

Norfolk County Council

Date: **Monday 11 April 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 22 February 2016

(Page 5)

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 Motions (Page 13)

- (i) Proposed by Mr R. Bearman
- (ii) Proposed by Mr J. Dobson

6. Recommendations from Service Committees

- Policy & Resources – 21 March 2016 (Page 15)
- Children's Services – 15 March 2016 (Page 97)
- Communities – 16 March 2016 (Page 152)
- Environment, Development & Transport – 29 January & 11 March 2016 (Page 153)

7. Reports from Committees

Service Committees (Questions to Chairs)

- Policy & Resources – 8 February & 21 March 2016 (Page 155)
- Adult Social Care – 25 January & 7 March 2016 (Page 163)
- Children's Services – 26 January & 15 March 2016 (Page 170)
- Communities – 27 January & 16 March 2016 (Page 178)
- Environment, Development & Transport – 29 January & 11 March 2016 (Page 182)
- Economic Development Sub-Committee – 21 January & 24 March (Page 189)

Other Committees

- Health Overview and Scrutiny Committee -
3 December 2015 (Page **193**)
25 February 2016 (Page **196**)
- Audit Committee -
28 January 2016 (Page **199**)
- Planning (Regulatory) Committee -
8 January & 19 February 2016 (Page **204**)
- Standards Committee -
23 March 2016 (Page **208**)
- Health and Wellbeing Board -
3 February 2016 (Page **209**)
- Joint Museums Committee -
7 January 2016 (Page **210**)
- Records Committee -
7 January 2016 (Page **213**)
- Norwich Highways Agency Joint Committee -
21 January 2016 & 17 March 2016 (Page **214**)

8. Appointments to Committees, Sub-Committees and Joint Committees (Standard Item)

- (i) To note appointments made under delegated powers;
- (ii) To consider any proposals from Group Leaders for changes to committee places

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

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

Date Agenda Published: 1 April 2016

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

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Norfolk County Council

Minutes of the Meeting Held on 22 February 2016

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

Present: 81

Council welcomed The Rev Dr Liviu Barbu who was attending his first Council meeting following his appointment as Chaplain for Norfolk County Council.

Apologies for Absence:

Apologies for absence were received from Mr M Baker; Mr P Hacon and Mr B Hannah.

1 Minutes

- 1.1 The minutes of the Council meeting held on 14 December 2015 were confirmed as a correct record and signed by the Chairman, subject to the following amendments:
- The attendance list to be corrected to read Mr D Ramsbotham.
 - Paragraph 8.2.3 (Question from Mr B Bremner) to include an additional sentence - "This meant that 100% of people who it was considered would benefit from a reablement service would be able to do so, as opposed to the 76% who did at the moment."

2 Chairman's Announcements

- 2.1 The Chairman announced that Look East would be filming throughout the meeting.

3 Declarations of Interest

- 3.1 Ms A Kemp declared an other interest as she was a school governor.

4 Norfolk County Council Revenue and Capital Budget 2015-18.

- 4.1 The report setting out the budget proposals was received. Council noted that the report titled Re-Imagining Norfolk – the County Council Plan, set out in Annexe 1 of the report, had been withdrawn.
- 4.2 The Leader of the Council, Mr G Nobbs, moved the budget recommendations as set out in the report.

The meeting adjourned at 10.15am and reconvened at 10.30am.

- 4.3 The Deputy Leader of the Council, Mr D Roper, seconded the recommendations.
- 4.4 The Leader of the Green Group, Mr R Bearman, proposed an amendment to the Budget recommendations as set out in Appendix A.
- 4.5 Mr A Dearnley seconded the amendment.
- 4.6 Following debate, the amendment from Mr Bearman was put to the vote and with 5 votes in favour the motion was **LOST**.
- 4.7 Ms A Kemp, proposed an amendment to the Budget proposals as shown in Appendix B.

- 4.8 Dr A Boswell seconded the amendment.
- 4.9 Following discussion, the amendment from Ms Kemp was put to the vote; with 6 votes in favour and 1 abstention the motion was **LOST**.
- 4.10 The substantive motion was then debated and, following a summing up by the Leader of the Council, the matter was put to a vote (Appendix C). With 75 votes in favour, 4 votes against and 2 abstentions, the motion was **CARRIED** and Council **RESOLVED** to.
- 4.11.1 Take into account the outcomes of the public consultation and equality and rural impact assessments in reaching decisions about the County Council budget.
- 4.11.2 Approve the revised 2015-16 Minimum Revenue Provision statement, to be applied in 2015-16 and 2016-17.
- 4.11.3 Approve the Annual Investment and Treasury Strategy for 2016-17, including the treasury management Prudential Indicators.
- 4.11.4 Approve a general Council Tax increase of 1.99% and a precept of 2% for Adult Social Care, an overall increase of 3.99% in Council Tax for 2016-17.
- 4.11.5 Agree the Council Tax calculations in Appendix D of the Revenue Budget report, (including the precept to be collected from District Councils).
- 4.11.6 Approve an overall County Council Net Revenue Budget of £338.960m for 2016-17, including budget increases of £128.958m and budget decreases of £108.426m as set out in Table 7 of the report and the actions required to deliver the proposed savings.
- 4.11.7 Note the comments of the Section 151 Officer in the Revenue Budget report (Annexe 5), at paragraph 2.13(b) and Appendix D, on the financial impact of an increase in Council Tax, as set out in section 3, and confirm the assumption that the Council's budget planning in future years may include Council Tax increases for CPI in line with Government assumptions as set out in the Spending Review 2015, plus an increase of 2% for Adult Social Care in each year that this is made available.
- 4.11.8 Approve the budget proposals set out for 2017-18 to 2019-20, including authorising Chief Officers to take the action required to deliver budget savings for 2017-18 to 2019-20 as appropriate.
- 4.11.9 Agree that, with regard to the future years, further plans to meet the remaining budget shortfalls in the period 2017-18 to 2019-20 are developed and brought back to Members during 2016-17.
- 4.11.10 Agree that the Executive Director of Finance be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2016-17 budget, to make payments, to raise and repay loans and to invest funds.
- 4.11.11 Agree that the Executive Director of Finance be authorised to take appropriate steps to ensure that the Council is in a position to access the four-year allocations

of funding set out in the Provisional Local Government Finance Settlement.

- 4.11.12 Approve the Integrated Risk Management Plan (IRMP) as set out in Annexe 5, Appendix H of the report.
- 4.11.13 Approve the following level of General Balances:
 - a) For 2016-17, a minimum level of General Balances of £19.2m, and
 - b) A forecast minimum level for planning purposes of
 - i) 2017-18 - £23.4m
 - ii) 2018-19 - £25.7m
 - iii) 2019-20 - £26.3m.
- 4.11.14 Agree the level of risk and set of assumptions as set out in Annexe 7 of the report, as recommended by Policy and Resources Committee, which underpin the revenue and capital budget decisions and planning for 2016-20.
- 4.11.15 Approve the programme in Appendix A of the report at Annexe 8, including the new and extended capital schemes outlined in Appendix B of the report.
- 4.11.16 Approve the Prudential Indicators in Appendix E of the report at Annexe 5.
- 4.11.17 Agree the Medium Term Financial Strategy 2016-20, including the two policy objectives to be achieved:
 - a) Revenue: To identify further funding or savings for 2017-18 to 2019-20 to produce a balanced budget in all years 2016-20, in accordance with the timetable set out in the Revenue Budget report.
 - b) Capital: To support the proposed long-term strategy to invest in the Council's assets while minimising the impact on the revenue budget.

The meeting concluded at 12.50 pm

Chairman



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Green Party amendment, County Council Budget 2016/17:

1. Environment, Development Transport Committee

Remove £1.5M – County Council agenda papers page 161, Ref 1D, Establish Road Maintenance and Small Projects Fund (Potholes).

NCC is spending £28.5M on structural maintenance in 2015/16, and have already reallocated £2.1M extra from Integrated transport to Highways maintenance for the 2016/17 year. We don't believe it is desirable to allocate even more resources to another maintenance fund, but wish to redirect funds as shown below.

Thus we wish to remove this growth item and for the £1.5M to be allocated to:

- A) £0.100M for an Action Plan to address improving Air Quality in Norwich & Norfolk. Diesel emissions are a severe public health risk, and tens of thousands of deaths result from diesel use in the UK each year. The County Council acknowledges that Norwich has an air quality issue that "needs urgent action". This £100K is intended to kick-start a 5 point action plan, including supporting research at Hethel into reducing engine emissions, and recognising the importance of air quality and lowering emissions as quickly as possible in the Bus Charter between the County and operators. The outcome of this investment will be a reduction of public transport pollution in the county, and a move towards an Ultra Low Emission Vehicle bus fleet.
- B) Reverse savings of £0.150M for school crossing patrols (ref CHI015 on County Council agenda papers page 150).
- C) Reallocate £1.25M to offset cuts to Adults Social Care – wellbeing activities for people receiving support through a personal budget (reference COM033 on County Council agenda papers page 145) reducing these savings from £2.5M to £1.25M.

It was proposed at Adults Social Care Committee that the whole £3m savings here would be removed, yet the budget papers only show £0.5M of reduction in this line.

- 2. The government recently awarded £7.7m of Transitional Relief Funding (TRF) spread over 2 years. The net amount for 2016/17 is c.£4.6m and the net amount for 2017/18 is c.£3.1M and is explained on pages 24 and 25 of the County Council agenda papers but no details as to its eventual allocation to services has been given.

We call for a special agenda item to be tabled to a Full Council meeting **before end of July 2016** for Council to debate how this additional money should be allocated. The Green Party group wish to ensure that £3M savings for ASC well-being activities are funded from TRF (or continue to be funded) in both 2016/17 and 2017/18. We strongly believe the fate of this money should not be decided by the Policy and Resources Committee as it relates to the Council budget it should go to Full Council for debate. Nor do we support placing the money in unallocated reserves or pre-determining that it must be "Invest to Save".

3. EDT Committee Capital budget

Council to agree to the addition of £1M to the 2016/17 Capital Programme (Council agenda papers page 287, Highways Capital Improvements) for ring-fenced additional expenditure on road safety small crossing schemes, to improve road safety for pedestrians and cyclists at no revenue cost for 2016/17.

Advice from Section 151 Officer:

The £1M capital expenditure in 2016/17 would not incur any Minimum Revenue Provision charge and will be unlikely to incur any borrowing costs due to the Council's current cash holdings (Lost interest would be circa £0.004M which can be accommodated within the existing Treasury budget). As such no additional revenue expenditure needs to be budgeted for in 2016/17.

For 2017/18 the additional MRP and interest charge would be circa £0.100M. If the amendment is approved the cost will be added to the MTFS and form part of the 2017/18 budget.

Budget amendment proposed by Cllr Alexandra Kemp

Budget Amendment to secure the future of the 98 existing School Crossing Patrols at 76 schools and to increase the number of School Crossing patrols by making 76 new School Crossing Patrols available to those Norfolk Communities already waiting for Pedestrian Crossings on the Long List thus meeting a vital need.

This will cost £0.340m, being:

- £0.150m reversal of the proposed school crossing patrols saving of £0.150m (reference CHI015 on County Council agenda papers on page 150) and;
- £0.190m being the cost of 76 new School crossing patrols (£2.5k per crossing)

To be funded by reducing the £4.561m set aside to manage business risk on County Council agenda papers on page 168 by £0.340m.

Norfolk County Council 22 February 2016

ITEM NUMBER: 4 – Norfolk County Council Revenue and Capital Budget 2016-20.

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

With 75 votes in favour, 4 votes against and 2 abstentions, the Recommendations in the report were CARRIED and the budget was RESOLVED accordingly.

Notice of Motions

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

1. Proposed by Richard Bearman, seconded by Elizabeth Morgan

"We ask this council to support lowering the voting age to 16. Researchers at Edinburgh University have found high levels of political engagement among this age group. In the Scottish independence referendum, which widened the franchise to 16 and 17 year-olds, turnout among this age group hit 75%.

In the most recent Norfolk MYP elections turnout from young people was the highest ever with 51% of 11-18 year-olds voting. 16 and 17 year-olds are eligible to pay taxes, yet have no say in how it is to be spent through the democratic process at either local or national level.

This Council therefore **RESOLVES** to write to the government, the leader of the opposition and our local MPs stating that Norfolk County Council supports lowering the voting age to 16 for local and national elections, and to suggest Norfolk as a possible pilot area for 16 and 17 year-olds to participate in local government elections."

2. Proposed by John Dobson

"This Council notes that its first- stated, published priority in the recently completed re-imagining exercise published on our new web-site is "excellence in education – working for a well-educated Norfolk where people are prepared for real jobs with good wages and prospects". Although not formally spelt out, it is taken for granted that resources for this priority will be evenly applied across the full range of Norfolk schools. It is therefore disappointing to learn that resources for recently negotiated Broadband contracts for individual schools are in some cases not being evenly applied – rather, some schools in rural areas have been disadvantaged because of their lack of super-fast Broadband, with the result that teaching using computers and other digital aids will be either more expensive, markedly less effective, or both. Also, there is inequity in the contract terms between High Schools and Primary Schools. The Council therefore is critical of the advice given to members of the Policy and Resources Committee at its November 2015 meeting which was: "Schools are likely,

in general, to see reduced costs, even though the service to schools is currently subsidised by the council and this will cease under the new contract. **But some hard-to-reach schools will see an increase in costs – in the form of a one-off, set- up charge and potentially a somewhat higher ongoing charge – because they will be paying the actual cost of their service and not a cost averaged across all schools.**” This Council regrets that the Policy and Resources Committee authorised the letting of a contract on this latter, unfair basis.

In order to bring equity across Norfolk schools in the resources available for Broadband contracts, this Council now asks the Policy and Resources Committee, together with Children’s Services, to set up a joint working group to identify and recommend for implementation mitigating measures to restore equity in Broadband financing resources between schools in rural and urban locations, as well as between Primary and High schools.”

Recommendations from the Policy and Resources Committee Meeting held on 21 March 2016

1 Managing Director's Strategic Update: Devolution for East Anglia

- 1.1 The Committee received an update report by the Managing Director on how Norfolk and Suffolk, and latterly Cambridgeshire and Peterborough, were working together towards a devolution deal to gain the maximum benefit possible for the area. The Committee was informed that a deal worth over £1 billion was on the table, made up of £900m new infrastructure money, £175m new money for housing, together with local control and influence over other critical services including transport budgets and skills. The deal would see the establishment of a Combined Authority which would be responsible – together with an elected mayor – for the functions devolved to it from Whitehall. A Combined Authority did not merge councils, nor did it take on the running of existing council functions. It might, however, draw on staff from existing councils. This was a fast moving agenda; the next step was for Leaders to develop the governance arrangements for the Combined Authority, and there would be a period of public consultation after June 2016. The final deal would be put to all councils in September 2016, before detailed legislation was put before Parliament. Elections for a mayor would be in May 2017.
- 1.2 The draft devolution agreement (that was included as an appendix to the report and is appended to this report (Appendix 1) was between Government, the New Anglia LEP, and 22 Councils. It followed a period of intense discussions involving all 23 councils across Norfolk, Suffolk, Cambridgeshire and Peterborough, the two Local Enterprise Councils, senior civil servants and Government Ministers. Cambridge City Council and the Greater Cambridge and Greater Peterborough LEP are the only authorities that have not agreed to sign the draft devolution agreement. It provides for the transfer of significant resources and powers from central government to the region including for infrastructure, housing, economic development, and employment and skills, which would positively impact on the lives of residents by helping create more jobs, more housing, improving the skills and employment prospects of residents and boosting the productivity of East Anglia.
- 1.3 The Committee placed on record its thanks to Fiona McDiarmid (Assistant Director Economic Development & Strategy) for the hard work that she and her team had put into the preparation of the draft devolution agreement.
- 1.4 The Committee **RESOLVED**:
 1. **TO RECOMMEND** that Full Council considers the draft Devolution agreement for East Anglia and endorses the next steps as set out in section 3 of the report.
 2. It was also **RESOLVED** that the Leader, with key officers, be authorised to continue to represent Norfolk's best interests in the next stages of the process of designing a scheme of governance and business plan.

2 Review of Financial Standing Orders (FSOs)

2.1 The Committee received a report by the Executive Director of Finance that recommended a further amendment to the Financial Regulations of the County Council, reflecting the points raised at County Council in December 2015. These changes were considered by the Constitution Advisory Group on 9 March 2016 and are appended (Appendix 2).

2.2 The Committee **RESOLVED to recommend:**

The changes to the Financial Regulations to County Council contained in the report.

3 Recommendations from the Constitution Advisory Group held on 9 March 2016

3.1 The Committee received a report by the Executive Director of Resources that set out the recommendations made by the Constitution Advisory Group at its meeting held on 9 March 2016 and are appended (Appendix 3).

3.2 The Committee **RESOLVED to recommend:**

1. The suggested Public Question Rules as set out in Appendix A to the report.
2. The suggested Committee Procedure Rules for dealing with motions as set out in Appendix B to the report

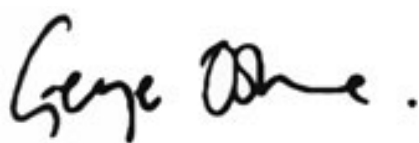
George Nobbs
Chairman, Policy and Resources Committee



The East Anglia Devolution Agreement

Implementation of this agreement is subject to the completion of the statutory processes and approval of all local authorities which are party to the deal.

