

# Norfolk County Council

Date: **Monday 17 October 2016**

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 25 July 2016

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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**

#### **5. Notice of Motion**

- |      |                          |         |
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| (i)  | Proposed by Mr J. Dobson | Page 21 |
| (ii) | Proposed by Mr M. Sands  | Page 21 |

#### **6. Recommendations from Service Committees**

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| • Policy & Resources – 26 September 2016  | Page 22 |
| • Children's Services – 13 September 2016 | Page 41 |

#### **7. Reports from Committees**

##### Service Committees (Questions to Chairs)

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| • Policy & Resources – 26 September 2016                   | Page 107 |
| • Adult Social Care – 5 September 2016                     | Page 112 |
| • Children's Services – 13 September 2016                  | Page 115 |
| • Communities – 7 September 2016                           | Page 118 |
| • Environment, Development & Transport – 16 September 2016 | Page 121 |
| • Economic Development Sub-Committee – 9 September 2016    | Page 124 |

##### Other Committees

- |   |          |
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| • Health Overview and Scrutiny Committee - 8 September 2016 | Page 126 |
|---|----------|

- Audit Committee - Page **130**  
22 September 2016
- Planning (Regulatory) Committee – Page **134**  
2 September 2016
- Health & Wellbeing Board - Page **136**  
20 July and 21 September 2016
- Norwich Highways Agency Joint Committee - Page **139**  
21 July and 15 September 2016

## **8. Approval of Non-Attendance**

Section 85 of the Local Government Act 1972 states that if a member of a local authority fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, they shall cease to be a member of the authority. The only exception is if their non-attendance has been approved by the authority before the expiry of the six month period.

Councillor Colin Aldred has been unable to attend meetings recently due to ill health. The last meeting Councillor Aldred attended was County Council on 9 May 2016 and Council approval is required for a continuing absence for a period which exceeds 6 months.

It is **recommended** that in accordance with Section 85 of the Local Government Act 1972, Council approves Councillor Colin Aldred's non-attendance at meetings until the end of the municipal year on the grounds of continued ill health and that the Council's best wishes be conveyed to him.

## **9. Norfolk & Waveney Sustainability & Transformation Plan (STP)**

Report by Managing Director

(To Follow )

## **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  
Martineau Lane  
Norwich  
NR1 2DH

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**Norfolk County Council****Minutes of the Meeting Held on 25 July 2016****Present:**

Mr A <b>Adams</b>	Mr C <b>Jordan</b>
Mr S <b>Agnew</b>	Mr J <b>Joyce</b>
Mr S <b>Askew</b>	Ms A <b>Kemp</b>
Mr R <b>Bearman</b>	Mr M <b>Kiddle-Morris</b>
Mr R <b>Bird</b>	Mrs J <b>Leggett</b>
Mr B <b>Borrett</b>	Mr B <b>Long</b>
Mr A <b>Boswell</b>	Mr I <b>Mackie</b>
Ms C <b>Bowes</b>	Mr I <b>Monson</b>
Mrs A <b>Bradnock</b>	Mr J <b>Mooney</b>
Mr B <b>Bremner</b>	Mr S <b>Morphew</b>
Mrs J <b>Brociek-Coulton</b>	Mr G <b>Nobbs</b>
Mr M <b>Carttiss</b>	Mr W <b>Northam</b>
Mr M <b>Castle</b>	Mr R <b>Parkinson-Hare</b>
Mrs J <b>Chamberlin</b>	Mr J <b>Perkins</b>
Mr J <b>Childs</b>	Mr G <b>Plant</b>
Mr S <b>Clancy</b>	Mr A <b>Proctor</b>
Mr T <b>Coke</b>	Mr D <b>Ramsbotham</b>
Ms E <b>Corlett</b>	Mr W <b>Richmond</b>
Mrs H <b>Cox</b>	Mr D <b>Roper</b>
Mr D <b>Crawford</b>	Ms C <b>Rumsby</b>
Mr A <b>Dearnley</b>	Mr M <b>Sands</b>
Mrs M <b>Dewsbury</b>	Mr E <b>Seward</b>
Mr N <b>Dixon</b>	Mr N <b>Shaw</b>
Mr J <b>Dobson</b>	Mr R <b>Smith</b>
Mr T <b>East</b>	Mr B <b>Stone</b>
Mr T <b>FitzPatrick</b>	Mrs M <b>Stone</b>
Mr C <b>Foulger</b>	Mr M <b>Storey</b>
Mr T <b>Garrod</b>	Dr M <b>Strong</b>
Mr P <b>Gilmour</b>	Mrs A <b>Thomas</b>
Mr A <b>Grey</b>	Mr J <b>Timewell</b>
Mrs S <b>Gurney</b>	Miss J <b>Virgo</b>
Mr P <b>Hacon</b>	Mrs C <b>Walker</b>
Mr B <b>Hannah</b>	Mr J <b>Ward</b>
Mr D <b>Harrison</b>	Mr B <b>Watkins</b>
M Chenery of <b>Horsbrugh</b>	Ms S <b>Whitaker</b>
Mr H <b>Humphrey</b>	Mr A <b>White</b>
Mr B <b>Iles</b>	Mr M <b>Wilby</b>
Mr T <b>Jermy</b>	Mrs M <b>Wilkinson</b>

**Present: 76**

Mr J Ward, Vice-Chairman, in the Chair.

### **Apologies for Absence:**

Apologies for absence were received from Mr C Aldred, Mr M Baker, Mr A Byrne, Mr D Collis, Mr A Grey, Ms E Morgan, Mr P Smyth, and Mr B Spratt.

## **1 Minutes**

- 1.1 The minutes of the Council meeting held on 9 May 2016 were confirmed as a correct record and signed by the Chairman, subject to the word “families” replacing the words “a family” in the last sentence of paragraph 11.10.
- 1.2 The minutes of the Council meeting held on 27 June 2016 were confirmed as a correct record and signed by the Chairman.

## **2 Chairman’s Announcements**

- 2.1 Council paid tribute to Harold Bodmer, Executive Director of Adult Social Care, who had passed away very suddenly and Members stood in a minute’s silence as a mark of respect. A book of condolence was opened for Members to record their personal tributes.

## **3 Declarations of Interest**

- 3.1 Mr B Bremner declared an interest in item 5b (Notice of Motions) as he was a member of the “Hope not Hate” organisation.

## **4 Questions to Leader of the Council**

### **4.1 Question from Mr G Nobbs.**

Mr Nobbs referred to the request by the EDP in November 2015 to view the internal assessments of Norfolk Schools. He added that, although his view at the time was that we should have given the information to the EDP, Children’s Services had decided to contest the matter legally. He added that the Leader had said at the time that parents in the county had a right to know whether local schools were in good shape or not and that sadly that this was typical of the secret squirrel tactics employed by the then County Council leadership. Since then, we had been told that the information should be made public and now Norfolk County Council was using what the EDP called a little known legal tactic to prevent publication. Mr Nobbs asked the Leader if he still thought the public had a right to know the information.

The Leader replied that he still considered the public had a right to know how schools had been rated.

### **4.2 Question from Mr D Roper**

Mr Roper said that proposals for the 2017-18 budget would be going out to public consultation in about 14 weeks’ time, although the papers for the September round of Committee meetings would probably be published in about six weeks’ time. He continued by saying that this time last year, the first round of inter-departmental challenge meetings to develop and challenge assumptions to go forward for the budget for 2015-16 had just been completed. Mr Roper asked

the Leader if this was a process that was being repeated this year, if so had any meetings taken place yet and if this process was not happening this year, what had taken its place.

The Leader responded that, when the time came, he hoped Mr Roper would help him as much as he had helped him previously.

**4.3 Question from Mr R Bearman**

Mr Bearman asked if the Leader would agree that this Council should make the humanitarian decision to accept 50 Syrian refugees for resettlement and commend those citizens of Norwich who had responded so positively to the crisis by their generous offers of help, both in kind and by donations, as outlined in the agenda papers.

The Leader responded that as the subject was on the agenda, a full debate would take place later on in the meeting.

**4.4 Question from Mrs C Walker**

Mrs Walker asked if the Leader could confirm whether or not those councils that had voted against devolution were going to be charged for the consultation.

The Leader replied that he did not know whether they were consulting.

**4.5 Question from Ms A Kemp**

Ms Kemp said that during the negotiations for the UK to come out of the EU, it may have fallen below the public radar how much money Norfolk councils stood to lose. She said for example Norfolk County Council received £20m from the EU for skills and training and £9m through the Leader programme to help local businesses. She continued that there were 35 full-time members of staff funded by EU projects. Ms Kemp asked the Leader if he would guarantee that he would do as much as he could to secure a guarantee from the Government that this Council continue to receive that funding when we came out of the EU, as it was vital that the funding was there for Norfolk's economic prosperity.

The Leader replied that he would do all he could to support Norfolk in any way possible. He said he was talking to the Government on a variety of topics, although he had not been involved with the Brexit debate as yet. He said he was sure there would be an opportunity to put forward suggestions but it was too early to say as it had only been one month since the referendum.

**4.6 Question from Dr A Boswell**

Dr Boswell asked if, given the recent close vote at Norfolk County Council and the voting against the devolution deal at four Norfolk district councils, the Leader would write to the new ministers at the Treasury, DCLG and the Business departments, setting out the key arguments against the Devolution deal as it stood, including opposition to the requirement for an elected Mayor and request that the new ministers revisit the devolution deal to propose something which was more acceptable to Norfolk Councillors and residents.

The Leader replied that he had made his position really clear and that he was going to wait until the results of public consultation were known, although he reassured Council that he would be talking to ministers for the benefit of Norfolk.

**4.7 Question from Mr S Morphew**

Mr Morphew said that when he had become Leader of the Council, Mr Jordan had promised a new start for Norfolk. He added that it was now almost three months down the road, not much had changed and there were no obvious signs of change on the horizon as a result of the Conservative administration. He asked the Leader if, in order to avoid any suggestions that he was kicking the can down the road, he could tell us when all would be revealed?

The Leader replied that there was an enormous mess and he was doing his best to find all the cans previously kicked down the road but he would get there.

**4.8 Question from Mr R Bird**

Mr Bird said he had written to the Leader on 9 July 2016, asking him a question about the Devolution document. He added that the document was, in the opinion of many, a propaganda document which set out only the benefits of devolution to the voting public. Mr Bird had asked what, if any, arrangements had been made to finance and circulate a brochure outlining the potential costs and drawbacks of entering the proposed devolved deal. Mr Bird had not received a response to his email and asked the Leader if there was a response and also what the normal practice was for acknowledging emails.

The Leader apologised to Mr Bird and said he would ensure a written reply was given as soon as possible. With regard to the costs, the Leader responded that the public consultation was underway and we would need to wait for the results of that before any decisions were made.

**4.9 Question from Mr B Bremner**

Mr Bremner referred to an earlier question and the reference to cans and roads. He asked the leader what cans he had found that he needed to deal with and what did he think he was going to find. The Leader had said there was a complete mess and Mr Bremner asked what the Leader's opinion of Children's Services was now, as it had been a complete and utter mess before the previous Administration had taken over. Mr Bremner asked the Leader to say what cans were missing, what cans he had found and explain the problems in more detail.

The Leader replied that he was still trying to get to the bottom of the situation and he was not going to tell everyone what he was doing.

**4.10 Question from Mr T Jermy**

Mr Jermy said, in the past, the Leader had been highly critical of unelected quangos having an influence and Mr Jermy asked the Leader if he thought it was appropriate for the Leader of the Local Enterprise Partnership (LEP) to use a twitter feed to lobby the public about devolution.

The Leader replied that it was a matter for the business community, but personally he felt the business community should be involved as they were in a position to put the economics of this county at the forefront of any deal.

**5 Notice of Motions**

**5.1 The following motion was proposed by Mr S Morphew and seconded by Mr G Nobbs:**

"Council regrets the devolution consultation material and associated press



release gives a limited and biased view of the devolution proposals. In order to redress the balance and avoid the results being subject to challenge because of the biased nature of the process, Council instructs the Managing Director to use reasonable means to circulate additional information to residents sufficient to redress the pro devolution agreement bias”.

- 5.1.1 Following debate, and upon being put to a recorded vote (Appendix A), with 34 votes in favour, 38 votes against and 3 abstentions, the motion was **LOST**.

- 5.2 The following motion was proposed by Mr T Jermy and seconded by Ms E Corlett:

- 5.2.1 “Council notes with concern and regret the rise in reported ‘Hate Crime’ over the past few weeks and months, in particular during the run up to the European Referendum and weeks following the poll.

Council is aware of the inevitable anxiety and concern felt by migrant workers in particular across the County following the referendum result.

Council recognises and praises the significant contribution economically, socially and culturally made by migrant workers in our County and gives thanks to those people for those contributions.

Norfolk has long been a compassionate and tolerant County with such notable humanitarians as Edith Cavell and Elizabeth Fry born locally.

Council calls upon all Norfolk residents to continue that spirit of tolerance, compassion and understanding and will ensure that this culture is embedded in the organisation”.

- 5.2.2 Mr T Coke proposed the following amendment, seconded by Mr J Childs.

‘The Council notes that members of all political parties not least UKIP and their supporters have been targets themselves of hate and abuse from hard, left wing organisations and individuals who are intolerant of anyone who has differing views.

Furthermore, Council deplore the actions of those that wish to try and impede democracy such as the organisation ‘Hope not Hate’ and all forms of hate and intolerance from all areas of the political spectrum that should be abhorred. Those found to be advocating intolerance of other people’s beliefs or views, as has been widely reported in the media with the anti-Semitic behaviour of certain elements of the Labour Party, must not be tolerated.’

Upon being put to the vote, with 6 votes in favour of the amendment, the amendment was **LOST**.

- 5.2.3 The substantive motion was then put to the vote and with 73 votes in favour, the substantive motion was **CARRIED**.

- 5.3 The following motion was proposed by Mr J Dobson and seconded by Mr T East:

- 5.3.1 “This Council wishes to register its concern regarding the recently announced discontinuation of the Revell Inquiry and in particular the lack of transparency

surrounding the process leading to that termination. Further, members are worried lest the reputation of this Council be put at risk if a proper inquiry process into the massive loss of tax payers' money caused by the cancelling of the incinerator project is not pursued to satisfactory completion and its report presented to full Council, together with a list of lessons to be learned and measures that need to be taken to prevent such a large-scale financial disaster in future County Council procurements. It would be difficult to imagine that any comparable body, in local government, government or elsewhere in the public sector, undertaking multi- £million procurements, would be able to abandon a follow-up inquiry in similar circumstances without attracting significant public opprobrium and/or suspicions of a "cover-up".

To preserve our reputation in this respect the Council therefore wishes the Inquiry to be continued under a single, separate, volunteer individual (in this case a politically non-aligned member with detailed knowledge of the history of the failed project) with due support from Departmental Officers. It is not envisaged that the refusal by certain parties to give evidence in the case will present insuperable difficulties given that over the period in question many of those senior members and officers involved in advising and decision-making were part of a Strong Leader and Cabinet governance system and decisions and advice regarding the contract were clearly ex officio in most cases with the detail of those decisions, together with reasons, officially set down in Council records. It will however be expected that the new author will be given discreet access to the evidence given to Mr Revell during the course of his inquiry so far.

This Council therefore gives authority for the Inquiry to be continued with unaltered terms of reference except as provided for above with a target date for publication of the report with recommendations of 31 January 2017. The work will be undertaken discreetly by the volunteer author, who will work through the Managing Director, who is asked to facilitate the new author's access to records and other information needed to be supplied by officers".

- 5.3.2 Dr M Strong proposed the following amendment, seconded by Mr G Nobbs, which was agreed by the proposer and seconder and became the substantive motion:

This Council wishes to register its concern regarding the recently announced discontinuation of the Revell Inquiry and in particular the lack of transparency surrounding the process leading to that termination.

This Council therefore gives authority for the Inquiry to be continued with unaltered terms of reference except as provided for above with a target date for publication of the report with recommendations of 31 January 2017.

- 5.3.3 Dr A Boswell, seconded by Mr R Bearman moved the following amendment which was accepted by Mr J Dobson and Mr T East, as proposer and seconder of the original motion and became the substantive motion:

This Council wishes to register its concern regarding the recently announced discontinuation of the Revell Inquiry and in particular the lack of transparency surrounding the process leading to that termination.

That it be continued by a newly constituted Panel comprising a mixture of people from inside and outside Norfolk County Council with a Chair who is independent and outside Norfolk County Council.

This Council therefore gives authority for the Inquiry to be continued with unaltered terms of reference except as provided for above with a target date for publication of the report with recommendations of 31 January 2017.

- 5.3.4 Following debate, the proposer Mr J Dobson, in agreement with the seconder Mr T East, **withdrew** the motion.

- 5.4 The following motion was proposed by Mr J Dobson and seconded by Ms A Kemp:

- 5.4.1 This Council notes with displeasure that notwithstanding its clear instruction in April to Policy and Resources and Children's Services for a working group to be set up to identify and recommend for implementation mitigating measures to restore equity in Broadband financing resources between schools, the latter, with the active encouragement of finance and children's services officers, decided that this was not possible and reported accordingly to the 31 May Policy and Resources meeting. This is despite the Council Leader reconfirming in the latest issue of Your Council our official priority of "excellence in education", implying equal resources for all schools, including those primary schools in remote, rural locations, not yet enjoying the benefits of superfast Broadband.

Council is asked to register the dismay and disappointment on learning of the working group's disinclination to do as bidden of one such school in my Division, which had been relying on the working group to mitigate the increase in costs associated with the new Broadband contract and for relative financial parity to be restored with other more favourably located and sized schools elsewhere in Norfolk. A small number of other schools elsewhere in Norfolk may similarly have had their expectations dislocated and will make their concern known once this motion is reported in the media.

Council therefore directs those responsible to set up a newly constituted working group to repeat the exercise, but this time comprising no member who actually opposes the idea of restoring fairness in our support for schools (as was the case with one member last time), nor any members who are School Governors and loath to bring in measures which might affect their own school and for the finance and children's officers supporting the Group to do so enthusiastically with the aim of achieving its original aim, rather than produce arguments that hinder that purpose.

- 5.4.2 Following debate, and upon being put to a vote, with 8 votes in favour, and 3 abstentions, the motion was **LOST**.

## **6 Recommendations from Service Committees**

### **6.1 Policy & Resources – 31 May 2016**

- 6.1.1 Mr C Jordan, Chair of Policy & Resources Committee moved the report and the recommendations and in respect of the Syrian refugee item, he proposed, seconded by Mrs A Thomas, that "This Council participate in the Government Scheme".

#### **6.1.2 Potential Use of Cash Balances.**

Council **RESOLVED** that the project be added to the capital programme.

### **6.1.3 Annual Treasury Management Report 2015-16**

Council **RESOLVED** to endorse the report.

### **6.1.4 Medium Term Financial and Service Planning 2017-18 to 2019-20**

Council **RESOLVED** to confirm the priorities, measures and targets set out in the County Council Plan.

### **6.1.5 Syrian Refugee Crisis – Norfolk Response**

With 63 votes in favour, 6 votes against and 1 abstention, Council **RESOLVED** that

- a) after taking into account the potential cost implications for Norfolk authorities to take part in the Syrian Vulnerable Person's Resettlement Scheme.
- b) in the meantime the County Council urgently hold discussions with the various organisations involved, including the District Councils, to explore ways of meeting the financial shortfall.
- c) having noted the new arrangements for unaccompanied asylum seeking children and the Child at risk programme announced by the Immigration Minister, to seek the advice of the Children's Services Committee on the County Council's response.

Council adjourned at 12.30pm and reconvened at 1.20pm.

## **6.2 Policy & Resources Committee – 18 July 2016**

### **6.2.1 Budget 2017-18 Planning and Efficiency Plan**

#### **6.2.2 The Committee **RESOLVED** to:**

1. accept the Government's offer of a four year funding allocation by submitting an Efficiency Plan to the Department for Communities and Local Government before 14 October 2016;
2. approve the draft Efficiency Plan 2016-17 to 2019-20, noting that the Plan would be updated to reflect Full Council's decisions about the County Council Plan and then communicated to the Department for Communities and Local Government.

## **7 Reports from Service Committees (Questions to Chairs)**

### **7.1 Report of the Policy and Resources Committee meetings held on 31 May and 18 July 2016.**

Mr C Jordan, Chair of Policy and Resources Committee, moved the report.

#### **Question from Mr D Roper.**

Mr Roper referred to the transitional funding for 2015-16 and asked for reassurance that this money would be spent in the current financial year.

The Leader gave his assurance.

Council **RESOLVED** to note the report.

**7.2 Report of the Adult Social Care Committee meetings held on 16 May and 4 July 2016**

Mr B Borrett, Chair of Adult Social Care Committee moved the report.

**7.2.1 Question from Ms S Whitaker**

Ms Whitaker referred to item 7 (Integration of Better Care Fund Sustainability and Transformation Plan presented to Committee at its meeting on 4 July. She said that, given it was now known that the five Clinical Commissioning Groups (CCGs) in Norfolk had said they would not fund the Better Care Fund up to the level of last year, leaving a gap of £7m to be plugged and given that we had previously been told at a spokespersons meeting that £5m of savings would have to be found for this year and that some suggestions had been put forward as to where those savings could be found, what areas had been explored by the department about where those savings could be made.

The Chair agreed that it was very worrying and that he looked forward to discussing any proposals that members put forward at Committee, as it would be up to the Committee to make any decisions about savings.

For clarification, Mrs A Thomas, Deputy Leader, advised that Policy & Resources Committee at its recent meeting had agreed the business risk and reserve would cover the £5m shortfall.

**7.2.2 Question from Mr E Seward**

Mr Seward referred to a presentation made to North Norfolk District Council at its recent Overview and Scrutiny Committee meeting about the possible closure of Cranmer House in Fakenham. Mr Seward asked the Chair if he had received any representations about the proposal and, as it was unclear if any closure was to proceed, whether any such decision would be made by management or Committee.

The Chair replied that Cranmer House was run by Norse, so it would be up to them to decide whether or not the facility was viable. The Chair advised that any decision would ultimately be made by the Adult Social Care Committee.

Council **RESOLVED** to note the report.

**7.3 Report of the Children's Services Committee meetings held on 10 May and 28 June 2016.**

Mr R Smith, Chair of Children's Services Committee moved the report.

**7.3.1 Question from Mr B Watkins**

Mr Watkins referred to the fact that it had now been over two years since Norfolk County Council had commissioned a review to examine the treatment of foster carers across Norfolk. He added that recently Norman Lamb MP and others had raised various issues about the process, in particular that some foster carers who had raised concerns had not been contacted to give evidence. Also that the Norfolk Foster Carers Association had not been properly brought into the discussions. Mr Watkins asked the Chair of Children's Services Committee to inform Council whether the concerns had been taken on board as part of the

review and also when Ian Parker's report was expected to be published.

The Chair replied that the Children's Services Committee would receive an update at its September meeting. In the meantime, the Chair was proposing to hold a spokespersons meeting in the near future, where a further update would be made available. He added that there had been some difficulties in finalising the report, but would share information as it became available.

**7.3.2 Question from Mrs J Leggett**

Mrs Leggett asked if the Chair and Vice-Chair would join her in congratulating the looked after children who had attended the WOW celebration event, sharing the achievements of Norfolk's looked after children.

The Vice-Chairman of Norfolk County Council also congratulated the young people on their achievements on behalf of Council. The Chair of Children's Services Committee also congratulated everyone involved and asked the Vice-Chair to respond as she had attended the event. The Vice-Chair said that she had attended the afternoon, representing Children's Services. She said there were over 70 awards given, with some wonderful entertainment. The children had been enthusiastic and proud of their awards. The Vice-Chair said it had been a wonderful afternoon and the children who had received their prizes were a real credit to Norfolk.

**7.3.3 The Chair reminded all Members of the Looked after Children and Care Leavers Strategic Workshop taking place on Wednesday 27 July at 2pm in the Anna Sewell Room, County Hall Annexe and urged all Members to attend in their role as corporate parents.**

**7.3.4 Question from Mr M Sands**

Mr Sands asked when the Task and Finish Group on Inclusion (agreed at the last Children's Services Committee meeting) would actually start and if the Chair agreed that the issue needed urgent attention.

The Chair replied that the terms of reference for the Task and Finish Group had been drawn up, together with a list of witnesses. The first meeting of the Group would be convened as soon as possible to agree the Terms of Reference and list of witnesses.

**7.3.5 Question from Mr R Bearman**

Mr Bearman asked for further information about unaccompanied asylum seeking children.

The Chair responded that there were a lot of young people, mainly males aged 15, 16 and 17, who needed care and following the decision made by Council earlier, the Committee would do its best to offer places. The Chair reassured Council that everything was being done to interpret the Home Office guidance and he would provide a further update at the next spokespersons meeting.

**7.3.6 Question from Ms E Corlett**

Ms Corlett asked if Norfolk County Council would accept unaccompanied refugee children and if the Chair could provide a timescale. Ms Corlett had asked the question because she was expecting to be able to vote on this issue at the meeting. She asked if the Chair could assure Council that the decision would now

be taken at Children's Services Committee rather than referring the matter to full Council to avoid further delay to responding to this humanitarian emergency.

The Chair said he could not foresee any difficulty but it would depend on the scheme and any recommendations in the officer report. The report presented to the last Children's Services Committee had been withdrawn due to the publication of new guidance from the Home Office and as soon as there was further information available the Chair would circulate this. The published report had identified some of the costs and resources involved and the possible number of social workers for a cohort of 120 children. The Chair reiterated that it would be up to the Committee to decide whether it was feasible to take young people in tranches, rather than all at once as there could be an issue of ensuring foster carers were available. He added that supported lodgings was a possibility, but more information was needed. The Chair said he had spoken to some social worker teams at their monthly team meetings, as he felt it was important to get their views and engagement rather than imposing a decision on them which they may find impractical. The social workers the Chair had spoken to had confirmed they were up for the challenge.

**7.3.7 Question from Ms A Kemp**

Ms Kemp asked if the Chair would join her in congratulating Marshfields, in West Lynn, which provided breaks for disabled children, which had received 5 outstanding Ofsted reports in a row. Ms Kemp asked if the Chair would guarantee that in the recommissioning of short breaks for disabled children, the expertise available in Marshfields would not be diminished and also, if he would consider the fact that Marshfields had added to the skills of its staff by training them to provide individual, tailor made health plans for children. Ms Kemp said she knew there was an issue for children in care not receiving health plans quickly and asked if the Chair would consider tapping into the resource to build up skills and ensure all looked after children had resilient health plans.

The Chairman replied that specialist schools were a credit to Norfolk County Council and he would ensure the comments were passed on to the Committee. He thanked Ms Kemp for the sound advice and said that the work of Norfolk's specialist schools was exceptional. The Chair added that the Committee would consider this topic at its next meeting.

**7.3.8 Council RESOLVED** to note the report.

**7.4 Report of the Communities Committee meetings held on 11 May and 29 June 2016**

Mrs M Dewsbury, Chair of Communities Committee, moved the report.

**7.4.1 Question from Ms A Kemp**

Ms Kemp referred to the excellent resource in the Communities department of the Museums Service and asked if Council would take the initiative and empower people with dementia to visit museums.

The Chair responded that places like Gressenhall museum acted as memory boxes to prompt people with dementia to remember things. The Chair said she had mentioned the possibility to officers and ways of making museums suitable for people with dementia to visit were being considered.

- 7.4.2 The Chair of Children's Services invited the Chair of Communities Committee to commend the work libraries were doing, which was an excellent example of how cultural services staff, including museums staff, helped looked after children and care leavers.
- 7.4.3 The Deputy Leader invited the Chair to ask all Members to encourage their resident's children to take part in the reading challenges run by libraries and also the Write on Norfolk scheme during the summer holidays.
- 7.4.4 Council **RESOLVED** to note the report.

