorder, which was one of the key priorities for Adult Social Care within the Promoting Independence Programme.

- 5.2 With 12 votes for and 0 against, the Committee:
- a) **AGREED** the overall approach set out in the paper to transform services for people with Learning Disabilities and Autistic Spectrum Disorder;
 - b) **AGREED** to strengthen transitions arrangements across Adults and Children's services as pivotal in securing good opportunities for further education, work and independence for young people as they reach adulthood;
 - c) **AGREED** a strengthened approach to commissioning that increases alternative forms of care and support that will deliver personalisation and promote independence;
 - d) **AGREED** to monitor and ensure that the new developments bring the budget in line with previously agreed savings requirements;
 - e) **AGREED** Adult Social Services' approach to co-production of a strategy for people with learning disabilities and autistic spectrum disorder referred to at point 2.2.1 in the report.
6. **Market Position Statement 2017/18**
- 6.1 The Committee considered the report setting out the Market Position Statement (MPS), the Council's overall approach to shaping the adult social care market in Norfolk, which set out the challenges in the market and the Council's commissioning strategies to promote its effective and efficient operation.
- 6.2 With 12 votes for and 0 against, the Committee **APPROVED** the draft Norfolk Adult Social Care Market Position Statement 2017/18.

Bill Borrett
Chairman, Adult Social Care Committee

Report of the Business and Property Committee Meeting held on 20 June 2017

Items from the meeting of 20 June 2017

1. Purpose of the Business and Property Committee

- 1.1 The Chairman introduced a short report outlining the purpose and remit of the new Business and Property Committee.

2. Urgent Business

- 2.1.1 A discussion was held regarding the recent fire at Grenfell Tower, and queries received regarding the safety of County Hall since its refurbishment in light of this.
- 2.1.2 The Head of Property gave an update on fire safety measures in place at County Hall. Norfolk County Council had 3 buildings with aluminium cladding, including County Hall and 2 lease-hold buildings. Work was being carried out with these buildings.
- 2.2 It was **confirmed** that condolences would be sent on behalf of Norfolk County Council to victims of the fire by the Chairman of the Committee.

3. Forward Plan and update on decisions taken under delegated authority

- 3.1 The Committee received the report outlining the Forward Plan for the period September 2017 - March 2018, and providing detail on delegated decisions taken by Officers.
- 3.2 The Committee **NOTED** the forward plan with the addition of member briefings and site visits.

4. Risk Management

- 4.1 Members received the Committee's first risk management report since constitution in May 2017. This report provided the latest departmental level risks as at May 2017 following a review conducted at the end of April 2017.
- 4.2 The Committee:
 - a) **CONSIDERED** and **NOTED** the risks judged as exceptions (in paragraph 2.2 and Appendix A of the report), and the other departmental risk relating to Property (in Appendix D of the report);
 - b) **AGREED** that the recommended mitigating actions identified in Appendix A of the report were appropriate;
 - c) **CONSIDERED** and **NOTED** the definitions of risk appetite and tolerance in Appendix C of the report.

5. Performance Management

- 5.1 Members received the first performance management report based on the revised Performance Management System implemented as of 1 April 2016.
- 5.2 The Committee **NOTED** that none of the 4 vital signs that fall within the remit of this Committee met the exception reporting criteria

6. Asset Management Plan – Annual Review and Property Performance Report

- 6.1 The Committee received the report summarising progress against the Asset Management Plan 2016-19 in 2016-17, changes to service requirements and other developments in asset management with implication for property priorities.
- 6..2 The Committee **NOTED** the contents of the report.

7. Direct Property Development Company

- 7.1 Members received the report proposing establishment of a new Limited Company to undertake property development using land identified as surplus to County Council use.
- 7.2 Reservation was raised over paragraph 3.5 of the report; it was suggested that instead of hiring staff, corporate property team staff could be used, with the company paying for expertise when needed, with a revenue charge on top of this cost to source income for Norfolk County Council.
- 7.3.1 With 3 votes for Boudicca, 4 votes for Walpole and 5 votes for Repton, the Committee **SELECTED** the name “Repton Developments”.
- 7.3.2 The Committee **AGREED** (with reservations raised):
 - 1. To **RECOMMEND** to Policy & Resources Committee the establishment of a commercial property development company and instruct officers to register the company with Norfolk County Council as the sole shareholder;
 - 2. To **CONFIRM** that the primary purpose of the company would be to generate income streams to support service delivery;
 - 3. To **CONFIRM** the composition of the Company Board to include 2 County Councillors, 2 external Non-Executive Directors and 4 County Council Officers;
 - 4. To **APPOINT** two Councillors - Councillor K Kiddie and Councillor B Iles - as the founding directors of the new company. Directors would be appointed annually, as part of the process for appointment to external bodies;
 - 5. To **AGREE** that the company would be offered suitable Norfolk County Council surplus properties and other assets, suitable for development, at full market value (each proposed disposal would be reported to committee in accordance with the usual disposal process);
 - 6. To **ENDORSE** the business objectives and operating model for the company and **NOTE** that the Board of the new company would focus on the development of a 5 ye business plan, to be reported to the Business and Property Committee before commencing trading;
 - 7. **SELECTED** a name for the new company from the list suggested in the report: Repton Developments

8.1 **Exclusion of the public**

- 8.2 The Committee **RESOLVED** to exclude the public from the meeting while the report was considered on the grounds that it Involved the likely disclosure of exempt information as defined by Paragraph 3.5 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information..

9. **Disposal and Acquisition of Properties**

- 9.1 The Committee **RESOLVED** to agree the recommendations contained within the report.