The agreement below sets out the current devolution proposal which it is agreed that leaders will take to each council for full debate and consultation with relevant local stakeholders. This process is to be completed by no later than the end of June. In preparing the secondary legislation, to which all councils to which it applies must consent, and through which the deal will be implemented, the Government will have regard both to this agreement and to any resolutions the councils concerned may pass when considering this agreement. The consenting councils may include additional councils to those which are party to this agreement if such councils decide no later than the end of June (allowing the statutory process to be launched in early July) that they wish to become a party to the deal.



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The Rt Hon George Osborne
Chancellor of the Exchequer



.....
Rt Hon Greg Clark MP
Secretary of State, Communities and
Local Government



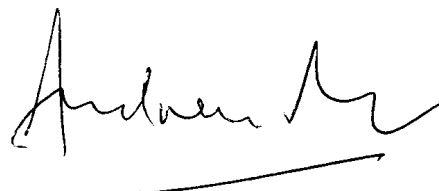
.....
Lord O'Neill
Commercial Secretary to the Treasury



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Cllr Jennie Jenkins
Leader, Babergh District Council



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Cllr Michael Wassell
Leader, Breckland District Council

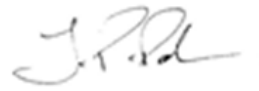


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Cllr Andrew Proctor
Leader, Broadland District Council



.....
Cllr Steve Count

Leader, Cambridgeshire County Council



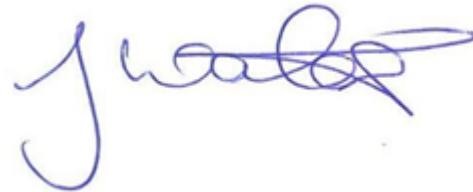
.....
Cllr James Palmer

Leader, East Cambridgeshire District Council



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Cllr John Clark

Leader, Fenland District Council



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Cllr James Waters

Leader, Forest Heath District Council



.....
Cllr Graham Plant

Leader, Great Yarmouth Borough Council



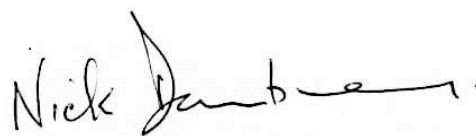
.....
Cllr Jason Ablewhite

Executive Leader, Huntingdonshire District Council



.....
Cllr David Ellesmere

Leader, Ipswich Borough Council



.....
Cllr Nick Daubney

Leader, King's Lynn and West Norfolk



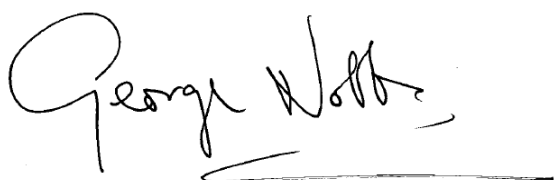
.....
Cllr Derrick Haley

Leader, Mid Suffolk District Council



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Mark Pendlington

Chair, New Anglia Local Enterprise Partnership



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Cllr George Nobbs

Leader, Norfolk County Council

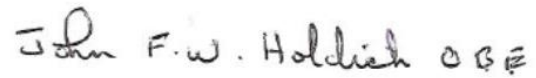


.....
Cllr Tom Fitzpatrick

Leader, North Norfolk District Council



.....
Cllr Alan Waters
Leader, Norwich City Council



.....
Cllr John Holdich
Leader, Peterborough City Council



.....
Cllr Ray Manning
Leader, South Cambridgeshire District Council



.....
Cllr John Fuller
Leader, South Norfolk District Council



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Cllr Colin Law
Leader, Waveney District Council



.....
Cllr John Griffiths
Leader, St Edmundsbury Borough Council



.....
Cllr Ray Herring
Leader, Suffolk Coastal District Council



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Cllr Colin Noble
Leader, Suffolk County Council

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The East Anglia Devolution Agreement

This document sets out the terms of an enabling document for a proposed agreement between Government, the 22 local authorities covering Cambridgeshire, Peterborough, Norfolk and Suffolk and the New Anglia Local Enterprise Partnership to devolve a range of funding, powers and responsibilities. Building on but separate to the Greater Ipswich City Deal, Greater Norwich City Deals agreed in 2013 and the Greater Cambridge City Deal agreed in 2014 and the New Anglia and Greater Cambridge Greater Peterborough Growth Deals agreed in 2014 and 2015, this Devolution Agreement marks an important next step in the transfer of resources, powers and accountability from central Government to local partners. The agreement below sets out the current devolution proposal which it is agreed that leaders will take to each council for full debate and consultation with relevant local stakeholders. This process is to be completed by no later than the end of June. In preparing the secondary legislation, to which all councils to which it applies must consent, and through which the deal will be implemented, the Government will have regard both to this agreement and to any resolutions the councils concerned may pass when considering this agreement. The consenting councils may include additional councils to those which are party to this agreement if such councils decide no later than the end of June (allowing the statutory process to be launched in early July) that they wish to become a party to the deal. In return for this level of devolution and local control Cambridgeshire, Peterborough, Norfolk and Suffolk will establish a Combined Authority, with a directly Elected Mayor in place by 2017 with interim arrangements in place in 2016/17.

The Opportunity

The Government and the Three Counties of Norfolk, Suffolk and Cambridgeshire and unitary Peterborough recognise a generational opportunity to accelerate growth in the local and national economy whilst improving the life chances and quality of life for every resident in each of the three counties of Norfolk, Suffolk and Cambridgeshire and Peterborough Unitary. Collectively these areas represent East Anglia, a geography that is known locally, nationally and abroad by business, residents & visitors alike. It is a diverse and dynamic area including cities, rural and coastal communities with a globally significant economic offer.

In a short time, Leaders of Councils and the LEP have come together to recognise the potential for a truly ambitious and radical devolution proposal which places economic growth, wealth creation and improving wellbeing at its heart. East Anglia has the ability to grow the UK economy and generate tax receipts in the immediate future and is best placed to continue to be a substantial net contributor to the Exchequer in furtherance of the Government's long-term economic plan.

East Anglia has a phenomenal opportunity of a better connected region, spreading and retaining the wealth generated by the global technology hub of Cambridge to the wider East Anglian area building the rural economy and improving the digital and broadband offer in supporting SMEs. With dramatically improved connectivity between the three counties and city growth nodes of Norwich, Ipswich and Cambridge and Peterborough, the region has set out a compelling vision with the scale and opportunity to exploit local Global Leadership in addressing the grand

challenges facing long-term human, environmental and economic sustainability to make a step change in the local economy.

Delivering on this opportunity

But there is much more to be done and this deal can only be the start. The deal represents an invitation to local Councils and Business to come together and set out a compelling Business Plan of Connected Growth for how this programme can be implemented and identify further reforms and mechanisms for unlocking new avenues of investment.

East Anglia will work with local Councils, LEPs, Government Departments and Agencies on their comprehensive business plan for East Anglia to be drawn up over the next six months. This will build on the diversity of assets across the East Anglia economic area such as it's: ports, all energy coastline, world class universities and research; its leading role in advanced manufacturing and ICT and will identify ways to grow its economy. Central to this model of connected growth East Anglia sets out a number of core initiatives:

- A step change infrastructure delivery with an integrated approach to planning of road, rail and digital connectivity alongside land for new housing and business
- The principle of Double Devolution of powers to local areas working with the Mayor to take responsibility and accountability for housing and infrastructure delivery in their own areas
- Making East Anglia the UK's truly connected region in respect of communications and transport connections. Linking research-based growth in the Cities with even the most rural villages. Improvements to road & rail infrastructure and using smart ticketing will make it easier for residents to participate fully in the economy across transport modes.
- Devising new models of private/public infrastructure & housing funding to fund strategic capital infrastructure
- A new partnership between the universities and FE providers in the region to drive a programme of co-ordinated skills and educational improvement to deliver the knowledge based economy

This business plan will form the basis of a second devolution proposal from East Anglia in the Autumn with the ambition of empowering the directly elected Mayor with the powers, tools and resources to unleash the potential of East Anglia with the main objective to build a successful and dynamic economy in the short term and make a substantial contribution to keeping the United Kingdom in the first economic rank of nations for generations to come. Exploiting these powers at a local level will to make a substantial contribution to this.

This document provides for the transfer of significant resources and powers from central government to the region including for infrastructure, housing, economic development, and employment and skills, which will positively impact on the lives of residents by helping create more jobs, improving the skills and employment prospects of residents and boosting the productivity of East Anglia.

Summary of the proposed devolution agreement between government and the leaders of the 22 local authorities with the support of the New Anglia Local Enterprise Partnership.

A new, directly elected Mayor will act as Chair to The East Anglia Combined Authority and will exercise the following powers and functions devolved from central Government:

- Responsibility for a multi-year, consolidated and, devolved local transport budget
- Responsibility for a new Key Route Network of local authority roads that will be managed and maintained by the Combined Authority on behalf of the Mayor
- Powers over strategic planning and housing, including £175m (out to 20/21) ringfenced funding to deliver an ambitious target of new homes, the responsibility to create a non-statutory spatial framework for East Anglia and to develop with government a Land Commission and to chair The East Anglia Joint Assets Board for economic assets

The new East Combined Authority, working with the Mayor, will receive the following powers:

- Control of a new additional £30 million a year funding allocation over 30 years, to be invested to The East Anglia Single Investment Fund, to boost growth
- Responsibility for chairing an area-based review of 16+ skills provision, the outcomes of which will be taken forward in line with the principles of the devolved arrangements, and devolved 19+ adult skills funding from 2018/19.
- Joint responsibility with the government to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed.

Further powers may be agreed over time and included in future legislation.

GOVERNANCE

1. Strengthened governance is an essential pre-requisite to any further devolution of powers to any local area. Through this deal East Anglia will establish a Combined Authority and introduce a directly elected Mayor over the Combined Authority's area, with the first elections in May 2017. This takes the next step in transferring resources and powers from central Government to East Anglia. There is no intention for the Combined Authority to take existing powers from local authorities or existing city deal governance structures or funding without agreement.
2. The local authorities of East Anglia recognise and have agreed that the principle of subsidiarity should apply to the discharge of functions by the Mayor and Combined Authority and governance of this devolution deal. Given the East Anglia's geographical extent, the Government and East Anglia agree to work on a model of devolution that aligns the regional strategic ambition expressed by the Mayor & Combined Authority with local accountability and incentives for delivery at a local level based on functional economic geographies.
3. The directly elected Mayor for The East Anglia Combined Authority will autonomously exercise new powers. The Mayor will chair the Combined Authority, the members of which will serve as the Mayor's Cabinet (unless determined otherwise as part of the Authority's constitution). The Mayor and the Combined Authority will be scrutinised and held to account by the Overview and Scrutiny committee(s). The Mayor will also be required to consult the Combined Authority Cabinet on his/her strategies and his/her spending plans, which it may reject if two-thirds vote to do so. The nature of voting arrangements for particular decisions within the 2/3 majority will be determined unanimously through the Authority's Constitution.
4. The East Anglia Mayor will be required to consult The East Anglia Combined Authority on his/her transport plan, which it may reject if two thirds vote to do so, subject to that majority including the votes of Cambridgeshire, Norfolk and Suffolk County Councils, and Peterborough City Council.
5. Proposals for decision by the Combined Authority may be put forward by the Mayor or any Cabinet Member. The Mayor will have one vote as will other voting members. Any questions that are to be decided by the Combined Authority are to be decided by a majority of the members present and voting, subject to that majority including the vote of the Mayor, unless otherwise set out in legislation, or specifically delegated through the Authority's Constitution.
6. The Mayor and the other members of the Combined Authority will be required to work closely together. Specifically:
 - a. the Mayor will provide overall leadership and chair Combined Authority meetings;
 - b. the Cabinet Model, where the leaders have a clear portfolio of responsibilities, will act as a supporting and advisory function to the Mayor and Combined Authority in respective policy areas; and

- c. the Mayor will also be a member of the LEP, alongside the other members of the Combined Authority, recognising the importance of the LEP's role and the private sector in any growth strategies or delivery.

FINANCE AND FUNDING

7. The Combined Authority will create and manage a single pot which will be used by the Combined Authority to invest in economic growth, helping to accelerate housing delivery and job creation. The Government will work with the Combined Authority to agree specific funding flexibilities which will be pooled into the Single Pot. This will comprise a flexible, multi-year settlement providing the freedom to deliver its growth priorities, including the ability to re-direct funding to reflect changing priorities, whilst upholding statutory duties. Government expects to disburse this agreed settlement to the Combined Authority annually in advance.
8. The Government agrees to allocate an additional £30m per annum of 60% capital and 40% revenue for 30 years, which will form part of and capitalise the Combined Authority single pot. This will be invested in Cambridgeshire, Peterborough, Norfolk and Suffolk. The Combined Authority will use these funds to unlock investment in infrastructure and deliver economic growth potential. The fund will be subject to 5-yearly gateway assessments to evaluate how spend has contributed to national growth.
9. Following the implementation of the necessary primary legislation, the Mayor will be given the power to place a supplement on business rates to fund infrastructure, with the agreement of the local business community through the New Anglia Local Enterprise Partnership and the Greater Cambridgeshire, Greater Peterborough Local Enterprise Partnership, up to a cap.
10. Through devolution, the area is seeking greater influence and decision making in respect of the European Structural Investment Funds 2014-2020 (European Regional Development Fund (ERDF), European Social Funds (ESF) and the EU Growth Programme element of the European Agricultural Fund for Rural Development (EAFRD)). This will allow the area to integrate and align investments with other aspects of the devolution deal and local economic priorities, to improve performance and maximise economic impact. In order to deliver these objectives the Combined Authority is seeking Intermediate Body Status for ERDF, ESF and the EU Growth Programme part of EAFRD funding. Government will work with the Combined Authority to test whether it will be possible to implement and if so, Government and the Combined Authority will work together to agree a timescale to put this in place and develop an agreement between each Managing Authority and the Intermediate Body that will contain details of delegated responsibilities and accountabilities, performance management, resources, their funding and payment arrangements and other relevant details.
11. The Government and local partners will explore how funding for infrastructure can be raised through Community Infrastructure Levy, taking account of the outcomes of the CIL Review.
12. The Combined Authority and Government will extend the existing pilot allowing Cambridgeshire and Peterborough authorities to retain 100% of any additional business rate growth beyond an agreed baseline to apply across Norfolk and Suffolk.

13. Government will work with local authorities in Norfolk, Suffolk, Cambridgeshire and Peterborough to shape and influence the design of the new Local Government Finance system based on the localisation of business rates in advance of its universal introduction in 2020.

HOUSING AND PLANNING

14. The Combined Authority, with its partner authorities, will use the powers and infrastructure resources devolved from central government, alongside local public and private investment, to substantially increase housing delivery.
15. They will support an ambitious target for increasing new homes delivery, jointly agreed with the Department for Communities and Local Government, which reflects latest assessments of housing need, and will report annually on progress against this target.
16. They will bring forward proposals as an integral part of the business plan by the summer on how they will do this. This will include proposals to deliver the immediate 69,000 homes needed over the period 2016-2021 and 275,000 homes over the longer period of Local Plans.
17. In addition to gainshare funding as part of this, local authorities will bring forward within six months a non-statutory strategic infrastructure delivery plan which identifies infrastructure needed to support the increased funding of new homes, and proposals to fund this through devolved infrastructure funds, through national programmes and through local funding.
18. The Combined Authority will work with Government and its agencies to co-invest in new homes, unlock barriers to growth, and plan and prioritise investment in associated infrastructure (including transport, schools and healthcare).
19. All planning authorities in East Anglia commit to have adopted or published Local Plans by 2017 which reflect overall assessments of housing need.
20. Recognising the unique housing market conditions in Greater Cambridge Government will ringfence £175 million of capital grant (out to 20/21) for East Anglia to deliver an ambitious target of new homes in line with national targets. This will primarily be to deliver Shared Ownership, but East Anglia will have flexibility over 15% of the funding to achieve the right tenure mix for the area. This 15% could include rental products as well as affordable homeownership. East Anglia will need to agree specific proposals for all of these funds with the Government to ensure value for money and sufficient housing outputs. East Anglia will be free to recycle receipts from any resulting sales to reinvest in new housing.
21. Subject to the Housing and Planning Bill, local authorities in East Anglia will by agreement with the Secretary of State retain a proportion of the receipts from the sale of high value assets, to fund additional homes. The proportion will be agreed with the Secretary of State for Communities and Local Government.
22. The Mayor will exercise strategic planning powers to support and accelerate these ambitions. These will include the power to:

- a. Create a non-statutory spatial framework, which will act as the framework for planning across the Combined Authority area, and for the future development of Local Plans. The spatial framework will need to be approved by unanimous vote of the members appointed by constituent councils of the mayoral Combined Authority. This approach must not delay the production of Local Plans.
 - b. Create non-statutory supplementary planning documents subject to the approval process [above].
 - c. Be consulted on planning applications of strategic importance in the Combined Authority area.
 - d. Create Mayoral Development Corporations or similar delivery vehicles, with planning and land assembly powers, which will support delivery of strategic sites in the Combined Authority area. This power will be exercised with the consent of the cabinet member in which the development corporation is to be used.
23. To support delivery of these commitments the Combined Authority and Government agree to:
- a. Establish a Joint Investment and Assets Board to review all land and property (including surplus property and land) held by the public sector (including central Government departments, the NHS and MoD land), building on the success of the One Public Estate Programme and to work together to invest in our strategic infrastructure priorities. The Board will include senior representatives from Government.
 - b. The Board will ensure there is a sufficient, balanced supply of readily available sites for commercial and residential development to meet the demands of a growing economy. It will create a Land Commission to develop a comprehensive database of available public and private sector land (prioritising large sites), identify barriers to its disposal/development, and develop solutions to address those barriers to help the Combined Authority meet its housing goals and to unlock more land for employment use.
 - c. Strong partnership to support key large housing sites (1,500 homes +) with brokerage at the local (through Homes and Communities Agency support) and central government level to help resolve barriers, with utility companies, or government agencies, which are holding up the development process. There will be continued discussions to secure longer term frameworks for funding of key sites, subject to the development of a business case, value for money and other funding criteria.
 - d. Work with local areas' ambitions for new housing settlements, including a new settlement in Fenland and West Norfolk based on garden town principles. [Subject to Parliament, the Government intends to strengthen legislation to make it easier to set up new town style vehicles].
 - e. Stronger partnership and strategic decision-making arrangements with the Homes and Communities Agency to ensure that the strategic housing objectives are delivered, and that centrally and locally managed investment is in strategic alignment.