7.5 **Report of the Environment, Development and Transport Committee meetings held on 20 May and 8 July 2016.**

Mr M Wilby, Chair of EDT Committee moved the report.

7.5.1 **Question from Dr A Boswell**

Dr Andrew Boswell noted that the Committee had recently resolved to spend around £1.6m from in-year budgets to carry out early design and bid work on the Yarmouth Third River Crossing and the NDR Wensum Valley Link. He asked if the Chairman agreed that it would be responsible to review this spending, as the Head of the National Audit Office, Sir Amyas Morse, had recently warned that the post-Brexit Government would have to cut billions of pounds of infrastructure investment: previously assumed government funding might not be available, and money might be better spent on issues now.

The Chair replied that we were fully committed to improving infrastructure across Norfolk, whether it was in Great Yarmouth or the western link as they were essential pieces of work that needed to be completed.

7.5.2 **Question from Mr A Proctor**

Mr Proctor referred to flooding which could be disastrous for communities. He added that the recent heavy rain had meant the Huntsman public house in Strumpshaw had been flooded again, this time it would be closed for approximately 4-6 months which was a major blow to the community. Mr Proctor said Norfolk County Council was paying thousands of pounds in tendering water away after the floods, but did not appear to be sorting out a solution. Mr Proctor asked if the Chair would work with himself and the local community, not worrying about whose water was causing the problem, to get a solution and ensure Norfolk County Council fulfilled its obligations as the lead local flood agency.

The Chair replied that there had been some severe flooding issues across all of Norfolk over the last few months. He added that he was fully aware of what had happened at the Huntsman public house. The Chair said he would be attending a meeting in early August involving all statutory bodies, including Anglian Water and local people, and reiterated he would be happy to work with Mr Proctor to achieve a constructive outcome and resolve the problem, as local businesses needed to be supported.

7.5.3 **Question from Mr B Bremner**

Mr Bremner asked if the Chair of EDT had any answers to the number of road gullies (drains) that needed to be cleared all over Norfolk, especially with regard to the problems of localised flooding when there was heavy rain.



The Chair replied that he was aware of the issue of blocked gullies, especially from washed soil from fields, etc. He added that Norfolk County Council was working hard to catch up with clearing the gullies across the county, as well as working hard to cut roadside grass verges.

**7.5.4 Question from Ms A Kemp**

Ms Kemp said that bridges were very important and she had noted that the Haven Bridge in Great Yarmouth was being repainted. She asked what had happened to the money allocated in the budget to repaint the Free Bridge, which was a very important piece of infrastructure, being a gateway into King's Lynn and South Lynn, linking the east coast industrial estate with the new innovation centre. She said that the money for the repainting had been spent elsewhere and also asked why the safety review which should have taken place had been postponed to October. She asked what the Chair could do about the situation.

The Chair replied that, as far as he was aware, the painting and safety inspection had been put back to take place in the future and he would provide a written response to Ms Kemp.

**7.5.5 Question from Mr D Roper**

Mr Roper referred to the flooding experienced in Hevingham recently, since a small scale housing development had been completed approximately 18 months ago. There was currently an impasse between Highways, Broadland District Council and the developer as to exactly whose responsibility it was to resolve the problem and he said any help the Chair could give to break the impasse would be appreciated.

The Chairman replied that he was sure everyone was concerned about anyone that got flooded and suggested local people got together to come up with a solution to the problem.

**7.5.6 Question from Mr G Plant**

Mr Plant asked how the verge cutting programme was progressing following the recent allocation of £20k for the project.

The Chair replied that the verge cutting was progressing well in the current hot dry weather, with staff working long days to complete the work.

**7.5.7 Council RESOLVED** to note the report.

**7.6 Report of the Economic Development Sub-Committee meetings held on 12 May and 14 July 2016**

**7.6.1 Council RESOLVED** to note the report.

**Other Committees**

**7.7 Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 26 May 2016.**

Mr M Carttiss moved the report, asking Council to note that Dr Ian Newton, referred to in paragraph 2.2.3 of the report be amended to read Mr Ian Newton. Council **RESOLVED** to note the report.

- 7.8 **Report of the Audit Committee meeting held on 16 June 2016**
- Mr I Mackie moved the report. Council **RESOLVED** to note the report.
- 7.9 **Report of the Planning (Regulatory) Committee meetings held on 10 June and 15 July 2016**
- Mr M Sands moved the report. Council **RESOLVED** to note the report.
- 7.10 **Report of the Personnel Committee meetings held on 21 June and 11 July 2016.**
- 7.10.1 Mr C Jordan moved the report.
- Following debate and upon being put to a vote, with 46 votes in favour, 3 votes against and 14 abstentions, Council **RESOLVED** to note the report and to **AGREE** that the post of Executive Director of Resources be deleted with effect from 18 September 2016.
- 7.11 **Report of the Joint Museums Committee meeting held on 1 July 2016**
- Mr J Ward moved the report. Council **RESOLVED** to note the report.
- 7.12 **Report of the Records Committee meeting held on 1 July 2016.**
- Mr J Ward moved the report. Council **RESOLVED** to note the report.
- 8 **Norse – Appointment of Director of Norse Commercial Services – Report of Decision taken under Urgency Procedure.**
- 8.1 Council received the report by the Managing Director, setting out the appointment to the post of Managing Director of Norse Commercial Services made under the urgency provision set out in Part 7.1 of the Constitution, given the need to make an appointment in a timely manner.
- 8.2 Council **RESOLVED** to:
- Note the decision taken under the urgency procedure by the Managing Director (following consultation with the Chairman and Vice-Chairman of the Policy and Resources Committee) to approve the appointment of Martin Hopkins as Managing Director of Norse Commercial Services (NCS).
- 9 **Appointments to Committees, Sub-Committees and Joint Committees (Standard Item).**
- Council **agreed** that Ms S Whitaker replace Mr M Castle on the ESPO Joint Committee.
- 10 **To answer questions under Rule 8.3 of the Council Procedure Rules**
- There were none.

The meeting concluded at 2.20pm

## **Chairman**



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**Norfolk County Council  
25 July 2016**

**RECORDED VOTE – ITEM NUMBER: 5.1 – Motion proposed by Mr S Morpew, seconded by Mr G Nobbs.**

FOR	AGAINST.	ABST.		FOR	AGAINST	ABST	
X			<b>ADAMS</b> Tony		X		<b>JORDAN</b> Cliff
	X		<b>AGNEW</b> Stephen	X			<b>JOYCE</b> James
	Absent		<b>ALDRED</b> Colin	X			<b>KEMP</b> Alexandra
	X		<b>ASKEW</b> Stephen		X		<b>KIDDLE-MORRIS</b> Mark
	Absent		<b>BAKER</b> Michael		X		<b>LAW</b> Jason
X			<b>BEARMAN</b> Richard		X		<b>LEGGETT</b> Judy
X			<b>BIRD</b> Richard		X		<b>LONG</b> Brian
	X		<b>BORRETT</b> Bill		X		<b>MACKIE</b> Ian
X			<b>BOSWELL</b> Andrew		X		<b>MONSON</b> Ian
	X		<b>BOWES</b> Claire		X		<b>MOONEY</b> Joe
X			<b>BRADNOCK</b> Allison	Absent			<b>MORGAN</b> Elizabeth
X			<b>BREMNER</b> Bert	X			<b>MORPHEW</b> Steve
X			<b>BROCIEK-COULTON</b> Julie	X			<b>NOBBS</b> George
	Absent		<b>BYRNE</b> Alec		X		<b>NORTHAM</b> Wyndham
	X		<b>CARTTISS</b> Michael	X			<b>PARKINSON-HARE</b> Rex
	Absent		<b>CASTLE</b> Mick	X			<b>PERKINS</b> Jim
	X		<b>CHAMBERLIN</b> Jenny		X		<b>PLANT</b> Graham
		X	<b>CHILDS</b> Jonathon		X		<b>PROCTOR</b> Andrew
	X		<b>CLANCY</b> Stuart	X			<b>RAMSBOTHAM</b> David
X			<b>COKE</b> Toby		X		<b>RICHMOND</b> William
	Absent		<b>COLLIS</b> David	X			<b>ROPER</b> Daniel
X			<b>CORLETT</b> Emma	X			<b>RUMSBY</b> Chrissie
	X		<b>COX</b> Hilary	X			<b>SANDS</b> Mike
X			<b>CRAWFORD</b> Denis	X			<b>SEWARD</b> Eric
X			<b>DEARNLEY</b> Adrian		X		<b>SHAW</b> Nigel
	X		<b>DEWSBURY</b> Margaret		X		<b>SMITH</b> Roger
		X	<b>DIXON</b> Nigel	Absent			<b>SMYTH</b> Paul
X			<b>DOBSON</b> John	Absent			<b>SPRATT</b> Bev
X			<b>EAST</b> Tim		X		<b>STONE</b> Barry
	X		<b>FITZPATRICK</b> Tom		X		<b>STONE</b> Margaret
	X		<b>FOULGER</b> Colin		X		<b>STOREY</b> Martin
	X		<b>GARROD</b> Tom	X			<b>STRONG</b> Marie
		X	<b>GILMOUR</b> Paul		X		<b>THOMAS</b> Alison
	Absent		<b>GREY</b> Alan	X			<b>TIMEWELL</b> John
	X		<b>GURNEY</b> Shelagh		X		<b>VIRGO</b> Judith
X			<b>HACON</b> Pat	X			<b>WALKER</b> Colleen
X			<b>HANNAH</b> Brian		X		<b>WARD</b> John
X			<b>HARRISON</b> David	X			<b>WATKINS</b> Brian
	X		<b>HORSBRUGH</b> Michael Chenery of	X			<b>WHITAKER</b> Sue
	X		<b>HUMPHREY</b> Harry		X		<b>WHITE</b> Tony
	X		<b>ILES</b> Brian		X		<b>WILBY</b> Martin
X			<b>JERMY</b> Terry	X			<b>WILKINSON</b> Margaret

With 34 votes in favour, 38 votes against and 3 abstentions to motion was **LOST**.

### **Notice of Motions**

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

1. Proposed by Mr J.Dobson, Mr T. East, Dr A. Boswell, Ms A. Kemp and Mr R. Bird

“This Council wishes the discontinued Revell Inquiry to be completed as soon as possible and for its report to be brought to Council not later than 1 March 2017. The Inquiry should retain its original terms of reference, as laid down by the Leader of the Council (Cllr Nobbs) in April 2014. The work should be completed by a neutral, suitably qualified LGA or other nominee. In those few cases where parties to the Inquiry have declined to give evidence, the missing information should be derived from the Council's records.

The Inquiry should be formally recommenced and managed under the auspices of the Managing Director, who additionally should add recommended lessons to be learned to the completed report.”

2. Proposed by Mr M. Sands

“Norfolk County Council affirms its commitment to an inclusive education system offering wide opportunities for all which is not based on selection and therefore opposes the proposed reintroduction or extension of grammar schools.”

## **Recommendation of the Policy and Resources Committee meeting held on 26 September 2016**

- 1 **Appointment of Directors in NCC related companies: shareholder consents required under Articles of Association of Norse Group Companies and Financial Regulation 5.10.6**
- 1.1 The Committee received the report by the Executive Director of Finance that is enclosed **as Appendix A to this report.**
- 1.2 The Committee **RESOLVED to recommend to Full Council:**
  1. To retrospectively approve the appointment of Directors to companies in which the County Council has an interest as set out in the report.
  2. That Martin Hopkins be appointed to directorships held by Peter Hawes prior to his retirement.
  3. That Tom McCabe be appointed to directorships previously held by Anne Gibson, including appointment as Chairperson of the Norse Group Ltd and as director of Norse Care Limited and Norse Care Services Limited.
  4. To agree the proposed changes to the articles of association of NPS Property Consultants Limited, Norse Commercial Services Limited, Norse Eastern Limited, Norse Transport, Norse Care Limited and Norse Care Services as set out in schedule 2 of the report.
  5. That Karen Knight be appointed as a Director of NPS Property Consultants Limited, Norse Commercial Services Limited, Norse Eastern Limited and Norse Transport.
- 1.3 The Committee also **RESOLVED:**

To place on record the County Council's appreciation to Peter Hawes, the current Managing Director of Norse Commercial Services Ltd, for all his hard work in making the Norse Group of companies the success that they are today.

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

## Appendix A: Report presented to Policy and Resources Committee

<b>Report title:</b>	<b>Appointment of Directors in NCC related Companies: Shareholder consents required under Articles of Association of Norse Group Companies and Financial Regulation 5.10.6</b>
<b>Date of meeting:</b>	<b>26 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Executive Director of Finance – Simon George</b>
<b>Strategic impact</b>  This report helps to ensure that there is transparency about the appointment of Directors to companies the County Council has an interest in.	

### **Executive summary**

Financial Regulations require Full Council to approve the appointment of Directors to companies in which the County Council has an interest, taking the advice of the Executive Director of Finance. The report sets out details of these companies and the associated Directors for member consideration.

**Policy and Resources Committee is recommended to:**

- 1. Note and recommend that Full Council retrospectively approve the appointment of Directors to companies in which the County Council has an interest as set out in the report.**
- 2. Recommend to Full Council that Martin Hopkins be appointed to directorships held by Peter Hawes prior to his retirement.**
- 3. Recommend to Full Council that Tom McCabe be appointed to directorships previously held by Anne Gibson, including appointment as Chairperson of the Norse Group Ltd and as director of Norse Care Limited and Norse Care Services Limited.**
- 4. Recommend to Full Council the proposed changes to the articles of association of NPS Property Consultants Limited, Norse Commercial Services Limited, Norse Eastern Limited, Norse Transport, Norse Care Limited and Norse Care Services as set out in schedule 2 of this report.**
- 5. Recommend to Full Council that Karen Knight be appointed as a Director of NPS**

## **1. Background**

1.1. Schedule 1 below provides the names of the Directors of companies in which Norfolk County Council has an interest. For the purposes of good governance and to demonstrate that the companies are under the control of the County Council, authorisation by Norfolk County Council for the appointment of the Directors that the County Council and / or a Norse Group company is entitled to appoint under the articles of association of each company is required.

1.2. The requirement for this authorisation is contained in:

- Financial Regulation 5.10.6:

“The appointment of directors to companies/trusts in which the County Council has an interest must be made by County Council, having regard to the advice of The Executive Director of Finance.”

- Public Contracts Regulations 2015 regulation 12(1)(a)

“the contracting authority exercises over the legal person concerned a control which is similar to that which it exercises over its own departments”

1.3. Having reviewed schedule 1, the Executive Director of Finance recommends that Policy and Resources Committee notes these appointments and forwards them on to Full Council for approval.

1.4. The information in schedule 1 concerning Norse Group companies has been confirmed by the Norse Group Solicitor as an accurate reflection of the information concerning directorships for Norse Group companies filed at Companies House as at 23 August 2016. There may, however, be changes to the information on directors appointed by other local authorities to Norse Group joint venture companies between that date and 26 September 2016. Information in schedule 1 on non-Norse Group companies has been extracted from a credit report system, and reviewed against Companies House data as at 30 July 2016.



## 2. Norse Group – Key Proposals

2.1. There are a number of changes to the appointment to directorships of Norse Group companies that arise from:

- the appointment of Martin Hopkins replacing Peter Hawes as Managing Director of Norse Commercial Services (NCS). (County Council 25 July 2016 minute 8.2)
- the decision to delete the post of Executive Director of Resources (County Council 25 July 2016 minute 7.10.1), which will require the appointment of Tom McCabe as Director, and Chairperson of the Norse Group, to replace Anne Gibson, who holds directorships for a number of Norse Group companies as set out in schedule 1.

and which require the approval of Full Council.

2.2. The decision to appoint Tom McCabe as the Chair of Norse was discussed and endorsed at the Shareholder Committee on 8 September. The shareholder committee were particularly focused on the need for Mr McCabe to receive the appropriate training to allow him to discharge his duties under the Companies Act and subsequent codes of Corporate Governance effectively.

2.3. At present Norse Care Limited and Norse Care Services Limited hold meetings of their board of directors directly after meetings of a liaison board which has a much broader membership and concentrates upon operational matters. This arrangement does not sit well with the function of the Norse Board of Directors which oversees all of the subsidiary companies and meets on the same day as the boards of NPS Property Consultants Limited and Norse Commercial Services which are wholly owned by Norse Group. The directors of Norse Group Limited are seeking approval from Full Council through the recommendation of Policy and Resources Committee to a change in directorships for Norse Care Limited and Norse Care Services Limited by removing Joanne Cooke and appointing Ian Mackie. This change will enable the boards of these companies to meet on the same day as Norse Group Limited and the other companies wholly owned by Norse Group Limited and is supported by the Executive Director of Finance.

2.4. In addition to the change in directorships for the Norse Care companies, the directors of Norse Group are seeking resolutions from the County Council as shareholder to change the articles of Norse Commercial Services Limited and its wholly owned subsidiaries Norse Eastern Limited and Norse Transport (both companies that provide services direct to the County Council) and NPS Property Consultants Limited as set out in schedule 2. These changes will enable the appointment of an additional director to the boards of those companies and again facilitate meetings of Norse Group limited and all of its wholly owned

subsidiaries on the same day and strengthen the boards of those companies, the change is supported by the Executive Director of Finance. Subject to the County Council as shareholder resolving to adopt these changes to the articles of the named companies the Directors of Norse Group, with the support of the Executive Director of Finance, are seeking the approval of Full Council through the recommendation of Policy and Resources Committee to the appointment of Karen Knight as a director of NPS Property Consultants Limited, Norse Commercial Services Limited, Norse Eastern and Norse Transport.

- 2.5. The articles of Norse Group provide for weighted voting with the intention that the director who are officers or members of Norfolk County Council are able to out vote the directors who are employees of Norse Group companies. This weighted voting system which gives the officer/ member directors 2 votes does not work with the current appointments which are 2 officer/ member directors and 3 Norse Group employee directors in the event that an officer/member director is unable to attend a meeting. It is therefore proposed by the Norse Group that the articles of association of Norse Group Limited, NPS Property Consultants Limited, Norse Commercial Services Limited, Norse Eastern Limited, Norse Transport, Norse Care Limited and Norse Care Services Limited are amended to provide for weighted voting scheme that gives the officer and member directors three votes. The approval of Full Council is sought to the resolutions contained in schedule 2.

## Schedule 1: NCC Companies and their Directors

For Norse Group Companies (shown in bold) the information is as filed at Companies House on 23 August 2016. For all other companies, source is Creditsafe as at 30 July 2016. Amendments and updates to the list below will be reported as appropriate.

As set out elsewhere in this report, it should be noted that appointments shown in this schedule as held by Peter Hawes are to be transferred to Martin Hopkins, and appointments held by Anne Gibson are to be transferred to Tom McCabe.

Directors of Norse Group companies who have been appointed by third parties in accordance with the articles of association of the relevant company are shown in italics.

The schedule includes a list of other entities with which the Council may have a relationship. Directors of these companies who are not appointed by the Council are shown in italics.

Norfolk County Councillors are identified.

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
NORFOLK ENERGY FUTURES LIMITED	7856300	100	22 Nov 11	<u>Harvey Bullen; David Collinson; Paul Borrett</u>
<b>NORSE GROUP LIMITED</b>	5694657	100	01 Feb 06	<u>Peter Hawes; Michael Britch; Karen Knight; Anne Gibson;</u>

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
				<u>Cllr Ian Mackie</u>
NORSE CARE LIMITED	7445484	100	19 Nov 10	<u>Peter Hawes; Michael Britch; Karen Knight; Joanne Cook*; Cllr Ian Mackie</u>
NORSE CARE (SERVICES) LIMITED	7445495	100	19 Nov 10	<u>Peter Hawes; Michael Britch; Karen Knight; Joanne Cook*; Cllr Ian Mackie</u>
NORSE COMMERCIAL SERVICES LIMITED	2888808	100	18 Jan 94	<u>Peter Hawes; Michael Britch; Anne Gibson; Cllr Ian Mackie</u>
NORFOLK ENVIRONMENTAL WASTE SERVICES LIMITED	2633546	100	30 Jul 91	<u>Peter Hawes; Anne Gibson; Cllr Ian Mackie</u>
ADDFILL LIMITED	2994745	100	25 Nov 94	<u>Peter Hawes</u>
EVENTGUARD LIMITED	4208438	75	30 Apr 01	<u>Richard James York; Peter Hawes; Nicholas Paul Maddox</u>
NORSE EASTERN LIMITED	7445476	100	19 Nov 10	<u>Peter Hawes</u>
SUFFOLK NORSE LIMITED	7911392	80	16 Jan 12	<u>Peter Hawes; Trevor Douglas Whiting; Alastair Willis; Susan Amanda Simpson; Christopher George Punt</u>
SUFFOLK NORSE TRANSPORT	07952694		16 Jan 12	<u>Peter Hawes; Trevor Douglas Whiting; Alastair Willis; Susan Amanda Simpson; Christopher George Punt</u>
MEDWAY NORSE LIMITED	8353127	100	09 Jan 13	<u>Peter Hawes; Dean Thorvald Wetteland; Ian Andrew Price; Philip Filmer; Stephanie Jane Goad</u>
NORSE ENVIRONMENTAL WASTE	8714244	51	02 Oct 13	<u>Peter Hawes; Ruth Metcalf; David Newell; David Collinson Andrew James Proctor; Thomas Joseph Fitzpatrick; Michael</u>

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
SERVICES LIMITED				<i>Stonard</i>
NEWPORT NORSE LIMITED	8915343	80	27 Feb 14	<b><u>Peter Hawes; Dean Thorvald Wetteland; Lyndon Albert Watkins;</u></b> <i>Sheila Ann Davies; Miqdad Omar Al-Nuaimi</i>
NPS NEWPORT LIMITED	8915452	80	27 Feb 14	<b><u>Stephen Colin Daw; Dean Thorvald Wetteland; Lyndon Albert Watkins;</u></b> <i>Sheila Ann Davies; Miqdad Omar Al-Nuaimi</i>
GREAT YARMOUTH NORSE LIMITED	9195591	80	30 Aug 14	<b><u>Peter Hawes; Graham Victor Hollingdale; Clive Whitaker;</u></b> <i>Robert Charles Read; Penelope Jane Carpenter</i>
NORSE SOUTH EAST LIMITED	9891365	80	21 Nov 15	<b><u>Peter Hawes; Mark Thomas Emms; Peter James Vince;</u></b> <i>Gillian Margaret Kneller; Anthony Briggs</i>
DEVON NORSE LIMITED	7553812	80	07 Mar 11	<b><u>Peter Hawes; Dean Thorvald Wetteland; Matthew John Wilby</u></b> <i>Deborah Katherine Anne Sellis; George John Gribble</i>
ENFIELD NORSE LIMITED	6833446	60	02 Mar 09	<b><u>Peter Hawes; Ruth Metcalf;</u></b> <i>James Rolfe; Lorraine Laundry</i>
GYB SERVICES LIMITED	4897142	100	12 Sep 03	<b><u>Andrew Merricks; Peter Hawes; Nicola Holden</u></b> <i>Jane Elizabeth Beck; Carl Smith</i>
SUFFOLK COASTAL NORSE LIMITED	5124558	80	11 May 04	<b><u>Andrew Merricks; Peter Hawes; Mark Thomas Emms;</u></b> <i>Andrew Jarvis; Carol Poulter</i>
WAVENEY NORSE LIMITED	6600996	80	23 May 08	<b><u>Andrew Merricks; Peter Hawes; Mark Thomas Emms;</u></b> <i>Arthur James Charvonja; Andrew Jarvis</i>
NORSE TRANSPORT	4372409		12 Feb 02	<b><u>Peter Hawes; Anne Gibson; Cllr Ian Mackie</u></b>
WELLINGBOROUGH NORSE LIMITED	7883119	80	15 Dec 11	<b><u>Peter Hawes; Nicola Holden; Bernard Gallyot;</u></b> <i>John Todd Campbell; Jon-Paul Carr</i>

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
NPS PROPERTY CONSULTANTS LIMITED	2888194	100	17 Jan 94	<u>Peter Hawes; Michael Britch; Anne Gibson; Cllr Ian Mackie</u>
BEATTIE PASSIVE NORSE LIMITED	8554362	50	03 June 13	<u>Michael Britch; ; Richard Charlton Gawthorpe; Michael John Ventham; Ron Beattie</u>
ROBSON LIDDLE LIMITED	3240492	100	21 Aug 96	<u>Mark Liddle; Glen Reynolds; Michael Britch; Stephen Colin Daw; James Pratt</u>
JOHN PACKER ASSOCIATES LIMITED	3434497	100	16 Sep 97	<u>Simon Christopher Hersey; Stephen Colin Daw</u>
HEARTH UK LIMITED	6113283	100 Note 9	19 Feb 07	<u>William David Mumford; Michael Britch; Tim Byles</u>
HEARTH UK (EXETER) LIMITED	9094705	100	19 Jun 14	<u>William David Mumford; Michael Britch; Tim Byles</u>
BARRON AND SMITH LIMITED	6547225	100	28 Mar 08	<u>Jonathan Greenfield; Simon Christopher Hersey; John Kenneth Thornberry; Karen Knight</u>
NPS GROUP LIMITED	6614601	100	09 Jun 08	<u>Glen Reynolds; Michael Britch</u>
NPS NORTH LONDON LIMITED	6615033	100	09 Jun 08	<u>Glen Reynolds; Michael Britch</u>
NPS SOUTH EAST LIMITED	6615007	100	09 Jun 08	<u>Simon Christopher Hersey; Michael Britch; Stephen Colin Daw; Claire Louise Holmes</u>
BOWEN DANN KNOX ARCHITECTS LIMITED	8324902	100	10 Dec 12	<u>Simon Christopher Hersey; Michael Britch</u>
NORSE ENERGY LIMITED	8358987	100	14 Jan 13	<u>Simon Christopher Hersey; Glen Reynolds; Michael Britch; Simon Colin Daw</u>
NORSE ENERGY (HAFOD) LIMITED	8316340	100	03 Dec 12	<u>Simon Christopher Hersey; Michael Britch; Stephen Colin Daw</u>
NORSE ENERGY (STOKE GIFFORD)	9437540	100	12 Feb 15	<u>Simon Christopher Hersey; Michael Britch; Stephen Colin</u>

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
LIMITED				<u>Daw</u>
NORSE ENERGY (BSCC) LIMITED	9438869	100	13 Feb 15	<u>Simon Christopher Hersey; Michael Britch; Stephen Colin Daw</u>
NORSE ENERGY (BSCC BIOMASS) LIMITED	9707888	100	29 Jul 15	<u>Michael Britch</u>
NATURALLY PASSIVE LIMITED	9094748	100	20 Jun 14	<u>Michael Britch</u>
NORSE DEVELOPMENT COMPANY LIMITED	9722848	100	08 Aug 15	<u>Michael Britch</u>
NPS PETERBOROUGH LIMITED	10213568	80	03 Jun 15	<u>Simon Christopher Hersey; Michael Britch Paul Venn;</u> <i>David Anthony Seaton; Simon Peter Machen</i>
BROADLAND GROWTH LIMITED	8822021	50	20 Dec 13	<u>Michael Britch; Richard Charlton Gawthorpe;</u> <i>Andrew James Proctor; Philip Charles Kirby; Shaun Andrew Vincent</i>
HAMSON BARRON SMITH LIMITED	2504525	100	22 May 90	<u>Simon Christopher Hersey; Glen Reynolds; Michael Britch; Simon Colin Daw; Karen Knight</u>
INTERNATIONAL AVIATION ACADEMY-NORWICH LIMITED	9413826	100	30 Jan 15	<u>Simon Christopher Hersey; Michael Britch; Stephen Colin Daw</u>
NPS BARNESLEY LIMITED	7378589	80	16 Sep 10	<u>Michael Britch; Peter Hawes; Karen Temple; James Pratt</u> <i>Alan Gardiner, Stephen Phillip Spurr</i>
BARNESLEY NORSE LIMITED	7742678	80	16 Aug 11	<u>Michael Britch; Peter Hawes; Karen Temple; James Pratt</u> <i>Alan Gardiner, Stephen Phillip Spurr</i>
NPS HUMBER LIMITED	6615072	60	09 Jun 08	<u>Glen Reynolds; Phillip Vozza; James Pratt; John Burton Godfrey</u> <i>David Alan Craker, Brendan Michael Arnold; Helena Jane Spencer</i>
NPS LEEDS LIMITED	7627163	80	09 May 11	<u>Michael Britch; Daniella Louise Barrow; James Pratt;</u> <i>David</i>