Keith Kiddie
Chairman, Business and Property Committee

Report of the Children's Services Committee Meeting held on 26 June 2017

The Chairman welcomed everyone to the meeting and round the table introductions were made. The Chairman reiterated that we are here to work on behalf of the children of Norfolk who are at the heart of everything we do as members of this committee and we are also here to support the staff who deliver the services on our behalf and on behalf of the residents of Norfolk.

1 Integrated Performance and Finance Monitoring 2016-17.

- 1.1 The Committee considered and **noted** the report by the Interim Executive Director of Children's Services setting out the performance data, information and analysis presented in the vital sign report cards. The Committee was asked to review and comment on the performance data and determine whether the recommended actions identified were appropriate or whether another course of action was required.

2 School Organisation – Current Consultation Proposals

- 2.1 The Committee considered the report by the Interim Executive Director of Children's Services providing information about three proposals for school organisational change in the public domain. The report also outlined the powers of the County Council, the consultation process and how decisions were made following consultation.
- 2.2 The Committee **RESOLVED** to:
- Note the Council's powers in respect of school organisation,
 - Note the three extant consultation exercises and offer comments on the current consultation exercise for north Yarmouth to inform the Director's decision on whether to proceed to Statutory Notice after the end of the consultation period.

3 Children's Services Schools Capital Building Programme

- 3.1 The Committee considered the report by the Interim Executive Director of Children's Services providing it with a summary of schools capital funding sources; a reiteration of the priorities which underpin the programme and the financial scale across priorities; a summary of the scale and location of new places provided across the county since 2014; proposals developed by Capital Priorities Group for amendments to the existing programme as it rolled forward; a schedule of proposed new schemes to enter the programme; a schedule of school sites which were likely to become available for alternative use or disposal during the course of programme implementation; a financial summary of the proposed forward programme. The report was based upon the advice and recommendations of the outgoing Capital Priorities Group at their meetings in January, March and April 2017.

3.2 The Committee **RESOLVED** to

- Endorse the basis of programme prioritisation for the coming three years.
- Endorse the proposed amendments to the programme and introduction of new schemes.

4 Permanent Exclusions Action Plan Update

4.1 The Committee considered the report by the Interim Executive Director of Children's Services providing it with an update on the current rate of exclusions, actions taken to date in line with Members' recommendations and ongoing plans to address the issue into the new academic year.

4.2 The Committee agreed to the additional of a further recommendation – "to continue with the action plan agreed previously by the Committee".

4.3 The Committee **RESOLVED** to

- agree the report and
- continue with the action plan.

At 12 noon the Committee stood in one-minute silence for the victims of the Finsbury Park Attack.

5 30 Hours childcare – Task and Finish Group Report

5.1 The Committee considered the report by the Interim Executive Director of Children's Services, presenting it with a report of the 30 hours Childcare Task and Finish Group set up by the previous Children's Services Committee.

- 5.2
- The Committee **noted** the proposals made by the 30 hours Task and Finish Group in respect of the new proposals for the funding of childcare provision and their implications for Norfolk and
 - Agreed to reconstitute the Task and Finish Group in December to review the situation post-implementation of the national roll-out.

6 Unregulated Accommodation Briefing

6.1 The Committee considered the report by the Interim Executive Director of Children's Services providing an introduction to the type of provision, profile of young people placed and to current and planned activity in relation to unregulated accommodation.

6.2 The Committee **RESOLVED** to

- **note** the report, and
- Authorise Officers to develop a feasibility study in relation to the use of NCC properties as accommodation for care leavers.

7 Corporate Parenting Board

7.1 The Committee considered the report by the Interim Executive Director of Children's Services setting out a proposal to replace previous arrangements known as the "Corporate Parenting Executive Group".

7.2 The Committee **agreed** the following Membership of the Board:

Chairman of Children's Services Committee – Penny Carpenter
Vice-Chair of Children's Services Committee – Stuart Dark
Labour Group Spokesperson for Children's Services - Emma Corlett
Liberal Democrat Group Spokesperson for Children's Services – Ed Maxfield
Children's Services Committee Conservative Member – Ron Hanton

7.3 The Committee **RESOLVED** to:

- **Agree** to the adoption of the proposed Terms of Reference, as set out in Appendix 1 of the report, and
- **Agree** the Membership of the Corporate Parenting Board as set out above.

8 Internal and External Appointments

8.1 The Committee considered the report by the Managing Director setting out the outside and internal appointments relevant to Children's Services Committee. The Committee was asked to review and make appointments to the external bodies, internal bodies and Champions positions.

8.2 The Committee **RESOLVED** to

Make appointments to those external bodies, internal bodies and Champions positions as set out in Appendix B to the minutes.

Penny Carpenter
Chairman, Children's Services Committee

Report of the Communities Committee Meeting held on 22 June 2017

1. At the start of the meeting the Committee stood for a minute's silence in recognition of Les Cole a long-serving and dedicated member of Norfolk Museums Service's Eastern Area Team who had recently passed away. As well as being a member of the NMS Les had a number of other roles relating to the history of Great Yarmouth, including supporting the Nelson Museum. He will be greatly missed.

2 Appointment to Internal and External Bodies

- 2.1 The Committee considered the report by the Managing Director which listed the outside and internal appointments relevant to the Committee together with the current membership.
- 2.2 The Committee **RESOLVED** to appoint to the external bodies, internal bodies and Champion's position as set out in Appendix A of the minutes.

2 Healthy Child Programme – Performance Review

- 2.1 The Committee considered the report by the Director of Public Health and were shown two short video presentations about the integrated 0-19yrs Norfolk Healthy Child Programme.

The videos presented to the Committee were available at
<https://www.youtube.com/watch?v=c6l6Pdgc4o>

- 2.2 The Committee **RESOLVED** to
 - Note the progress made in relation to the delivery of the Norfolk Healthy Child Programme.
 - Agree to the approach to developing the Norfolk Healthy Child Programme in order to better meet the needs of the children, young people and families of Norfolk that is set out in the report.