- f. Support the development of proposals for ambitious reforms in the way that planning services are delivered, and which can enable greater flexibility in the way that fees are set, with a particular focus on proposals which can streamline the process for applicants and accelerate decision making.
 - g. Government will work with the Combined Authority and LEP to support local regeneration by helping the Combined Authority to create a strong portfolio of investment opportunities.
24. Government will support the work of the Ipswich Vision partnership to deliver their ambitions to regenerate the town; supporting town centre redevelopment by improving the retail offer and introducing more leisure, commercial and residential provision. Government will explore opportunities around transport led regeneration in Ipswich and will support improvements to Ipswich's retail offer, diversification of the night time economy and improvements to the public realm by offering Ipswich the opportunity to undertake a Digital High Street pilot and identifying opportunities to fund public realm improvements, such as through the Coastal Communities Fund.
25. Cambridge is internationally renowned for its world-leading university and its global strengths in technology and life sciences. In addition to the commitments to support housing delivery outlined above, the Combined Authority will also work with Government and Greater Cambridge partners to support delivery of the existing Greater Cambridge City Deal which is ensuring the future success of the city and surrounding district of South Cambridgeshire by investing in the transport infrastructure, housing and skills needed to see future economic growth.
26. Peterborough is one of the fastest growing cities in the country, with strengths in environmental goods and services, financial services, digital and food and drink, sectoral strengths that could be crucial to driving future growth across East Anglia as a whole. Local partners want to work with Government to build on this, including developing plans for University Centre Peterborough to attain Taught Degree Awarding Powers and, as outlined below, Government will be discussing with them how best they might progress their aspirations in this area, specifically, and across other, wider growth opportunities.
27. Greater Norwich is one of the fastest growing parts of the country and establishing itself as a leader in science, technology and manufacturing. The Combined Authority will work with Government and the Greater Norwich Growth Board to support the delivery of the Broadland, Norwich and South Norfolk Joint Core Strategy. Building on the Greater Norwich City Deal to fulfil the area's economic potential with particular focus on turning world class knowledge and ideas into world class jobs, building on existing opportunities such as: the Norwich Research Park, City Centre digital creative cluster, Norwich International Airport aviation cluster and proposed Food Hub.

THE CONNECTED ECONOMY- TRANSPORT AND ELECTRONIC COMMUNICATIONS

28. East Anglia recognises that for the Combined Authority to meet and exceed its ambitious targets for growth and wealth creation it needs to connect people and places to enable them both physically and digitally transforming from a local hotspot to a powerful connected City Region. Better connecting East Anglia has the

potential to reduce inflationary pressures and give the Cambridge hub access to an area of huge housing growth, high quality of life and centres of science, technology, innovation and advanced manufacturing, and drive up the standards of education and life opportunities across the entire area.

29. The Government commits to engaging with the Mayor and Combined Authority on a number of specific initiatives to improve the physical and digital connections within the area with the ambition of making East Anglia a truly connected region with two principle themes.

- a. Transport & the physical connections between communities, which is the key to unlocking sustainable growth
- b. Digital infrastructure and the connected economy with the objective of making a truly digitally connected region of the UK.

30. A new, directly elected Mayor of the proposed Combined Authority will:

- a. Take responsibility for a devolved and consolidated multi-year local transport budget for the area of the Combined Authority (i.e. the areas of the constituent councils). This will form part of the single pot to be controlled by the directly elected Mayor. Functions will be devolved to the proposed Combined Authority accordingly, to be exercised by the Mayor. The devolved budget will not form part of the Investment fund's gateway reviews.
- b. Take responsibility for a new Key Route Network of local authority roads; the management and maintenance of which will be undertaken by the proposed Combined Authority on behalf of the Mayor. To support this all relevant local roads maintenance funding will be devolved as part of the Mayor's consolidated multi-year local transport budget. This will support the delivery of a single asset management plan, working towards shared procurement frameworks and operational delivery for road maintenance amongst all partners across the Key Route Network and local authority network in the Combined Authority area.
- c. Have the ability to franchise bus services in the city region, subject to necessary legislation and local consultation and agreement. This will be enabled through a specific Buses Bill which will provide for the necessary functions to be devolved. This will support the Combined Authority's ambitions in delivering a high quality bus network and in enhancing the local bus offer, although the Combined Authority will also be exploring the use of an 'Enhanced Partnership' model for local bus services in the constituent local authorities subject to local consultation. This includes the delivery of smart and integrated ticketing, local branding and provision of minimum standards across the network.

31. In addition and as part of the deal:

- a. In order to meet the needs of local communities, the Combined Authority seeks to adopt an integrated approach to local buses, community based transport, the local network of car clubs and, in partnership with rail operators and Network Rail, rail services.
- b. The Combined Authority will build on existing smart ticketing knowledge and expertise developed locally through schemes including the Managed Service Smart Ticketing Pilot in Norfolk, funded by the Department for Transport and the

Endeavour Card funded and delivered by Suffolk County Council to determine the best method for a smart and integrated ticketing system across its area.

- c. In establishing the Combined Authority, appropriate local transport functions will be conferred to the Combined Authority and exercised by the Mayor. In addition, a single policy and delivery body will be created covering the same area in order to determine, manage and deliver the Mayor's transport plans and the delivery of integrated public transport networks for the region.
32. Local partners will consider how best to establish a Statutory Transport Body (STB) to ensure that East Anglia and its neighbouring areas, notably Essex and the Cambridge-to-Oxford arc, can best work together to influence strategic national transport investment, in line with the STBs being progressed in other parts of the country, such as Transport for the North (TfN) and Midlands Connect.
33. The Government reaffirms its commitment to help unlock the £4.5bn economic benefits and 50,000 new jobs from rail improvements, identified by the work of the Great Eastern Main Line Taskforce. This includes replacement rolling stock as part of the new East Anglia franchise and infrastructure upgrades. The Government will also continue to assist the West Anglia Main Line Task Force as it develops a business case for improving the rail corridor between Kings Lynn and London Kings Cross via Cambridge.
34. The Combined Authority recognises the significance of the development at Wyton Airfield and will work on plans to address airfield access, including the option of a river crossing at Hartford.
35. The Combined Authority recognises the significance of the dualling of the A47 Acle Straight and the third river crossing for Great Yarmouth.

FLOOD DEFENCE AND COASTAL MANAGEMENT

36. Government recognises that Norfolk, Suffolk, Cambridgeshire and Peterborough are subject to significant strategic and local flood risk. To manage and mitigate these risks the Combined Authority will work with Government and relevant bodies to create a fully integrated approach to flood and coastal risk management. This is required in order to secure timely decisions and funding that maximise our ability to reduce risk and to deliver additional economic growth. This will be achieved through:
- a. Alignment of investment plans in using resources to unlock new business development opportunities and attract additional funding including private contributions, whilst maintaining and, where possible, enhancing national and local commitments to protect people, property and land from flooding
 - b. Pre-emptive action to deliver solutions to reduce risk and increase resilience during severe weather events, preventing blight and increasing economic confidence
 - c. A consistent approach to assessing flood and coastal risk, benefits across schemes and maintenance plans to maximise economic and social impact

- d. Simplification and alignment of funding mechanisms in order to make processes transparent, locally accountable, efficient and deliver targeted local investment needs
 - e. Integrating local understanding of needs and benefits into the flood and coastal erosion risk management economic assessment approach
37. Following the scoping report currently underway, the government will work with local partners in Bacton and Walcott, which will help protect local communities from coastal erosion.

LEARNING AND SKILLS

38. To ensure continued collaboration the Combined Authority will, with the Regional Schools Commissioner and other key local education stakeholders establish an Education Committee. The Regional Schools Commissioner will work with the committee to provide strategic direction on education across the Combined Authority area.
39. The Government commits to an Area Review of post-16 education and training, currently expected to start in November 2016, excluding Great Yarmouth and Lowestoft where a Review has already been conducted during 2015. As part of the Area Based Reviews, the Combined Authority will gather data to feed into the development of a potential proposal for an Institute of Technology (IoT) for regionally significant sectors, and will discuss with Government the extent to which this meets the criteria which are being developed for IoTs nationally. The outcome of the Area Review will be taken forward in line with the principles of the devolved arrangements. The review will include all post-16 education and training provision in the initial scoping phase and school sixth forms will be included in the detailed review if the school decides to be involved in the process. Recommendations will be focused on General FE and Sixth Form Colleges, however the Regional School Commissioner and the relevant local authorities will consider any specific issues arising from the reviews for school sixth form provision.
40. Government recognises the progress the LEP, local colleges and providers and the private sector have made in improving skills provision across East Anglia. The New Anglia Employment and Skills Board will consider if further refinement of their local skills strategies will be required after the conclusion of the Area Reviews to ensure that post-16 providers are delivering the skills that local employers require. It is expected that the LEP Skills Board will continue to collaborate with colleges and providers, with appropriate support from the Education Funding Agency to work towards delivering this plan.
41. The Government will enable local commissioning of outcomes to be achieved from 19+ Adult Education Budget starting in academic year 17/18; and will fully devolve budgets to the Combined Authority from academic year 2018/19 subject to readiness conditions). These arrangements will not cover apprenticeships.
42. The Combined Authority will focus a greater proportion of its devolved Adult Education Budget on learning that delivers sustained job outcomes, productivity and economic growth.

43. Devolution will proceed in two stages, across the next three academic years:
- a. Starting now East Anglia Combined Authority will begin to prepare for local commissioning. For the 2017/18 academic year, and following the area review, government will work with The East Anglia Combined Authority to vary the block grant allocations made to providers, within an agreed framework.
 - b. From 2018/19, there will be full devolution of funding. The East Anglia Combined Authority will be responsible for allocations to providers and the outcomes to be achieved, consistent with statutory entitlements. Government will not seek to second guess these decisions, but it will set proportionate requirements about outcome information to be collected in order to allow students to make informed choices. A funding formula for calculating the size of the grant to local/combined authorities will need to take into account a range of demographic, educational and labour market factors; it will also need to take account of costs of implementing devolution and continuing operational expenditure.
44. The readiness conditions for full devolution are that:
- a. Parliament has legislated to enable transfer to local authorities of the current statutory duties on the Secretary of State to secure appropriate facilities for further education for adults from this budget and for provision to be free in certain circumstances.
 - b. Completion of the Area Review process leading to a sustainable provider base.
 - c. After Area Reviews are completed, agreed arrangements are in place between central government and the Combined Authority to ensure that devolved funding decisions take account of the need to maintain a sustainable and financially viable 16+ provider base.
 - d. Clear principles and arrangements have been agreed between central government and the Combined Authority for sharing financial risk and managing failure of 16+ providers, reflecting the balance of devolved and national interest and protecting the taxpayer from unnecessary expenditure and liabilities.
 - e. Learner protection and minimum standards arrangements are in agreed.
 - f. Funding and provider management arrangements, including securing financial assurance, are agreed in a way that minimises costs and maximises consistency and transparency.
45. Government recognises that East Anglia has a world-class higher education offering, with the University of Cambridge consistently ranked amongst the foremost universities in the world and a wealth of strengths in others such as the University of East Anglia, University Campus Suffolk, Norwich University of the Arts and Anglia Ruskin University. This higher education offer has a vital role in enhancing the innovation and productivity of the area's economy. Local partners want to work with Government to build on this, including investing in the institutions to develop their academic and research offer, such as progressing plans for University Centre Peterborough to attain Taught Degree Awarding Powers and, in the longer-term, to establish an independent university institution in the city. Likewise, University Campus Suffolk will attain independent university status as the University of Suffolk

during 2016. Other proposals include plans in Ipswich by BT, Cambridge University and University Campus Suffolk focused on future developments in ICT and the Internet of Things. The Single Pot funds made available through this devolution deal could act as an important source of investment for this project and Government commits to discussing with local partners how best they might progress their aspirations in this area.

APPRENTICESHIPS

46. Government recognises Norfolk, Suffolk, Cambridgeshire and Peterborough's commitment to delivering more apprenticeships. The East Anglia Combined Authority will assume responsibility for the Apprenticeship Grant for Employers (AGE). The AGE funding must be used alongside mainstream apprenticeship participation funding to incentivise employers to offer apprenticeships, but The East Anglia Combined Authority is free to vary the criteria associated with the grant (e.g. size and sector of business) to meet local needs. The Skills Funding Agency will work with The East Anglia Combined Authority to identify an appropriate share.
47. The Combined Authority and the government will collaborate to maximise the opportunities presented by the introduction of the apprenticeship reforms, including the levy, and to work together on promoting the benefits of apprenticeships to employers in order to engage more small businesses in the apprenticeship programme. The Combined Authority will explore the potential of introducing an Apprenticeship Training Agency to the area, funded through local resources.

EMPLOYMENT

48. The Combined Authority will work with the Department for Work and Pensions (DWP) to establish a locally integrated employment service which joins together the elements of the employment system to achieve better outcomes. This includes:
49. The Combined Authority commits to working with Government to ensure all young people are either earning or learning including supporting Jobcentre Plus in the delivery of the Youth Obligation from April 2017.
50. Government commits to ensuring all young people are either earning or learning and to exploring opportunities for links with local employment services to support this aim, including building in good practice from the present local MyGo service and other local provision. The Combined Authority commits to supporting the Youth Obligation by utilising its strong local links to business to create work-related training and labour market opportunities for young people including encouraging the provision of apprenticeships and work placements in the local community. It will also work with Government to investigate the potential for social investment, in particular Social Impact Bonds, for disadvantaged young people not in education, employment or training who may not be in receipt of support from Jobcentre Plus.

51. The Combined Authority will work with DWP to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed.
52. The respective roles of DWP and the Combined Authority in the co-design will include:
- a. DWP sets the funding envelope, the Combined Authority can top up if they wish to, but are not required to.
 - b. The Combined Authority will set out how they will join up local public services in order to improve outcomes for this group, particularly how they will work with the Clinical Commissioning Groups/third sector to enable timely health-based support. There will be a particular focus on ensuring the integration of the new programme with local services, in order to ensure that national and local provision works well together, and opportunities for greater integration are identified and levered.
 - c. DWP set the high-level performance framework and will ensure the support appropriately reflects labour market issues. The primary outcomes will be to reduce unemployment and move people into sustained employment. The Combined Authority will have some flexibility to determine specific local outcomes that reflect local labour market priorities, these outcomes should be complementary to the ultimate employment outcome. In determining the local outcome(s) the Combined Authority should work with DWP to take account of the labour market evidence base and articulate how the additional outcome(s) will fit within the wider strategic and economic context and deliver value for money.
 - d. Before delivery commences, DWP and the Combined Authority will set out an agreement covering the respective roles of each party in the delivery and monitoring of the support, including a mechanism by which each party can raise and resolve any concern that arise.
 - e. DWP to facilitate protocols for data sharing and transparency by tackling some of the obstacles and developing solutions to enable the Combined Authority to develop a strategic needs assessment for the area.
53. The Combined Authority will co-commission the Work and Health programme with DWP. The respective roles of DWP and the Combined Authority will include:
- a. DWP sets the contracting arrangements, including contract package areas, but should consider any proposals from the Combined Authority on contract package area geography.
 - b. The Combined Authority will be involved in tender evaluation.
 - c. Providers will be solely accountable to DWP, but DWP and the Combined Authority's above-mentioned agreement will include a mechanism by which the Combined Authority can escalate to DWP any concerns about provider performance/breaching local agreements and require DWP to take formal contract action where appropriate.

Further activity to Improve Life Chances

54. The Combined Authority will set out how they will join up local public services across health, skills and employment in order to improve outcomes, particularly how they will work with local Clinical Commissioning Groups/third sector organisations and NHS England / the Health and Work Unit nationally to enable timely health-based support.
55. DWP will work with the Combined Authority and other partners to put in place workable data sharing arrangements which enable the integration of services and reduce duplication in order to support more people into work.

Career and pay progression.