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
				<i>Graham Outram; Richard Pryce Addison Ellis</i>
<b>NPS LONDON LIMITED</b>	6078945	80	01 Feb 07	<b><u>Michael Britch; Stephen Colin Daw; Claire Louise Holmes;</u></b> <i>Clare Elizabeth Coghill</i>
<b>NPS NORTH EAST LIMITED</b>	5200508	100	09 Aug 04	<b><u>Glen Reynolds; Michael Britch; James Pratt; Andrew George Tansley;</u></b> <i>Graham Stokes; Andrew John Wallhead</i>
<b>NPS NORTH WEST LIMITED</b>	5026630	100	27 Jan 04	<b><u>Glen Reynolds; Michael Britch; James Pratt; Paul Anthony Jones</u></b> <i>Kevin Anderson; Paul Nicholas McKevitt</i>
<b>NPS INFINITY LIMITED</b>	10124234	100	14 Apr 16	<b><u>Glen Reynolds; Michael Britch; James Pratt; Paul Anthony Jones</u></b>
<b>NPS NORWICH LIMITED</b>	7742699	80	16 Aug 11	<b><u>Peter Hawes; Michael Britch; Ian Bromley Derry</u></b> <i>Michael Stonard; Anthony Neil Bull</i>
<b>NORWICH NORSE (ENVIRONMENTAL) LIMITED</b>	8309257	80	27 Nov 12	<b><u>Paul Kendrick; Peter Hawes; Nicola Holden;</u></b> <i>Robert Peter Cronk; Hannah Leys</i>
<b>NORWICH NORSE (BUILDING) LIMITED</b>	8660645	80	22 Aug 13	<b><u>Peter Hawes; Clive Whitaker; Kevin John Wright;</u></b> <i>Gail Paula Harris; David John Moorcroft</i>
<b>NPS SOUTH WEST LIMITED</b>	6078903	80	01 Feb 07	<b><u>William David Mumford; Michael Britch; Stephen Colin Daw; James Pratt</u></b> <i>George John Gribble; Melanie Wellard</i>
<b>NPS STOCKPORT LIMITED</b>	5908012	80	16 Aug 06	<b><u>Glen Reynolds; Michael Britch</u></b>
<b>CORNERSTONE NPS LIMITED</b>	8050522	20	30 Apr 12	<b><u>Michael Britch;</u></b> <i>Timothy Byles; Sara Mahnaz Waller</i>
<b>MEDWAY NORSE TRANSPORT</b>	8950887		20 Mar 14	<b><u>Peter Hawes; Dean Thorvald Wetteland</u></b> <i>Philip Filmer; Stephanie Jane Goad; Ian Andrew Price</i>
Independence Matters C.I.C	8530621	49	15 May 13	<b><u>Janice Elizabeth Dane;</u></b> <i>Davina Louise Tanner; Philip Martyn</i>



Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
				<i>Field; Karen Hester; Matthew James Evans; Paul Stephen Slyfield; Sarah Louise Nice; Samantha Kathryn Sian High; Julian Anderson Brown; Sylvia Winifred Barrett-Jones</i>
Home Support Matters Limited	9597741	49	19 May 15	<i>Paul Stephen Slyfield</i>
Hethel Innovation Ltd	7534401	100	18 Feb 11	<b><u>Fiona McDiarmid; Cllr Stuart Clancy; Cllr Colin Foulger; Simon Gerard Coward;</u></b> <i>Clive Dopson; Hedrik Hepke Koopmans; David William Taitt; Mark Duncan Edwards</i>
Norfolk Regeneration Company Limited	8153723	100	23 Jul 14	<b><u>Cllr Colleen Monica Walker; Fiona McDiarmid</u></b>
The Great Yarmouth Development Company Limited	7582543	50	29 Mar 11	<b><u>Cllr Colleen Monica Walker; Vince Muspratt;</u></b> <i>Ronald Charles Hanton; Sheila Oxtoby</i>
Norfolk Safety CIC	9384905	?	12 Jan 15	<b><u>Karen Christina Palframan<sup>1</sup>; Roy Stephen Harold; Glenn Floyd</u></b>
Norwich Airport Ltd	02078773	12	28 Nov 86	<b><u>Cllr Clifton Raymond Jordan;</u></b> <i>Peter Rigby; Alan Henry Walters; Andrew Michael Bell; Richard John Pace</i>
Legislator 1364 Ltd	03471264	12	25 Nov 97	<i>Andrew Michael Bell; Katherine Georgina Cook</i>

<sup>1</sup> A replacement NCC appointee is to be proposed.

Company Name	Reg. Number	NCC % shares	Date of Incorp.	Directors
Travel Norwich Airport Ltd	03512926	12	18 Feb 98	<b><u>Cllr Clifton Raymond Jordan</u></b> <i>Peter Rigby; Alan Henry Walters; Andrew Michael Bell</i>
Legislator 1656 Ltd	04950453	60	03 Nov 03	<b><u>Simon Ian George</u></b> ; <i>Andrew Watt</i> ,
Legislator 1657 Ltd	04950454	60	03 Nov 03	<b><u>Simon Ian George</u></b> ; <i>Andrew Watt</i>
EDUCATOR SOLUTIONS	10127799	100	15 Apr 16	<b><u>Stuart Mullineux</u></b>

\*As per recommendation 5 of this report, it is proposed that Joanne Cook cease to serve as a director of Norse Care Limited and Norse Care (Services) Limited.

**Schedule 2: Proposed changes to the articles of NPS Property Consultants Limited, Norse Commercial Services Limited and its wholly owned subsidiaries Norse Eastern Limited and Norse Transport**

**Companies Act**

**Written Resolution**

**of**

**Norse Care Limited**

**Company Number [XXXX]**

I the undersigned, being the nominated representative of the sole shareholder of the above company, for the time being entitled to receive notice of, and attend and vote at General Meetings, hereby pass the following special resolution and agree that the said resolution shall for all purposes be as valid and effective as if the same had been passed at a General Meeting of the company duly convened and held.

It is resolved to:

Add the following paragraph to the articles of association of the Company after article [x] to be numbered [x]:

[x] For the purposes of any voting to be undertaken by the Directors:

[XA.1] Directors who are appointed by Norfolk County Council and who are also members or officers of Norfolk County Council shall hold three votes each; and

[XA.2] All other Directors shall hold one vote each.

Dated this                      day of                      2016

Signed

Name

For and on behalf of Norse Group Limited

**Companies Act**

**Written Resolution**

**of**

**Norse Group Limited**

**Company Number 05694657**

I the undersigned, being the nominated representative of the sole shareholder of the above company, for the time being entitled to receive notice of, and attend and vote at General Meetings, hereby pass the following special resolution and agree that the said resolution shall for all purposes be as valid and effective as if the same had been passed at a General Meeting of the company duly convened and held.

It is resolved:

That the provisions of the articles of association of the Company be amended as follows:

- i) By deleting all of the words in paragraph 8.3A and substituting the following words:

For the purposes of any voting to be undertaken by the Directors:

8.3A.1 Directors who are appointed by Norfolk County Council and who are also members or officers of Norfolk County Council shall hold three votes each; and

8.3A.2 All other Directors shall hold one vote each.

Dated this                      day of    2016

Signed

Name

For and on behalf of Norfolk County Council  
County Hall, Martineau Lane, Norwich, NR1 2DH

**Companies Act**

**Written Resolutions**

of

**[Norse Commercial Services Limited / Norse Eastern Limited / Norse Transport / NPS Property Consultants Limited / Norse Care Services Limited]**

**Company Number [XXXX]**

I the undersigned, being the nominated representative of the sole shareholder of the above company, for the time being entitled to receive notice of, and attend and vote at General Meetings, hereby pass the following special resolutions and agree that the said resolutions shall for all purposes be as valid and effective as if the same had been passed at a General Meeting of the company duly convened and held.

It is resolved to:

1. That the provisions of the articles of association of the Company be amended as follows:

By deleting all of the words in paragraph [xx] and substituting the following words:

[xx] The number of Directors shall be five including the Managing Director of the Company. Norfolk County Council shall appoint all Directors and shall appoint a replacement Director should the office of a Director appointed by it be vacant at any time, for whatever reason.

2. To add the following paragraph to the articles of association of the Company after article [x] to be numbered [x]:

[x] For the purposes of any voting to be undertaken by the Directors:

[XA.1] Directors who are appointed by Norfolk County Council and who are also members or officers of Norfolk County Council shall hold three votes each; and

[XA.2] All other Directors shall hold one vote each.

Dated this                      day of    2016

Signed

Name

For and on behalf of [Norse Group Limited / Norse Commercial Services Limited/  
NPS Property Consultants Limited / Norse Care Limited]

### 3. Financial Implications

- 3.1. The Council's Financial Regulations require Full Council to approve the appointment of Directors to companies in which the Council has an interest. This report ensures that there is transparency about the Director appointments made by the Council and supports compliance with Financial Regulations.
- 3.2. While there are no direct financial implications of this report, Council approval of the appointment of Directors will help to ensure that the Council's financial and other interests are effectively safeguarded by appropriate, named representatives, who are accountable to the County Council.

### 4. Issues, risks and innovation

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

### 5. Background Papers

None.

### Officer Contact

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

<b>Officer Name:</b>	<b>Tel No:</b>	<b>Email address:</b>
Simon George	01603 222400	<a href="mailto:simon.george@norfolk.gov.uk">simon.george@norfolk.gov.uk</a>



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.



## **Recommendations from the Children's Services Committee Meeting held on 13 September 2016**

### **1 Annual Review of Norfolk Residential Service**

- 1.1 The Committee considered the report (Attached at Appendix A) by the Executive Director of Children's Services reporting on the performance and outcomes achieved by the Norfolk Residential Service.
- 1.2 Members were asked to:
- Scrutinise the information within the report.
  - Challenge the service on the performance and outcomes achieved.
  - Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to full Council to comply with the Care Standards Act 2000.
- 1.3 The Committee **RESOLVED** to recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to full Council to comply with the Care Standards Act 2000.

### **2 Statement of Purpose of Norfolk's Fostering Services Annual Review**

- 2.1 The Committee considered the report from the Executive Director of Children's Services setting out the Statement of Purpose (Attached at Appendix B), a public document which, once approved by the Children's Services Committee would be made available to foster families, fostered children, their birth parents and guardians, together with staff working in the field of fostering.
- 2.2 The Committee **RESOLVED** to recommend the approval of the Statement of Purpose to full Council and provide scrutiny and challenge to the fostering service.

### **3 Norfolk County Council Adoption Agency Annual Review**

- 3.1 The Committee considered the report by the Executive Director of Children's Services setting out the Statement of Purpose (Attached at Appendix C) which, once approved by the Children's Services Committee would be made available to adoptive families, adopted children, their birth parents and guardians and staff working in the field of adoption.
- 3.2 The Committee **RESOLVED** to recommend approval of the Statement of Purpose to full Council and provide scrutiny and challenge to the adoption service.

### **4 Unaccompanied Asylum Seeking Children**

- 4.1 The Committee considered the report (Attached at Appendix D) by the Executive Director of Children's Services setting out the new arrangements for unaccompanied

asylum-seeking children and the issues for Children's Services Committee to take into account when considering the recommendations in the report.

4.2 Upon being put to the vote, with 9 votes in favour, 2 votes against and 0 abstentions. the Committee **RESOLVED** to agree that:

- Norfolk County Council will participate in the national voluntary arrangements as set out in the Protocol agreed between the Home Office and the Association of Directors of Children's Services, and that
- The Executive Director of Children's Services have authority to accept or refuse individual children in accordance with the criteria set out below and always subject to the Department's agreed budget being able to sustain the costs of providing for that child as looked after and as a care leaver taking account of any additional funding provided by national government for that purpose.
- In placing UASC in accommodation, consideration will be given to the capacity of the local community to meet the needs of that child and the importance of ensuring that there are good opportunities for that child to build sustainable relationship that will support them in adulthood.

and to advise full Council accordingly.

**Roger Smith**  
**Chair, Children's Services Committee**

# Children's Services Committee

<b>Report title:</b>	<b>Annual Review of Norfolk Residential Service</b>
<b>Date of meeting:</b>	<b>September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Michael Rosen Executive Director Children's Services</b>
<p><b>Strategic impact</b></p> <p>Annual Approval of the Statement of Purpose of Norfolk's Residential Children's Homes and a Summary Review of the Year.</p> <p>Members in their role as the registered provider of these homes are required under law (Children's Home Regulations 2015 (as amended); Care Standards Act 2000) to approve each children's home's Statement of Purpose and Functions.</p> <p>It is a requirement that each of our children's homes has a clear Statement of Purpose which details the aims and objectives and how the standards will be met. The nine standards are:</p> <ul style="list-style-type: none"> <li>• Quality and purpose of care standard</li> <li>• Children's wishes and feelings standard</li> <li>• Education standard</li> <li>• Enjoyment and achievement standard</li> <li>• Health and well-being standard</li> <li>• Positive relationships standard</li> <li>• Protection of children standard</li> <li>• Leadership and management standard</li> <li>• Care planning standard</li> </ul> <p>Each home must also provide a children's guide which explains for the child the purpose of the home as well as how the child can complain and access advocacy services. Each home's Statement of Purpose is available on Members Insight and hard copies will be in the Members' room.</p>	

## Executive summary

<p>This paper reports to Members on the performance and outcomes achieved by the Norfolk Residential Service.</p> <p>The key performance outcomes achieved for the service this year are:</p> <ul style="list-style-type: none"> <li>• Ofsted inspection outcomes which are above the national average.</li> <li>• The service continues to offer high occupancy levels.</li> <li>• Short breaks have worked with families to offer support to promote families staying together.</li> <li>• The service continues to offer beds at a rate comparable with similar provision</li> </ul>
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nationally.

- The Outreach Team have worked with families to support children staying at home
- The majority of young people in in-house residential homes are in full time education
- The service has contributed to reducing the number of looked after children placed in out of county provision

### **Recommendations:**

Members are asked to:

- Scrutinise the information within the report
- Challenge the service on the performance and outcomes achieved
- Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000

## **1. Proposal (or options)**

- 2.1 Members are asked to scrutinise the information within the report and provide challenge to the service to ensure continued outcomes for Norfolk children and families along with internal performance improvement.
- Members are asked to recommend approval to Cabinet of the Statement of Purpose and Functions for the Local Authority Residential Service to comply with the Care Standards Act 2000.

## **2. Residential Care in England, Population Make up and Trends**

- 2.1 An independent review of children's homes was published in July 2016, by Sir Martin Narey's. These are some of the statistics around why young people are accommodated in residential homes:
- Approximately 55% of children in homes are placed on a 'voluntary basis', (most of whom enter care for the first time in adolescence). The remainder are placed as a result of care proceedings.
  - There may be more than one reason for a child being placed in a home, but the primary reason is their abuse or neglect (45%) followed by family dysfunction.
  - For 25% of children, the children's home is their first care placement, but almost a third of those in children's homes have had 6 or more previous placements.
  - Children in children's homes are more likely to be living away from their local communities than those in foster care (37% are placed more than 20 miles from home and outside their local authority).
  - 35% of placements in a home last less than a month, 47% last between a month and a year, 10% last between one and two years, and just 8% of placements last more than two years. More than half of placements last less than 3 months, reflecting, in part, the use of residential care for children on the edge of care, many of whom will either return home, become fostered, or move on to a more permanent residential placement.
  - Today, residential care accounts for 12% of all care placements in England. On 31<sup>st</sup> March 2015, 8,320 children were in residential care from a care population of 69,540. Of these, 5,290 (64%) lived in children's homes, 180 lived in secure units, 1100 lived in hostels (generally as part of the process of leaving care), 1080 lived in other residential settings

(including care by the NHS, mother and baby units and custody) and 670 lived in residential schools.

- 2.2 Sir Martin Narey found that the children he spoke with were overwhelmingly positive about life in a children's home. Many have a preference for living in a home rather than being fostered. That was the view of the Children's Commissioner, confirmed by the survey she commissioned to support this review.
- 2.3 Children's homes can and should be better. Sir Martin Narey made 34 recommendations which he believes will deliver significant improvement in the care of the challenging, troubled, harmed, often damaged, yet frequently inspiring children who live in them. The overwhelming majority of homes are already good or better and he witnessed that we can be proud, as a society of the care of children in some residential homes. He also said that those who choose a career in residential care deserve our thanks and our admiration and we should no longer see the homes in which they work as institutions to be used only as a last resort.

### **3. Ambition**

- 3.1 We want all of our young people to be safe, happy and well cared for. We want our young people to be respectful to themselves and others and to build relationships around this. We aim to help them have a well-rounded education and life skills. We want them to be the best version of themselves in everything they do. We would like to help them to grow and make steps towards their goals. We act as good role models and we do our best to help our young people succeed in their lives.

### **4. Evidence**

- 4.1 The Norfolk Residential Children's Service currently has six children's homes, three residential short- breaks children's homes, five supported flats and the outreach team. The service works alongside other services supporting children and families in need. Accommodating children is always a last resort and the authority has to be satisfied that the care threshold is met. Over the past year the service has accommodated the majority of young people referred to us in need of accommodation unless their risk assessment identifies that the placement in Norfolk Residential Children's Services would not be suitable (fewer than 5 occasions). We have reviewed and changed the services provided to ensure they meet the needs of all young people including those with challenging behaviours.
- 4.2 The following homes deliver a range of interventions to children and young people within residential care depending on their individual needs:
- Norwich Road and The Lodge provide eight beds between them, offering emergency accommodation, for children where there is an immediate need for accommodation following a crisis breakdown either at home or at their current placement. This accommodation is used while an alternative, appropriate placement is sourced.

- Waterworks Road and Well Green are both 2-bedded Emergency/Crisis Intervention Homes. The aim of the homes is to provide emergency and time-limited residential care. They are specialist homes for young people (male and female) aged between 8 and 17 years.
  - Aylsham Road Short Breaks provides planned or short term stays of residential care to children and young people aged between 5 and 17 who are considered on the edge of care.
  - Loki House is a 4 bedded home offering care planning and assessment placements specialising in young people returning from out of county.
  - Easthills is a long term home which provides support and accommodation for 4 young people up until independence.
  - Marshfields is a short breaks home providing 4 beds for children and young people who have severe learning/ physical disabilities including children and young people with complex health needs and challenging behaviour.
  - Linked Family's Short Breaks Fostering Service, this service is linked to Marshfields residential home it has offered short breaks for children with disabilities.
  - Foxwood is a 9 bed home (functioning 8 beds and 1 emergency bed) providing overnight short breaks for children with physical disabilities, learning disabilities and sensory impairments, aged 5 to 17 years.
  - The Outreach Team is linked to the residential service and is a short term edge of care support service which offers 24/7 support to families countywide. Outreach enables families to remain together despite issues or crises until longer term support can be put in place or issues are resolved.
- 4.3 There are four supported flats available which are managed in partnership with Broadland Housing and one private flat. These provide accommodation for 16 and 17 year-olds and help them prepare for independent living. The young people receive 37 hours of support each week by Children's Services staff with 24 hour (7 days per week) telephone support available.
- 4.4 Norfolk County Council has clear priorities to reduce Norfolk's Looked-After Children population to levels comparable with the average for a Local Authority in England. The service team's plan focuses on robust planning for the young people and the delivery of targeted interventions to reunify them with their families or extended families. This applies to those placed in County as well as for children who are currently in provision outside of Norfolk. The service supports young people's transition to independence.
- 4.5 The central ethos of Norfolk Residential Service's work with children and young people is to promote their inclusion within the development and delivery of our service by ensuring we obtain their wishes and feelings in all aspects of our work. A recent example of this is the use of tools and strategies outlined in the Signs of Safety approach in key working sessions, residents meetings and daily practice.

In feedback gathered after placements the young people have stated they felt they had a say in how things were run and felt they were listened to.

#### 4.6 What Children and Young People say about the service

Feedback is gathered by the service from the young people as well as from families and professionals. This feedback is analysed to identify areas for development and to improve the service.

The following is a selection of comments about Norfolk's Residential Service from children and young people who have been accommodated during the past 12 months:

*One young person, aged 15, said, "I love Aylsham Road, it is fun and the best choice I could have had is coming here."*

*'I have enjoyed many things at Frettenham and these are some of them. Staff have been very supportive and have helped me calm when I am annoyed. They did this by talking to me and reassuring me. Staff have also stuck up for me in court. I liked playing football with staff in the park. The village is quiet which is good. The food at Frettenham has also been quality.'* KW.

*ED made cards for all of the staff when she left. ED thanked each staff member for their support. ED had been placed in residential homes in-house the last year. ED sent a card to one member of staff who had followed her on this journey and continued working with her in The Lodge. ED stated 'thank you for everything you've done in the past year. It's been amazing and really great getting snugly hugs from you. Thank you for getting me this far and supporting me getting this far and helping me through things.'*

*'The staff were all very kind and are willing to make compromises.'*

#### 4.7 Compliments

Each home has a feedback folder to capture positive experiences for children and young people. Please see some examples outlined below:

**A compliment received from Jane Dodsworth from the UEA said** *'Many thanks for inviting us to undertake a focus group for our research on CSE & multi-agency perceives on working with young people involved in CSE with staff at Loki House.'*

*It was really kind of so many people to give up their time to take part. Penny & I were impressed with the team's understanding of CSE and their evident commitment to the young people who come to Loki house. You all clearly take a very child-centred approach to working with the young people in your care. The house itself seemed well laid out, warm, cosy & very much a home from home. Please pass on our thanks to everyone who took part.'*

*"A and I would like to say a big thank you to you all. The love, care and support you have shown us, makes every day fun and easier to face! Hope every young person who gets a chance to come to Foxwood has just as many fun stays."*

*'The staff worked so hard to meet S's complex needs. Alan and his team were amazing with S and went over and above with every part of the care they gave her.'* **Social work feedback.**

**Compliment from another professional (virtual school):**

*'Hi Natalie, I always find that I have a good relationship with you and the others on the team. You work hard to promote education and to ensure that you are proactive in chasing up provision for your residents.'*

*A tutor from Open Academy stated a marked improvement was seen in LL who was accommodated here. He attended every day and his behaviour improved. LL won an award for his achievements, whilst accommodated. The improvements and academic commitment were significant.*

## **4.8 Complaints**

- 4.8.1 Each home has a complaints book in which all complaints are recorded. Young people have open access to a telephone should they wish to make a complaint at any time. Contact numbers for Ofsted, the Children's Rights Director and Voice, the independent advocacy service, are available to young people, as are complaints leaflets.
- 4.8.2 The homes' welcome books, which are available in a variety of formats to make them accessible for all ages and levels of ability, provide information and advice on how to complain. All residential staff have mandatory training on complaints and there is a Norfolk County Council complaints team which can offer consultation and advice to both staff and young people.
- 4.8.3 Since September 2015 the service has received seven complaints in total. One complaint from a neighbour due to noise from the home, the manager responded to this and resolved the issue. Six complaints were received from young people for various reasons from short break care being cancelled to complaints about other young people in the home. All complaints are responded to as per procedure in order to find resolution and improve practice where appropriate.
- 4.8.4 As a result of the complaints we ensure that all young people have the opportunity to discuss this with the manager and explore a satisfactory solution. At every house meeting the young people are given feedback which is recorded. The managers have engaged with the local community to address any concerns and improve relationships, this has been supported by the local police community support officer when needed.

## **4.9 Proposed next steps for the service**

- Review residential policies and procedures in line with Ofsted
- Establish good links to local museums to enable young people to access cultural and educational opportunities
- Continue to improve Resfest (the annual residential homes camping trip) and plan for future years
- Pathway Plans, residential staff to contribute to these plans
- Develop a magazine with a quarterly publication to inform the county of what is happening within the service on the Intranet and to continue to develop a child friendly magazine
- Improve the relief bank system



- Work alongside the Performance Team to improve Reg 44 process
- To visit private, regulated and unregulated provisions in and out of county alongside the Quality Assurance team to ensure all Norfolk young people are receiving a good quality of care.
- To ensure that residential services are working in line with the LAC Strategy and that staff are aware of the goals
- Residential services to implement the strategies outlined in the Sufficiency Plan

#### 4.10 Ofsted Inspection Outcomes

Each residential home is inspected twice a year by Ofsted who conduct a full and an interim inspection. The latest judgement from the most recent full inspection of each home is shown in the table below:

Home	No. of beds	Overall inspection findings	The overall experiences and progress of children and young people living in the home are	How well children and young people are helped and protected	The impact and effectiveness of leaders and managers
Marshfields	4	Outstanding	Outstanding	Outstanding	Outstanding
Aylsham Road	4	Good	Good	Good	Good
Foxwood	9	Good	Good	Good	Good
Norwich Road	4	Good	Good	Good	Good
Loki House	4	Good	Good	Good	Good
Waterworks Road	2	Good	Good	Good	Good
Frettenham	2	Good	Good	Good	Good
Easthills	4	Requires Improvement	Requires improvement	Requires improvement	Requires improvement
The Lodge	4	Requires improvement	Requires improvement	Requires improvement	Requires improvement

The above table shows 1 Outstanding, 6 Good and 2 Requires Improvement Ofsted inspection judgements.

4.10.1 The Residential Service continues to review and improve the standards of its service to meet the revised criteria from Ofsted, who continue to “raise the bar” in their inspections. There is an active improvement plan and after each inspection key themes and trends are shared across the service.

#### 4.11 Achievements for Young People

- Some of the young people have received educational awards through their education provisions.
- One young person had an article published in the EDP.
- All young people that attended Resfest learnt various new skills from Canoeing to spoon carving as well as improving their social skills.
- Young people have been supported into employment and volunteer opportunities within their community, this includes rescue dog walking and working in charity shops.
- Young people have performed in charity talent competitions and some of the homes took part in the Macmillan coffee morning.
- Some of the young people have been given the opportunity to complete ASDAN awards, achieving both bronze and silver so far.
- Young people take part in a variety of sporting activities including boxing and rugby at a regional level.
- Young people have taken part in the recruitment of IRO's, creating their own questions for interviews and sitting on the interview panel.

#### **4.12 Children Missing from Norfolk Residential Service Children's Homes**

4.12.1 A missing from care procedure has been implemented by the Residential Service, which includes sexual exploitation and radicalisation risk assessments, all staff have had training in these areas. The definition of missing from care for the service includes children and young people who leave the residential home without permission, those who do not return to the home at the agreed time and those who are absent overnight. Each young person has an individual care plan, which identifies strategies to be implemented for a young person who is absent without authorisation or is missing from care.

4.12.2 The table below shows the number of times children and young people went missing from Norfolk's Residential Service Children's Homes in 2015/16, September to August.

##### **Children / Young People Missing from Norfolk's Residential Service Children's Homes**

	<b>2015/16 Sep - Aug</b>
Number of times children / young people went missing	124
Number of children / young people who went missing	24
Number of overnight absences	32
Number of children / young people who did not return at the agreed time or left without permission	52

4.12.3 This year we have again seen a significant decrease in the number of young people missing from care within the service. This is due to our continued work with partner agencies. In addition further guidance and training, and raising CSE awareness in team meetings has enabled staff to become more proactive in finding effective strategies to minimise missing from care. The service has worked closely with partner agencies to address the risk of looked after children

going missing and produced a working protocol to regulate practice. The service has built close working relationships with the Missing Persons Coordinator (police), Safer Neighbourhood Teams (police), Barnardos and The Rose Project.