3 Norfolk Association of Local Councils – Development Plan

- 3.1 The Committee considered the report by the Executive Director of Community and Environmental Services that included as an Appendix 1 a summary of the services currently being provided by Norfolk ALC and as an Appendix 2 an initial assessment of progress made with the new NCC/ Norfolk ALC SLA.

- 3.2 The Committee **RESOLVED** to
 - Approve the priorities for delivery in the development plan for Norfolk ALC.

- Write to all town and parish councils (or local councils) in Norfolk to explain how they can benefit from the services provided by the Norfolk ALC.

4 **Committee Forward Plan and update on decisions taken under delegated authority**

4.1 The Committee considered the report by the Executive Director of Community and Environmental Services that set out the Forward Plan for Communities Committee.

4.2 The Committee **RESOLVED** to

- Note the Forward Plan at Appendix A of the report.

5 **Risk Management**

5.1 The Committee considered the report by the Executive Director of Community and Environmental Services that provided the Committee with the latest Communities risk register as at June 2017, following the latest review conducted at the end of May 2017. The reporting of risk was aligned with, and complemented, the Performance and Financial reporting to the Committee.

5.2 The Committee **RESOLVED** to agree:

- The changes to risks judged as exceptions (identified in paragraph 2.2 and Appendix A of the report), and other departmental risks (identified in Appendix E of the report) are appropriate;
- The mitigating actions (identified in Appendix A of the report) and the Risk Management improvement action (identified in Appendix C of the report) are appropriate;
- The definitions of risk appetite and tolerance set out in Appendix D of the report are appropriate.
- The complete departmental risk register be taken to the next meeting of the Committee and a similar report be placed on the Committee's agenda on a yearly basis.

6 **Performance management**

6.1 The Committee considered the report by the Executive Director of Community and Environmental Services. The report contained a Red/ Amber/Green rated dashboard overview of performance across all 20 vital signs indicators and report cards for those 8 vital signs that had met the exception reporting criteria.

6.2 The Committee **RESOLVED** to:

- note the performance data, information and analysis presented in the vital sign report cards and agree that the recommended actions identified in Appendix 1 to the report are appropriate.

7 **Finance monitoring**

7.1 The Committee considered the report by the Executive Director of Community and Environmental Services that included information on the out-turn position for the Community and Environmental Services Department for 2016-17, with focus on the services that reported to this Committee.

7.2 The Committee **RESOLVED** to note:

- The out-turn position for the Communities Committee.
- The use of the reserves as at the end of March 2017.
- The planned use of the Public Health reserves over the next two years as set out in Appendix A to the report.

Margaret Dewsbury
Chairman, Communities Committee

Report of the Environment Development and Transport Committee Meeting held on 21 June 2017.

Items from the meeting of 21 June 2017

1. **Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.**
 - 1.1 A written update was circulated from the most recent meeting of the Norwich Western Link Member Working Group.
 - 1.2 Mrs M Strong updated the Committee that the Broadband Mobile Phones and Digital Member Working Group was now closed.
2. **Local Member Highways Budget and Parish Partnership Schemes**
 - 2.1 The Committee received the report following on from discussions held at the meeting on the 17 March 2017, where Members agreed the setting up of a Local Member Highways Budget of £6,000 per division in 2017/18 for local highway works; this would allow Members to take forward small projects for their local communities.
 - 2.2 The Committee **AGREED** that the Local Member Highways Budget initiative be formally launched; Members were invited to discuss potential schemes that match the criteria in section 1.3 with their local highway officer.
3. **Update on the Norfolk Preliminary Flood Risk Assessment**
 - 3.1 The Committee received the report introducing the draft Preliminary Flood Risk Assessment review, initiated in February 2017, which was due to be submitted to the Environment Agency on 22 June 2017.
 - 3.2 The Committee **RESOLVED** to:
 - a) **APPROVE** the submission of the draft Preliminary Flood Risk Assessment Review as set out in Appendix A of the report;
 - b) **APPROVE** the identification of a new indicative Flood Risk Area, with the **recommendation** that the Executive Director of Community and Environmental Services, in consultation with the Chair and Vice Chair, be delegated power to make minor amendments to the boundaries of that area if required;
 - c) **AGREE** to **delegate** authority to the Executive Director of Community and Environmental Services in consultation with the Chair and Vice-Chair of the Environment, Development and Transport Committee Service Committee to make minor final amendments to the PFRA Reviewed ahead of publication by the Environment Agency in December 2017.

4. Appointments to internal and external Bodies

- 4.1 The Committee **REVIEWED** and **AGREED** appointments to the external bodies, internal bodies and Champions positions relevant to the Committee for the municipal year 2017-18.

5. Better Broadband for Norfolk (BBfN) Programme Update

- 5.1 The Committee received the report providing an update on the BBfN programme and **REVIEWED** progress of the programme to date.

6. Performance management

- 6.1 The performance management report based on the revised Performance Management System and the Committee's 14 vital signs indicators was introduced.

- 6.2 The Committee:

- **REVIEWED** the performance data, information and analysis presented in the vital sign report cards;
- **AGREED** that the recommended actions identified were appropriate.

7. Risk management

- 7.1 The Committee received the report providing information from the latest risk register as at May 2017 following a review conducted at the end of April 2017.

- 7.2 The Committee:

- a) **CONSIDERED** the changes to the risk judged as an exception and other departmental risks (shown in paragraph 2.2, Appendix A and E of the report);
- b) **AGREED** that recommended mitigating actions identified in Appendix A of the report were appropriate;
- c) **AGREED** the definitions of risk appetite and tolerance in Appendix D of the report.