56. The Government will work with the Combined Authority to ensure that local priorities are fed into the provision of career advice, through direct involvement and collaboration with the government in the design of local careers and enterprise provision for all ages, including continued collaboration with the Careers and Enterprise Company and the National Careers Service.
57. The Combined Authority will develop a business case for an innovative pilot to support career and pay progression for those claiming Universal Credit. The business case will set out the evidence to support the proposed pilot, cost and benefits and robust evaluation plans to enable the proposal to be taken forward, subject to Ministerial approval and an agreed investment plan.

BUSINESS SUPPORT

58. Government will participate in and support the work of The East Anglia's Productivity Commission, as a National Pilot Project to improve the productivity of the local economy by:
- a. Examining the productivity challenges facing local key sectors and the definition of productivity in each sector
 - b. Examining best practice locally, nationally and globally, at tackling these challenges
 - c. Building on the government's 10-point plan for rural productivity
 - d. Assessing how central and local policies are assisting with the productivity challenges and how they can be made to work better
 - e. Developing a Productivity Plan bringing together best practice and policy recommendations
 - f. Overseeing implementation of the plan and evaluate its impact
 - g. Making available findings and actions for roll-out in other parts of the country
59. The East Anglia's Productivity Commission will be chaired by a senior business figure, co-ordinated by the LEP, funded by local partners and able to capitalise on business-led sector group structures established by the LEPs.
60. Local partners will successfully deliver the Cambridge Compass, Alconbury-Weald and the New Anglia Enterprise Zones and the extension to the Great Yarmouth and Lowestoft Enterprise Zone as announced on 25 November following the 2015

application round. DCLG will agree with the LEP memoranda of understanding about the high level management and delivery of both the new EZs and the extension. Government commits to supporting local partners in promoting and supporting the delivery of the Enterprise Zones as well as considering any further proposals subject to future funding rounds.

61. The LEP will continue to deliver strong Growth Hubs, providing business support tailored to meet local needs across East Anglia. Government will provide funding to help embed the Growth Hubs in 2016/17 and 2017/18.
62. The Combined Authority, Local Authorities and LEPs commit to greater alignment of economic development resources to maximise impact of support for businesses and ensure the most efficient and effective use of public funding. This will include agreeing joint objectives to support the delivery of the Strategic Economic Plans and local plans and explore the pooling of staffing and resources.
63. Government recognises the work of the New Anglia Oil and Gas Task Force, established to support the businesses and employees who are being affected by the recent downturn in the oil and gas sector. The New Anglia Task Force will provide intelligence on the state of the local sector to Government's Inter Ministerial Group, to help shape national policy to support for the sector. Government will engage with the Task Force to ensure that UK Oil and Gas workforce plan which is currently under development aligns with and enhances measures being taken locally.
64. New Anglia LEP and the Combined Authority commit to working with UKTI, strengthen joint working to increase inward investment and exporting. Local partners will invest in a concerted campaign to help more businesses, particularly smaller companies, export.
65. New Anglia LEP, the Growth Hubs and Local Authorities will work with Government to develop a strategic approach to regulatory delivery, building on the Better Business for All national programme which will remove regulatory barriers to growth for businesses.
66. Government supports the vision for innovation set out by East Anglia and recognises the importance of the delivery of this vision for the region's future economic growth. The government will offer East Anglia expert advice and support through the Smart Specialisation Advisory Hub, and associated workshops, to support activities part-funded by the European Regional Development Fund. Government also recognises Norwich's growing capability in the area of food and health research, as evidenced by the announcement of the Quadram Institute in Budget 2016, and would be interested in the area's views on how East Anglia can capitalise on this strength.

HEALTH AND SOCIAL CARE

67. East Anglia faces significant demographic challenges that are putting pressure on resources now and in future years. For example, the population of the area contains more residents over the age of 75 than the average for England and this group is expected to continue to grow significantly.

68. Local progress has already been made towards greater integration of health and social care in a number of locations – Suffolk, North East Cambridgeshire and Norfolk have all developed local integrated services that support and improve the delivery of health and social care for people in their areas.
69. There is appetite to build on these foundations and make further progress on health and social care integration in order to deliver the Spending Review commitment to integrate health and social care by 2020, and to make the most efficient and effective use of public resources to meet the demographic challenges that lie ahead. Integrating such complex services will require re-shaping the whole system, which can only be achieved through careful planning, a shared vision and strong co-operation between local partners. This Devolution Deal signals a commitment to take forward the goal of improving local services and building resilience for future generations.
70. To deliver this shared vision, partnerships between local authorities, clinical commissioning groups, service providers and other local partners will need to be strengthened significantly. Therefore, these parties will work together, with support from Government, NHS England and other national partners as appropriate, to support each of the counties through their Sustainability and Transformation Planning process to set out plans for moving progressively towards integration of health and social care, bringing together local health and social care resources to improve outcomes for residents and reduce pressure on Accident and Emergency and avoidable hospital admissions.
71. NHS England and local organisations will remain accountable for meeting the full range of their statutory duties.

PUBLIC SERVICE REFORM

72. The Government and the Combined Authority will work with relevant central and local statutory and non-statutory sector partners to explore innovative and integrated approaches to redesigning sustainable public services across Norfolk, Suffolk, Cambridgeshire and Peterborough with a focus on prevention and early help.

THE EAST ANGLIA COMBINED AUTHORITY COMMITMENTS

73. The Combined Authority is accountable to local people for the successful implementation of the Devolution Deal; consequently, HM Government expects the Combined Authority to monitor and evaluate their Deal in order to demonstrate and report on progress. The Cities and Local Growth Unit will work with the shadow / proposed Combined Authority to agree a locally resourced monitoring and evaluation framework that meets local needs and helps to support future learning. This framework must be approved to the DCLG Accounting Officer prior to delivery.
74. The Combined Authority will be required to evaluate the additional £30 million per annum of funding for 30 years, which will form part of and capitalise the Combined Authority single pot. The £30 million per annum fund will be subject to:

- a. Gateway assessments for the £30 million per annum scheme. The Combined Authority and Government will jointly commission an independent assessment of the economic benefits and economic impact of the investments made under the scheme, including whether the projects have been delivered on time and to budget. This assessment will be funded by the Combined Authority, but agreed at the outset with Government, and will take place every five years. The next five year tranche of funding will be unlocked if Government is satisfied that the independent assessment shows the investment to have met the objectives and contributed to national growth;
 - b. The gateway assessment should be consistent with the HM Treasury Green Book, which sets out the framework for evaluation of all policies and programmes, and where relevant with the more detailed transport cost-benefit analysis guidance issued by the Department for Transport (DfT). The assessment should also take into account the latest developments in economic evaluation methodology; and
 - c. The government would expect the assessment to show the activity funded through the scheme represents better value for money than comparable projects, defined in terms of a Benefit to Cost ratio.
75. The Combined Authority will write a single local assurance framework for the Single Pot, based on guidance produced by DCLG, to outline decision-making processes to allocate funding, and project appraisal. This local assurance framework will be signed off by the Government.
76. The constituent local authorities of the proposed Combined Authority, and the Combined Authority when formed, will work with government to develop a full implementation plan, covering each policy agreed in this Deal, to be completed ahead of implementation. This plan will include the timing and proposed approach for monitoring and evaluation of each policy which will take into account the latest developments in economic evaluation methodology and help supports future learning. This implementation plan must be approved by the DCLG Accounting Officer prior to delivery.
77. The Combined Authority and government will agree a process to manage local financial risk relevant to these proposals and will jointly develop written agreements on every devolved power or fund to agree accountability between local and national bodies on the basis of the principles set out in this document.
78. The Combined Authority will continue to set out their proposals to HM Government for how local resources and funding will be pooled across the region.
79. The Combined Authority will agree overall borrowing and capitalisation limits with the Government and have formal agreement to engage on forecasting. The Combined Authority will also provide information, explanation and assistance to the Office for Budget Responsibility where such information would assist in meeting their duty to produce economic and fiscal forecasts for the UK economy.
80. The Combined Authority will continue to progress programmes of transformation amongst authorities to streamline back office functions and share more services and data, including on assets and property.

81. The Combined Authority will continue to adhere to their public sector equality duties, for both existing and newly devolved responsibilities.
82. The government will support the constituent members of the proposed Combined Authority by leveraging existing monitoring and evaluation frameworks and, where applicable, by providing assistance to ensure consistency and coordination of metrics and methodologies with other areas receiving a devolution agreement. As part of this commitment, government will work with the constituent members of the proposed Combined Authority to explore options for the coordinated application of high quality impact evaluation methods in relation to certain policies, which may include i) local commissioning of 19+ skills; and ii) employment support.

PART 7.7**FINANCIAL REGULATIONS****Background**

- A. The County Council's governance structure is laid down in its Constitution, which sets how the County Council operates; how decisions are made; and how procedures are followed.
- B. The County Council has adopted a Committee form of governance.
- C. Elected members are responsible for "ownership" of the County Council's financial management. Responsible Budget Officers (RBOs) act on behalf of the County Council in exercising that responsibility and in securing compliance with the County Council's Financial Regulations.
- D. The County Council's Head of Paid Service, the Managing Director at Norfolk County Council, is responsible for the corporate and strategic management of the County Council. The Managing Director must report to, and provide information for, the County Council and its committees. Furthermore, the Managing Director is responsible for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation. The Managing Director is also responsible, together with the monitoring officer, for the system of record keeping in relation to all the County Council's decisions.
- E. The Statutory Finance Officer, the Executive Director of Finance at Norfolk County Council, has statutory duties in relation to the administration and stewardship of the County Council's financial affairs. This statutory responsibility cannot be overridden. The statutory duties arise from:
 - ♦ Section 151 of the Local Government Act 1972
 - ♦ The Local Government Finance Act 1988
 - ♦ The Local Government and Housing Act 1989
 - ♦ The Accounts and Audit (England) Regulations 2011
 - ♦ The Local Government Act 2003
- F. The Executive Director of Finance is responsible for the proper administration of the County Council's financial affairs and for setting and monitoring compliance with agreed standards of financial administration and management, including advice on the County Council's corporate financial position. The Executive Director of Finance is also the "head of profession" for all finance staff in the County Council and has a responsibility for their professional standards, competencies, training and development.

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1. Status of Financial Regulations

1.1 General Purpose and Scope

1.1.1 These Financial Regulations provide the framework basis for managing the County Council's financial affairs. They provide a framework for decision-making, which sets how specific statutory powers and duties are complied with, as well as reflecting best professional practices. This document also acts as a reference point to other documents which include the detailed policies and procedures behind these Financial Regulations.

1.1.1.1.2 The Financial Regulations apply to every elected member and officer of the County Council and, when stated, to third parties acting specifically on its behalf. The Regulations apply to all Norfolk County Council's financial arrangements, including joint committees, save where there is express agreement to the contrary.

~~1.1.2 The Regulations identify the financial responsibilities of the County Council, its Committees, the Audit Committee, the Head of Finance and other Chief Officers.~~

1.2 Key Roles and Responsibilities

~~1.1.3~~ 1.2.1 The Regulations identify the financial responsibilities of the County Council, its Committees, the Audit Committee, the Executive Director of Finance and other Chief Officers.

~~1.1.4~~ 1.2.2 All elected members and staff have a general responsibility for taking reasonable action to provide for the security of the County Council's assets under their control, and for ensuring that the use of these resources is legal, properly authorised, and provides value for money.

~~1.1.5~~ 1.2.3 The Executive Director of Finance is responsible for maintaining a continuous review of the Financial Regulations and for submitting any additions or changes necessary to County Council for approval and at a minimum annually. Elected members are responsible for considering and approving the County Council's Financial Regulations and for satisfying themselves that they are sufficient to ensure sound financial management of the County Council's resources.

~~1.1.6~~ 1.2.4 The Executive Director of Finance is responsible for reporting, where appropriate, breaches of the Financial Regulations to the County Council, its Committees and the Audit Committee.

~~1.1.7~~ 1.2.5 The Executive Director of Finance is responsible for issuing advice and guidance on the operation of the Financial Regulations. The County Council's detailed 'Financial Procedures', which support these Regulations, are determined by the Executive Director of Finance and set out how the Regulations will be implemented. Financial Procedures are described in separate guidance and have the same status as the Financial Regulations.

~~1.1.8~~ 1.2.6 Chief Officers are responsible for ensuring that all staff in their departments are aware of the existence and content of the County Council's Financial Regulations, Financial Procedures and other internal regulatory documents and that they comply with them at all times. They must ensure that all staff have access to, or the opportunity to

access, these Regulations, Procedures and other regulatory documents published on the County Council's internet [and intranet \(iNet\)](#) pages.

~~1.1.91.2.7~~ The Executive Director of Finance is responsible for ensuring that both elected members and officers are sufficiently competent, trained and informed with regard to the financial affairs of the Council.

2. Financial Management

2.1 Introduction

2.1.1 Financial management covers all financial activities in relation to the running of the County Council, including the policy, framework and budget. In overall terms, elected members are responsible for agreeing the financial policy framework and officers are responsible for advising members, and for the operational delivery of financial processes in line with the agreed policy. The financial management responsibilities for particular members' groups and individual post-holders are detailed in this section.

2.2 The Council

2.2.1 The Council is responsible for adopting and changing the principles of governance and for approving or adopting the policy framework and budget within which the Committees operate.

2.2.2 The principles of decision making and the roles of the Leader and Committee Chairs are set out in Articles 5, 7 and 11 of the Norfolk County Council Constitution.

~~2.2.2 The Constitution allows decisions to be taken as follows:~~

- ~~• Strategic Decisions – decisions regarding policy or resource allocation are reserved by law as matters which must be determined by the Council.~~
- ~~• Reserved Decisions – decisions which are delegated by the Council to a Committee of the Council, whether in the terms of reference of committees or otherwise.~~
- ~~• Council Delegated Decisions – decisions which are delegated from the Council or a Committee to officers.~~

~~2.2.3 All decisions must outline the financial implications of decisions being made.~~

~~2.3 The Leader and Committee Chairs~~

~~2.3.1 The Leader is responsible for directing the Council's affairs within the policy framework and budget.~~

~~2.3.2 The Committee Chairs are responsible for directing the Council's affairs within the policy framework and budget.~~

~~2.3.3 Committee Chairs are responsible for the overall financial management and value for money within their political portfolio.~~

2.42.3 Service Committees

2.4.12.3.1 Policy and Resources Committee

The Policy and Resources Committee has two main areas of responsibility: leading the process for developing the County Council Plan and the Medium Term Financial Plan, and coordinating all other service committees. It monitors performance, budget monitoring and risk. In addition the Committee has responsibility for developing and monitoring corporate services including: ICT, finance and risk management, property and asset management, human resources and organisational development, legal, governance, communications and public affairs, and business continuity.

2.4.22.3.2 Adult Social Care Committee

The Adult Social Care Committee is responsible for the commissioning and quality standards of adult social care services for people in Norfolk. It incorporates all those services, from protection to residential care, that help people live fulfilling lives and stay as independent as possible. It oversees the protection of vulnerable adults. The specific functions are:

- Adult Social Care
- Support for Carers
- Protection for Vulnerable Adults
- Supporting People
- Drug and Alcohol Commissioning

2.4.32.3.3 Children's Services Committee

The Children's Services Committee is responsible for services which help keep children and young people safe and fulfill their potential. It incorporates schools and social care for children and families. It has a particular focus on those children who are in care, and for whom the Council has corporate parenting responsibility. The specific functions are:

- Early Years and Child Care
- School Improvement
- Additional Educational Needs
- Child Protection
- Children and Young People in Care
- Fostering and Adoption
- Youth Offending

2.4.42.3.4 Environment, Development and Transport Committee

The Environment, Development and Transport Committee is responsible for protecting and enhancing the environment. It also incorporates travel and transport services to help keep the county moving, and maintains and develops the highway network. The specific functions are:

- Climate Change Mitigation and Adaptation
- Flood and Water Management (including statutory scrutiny of flood risk management)

Ecology and Arboriculture
Countryside Access
Archaeology, Heritage and Landscape
Waste Management and Recycling
Transport Strategy / Highways Network / Passenger Transport
Planning and Development Strategy and Management

2.4.52.3.5 Communities Committee

The Communities Committee is responsible for those services which help build resilience in our communities and keep people safe. It focuses on how we engage with the public and how we make our services as customer friendly as possible. The specific functions are:

Cultural Services (including Libraries, Museums, Adult Education, Norfolk Records Service, Arts and Events)
Archive Centre
Adult Education
Trading Standards
Public Health
Fire and Rescue
Emergency Planning and Community Resilience
Customer Services
Community Relations and Engagement

2.52.4 Statutory Officers

2.5.12.4.1 The Head of Paid Service (Managing Director)

The Head of Paid Service is the Managing Director. The Managing Director is accountable to the Council and Service Committees on the manner in which the discharge of the Council's functions is coordinated.

2.5.22.4.2 The Monitoring Officer (Head of Law)

The Monitoring Officer is responsible for maintaining an up-to-date version of the Constitution and contributing to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee. He/she is also responsible, in conjunction with the Managing Director and the Executive Director of Finance for reporting to the Council or Service Committee if he/she considers that any proposal, decision or omission would give, is likely to give, or has given, rise to a contravention of any enactment or rule of law or any maladministration of injustice. Such a report has the effect of stopping the proposal or decision being implemented until the report has been considered. The Monitoring Officer will also provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all members.