#### 4.13 Physical Intervention and Positive Handling

4.13.1 All of the residential staff have been trained in the Norfolk Steps de-escalation and positive handling strategies. As per national guidance and local policy the Residential Service will only use restrictive physical intervention as a last resort when the young person places him/herself or others at risk of injury or may cause significant damage to property. If such risks exist, consideration is given to effective strategies that will be employed to minimise the risk.

4.13.2 For the period of September 2015 – August 2016 there were a total of 71 incidents of physical intervention across the service, these were mostly carried out in our emergency homes with 53 for two younger young people (due to their age and level of aggression, physical intervention was used to prevent them from running away and harming themselves or others) 12 were in a CWD home and the other 6 were individual cases. All restraints were necessary to ensure the safety and well-being of the young people. All restraints carried out in the homes are reviewed by the Reg 44 visitors and Ofsted inspectors and in all cases they agreed with the actions taken.

#### 4.14 Significant Incidents Reported

4.14.1 Ofsted must be notified (Regulation 40 Notifications) of all significant incidents that occur in any residential children's home. The reasons for notifications for 2015/16 by Norfolk's Residential Services are shown in the following table:

**Total Regulation 40 Notifications by Classification Type**

<b>Regulation 40 Notification Classifications</b>	<b>2015/16 Sep – Aug</b>
Serious incident – police called to home	63
Serious complaint about the home or person in the home	1
Instigation & outcome of any child protection enquiry involving child in the home	0
Serious illness or serious accident	11
Other incident relating to a child that the registered person considers to be serious	1
Involvement or suspected involvement of a child accommodated in the home in child sexual exploitation (this generally relates to young people entering the system with a known CSE risk)	9
<b>Total Regulation 40 Notification Classifications</b>	<b>85</b>

#### 4.15 Outcomes for Permanency

4.15.1 From September 2015 to August 2016 Norfolk Residential Children's Homes have provided accommodation for 186 children and young people that reside in Norfolk. Of these 135 were short term breaks, and 51 children have moved on following interventions delivered by the service, these have been complex cases, and 19 are still currently accommodated:

- 12 young people returned home
- 6 to foster care
- 13 to independent living or supported lodgings
- 11 to other children's homes
- 7 to in house children's homes
- 2 to specialist placements.

#### 4.16 Number of Children Accommodated in the Homes and their Occupancy Rates

4.16.1 The table below shows the occupancy rates for all residential homes since September 2015:

##### Occupancy Rates & Children / Young People Accommodated by Children's Homes

	<b>% Bed Nights Occupied</b>	<b>Number of Children/Young People Accommodated</b>
Easthills Road	90%	7
Frettenham	100%	4
Loki House	97%	7
Norwich Road	80%	24
The Lodge	78%	22
Waterworks Road	100%	4

As Norwich Road and The Lodge offer emergency provision turnover is necessary to be able to have placement availability for unplanned admissions, but in some cases due to the level of need they have not run at full capacity.

Number of Children offered Short Breaks:

	<b>% Bed Nights Occupied</b>	<b>Number of Children/Young People Accessing Short Breaks</b>
Aylsham Road	80%	Offers short breaks for 55 children
Foxwood	70%	Offers short breaks for 46 children
Marshfields	75%	Offers short breaks for 34 children

In some cases the occupancy rate has been affected in the homes due to the level of need and risk assessment of the young people. For example we have taken young people in an emergency which has impacted on the group dynamic risk assessment which has meant that we have had to restrict the number of available beds in order to meet the needs of the young people already accommodated.

## **5. Service Development**

- 5.1 The Outreach team continue to offer a vital service within Norfolk, since September 2015 the team have worked and closed 139 cases. 9 cases became LAC, 1 was reunified home, 113 remained in the family home and 16 looked after children placement breakdowns were prevented.
- 5.2 Aylsham Road continues to offer Short Breaks and there has been an increase in the capacity of family's being helped.
- 5.3 We secured a further years funding to train another 2 children's homes through the innovation programme, this has been completed successfully using the Result model. The Result model was recognised in Sir Martyn Narey's report as an effective approach with staff teams that work with young people.
- 5.4 The Service has offered multiple placements to social work and police students to give them the opportunity to work more directly with young people. These placements offer valuable learning opportunities to all involved.
- 5.5 Part of last years and this coming year's development is to continue to inspect the county's private regulated and unregulated residential homes. This has been beneficial to share best practice between agencies and ensures all Norfolk young people are receiving a good quality of care.
- 5.6 Resfest2: This is the second year we have run this and it has been even more successful, from activities such as canoeing to spoon whittling. This is for one week with an activity based programme to help improve self-esteem, independence skills and relationship building with peers.
- 5.7 All residential staff continue to undertake training via a range of recourses these include The Learning Hub and internal and external agencies.
- 5.8 The management team and the training department reviewed the training needs of the service to ensure appropriate training is offered to meet the needs of the young people we look after.
- 5.9 Continuing review of residential policies and procedures in line with any Ofsted changes.
- 5.10 The health passports for Looked after children was designed collaboratively by Norfolk County Council, the NHS and the In Care Council with input from some of the young people and managers in our residential service. This is to ensure that we as corporate parents promote the health and wellbeing of young people and help them to take ownership of their own health needs as they get older, preparing them adequately for adulthood. This has been a very successful incentive so far.

## **6. Financial Implications**

- 6.1 Financial Monitoring Information
- 6.2 Each placement in Norfolk's Residential Service children's homes in 2015/16 was on average £2176 per week. This compares favourably with the agency

placement costs of £3212 for the basic package of care, anything extra would incur further charges.

- 6.3 Following the last financial year, Norfolk Residential Children's Services finished the year within budget.

## **7. Sufficiency**

- 7.1 A sufficiency analysis is currently taking place with the view to an action plan being created. Early indication shows there is capacity for the residential service to expand. There is a key need for a home specifically for children who display sexually harmful behaviours, an increase in the provision for short breaks, the need for medium to long term in house residential homes and consideration as to whether the Outreach team needs to be expanded. Capital growth would be required to increase the capacity of residential care within Norfolk.

## **8. Issues, risks and innovation**

- 8.1 The key challenges for the Service are:

- Ensuring the Service meets the Ofsted criteria and expectations
- Ensuring that our young people have permanence plans that meet their needs
- Expansion is line with sufficiency report
- Working alongside corporate strategies to ensure the residential services aligns with these

### **8.2 Equality Impact Assessment (EqIA)**

As can be seen in the purpose and function documents, all our homes are committed to policy, procedures and practice which promote equality and address the poor outcomes for this group.

### **8.3 Impact on Children and Young People in Norfolk**

Children's Services deliver a range of residential homes to meet the needs of young people who require residential care. As can be seen from the quality of care as judged by Ofsted, and our own quality assurance checks, our children's homes are having very positive effects on the outcomes of our young people.

## **9. Background**

### **9.1 Background Papers**

The statement of purpose for each home is available for Members Insight

### **9.2 Officer Contact**

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

Cathy Mouser  
Assistant Director  
Tel No: 01603 217653

Email: [cathy.mouser@norfolk.gov.uk](mailto:cathy.mouser@norfolk.gov.uk)

Peter Ronan, Head of Social Work Resources

Tel No: 01603 222574

Email: [peter.ronan@norfolk.gov.uk](mailto:peter.ronan@norfolk.gov.uk)

Lee Napper, Residential Co-ordinating Manager

Tel No: 01362 693250

Email: [lee.napper@norfolk.gov.uk](mailto:lee.napper@norfolk.gov.uk)



If you need this Agenda 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.

# **Norfolk County Council Fostering Service Statement of Purpose 2016-17**





## **My Name is Hope – I Am a Foster Carer**



**Foreword from the Children's Service Executive Director, –  
Michael Rosen**

### **Putting children first**

Foster carers are of critical importance to Norfolk County Council.

We welcome people from all walks of life and all ethnic backgrounds and religions. It doesn't matter if you are a home owner, tenant, or on housing benefit, employed or not employed. If you can demonstrate that you could meet the needs of a child or young person who is in the care of the Local Authority, then we will consider your application.

Many of the children we need to place in foster care will have suffered trauma, grief and loss. Some will have experienced or witnessed abuse or lived in chaotic environments, which may have left them feeling vulnerable and unsafe. We are looking for carers who can provide children with a safe and stable environment in which they can grow and develop. You will need to help them feel comfortable in your home and their surroundings. Foster carers work as part of a team with birth parents and a range of professionals to ensure good outcomes for children and young people.

It's important to remember that we are not simply looking for people who have had straightforward lives. We will consider your family history sympathetically. Coming through and learning from difficulties or losses can be helpful experiences for fostering.

We welcome applications from adults over 21 years of age. You need to have a genuine commitment to care for a child and lots of energy, understanding and patience. You need to have a spare bedroom in your home and sufficient time and space in your life to care for children and young people who may have a range of additional needs.

Thank you for taking the time to find out more about fostering in Norfolk.

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## Aims & Objectives of the Norfolk Fostering Service

### Norfolk Children's Services Vision: Our Vision: Children First

***'Norfolk County Council will be a consistent, caring and responsible parent to all children and young people in our care through to adulthood. We Promise to put Children First and to work with them and the important people in their lives to ensure they are safe, happy and well. We will always be there at the right time to support children and young people to achieve their own personal ambitions by never giving up on them'***

### The aims of Norfolk County Council's Fostering Service:

**We believe** that children and young people in our care should:

- ✓ Be helped to grow and reach their potential
- ✓ Be given safe, nurturing experiences within a variety of caring resources which reflect need, respect difference, value diversity and promote inclusion
- ✓ Be listened to and services we provide should take these views into consideration
- ✓ Receive high quality, relevant aftercare.

**We believe** that children looked after by Norfolk Children's Services deserve:

- ✓ Services which help them overcome adversity and positively address disability
- ✓ Good assessments and understanding of their needs
- ✓ Positive care planning and high aspirations for their future
- ✓ All significant adults in their lives to be working together
- ✓ To be heard

### The objectives of Norfolk County Council Fostering Service are:

- ✓ Recruit and assess carers who can meet the needs of Norfolk's looked after children and young people
- ✓ Train carers to the highest standards possible to ensure they can offer children and young people a safe and nurturing experience
- ✓ Ensure carers, as part of the team around the child, are able to support children and young people in accessing a full range of services to meet their needs; this will include their educational, health and attachment needs
- ✓ Work in partnership with our colleagues within Children's Services and external agencies to keep the child's best interests paramount
- ✓ Help carers to support our aims through:
  - Regular, planned and recorded supervision sessions
  - Ensuring the holistic, continuous professional development of all foster carers
  - Regular carer support groups (Network Groups)
  - Annual appraisals/reviews of carers that reflect continual practice and development
  - Publishing and advising our foster carer handbook
  - Agreeing a foster care charter with our carers
  - Offering 24 hour support
  - Involving carers in recruitment and training of new carers
  - Paying allowances and fees to carers

## My Name is Hope – I Am a Foster Carer

### Who Are We?

Norfolk Fostering Service comprises 4 teams plus 2 resource centres which offer short-term break to children with a disability:

**The Fostering Recruitment Team** takes the lead in recruiting and assessing new carers and **Family and Friends Carers County wide.**

**Three Family Placement Supervision Teams** supporting foster carers These teams each service a geographical area.

**The Children with Disabilities Family Service** workers are based at Marshfield & Foxwood resource centres, this team also recruits and supervises carers offering short-term breaks for children with a disability.

Appendix 2 gives full details of all personnel in our service.



## **My Name is Hope – I Am a Foster Carer**

### **Achievements in 2014/15 & Plans for 2015/16**

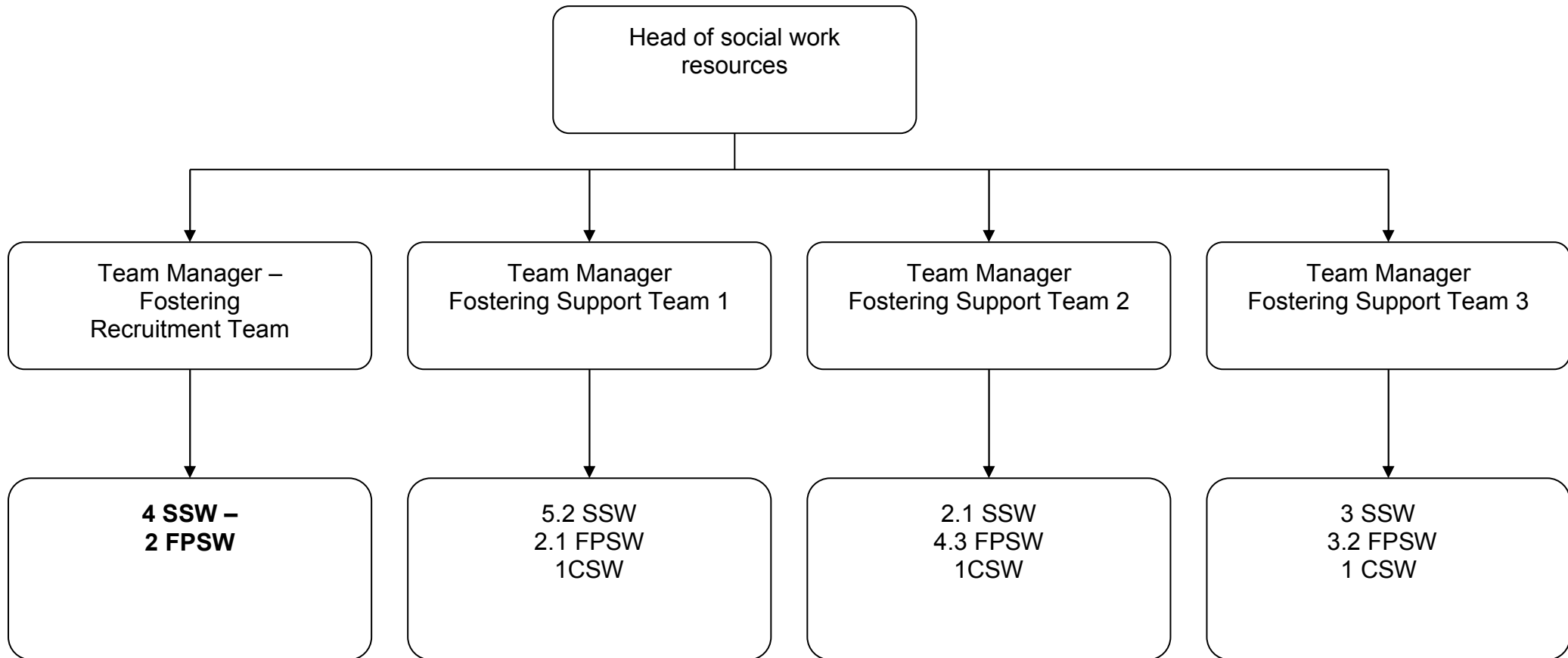
Last year we:

- Reclaimed permanence for children by attending permanence panel and our staff co-producing linking reports matching the child to their foster carer
- Scrutinised more carefully the quality of viability assessments to ensure they are of a good standard.
- With the fostering advisory group published a new foster care charter with it becoming a team around the child charter
- Established the kinship care team who have undertaken over 500 reviews offered a twice weekly helpline to kinship carers
- Embedded signs of safety within the service a foster carer presented their signs of safety work to the Norfolk signs of safety conference
- Introduced a continuous professional development (CPD) portfolio for all fostering households

**Next year we will:**

- Develop a questionnaire for children to give feedback on their foster home
- Review staffing levels in the kinship care team to increase it's scope and reach
- Further develop support foster care offering short breaks to children on the edge of care
- Deliver support groups to special guardians
- Develop a resource pack for foster carers to support care leavers
- Ensure CPD portfolios are included in every foster care review from January 2017

## Norfolk Fostering Service Structure



### Glossary to Abbreviations

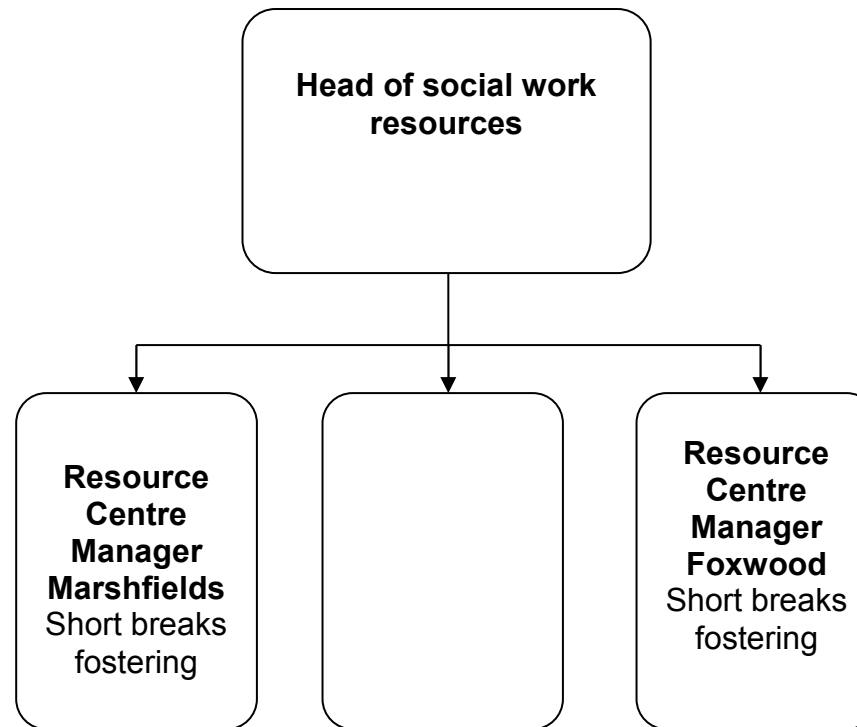
TM : Team Manager

SSW: Senior Social Worker

FPSW: Family Placement Social Worker

CSW: Carer Support Worker

## Norfolk Children with Disabilities Service Structure



## Types of foster carers, numbers of foster carers and children

### Foster Carer Types: who are we looking for?

Foster carers are approved to offer:

- ✓ Foster placements to meet the objectives of a child's care plan
- ✓ Parent and child placements
- ✓ Connected Persons (Kinship Care) approved as foster carers in order to offer a placement to a specific child or children known to them
- ✓ Short Term Breaks / Short Breaks Plus for children who have a disability
- ✓ Targeted recruitment for carers offering police and criminal evidence (PACE) beds.

### Numbers of carers:

At 31 March 2016, Norfolk County Council supervised and supported 359 foster carer households.

**In the year 2014/2015, Norfolk County Council recruited 55 new foster families, 28 of which were kinship foster carers.**

### Numbers of Children:

At the end of March 2016, there were 427 children living in Norfolk County Council foster homes. The short term break scheme and short term plus scheme for children with disabilities offered placements to 53 children and young people.





## The Fostering Recruitment Team

The Fostering Recruitment Team (FRT) has taken the lead in raising the public's awareness of the need for foster carers, responding to all initial enquiries, and in preparing and assessing all foster carers with the exception of those who specifically wish to care for children who have a disability.

### Aims and Objectives

In its fostering role, our aims are to target recruitment to meet placement demands and meet the diverse and complex needs of Norfolk's looked after children by:

- ✓ **Inviting people who are enquiring about fostering to attend information sessions. They are shown a presentation about fostering and the recruitment process and get the opportunity to talk to experiences foster carers and social workers. Evaluation from people who have attended these meetings have proven to be positive.**
- ✓ **recruiting carers and assessing their suitability to offer fostering placements for children aged 0-18 years and into adulthood**
- ✓ **we assess carers who wish to transfer to Norfolk from Independent Fostering Providers or other local authorities**
- ✓ **undertaking kinship care assessments (connected person carer assessments) using BAAF ( British association of fostering and adoption) form C**
- ✓ **we have a diverse and experienced staff team which includes qualified social work practitioners and administrative support**
- ✓ **we involve foster carers and young people who have been in foster carer in our recruitment and preparation training**
- ✓ **we raise an awareness of fostering with the general public, conducting specific publicity campaigns and promoting fostering**



## My Name is Hope – I Am a Foster Carer

### Work of the Fostering Recruitment Team

#### Publicity

The Fostering Recruitment Team has collaboratively worked in partnership with the Norfolk County Council Corporate Marketing Office and Communications Unit neighbouring Local Authorities and Fostering Net Work.

The team have implemented Stage 1 and Stage 2 of the Assessment and approval of foster carers: Amendments to the Children Act 1989 Guidance and Regulations.

Information on our website produces a significant number of enquiries, and informs enquirers of the new processes.

There is on-going monitoring of the sources of our initial enquiries and recruitment and assessment process.

#### Recruitment and Assessment

**(a) All members of the public who make an initial enquiry can do so by contacting Norfolk County Council Customer Services on 0344 800 8020. Information about Fostering for Norfolk Children's Services can be found on the Norfolk Fostering service web site [www.norfolk.gov.uk/fostering](http://www.norfolk.gov.uk/fostering).**

Once an enquiry has been noted, a Stage 1 Fostering Recruitment Social Worker will make contact with the enquirer to discuss the fostering task, including current placement and matching needs, they will gather basic information and if appropriate invite them to an information session.

Generally the information sessions are held every 3 weeks. A Fostering Recruitment Social Worker, a Fostering Supervision Worker and an experienced Foster Carer will be available to present information about fostering, the assessment process and answer any questions. People attending these sessions will be invited to complete and return a Register of Interest Form (ROIF) and once this has been received and discussed with a Team Manager a decision will be made as to whether an Initial Home Visit will be arranged.

(b) Applicants progressing beyond the initial visit stage are invited to attend a preparation course based on Fostering Network's "Skills to Foster" course. Working with difference is stressed throughout the course. The service aims to complete six courses per year. Basic Emergency Aid training is also provided. Young people from the Norfolk In Care Council attend this training and talk about their experiences of being fostered, **and an experienced foster carer co presents the training with a qualified social worker.**

(c) For those who are considered suitable and identify their wish to proceed, a social worker will be allocated to start the BAAF form F Fostering Assessment. This normally involves 8-10 visits to both partners (less if a single applicant) and two individual sessions. In addition, a comprehensive set of checks are completed in line with the Brighton and Hove Part VIII report including:

- Disclosure and Barring Service (DBS) checks
- Six references
- Employment check/reference
- Contact made with ex-partners of a significant relationship
- GP report
- A Health & Safety checklist
- A Safe Caring Family Policy
- The assessing social worker also conducts an unannounced visit.

Applicants read, comment and contribute to the report by writing some sections themselves. Where an assessor and applicant(s) have differing views this will be clearly stated in the report.

(d) The report is presented to a Foster Panel for a recommendation on whether the application should be approved and the terms of any such approval. A suitably qualified senior manager, as Agency Decision Maker, will make the final decision.

## Work of the Fostering Recruitment Team – Continued

### Family and Friends wishing to be approved as foster carers (connected persons)

Regulations require that children who are looked after by the local authority can only be placed with either an approved foster carer or, for a period not exceeding 16 weeks, with a relative or friend of the child who has been approved as a temporary foster carer by an appropriate senior manager within Children's Services.

- The FRT offers consultation to the team and the practitioner where connected persons assessments may be required, and when temporary approval has been given
- Once temporary approval has been granted a social worker from the FRT will undertake an initial visit to complete the necessary paperwork required by regulation
- If suitable for assessment by FRT an assessment plan will be agreed and reviewed.
- The assessing social worker, together with the child's social worker, will complete a BAAF Form C assessment and present it to the fostering panel. The agency decision maker will make the final recommendation
- The FRT also undertake fostering assessments where specific children have been identified but not yet placed.



### Fostering Supervision and Support Teams

The teams offer supervision and support to foster carers. All carers have an allocated supervisor who will visit regularly, conduct an annual foster carer review, liaise with children's social workers and help to ensure appropriate placements are made. All children placed with foster carers should be in placements with a carer who has the quality, skills and experience to meet their needs.

The teams supervise and support two types of foster carers:

**Fostering:** Offering placements to children until the conclusion of their care plan.

**Connected Persons (Kinship Care):** Offering a Looked After Child a placement where the child is known to them as a family member or friend.

All newly registered foster carers are approved to care for children and young people between the ages of 0 to 18, but in line with our smoking policy, some carers will not be approved for children under the age of 5 (with exceptions for connected carer approvals).

### Foster carers and their families receive:

- ✓ Regular supervision visits **in line with the fostering task, generally 4-8 weeks**
- ✓ Twenty-four hour telephone support from an on-call **Fostering worker**
- ✓ Invitations to regular support groups held throughout the county, including educational and social events and a group specifically for the children of foster carers.
- ✓ All foster carers on approval are funded for membership of the Fostering Network which provides independent advice and mediation as well as other associated benefits
- ✓ Long service awards
- ✓ On-going training to encourage continuous development

### Fostering Supervision and Support Teams – Continued

The team provides supervision and support to enable foster carers to work to young people's care plans. We aim to provide foster placements offering therapeutic care by promoting a Team Around the Child approach, with the focus on the foster carer providing 'therapeutic re-parenting'. We actively manage the placement to ensure that outcomes for the children are our primary focus.

Foster carers need the following to "therapeutically re-parent" young people:

- To be seen as a key part of the Team Around the Child
- A heightened sense of self-awareness, including being emotionally grounded and evidencing the ability to be reflective in their practice
- To possess a good working knowledge of theoretical models to use as a framework for understanding young people's behaviour
- Access to good quality wrap-around services.

### Partnership Working

**The Fostering advisory partnership which consist of foster carers and staff has become the group that drives our service over seeing training and improving team around the child working.**

All carers are required to work closely alongside the families of looked after children, with sensitivity and an understanding of the responsibility attached to looking after another person's child. This can be complex and demanding, both for the carers and the child, and requires an emphasis to be placed on joint working with social workers and colleagues in all relevant agencies.

All carers are required to record details of the child's life in their care and contribute to effective assessments.

In addition to the basic allowance, in Norfolk we operate an accreditation scheme, based on the 'Task Skills Profile' which is used by the social worker and carer to determine whether a carer has the skills required to be accredited at a higher level.

All carers can access the LAC CAMHS Service (A Primary Mental Health Service for Looked After Children and Adopted Children). This service provides consultation and guidance to foster carers and professionals working

### Annual Foster Carer Review

Annual reviews of carers ensure that we keep in the forefront our aims and objectives for the children in our care. The views of all those involved are sought to contribute to the review. It is particularly important that the child or young person's voice is heard.

It is at the review that decisions are made regarding the carers' continued suitability. Their terms of approval are reconsidered and support and training needs identified.

The supervision teams have developed the way in which reviews are carried out to ensure that foster carer reviews are reflective of continual practice, and support the continuous professional development of all foster carers.

### User Engagement

The fostering service has strong links with the Norfolk In Care Council (NICC). The NICC comprises a group of children and young people who are or have been looked after by Norfolk County Council Children's Services. It is hoped that by talking with and listening to those in our community who experience what it is like to be looked after in a foster family we can find ways to improve our service.

NICC contribute to the Skills to Foster preparation training for applicants to foster by attending a session and taking questions. All participants attending the course find this a useful part of the preparation training.

The NICC have been working in partnership with the fostering service and the virtual school to develop training programmes focused upon the educational requirements of looked after children and the role foster carers can play in maximising educational opportunities for the children in their care.

NICC have also been involved in helping to train foster panel members and divisional managers in the importance of placement planning. They attended sessions and underlined the importance of delegated authority





## **Short Term Break Service**

The scheme provides short break opportunities for disabled children and their families. Caring for a disabled child will present carers with challenges and difficulties significantly beyond those experienced by the carers of a non-disabled child. Disabled children do not always get the same opportunities as their nondisabled peers e.g. staying away from home with friends and relatives, the scheme offers them that experience.

Therefore the scheme provides parents and carers with a break and provides the children with a positive, alternative experience to living at home.

Carers are recruited to provide:

- A sitting service (carers going into the child's home thereby allowing the parents to leave their child).
- Care for a child in their own home for daytime, overnight (less than 24 hours) and overnight (more than 24 hours).