8. Finance monitoring

- 8.1 The Committee received the report outlining information on the out-turn position for Community and Environmental Services for 2016-17 reporting to this Committee.

- 8.2 The Committee **NOTED**:

- a) The out-turn position for the Environment Development and Transport Committee;
- b) That the future reporting of the Economic Development Budgets would be to the new Business and Property Committee.

9. Forward Plan and decisions taken under delegated authority

- 9.1 The Committee considered and **AGREED** the forward plan for the period September to November 2017 and delegated decisions taken by Officers.

10. Norwich Northern Distributor Road – construction progress update

- 10.1 The Committee received a report providing a summary of the progress made to date in delivering the construction of the NDR project.

10.2 The Committee

- **AGREED** the details in this construction update report; and
- **NOTED** the potential to open sections of the Norwich Distributor Road early and in advance of the full scheme being completed (subject to more details on this matter to be presented to Committee in September 2017).

11. Exclusion of the public

- 11.1 The Committee **AGREED** to exclude the public from the meeting under section 100A of the Local Government Act 1972 for the following 2 items on the grounds that they involved the likely disclosure of exempt information as defined by Paragraphs 3 and 3.5 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

12. Norwich Northern Distributor Road - financial update

- 12.1 The Committee **AGREED** to the recommendations outlined in the report.

13. Greater Norwich Partnership

- 13.1 The Committee **AGREED** to the recommendations outlined in the report.

Martin Wilby
Chair, Environment, Development and Transport Committee

Report of the Audit Committee Meeting held on 15 June 2017

1 Election of Chairman

- 1.1 Mr I Mackie was elected Chairman for the ensuing year.

2. Election of Vice Chairman

- 2.1 Mr H Thirtle was elected Vice Chairman for the ensuing year.

3 Items of Urgent Business

- 3.1 The Chief Internal Auditor informed the Committee that an email had been circulated to Members updating them on issues raised at the January meeting, including the progress against the ICO Audit Actions.
- 3.2 In light of the tragic events the previous week of the fire at the Grenfell Tower in Kensington, the Chairman proposed that the Committee commission a short report investigating the safety of the cladding recently installed on the exterior of the main County Hall building. He asked that the review also address the following issues: review of fire escape routes in County Hall; fire alarm system and drills; whether the fire alarm system was linked to Diamond Jubilee Carrow Fire and Rescue Station and provisions for Fire Wardens in the building. The Committee fully supported and agreed the proposal and added that the review should also address business contingency plans that would be implemented to provide vital services should the County Hall building become dysfunctional. The review would also investigate the cladding used on other buildings in the County Council estate.
- 3.3 The Head of ICT & IM attended the Committee to provide an update on ICT and the external report from the Information Commissioners. He reminded the Committee that they had visited the County Council against a backdrop of high profile data loss cases. He was pleased that the County Council had received the second highest level of positive feedback that could be received and that all immediate actions had been actioned, if they had not already been in progress.

4. Monitoring Officers' Annual Report 2016-17

- 4.1 The committee considered the report by the Chief Legal Officer.
- 4.2 The Committee resolved to Note the contents of the report and in particular the key messages in the Executive Summary and Appendix A section 2.1.

5. External Auditor's Audit Plan 2016-17

- 5.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.

5.2 **The Committee resolved to consider:**

- The External Auditor's Audit Plan for the Council for 2016-17 at Appendix A, including their assessment of the Financial Statement Risks and Value for Money Risks
- The External Auditor's Audit Plan for the Pension Fund for 2016-17, including their assessment of the Financial Statement Risks and Value for Money Risks, at Appendix B
- Whether there are any other matters which they consider may influence their work
- The key messages in the briefings at Appendices C and D.

6. **Risk Management Annual Report 2016-17**

6.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.

6.2 **The Committee resolved to** consider and comment on these key messages from the Annual Risk Management 2016-17 Report (Appendix A):

- The overall opinion on the effectiveness of risk management for 2016-17 is 'Acceptable' and therefore considered 'Sound' (part 3 of the report)
- The Annual Governance Statement for 2016-17 will make reference to this report and will be reported to this Committee in September 2017 for its approval (part 7 of the report)
- In November 2016, the annual CIPFA (Chartered Institute of Public Finance and Accountancy) Risk Management Benchmarking Club exercise was carried out, and the Council was assessed against other Local Authorities on its' risk management capabilities. A summary of the Benchmarking Club exercise can be found at Appendix 1 of Appendix A of the report.
- The permanent position of Risk Management Officer was ratified by the Council in September 2016, and the current Risk Management Officer was appointed to this role in October 2016.
- The Risk Management Function complied with the Accounts and Audit (England) Regulations 2015 and recognised Public Sector Internal Audit standards.
- The current Risk Management Policy was being refreshed, with a Risk Management Strategy to be developed from this in 2017/18.