2.5.32.4.3 The Chief Finance Officer (Executive Director of Finance)

The Council has designated the Executive Director of Finance as the Chief Finance Officer. The Chief Finance Officer has statutory duties in relation to the financial

administration and stewardship of the Council. The statutory duties arise from:

- Section 151, Local Government Act 1972
- The Local Authorities Goods and Services Act 1970 and 1988
- Section 114, Local Government Finance Act 1988
- The Local Government and Housing Act 1989
- The Local Government Acts 2000 and 2003
- The Accounts and Audit (England) Regulations 2011
- The Local Government Pension Scheme Regulations 1974 and 1997
- The Local Government Pension Scheme Regulations (Management and Investment of Funds) 1998
- Localism Act 2011

There are other Statutory Officers roles as set out within the Constitution, these include: Executive Director of Children's Services, Executive Director of Adult Social Services, Chief Fire Officer and Director of Public Health.

2.62.5 **The Money Laundering Reporting Officer**

The Head of Law is appointed as the Money Laundering Reporting Officer and the Team Leader, Public Law and Standards, nplaw as the Deputy Money Laundering Reporting Officer. The Council has an Anti-Money Laundering Policy and Procedures in place. The Money Laundering Reporting Officer is the officer responsible for reporting disclosures to the National Crime Agency.

~~The Head of Law is appointed as the Money Laundering Reporting Officer and the Service Director (Legal and Democratic Services) as the Deputy Money Laundering Reporting Officer. The Council has an Anti Money Laundering Policy and Procedures in place. The Money Laundering Reporting Officer is the officer responsible for reporting disclosures to the National Crime Agency~~

2.72.6 **Executive Director of Finance**

The Executive Director of Finance has statutory duties in relation to the financial administration and stewardship of the County Council. This statutory responsibility cannot be overridden.

2.7.12.6.1 The Executive Director of Finance is also subject to compliance with Statements of Professional Practice issued from time to time.

—The role of Executive Director of Finance complies with the principles in the CIPFA best practice statement on the “Role of the Chief Financial Officer in Local Government.” This statement confirms that the Executive Director of Finance is not only a servant of the Council, but also has a fiduciary responsibility to local taxpayers as a trustee of public monies.

2.7.22.6.2

2.7.32.6.3 The Executive Director of Finance is responsible for:

- the proper administration of the County Council's financial affairs
- ensuring adherence to accounting standards

- setting and monitoring compliance with financial management standards
- advising on the corporate financial position and on the key financial controls necessary to secure sound financial management, including the level of balances, closure of accounts and statement of accounts
- setting the framework for reporting financial implications to each Service Committee
- providing financial information on the corporate position of the County Council
- providing financial advice and information on all of the County Council's services
- preparing the overall revenue budget and capital programme, including the three year rolling medium term financial strategy
- preparing the asset management plan
- reporting on the robustness of the estimates made for the purposes of budget calculations, and the adequacy of proposed financial reserves
- effective administration of the treasury management function and aspects of pension fund administration and investment
- preparing the prudential indicators and ensuring adherence to the authorised limits set by Council
- defining standards of financial administration and management throughout the County Council
- defining the competencies of finance employees and for the delivery of effective and appropriate training and development opportunities to those employees
- advising on the adequacy and effectiveness of internal systems of control and internal audit
- delivering appropriate financial training to members and non-financial staff

2.7.42.6.4 The Executive Director of Finance has the Head of Profession role for all finance staff in the County Council and has a responsibility for their professional standards, competencies, training and development. This includes ensuring that procedures are in place to enable lead finance managers for each service to report concurrently to the Executive Director of Finance and their Service Chief Officer on key financial matters.

2.7.52.6.5 The Head of Profession role of the Executive Director of Finance carries the statutory responsibility laid down by **Section 151 of the Local Government Act 1972** to "make arrangements for the proper administration of the County Council's financial affairs."

2.7.62.6.6 **Section 114 of the Local Government Finance Act 1988** requires the Executive Director of Finance to report to each member of the Council, and the External Auditor, if the County Council, a committee, or a joint committee on which the County Council is represented, or one of its officers:

- has made, or is about to make, a decision which involves the County Council incurring unlawful expenditure
- has taken, or is about to take, a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency to the County Council
- is about to make an unlawful entry in the County Council's accounts.

2.7.72.6.7 Section 114 of the 1988 Act also requires:

- the Executive Director of Finance to nominate a properly qualified member of staff to deputise if he or she is unable to perform personally, the duties under section 114
- the Authority to provide the Executive Director of Finance with sufficient staff, accommodation and other resources – including legal advice where this is necessary – to carry out the duties under section 114.

2.7.82.6.8 The Executive Director of Finance is responsible for ensuring that all services are appropriately supported by skilled finance professionals.

2.82.7 Chief Officer Group County Leadership Team

In addition to individual responsibilities the Managing Director and Chief Officers form the Chief Officer Group County Leadership Team, which, acting together and corporately is responsible for:

- Advising on draft financial policies for consideration by relevant Committees.
- Working closely with the relevant Committees in developing financial policies.
- Being the primary mechanism for collectively ensuring the delivery of the Council's corporate financial policies.

2.92.8 Chief Officers

2.9.12.8.1 Chief Officers are responsible:

- for ensuring that the Council is advised of the financial implications of all proposals relating to their respective services and for ensuring that the financial implications have been agreed by the Executive Director of Finance
- for consulting with the Executive Director of Finance and seeking approval on any matter liable to materially affect the County Council's finances before any commitments are entered into or incurred. This includes notification to the Executive Director of Finance as soon as possible in the event of identification of overspending or of a shortfall in income against the budget approved by the Council; and
- for ensuring that budget monitoring is undertaken on a monthly basis, and that costs are contained within budget. In the event of identification of overspending or a shortfall in income against the budget, Chief Officers are responsible for ensuring that corrective action is managed in a rigorous manner.

2.9.22.8.2 Chief Officers should maintain a written record where decision-making has been delegated to members of their staff, including seconded staff.

2.9.32.8.3 Chief Officers' role includes working with outside bodies and accessing additional funds and resources in order to support the Council's programme of work.

~~2.102.9~~ **Other Financial Accountabilities**

~~2.112.10~~ **Accounting Policies**

2.10.1 The Executive Director of Finance is responsible for ensuring appropriate accounting policies are in place and that they are applied consistently across the County Council.

~~2.122.11~~ **Accounting Records and Returns**

2.10.2 The Executive Director of Finance is responsible for the accounting procedures and records for the County Council and must ensure that the financial accounts and financial records of the County Council comply with all accounting policies and standards where applicable and that these standards are applied consistently across the County Council.

~~2.132.12~~ **Annual Statement of Accounts**

2.10.3 The Executive Director of Finance is responsible for ensuring that the annual Statement of Accounts is prepared in accordance with proper practices as required by the Accounts and Audit Regulations 2011. Proper practices include the Code of Practice on Local Authority Accounting in the United Kingdom (the code) and relevant statutory provisions. Council has delegated responsibility for approving the annual Statement of Accounts to the Audit Committee.

3. Financial Planning

3.1 Introduction

3.1.1 The Executive Director of Finance, in accordance with the strategies, policies and priorities of the County Council, is to be responsible for the proper administration of the financial affairs of the County Council, including multi-year financial planning and control.

3.2 Revenue Budget

3.2.1 The revenue budget is proposed by the Policy and Resources Committee, taking into account Service Committees' recommendations to Policy and Resources, and approved by the County Council. The budget should have regard to proper accounting standards and include a statement of the allocation of resources to different services and projects and to proposed council tax levels. Once the overall budget has been approved by County Council, it cannot be increased by a committee.

3.3 Capital Budget

3.3.1 The capital budget is proposed by the Policy and Resources Committee and approved by the County Council. The budget should have regard to proper accounting standards and include a statement of the allocation of resources to different services and projects and how the programme is to be funded and any impact on the revenue budget.

3.4 Medium Term Planning and Budget Preparation

3.4.1 The County Council is responsible for agreeing the Council's priorities. This sets the overall strategic framework for the County Council's services. The Medium Term Financial Strategy and Medium Term Financial Plan set out the approach and financial context for the County Council. The Financial Plan gives further detail as to how the County Council will deliver plans and resource services over three years. The County Council is responsible for agreeing a rolling three year balanced budget and agreeing the precept for the following financial year at the February County Council meeting. Chief Officers are collectively responsible for developing a framework and timetable to deliver medium term planning requirements. This framework will include: review of the planning context and the forward budget planning forecast; service priorities and costs; and provide a structure incorporating the development of medium term service options including efficiencies, financial implications, risk impact and likelihood assessment; member engagement, public and stakeholder consultation and the decision-making process.

3.4.2 Policy and Resources Committee is responsible for providing guidance to Service Committees on the preparation of the budget in consultation with the Executive Director of Finance. The guidelines will take account of:

- legal requirements
- medium-term planning prospects
- the County Council's core roles
- all available resources including external funding and income
- increases in demand, and inflation
- reductions due to changes ~~reductions~~ in grant funding and cuts
- best value
- Government guidelines
- accounting standards
- the Prudential Code
- The County Council Plan
- Asset Management Plan
- Reserves, general and earmarked
- Arms' length bodies

It will also set out the minimum requirements for preparation of budget proposals including:

- option appraisal and use of whole life costing, comparing the relative costs of the options, over the life of the project. For example, whether to lease, purchase or new build;
- risk assessment and owner;
- single impact assessment, a Norfolk County Council tool to ensure all of the necessary key cross cutting issues are considered, including equality and sustainability; and
- Budget proposals pro-forma template to ensure that budget proposals are developed on a consistent basis by service committees.

- 3.4.3 The Executive Director of Finance is responsible for ensuring that rolling three-year revenue and capital budget proposals are prepared on an annual basis for consideration by the Policy and Resources Committee. The Policy and Resources Committee is responsible for ensuring that the three year revenue and capital budget proposals are robust and underpinned by an adequate level of reserves before submission to the County Council. The Policy and Resources Committee will publish to all County Council members each autumn the financial context for forward financial service planning, a review of the issues relating to the budget for the following financial year and a timetable for the preparation and approval of the budget. This timetable will take account of the need for discussion and review of the proposals by Service Committees and of the need for statutory and other consultation on the budget proposals.
- 3.4.4 It is the responsibility of Chief Officers to ensure that proposals are prepared in accordance with the guidance, to ensure that budgets are set on a sound financial basis and in accordance with best practice including ensuring that they have been risk assessed.
- 3.4.5 The Executive Director of Finance is responsible for ensuring that proposals demonstrate adherence to the guidance and members should ensure that any proposed budget amendments are made available to the Executive Director of Finance at least five working days before the County Council budget meeting. Members' proposed budget amendments must be finalised two working days before the County Council budget meeting in order that the Executive Director of Finance can report on the robustness of any proposed budget amendments.
- 3.4.6 The County Council will consider the budget proposals and may adopt them, amend them or substitute its own proposals in their place prior to March 1st. The County Council will agree at least a three year balanced budget and agree the precept for the following year.

3.5 **Asset Management Plan**

- 3.5.1 The Executive Director of Finance is responsible for ensuring an Asset Management Plan is prepared on an annual basis for consideration by Policy and Resources Committee before submission to County Council.

3.6 **Decisions**

- 3.6.1 All decisions must be undertaken in accordance with the decision-making and reporting framework set out in the Constitution of the County Council and must comply with the County Council's Financial Regulations and Financial Procedures. Details of financial implications must be provided before any financial decision can be taken.

3.7 **Budget Monitoring and Control**

- 3.7.1 The Executive Director of Finance is responsible for monitoring income and expenditure against approved revenue and capital budget allocations and for reporting to the Policy and Resources Committee on the overall position on a monthly basis and the other Service Committees on their budgets on a monthly basis.

3.7.2 The Executive Director of Finance is responsible for monitoring the prudential indicators and reporting to the Policy and Resources Committee on the overall position on a monthly basis.

3.7.3 The Executive Director of Finance is responsible for monitoring the cash flow of the County Council and ensuring this is used to inform borrowing and investment decisions.

3.7.4 It is the responsibility of Chief Officers to control income and expenditure within their area in accordance with the approved budget and to monitor performance, taking account of financial information provided by the Executive Director of Finance. Chief Officers are responsible for alerting the Executive Director of Finance and the relevant Chair of the Service Committee or Chair of Policy and Resources Committee, to any overspendings or shortfalls in income and for identifying strategies and options for containing spend within the budget approved by the Council. If the overspending or shortfall in income cannot be accommodated within the service's budget this shall be reported to the Policy and Resources Committee.

3.7.43.7.5 Any policy proposal, which would have the effect of increasing a Service Committee's budget, must be supported by a funding proposal setting out how it can be accommodated within the Service Committee's existing budget. Such proposals must be made available to the Executive Director of Finance at least five working days before the meeting at which they are to be proposed and must be finalised two working days before the meeting in order that the Executive Director of Finance can report on the robustness of any proposed budget amendments. In the event that the proposal falls outside the scope of the Policy Framework as set out in part 3.1 of the Constitution, it must be referred to Full Council for consideration.

3.7.53.7.6 Any variation or variations to a contract which in aggregate result in additional costs exceeding 5% of the original contract value or £50,000 (whichever is the greater) shall be subject to the prior approval of the Head of Law and the Head of Procurement.

3.8 Virement

3.8.1 Virement is the process of transferring the budget expenditure or income, whether revenue or capital, from one approved budget head to another. The County Council is responsible for agreeing the overall procedures for the virement of budget and the approval of virements between committees. Chief Officers are responsible for agreeing in-year virements within delegated limits, in consultation with the Executive Director of Finance where required. (The current approved procedures are shown in Annex A).

3.8.2 Schools are free to vire between budget heads in the expenditure of their budget shares but Governors are advised to establish criteria for virements and financial limits above which the approval of the Governors is required.

3.9 Treatment of Year-End Balances

3.9.1 Service Committees are required to report any under and overspendings to Policy and Resources Committee as part of year-end reporting. Policy and Resources Committee is responsible for reporting the overall under and overspendings to County Council and making recommendations as to how they are utilised or managed.

3.9.2 The Executive Director of Finance is responsible for putting in place controls to ensure that carry-forward of revenue budget, revenue reserves and revenue grants above agreed limits are documented and reported to all Chief Officers and totals agreed by Service Committees.

3.9.3 The Executive Director of Finance is responsible for putting in place controls to ensure that carry-forward of capital budget, capital reserves and capital grants above agreed limits are documented and reported to all Chief Officers and totals agreed by Service Committees. Any slippage on the capital programme will be carried forward to the next financial year and reported to Service Committees.

3.10 Maintenance of Reserves

3.10.1 It is the responsibility of the Executive Director of Finance to review the Council's financial risks and planning assumptions and advise the Policy and Resources Committee and the County Council on prudent levels of reserves and of general balances as part of setting the budget. This advice needs to take account of relevant accounting standards and professional best practice as part of the Council's budget planning process and regular budget monitoring.

4. Governance, Risk Management and Internal Control

4.1 Governance

4.1.1 The Audit Committee is primarily responsible for Governance, Risk Management and Internal Control throughout the County Council. Its Terms of Reference are reviewed annually, changes approved by the County Council and published as Appendix 2 to the Constitution. The composition is politically balanced and is reviewed at each appointment to the Committee.

4.1.2 Other member-led bodies that also have a role in governance and internal control include the County Council and, with respect to members, the Standards Committee.

4.2 Internal Control and Internal Audit

4.2.1 Internal control refers to the systems of management and other controls put in place to ensure that the County Council's objectives are achieved in a manner which promotes economic, efficient and effective use of resources and in a way which ensures that the County Council's assets and interests are safeguarded.

4.2.2 The Executive Director of Finance is responsible for advising on adequate and effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant best practice.

4.2.3 It is the responsibility of Chief Officers, having regard to advice from the Executive Director of Finance, to establish sound arrangements for internal control including planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and in order to achieve their targets.

4.2.4 The Accounts and Audit Regulations 2011 require the County Council to:

- undertake an adequate and effective internal audit;
- review the effectiveness of its internal audit, at least annually; and
- ensure the Audit Committee considers the findings of that review as part of its consideration of the system of internal control for the County Council.

4.2.5 The Leader of the Council and the Managing Director are responsible for signing the Annual Governance Statement that should be produced following an annual review of systems of internal control. The Annual Governance Statement is published with the annual Statement of Accounts.

4.3 Risk Management

4.3.1 The County Council is responsible for approving the County Council's Risk Management Policy and Framework, and ensuring that proper insurance exists where appropriate.

4.3.2 The Audit Committee is responsible for reviewing the effectiveness of the County Council's risk management arrangements. It will receive risk management reports at least four times a year and take appropriate action to ensure that corporate business risks are being actively and appropriately managed. Annually, it will report on risk management to the County Council.

4.3.3 The Executive Director of Finance is responsible for informing the preparation of the County Council's risk management Policy and Framework, for promoting it throughout the County Council and for advising the Policy and Resources Committee on proper insurance cover where appropriate. The Executive Director of Finance will also report on the Corporate Risk Register to each meeting of the Audit Committee, and ensure that Departments report their departmental risk register at least twice per annum to their respective Service Committee.

4.4 External Audit

4.4.1 ~~The Audit Commission~~ (Public Sector Audit Appointments Limited (replacing the Audit Commission with effect from 1 April 2015) or its successor body is responsible for appointing external auditors to each local authority. The duties of the external auditor are governed by section 5 of the Audit Commission Act 1998.