Carers are recruited, trained, assessed and approved in line with other carers in the broader fostering service. They attend a foundation course; undertake a detailed assessment and their approval is considered at a Foster Panel. Carers are fully involved in the matching process. Placements are planned and entail a series of introductory visits. Carers are supported in a variety of ways: by phone, home visit, at meetings, support groups and the sharing of information (e.g. newsletters). Levels of support relate to the task the carer undertakes. Carers, irrespective of their status, are reviewed annually. The demand for 'standard' short break carers has lessened significantly since the introduction of Direct Payments for families assessed as needing short breaks which empowers families to make their own arrangements for their children's care. There has also been a considerable expansion of other short breaks provision, giving families increased choice.

## **Short Breaks Plus Scheme**

The Short Breaks Plus Scheme was commissioned to provide a service for children and young people with complex health needs, autism and/or challenging behaviour who were 'hard to place'.

Fee paid (or contract) carers provide up to four nights planned care per week, caring for children that the STB scheme cannot place. High levels of support, more in-depth training and an expectation to take 'hard to place' children distinguish these carers from the STB scheme.

### Learning & Development

Skilled foster care is central to the County Council's ability to provide the best possible service to children; training is of central importance in supporting carers and helping them to increase skills to face the many challenges that foster caring brings.

To encourage and support the development of the *Team around the Child* fostering, training has been incorporated within the wider corporate parenting training plan. This facilitates and supports our belief that those who train together will work well together. It breaks down barriers and improves understanding of colleagues' different perspectives.

We have a training strategy that reflects the core beliefs and aims of the fostering service, and addresses the requirements set out in the National Minimum Standards for the Fostering Service Regulations.

Integral to all our training is valuing difference, diversity and challenging discrimination. Anyone who delivers training for Norfolk County Council is expected to sign a tutor agreement form which clarifies our anti-discriminatory practice.



Training for foster carers ensures the following:

- Training meets the needs of foster carers, the requirements of National Minimum Standards for the Fostering Service, and the Training, Support and Development Standards for Foster Care
- The training provided enables foster carers to provide high quality care which meets the diverse and complex needs of the children placed with them
- The training promotes the recruitment and retention of foster carers
- The training ensures that carers are an integral part of Children's Services
- The training is delivered within existing and planned resources
- All training promotes partnership working.

We offer foster carers & staff an increased knowledge of what works & why, and some fresh ideas through the training programme.

The service offers foster carer buddies who work with carers to help them achieve the Fostering Training Standards and all aspects of the fostering task.



## My Name is Hope – I Am a Foster Carer

The full Training Plan is updated each year. Every carer is expected to gain the knowledge required from the core training courses, which include: Skills training, Safeguarding Children and Emergency Aid; de-escalation training and workshops on equality and diversity.

Following the core courses, carers can choose from a range of further opportunities including:

- Working with Children and Young People in Care
- Fostering Changes Programme
- Managing Relationships
- Courses on attachment/helping manage behaviour
- Making and Maintaining Positive Relationships with Birth Families
- Making the Most of Reviews
- Substance Misuse
- Bridge training
- Secure Base training

Learning is offered by face to face courses, as well as e-learning and other learning opportunities.

An NVQ Level 3 qualification is available.



## **How to Complain or Challenge a Decision**

While Norfolk's Fostering Service endeavours to get things right first time, every time, there may be occasions where service users wish to make a complaint. This section sets out the procedures in place, should this situation arise.

### **The complaints procedure**

Norfolk County Council has a designated Compliments & Complaints Team which coordinates the investigation of complaints made by prospective and approved foster carers. All complaints are logged by the team.

Children, young people or their representative can make a complaint by using the local rate number 0344 800 2020 or accessing the Norfolk County Council website [www.norfolk.gov.uk](http://www.norfolk.gov.uk)

The key features of this complaints procedure are:

- ✓ Most issues can be sorted out informally by the manager responsible for the service within 10 working days.
- ✓ If the case is not resolved, an independent person completes an investigation within a further 25 working days.
- ✓ If the issue remains contentious, the Chief Executive's Department commissions another investigation to make recommendations to be considered by a Panel of three independent people.

Children and young people wishing to make a complaint must either be receiving or seeking a service from Norfolk County Council Children's Services.

Any individual or group, other than children and young people, receiving or seeking a service from Norfolk County Council, who wish to make a complaint, can do so by writing to:

Compliments and Complaints Manager, FREEPOST IH 2076  
Norwich NR1 2BR or at [www.norfolk.gov.uk](http://www.norfolk.gov.uk)

### **Challenges to decisions regarding suitability to foster**

If prospective fostering enquirers are assessed as unsuitable as foster carers before having a formal application accepted, they can ask for a Team Manager to review the decision.

If the Team Manager upholds the decision, the enquirer(s) can ask to refer the decision not to proceed with the process to the Operational Manager -Adoption, Fostering & Residential Care for final adjudication. If this reviewing officer upholds the original decision, there is no further ground for appeal.

If a formal application to foster is accepted by the fostering agency, and doubts regarding suitability subsequently arise, the applicants are able to insist that their assessment as foster carers is presented to the Fostering Panel.

If the panel recommends that the applicants are unsuitable as foster carers, and this recommendation is agreed by the agency decision-maker, the prospective carers can refer themselves to an independent panel through the Independent Review Mechanism.

## My Name is Hope – I Am a Foster Carer



Any serious concerns regarding the Fostering Service practice can be referred to the OfSTED inspectorate. The main office for the OFSTED fostering inspectorate service is:

OFSTED National Business Unit  
Royal Exchange Buildings  
St Anne's Square  
Manchester M2 7LA  
Tel: 08456-40-40-40  
e-mail address: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)



If a child has any serious concerns relating to Fostering Service they can contact the Children's Rights Director themselves. The details are:

Office of the Children's Rights Director  
Ofsted  
Aviation House  
125 Kingsway  
London  
WC2B 6SE

Tel: 0800 528 0731  
web address: [rights4me.org](http://rights4me.org)

## **Fostering Service Management Arrangements**

The OfSTED named, responsible manager is the head of social work resources.

### **Pen picture of Peter Ronan – Head of social work resources**

- History Honours Degree (University of East Anglia, 1984)
- Diploma in Social Worker (CETSW No 41175, 1993)
- Certificate in Management (NEBS NC970000221711051098, 1998)
- HCPC Council Registered Social Worker (Registration Number SW31989.)
- Enhanced DBS July 2016

Peter has worked for Norfolk County Council since 1988 beginning in a residential children's home. Peter developed a key worker system whilst studying for his diploma in social work. Post qualifying, Peter developed an interest in working with families to achieve change. He Developed and led the Children Support Team which developed flexible packages of support to assist families to change drawing particularly from solution focused and attachment theory.

During this period Peter also chaired Foster Panels (1997 – 2000) and took on management responsibility for home care. Peter became the responsible individual for Children's Services Homecare, a service that has been constantly rated as 'outstanding'(3 teams) and 'good' (one team).

In 2006 Peter became a key member of Norfolk Children's Safeguarding Board, acting as Chair of the Southern Local Safeguarding Group and leading and managing 5 child protection teams across the Southern area.

Peter was also the operational lead for the re-write of Child Protection Procedures following Working Together 2010.

Peter brings a strong understanding of the families Looked After Children came from, detailed working knowledge of child protection and court process in adoption, fostering and residential care.

Since coming in to his current post in June 2011, Peter has put continuous improvement at the heart of all three services he manages, and there are active improvement plans for each of the three services in place

## APPENDIX ONE: Staffing

Staffing at 01.04.2013 is as follows. Full time hours unless stated.

### Adoption, Fostering and Residential Care Operational Delivery Manager

	Total Experience of Children and Families	Experience of Fostering
Peter Ronan	27	4

### County Fostering Recruitment Team

	Total Experience of Children and Families	Experience of Fostering
<b>Team Manager</b>  Sheila English Certificate in Social Services, PQ Child Care Award, HCPC-registered Social Worker	<b>42 years</b>	<b>22 years</b>
<b>Family Placement Social Workers</b> CQSW, MA Social Work, PQ Child Care Award, GSCC-registered Senior Social Worker	26 years	6 years
DIP SW, BA Specialist Award Children & Families, PQ Certificate HCPC registered Senior SW	14 years	3yr & 3 mths
BSc (Hons), MA Social Work, DipSW, HCPC-registered Social Worker	12 years	6 years
DipSW, PSCC Inservice London, HCPC-registered Social Worker	30 years	12 years
CQSW, BA Specialist Award Children & Families, HCPC-registered Senior Social Worker	28 years	12 years
DipSW (Germany), MA Social Work, PQ certificate, HCPCGSCC- registered Senior Social Worker	17 years	6.5 years
DipSW, Degree in Social Sciences, RSA in Counselling Skills, HCPC registered Senior Social Worker, NNEB in Child Development	16 years	1 years

## My Name is Hope – I Am a Foster Carer

### Fostering Team 1

	Total Experience of Children and Families	Experience of Fostering
<b>Team Manager</b> Mike Woodward CQSW, Cert. Counselling, HCPC Registered SW	28	24
<b>Family Placement Social Workers</b> BA Classical Studies, MA/Dip SW, Child Care Award (MA Route). HCPC registered SW	13	7
DipSW, Practice Teaching Award, Specialist Award (Hons), HCPC Registered SW	23	8
DipSW, PQ1, HCPC registered SW	27	21
CSS. PQ, HCPC registered SW	34	10
BA Hons (First Class) History, MA/ DipSW (Distinction), HCPC registered SW	13	7
Dip SW & HE Cert, Cert. Residential Care of Children and Young People, HCPC registered SW	18	12
HNC, DipSW, PQ1. HCPC registered SW	18	8
BA Hons Drama & English Literature, MA in Social Work, HCPC registered SW	10	5
<b>Carer Support Worker</b> NVQ Level 3 – Business Studies	3	3

## My Name is Hope – I Am a Foster Carer

### Fostering Team 2

<b>Team Manager</b> Suzy Holman, BA (Hons), CQSW, MA Social Work, Practice Teacher Certificate, Counselling cert, HCPC registered SW	27	15
<b>Family Placement Social Workers</b> DipSW, PQ (1), HCPC registered SW	14	9
Dip Sw, PQ, RGN, Management cert, HCPC registered SW	21	1
Dip SW, HCPC registered SW	27	9
DipSW, HCPC registered SW	24	14
DipSW, Montessori Teaching Cert. HCPC registered SW	23	9
Dip SW, HCPC registered SW	14	8
BA Hons in Social work, PQ, HCPC registered SW	25	6
<b>Carer Support Worker</b> BA English lit, Post graduate cert	6	6
NVQ 3 ( Business) RSA 1, 2 3	20	1

## My Name is Hope – I Am a Foster Carer

### Fostering Team 3

	Total Experience of Children & Families	Experience of Fostering
<b>Team Manager</b> Martyn Lovett NEBS Management Certificate, DipSW, HCPC registered SW	31 Years	4 Years
<b>Senior Social Worker</b> <b>CSS,HCPC registered SW</b> CSS, HCPC registered SW CSS, HCPC registered SW CSS HCPC registered SW	17 Years 25 Years 33 Years 22 Years	15 Years 8 Years 24 Years 12 Years
<b>Family Placement Social Workers</b>		
MA in Social Work, HCPC registered SW	5 Years	3 Year
MA in Social Work, HCPC registered SW	8 Years	2.5 years
MA in Social Work, HCPC registered SW	3 Year	3 Year
MA in Social Work, HCPC registered SW CSS, HCPC registered SW	22 Years	2 Years
<b>Carer Support Worker</b>	12 Years	12 Years



# Norfolk County Council Adoption Service

## Statement of Purpose 2016-17



## CONSIDER Adoption



### **Foreword from the Children's Services Executive Director, – Michael Rosen Putting children first.**

Adoption is of critical importance to Norfolk County Council. We have implemented the Government's Action Plan for Adoption. Putting children first we always guarantee a warm welcome to prospective adopters. If you can demonstrate that you could meet the needs of a child or young person who is in the care of the Local Authority awaiting adoption, then we will consider your application.

Some of the children we need to place in families will have suffered trauma, grief and loss. Some will have experienced or witnessed abuse or lived in chaotic environments, which may have left them feeling vulnerable and unsafe. We are looking for prospective adopters who can provide children with a safe and stable home for them to grow and develop. You will need to help them feel comfortable in your home and their surroundings.

It's important to remember that we are not simply looking for people who have had straightforward lives. We will consider your family history sympathetically. Coming through and learning from difficulties or losses can be helpful experiences for adopting a child.

We welcome applications from adults over 21 years of age, from all walks of life and all ethnic backgrounds and religions. It doesn't matter if you are a home owner, tenant, or on housing benefit, employed or not employed. You need to have a genuine commitment to care for a child and lots of energy, understanding and patience. You need to have a spare bedroom in your home and sufficient time and space in your family to adopt a child.

Once a child has joined your family you will not be on your own. We can provide a range of adoption support services throughout childhood.

Thank you for taking the time to find out more about adopting in Norfolk.

## CONSIDER Adoption

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Norfolk Children's Services Vision:  
Our Vision: Children First

*'Norfolk County Council will be a consistent, caring and responsible parent to all children and young people in our care through to adulthood. We Promise to put Children First and to work with them and the important people in their lives to ensure they are safe, happy and well. We will always be there at the right time to support children and young people to achieve their own personal ambitions by never giving up on them'*

## CONSIDER Adoption

### The aims and objectives of Norfolk County Council Adoption Service are:

- ✓ For adopted children and young people to be happy members of a family, confident and achieving to their very best potential.
- ✓ Whatever their cultural background or disability, to identify and prepare children who need to join, and will benefit from, a permanent and legal adoptive family.
- ✓ To implement effective strategies for the recruitment of sufficient adopters able to meet the needs of children waiting for adoption.
- ✓ To aspire to achieving a successful outcome for each child placed with a new family, minimising the number of placement disruptions.
- ✓ To provide a comprehensive adoption support service to adopted children and their families and also to birth families.
- ✓ To provide intermediary services to adopted adults and to birth families.
- ✓ To maintain high standards of practice within the adoption service by, exceeding the National Adoption Minimum Standards and the challenges of timeliness.
- ✓ To promote opportunities for professional development of adoption workers, both social care and administrative staff, to increase their knowledge of good practice and personal development and to strive constantly for service improvement.
- ✓ Working to meet the challenges of the Adoption Scorecard.



## CONSIDER Adoption

### Last year we:

- ✓ Made 7 foster to adopt placements successfully.
- ✓ Applied for over £600,000 worth of therapy from the Adoption support Fund.
- ✓ Attended permanence monitoring groups and permanence panel reclaiming permanence for our Looked after Children.
- ✓ Successfully bid with partners for DfE grants for recognition of adoption agency agenda.
- ✓ Increased The Adoption Support Team by one social worker.
- ✓ Held a successful adoption and education conference.
- ✓ Developed a pilot to deliver attachment friendly schools.
- ✓ Introduce and deliver Signs of Safety.
- ✓ Offer workshops to children and social workers on adoption communications with children

### This year we will:

- ✓ Target recruitment on BME groups, those with an offer to large letting groups and children with a disability.
- ✓ Continue to recruit and champion foster to adopt placements.
- ✓ Work with Health to Increase Medical Advisor time
- ✓ Ensure procurement process around adoption support applications.
- ✓ Further develop attachment friendly schools project.
- ✓ Continue to work with partners to create a regional adoption agency.

## CONSIDER Adoption

### Prospective Adopters - Who are we looking for?

All sorts of people can make successful adoptive parents. Norfolk adoption service welcomes enquiries from people of any ethnic background, age, religion or sexual orientation and from people with disabilities. Applicants may be single, married or living with a partner and may or may not already have children in their family.

The important thing is that adopters have the potential to meet the needs of the children who are waiting for secure and trusting families.



### What skills do adopters need?

- ✓ As can be seen from the flowchart which follows, Norfolk adoption service prepares and trains prospective adopters for the task of looking after, and claiming, children born to another family. The process helps applicants think about their strengths and skills and any areas where they may need more information or experience.
- ✓ Adoptive applicants don't have to be perfect. Nobody is. Often people who have had difficulties in their lives and have worked through them are stronger as a result.

By the time applicants are ready to adopt, we trust that they will be able to:

- ✓ *Provide a safe, stable, loving family life*
- ✓ *Have plenty of time and energy to spare*
- ✓ *'Stand in the shoes' of a child and understand how he or she may be feeling*
- ✓ *Help children feel good about themselves*
- ✓ *Encourage a child's education, hobbies and interests*
- ✓ *Keep a child safe and promote a healthy lifestyle*
- ✓ *Help a child feel a positive sense of who they are and where they have come from*
- ✓ *Tell their child about their background and sometimes keep in contact with important birth family members*
- ✓ *Be firm sometimes but also be able to negotiate and compromise*
- ✓ *Cope with the unexpected*
- ✓ *Stay calm and positive when things are not going according to plan*
- ✓ *Ask for help if they need it.*



## CONSIDER Adoption

### **The procedures for recruiting, preparing, assessing, approving and supporting prospective adopters**

The Adoption Service aims to recruit a wide range of families to meet the differing needs of children requiring adoptive homes. The agency will welcome all enquiries. Anyone who uses the adoption service will be treated with respect and honesty.

The agency's strategy for recruiting prospective adopters is to prioritise applicants to reflect the needs of looked after children waiting for adoption at any one time.

Publicity and recruitment materials and leaflets have been produced to support good communication with prospective adopters and more accurately represent the profiles of children waiting to be adopted.

Details of the process for recruiting, assessing, preparing, approving and supporting prospective adopters are set out in the Adoption Service's procedures, available on request to the public, professionals and other agencies.

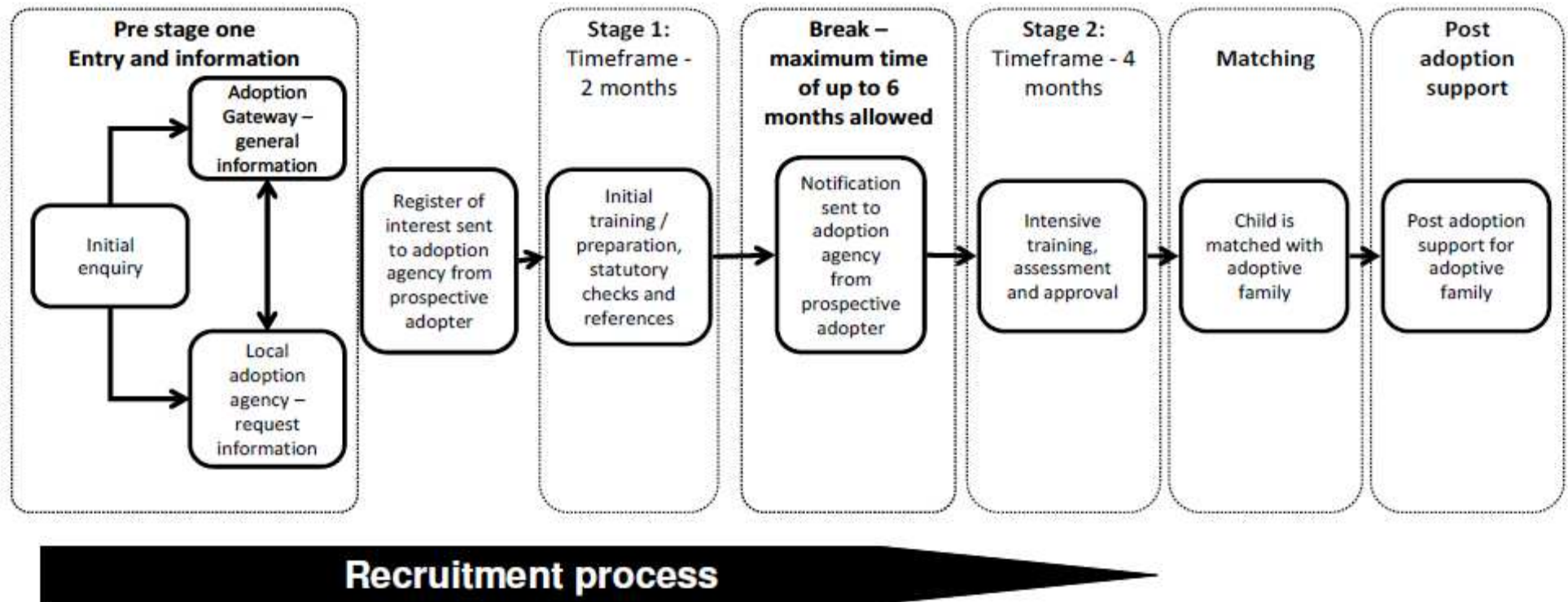
We aim to work in partnership and will seek your views about the assessment process and our relationship with you at regular intervals.



## CONSIDER Adoption

Flowchart of steps in recruiting, preparing, assessing, approving and supporting prospective adopters

### The Adoption process





## CONSIDER Adoption

### Services provided by Norfolk Adoption Service

The Adoption Service in Norfolk consists of three social work teams which deliver the following:

- The recruitment, training and assessment of prospective adopters, including Foster to Adopt inter-country and in-family applicants
- The preparation of children when required for an adoptive placement
- Placement of children with approved prospective adopters
- Counselling for birth families relinquishing a child for adoption
- Consultation to child care social work teams in respect of adoption issues
- Services to other professionals including facilitation of the independent Adoption Panel and completion of reports for Courts; participation in the Regional Adoption Agency
- Provide a range of helpful support to adoptive families
- An assessment of need post adoption and planned services in consultation with the family
- A Letterbox contact arrangement for exchange of information between adoptive and birth families
- Facilitation of any arrangements for direct contact between adoptive and birth families as appropriate for the child
- Access to birth records and information for Adopted Adults
- Intermediary services for birth families and Adopted Adults
- Therapeutic provision for children where required pre and post adoptive placement.



## CONSIDER Adoption

### Quality Assurance Mechanisms

Norfolk's Adoption Service receives regular internal and external scrutiny to ensure that services are robust and of good quality.

#### Internal monitoring is achieved by:

- ✓ Collection and scrutiny of data, recording outcomes for children and adopters.
- ✓ Tracking systems to measure the timescales involved for providing services.
- ✓ Quarterly performance board which reviews outcomes to allow performance to be checked against key performance indicators and national standards
- ✓ The three adoption teams meet regularly and take part in practice development together
- ✓ Gathering of service user feedback at different stages of the adoption process
- ✓ Statutory reviews and planning meetings provide a structure for the agency to record progress in individual cases
- ✓ Staff performance is routinely monitored during regular supervision sessions and annual appraisals with line managers
- ✓ Elected Members scrutinise the Agency's output through attendance at adoption panels and the Agency's Annual Reports and the review of the Statement of Purpose & Function.
- ✓ Auditing of case files.



#### We also maintain our quality by:

- ✓ The independent Adoption Panels which closely examine the quality of cases referred to Panel, with annual review between the Panel Chair and agency managers and decision-maker
- ✓ Collective scrutiny of regional practice and service delivery through membership of the Regional Adoption Agency which includes several other local authority and voluntary adoption agencies
- ✓ Comprehensive, regular inspection by OFSTED which measures the agency's performance against the adoption national minimum standards and regulations.

## CONSIDER Adoption

### How to Make a Compliment, Complaint or Challenge a Decision

While Norfolk's Adoption Service endeavours to get things right first time, every time, there may be occasions where service users wish to make a complaint. This section sets out the procedures in place, should this situation arise.

#### The complaints procedure

Norfolk County Council has a designated Compliments & Complaints Team which coordinates the investigation of representations made by prospective and approved adopters. All compliments and complaints are logged by the team.

Children, young people or their representative can make a compliment or complaint by using the local rate number 0344 800 2020 or accessing the Norfolk County Council website [www.norfolk.gov.uk](http://www.norfolk.gov.uk)

The key features of this complaints procedure are:

- ✓ Most issues can be resolved informally by the manager responsible for the service within 10 working days.
- ✓ If the case is not resolved, an independent person completes an investigation within a further 25 working days.
- ✓ If the issue remains contentious, the Chief Executive's Department commissions another investigation to make recommendations to be considered by a Panel of three independent people.

Children and young people wishing to make a compliment or complaint must either be receiving or seeking a service from Norfolk County Council Children's Services.

Any individual or group, other than children and young people, receiving or seeking a service from Norfolk County Council, who wish to make a complaint, can do so by writing to:

Compliments and Complaints Manager, FREEPOST IH 2076  
Norwich NR1 2BR or at [www.norfolk.gov.uk](http://www.norfolk.gov.uk)

#### Challenges to decisions regarding suitability to adopt

If prospective adoptive enquirers are assessed as unsuitable as adopters before having a formal application accepted, they can seek to have the decision reviewed by a Team Manager.

If still negative, the enquirer(s) can ask for the decision to be referred to the Operational Manager (Adoption, Fostering & Residential Care) for final adjudication. If this reviewing officer upholds the original decision, there is no further ground for appeal.

If a formal application to adopt is accepted by the adoption agency, and doubts regarding suitability subsequently arise, the applicants are able to insist that their assessment as adopters is presented to the Adoption Panel.

If the Panel recommends that the applicants are unsuitable as adopters, the case can be referred to an independent Panel through the Independent Review Mechanism.

## CONSIDER Adoption



Any serious concerns regarding the agency's practice can be referred to the OfSTED inspectorate. The main office for the OFSTED adoption inspectorate service is:

OFSTED National Business Unit  
Royal Exchange Buildings  
St Anne's Square  
Manchester M2 7LA  
Tel: 0300 123 1231  
e-mail address: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)



If a child has any serious concerns relating to the adoption agency, they can contact the Children's Commissioner themselves.

The details are:

Children's Commissioner  
Tel: 0800 5280731 (free phone)  
e-mail: [rights4me.org](mailto:rights4me.org)  
website: [www.rights4me.org](http://www.rights4me.org)

## CONSIDER Adoption

### Adoption Service Management Arrangements

The OfSTED named, responsible manager and adoption support services advisor is the head of social work resources

**Pen picture of Peter Ronan –head of social; work resources**

- History Honours Degree (University of East Anglia, 1984)
- Diploma in Social Worker (CETSW No 41175, 1993)
- Certificate in Management (NEBS NC970000221711051098, 1998)
- HCPC Council Registered Social Worker (Registration Number SW31989. Renewal Date 13/11/2014)
- Enhanced DBS (formerly CRB) issued July 2016

Peter has worked for Norfolk County Council since 1988 beginning in a residential children's home.

Peter chaired Foster Panels (1997 – 2000) and took on management responsibility for home care. Peter became the responsible individual for Children's Services Homecare, a service that has been constantly rated as 'outstanding' (3 teams) and 'good' (one team).

Peter became a key member of Norfolk Children's Safeguarding Board, acting as Chair of the Southern Local Safeguarding Group and leading and managing 5 child protection teams across the Southern area.

Peter brings a strong understanding of the families Looked After Children came from, detailed working knowledge of child protection and court process in adoption, fostering and residential care.

Since coming into his current post in June 2011, Peter has put continuous improvement at the heart of all three services he manages, and there are active improvement plans for each of the three Children's Services in place.



## CONSIDER Adoption

**The Adoption Recruitment Team** takes a lead role in recruiting, assessing, training and approving prospective adopters, including Foster to Adopt. Other functions include providing the in-family (step-parent) assessment and court service and inter-country adoption.

**The Adoption Children's Team** specialises in family finding for children with complex needs, on a regional and national basis. A full matching, support and court reporting service is provided. These children can require therapeutic input to prepare them for placement and ongoing support

**The Adoption Support Team** provides post-adoption support services after an assessment of need. Such services can include casework, provision of therapy, support groups and links with trained 'buddies'. Counselling adopted adults regarding their personal histories, acting as intermediaries for birth relatives seeking contact with their adopted relations and delivering the 'letterbox' exchange of information between adopters and birth family members are vital components of the wider adoption support service.