7 **Risk Management**

7.1 The report by the Executive Director, Finance and Commercial Services was received and considered by the Committee.

- 7.2 Geoff Connell, Head of ICT & IM attended the meeting to provide an update on risk number RM010 - 'Risk of the loss of key ICT systems' .
- 7.3 **The Committee resolved to consider:**
- a. The changes to the corporate risk register (Appendices A and B), the progress with mitigating the risks; and
 - b. The scrutiny options for managing corporate risks, (Appendix C);
 - c. The movement of corporate risks since the last meeting (Appendix D);
 - d. The Finance and Commercial Services departmental risk summary (Appendix E);
 - e. If any further action was required.
- 8 **Internal Audit Terms of Reference and Code of Ethics (incorporating the Interreg VA France Channel England Programme Audit Authority)**
- 8.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.
- 8.2 **The Committee resolved to:**
- Approve the amended Internal Audit Terms of Reference as set out in Appendix A, and the Code of Ethics as set out in Appendix B of the report.
- 9 **Norfolk Audit Services Report for the six months ending 31 March 2017**
- 9.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.
- 9.2 The Committee made reference to their recommendation to full Council that fraud and corruption e-learning packages be made mandatory for all employees and whether this had been implemented. It was acknowledged that the training might not be appropriate for all staff but it would be useful for Managers to identify those that should undertake it.
- 9.3 **The Committee resolved to consider and comment on:**
- The overall opinion on the effectiveness of risk management and internal control being 'acceptable' and therefore considered 'sound'.
 - Satisfactory progress with the traded schools audits and the preparations for an Audit Authority for the France Channel England Interreg Programme.
 - That plans are being established to strengthen corporate development themes of: Strategy into Action/Accountability, Commerciality/Business Like, Data Analytics/Evidence Based and Collaboration/Influencing for the internal audit function.

10 Norfolk Audit Services Annual Internal Audit Report 2016-17

10.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.

10.2 The Committee resolved to:

Consider and comment on these key messages from the Annual Report (Appendix A):

- The overall opinion on the effectiveness of risk management and internal control for 2016-17 is 'Acceptable' and therefore considered 'Sound' (part 2 of the report)
- The internal audit function has fulfilled its Terms of Reference, Strategy and provided assurance and added value through its delivery of the Committee's approved revised Internal Audit Plan for 2016-17, including traded schools audits and grant certifications and unplanned audits (part 4 of the report)
- Work is continuing to manage performance and the cost of audit assignments (part 6 of the report)
- The work of Norfolk Audit Services for the year (part 7 of the report) and the assurance provided assists the Committee to reasonably assess the risk that the Financial Statements are not materially mis-stated due to fraud
- The Annual Governance Statement for 2016-17 will make reference to this report and will be reported to this Committee in September 2017 for its approval (part 8 of the report)
- The Internal Audit Function continues to comply with the Accounts and Audit Regulations 2015 and recognised standards including the United Kingdom Public Sector Internal Audit Standard (UKPSIAS) (part 8 of the report). We commissioned an independent review from CIPFA of our compliance with the PSIAS (part 8 of the report). The review identified no areas of non-compliance with the standards that would affect the overall scope or operation of the internal audit activity. Some recommendations to further strengthen some areas were made and we are in the process of considering and implementing these. One change is a statement on the independence of internal audit, covered at part 8.6 of the report

11. Audit Committee Work Programme

11.1 The Committee considered the report by the Executive Director, Finance and Commercial services.

11.2 In accordance with its Terms of Reference the Committee considered and **agreed** the programme of work outlined in the report.

Ian Mackie
Chairman, Audit Committee

Report of the Health and Wellbeing Board Meeting held on 12th July 2017

1. Norfolk and Waveney Sustainability and Transformation Plan (N&W STP) update

- 1.1 The Board received a report which provided members with information on the key elements of the STP, including governance and the focus for delivery. It also outlined the main shifts in services that the STP workstreams were focused on.
- 1.2 Governance arrangements for the N&W STP have been established to ensure effective decision-making in combination with clear strategic oversight, strong stakeholder engagement, and robust lines of accountability and transparency. A STP Chairs Oversight Group was established in April to support the governance of the STP and to provide 'non-executive' oversight. Following a competitive recruitment campaign, and in line with other STPs, the Oversight Group have appointed Patricia Hewitt as their Independent Chair.
- 1.3 The Board received updates on the progress of the STP Executive, Care and Clinical Reference Group and STP Stakeholder Board. The Stakeholder Board has met monthly since April and continues to provide an overview of engagement and communication plans to ensure that effective engagement and consultation takes place.
- 1.4 The Executive Group has agreed to undertake the planning and delivery of the STP predominantly through its existing institutional resources and systems, and maintain a very small additional STP pooled resource. Focus will therefore be on the four key STP work streams, which are follows:
 - Prevention and Community Care
 - Primary Care
 - Demand Management
 - Acute Care
- 1.5 **The Board resolved to:**
 - Consider and comment on the report
 - Identify actions that the HWB/member organisations could take to accelerate progress on delivering the changes necessary to deliver sustainable services

2. Better Care Fund (BCF) Plan and Improved BCF (IBCF)

- 2.1 The Health and Wellbeing Board is responsible for the strategic plan for the Norfolk Integration and Better care Fund (BCF) and is accountable, overall, for the Norfolk BCF. The Board noted that NHS England released additional planning details on 4 July but that the pre-populated financial template was still outstanding. Local BCF Advisors and Local Government Association

colleagues have confirmed broad funding allocations principles, however final confirmation of these is still awaited before proposals to the Board can be finalised.

- 2.2 The Board considered the delivery plan for the BCF, noting that the commitments remain to some degree “at risk” pending these final details and assurance. Proposals were also endorsed for the additional funding for adult social care, announced in the Budget in March. These proposals had been agreed by Adult Social Care Committee on 10 July and were shared with the HWB for information.
- 2.3 The Board resolved to:
 - (a) Agree the BCF plan as set out in Appendix 1 of the report
 - (b) Agree that, as there is not an appropriate HWB meeting scheduled, sign off of Norfolk’s first BCF submission would be delegated to the HWB Chair and Vice Chairs to meet the submission deadline of 11 September
 - (c) Endorse the broad approach of the funding proposals for the County Council adult social care allocation as outlined in sections 4.2 and 4.3, Appendix 3; and following final publication of guidance, ask the Norfolk and Waveney CCG and Council to further refine proposals for Delayed Transfers of Care (DTC) to ensure compliance with the requirements for a DTC target.