4.4.2 The County Council may, from time to time, be subject to audit, inspection or investigation by external bodies such as HM Revenue and Customs, who have statutory rights of access.

4.4.3 External auditors have a responsibility to satisfy themselves that the County Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. This judgement is based on criteria specified by the National Audit Office. The Executive Director of Finance, in conjunction with Chief Officers, must ensure that the organisation makes best use of resources and that taxpayers and / or service users receive value for money.

4.5 Anti Fraud and Corruption

4.5.1 In managing its responsibilities the County Council is determined to protect itself against fraud and corruption both from within the County Council and from outside. The County Council is committed to maintaining a strong anti-fraud and corruption culture through its Anti-Fraud and Corruption Strategy. This is designed to:

- Encourage prevention;
- Promote detection;
- Identify a clear pathway for investigation; and
- Fulfil the requirements of Section 17 of the Crime and Disorder Act 1998

4.5.2 The County Council expects members and staff at all levels to lead by example in ensuring adherence to legal requirements, rules, procedures and practices and internal controls including internal checks.

4.5.3 Chief Officers are responsible for ensuring that internal controls are such that fraud or corruption will be prevented, where possible, and the measures in the Anti-Fraud and Corruption Strategy are promoted.

4.5.4 Under the Anti-Fraud and Corruption Strategy, a Chief Officer is required to immediately inform the Executive Director of Finance of any financial irregularity or suspected financial irregularity.

4.5.5 The County Council expects that all who have dealings with it have a similar anti-fraud and corruption ethos and that they have no intent or actions with respect to fraud and corruption. (The County Council has issued guidance in "How to do business with Norfolk County Council" including whistleblowing, to support this).

4.6 Money Laundering and Proceeds of Crime

4.6.1 The County Council has adopted an anti-money laundering policy and procedures intended to prevent the use of proceeds from crime. This policy has been developed with regard to the Proceeds of Crime Act 2002 and the Money Laundering Regulations 2007 and fuller details can be found in a procedures document on the Norfolk Public Law (nplaw) page of the County Council's Intranet site.

4.6.2 The County Council has nominated the Head of Law to perform the role of Money Laundering Reporting Officer (MLRO) whose principal role is to receive, consider and respond to any reports received of known or suspected money laundering.

4.6.3 Chief Officers are responsible for ensuring that:

- all staff most likely to be exposed to, or suspicious of, money laundering situations are made aware of the requirements and obligations placed on the County Council and themselves by legislation;
- those staff considered most likely to encounter money laundering are given appropriate training (nplaw can provide relevant in-house training);
- departmental procedures are established to help forestall and prevent money

- laundering, including making arrangements for reporting concerns about money laundering to the MLRO; and
- periodic and regular assessments are undertaken of the risks of money laundering that may exist in their Departments.

4.7 Treasury Management

- 4.7.1 The County Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services and complies with the CIPFA Prudential Code when carrying out borrowing and investment activities under Part 1 of the Local Government Act 2003.
- 4.7.2 The County Council is responsible for the setting and revising of prudential indicators and for the approval of the Annual Investment and Treasury Strategy.
- 4.7.3 The County Council has delegated responsibility to the Executive Director of Finance for the execution and administration of treasury management decisions, including decisions on borrowing, investment, financing (including leasing) and maintenance of the counter party list. The counter party list contains details of those banks, building societies and other bodies that meet the County Council's criteria for investment. The Executive Director of Finance has delegated authority to effect movement between the separately agreed limits for borrowing and other long term liabilities reflected in the Prudential Code's operational and authorised limits. The Executive Director of Finance is required to act in accordance with the County Council's Treasury Management Policy Statement and Treasury Management Practices and CIPFA's Standards of Professional Practice on Treasury Management in accordance with external advice.
- 4.7.4 The Executive Director of Finance will prepare for County Council an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close. In addition, the Executive Director of Finance will regularly report to the Treasury Management Panel and the Policy and Resources Committee on treasury management policies, practices, activities and performance monitoring information.
- 4.7.5 The Executive Director of Finance is responsible for monitoring performance against prudential indicators, including reporting significant deviations to the Policy and Resources Committee and County Council as appropriate.
- 4.7.6 The Executive Director of Finance is responsible for ensuring all borrowing and investment decisions, both long and short term, are based on cash flow monitoring and projections.
- 4.7.7 The Executive Director of Finance is responsible for ensuring that any leasing financing decisions are based on full options appraisal and represent best value for the County Council, in accordance with the County Council's leasing guidance.
- 4.7.8 The Executive Director of Finance is responsible for the provision and management of all banking services and facilities to the County Council.

4.8 Norfolk Pension Fund

- 4.8.1 The Local Government Pension Scheme (LGPS) is a national pension scheme, with its own regulator (the Department of Communities and Local Government), which is administered locally.
- 4.8.2 The County Council is the Administering Authority of the Norfolk Pension Fund, and administers the LGPS on behalf of all the participating employers and scheme members. Norfolk County Council is also an employer within the scheme.
- 4.8.3 Norfolk County Council delegates all its responsibilities as Administrator of the scheme to the Pensions Committee, including admitted bodies which acts as quasi-trustee of the Fund.
- 4.8.4 All Pension Fund assets are separate from the County Council, and all costs and income are accounted for separately. The Fund has a separate bank account.
- 4.8.5 The Pensions Committee is responsible for all aspects of the administration of the scheme. This includes responsibility for deciding upon the best way in which the Pension Fund is to be invested with appropriate regard to its fiduciary responsibilities.
- 4.8.6 Advice is received as required from professional advisers. The Pensions Committee formally reviews the performance of investments and the overall strategy on a regular basis. The Fund is invested in compliance with the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009 (as Amended).
- 4.8.7 The Pensions Committee is also responsible for the appointment and monitoring of Investment Managers, Custodian and other related service providers to the Fund.
- 4.8.8 The Executive Director of Finance is responsible for the administration and financial accounting of the Norfolk Pension Fund. The Executive Director of Finance is responsible for the preparation of the Pension Fund annual report and the statement of accounts. The County Council delegates responsibility for the approval of the annual accounts to the Audit Committee.
- 4.8.9 The Norfolk Pension Fund has adopted a Statement of Investment Principles in relation to the investment of the assets. This Statement includes details of compliance with recognised good investment practices. It is the Pensions Committee's responsibility to monitor the Fund's position in relation to the Statement of Investment Principles.
- 4.8.10 The Executive Director of Finance is custodian of the Funding Strategy Statement, which sets out the Fund's approach to funding liabilities, based on principles agreed by the Pensions Committee. The Executive Director of Finance is also the custodian of the Fund's Communication Strategy, which details the communication needs of its stakeholders.
- 4.8.11 The Executive Director of Finance ensures compliance with relevant regulatory and legislative guidelines and for keeping records of all scheme members, calculation and payment of benefits, transfers between schemes and the collection of contributions from participating employers.

5. Assets, Systems, Processes and Records

5.1 Introduction

- 5.1.1 Robust systems and procedures are essential to an effective framework of accountability and control.

5.2 Data Management

- 5.2.1 The ~~Chief Officer Group~~ [County Leadership Team](#) is responsible for ensuring that policies and procedures are in place to enable management of data to support effective decision-making.
- 5.2.2 It is the responsibility of Chief Officers to ensure data management policies are understood and used effectively within their services.

5.3 Financial Processes and Data Protection

- 5.3.1 The Executive Director of Finance is responsible for the determination and operation of the County Council's accounting processes, for the form of accounts and for the supporting financial records. The Executive Director of Finance must approve any changes made by Chief Officers to the financial processes or the establishment of new processes, including IT systems.
- 5.3.2 Chief Officers must ensure that any processing (computerised or manual) that involves personal information is registered in accordance with the Data Protection Act 1998 and that all staff are aware of their responsibilities under the Act and advice from the Information Commissioner.
- 5.3.3 Chief Officers must ensure that all staff are aware of their responsibilities under Freedom of Information legislation, and that procedures are in place to ensure compliance.
- 5.3.4 Chief Officers must ensure that all staff are aware of their responsibilities under the Code of recommended practice for local authorities on data transparency. These include:
- The requirement to maintain an inventory of data sets.
 - The general requirement that, where data is published, it should be in a non-proprietary format and published in a timely fashion.
 - The requirement to publish certain, specified data sets.
- 5.3.5 To ensure that open data which is published corporately is accurate and complete, Chief Officers must ensure that:
- All contracts over £50,000 are registered on the corporate contracts register maintained by the procurement team.
 - All goods and services are ordered via one of the council's electronic ordering systems (for general purposes, Oracle iProcurement).
 - All goods and services are ordered in advance and purchase order descriptions are accurate and complete.

- All changes of structure are notified to HR.

5.4 **Schemes of Authorisation**

- 5.4.1 It is the responsibility of Chief Officers to ensure that a proper scheme of authorisation has been established within their area and is operating effectively. The scheme of authorisation should identify staff authorised to act on the Chief Officer's behalf, or on behalf of the Council, in respect of payments, income collection and procurement (including ordering), together with the limits of their authority. Procurement authorisations shall be made in accordance with the requirements of Contract Standing Orders. For clarity, staff identified to act in this way will be required to formally accept their responsibilities under the scheme of authorisation. Policy and Resources Committee is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control.

5.5 **Income**

- 5.5.1 The Executive Director of Finance is responsible for the provision and management of all income collection arrangements for the County Council.

5.6 **Payments to Employees, Third Parties and Members**

- 5.6.1 Except for schools, the Executive Director of Finance is responsible for all payments of salaries and wages to all staff, including payments for overtime, goods and services provided, and for the payment of allowances to elected members. Schools have delegated responsibility under the LMS scheme.

5.7 **Taxation**

- 5.7.1 The Executive Director of Finance is responsible for advising Chief Officers, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues, including VAT, that affect the County Council.
- 5.7.2 The Executive Director of Finance is responsible for maintaining the County Council's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

5.8 **Trading Accounts**

- 5.8.1 Policy and Resources Committee must approve the establishment of all Trading Accounts. Trading Accounts are required for all services that provide goods or services to a third party on a traded basis or where the organisation has identified that a service should operate as a separate trading unit.
- 5.8.2 The Executive Director of Finance is responsible for the form of the trading accounts [included in the Trading Framework document](#). Chief Officers are responsible for reporting on the activities of any trading organisation within their respective areas of service, taking account of current accounting standards and best practice in reporting.

5.9 Monitoring Reporting

5.9.1 Chief Officers are responsible for ensuring that monthly budget monitoring reports for both revenue and capital expenditure and income are produced for their respective areas of service. The Executive Director of Finance is responsible for regularly reporting the details (including compliance with the Prudential Code) to Policy and Resources Committee.

5.9.2 Any variation, or variations, to a contract which in aggregate result in additional costs exceeding 5% of the original contract value or £50,000 (whichever is the greater) shall be subject to the prior approval of the Head of Law and the Head of Procurement.

5.10 Companies / Trusts

5.10.1 Policy and Resources Committee is responsible for:

- Approving the establishment and viability (including the business case) of all new companies / trusts.
- Approving investments in other companies / trusts, in which the County Council has a financial interest except where the investment is within criteria Policy and Resources Committee has previously delegated to a Chief Officer.
- Taking decisions as shareholder and sole trustee where appropriate.
- Monitoring and receiving reports on the County Council's companies.

5.10.2 Chief Officers are responsible for informing the Head of Law and Executive Director of Finance of any new proposals, to ensure that legal and financial considerations are properly considered before any arrangements with an outside body or creation of a new company are considered.

5.10.3 Chief Officers are also responsible for ensuring tight controls are in place for the financial management of loan and guarantor arrangements with Norfolk County Council owned companies. This includes ensuring the Executive Director of Finance is presented with robust business cases and signed loan agreements.

~~5.10.25.10.4~~ 5.10.4 The Executive Director of Finance is responsible for reviewing the ongoing viability of such entities and regularly reporting the performance of their activities, with a view to ensuring that the County Council's interests are being protected.

~~5.10.35.10.5~~ 5.10.5 All relevant companies must have their accounts incorporated and consolidated within the County Council's financial accounts in accordance with proper accounting standards and best financial practice. The Executive Director of Finance is responsible for ensuring the proper financial accounting treatment and compliance with current legislation.

~~5.10.45.10.6~~ 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. The directors will then have a statutory duty to the company/trust and must therefore act in accordance with the Companies and/or Charities Act where applicable.

~~5.10.55.10.7~~ 5.10.7 The Executive Director of Finance and Head of Law should be contacted for assistance at an early stage to discuss the proposals.

5.11 Contract Standing Orders

5.11.1 Chief Officers are responsible for ensuring that the procurement of all goods, works and services is undertaken in accordance with the Council's Contract Standing Orders.

5.11.2 Contract Standing Orders form part of the County Council's Constitution and are the rules that govern how procurement will be undertaken by the Council, and what processes must be followed.

5.12 Assets

5.12.1 Chief Officers should ensure that records of assets are properly maintained and securely held (in practice property asset records are kept by the Corporate Property Team on behalf of Chief Officers). Chief Officers should also ensure that contingency plans are in place for the security of assets and continuity of service in the event of disaster or system failure.

5.12.2 In making disposals officers will have due regard to the provisions of the Local Government Act 1972 (section 123) concerning best consideration, subject to the discretion afforded to authorities by virtue of the General Disposal Consent (England) 2003 (see DCLG Circular 06/2003). All decisions to dispose at less than best consideration will be referred to Policy and Resources for determination.

5.12.3 Disposal must be made by competitive tender or public auction unless the Executive Director of Finance authorises otherwise. The appointment of agents to handle disposals is subject to the normal provisions of Council Standing Orders.

5.12.4 All disposals, acquisitions and other property transactions are to be made only by the Council's Corporate Property Officer. In reaching decisions on the disposal of land and property, the County Council should give due consideration to the advice of the Corporate Property Officer. The Council's named and designated Corporate Property Officer (the Head of Corporate Property) may, in accordance with arrangements approved by the Executive Director of Finance, dispose of assets, acquire assets and approve of transactions up to an estimated value of £25,000 in each case as set out in the tables at 5.12.6 and 5.12.7 below. Proposals for disposals, acquisitions and other property transactions must involve the Local Member as set out within the Local Member Protocol in the Constitution (Annex to Part 6.2 of the Constitution).

5.12.5 Land and buildings declared surplus by a service will be reviewed by the Corporate Property Strategy GroupCapital Asset Management Group (CCAMG) or its successor body and where there is no alternative beneficial use such property will be reported to Policy and Resources Committee to confirm its status as a surplus asset to be disposed of., the Head of Finance will recommend the disposal in accordance with the following schedule:

5.12.25.12.6 The disposal of surplus assets will be undertaken as follows:

<u>Property</u>		<u>Other Assets</u>	
<u>Disposal value*</u> <u>£m</u>	<u>Responsibility and</u> <u>authorisation</u>	<u>Disposal value*</u> <u>£m</u>	<u>Responsibility and</u> <u>authorisation</u>
<u>£0.500m+ (unless</u> <u>disposal specifically</u> <u>agreed within the</u> <u>annual budget-setting</u> <u>process)</u>	<u>Policy and Resources</u> <u>Committee</u>	<u>£0.500m+</u>	<u>Policy and</u> <u>Resources</u> <u>Committee</u>
<u>Between £0.0250m to</u> <u>£0.500m</u>	<u>Corporate Property</u> <u>Officer in consultation</u> <u>with the Executive</u> <u>Director of Finance,</u> <u>Managing Director</u> <u>and Chair of Policy</u> <u>and Resources</u> <u>Committee</u>	<u>£0.250m to</u> <u>£0.500m</u>	<u>Chief Officer in</u> <u>consultation with</u> <u>Executive Director</u> <u>of Finance</u>
<u>Up to £0.0250m</u>	<u>Corporate Property</u> <u>Officer</u>	<u>Up to £0.250m</u>	<u>Chief Officer</u>
<u>All disposals at less</u> <u>than best</u> <u>consideration</u> <u>(irrespective of value)</u>	<u>Policy and Resources</u> <u>Committee</u>	<u>All disposals at</u> <u>less than best</u> <u>consideration</u> <u>(irrespective of</u> <u>value)</u>	<u>Policy and</u> <u>Resources</u> <u>Committee</u>
<u>Leases**</u>			
<u>Operational</u> <u>properties – lease out</u> <u>or lease out</u> <u>renewals at a rent of</u> <u>£25,000 or more per</u> <u>annum, or the term</u> <u>is for 10 years</u> <u>or more</u>	<u>Policy and Resources</u> <u>Committee</u>		
<u>Operational</u> <u>properties – lease out</u> <u>or lease out</u> <u>renewals at a rent</u> <u>below £25,000 per</u> <u>annum, and the term</u> <u>is for less than 10</u> <u>years</u>	<u>Corporate Property</u> <u>Officer</u>		
<u>Commercial</u> <u>properties – lease out</u> <u>or lease out</u> <u>renewals at a rent of</u> <u>£50,000 or more per</u> <u>annum, or the term</u> <u>is for 10 years or</u>	<u>Policy and Resources</u> <u>Committee</u>		

more			
Commercial properties – lease out or lease out renewals at a rent below £50,000 per annum, and the term is for less than 10 years	Corporate Property Officer in consultation with the Executive Director of Finance		

* Disposal value in this table refers to the valuation of the asset, irrespective of the consideration to be received.