Norfolk also has service level agreements with development of a regional Adoption Agency and Barnardos for the provision of support services for adopted adults, birth family members as well as adoptive families.

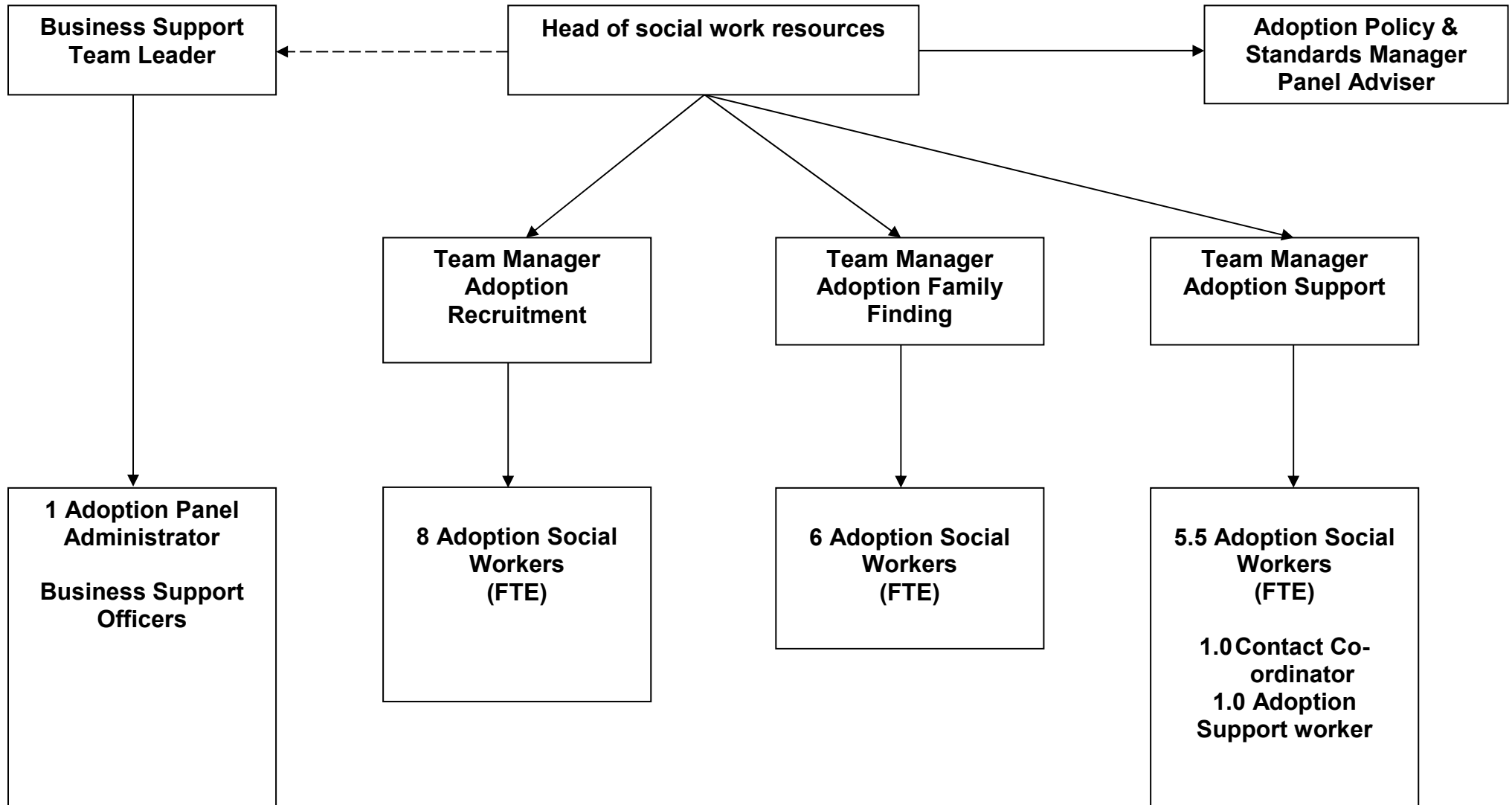
**The Adoption Panel**, commissioned by the adoption agency, meets once a week to make independent recommendations on the suitability of applicants as adopters and the quality of matches between families and children. The independent chair is a skilled, experienced adoption consultant. The Panel Advisor role is filled by the Policy & Standards Manager who is also an experienced child care manager.

The Norfolk County Council Adoption Agency is part of the regional East Anglian Consortium of Adoption Agencies consisting of three neighbouring local authorities and three voluntary adoption agencies. Children who cannot be placed within their 'home' area would be referred to the RAA as an identified priority.



## CONSIDER Adoption

Diagram 1: The Structure of the Norfolk Adoption Service



## CONSIDER Adoption

### Appendix One – Adoption Focussed Staff Employed by Norfolk Adoption Service

POSITION	QUALIFICATIONS	TOTAL SERVICE IN CHILD CARE	EXPERIENCE IN ADOPTION
Team Manager, Children's Team	MA DipSW Child Care Award	22 years	13 years
Senior Social Worker	MA DipSW (Hons)	17	14
Senior Social Worker	Diploma of Higher Education in Social Work Studies (1999), Diploma in Social Work (1999), BA (Hons) in Specialist Practice in Social Work- Children and Families (2009)	17	16
Senior Social Worker	Post Graduate Certificate in Therapeutic Play Skills, BA Degree in Specialist Practice with Children and Families, Diploma in Social Work, Certified Theraplay Practitioner	17	11
Senior Social Worker	Diploma in Social Work, Post Graduate Diploma in Play Therapy, Theraplay Level 1	21	15
Social Worker	BA Honour's Social Work, MA Social Work, Practice Educator	17	4
Social Worker	BSc Psychological Sciences, MA Social Work	12	5



### CONSIDER Adoption

<b>POSITION</b>	<b>QUALIFICATIONS</b>	<b>TOTAL SERVICE IN CHILD CARE</b>	<b>EXPERIENCE IN ADOPTION</b>
Team Manager, Recruitment Team	DipSW, MA Social Worker Child Care Award PQ in Advanced Practice	22	14
Senior Social Worker	DipSW, (1997) MA in Social Work(1997), Child Care Award (2003) BA (Hons)	19	15
Senior Social Worker	BA (Hons), MA, CQSW, DASS	25	16
Senior Social Worker	CQSW, NNEB	31	16
Senior Social Worker	PA (Psychology), MA Social Work	17	6
Senior Social Worker	DipSW, BSc Psychosocial Sciences	9	3
Social Worker	BSc Psychosocial Sciences, MA Social Worker	5	3
Social Worker	BSc (Hons) Psychology, MA Social Work, ABE, ASI	8	3
Social Worker	Diploma in Social Work	30	4
Social Worker	Diploma in Social Work, Foundation in Art Therapy, Diploma in Learning Disability, Nursing	11	7
Social Worker	BA (Hon) Social Work, BSc Psychology and Sociology	7	3.5
Panel advisor	Registered social worker	15	8

### CONSIDER Adoption

POSITION	QUALIFICATIONS	TOTAL SERVICE IN CHILD CARE	EXPERIENCE IN ADOPTION
Team Manager	Masters in Social Work, Masters in Public Health, Post Qualifying Award	17	
Senior Social Worker	BA Applied Social Studies 2:1 and CQSW (26yrs). PQSW (18yrs)	26	
Senior Social Worker	Dip of Higher Education in Social Work Studies (1999), DipSW (1999), BA (Hons) in Specialist Practice in Social Work- Children and Families (2009), 17yrs, 16yrs	17	
Senior Social Worker	HE DipSW 12yrs	12	
Social Worker	MA Social Work 10yrs, Specialist in Children and Families (Degree Lv1) 6yrs	10	
Social Worker	MA in Social Work 4yrs, BSc Psychology 10yrs	10	
Social Worker	BSW, BSc Psychosocial Sciences 10yrs, Masters in Social Work 6yrs		
Social Worker	BA Hons SW, MA SW 2:1 Psychosocial Sciences, MA Social Work, 12yrs- 5yrs	12	
Social Worker	BA Hons SW, MA SW, Practice Educator 17yrs- 4yrs	17	

# Children's Services Committee

<b>Report title:</b>	<b>Norfolk County Council participation in national transfer scheme for unaccompanied asylum-seeking children</b>
<b>Date of meeting:</b>	<b>13<sup>th</sup> September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Michael Rosen Executive Director Children's Services</b>
<b>Strategic impact:</b> Contributes to the Supporting Vulnerable People priority.	

## Executive summary

Local authorities have a duty to accommodate unaccompanied asylum-seeking children (UASC) who are identified within their geographical boundaries. The children are looked after by the Local Authority and if given leave to remain are entitled to be treated as a care leaver on ceasing to be looked after. Norfolk County Council already looks after a small number (5 at 31.8.16) of UASC on this basis, and supports a small number of care leavers who were previously UASC. All Councils receive additional funding from central government to contribute to the costs of looking after UASC.

In recent years the pattern of arrival of UASC has meant that there is a very uneven distribution across Local Authorities. Kent has received over 900, and in the Eastern Region there have been higher numbers arriving in Thurrock, Central Bedfordshire, and to a lesser extent Peterborough and Luton. Essentially, the authority of arrival reflects major transport connections. To address this uneven distribution the Immigration Minister introduced a voluntary national protocol setting out new arrangements for accommodating unaccompanied asylum-seeking children (UASC). This includes:

- The introduction of a new **National Transfer Scheme for UASC** already in the UK, to distribute them more evenly across regional authorities;
- Schemes to bring in vulnerable UASC **who are new to the UK**, and ensure they are evenly placed across local authorities, regionally and nationally.

The new arrangements form part of the UK Government's response to the current migrant crisis which, since 2015, has seen one of the biggest waves of mass migration since the Second World War. It is right that all countries contribute to supporting children affected by these events and that Local Authorities play a full part in doing so.

Government expects that efforts to accommodate UASC will be coordinated alongside local schemes to resettle Syrian refugees. The County Council agreed to participate in the Syrian Vulnerable Person's Resettlement (SVPR) scheme, and Full Council decided on 25 July 2016 that Children's Services Committee should decide the County Council's response to the Minister's proposals on UASC in light of the commitment to the SVPR scheme.

Across the Eastern Region Directors of Children's Services are committed to ensuring that unaccompanied asylum seeking children are welcomed and supported in having their needs met. Each Local Authority in the region should be part of this and cooperate in a system that means each UAS child is placed where they will receive the services they need

to be safe and succeed. Previously, as reported to Children's Services Committee, the regional Directors had concerns about the ability of the proposals put forward by the Home Office to achieve that aim. Those concerns have been addressed in part in that

- Funding is available to support the costs of local administration of the scheme through a regional Strategic Migration Partnership
- The new national strategy for care leavers "Keep on Caring" expresses commitment to properly resource the costs of children leaving care, with particular reference to their mental health needs. This gives Local Authorities some assurance that support for UASC leaving care will be properly funded.
- There is greater clarity that the scheme is voluntary and Local Authorities will be able to refuse transfer in individual cases.

### **Recommendations:**

That Children's Services Committee agree that

1. Norfolk County Council will participate in the national voluntary arrangements as set out in the Protocol agreed between the Home Office and the Association of Directors of Children's Services, and that
2. the Executive Director of Children's Services have authority to accept or refuse individual children in accordance with the criteria set out below and always subject to the Department's agreed budget being able to sustain the costs of providing for that child as looked after and as a care leaver taking account of any additional funding provided by national government for that purpose.
3. In placing UASC in accommodation, consideration will be given to the capacity of the local community to meet the needs of that child and the importance of ensuring that there are good opportunities for that child to build sustainable relationships that will support them in adulthood.

The criteria for determining whether the Executive Director of Children's Services

- Costs can be contained within the overall budget for Children's Services taking account of any additional funding from national government.
- There is an accurate assessment of age and need before transfer and we have identified the capacity to meet that need through our own resources and other commissioners. In particular, we will not accommodate where there is no suitable health provision to meet physical and mental health needs.
- We can accommodate the young person suitably in a home and community that will meet their needs and provide a positive, nurturing experience.
- We have community resources in place that will support the young person's integration and ensure that on leaving our care they have sustainable links with people and organisations that can continue to help them once our services have finished.

## **1. Introduction**

### **1.1 The national policy context**

- 1.1.1 Children's Services Committee received a report at its June meeting that set out the national policy response to the issues raised by migration, particularly from areas of conflict. That report is available as a background paper via the link in Section 5 and sets the issues of UASC in the context of a wider programme of action including the Syrian

Vulnerable Person's Resettlement Scheme which Council agreed to participate in on the 25<sup>th</sup> July 2016.

- 1.1.2 In the UK, local authorities like Kent, Croydon and Hillingdon have seen unprecedented increases in numbers of unaccompanied asylum-seeking children. Despite offers of support from other local authorities, Kent is looking after 900 UASC, 300 of whom have been placed outside the authority.
- 1.1.3 The new proposals for accommodating UASC have been developed to provide a humanitarian response to children affected by the crisis and reduce pressure on authorities like Kent, Bedford, Thurrock and Central Bedfordshire.

## **2. New arrangements for unaccompanied asylum-seeking children**

### **2.1 A new National Transfer Scheme**

- 2.1.1 The new **National Transfer Scheme** (available via link in 'Evidence') will enable local authorities to transfer responsibilities for UASC to another Local Authority. This is the mechanism by which authorities such as Kent can relieve pressure by dispersing UASC to other areas, supporting a more even distribution of UASC.
- 2.1.2 The scheme is underpinned by the new Immigration Act 2016. Although the scheme is voluntary, the Immigration Act empowers the Secretary of State to direct local authorities to take UASC. In addition, the Act requires local authorities to publish transparent information about their current capacity for accommodating UASC, and – if applicable - clear reasons why it is not possible to take part in the scheme.
- 2.1.3 All children who have been identified as suitable for transfer will have an assessment and care plan in place. An age assessment to confirm they are eligible will have taken place (details on how age is assessed are available via the link in 'Evidence').

### **2.2 A new regional model for distributing children across the country**

- 2.2.1 Under the protocol the transfer scheme will be delivered through a regional model rather than a council-by-council one. The aim is to facilitate a joined up approach to different migratory pressures, and allow flexibility in deciding the most suitable host authority for a child, based on local considerations. This should enable local authorities to pool resources and expertise, and support economies of scale necessary for specialist support services such as therapeutic care and English language tuition. It will also enable authorities with experience in caring for unaccompanied children to support those who are new to this area of work or have fewer UASC.
- 2.2.2 Strategic Migration Partnerships (SMPs), which have recently been tasked with coordinating the resettlement of Syrian refugees through the VPR scheme, will now also take on the coordination of UASC. Funding is available from the Home Office to meet costs up to £60,000 for the work of the SMP.

### **2.3 A new formula for guiding an authority's 'fair share' of children**

- 2.3.1 The protocol contains a formula to guide an authority's 'fair share'. Based on current modelling, the Government expects that it would be reasonable that the proportion of

UASC in the total child population (under 17 years of age) does not exceed 0.07% by the end of this year.

- 2.3.2 An analysis of the 11 individual authorities in the region shows that three - Bedford, Central Bedfordshire and Thurrock – already exceed the 0.07% formula, so would not be expected to receive any additional UASC. These authorities would be able to ask others in the region to accept transfer of UASC. The focus will therefore be on the remaining eight local authorities to determine their response.
- 2.3.3 Norfolk is not on a major transport link, road, motorway or seaport, so at the present time UASC numbers are the lowest in the region - 15. If the 0.07% formula is applied this could be expected to increase to **117**.

## **2.4 Accommodating unaccompanied children who are already in Europe**

- 2.4.1 On 4th May 2016, following Lord Dubs' amendment to the Immigration Bill (now Act), the Government announced its intention to begin resettling unaccompanied children who are already in Europe, specifically from Greece, Italy and France, who were registered there before 20 March and where it is in their best interests to do so.
- 2.4.2 Further consultation by central Government with local authorities is planned. The number of children supported under the scheme will be agreed in partnership with local authorities and addressed as part of the National Transfer Scheme.

## **2.5 The profile of UASC on the transfer scheme/new to the UK**

- 2.5.1 Little is known about the profile of young people on the transfer scheme. However, most are aged around 16 – 17 years old, with all under age 18. The majority are male.
- 2.5.2 In general terms, UASC are likely to have a range of vulnerabilities and the care they will require will reflect this. Children may have been exposed to war-related trauma, challenging family dynamics associated with trauma and displacement, and stressors relating to separation from family and adjusting to life in a new country. They may have been exposed to abuse or neglect. It should be noted that they also display great resilience and self-reliance, having survived enormous challenges. Many of them are mature beyond their age and this combined with cultural expectations about transition to adulthood lead them to have difficulty accepting support as if they are children – for example, there is a high rate of absconding from care with the intention of joining established communities from their own country and achieving economic independence.
- 2.5.3 Evidence shows that refugee young people are likely to present with needs above and beyond the usual pattern expected in the general population and will need new or additional service provision to address these. This includes:
- Young people presenting with mental health problems, and requiring significant support from mental health services, Post-Traumatic Stress Disorder is particularly prevalent.
  - Young people exhibiting behavioural problems in school, leading to permanent exclusions.
  - Young people achieving poor educational outcomes, although many prove to be very committed to education and achieve highly.

- Risk of honour-based abuse and female genital mutilation if that is a feature of their own culture.
- They are more likely to be victims of hate crimes and incidents, and will require further support in managing their response to this.

### 3. Next steps and key milestones

3.1 Previous discussions with local authorities in the region confirm that they are committed to meeting the needs of UASC and sharing numbers more evenly. All involved feel a strong moral obligation to support these children. A number of children from Kent have been accepted within the region. However, regional Directors of Children's Services expressed concern about aspects of the proposed arrangements at a meeting on 17th June and advised representatives of the Home Office that they could not ask their Local Authorities to join a voluntary regional scheme unless these issues were addressed. The concerns included:

- Costs of support for UASC leaving care with liabilities on Local Authorities for young people up to the age of 25 proposed in the draft Children & Social Work Bill currently before Parliament.
- Costs to the Local Authority of financial support for those who are not given leave to remain beyond age 18.
- Costs of the regional Strategic Migration Partnership and staff within each authority required to coordinate arrangements. It was not clear that these arrangements offered any advantage over coordination by central government alone and might in fact increase delay in placing vulnerable children.
- A focus on Local Authority response without ensuring similar expectations of other agencies that commission services required to meet the needs of UASC e.g. mental health services.

3.2 The concerns previously identified have been addressed by changes in national policy to the following degree.

1. The publication of the national strategy document for care leavers "Keep on Caring" has clarified expectations about the support to be provided to care leavers under the provisions of the Children and Social Work Bill. There have been commitments in principle to support Local Authorities with the additional costs involved although no specific sums have been identified.
2. New guidance (see link in 'Evidence') confirms that some Local Authority duties to fund UASC beyond 18 while immigration status is confirmed are being transferred to the Home Office. This will limit the financial liabilities of Local Authorities. Responsibilities to treat UASC as Care Leavers is also limited until it is confirmed they have leave to remain.
3. Costs of the Strategic Migration Partnership will be met by the Home Office up to a maximum of £60,000.
4. The "Keep on Caring" strategy for Care Leavers is specific that the health needs of care leavers, including mental health, be provided for by health service commissioners.

The combined impact of these developments represents a significant change in the position that gave rise to regional DCS feeling unable to recommend participation in national transfer protocol. The regional DCS group is meeting again on Friday 9<sup>th</sup> September and an update on their position will be provided to Committee at its meeting on 13<sup>th</sup> September.

## **4. Issues for Children's Services Committee to take into account**

4.1 This section summarises a range of issues that elected members will want to take into account in considering the recommendations:

- The importance of a compassionate response that acknowledges the needs of unaccompanied asylum seeking children and offers them support to succeed in life. We are in a position to offer them a much safer place to live and opportunities that are far better than they have at present. Individual UASC could be successfully accommodated by the Council, provided we have capacity in the workforce and support services, and suitable accommodation.
- The current capacity of services for Looked After Children (LAC). The Council is at a critical stage of its improvement journey. Robust plans are in place to improve services for looked after children and strong progress is being made. However, Ofsted currently judges LAC services in Norfolk to be inadequate. Other services for children and young people, notably health services, face similar challenges and there is a shortage of support for those with poor mental health. In this respect, Norfolk is less well-placed than other Local Authorities to meet the needs of UASC at present and the concerns about resources would be very relevant in determining how many UASC Norfolk might be able to support. At present we could not support increasing numbers up to the 117 proposed.
- Accepting UASC without the proper capacity to meet their needs would risk the Council being in breach of statutory duties and possible adverse judgements from OFSTED.
- Expressions of support have been received from the community which indicates the availability of additional resources such as options for accommodation, interpretation, and opportunities for integration. This will be essential to prevent social exclusion and isolation.
- Any Norfolk scheme must be fully funded. Members should note the possibility that it is unlikely all additional costs will be met by new funding from central government. Children's Services already faces a challenging financial situation along with the rest of the Council. Any costs in excess of funding received could not be contained within the existing budget. For this reason it is proposed that criteria for refusing any individual child include affordability.

## **5. Financial implications**

5.1 The recommendation is that UASC transfer will be refused unless the costs of meeting that child's need can be contained within the overall budget for Children's Services and any additional funding received from the Home Office. No additional staff will be



appointed. Consequently, this proposal is expected to have no impact on the Council's financial position.

- 5.3 The rates for accommodating unaccompanied asylum-seeking children have recently been revised, to take effect from 1 July 2016. In July 2016 the grant income available is increasing from £95 a day (up to £34,675 a year, based on 365 days) to £114 a day (up to £41,610 a year) for the under 16s. For those over 16, it is increasing from £71 a day (£25,915 a year) to £91 a day (£33,215 a year). It should be borne in mind that the income receivable from the grant cannot exceed the amount of expenditure incurred, although the expenditure incurred is not always new expenditure, as it can include apportionments of staff time.
- 5.4 The Government has advised that it will be publishing a new grant agreement reflecting the changes to duties in relation to UASC and Care Leavers. This will determine the level of additional resources available over the Council's agreed budget for .

## **6. Alternative options**

- 6.1 Members have two alternative options
1. Decide not to participate in the national transfer scheme. This will maintain the current position where we have a duty only to those UASC identified in Norfolk. Members should be aware of the reputational damage given the support for the scheme from national government, the local community, and other Local Authorities that are taking part. This option is not recommended.
  2. Join the transfer scheme and agree to accept UASC up to 0.07% of the under-17 population and provide funding to meet the additional costs that may result. This option is not recommended.

## **7. Recommendations**

That Children's Services Committee agree that

1. Norfolk County Council will participate in the national voluntary arrangements as set out in the Protocol agreed between the Home Office and the Association of Directors of Children's Services, and that
2. The Executive Director of Children's Services have authority to accept or refuse individual children in accordance with the criteria set out below and always subject to the Department's agreed budget being able to sustain the costs of providing for that child as looked after and as a care leaver taking account of any additional funding provided by national government for that purpose.
3. In placing UASC in accommodation, consideration will be given to the capacity of the local community to meet the needs of that child and the importance of ensuring that there are good opportunities for that child to build sustainable relationships that will support them in adulthood.

The criteria for determining whether the Executive Director of Children's Services

- Costs can be contained within the overall budget for Children's Services taking account of any additional funding from national government.
- There is an accurate assessment of age and need before transfer and we have identified the capacity to meet that need through our own resources and other commissioners. In particular, we will not accommodate where there is no suitable health provision to meet physical and mental health needs.

- We can accommodate the young person suitably in a home and community that will meet their needs and provide a positive, nurturing experience.
- We have community resources in place that will support the young person's integration and ensure that on leaving our care they have sustainable links with people and organisations that can continue to help them once our services have finished.

## Evidence

- <http://www.nrpfnetwork.org.uk/News/Pages/Local-authority-support.aspx>
- Home Office/ASCS National Transfer Protocol:  
<https://www.gov.uk/government/publications/unaccompanied-asylum-seeking-children-interim-national-transfer-scheme>
- <http://adcs.org.uk/safeguarding/article/age-assessment-information-sharing-for-unaccompanied-asylum-seeking-children>
- [http://www.proceduresonline.com/norfolk\\_cs/chapters/p\\_uasc.html](http://www.proceduresonline.com/norfolk_cs/chapters/p_uasc.html)

## Officer Contact

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

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

## Report of the Policy and Resources Committee meeting held on 26 September 2016

### 1 Finance Monitoring Period 4, July 2016

1.1 The Committee received a report by the Executive Director of Finance that gave details of the forecast position for the 2016-17 Revenue and Capital Budgets, General Balances, and the forecast Council's Reserves at 31 March 2017, together with related financial information. The report also provided a brief commentary on Resources and Finance budgets which were the responsibility of this Committee.

1.2 The Committee **RESOLVED** to note:

1. the period 4 forecast Revenue overspend of £21.404m;
2. the £21.333m forecast use of reserves in 2016-17, including:
  - a. use of £10.655m reserves anticipated as part of the budget approved at February County Council
  - b. full use of the £10.678m business risk reserve as approved at the July meeting;
3. the forecast General Balances at 31 March 2017 of £19.252m, before taking into account any over/under spends;
4. the forecast financial information in respect of Resources and Finance budgets which are the responsibility of this Committee, as set out in Appendix 2 to the report;
5. the revised expenditure and funding of the 2016-20 capital programme as set out in Appendix 3 to the report.

### 2 Delivering Financial Savings 2016-17

2.1 The Committee received a report by the Executive Director of Finance that provided details of the forecast outturn position in respect of the delivery of the 2016-17 savings agreed by the County Council at its meeting on 22 February 2016.

2.2 The Committee **RESOLVED** to note:

1. the forecast total shortfall of £9.464m in 2016-17, which amounts to 23% of total savings, and for which alternative savings need to be identified;
2. the budgeted value of 2016-17 savings projects rated as RED of £11.483m, of which £2.089m are now forecast to be delivered; and the forecast savings shortfall on AMBER rated projects of £0.070.

2.2 The Committee also **RESOLVED:**

That as a matter of immediate concern, officers take action to ensure that service departments stay focused on remaining within their budgetary targets for 2016-17.

3 **Resources and Finance vital signs performance management report**

3.1 The Committee received a report by the Executive Director of Finance that presented current performance against this Committee's performance indicators (for Resources and Finance services).

3.2 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 were appropriate.

4 **Corporate vital signs performance management report**

4.1 The Committee received a report by the Head of Business Intelligence and Performance Service that explained the Council's vital signs remained under review in the light of significant ongoing changes and challenges, and that committees would continue to be involved in discussions and decisions about ensuring that the Council's indicators and performance management arrangements addressed Norfolk's most important issues and outcomes, and supported improved accountability.

4.2 The Committee **RESOLVED:**

To note the performance data, information and analysis presented in the vital sign report cards.

5 **National Policy Context**

5.1 The Committee received a report by the Executive Director of Finance and the Head of Business Intelligence and Performance Service & Corporate Planning & Partnerships Service that set out some of the national strategic issues facing public services which influenced the operating context for the Council's planning and priorities. The report also focused on the Government's commitment to move to local government being 100% self-sufficient by 2020. This reflected a fundamental change to local government finances. The report which is attached includes the Council's proposed detailed response to two consultations about the changes many of which are associated with the technical aspects of the new regime.

5.2 The Committee **RESOLVED** to make its response to the Government consultation on 100% business retention and fair funding formula on the basis of the report by the Executive Director of Finance and the Head of Business Intelligence and Corporate Planning.

## 6 Risk Management Report

6.1 The Committee received a report by the Executive Director of Finance that provided the Committee with the corporate risk register as it stood at the end of August 2016, along with an update on the Risk Management Strategy 2016-19, and other related matters, following the latest review conducted during August 2016.

6.2 The Committee **RESOLVED** to note:

1. The changes to the corporate risk register (Appendices A and B to the report ), and the progress with mitigating the risks; and
2. The scrutiny options for managing corporate risks, presented in Appendix C to the report;

## 7 County Council response to fire in Great Yarmouth Town Centre

7.1 The Committee received a report by the Executive Director of Community and Environmental Services about the County Council response to the fire in Great Yarmouth Town Centre.