3. Joint health and Wellbeing Strategy

(a) Joint Health and Wellbeing Strategy 2014-17 Final Evaluation Report

- 3.1 The Board considered the final evaluation report for the Health and Wellbeing Strategy 2014- 2017, focusing on the highlights, achievements and impact of the strategy as it comes to an end and to endorsing the lessons learnt that would inform the newly developing strategy for Norfolk.
- 3.2 Locally, evidence has indicated that the strategy has been instrumental in streamlining how partners have worked together to achieve better outcomes, particularly around dementia. Critical appraisal of progress, as demonstrated by looking at the full data set of health and wellbeing metrics, has shown that some progress has been made in relation to school readiness at age 5 and early deaths from circulatory disease (heart disease and stroke).
- 3.3 The Board resolved to:
 - Receive the final evaluation report
 - Endorse the lessons learnt

(b) Developing our future Joint Health and Wellbeing Strategy: key themes from our stakeholder event

- 3.4 The Board received a presentation outlining some of the key areas raised at the Health and Wellbeing Board Stakeholder event on 22nd June 2017, focusing on how these would inform the future strategy. Members noted the importance of ensuring that the developing strategy was aligned with existing strategies of HWB partners and ambitions were linked. The draft strategy would continue to

be developed during the Autumn, with a view to sign off in 2018.

4. Proposal for a Pharmaceutical needs Assessment (PNA)

- 4.1 The Health and Wellbeing Board has a statutory responsibility to publish a revised Pharmaceutical Needs Assessment (PNA) for Norfolk by April 2018. The process must follow a set framework and conform to legal standards. A multi-agency approach to delivery has been recommended, including pharmacy, public health and Healthwatch input. Delivery of the PNA is led by the Director of Public Health on behalf of the Health and Wellbeing Board providing the resources required to complete the planned revision for 2017/18.
- 4.2 The Board agreed to:
- Sign off the planned approach to publish a new Pharmaceutical Needs Assessment by April 2018, in line with the HWB statutory responsibilities
 - Endorse the resources required to complete the PNA including spend from the public health grant and requests that CCGs agree this work is a priority for the NEL Commissioning Support Unit (CSU).

5. Suicide Prevention Learning Event

- 5.1 Suicide is an important public health issue and a priority for Norfolk given the relatively high local rate (12.4 per 100,000 people compared to the England average of 10.2 per 100,000). No one agency is responsible for suicide prevention which is a whole system issue involving collective commitment and responsibility. The Norfolk Suicide Prevention Strategy and action plan 2016-21 commits partners to the ambition of reducing suicides by 10%.
- 5.2 The Board received a detailed report at its meeting in April on the Suicide Prevention Strategy and, building on this, noted that work was underway by partners to hold a Norfolk Suicide Prevention Learning event in September 2017.
- 5.3 The Board agreed to:
- Support the development and delivery of the learning event, to encourage participation and subsequent learning.

Bill Borrett

Chairman, Health and Wellbeing Board

Report of the Norfolk Joint Museums Committee meeting held on 30 June 2017

1 Election of Chairman and Vice-Chairman

- 1.1 The Joint Committee elected Mr John Ward as Chairman (Norfolk County Council) and Mr Danny Buck (Broadland District Council) as Vice-Chairman for the ensuing year.

2 Finance Monitoring Report for 2016/17

- 2.1 Members received a report that covered the Norfolk Museums Service (NMS) budget out-turn for 2016/17, including the revenue budget, reserves and provisions and the capital programme.
- 2.2 The Joint Committee was informed that the NMS had achieved a break-even revenue budget outturn for 2016/17.
- 2.3 The Joint Committee **resolved** to note –
- **The final revenue budget, capital programme and reserves and provisions positions for 2016/17.**

3. Risk Management Report

- 3.1 Members received a report that provided the Joint Committee with the latest Norfolk Museums Service Risk Register as at May 2017.
- 3.2 The Joint Committee was informed that the risk register contained six risks. Of these, one risk was assessed as having an amber prospect of meeting the target score by the target date, one was assessed as having a green prospect, with the remaining four risks having already met their target score by the target date, but maintained on the risk register as low, but continuous risks in their nature.
- 3.3 The Joint Committee **resolved** to note –
- **The risks in the latest risk report and how they compared to those in the report taken to the previous meeting.**
 - **The risk data, information and analysis presented in the risk register report and that the recommended mitigating actions identified in the report were appropriate.**

4 Norfolk Joint Museums Service – Performance and Strategic Update Report

- 4.1 The Joint Committee received a report that provided progress with performance over the current financial year 2017/18, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.
- 4.2 The following key points were noted:

- Museum visits across all 10 NMS sites for the for the financial year 2016/17 were confirmed as 387,610, a figure that was in line with expectations and reflected a very successful year. Total visits across the 10 museum sites for April 2017 were 37,800 compared to 33,061 in April 2016, representing a positive start to the season.
- The numbers of school visits to NMS museums for the financial year 2016/17 were confirmed as 49,763, a figure that exceeded the last two record years in which the school visit numbers were 45,032 and 45,505. This exceptional performance was due to strong and relevant programming and to a significant effort on the part of the learning teams across the NMS. It is worthy of note that this excellent result was very much at odds to the national picture of declining school visits to museums.
- The NMS remained confident of maintaining visitor figures of c.400,000 visits across the 10 NMS sites plus outreach and special events attendance and of keeping school visits at the 45,000 level.
- The good visitor figures for the financial year 2016/17 represented a very successful year driven by a strong marketing performance and a successful exhibitions and events programme.
- The Joint Committee was pleased to hear that the NMS had secured major investment from Arts Council England for the next four years of £6,557,808.
- The funding from Arts Council England runs from April 2018 to March 2022, and will enable the Service to deliver a range of lifelong learning programmes across the County, continue to enhance the programme of temporary exhibitions and permanent galleries, extend the events' programme across all museums, create opportunities for skills development, and increase its work with schools and young people.
- The Joint Committee was also pleased to hear that the NMS has supported an application to the Heritage Lottery Fund to celebrate the 250th anniversary of the first modern circus in Britain.