** For the purposes of leases, a distinction is made between the Operational Property Estate and the Commercial Property Estate as follows:

Operational Estate:

The operational estate relates to those property assets used principally for service delivery. At times parts of the operational estate may temporarily not be required for service delivery but are retained where there will be a future use. An example could be an office building. In addition, parts of the estate are let out to support service delivery by a third party on the council's behalf, for example a depot. In these instances the asset would be let to derive an income.

Commercial Estate:

The council holds some assets for economic development reasons (investment properties), which are let out to businesses to support the policies and aims of economic development as well as deriving a rental income. In this situation, the ebb and flow of leases requires commercial agility to be able to react to market demands. To support this requires the Corporate Property Officer to be able to agree terms of a lease quickly as circumstances dictate.

~~Disposals above £1million500,000 – Policy and Resources Committee.~~

~~Disposal between £250,000 and £1million – Corporate Property Officer in consultation with Executive Director of Finance~~

~~Disposal below £250,000 – Corporate Property Officer~~

~~All disposals at less than best consideration (irrespective of value) – Policy and Resources Committee~~

~~Disposals between £10,000 and £500,000 (directly negotiated with the purchaser, release of claw back, below market value, or where, after being offered on the open market the best offer is not accepted) – Managing Director following consultation with the Chair of Policy and Resources Committee.~~

~~Disposals between £10,000 and £500,000 (where, after being offered on the open market the best offer is accepted) – Managing Director following consultation with the Chair of Policy and Resources Committee.~~

~~Disposals below £10,000 (directly negotiated with the purchaser, release of claw back, below market value, or where, after being offered on the open market the best offer is not accepted) – Managing Director (corporate property) with delegations to the Corporate Property Officer.~~

~~County Farms – Managing Director following consultation with the Chair of Policy and Resources Committee.~~

5.12.7 Acquisitions of assets will be undertaken as follows:

<u>Property</u>		<u>Other Assets</u>	
<u>Acquisition value</u> <u>£m</u>	<u>Responsibility and</u> <u>authorisation</u>	<u>Acquisition value</u> <u>£m</u>	<u>Responsibility and</u> <u>authorisation</u>
<u>£0.250m+</u>	<u>Policy and</u> <u>Resources</u> <u>Committee</u>	<u>£0.250m+</u>	<u>Policy and</u> <u>Resources</u> <u>Committee</u>
<u>Between £0.025m</u> <u>to £0.250m</u>	<u>Corporate Property</u> <u>Officer in</u> <u>consultation with the</u> <u>Executive Director of</u> <u>Finance, Managing</u> <u>Director and Chair of</u> <u>Policy and</u> <u>Resources</u> <u>Committee</u>	<u>Below £0.250m</u>	<u>Chief Officer</u>
<u>Below £0.025m</u>	<u>Corporate Property</u> <u>Officer</u>		
<u>Leases</u>			
<u>Lease acquisitions</u> <u>and renewals where</u> <u>the proposed rental</u> <u>is £25,000 or more</u> <u>per annum, or the</u> <u>term of the lease or</u> <u>renewal is for ten or</u> <u>more years</u>	<u>Policy and</u> <u>Resources</u> <u>Committee</u>		
<u>Lease acquisitions</u> <u>and renewals where</u> <u>the proposed rental</u> <u>is below £25,000 per</u> <u>annum, and the term</u> <u>of the lease or</u> <u>renewal is for less</u> <u>than ten years</u>	<u>Corporate Property</u> <u>Officer</u>		

5.12.8 The government has consulted on regulations which would require any decision to dispose of land and buildings with a value above £500,000 to be agreed by the Full Council. The regulations above show the responsibility is with Policy and Resources Committee pending the outcome of the consultation. If enacted, the following thresholds would apply:

<u>Disposal value</u>	<u>Responsibility and Authorisation for</u> <u>Land and Buildings</u>
<u>Up to £0.025m</u>	<u>Corporate Property Officer</u>
<u>£0.025m – 0.500m</u>	<u>Corporate Property Officer in consultation</u> <u>with the Executive Director of Finance.</u>

	<u>Managing Director and Chair of Policy and Resources Committee.</u>
<u>£0.500m + and</u> <u>All disposals at less than best consideration</u> <u>(irrespective of value)</u>	<u>Full Council</u>

5.12.9 The County Council has an aspiration to at least maintain the size of its current County Farms estate, under the County Farms policy agreed by the County Council in October 2014. To that end any capital receipts from the sale of County Farm land will be treated in the following way:

For all County Farms land that is sold:

- If it is sold as **agricultural land**, 100% of the capital receipt will be hypothecated towards further acquisitions of County Farm land / capital improvements to the County Farm estate that produce a revenue uplift.
- If it is sold as **residential/development** land:
 - A valuation will be undertaken to establish the value of the land, should it have been sold without planning permission. That value will then be hypothecated towards further County Farm acquisitions / capital improvements to the County Farm estate that produce a revenue uplift.
 - The balance of the sale value will be split:
 - 65% towards general capital receipts to be utilised by the Council for any purpose.
 - 35% will be put into a reserve for the use of County Farms for further acquisitions / capital improvements to the County Farm estate that produce a revenue uplift.
 - If this reserve reaches £3m in value then any additional receipts will be made available for general Council use for any purpose.

01 Managing Director (with advice from the Corporate Property Officer), subject to consultation with the Chair of the Policy and Resources Committee

— Acquisition above £1million — Policy and Resources Committee

— Acquisition between £250,000 and £1million — Corporate Property Officer in consultation with Executive Director of Finance

— Acquisition below £250,000 — Corporate Property Officer

5.13 Retention of Financial Records

5.13.1 The County Council has a specific policy in place on the minimum retention periods for financial records and these periods are set out in the corporate records retention and disposal scheme. Chief Officers should ensure records are maintained and held securely for the correct period, after which they should be disposed of in accordance with the procedures.

6. External Arrangements

6.1 Introduction

6.1.1 Where the County Council operates in a devolved environment or through a

partnership or other arrangements, the Executive Director of Finance must ensure that the roles and responsibilities for each of the activities and tasks in maintaining financial administration and stewardship are clearly defined, allocated and operated effectively.

6.2 Partnerships

- 6.2.1 The County Council has formal representation on many external boards such as: the Police and Crime Panel, the Local Enterprise Partnership Board, and the Greater Norwich Growth Board.
- 6.2.2 Separate governance arrangements will exist for external boards / partnerships / joint ventures and decisions taken by Council members at these boards that affect Norfolk County Council will still be subject to the Norfolk County Council Constitution.
- 6.2.3 The Executive Director of Finance must ensure that the accounting and reporting arrangements to be adopted relating to partnerships and joint ventures, as defined within Financial Procedures, are satisfactory. The Executive Director of Finance and Head of Law must consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies. They must also ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- 6.2.4 Chief Officers are responsible, in consultation with the Executive Director of Finance and Head of Law, for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies. They should also ensure that the risks identified above are mitigated where possible.

6.3 External Funding

- 6.3.1 The Executive Director of Finance is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the County Council's accounts. Chief Officers are responsible for ensuring that the Executive Director of Finance is notified of external funding bids at an early stage.

6.4 Financial Guarantees

- 6.4.1 Chief Officers must inform the Executive Director of Finance of all proposals that may require a financial guarantee prior to implementation.
- 6.4.2 The Executive Director of Finance is responsible for ensuring that any proposed financial guarantee requirement is within the powers of the County Council and shall consult with the Head of Law as appropriate.
- 6.4.3 Requirements for suppliers to provide the County Council with either bonds or guarantees shall be agreed with the Corporate Property Officer (for property contracts) or the Head of Procurement (for other contracts)

6.5 Work for Third Parties

- 6.5.1 The Policy and Resources Committee is responsible for approving the contractual arrangements for any work for third parties or external bodies, not already covered by the Scheme of Authorisation to Chief Officers.

6.6 State Aid and Competition

6.6.1 Chief Officers are responsible for ensuring that any payments made by their department do not constitute State Aid or breach rules on competition. State Aid (which is governed by EU regulations) is the illegal subsidy of commercial activity from public funds, and could arise, for example, from the following:

- Cheap loans
- Grant funding
- Sharing staff, equipment or accommodation (particularly with wholly owned companies)
- Waiver of deductions due on contracts.

6.6.2 If a Chief Officer is unsure as to whether a payment would constitute State Aid or anticompetitive practice, the advice of the Executive Director of Finance should be sought in consultation with the Head of Law where appropriate.

6.7 Private Finance 2 (PF2)

6.7.1 Chief Officers considering PF2 projects should consult with the Executive Director of Finance during the preparation of the business case for submission to the Council or Service Committee (Service Committee if less than £100m).

6.7.2 Council / Committee is responsible for approving PF2 projects at all key stages. The Chief Officer is responsible for ensuring that such approvals are sought and obtained from Council / Committee in a timely manner following recommendation by the Project Board, in accordance with the approved PF2 process.

6.7.3 The Executive Director of Finance is responsible for:

- ensuring that the project has the necessary support from appropriately skilled financial and procurement specialists at all stages of its procurement, as well as during the operational stage
- ensuring that the necessary banking arrangements are available in time for the project to commence
- endorsing the outline business case, including underlying financial assumptions, value for money, and ability to deliver
- ensuring that the financial implications of all PF2 projects are incorporated in financial planning.

6.7.4 Chief Officers are responsible for:

- preparing a business case for submission to Council / Committee prior to commencing the procurement process
- ensuring that the project has the necessary support from appropriately skilled legal and procurement specialists at all stages of its procurement, as well as during the operational stage
- compliance with Contract Standing Orders
- ensuring that, at all stages, cost estimates for both the capital and revenue

expenditure are carefully made and reviewed to ensure that they are robust before seeking formal approval from Council / Committee

- ensuring that procedures are in place to limit, as far as reasonably possible, the likelihood of the County Council failing to pay the contractor on time, or otherwise defaulting or making an overpayment
- informing the Executive Director of Finance of any matter that may lead to termination under the contract. Policy and Resources Committee is required to approve termination of a contract by use of the Authority Default provisions
- fully considering the risks associated with undertaking a PF2 project and reporting them to Policy and Resources Committee when they are considering the approval of a PF2 project
- ensuring that any dedicated bank accounts necessary to enable their projects to function efficiently are set up and properly operated

6.7.5 Chief Officers are responsible for ensuring that deductions required to the unitary payment for the unavailability of the contracted service or a performance shortfall are made in full in a timely manner. If another service or asset is proposed in exchange for foregoing such deductions, the Executive Director of Finance is responsible for ensuring that the alternative proposal has a value equal to the foregone deductions.

6.7.6 Where the County Council has the right to make a deduction under the contract, any waiver of the deduction shall be treated as a write-off of debt, and shall be covered by the Council's Debt Recovery procedure. When considering the thresholds for approval of the write off, all deductions due in a financial year should be aggregated together.

6.7.7 Private Finance transactions contain complex financial arrangements including (usually) a Funder's Direct Agreement that can obligate the County Council to take over the responsibility for the Contractor's debt in the event of Authority or Contractor default. It is the responsibility of the Chief Officer to ensure that the Executive Director of Finance has all the relevant information regarding these arrangements and of any material financial matters. It is the responsibility of the Executive Director of Finance to account for the arrangements in accordance with the relevant regulations and proper accounting practice.

Norfolk County Council's Scheme of Virement

Background

1. The scheme of virement is intended to enable Committees, Chief Officers and their staff to manage budgets with a degree of flexibility within the overall policy framework determined by the County Council, and therefore to optimise the use of resources.
2. The scheme is administered by the Executive Director of Finance within guidelines set by the County Council. Any variation from this scheme requires the approval of the County Council.
3. The overall budget is approved by the County Council. Chief Officers and budget managers are therefore authorised to incur expenditure in accordance with the estimates that make up the budget. The rules below cover virement; that is, switching resources between approved estimates or heads of expenditure – both revenue and capital. For the purposes of this scheme, a budget head is considered to be the subdivision of service budgets as reported in the service commentaries within the medium term financial plan. Virement does not include the switching of resources between revenue and capital.
4. Virement does not create additional overall budget liability. Chief Officers are expected to exercise their discretion in managing their budgets responsibly and prudently. For example, they should aim to avoid supporting recurring expenditure from one-off sources of savings or additional income, or creating future commitments, including full- year effects of decisions made part way through a year, for which they have not identified future resources. Chief Officers must plan to fund such commitments from within their own budgets.
5. The capital and revenue budgets may contain block allocations of funding for specific purposes. The movement of resources from a block allocation to a specific identified scheme does not constitute a virement provided that the expenditure being incurred is in accordance with the original policy decision agreed by the County Council. If a Chief Officer wishes to transfer funding from a block allocation and use it for a different purpose, for example, the transfer of purchase of care from one client group to a different client group, the rules below will apply.

Revenue

6. County Council is responsible for agreeing virement between services (as shown in the budget report to County Council in February each year), and where the virement has a value in excess of £200,000.
7. Policy and Resources Committee is responsible for agreeing virement between services where the virement has a value of up to £200,000, subject to the prior agreement of the virement by the service committee(s) concerned.

7. —

8. County Council is also responsible for agreeing virements between budget heads defined in 3 above – within services, where the virement has a value in excess of 1% of the net budget of the service (as shown in the budget report to County Council in February) or £100,000 – whichever is the higher. For Children's Services, net budget is calculated exclusive of amounts delegated to schools.
9. All other virements are the responsibility of Chief Officers, subject to consultation with the Chair of the appropriate Committee and the agreement of the Executive Director of Finance.
10. Chief Officers may delegate authority to make virements to other officers, consistent with the above and in accordance with formally agreed departmental arrangements.

Capital

11. County Council is responsible for agreeing virements between services and schemes (as shown in the Capital Budget document produced by the Executive Director of Finance).
12. County Council is also responsible for agreeing virements greater than £250,000 within services or schemes (as defined above).
13. All other virements are the responsibility of Chief Officers, subject to consultation with the appropriate Committee Chair and the agreement of the Executive Director of Finance and subject to the service's overall financial provision for capital spending not being exceeded in the current and future years.

Committee Procedure Rules – part 4.2

Insert new 5

5. Questions by the Public at Service Committees

A person resident in Norfolk, or who is a non-domestic ratepayer in Norfolk, or who pays Council Tax in Norfolk may ask at an ordinary meeting of a Service Committee through the Chairman any question within the terms of reference of the Committee about a matter for which the council has a responsibility or particularly affects the County.

The Head of Democratic Services may reject a question if it:

(a) is not about a matter for which the council has a responsibility or particularly affects the County;

(b) is defamatory, frivolous or offensive or has been the subject of a similar question in the last 6 months or the same as one already submitted under this provision;

(c) requires the disclosure of confidential or exempt information (as defined the Council's Access to Information Procedure Rules

NOTICE OF QUESTIONS

A question under this rule may only be put if either:

(i) at least 2 working days' notice of the question is given in writing to the Head of Democratic Services; e.g. by 5.00 p.m. on the Wednesday preceding a Service Committee meeting on Monday;

OR

(ii) The question relates to urgent matters and it has the consent of the Chairman to whom the question is to be put, and the content of the question is given to the Head of Democratic Services by 9.30 a.m. on the day of the meeting.

NUMBER OF QUESTIONS

At any ordinary Service Committee meeting, the number of questions which can be asked will be limited to one question per person plus a supplementary. No more than one question plus a supplementary may be asked on behalf of any one organisation. No person shall be entitled to ask in total under this provision more than one question and a supplementary in any six month period.

Questions are subject to a maximum word limit of 110 words. Questions that are in excess of 110 words will be disqualified. The total time for public questions will be limited to 15 minutes. Questions will be put in the order in which they are received.

A supplementary question may be asked without notice and should be brief (fewer than 75 words and take less than 20 seconds to put). It should relate directly to the original question or the reply. The Chairman may reject any supplementary question s/he does not consider compliant with this requirement.

RESPONSE

The Chairman shall exercise his/her discretion as to the response given to the question and any supplementary. If the person asking the question indicates they will not be attending the Committee, a written response will simply be sent to the questioner. If the person asking the question has indicated they will attend, responses to questions will be made available in the Committee Room in writing before the start of the meeting and copies of the questions and answers will be available to all in attendance. The responses to questions will not be read out at the meeting. The Chairman may give an oral response to a supplementary question or may require another Member or Officer to answer it. If an oral answer cannot be conveniently given, a written response will be sent to the questioner within seven days of the meeting.

If the person who has given notice of the question is not present at the meeting or if any questions remain unanswered within the 15 minutes allowed for questions, a written response will be sent within seven working days of the meeting.

PART 4.2

COMMITTEE PROCEDURE RULES

1. Time and place of meetings
2. Notice of meetings
3. Chairman of meeting
4. Appointment of substitute members of committees and sub-committees
5. Questions by the public and public speaking
6. Questions by members
7. Motions on Notice
8. Motions without Notice
97. Rules of debate
40. Previous decisions and motions
118. Minutes
129. Record of attendance
130. Exclusion of public
141. Members' conduct
152. Disturbance by public
163. Interest of Members in contracts and other matters
174. Suspension and amendment of Committee Procedure Rules
185. Committees
196. Voting in committees
- 2047 Adjournment of committee meetings
2148. Rights of other members to attend committee meetings

~~2249.~~ Interpretation of Rules of Procedures

~~23.~~ Conducting Committee Business

~~24.~~ Working Groups' Protocol

1. **TIME AND PLACE OF MEETINGS**

The time and place of meetings will be determined by the Managing Director and notified in the summons.