7.2 The Committee **RESOLVED** to:

1. Recognise the economic threat posed by fires and other emergencies, and the critical role that effective prevention plays in supporting economic development.
2. Note the ongoing work by the County Council to respond to and manage the impact of the incident, working with public service colleagues on a multiagency basis.
3. In view of the seriousness and impact of the incident on local communities and businesses make a financial contribution of £5,000 to the EDP appeal.

## 8 County Hall Car Parking

8.1 The Committee received a report by the Executive Director of Finance that included a proposal to increase significantly the provision for car parking on the County Hall site on a chargeable basis. It is anticipated that the new south east car park will be ready for use by summer 2017. At the request of the Committee, in due course a staff survey will be undertaken into the use of the new car park.

8.2 The Committee **RESOLVED** to:

Approve the construction of a new car park on the south east side of the County Hall building, to be used on a chargeable basis.

## 9 Annual Report and Trading Update of the Norse Group 2015-16

9.1 The Committee received a report by the Managing Director of the Norse

Group Ltd that outlined the results of the Norse Group Ltd for the financial year 2015-16.

9.2 The Committee **RESOLVED:**

1. To note the on-going growth in the business and the benefits that Norse continues to bring to the Norfolk economy.
2. To place on record the County Council's appreciation to Mike Britch, Group Managing Director, Norse Group Ltd, and to all those working for the Norse Group of companies for making them the success that they are today.

10 **NORSE Consents NPS Peterborough Ltd**

10.1 The Committee received a report by the Executive Director of Finance that sought the approval of the Committee for the creation of NPS Peterborough Ltd.

10.2 The Committee **RESOLVED** to approve the creation of NPS Peterborough as a limited company.

11 **Disposal and Acquisition of Properties**

11.1 The Committee received a report by the Executive Director of Finance that included proposals aimed at supporting County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing assets with latent value where the operational needs could be met from elsewhere and strategically acquiring property.

11.2 The Committee **RESOLVED:**

1. Approve the procedures outlined in the report that for property on Scottow Enterprise Park decisions to grant licences are delegated to the Managing Director of Hethell Innovations Ltd.
2. In respect of building 139 at Scottow Enterprise Park, endorse the recommendation from the Executive Director of Finance and Head of Property to arrange for NCC to enter in to a lease with Beattie Passive for 7 years at £11,785.75 per annum (pa).
3. Agree to the granting of a new lease of 0.04 acres of Heather Avenue Infant School land to Heathers Playgroup for 20 years and waive collecting the rent in accordance with the existing policy.
4. Agree to the granting of a lease for a small parcel of land adjacent to 1 Hutchinson Road, Norwich for 10 years at £375 pa and granting a license to park two vehicles at the rear of the property on West Earlham Junior School, Norwich land for 10 years for a licence fee of £325pa.
5. That Policy and Resources Committee :
  - a. Endorse the marketing of the Essex Rooms, Norwich on a formal tender basis inviting bids from bone fide community groups to sell as a community facility and authorise the Head of

- Property in consultation with the Executive Director of Finance to accept the most advantageous bids, or
- b. In the event no suitable bids are forthcoming or are deemed too low, Norfolk County Council will either seek tenants or apply for change of use and dispose on the open market and authorise the Head of Property in consultation with the Executive Director of Finance to accept the most advantageous offer.
6. Agree to the renewal of the lease for Unit 1 Whiting Road for £30,850 pa.
  7. Formally declare the 23 former Highway landholdings (listed in Appendix 2 to the report) surplus to Council requirements and authorise the Head of Property to implement a programme of property disposals to maximise income for the council.
  8. Endorse the Task and Finish Group's recommendation to ask the soon to be created (If ultimately approved by Full Council) Property Committee to consider the options for the creation of a property development company.

## 12 **Creation of a Property Committee**

- 12.1 The Committee received a report by the Executive Director of Finance that recommended the creation of a Property Committee to facilitate the achievement of the Asset Management targets by increasing capacity for decision making related to specific proposals and enabling members to provide strategic steer in respect of ongoing and longer term asset strategy.

- 12.2 The Committee **RESOLVED** to:

1. Approve the principle of establishing a Business and Property Committee
2. Refer this matter to the Constitutional Advisory Group for detailed consideration of a new Business and Property Committee with a scope and role to deal with a range of business related functions of the Council, together with the required changes to the Constitution.
3. Instruct the Executive Director of Finance to report on this and make recommendations to a future Policy & Resources Committee.

## 13 **Decisions Taken Under Delegated Authority**

- 13.1 The Committee noted the decisions taken in relation to property matters by officers under the scheme of delegation and "hierarchy of decision making" since the last report to the Committee.

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

## **Report of the Adult Social Care Committee Meeting held on 5 September 2016**

### **1 Update from Members of the Committee regarding any internal and external bodies that they sit on**

- 1.1 Members of the Committee reported on meetings they had attended.

### **2. Executive Director's Update**

- 2.1 The Acting Executive Director acknowledged that the support from Members and colleagues to the department had been appreciated since Harold Bodmer's death and throughout the summer. The Acting Executive Director reported on work that had been ongoing throughout the summer such as the Sustainability and Transformation Plan, the Better Care Fund and the award for the new social care system provider.

### **3. Chairman's Update**

- 3.1 The Chair reported on meetings he had attended.
- 3.2 The Chairman thanked the Acting Executive Director of Adult Social Services and the department for the way they had performed through the challenging summer. It was acknowledged that there had been a big hole left through the passing of Harold Bodmer but everyone had worked together and worked incredibly hard.
- 3.3 The work going forwards would be focused on the promoting independence model and an extra senior role would be brought into the department to help deliver the programme. The Chairman acknowledged that the department were in a challenging financial position and it would be a difficult job for the Committee going forwards.

### **4. Exercise of Delegated Authority**

- 4.1 There was no exercise of delegated authority to report.

### **5. Adult Social Care Finance Monitoring Report Period 4 (July) 2016-17**

- 5.1 The Committee received a report by the Acting Executive Director of Adult Social Services which provided the Committee with financial monitoring information, based on information to the end of July 2016. It provided an analysis of variations from the budget and the actions being taken by the service to reduce the overspend.



- 5.2 The Committee **RESOLVED** to;
- Note the forecast outturn position at period 4 for the 2016-17 Revenue Budget of an overspend of £8.151m.
  - Note the planned actions being taken by the service to reduce the overspend.
  - Note the planned use of reserves.
  - Note the forecast outturn position at period 4 for the 2016-17 Capital Programme.
  - As a 'cross party' Adult Social Services Committee to lobby directly, by making a personal approach (of a delegation from this committee) in Westminster, to MPs for Norfolk asking them to use their influence to secure additional funding from central government for a shortfall of funding.

## **6. Performance Management Report**

- 6.1 The Committee received a report by the Acting Executive Director of Adult Social Services which presented current performance against the committee's vital signs indicators, based upon the revised performance management system which was implemented as of 1 April 2016. The report provided the most up to date performance data available, to the end of period 3 (June 2016).
- 6.2 The Committee **RESOLVED** to;
- Note the performance data, information and analysis presented in the vital sign report cards in section 3 of the report.
  - Note the information presented in two report cards, about the performance of services to support carers in section 4 of the report.
  - To agree to receive information about carers services in the same format from now on
  - Agree to receive proposed service volumes and activity targets alongside Budget and Service Planning proposals at a future committee meeting, and at the latest at the December committee.

## **7. Promoting Independence: Adult Social Care Target Demand Model**

- 7.1 The Committee received a report by the Acting Executive Director of Adult Social Services which set out how Adult Social Services had been working with iMPower Consulting Ltd to create a target demand model in order to set the programme and plan for delivering the transformation.
- 7.2 The Committee **RESOLVED** to;
- Note the work to review the existing plans to transform services and to propose next steps.
  - Agree to the further development of the target demand model as part of the annual Service and Budget Planning process, with updates and proposals presented throughout the Autumn ahead of the budget being set in January and February.

## **8. Norfolk's Implementation of the Care Act – SCIE Review**

- 6.1 The Committee received a report by the Executive Director of Adult Social Services which updated the Committee of the progress to date of the council's progress being undertaken by the Social Care Institute of Excellence (SCIE).
- 6.2 The Committee **RESOLVED** to;
- Note the contents of the report
  - Note the proposals for implementing the recommendations.

## **7. Transport**

- 7.1 The Committee received a report by the Executive Director of Adult Social Services which provided a short update on the Transport savings and project as requested by the Committee, following the last meeting on 9 July 2016.
- 7.2 The Committee **RESOLVED** to;
- Note the work being carried out to deliver the transport savings
  - Instruct the department to find someone to carry out a transport review to compliment the work already carried out. This would also need to sit alongside any other work being undertaken corporately on transport. The review would include looking at good practice in other authorities in Adult Social Services transport, especially those who had a relatively low spend on transport; and what efficiencies could be made in the administration, management and procurement of transport for Adult Social Services.

## **8. Norfolk Safeguarding Adults Board Annual Report 2015-16**

- 8.1 The Committee received a report by the Executive Director of Adult Social Services which illustrated the delivery by the multi-agency partnership of the statutory requirements for safeguarding adults as set out in the Care Act.
- 8.2 The Committee **RESOLVED** to;
- Note the content of the report.
  - Agree the department share the report with partner organisations with whom they have contact.

**Bill Borrett**  
**Chairman, Adult Social Care Committee**

## Report of the Children's Services Committee Meeting held on 13 September 2016

### 1 Integrated performance and Finance Monitoring Report 2016-17.

- 1.1 The Committee considered and **noted** the report by the Executive Director of Children's Services containing the report cards and other key performance information.

### 2 Structural Developments in the Education System

- 2.1 The Committee considered the report by the Executive Director of Children's Services providing a summary of the way in which Norfolk's educational system had developed structurally since the reforms introduced by Governments since 2010. The snapshot provided the context for Members to consider a number of strategic structural issues which would face the County Council over the next five years as the system developed further. The report made a number of strategic recommendations for the Committee to champion with its partners.

#### 2.2 The Committee **RESOLVED**:

- 1 That the Committee note the current structural developments in the education system in Norfolk and continue to monitor it, through regular reports, as part of their developing role as Champion for all Norfolk children.
- 2 That the Committee reaffirm its structural policies agreed in May 2015, as follows:-
  - Promoting school groupings with a minimum of two forms of entry for primary schools, to ensure sufficient capacity and funded for sustainable leadership models.
  - Where possible, move to all through primary model (including on multiple sites) to reduce the number of transitions for pupils.
  - Giving preference to models with full forms of entry or, where this cannot be achieved, ensure mixed age classes with no more than two year groups in any one class (eg Year 1 and Year 2 or Year 5 and Year 6).
  - Ensuring that management partnerships move to a single governance model within six terms (two years).
  - Local Authority capital deployment is aligned to these principles.
- 3 That Capital Priorities Group be asked to carry out detailed work on affordability risks for growth capital programmes, to report back in January 2017.

- 4 That the Small Schools Steering Group report back to Committee on its review of policy in Spring 2017.
- 5 That the delegated arrangements for identifying a preferred provider through the LA Presumption route (Annex E) be approved.
- 6 That over the next two years, the options for reorganisation to primary in the remaining infant/junior areas of the county be mapped out.
- 7 That joint capital schemes with academy trusts be supported wherever possible.
- 8 That Capital Priorities Group undertake a Task and Finish exercise, in open forum, as follows, reporting back in January 2017.

“To review the gap between long-term condition needs in Norfolk schools and funding available and identify ways in which the County Council might lead a collaborative approach to reducing this gap over the longer term”.

- 9 That a report on market readiness for the 30 hours entitlement for 3-4 year olds be brought to Committee in November.

### **3 Road Crossing Patrols**

- 3.1 The Committee considered the report by the Executive Director of Children's Services setting out proposals for the decision to only fund road crossing patrol sites that met the national criteria was not implemented until 1 April 2017. This was in recognition of the potential for additional risk to children of road traffic incident during the winter months and to enable a programme of road safety awareness events for schools affected to be developed and delivered.

- 3.2 The Committee **RESOLVED** to

1. Agree to delay the implementation of the review to the Road Crossing Patrol Service.
2. Agree to continue to operate as we currently do, ie when a member of staff offers their resignation or retires, we re-monitor the site and if it falls below the threshold the site is removed.
3. Agree to another period of monitoring to form proposals for November 2016 Committee.

### **4 Youth Support Model Task and Finish Group - Update**

- 4.1 The Committee considered the report by the Executive Director of Children's Services updating Children's Services Committee on the Task & Finish Group in respect of the development of a new youth support model for Norfolk. Given the decision to remove the youth support savings from the budget (as agreed at Full Council on 22<sup>nd</sup> February 2016), it was proposed in line with agreements made at Children's Services Committee on 26th January 2016 to review the way in which this funding is utilised. At the Children's Services Committee on 15th March 2016 Members requested a

consultation on the recommendations proposed and at the Children's Services Committee on 28th June 2016 agreed that a member task and finish group be established to further consider the outcomes of the consultation and recommendations made to Committee.

- 4.2 The Committee **agreed** to remove the following paragraph from the Recommendations contained in the report, as it did not feel it was appropriate for the Task and Finish Group to have delegated authority to make any decisions.

“Committee Members are asked to give delegated authority to the Task and Finish Group members to make decisions relating to the re-commissioning of the Youth Work Support contracts and future direction of the YAB approach and model. This is to ensure that re-commissioning activity can be undertaken within the necessary timescale given the end of existing contracts in March 2017”.

- 4.3 The Committee **RESOLVED** to

- note the Task & Finish Group scoping document and terms of reference.

**Roger Smith**  
**Chair, Children's Services Committee**

## Report of the Communities Committee Meetings held on 7 September 2016

### 1. Update on Key Service Issues and Activities

- 1.1 The Committee received a report by the Executive Director of Community and Environmental Services which provided the Committee with fortnightly updates on key issues and activities. The report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director within the terms of reference of this Committee. There were two relevant delegated decisions taken to this meeting.
- 1.2 The Committee **RESOLVED** to:
- Review the latest service update at Appendices A to E and identify any areas where the Committee would like to see further information or update.
  - Note the two decisions taken under delegated authority as set out in para 1.2 of the report.

### 2. Appointments to Outside Bodies – Hunstanton Convalescent Trust and St George's Theatre Trust, Great Yarmouth

- 2.1 The Committee **AGREED**:
- To appoint Cllr Richard Bird to replace Cllr John Dobson on the Hunstanton Convalescent Trust.
  - To appoint Cllr Barry Stone to replace Cllr Michael Carttiss on the St. George's Theatre Trust, Great Yarmouth.

### 3. Public Health – Tobacco Control Strategy

- 3.1 The Committee received a report by the Director of Public Health which outlined the strategy and associated action plan which in turn proposed a number of changes in focus to target key groups.
- 3.2 The Committee **RESOLVED** to;
- Note the harm that smoking does and support the vision of a smoke free county.
  - Endorse the Norfolk Tobacco Control Alliance Strategy and action plan, focused on its strategic priorities to;
    - Prevent young people from becoming smokers
    - Assist every smoker to quit smoking
    - Protect people, especially children, from tobacco related harm
  - Agree the proposed targets for 2020 to have reduced overall smoking prevalence to 13%, smoking in pregnancy to 8.3% and amongst routine and manual workers to 16%.

- Agree that the report should be taken to Children's Services Committee in order to endorse the recommendations of the alliance.

#### **4. Library and Information Service Update**

- 4.1 The Committee received a report by the Executive Director of Community and Environmental Services which outlined the performance of Norfolk Library and Information service for 2015/16.
- 4.2 The Committee **RESOLVED** to;
- Note the performance of the Library service in the 2015/16 financial year.
  - Note the elements of the service delivery and development that could be built in to service planning for 2017/18.
  - Agree that the service should continue to focus on supporting the development of digital literacy skills.

#### **5. Administration of the Single Use Carrier Bags Charges (England) order 2015**

- 5.1 The Committee received a report by the Executive Director of Community and Environmental Services which enabled the Committee to determine how the County Council would discharge its new functions under the Single Use Carrier Bags Charges (England) Order 2015.
- 5.2 The Committee **RESOLVED** to;
- Delegate the functions of the administrator for the purposes of the Single Use Carrier Bags Charges (England) Order 2015 to the Head of Trading Standards.

#### **6. Risk Management**

- 6.1 The Committee received a report by the Executive Director of Community and Environmental Services which provided the Committee with the latest Communities Risk Register, following the latest review conducted at the beginning of August 2016. The reporting of risk was aligned with, and compliments, the Performance and Financial reporting to the Committee.
- 6.2 The Committee **RESOLVED** to;
- Note the progress with Risk Management since the last Communities Committee meeting, shown in the reconciliation report in Appendix B of the report.
  - Note the risk data, information and analysis presented in the risk register report in Appendix A.
  - Review the funding for responses to flooding risk at the October meeting and in the meantime to write to MP's to raise concerns about the potential lack of specific government funding for the County's flooding risk.

## **7. Performance Management**

- 7.1 The Committee received a report by the Executive Director of Communities and Environmental Services which was based upon the revised Performance Management System having been implemented as of 1 April 2016, and the committee's 27 vital signs indicators.
- 7.2 The Committee **RESOLVED** to;
- Agree the vital signs identified at the workshop on 19 July 2016 as reported in section 4.1 could be removed from the list reported to the Committee.
  - Note the performance data, information and analysis presented in the vital sign report cards and **AGREED** that the recommended actions identified were appropriate.

## **8. Finance Monitoring**

- 8.1 The Committee received a report by the Executive Director of Community and Environmental Services which provided the Committee with information on any forecast over and underspends and the forecast use of reserves.
- 8.2 The Committee **RESOLVED** to;
- Note the revenue budget for 2016-17, and the detail of the public health budgets, as set out in section 2 of the report.
  - Note the current risks being managed by Services.
  - Note the capital budget for the 2016-17 capital programme.
  - Note the balance and current forecast of reserves as shown in section 4 of this report.

**Margaret Dewsbury**  
**Chairman, Communities Committee**



## Report of the Environment, Development and Transport Committee Meeting held on 16 September 2016.

### A – Items from the meeting of 16 September 2016

1. **Verbal update or feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.**
  - 1.1 Mr East introduced a written update on the Norwich Western Link Project Member Working Group.
  - 1.2 The Committee **AGREED** to **ENDORSE** the appointment of Councillor Joyce onto the Norwich Western Link Project member working group.
2. **Appointments to Outside Bodies – Broads Authority**
  - 2.1 The Committee **AGREED TO APPOINT** Councillor Iles as a Council representative on the Broads Authority since Councillor Garrod was unable to take up the appointment.
3. **Update from Economic Development Sub-Committee**
  - 3.1 Members **NOTED** the report by the Acting Assistant Director of Economic Development & Strategy, giving an update on the issues and actions discussed in the Economic Development Sub-Committee meeting held on the 14 July 2016.
  - 3.2 The Chairman of the Economic Development Sub-Committee, **agreed** to find out information on the number of apprentices who completed their placements.
4. **Feasibility of changes to the use of the B1111 Garboldisham – Roudham by HGV traffic**
  - 4.1 The Committee received the report by the Team Manager for Network Management (Analysis and Safety) showing a review of options to help reduce numbers of Heavy Goods Vehicles (HGVs) on the B1111 in East Harling.
  - 4.2.1 With 14 votes for 2 votes against and 1 abstention, the Committee **AGREED**:
    - That an environmental weight restriction be approved for implementation with an experimental traffic regulation order.
    - The cost to implement an experimental order was expected to be around £90,000 which officers should seek to fund from the revenue budget for highway improvements;
    - That Option 6 was recommended as the most practical way of balancing concerns of local residents with businesses and other potentially affected communities;
    - The B1111 not be re-classified as this approach could be disproportionate and may not be effective in significantly reducing levels of HGVs;

#### 4.2.2 The Committee **RESOLVED** to **AGREE**:

- That following the responses received to the informal consultation on a part-time weight restriction through Southery, officers should undertake further consultations on alternatives to the currently proposed options.
- Consideration of any further changes to HGV routes in Norfolk should follow the criteria set out in Section 4 of the report.

#### 4.2.3 The Committee **AGREED**:

- That officers investigate the possibility of a 20mph limit outside Southery Academy as soon as possible.

### 5. **Ash Die Back (Chalara) – Management of Norfolk County Council estate**

5.1 The Committee **NOTED** the report by the Head of Environment giving information on the impact of Ash Die Back (Chalara) and the risks to Norfolk's public safety, economy and environment.

#### 5.2 The Committee **AGREED**:

- The suggested approach to work in collaboration with the Policy and Resources Committee to deal with the council-wide responsibilities for public safety and property;
- That the Council would request financial support from Defra;
- To instruct officers to engage with landowners where their trees would affect Norfolk County Council (e.g. Trees next to roads) to reduce the resource implications for Norfolk County Council and streamlining the procedure to charge landowners if we had to undertake work on their behalf;

### 6. **An update on Air Quality Management for Norwich City**

6.1 The Committee received and **NOTED** the report by the Norwich Area Transport Strategy / City Agency Manager giving information on the Norwich Air Quality Action plan and responses to issues raised in the Environment, Development and Transport Committee meeting on 8 July 2016.

### 7. **Opportunities to increase commercial activity for the highways service**

7.1 The Committee **considered** the report by the Head of Highways outlining potential business model options for the delivery of highway services.

#### 7.2 The Committee **RESOLVED** to:

- Instruct Officers to develop a Business Case for presentation to Environment, Development and Transport Committee within 12 months to help inform the potential for a more commercial trading organisation.

### 8. **Finance Monitoring**

8.1 The Committee received the report by the Finance Business Partner for Community and Environmental Services giving information on the budget position for the year 2016-17.

- 8.2 The Committee **NOTED** the forecast out-turn position for the Environment Development and Transport Committee and the current risks to the budget as highlighted in the report.

## **9. Performance Management**

- 9.1 The Committee **reviewed** and **NOTED** the performance management report by the Senior Analyst and the vital signs report cards.

## **10. Risk Management**

- 10.1 The Committee received and **NOTED** the report by the Chief Internal Auditor providing information from the latest Environment, Development and Transport Committee risk register as at the beginning of June 2016 and **reviewed** the risk data, information, and analysis presented in the report.

- 10.2 The Committee **CONSIDERED**:

- The progress with Risk Management since the last Environment Development and Transport Committee meeting;
- The changes to exceptions risks and other departmental risks;

## **11. Decisions taken under delegated authority**

- 11.1 The Committee received and **NOTED** the report by the Business Support & Development Manager for Community and Environmental Services, setting out relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Committee between the 8 July and 31 August 2016.

## **12. Forward Plan**

- 12.1 The Committee **reviewed** and **NOTED** the Forward plan for the Environment, Development and Transport Committee.

- 12.2 The following were requested during discussion at the meeting:

- Extra costs regarding Ash Dieback would be put into a budget and brought back to the Committee at a future meeting
- A briefing on the incentives to help reduce costs within the contracts related to the construction of the Norwich Distributor Road was requested for the meeting on 14 October 2016.

**Martin Wilby**  
**Chair, Environment Development & Transport Committee**

## Report of the Special Meeting of the Economic Development Sub-Committee held on 9 September 2016

### A – Items from the meeting of 9 September 2016

#### 1. Items of Urgent Business

- 1.1 The Sub-Committee **AGREED** to appoint Cllr Whitaker as the Council's representative on the Norwich Business Improvement Board, as Councillor Nobbs had stated his intention to stand down from his role on the Board.

#### 2. County Farms

- 2.1 The Sub-Committee received the report introducing the minutes of the County Farms Advisory Board meeting of the 27 May 2016, the County Farms Governance Arrangements audit report and County Farms Lines of Enquiry audit report.

- 2.2 With 5 votes for and 2 abstentions the **Sub-Committee agreed:**

1) To note the key findings and recommendations of the 18 April internal audit report on the Governance of the County Farms, and the conclusions made in the final report on County Farms Lines of enquiry.

2) To agree that the Executive Director of Finance prepare a report for the next meeting of the Economic Development Sub-Committee, that;

a. Presents options for how the Council's constitution can be amended to allow for members to make decisions as to the awarding of Farm tenancies.

b. Present options for ensuring that the tenancy shortlisting process is formalised to include appropriate officer assessment and advice.

3) To agree that a report be submitted to a future Economic Development sub-committee by the Executive Director of Finance to consider and approve:

a. A County Farms Strategy and Policy, in line with the recommendations in the audit report, including;

i. Transparent and strengthened criteria for the selection of new tenants for County Farms

ii. The purpose of the Estate

iii. The practical management of tenancies; and

iv. The relationship with tenants

b. The action taken on the recommendations in the audit reports to strengthen internal controls for County Farms.

4) To note the views of the County Farms Advisory Board, recorded from the 26 July 2016 Board meeting.

5) To agree that it is no longer necessary to convene a Task and Finish Group, and to ask the Audit committee to reconsider its request that one be established, as reviewed by the County Farms Advisory Board and this committee has effectively undertaken that role.

6) To note that full and final responses have been made to all but four complainants; and that a County Farms systems audit has been included in the 2016-17 Internal Audit Plan for November/December 2016, which will include following up the agreed actions, to be reported to the January 2017 Audit Committee.

**Stuart Clancy**  
**Chairman, Economic Development Sub-Committee**

## **Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 8 September 2016**

### **1. Tribute to the late Mr John Bracey**

- 1.1 Members of the Committee stood in silent tribute to the memory of the late Mr John Bracey who had died on 26 August 2016 at the age of 93. Mr Bracey had served as the Broadland District Council representative on the Committee from November 2005 to April 2015. Mr Bracey was Vice Chairman of the Committee from 2009 to 2014 during which time he had made a significant contribution to health scrutiny. He was a much-liked and well-respected Councillor and will be sadly missed.

### **2 Informal meeting with Mr Ian Newton, Department of Health, 2.00pm, Thursday 29 September 2016, County Hall**

- 2.1 The Chairman reminded the Committee that Mr Ian Newton from the Department of Health would be attending County Hall on Thursday 29 September 2016 to meet informally with Members on the issue of the development of a primary care education and training tariff. The new tariff had implications for the future medical workforce in the county and the meeting followed on from the Committee's work on NHS Workforce Planning in Norfolk.

### **3 Norfolk and Suffolk NHS Foundation Trust – unexpected deaths**

- 3.1 The Committee received an update on the outcome of the independent review of unexpected deaths (between April 2012 and December 2015) that the Norfolk and Suffolk NHS Foundation Trust (NSFT) had commissioned of Verita in February 2015. The Committee also considered the NSFT response to the recommendations of the Verita review and to NHS England's governance audit in April 2016.
- 3.2 Representatives of the Norfolk and Suffolk NHS Foundation Trust were in attendance to discuss the issues. The Committee also heard from two members of the public who were members of the Campaign to Save Mental Health Services in Norfolk and Suffolk.
- 3.3 In the course of discussion the following key points were made:
- The Committee's attention was drawn to an action plan for the implementation of the recommendations that arose from the independent Verita investigation and to NHS England's governance audit. The action plan aimed to provide an assurance to trusts and commissioners that unexpected deaths of people with mental health problems, including older people and those with learning disabilities, would be appropriately investigated.
  - The Committee was informed that the classification of incidents at the NSFT was a local decision, made in accordance with NHS England's Serious Incident Framework. However, no standardised process was used throughout England for the determination of unexpected deaths requiring serious investigation. This made for a lack of consistency between trusts in the investigation and reporting thresholds for unexpected deaths.
  - The NSFT reported incidents at a rate that was substantially higher than the

national average for health trusts and included drug and alcohol services in its reported figures whereas the majority of mental health trusts did not provide these services. Deaths due to drugs and alcohol misuse made up for approximately 30% of the suicidal and unexpected deaths that were reported by the NSFT. Also, the NSFT could be expected to record more deaths because it was one of the largest mental health trusts in the country.