4.3 The Joint Committee **resolved**:

1. **To note progress regarding development of the Keep at Norwich Castle which is outlined in paragraph 5 of this report.**
2. **To note the plans for 2017/18 including the current and future exhibition and events programme and the Service's progress in achieving a balanced budget.**
3. **To note the Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications**

5 **Norwich Castle Keep Development Project**

- 5.1 The Joint Committee received a presentation from Dr John Davies, the Chief Curator, about the Norwich Castle Keep development project.
- 5.2 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.
- 5.3 An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier

heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.

- 5.4 Regular communication is being held between curatorial and project teams at NMS and the British Museum in order to develop concepts for the British Museum Partnership Gallery of the Medieval Period within the Keep.
- 5.5 A consultation session was held on 5 September 2016 with The Society for the Protection of Ancient Buildings, which resulted in favourable responses to the design proposals for the Castle Keep and entrance hall.
- 5.6 A drone survey of the exterior of the Keep was completed in March and further work is ongoing in terms of analysing the information from this and the digital metric survey.
- 5.7 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in early 2018.

John Ward
Chairman

Report of the Norfolk Records Committee Meeting held on 30 June 2017.

Items from the meeting of 30 June 2017

1. Election of Chairman

- 1.1 Dr C Kemp was **DULY APPOINTED** as Chairman for the ensuing Council year.

2. Election of Vice-Chairman

- 2.1 Mr P Duigan was **DULY APPOINTED** as Vice-Chairman of the Committee for the ensuing Council year.

3. Finance and Risk

- 3.1 The Committee considered the report covering the financial year end position and risk management for the Norfolk Records Committee for 2016/17.
- 3.2 The Norfolk Records Committee **NOTED**:
- The financial position as reported;
 - Performance with the revenue budget and reserves and provisions for 2016/17;
 - Management of risk for 2016/17.

4. Archives Unlocked: A new vision for Archives

- 4.1 The Committee received the report summarising the two documents that made up the new vision for archives, Archives Unlocked, which was launched in March 2017.
- 4.2 The Norfolk Records Committee:
- **NOTED** the contents of the report;
 - **AGREED** to support Norfolk Record Office's continued involvement in the delivery of this vision;
 - **REQUESTED** an update on development of the vision and impact on how the Norfolk Record Office operates.

5. Norfolk Archives and Heritage Development Foundation (NORAH) – update and draft strategy

- 5.1 The Committee received the report providing an update on the development of NORAH, recruitment of the board of trustees and draft strategy for 2017-2019.
- 5.2 The Norfolk Records Committee:
- **NOTED** the contents of the report;
 - **ENDORSED** the draft strategy for 2017-2019 subject to concerns noted about asking for donations from depositors, and subject to donations being voluntary.

- 5.3 It was **agreed** that nothing would actively begin in the area of donations from depositors until it had been brought back to the Committee for further discussion.
- 6. Norfolk Record Office fees and charges**
- 6.1 The Committee received the report presenting the annual reviewed of charges made by the Norfolk Record Office.
- 6.2 The Committee **APPROVED** the charges outlined in appendix 1 to the report.

Christopher Kemp
Chairman, Norfolk Records Committee

County Council

24 July 2017
Item No. 8

Report title:	Report of the Constitution Advisory Group
Date of meeting:	24 July 2017
Background Article 13 of the Constitution provides that changes to the Constitution may only be made by full Council following consideration of the proposal by the Constitution Advisory Group (CAG). The Group met on 12 th July and made a recommendation to the Council which is set out in this report.	

Executive summary Policy and Resources Committee resolved, at its meeting on 3 rd July 2017, to ask the Constitution Advisory Group to consider the possible establishment of a new Digital Innovation and Efficiency Committee. This report sets out a recommendation made by the Constitution Advisory Group at its meeting held on 12 th July 2017. The recommendation from CAG held on 12 th July is as follows: 1. To recommend to Full Council the proposal to establish a Digital Innovation and Efficiency Committee with Terms of Reference as set out in Appendix A to this report and that Full Council appoints a Chair and Vice Chair of the committee.
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2. Financial Implications These are dealt with in the report to CAG which is attached.
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3. Issues, risks and innovation

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

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

Cllr Cliff Jordan

Chairman of the Constitution Advisory Group

Constitution Advisory Group

Report title:	Creating a Digital Innovation and Efficiency Committee
Date of meeting:	12th July 2017
Responsible Chief Officers:	Simon George, Executive Director of Finance and Commercial Services
Strategic impact <p>The Council needs to continue to innovate and exploit digital technology to facilitate transformation of public services across the county and help generate financial efficiencies.</p> <p>In addition to helping the council to operate with reduced resources the committee will work to ensure that the County of Norfolk is best placed to exploit fully the opportunities that digital technologies offer.</p>	

Executive summary

Policy and Resources Committee resolved, at its meeting on 3rd July 2017, to ask the Constitution Advisory Group to consider the possible establishment of a new Digital Innovation and Efficiency Committee.

Recommendation:

Constitution Advisory Group is asked to:-

- 1. Endorse and recommend to Full Council the proposal to establish a Digital Innovation and Efficiency Committee with Terms of Reference as set out in this report and that Full Council appoints a Chair and Vice Chair of the committee.**
- 2. To note that, subject to CAG's resolution for recommendation 1 above, Officers will carry out a detailed review of the Council's Constitution to enable any consequential changes to be made.**

1.0 Introduction

- 1.1** Policy and Resources Committee resolved, at its meeting on 3rd July 2017, to ask the Constitution Advisory Group to consider the possible establishment of a new committee (the Digital Innovation and Efficiency Committee)
- 1.2** This report sets out a proposal for the establishment of a new Digital Innovation and Efficiency Committee, for CAG to consider with a view to making a recommendation to full Council on 24th July 2017.

2.0 Proposal

2.1 Terms of reference and membership

2.1.1 It is proposed to establish a new Digital Innovation and Efficiency Committee with Terms of Reference that incorporate:-

- The ICT management responsibilities that are currently in the Terms of Reference of the Policy and Resources Committee;
- The responsibility for delivering the council's commitment to exploit digital technologies for the benefit of the County of Norfolk and all its residents;

2.1.2 More specifically this will include:

- Political ownership of the Better Broadband for Norfolk project.
- Progression of a technologically driven customer services strategy across the Council's services, enabling personalisation, better access, channel shift and digital delivery models.
- Driving Norfolk's ambition to accelerate digital and mobile connectivity and lobby Government and commercial providers for 100% access to high speed broadband and 5G mobile phone coverage in Norfolk.
- Providing the political leadership for the reliable delivery of technology-driven efficiencies in the Council's operations and activities i.e. full mobile working.

2.1.2 It is proposed that the composition of the new Committee is 9 Members of the Council, but in the future this will be set by the Council at the AGM immediately following Council elections.

2.1.3 The Terms of Reference of Committees are defined in Part 4.1 of the Council's Constitution.

2.2 Functions

2.2.1 The functions are set out below:-

- Promote corporate use of new digital technologies across the Council and in collaboration with public service partners.
- Work with external agencies to ensure that Norfolk receives the investment in digital infrastructure it requires (For Example Superfast Broadband, 4G/5G mobile phone coverage)

2.2 Format

2.2.1 CAG are asked to confirm that a 9 member committee is appropriate. In the future the size of the committee will be set by the Council at the AGM immediately following Council elections.

2.3 Consequential changes to the Constitution

2.3.1 A number of consequential changes to other Articles/parts of the Constitution will be needed to reflect the establishment of a new Committee.

3.0 Financial Implications

- 3.1 Establishing a new Committee, and increasing the overall number of Committee meetings, will result in an increase in costs including allowances paid to the Chair and Vice Chair and the cost of attendance at Committee.

4.0 Issues, risks and innovation

- 4.1 The Committee will enable members to provide a strategic steer in respect of ongoing and longer term IMT strategy

5.0 Background

- 5.1 Background Papers

- 5.1.1 Minutes from 3 July 2017 P&R

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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\\Norfolk.gov.uk\ncodfs1\CorporateProperty\Team Admin\Meetings\Members Work groups\Constitution Advisory Group\17.03.01\draft\17.00.00 P&R Committee Proposed Property and Business Committee (rfwb) draft 0.2.doc

PROPORTIONAL ALLOCATION OF SEATS ON COMMITTEES

Report by Head of Democratic Services

1.0 Introduction

- 1.1 In a separate report on this agenda at Item 8, the Constitution Advisory Group (CAG) recommends the establishment of a new committee – the Digital Innovation and Efficiency Committee – with a membership of 9. If the recommendation is approved by Council, there is a consequential requirement to review the overall allocations of committee places to political groups.
- 1.2 The committee allocations for the new Committee system to include the new committee have been developed to reflect the CAG recommendations.

2.0 Allocations

- 2.1 There would be 137 main committee places. Based on the present overall Council composition of 55 Conservative, 17 Labour, 11 Liberal Democrat and 1 non-aligned, the allocation of the 137 places to political groups is as follows:-

Conservative - 91

Labour - 28

Liberal Democrats - 18

TOTAL – 137

- 2.2 The table below sets out the allocation of places to each committee when the proportionality formula is applied to each committee individually.

Committee and number of places	Cons	Lab	Lib Dem
Policy & Resources (13)	8	3	2
Adult Social Care (13)	8	3	2
Business and Property (13)	8	3	2
Children's Services (13)	8	3	2
Communities (13)	8	3	2
Environment, Devt & Transport (13)	8	3	2
Planning Regulatory (13)	8	3	2
Digital Innovation & Efficiency (9)	6	2	1
Health Overview & Scrutiny (8)	5	2	1
Audit (7)	5	1	1
Standards (7)	5	1	1
General Purposes (5)	3	1	1
Pensions (5)	3	1	1
Personnel (5)	3	1	1
TOTAL ALLOCATED (137)	86	30	21
Overall number of places that each group should have	91	28	18

2.3 The table shows that there is a need to address the following discrepancies between the overall number of places to which each group is entitled and the number of places they have when the proportionality is applied individually to each committee:-

Conservatives – Should have 91 but are allocated 86 and therefore need to have 5 more places

Labour – Should have 28 but are allocated 30 and therefore need to have 2 fewer places

Lib Dem – Should have 18 but are allocated 21 and therefore need to have 3 fewer places

2.4 With reference to the figures in the above table, there needs to be a re-allocation of 2 Labour places to Conservative and 3 Liberal Democrat places to Conservative. The Labour places should be either on 2 of the committees of 13 or 1 committee of 13 and the committee of 8. The Liberal Democrat places should be on the committees of 13 or the committees of 5 or a combination of the 13s and the 5s.

3.0 **Recommendations**

- (i) Council is asked to determine the political composition of the committees as set out above;
- (ii) Council is asked to agree that the group leaders notify the Head of Democratic Services by 31st July 2017 of their proposed changes to appointments to reflect the new political composition of committees and the appointments then formally be made by the Head of Democratic Services under the delegated powers set out in the Constitution