- The NSFT had four members of staff who were tasked with investigating cases of suicide and unexpected death.
- The NSFT crisis and wellbeing service kept contact with some 30,000 people, many of whom were self-referred.
- The NSFT had accepted all the recommendations that arose from the Verita investigation. Action had already been taken in respect of many of the recommendations, particularly where they related to the training requirements of front-line staff.
- Information about issues of public concern could be found on the NSFT website.
- Two members of the public (who were representatives of the Campaign to Save Mental Health Services in Norfolk and Suffolk) spoke about the withdrawal of the homeless and outreach service, the continuing year on year rise in the number of unexpected deaths in Norfolk ( this being the sixth year of a year on year rise in the number of Coroner Reports that had raised issues of concern), an apparent lack of public information about the number of cases of suicide and unexpected deaths in the county and the limitations of the Verita review.

3.4 The Committee agreed to write to the NSFT to request detailed information that was either not included or was not fully explored in Verita's review of unexpected deaths and in the discussion at today's meeting.

#### **4 Children's Mental Health Services in Norfolk**

4.1 The Committee reviewed the areas of children's mental health services that were identified for further scrutiny at the meeting on 26 February 2016, following reports that were presented to the Committee on 3 December 2015.

4.2 Representatives of Norfolk County Council and of the Norfolk Clinical Commissioning Groups were in attendance to discuss the issues.

4.3 The following key points were noted:

- At this very early stage of what was a 5 year Development Plan some service developments had begun to be implemented and others remained at varying stages of planning and implementation.
- The 5 Norfolk CCGs remained committed to the allocation of £1.9m for children's mental health services in Norfolk for 2016/17 onwards.
- The £1.9m would be partly spent on providing for the needs of children with serious eating disorders. It would also help fund new crisis pathways for meeting the out-of-hours needs of children's mental health.
- In addition, the £1.9m would go some way to addressing the effects of earlier reductions in spending and allow for improvements in the staffing situation and in waiting times.
- Members noted recent improvements that had taken place in the arrangements for health assessments, and in particular the health assessments for Looked After Children. These assessments were being carried out by a wider range of medical professionals than was the case in the past. They were also being

carried out closer to the home of the child.

- Under the Sustainability Transformation Plan process health and social care were working jointly to identify how best to deliver the services for Looked After Children.

4.4 The Committee agreed to receive an update on Children's Mental Health Services in Norfolk in April 2017, covering: development of the service and early outcomes achieved by the Local Transformation Plan (LTP); waiting times; performance against LTP Key Performance Indicators; the staffing situation and the situation regarding two areas of special interest: self-harm and Looked After Children.

## **5 End of Life Care**

5.1 The Committee received a suggested approach to reports from NHS acute and community care providers and Norfolk County Council on their responses to National Institute for Health and Care Excellence (NICE) guidance on the care of dying adults published in December 2015 and to the Care Quality Commission's (CQC) 'A different ending' report published in May 2016. Representatives from NHS acute and community care providers and of Norfolk County Council were in attendance to discuss the issues.

5.2 The Committee also received a presentation from Healthwatch on the findings of its 'Thinking Ahead' research report into the barriers to advanced care planning for end of life. The presentation and the questions and answers session that followed highlighted the importance of people planning for end of life and being able to talk about the issues and concerns that they might have.

5.3 At the end of the presentation, two members of the public with an interest in end of life issues spoke about the concerns that they had with the services that were available for end of life care.

5.4 The following key points were noted:

- Members spoke about the requirement for the family to receive clear and timely information about the care of the patient. Members also spoke about the high quality of the work that was being done by specialist end of life nurses and by those working in the voluntary sector.
- The representatives from NHS acute and community care providers spoke about how they encouraged decision making in the person's last days of life and how they explained the dying persons' prognosis to the patient and family.
- In addition the witnesses spoke about the importance of providing fully integrated services, adopting a person-centred approach to end of life issues, of raising public awareness of planning for end of life issues and of assuring people that their wishes would be properly recorded and shared appropriately.
- Greater investment in training and education for all staff involved in end of life care was seen as crucial if the failings of how the Liverpool Care Pathway was implemented were to be avoided.

5.5 The Committee agreed to consider at a later date whether it wished to return to the subject of end of life services. Any further questions from Members about the subject of end of life issues should be sent to Maureen Orr for forwarding on to the appropriate NHS organisations to answer (and be reported back to Members in the Members Briefing Note).



- 6 Forward Work Programme and NHOSC's substitute link member with Norfolk and Suffolk NHS Foundation Trust.**
- 6.1 The Committee agreed its forward work programme, subject to the subject of 'Community Pharmacy' being moved from 13 October 2016 to 12 January 2017 provisionally. It was noted that the proposals for community pharmacy were under review and NHS England Midlands and East (East) was unlikely to be in a position to discuss them with the Committee until after Christmas.
- 6.2 It was also agreed to appoint Margaret Stone as NHOSC's substitute link member with Norfolk and Suffolk NHS Foundation Trust.

**Michael Carttiss Chairman**

## **Report of the Audit Committee Meeting held on 22 September 2016**

### **1 Norfolk Audit Services Quarterly Report for the quarter ended 31 March 2016.**

1.1 The Committee considered the report by the Executive Director of Finance setting out how Internal Audit's work had contributed to the Council's priorities.

1.2 The Committee **RESOLVED** to note:

- the overall opinion on the effectiveness of risk management and internal control was '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.

### **2 Norfolk Pension Fund Governance Arrangements.**

2.1 The Committee considered the report by the Executive Director of Finance and Head of Pensions outlining the ongoing governance arrangements of the Norfolk Pension Fund.

2.2 The Committee **RESOLVED** to note the report which detailed Norfolk Pension Fund's governance arrangements, being fully compliant with legislative requirements, regulatory guidance and recognised best practice.

### **3 Governance, Control and Risk Management of Treasury Management.**

3.1 The Committee considered the report by the Executive Director of Finance concluding that the County Council's Treasury Management operations were fully compliant with the statutory and regulatory framework and recognised best practice.

3.2 The Committee **noted** the contents of the report, which provided assurance as to the adequacy and effectiveness of the governance, control and risk management arrangements for Treasury Management.

### **4 Norfolk County Council and Norfolk Pension Fund Audit Results Reports – Audit Committee Summary for the Year ended 31 March 2016.**

4.1 The Committee considered the report by the Executive Director of Finance introducing the External Auditor's (Ernst & Young) Norfolk County Council and Norfolk Pension Fund Audit Results Reports – Audit Committee Summary for the year ended 31 March 2016.

4.2 The Committee **RESOLVED** to note the report and **agreed** that the Uncorrected audit differences should not be adjusted in the 2015-16 accounts.

4.3 The Committee was pleased to note that an unqualified audit opinion was anticipated, and there was a positive value for money conclusion.

## **5 Annual Statement of Accounts and Annual Governance Statement 2015-16.**

5.1 The Committee considered the report by the Executive Director of Finance, introducing the Statement of Accounts and Annual Governance Statement of Norfolk County Council for 2015-16 which had been subject to external audit by Ernst & Young.

5.2 The Committee **RESOLVED** to:

- Note that, following annual reviews, the system of internal control and internal audit were considered adequate and effective for the purposes of the relevant regulations;
- Approve the Annual Governance Statement (at Appendix 2 of the report) and commend the final statement for signature by the Leader and Managing Director.
- Approve the Council's 2015-16 Statement of Accounts (at Appendix 3 of the report).
- Note the Summary of the Statement of Accounts (at Appendix 4 of the report) to be published alongside the full accounts.

## **6 Letters of Representation 2015-16**

6.1 The Committee considered the report by the Executive Director of Finance providing details of the letters of representation in connection with the audit of the financial statements of Norfolk County Council for 2015-16.

6.2 The Committee **RESOLVED** to

- Endorse the letters of representation in respect of the Pension Fund and of Norfolk County Council and
- Endorse that the Chairman of the Audit Committee and Executive Director of Finance sign the letter of representation on behalf of the Council.

## **7 Revised Internal Audit Plan 2016-17**

7.1 The Committee considered the report by the Executive Director of Finance setting out the revised Internal Audit Plan 2016-17 and **RESOLVED** to note

- Internal Audit's strategy and plan, contribute to an effective system of internal audit and that those arrangements were compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards and the Local Authority Guidance Note 2013 and any other relevant statements of best practice.

- The Internal Audit Strategy remained the same for the second half of the year (Appendix A of the report). The actual days available within the strategy to deliver the audit opinion work remained sufficient to support the opinion.
- The revised Internal Audit Plan to support the opinion for the whole year (Appendix Bi of the report) remained at 709 days, which included contractor time. The opinion work plan would be managed flexibly to support the traded schools approach, while the service continued to develop. Some audits timed for quarters 1 and 2 were carried into the remainder of the year as work in progress.
- The three year Internal Audit Strategy agreed in January 2016, remained largely unchanged and would be refreshed in January 2017.
- The overall target for 2016-17 final reports and draft reports for audits were 30 and 7 respectively, to be reported in the Annual Internal Audit Report.

## 8 Risk Management Report

- 8.1 The Committee considered and **noted** the report by the Executive Director of Finance providing the Committee with the corporate risk register at the end of August 2016, along with an update on the Risk Management Strategy 2016-19, and other related matters, following the latest review conducted during August 2016.
- 8.2 The Committee welcomed Michael Bateman, Head of Education Inclusion Service and Richard Snowden, Head of School Admissions Service who provided an update on the action being taken to mitigate Risk RM014a (The amount spent on home to school transport at significant variance to predicted best estimates).

## 9 Local Audit and Accountability Act 2014 – External Auditor Appointments Implementation.

- 9.1 The Committee considered the report by the Executive Director of Finance setting out the options for the Council to appoint a local auditor by 31 December 2017, to be in place by April 2018, to undertake the audit of the Council's financial statements for 2018/19 onwards.
- 9.2 The Committee **RESOLVED** to

### Note

- The requirements and timescales set out in the Act.
- The advantages and disadvantages of the available options for procuring an External Auditor (Local Auditor) as required by the Act.

#

### Agree:

- To **Recommend** the Council to direct the Executive Director of Finance to formally "opt in" with the Government's designated appointing person (in this case Public Sector Audit Appointments Ltd (PSAA)), as allowed under Section 17 of the Act, as the preferred option offering the greatest potential economic and efficiency savings.

## **10      Audit Committee Work Programme**

- 10.1      The Committee received and **noted** the report by the Executive Director of Finance setting out the programme of work for the Committee and agreed the following items to be included on the agenda for the January 2017 meeting:

Update on the Information Commissioner's Office Audit  
Update on the roll out of the fraud awareness training.  
Whistleblowing Policy Review report.

## **11      County Farms Update**

- 11.1      The Committee considered the report by the Executive Director of Finance providing an update to the report presented to the Committee at its meeting on 16 June 2016.
- 11.2      The Committee considered the update report and **RESOLVED** to:
- Note that full and final responses had been made to all but four complainants, and
  - Note that a County Farms systems audit had been included in the 2016-17 Internal Audit Plan for November/December 2016, which would include following up the agreed actions, to be reported to the Audit Committee in January 2017.
  - **Agree** that it was no longer necessary to convene a Task and Finish Group, as the review by the County Farms Advisory Board and Economic Development Sub-Committee had effectively undertaken that role.

**Ian Mackie**  
**Chairman, Audit Committee**

## **Report of the Planning (Regulatory) Committee Meeting held on 2 September 2016**

### **1 Nominations to serve on the Planning (Regulatory) Urgent Business Sub-Committee**

The following Members were appointed to the Planning (Regulatory) Urgent Business Sub-Committee:

Mr M Sands  
Mr C Foulger  
Mr A Grey  
Mr D Harrison  
Mr A White

### **Applications referred to the Committee for Determination:**

#### **2 Y/7/2016/7007: Ashleigh County Infant School, Wymondham. Applications Referred to Committee for Determination: South Norfolk District Council: Y/7/2016/7007: Expansion of the existing infant school to full primary provision by the addition of a new hall, classrooms, additional staff car parking, external lighting, and hard play area. Addition of adjacent field and change of use from public amenity to educational and fencing: Executive Director of Children's Services**

- 2.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking planning permission for the expansion to the school, additional car parking, hard play area and the change of use of part of the adjoining amenity land to educational use.
- 2.2 The Executive Director of Community and Environmental Services was authorised to:
- i) Grant planning permission subject to the conditions outlined in section 12 of the report.
  - ii) Discharge conditions (after discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report required the submission and implementation of a scheme, or further details, either before development commenced, or within a specified date of planning permission being granted.
  - iii) Delegate powers to officers (after discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.

- 3 C/7/2016/7008: Morningthorpe Closed Landfill Site, Chestnut Loke, Morningthorpe. Installation and operation of a small scale electricity generation plant: Executive Director of Community and Environmental Services, Norfolk County Council.**
- 3.1 The Committee considered the report by the Executive Director of Community and Environmental Services seeking planning permission for installation and operation of a small scale electricity generation plant fueled by landfill gas.
- 3.2 The Executive Director of Community and Environmental Services was authorised to:
- i) Grant planning permission subject to the conditions outlined in section 12 of the report.
  - ii) Discharge conditions (after discussion with the Chairman and Vice-Chairman of the Committee) where those detailed in the report required the submission and implementation of a scheme, or further details, either before development commenced, or within a specified date of planning permission being granted.
  - iii) Delegate powers to officers (after discussion with the Chairman and Vice-Chairman of the Committee) to deal with any non-material amendments to the application that may be submitted.
  - iv) Ask the Directorate to carry out a financial viability test (if one had not already been completed) and recommend that if the site was not financially viable, the planning permission should not be implemented.

**Mike Sands**  
Chair, Planning (Regulatory) Committee

## **Report of the Health and Wellbeing Board Meetings held on 20 July 2016 and 21 September 2016**

### **A. Items from the meeting held on 20 July 2016**

#### **1. Election of Chair**

- 1.1 Cllr Brian Watkins was elected Chairman for the ensuing year.

#### **2. Election of Vice-Chair(S)**

- 2.1 Cllr Yvonne Bendle and Dr Ian Mack were duly elected for the ensuing year.

#### **3. Appointment of a representative to the Road Casualty Reduction Partnership Board**

- 3.1 The Board **AGREED** for Cllr Penny Carpenter to continue the role of representative to the Road Casualty Reduction Partnership Board.

#### **4. Integration and Transformation**

##### **4.1 Norfolk and Waveney Sustainability and Transformation Plan (STP)**

The Board received and **NOTED** report from the Managing Director of Norfolk County Council which updated the Board on the progress of the STP.

##### **4.2 CCGs Commissioning Intentions 2017-18 – initial discussion**

The Board received and **NOTED** tabled report from the Director of Public Health at Norfolk County Council.

#### **5. Norfolk Better Care Fund Plan 2016-17**

- 5.1 The Board received a report which confirmed the financial agreement which the County Council and Clinical Commissioning Groups had developed for the maintenance of social care services within the Better Care Fund and therefore presented the 2016/17 plan for Board approval.

- 5.2 The Board **RESOLVED** to;

- Approve the Norfolk Better Care Fund plan for 2016/17.

#### **6. Making Mental Health a Priority for Norfolk**



- 6.1 The Board received and **NOTED** a report from the Director of Public Health which detailed the proposed framework for a system wide approach for taking forward the Board's priority of improving mental health outcomes in Norfolk.

## **B. Items from the meeting held on 21 September 2016**

### **1. Integration and Transformation - Norfolk and Waveney Sustainability and Transformation Plan (STP)**

- 1.1 The Board received a report from the Managing Director at Norfolk County Council which provided an update on the draft Sustainability and Transformation Plan (N&W STP) since the last meeting where the Board considered a report outlining the considerable progress being made together with a detailed summary of the key elements of the developing N&W STP. This report included recent feedback from NHS England on the June checkpoint submission, an outline of key milestones and next steps.
- 1.2 The Board **RESOLVED** to;
- Note the progress with the STP and identified any actions that Board member organisations could take at this stage to support its development.
  - Note the draft Local Digital Roadmap (LDR) for Norfolk and Waveney and note the content of the plans.

### **2. Mental Health and Wellbeing – Children and Young People's Mental Health – Local Transformation Plan for Norfolk and Waveney (2016/17 Refresh)**

- 2.1 The Board received a report which was sponsored by the five Clinical Commissioning Groups and the Executive Director of Children's Services. The report set out progress made to implement the 8 specific recurrent service developments that were outlined in the LTP. It also summarises some of the challenges and issues with the current system and pathways for children and young people with mental health difficulties.
- 2.2 The Board **RESOLVED** to;
- Endorse the refreshed LTP
  - Recommend that the five CCG's and NHS England approve and sign off the plan
  - Comment on what other activity could complement or support delivery of the LTP.

### **3. Improving Health and Wellbeing; developing our future strategy**

- 3.1 The Board received a report from the Director of Public Health which provided some key information on the current health and wellbeing of the

Norfolk population, drawn from the Norfolk Joint Strategic Needs Assessment (JSNA) Annual Report Summary 2016. It also provided information on some key health and wellbeing indicators based on the Norfolk Health and Wellbeing Profile June 2016. The paper outlined the high level messages from this for our future strategy and an approach for developing our Joint Health and Wellbeing Strategy 2017.

- 3.2 The Board **RESOLVED** to;
- Note the key messages in the information provided and the implications for the development of our strategy.
  - Identify any key factors that should inform our further strategic planning
  - Agree an approach for developing the Joint Health and Wellbeing Strategy 2017.

**Brian Watkins,**  
**Chairman, Health and Wellbeing Board**

**Norwich Highways Agency Committee  
Report of the meetings held on 21 July 2016  
and 15 September 2016**

**A: Meeting held on 21 July 2016**

**1 Britannia Road Consultation and Recommendations**

The Committee considered the results of the statutory consultation on traffic and parking management proposals for the Britannia Road area and **RESOLVED** to defer consideration of this item to a future meeting following the outcome of the Britannia Café/HM Prison Norwich's planning application.

**2 The Avenues (East) – Response to Residents' Report.**

The Committee considered the city council's response to the report compiled by local residents entitled "A parking strategy for The Avenues / Christchurch Road and associated routes" and **RESOLVED** to

- (1) thank the residents for their report and to note the officer responses to the issues raised;
- (2) ask the head of city development services (Norwich City Council) to carry out the necessary statutory process to implement the new waiting restrictions shown on plan number PL/TR/3329/765

**3 Transport for Norwich (TfN) Hall Road (Bessemer Road to Old Hall Road).**

The Committee considered the results of the consultation linked to the Hall Road cycle improvement project and was asked to agree to implement the scheme.

It was **RESOLVED** to:

- (1) approve the changes required to implement the scheme, including:
  - (a) conversion of footway on the east side of Hall Road to shared use
  - (b) footway/cycletrack from the recently implemented shared use
  - (c) footway/cycletrack associated with the ASDA works to Old Hall Road.

- (d) revoke the existing 40mph speed limit on Hall Road and replace with a 30mph speed limit.
  - (e) remove the pedestrian refuge 125 metres south of Robin Hood Road and replace it with a larger pedestrian refuge in the same location.
  - (f) remove the pedestrian refuge 50 metres north of Fountains Road and provide a new pedestrian refuge closer to Fountains Road.
- (2) ask the head of citywide development services (Norwich City Council) to carry out the necessary statutory procedures to confirm the following Traffic Regulation Orders and Notices:
- (a) the Traffic Management Order - Replace the existing 40mph speed limit on Hall Road with a 30mph speed limit from Barrett Road Roundabout southwards to Ipswich Road.
  - (b) the Traffic Management Notice - Convert the existing footway between Old Hall Road to the existing facility outside Asda.

#### 4 **Transport for Norwich (TfN) – Project 17 – Lakenham Way**

The Committee considered the report seeking approval to consult on the proposals for the Lakenham Way cycle improvement scheme. Members were also asked to approve the advertisement of any Traffic Regulation Orders and Notices that would be required to enforce the scheme.

The Committee **RESOLVED** to:

- (1) approve for consultation the proposals for the Lakenham Way project, including:
  - (a) widening of the existing path between Brazengate and the Hall Road Bridge from a nominal 3.0m to provide a 4.0m shared use pedestrian/cycle path;
  - (b) TRO for conversion of pedestrian path to allow shared use by cyclists and any other TROs required (please note that the requirement for TROs will depend on the legal status of the land – see item 14 for more information);
  - (c) removal and thinning of low value trees/scrub to facilitate the above;
  - (d) upgrade of existing street lighting to provide LED motion sensitive lanterns (Brazengate to Sandy Lane). Provision of additional lighting underneath Hall Road Bridge and Barrett Road Bridge;
  - (e) repair of steps leading to the route from Barrett Road and Hall Road and marking the cycle path alongside St John's Close more clearly;
  - (f) repairing the shared use path between Lakenham Way and Duckett Close, including the removal of two trees currently causing root damage;
  - (g) a biodiversity sub-project to include removal of scrub/low value trees, selective pollarding/tree thinning, provision of bird and bat boxes and hibernacula for hibernating reptiles and the installation of signs showing artwork designed by

local school children about the history and wildlife of Lakenham Way.

- (2) ask the head of citywide development (Norwich City Council) to carry out the necessary statutory procedures associated with advertising any Traffic Regulation Orders and Notices that may be required for the implementation of the scheme as described in the committee report and carried out after the resolution of issues outlined in the paragraph “scheme timescales”;
- (3) agree that the outcome of the proposed consultation will be reported to a future meeting of the committee.

## **5 Annual report of the Norwich City Highways Agency 2015-16**

The Committee considered the joint report by the Head of City Development Services (Norwich City Council) and Executive Director of Community and Environmental Services (Norfolk County Council), which detailed the performance during 2015/16 of the Highways Agency Agreement between Norwich City Council and Norfolk County Council.

The Committee **RESOLVED** to approve the Norwich Highways Agency report for 2015-2016.

## **6 Transport for Norwich (TfN) and Northern Distributer Road (NDR) Update Report.**

The Committee considered and **noted** the report which updated members on the progress made so far on NATS since the last update report in July 2015.

## **7 Major road works – regular monitoring.**

The Committee considered and **noted** the report which advised and updated members of current and planned future roadworks in Norwich.

# **B: Meeting held on 15 September 2016**

## **1 Transport for Norwich– Cycling Improvements, St Clements Hill**

The Committee considered the responses to St Clements Hill junction improvements and 20mph area statutory consultation to approve the amended proposals for installation, and

**RESOLVED**, unanimously, to

- (1) note the responses to the consultation.
- (2) approve the installation of:

- (a) Traffic calming on Elm Grove Lane as shown on plan number CCAG2-36-025;
  - (b) Improvements to the junction of Millcroft with St Clements Hill, consisting of a raised table, kerb realignment and amended proposals for double yellow lines as shown on plan number ccag2-36-027, subject to the existing guard railing being replaced rather than removed;
  - (c) Install the existing zebra crossing at the Magdalen Road and St Clements Hill junction on a raised table and provide a raised table on St Clements Hill to the north of that junction as shown on plan number ccag2-36-026. This arrangement includes kerb realignment and the provision of cycle racks, but the tree will be omitted;
- (3) ask the head of city development services to complete the necessary statutory process associated with the installation of the 20mph Speed Restriction order for the area shown on plan number CCAG-36-028 and the Traffic Regulation Order for the proposed waiting restrictions on St Clements Hill and Millcroft.

## 2 Transport for Norwich – Eaton and Cringleford Area.

The Committee considered the report to agree proposals for consultation including associate statutory notices and traffic regulation orders for Eaton Village Centre, and **RESOLVED** unanimously to:

- (1) note that the scheme for Eaton and Cringleford crosses the city boundary;
- (2) agree to consult on the scheme to improve cycling facilities, and improve the junction and pavements in Eaton Village Centre and provide light controls on the Cringleford Bridge as shown on Plan number PE4118-HP-010;
- (3) ask the head of city development services to advertise the necessary traffic regulation orders and notices to:
  - (a) Introduce a 20mph zone in Eaton Centre extending from the City boundary into Church Lane, Bluebell Road and the slip road from Newmarket Road;
  - (b) Provide a series of road humps throughout this 20mph zone
  - (c) Provide mandatory cycle lanes outbound from the City on the approaches to Cringleford Bridge, and inbound to facilitate access to facilitate cycle access to a revised Eaton Crossroads junction;
  - (d) Widen existing footways along the slip road and Eaton Street to extend the existing shared use cycle track from Newmarket Road through the village centre;
  - (e) Remove the parking bays on the slip road and the extension of double yellow lines on the slip road and into Eaton Street as shown

on Plan number PE4118-HP-010.

- (4) note that any objections received will be considered by a future meeting of the Committee.

### **3 A11 Newmarket Road project (Daniels Road to Eaton Slip Road)**

The Committee considered the report asking it to agree proposals for improvements to the existing footpath/cycleway between Daniels Road and the slip road into Eaton Village. The Committee **RESOLVED**, unanimously, to:

- (1) agree to consult on the scheme to improve the existing cycling facilities, and improve the provision for cyclists on the junctions of Elvedon Close, Sunningdale, Branksome, Camberley and Claremont Roads as shown on Plan numbers PE4120-HP-0100-011 to PE4120-HP-0100-014.
- (2) ask the head of city development services to advertise the necessary notices to implement any raised tables required as part of the scheme;
- (3) note that any objections received will be considered by a future meeting of the Committee.

### **4 Transport for Norwich – Dereham Road/Guardian Road/Sweet Briar Road Junction Improvement.**

The Committee received the report seeking approval to consult on the proposals for the Dereham Road/Guardian Road/Sweet Briar Road Junction Improvement project and to begin the statutory processes required for the dedication of allotment land that would be required to implement the proposed scheme as described in this report. Members were also asked to note the Traffic Regulation Orders that would be required to enforce the scheme as described.

The Committee **RESOLVED**, unanimously, to:

- (1) approve for consultation the proposals included in the Dereham Road/Guardian Road/Sweet Briar Road Junction Improvement project, including:
  - (a) Provision of a new enlarged (48 metre diameter) roundabout in place of the existing (38 metre diameter) roundabout.
  - (b) Provision of a controlled pedestrian crossing on Dereham Road, immediately east of its junction with Hellesdon Road.
  - (c) Provision of a controlled pedestrian crossing on Guardian Road, approximately 42 metres south of the roundabout.
  - (d) A reduction in the length of the existing Dereham Road city bound bus lane by approximately 59 metres.

- (2) note the following Traffic Regulation orders/pedestrian crossing notices that would be required for the implementation of the scheme as described in this report, including:
  - (a) The reduction of the existing Norwich bound 24-hour, 7-days a week bus lane on Dereham Road by approximately 59 metres;
  - (b) The provision of the new pedestrian crossing on Dereham Road, immediately to the east of the junction with Hellesdon Road.
  - (c) The provision of the new pedestrian crossing on Guardian Road.
- (3) ask the head of city development services at Norwich City Council to begin the necessary statutory procedures associated with dedicating part of the existing Bellacre and Woodland allotment land to the northwest and northeast of the junction to highway; as required by the proposed scheme;
- (4) agree that the outcome of the proposed consultation will be reported to a future meeting of the committee.

## **5 'A' Board Policy**

The Committee considered the report, which had been considered by city council's cabinet, and **RESOLVED**, unanimously, to support the adoption of the 'A' Board Policy, as outlined in the report.

## **6 Proposed Variations to Car Park Fees and Charges.**

The Committee considered the report giving members the opportunity to comment on proposed revisions to car park fees and charges, prior to the proposals going before the city council's cabinet for decision.

The Committee **RESOLVED** to support and recommend the proposed revised fees and charges to the city council's Cabinet, as set out in appendices C and D of the report, to take effect from 14 November 2016.

## **7 Major Road Works – Regular Roadworks**

The Committee considered and **noted** the report, updating members of current and planned future roadworks in Norwich.

**Tony Adams**  
**Chair, Norwich Highways Agency Committee**