2. **NOTICE OF MEETINGS**

The Head of Democratic Services will give notice to the public of the time and place of any meeting in accordance with the Access to Information Rules in Part 7.4 of the Constitution. At least five clear days before meetings, the Head of Democratic Services will circulate to relevant members the agenda for the meeting setting out the date, time and place of the meeting and specifying the business to be transacted.

3. **CHAIRMAN OF MEETING**

The person presiding at the meeting may exercise any power or duty of the chairman.

4. **APPOINTMENT OF SUBSTITUTE MEMBERS OF COMMITTEES AND SUB-COMMITTEES**

4.1 Group Leaders can nominate all their members to be substitutes for appointed members of Committees and Sub-Committees, except in the case of regulatory committees where substitutes will be drawn from a nominated panel of experienced members.

4.2 Notice of a substitution must be given by the appointed member or the relevant political assistant to the Head of Democratic Services (through the appropriate committee clerk) indicating the name of the substitute, before the commencement of the particular meeting.

4.3 Cancellation of the intention to substitute will not be effective until notified by the appointed member or the relevant political assistant before the commencement of the meeting.

4.4 If, after advance notice has been given, the appointed member is present when the meeting begins, the substitution will not have effect for that meeting.

4.5 If the appointed member arrives when the meeting is in progress, the substitution will remain effective and the appointed member will not be allowed to speak (except as a local member on a matter affecting his/her Division) or vote. It is not possible to substitute for part of a meeting.

4.6 At the commencement of the meeting the Chairman/Committee Clerk will inform the Committee/Sub-Committee of substitution(s).

5. **QUESTIONS BY THE PUBLIC AND PUBLIC SPEAKING**

- 5.1 The procedures governing questions by the public and public speaking can be found in Part 4.4 of the Constitution.
- 5.2 There shall be a period of up to 15 minutes to expressly permit members of the public to raise questions through their local member, in line with the agreed protocol for public questions of committee meetings.

6. **QUESTIONS BY MEMBERS**

- 6.1 A member of a committee may at any meeting of that committee ask through the chairman any question within the terms of reference of the committee. In addition any member of the Council may at any committee meeting ask a question, make comments or raise issues on any significant matter affecting the Division of the member within the committee's terms of reference.

6.2 **NOTICE OF QUESTIONS**

A member may only ask a question under this Rule if either:

- (i) they have given at least 2 working days notice of the question in writing to the Head of Democratic Services; e.g. by 5.00 p.m. on the Wednesday preceding a Committee meeting on Monday;

OR

- (ii) The question relates to urgent matters and they have the consent of the chairman to whom the question is to be put, and the content of the question is given to the Head of Democratic Services by 9.30 a.m. on the day of the meeting.

6.3 **NUMBER OF QUESTIONS**

The number of questions which can be asked at a Committee meeting under this Rule will be limited to two per Member (or one question plus a supplementary). A Member who asks two substantive questions will not be entitled to ask any supplementaries. Substantive questions are subject to a maximum word limit of 110 words. Substantive questions that are in excess of 110 words will be disqualified. The total time for member questions will be limited to 15 minutes.

6.4 **RESPONSE**

Responses to the substantive questions will be given to the questioner in writing before the start of the meeting and copies of the questions and answers will be available to all in attendance. The responses to substantive questions will not be read out at the meeting. A questioner who asks only one substantive question will be entitled to ask a supplementary question and if they do so, a response to it will be given orally by the Chairman or such other member or officer as is determined by the Chairman. Supplementary questions are subject to a limit of 75 words. If a response to a supplementary question cannot conveniently be given orally, a written answer will be sent to the questioner within seven working days of the meeting.

- 6.5 If the member who has given notice of the question is not present at the meeting or if any questions remain unanswered within the 15 minutes allowed for questions, a written response will be sent to the questioner within seven working days of the meeting.

7. MOTIONS ON NOTICE

- 7.1 Except for motions which can be moved without notice under Rule 8, notice of every motion must be given in writing, signed by the member or members of the Committee giving the notice, and delivered to the Head of Democratic Services not later than 7 working days before the date of the meeting

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- 7.2 Motions for which notice has been given will be listed on the agenda in the order in which notice was received, unless the member giving notice states, in writing, that they propose to move it to a later meeting or withdraw it.

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- 7.3 If a motion listed on the agenda is not moved either by the member who gave notice or by another member on his/her behalf, it will, unless postponed by the Committee, be treated as withdrawn and should not be moved without fresh notice.

- 7.4 Motions must be clear and concise and be matters for which the Committee has responsibility and which affect Norfolk.

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8. MOTIONS WITHOUT NOTICE

- (1) The following motions may be moved without notice:-

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(a) to appoint a chairman of the meeting at which the motion is moved if the Chairman or Vice-Chairman is not present;

(b) in relation to the accuracy of the minutes;

(c) to change the order of business in the agenda;

(d) to refer something to an appropriate body or individual;

(e) to appoint a committee or member arising from an item on the summons for the meeting where such appointment is required;

(f) to receive and adopt reports and recommendations of officers and any resolutions following from them;

(g) to withdraw a motion;

(h) to amend a motion;

(i) to proceed to the next business;

(j) that the question be now put;

(k) to extend the time limit for speeches;

(l) to adjourn a debate;

(m) to adjourn a meeting;

(n) that the meeting continue beyond 3 hours in duration;

(o) to suspend a particular committee procedure rule;

(p) to exclude the public and press in accordance with the Access to Information Rules;

(q) to not hear further a member named under Rule 14.3 or to exclude them from the meeting under Rule 14.4 and

(2) A motion by the Chairman under paragraph (1)(p) of this Rule will take precedence over any other motion and will without the need of a seconder be put forth without discussion or question. Provided that after the withdrawal of the public pursuant to any such motion a member may notwithstanding any other provision of these Rules, move that the public be re-admitted and upon that motion being seconded it may be discussed and voted upon.

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97. RULES OF DEBATE

97.1 NO DEBATE OR VOTE UNTIL MOTION SECONDED

No motion will be debated or voted upon after the mover has moved a proposal ~~(other than a motion that the report of a committee or a recommendation within it be received and adopted)~~ until the motion has been seconded.

97.2 RIGHT TO REQUIRE MOTION IN WRITING

~~Unless notice of the motion has already been given, t~~The Chairman may require ~~any motion~~ to be written down and handed to him/her before it is discussed. The motion will be read out to the committee before any vote upon it is taken.

97.3 SECONDER'S SPEECH

When seconding a motion or amendment, a member may reserve their speech until later in the debate.

97.4 CONTENT AND LENGTH OF SPEECHES

Speeches must be directed to the question under discussion or to a personal explanation or point of order. No speech may exceed 5 minutes without the consent of the chairman.

97.5 WHEN A MEMBER MAY SPEAK AGAIN

A member who has spoken on a motion may not speak again whilst it is the subject of debate, except;

(a) to speak once on an amendment moved by another member;

(b) to move a further amendment if the motion has been amended since he/she last spoke;

(c) if his/her first speech was on an amendment moved by another member, to speak on the main issue (whether or not the amendment on which he/she spoke was carried);

(d) in exercise of a right of reply;

(e) on a point of order; and

(f) by way of personal explanation;

(g) to demand a recorded vote;

(h) to move the suspension of these procedural rules;

(i) to move a resolution under paragraph 9.10 of these Rules;

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~~(a) on a point of order; and~~

~~(b) by way of personal explanation.~~

~~(c) to demand a recorded vote~~

~~(d) to move a resolution under paragraph 7.10 of these Rules;~~

~~(e) to move the suspension of these procedural rules~~

97.6 AMENDMENTS TO MOTIONS

(a) An amendment to a motion must be relevant to the motion and will either be:

(i) to leave out words;

- (ii) to leave out words and insert or add others; or
- (iii) to insert or add words.

as long as the effect of (i) to (iii) is not to negate the motion.

- (b) Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been disposed of.
- (c) If an amendment is moved, the Chairman will ask the proposer of the original motion if he/she is willing to alter his/her motion in accordance with the amendment. If he/she accepts, the amendment becomes the substantive motion and is debated. If the proposer of the original motion is unwilling to alter his/her motion, the Chairman will ask if there is a seconder for the amendment. If there is a seconder, the amendment will then be debated and voted upon.
- (de) If an amendment is not carried, other amendments to the original motion may be moved.
- (ed) If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.
- (fe) After an amendment has been carried, the chairman will read out the amended motion before accepting any further amendments, or if there are none, put it to the vote.

97.7 ALTERATION OF MOTION

- (a) (a) —With the consent of the meeting, aA member may alter a motion of which he/she has given notice proposed with the consent of the meeting. The meeting's consent will be signified without discussion.
- (b) A member may alter a motion which he/she has moved without notice with the consent of both the meeting and the seconder. The meeting's consent will be signified without discussion
- (cb) Only alterations which could be made as an amendment may be made.

97.8 WITHDRAWAL OF MOTION

With the consent of the seconder, aA member may withdraw a motion which he/she has moved with the consent of the seconder. No member may speak on the motion after the mover has asked permission to withdraw it unless permission is refused.

9.9 RIGHT OF REPLY

- (a) The mover of a motion has a right to reply at the end of the debate on the motion, immediately before it is put to the vote.

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(b) If an amendment is moved, the mover of the original motion has the right of reply at the close of the debate on the amendment, but may not otherwise speak on it.

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(c) The mover of the amendment has no right of reply to the debate on his or her amendment.

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9.107.9 MOTIONS WHICH MAY BE MOVED DURING DEBATE

When a motion is under debate, no other motion may be moved except the following procedural motions:

- (a) to withdraw a motion;
- (b) to amend a motion;
- (c) to postpone consideration of the motion;
- (d) to proceed to the next business;
- (e) that the question be now put;

- (f) to adjourn a debate;
- (g) to adjourn a meeting;
- (h) to exclude the public and press in accordance with the Access to Information Rules; and
- (i) to not hear further a member named under Rule 144.3 or to exclude them from the meeting under Rule 144.4;
- (j) that the procedural rules be suspended;

97.110 CLOSURE MOTIONS

- (a) A member may move, without comment, the following motions at the end of a speech of another member:

- (i) that consideration of the motion be postponed;
- (ii) to proceed to the next business;
- (iii) that the question be now put;
- (iv) to adjourn a debate; or
- (v) to adjourn a meeting.

- (b) If a motion to proceed to next business is seconded and the chairman thinks the item has been sufficiently discussed, he or she will give the mover of the original motion a right of reply and then put the procedural motion to the vote.

- (c) If a motion that the question be now put is seconded and the chairman thinks the item has been sufficiently discussed, he/she will put the procedural motion to the vote. If it is passed he/she will give the mover of the original motion a right of reply before putting his/her motion to the vote.

- (d) If a motion to adjourn the debate or to adjourn the meeting or to postpone consideration of the meeting is seconded and the chairman thinks the item has not been sufficiently discussed and cannot reasonably be so discussed on that occasion, he/she will put the procedural motion to the vote without giving the mover of the original motion the right of reply.

(e) provided that a second motion to the same effect under this section will not be moved in reference to the same motion or amendment within a period of 20 minutes unless it is moved by the Chairman.

~~provided that a second motion to the same effect under this section will not be moved in reference to the same motion or amendment within a period of 20 minutes unless it is moved by the Chairman.~~

7.449.12 POINT OF ORDER

A member may raise a point of order at any time. The chairman will hear him/her immediately. A point of order may only relate to an alleged breach of these Rules of Procedure or the law. The member must indicate the rule or law and the way in which he/she considers it has been broken. The ruling of the chairman on the matter will be final.

9.137.12 PERSONAL EXPLANATION

A member may make a personal explanation at any time. A personal explanation may only relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate. The ruling of the chairman on the admissibility of a personal explanation will be final.

10. PREVIOUS DECISIONS AND MOTIONS

10.1 MOTION TO RESCIND A PREVIOUS DECISION

A motion or amendment to rescind a decision made at a meeting of the Committee within the past seven months cannot be moved unless the notice of motion is signed by at least 5 members of the Committee.

10.2 MOTION SIMILAR TO ONE PREVIOUSLY REJECTED

A motion or amendment in similar terms to one that has been rejected at a meeting of the Committee in the past seven months cannot be moved unless the notice of motion or amendment is signed by at least 5 members of the Committee. Once the motion or amendment is dealt with, no one can propose a similar motion or amendment for seven months.

118. MINUTES

118.1 SIGNING THE MINUTES

The chairman will sign the minutes of the proceedings at the next suitable meeting. The only part of the minutes that can be discussed is their accuracy and any question as their accuracy must be raised by motion.

129. RECORD OF ATTENDANCE

Each member attending a committee meeting must, with a view to securing the recording of his/her attendance, sign the attendance sheet provided by the Head of Democratic Services for that purpose. If any member arrives after the attendance

sheet has been circulated, he/she must intimate his/her presence to the Head of Democratic Services

| ~~1340.~~ **EXCLUSION OF PUBLIC**

| Members of the public and press may only be excluded either in accordance with the Access to Information Rules in Part 7.4 or Rule ~~152~~ (below) of the Constitution

| ~~144.~~ **MEMBERS' CONDUCT**

| ~~144.1~~ **SPEAKING**

When a member speaks at committee meetings, they must address the meeting through the chairman, but may choose to either stand or remain seated.

| ~~144.2~~ **CHAIRMAN STANDING**

When the chairman stands during a debate, any member speaking at the time must stop and sit down. The meeting must be silent.

141.3 MEMBER NOT TO BE HEARD FURTHER

If a member persistently disregards the ruling of the chairman by behaving improperly or offensively or deliberately obstructs business, the chairman may move that the member be not heard further. If seconded, the motion will be voted on without discussion.

141.4 MEMBER TO LEAVE THE MEETING

If the member continues to behave improperly after such a motion is carried, the chairman may adjourn the meeting for a specified period or move that ~~either~~ the member leaves the meeting. If seconded, the motion will be voted on without discussion. If the member continues to behave improperly, the Chairman may give such direction as he/she considers appropriate for the removal of the member and the restoration of order.

141.5 GENERAL DISTURBANCE

If there is a general disturbance making orderly business impossible, the chairman may adjourn the meeting for as long as he/she thinks necessary.

152. DISTURBANCE BY PUBLIC

152.1 REMOVAL OF MEMBER OF THE PUBLIC

If a member of the public interrupts proceedings, the chairman will warn the person concerned. If he/she continues to interrupt, the chairman will order his/her removal from the meeting room.

152.2 CLEARANCE OF PART OF MEETING ROOM

If there is a general disturbance in any part of the meeting room open to the public, the chairman may call for that part to be cleared.

163. INTEREST OF MEMBERS IN CONTRACTS AND OTHER MATTERS

163.1 This is covered by the Members Code of Conduct in Part 8.1 of the Constitution.

174. SUSPENSION AND AMENDMENT OF COMMITTEE PROCEDURE RULES

174.1 SUSPENSION

- (i) All of these Rules except Rule 196.2 may be suspended by motion on notice, or without notice if at least one half of the whole number of members of the committee are present. Suspension can only be for the duration of the meeting. A motion to suspend any of these Rules must specify the Rule to be suspended and must be moved in terms limited to an explanation of the reasons for the suspension. It will be seconded in formal terms only and will be put to the committee without debate.

- (ii) Any motion to add to, vary revoke these Rules will, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Council, except where it is moved as part of the report of the Cabinet.

185. COMMITTEES

- (1) References in these Rules to "Committees" include other bodies except where those bodies have separately agreed arrangements.
- (2) The Chairmen and Vice Chairmen of the Service Committees are appointed by the Full Council at the Annual General Meeting. The Chairman and Vice Chairman of the Policy and Resources shall be the persons appointed Leader and Deputy Leader of the Council respectively. Full Council also has the power to remove a person from the office of Chairman or Vice-Chairman of these committees. This can only be exercised by resolution of the Council, following a vote of no confidence in the postholder by the relevant committee. Every other Committee will at its first meeting after the annual meeting of the Council in any year and whenever else necessary elect a chairman and (if so desired) a vice-chairman for the year, who will each serve, being a member of the committee, until a successor is appointed. In the absence from a meeting of the chairman and vice-chairman, a chairman for that meeting will be appointed.
- (3) The Chairman of a committee may call a special meeting at any time. The summons to the special meeting will be issued by the Head of Democratic Services and will set out the business to be considered; and no business other than that set out in the summons will be considered at that meeting. Cancelling or changing the date or time of a scheduled meeting shall be determined by the Chairman following consultation with Group Spokesmen.
- (4) Full Council is responsible for considering any proposal by a committee to establish a sub-committee (Article 6 and Part 3.1). If Council agrees to the establishment of a sub-committee, it shall also determine its composition and terms of reference.
- (5) The quorum of each committee will be five and of each sub-committee will be three unless otherwise specially ordered by the Council. The quorum for the Emergency Committee, the Pensions Committee, the Personnel Committee, the Standards Committee, the General Purposes Regulatory Committee and the Employment Appeals Panel will be 3.

196. VOTING IN COMMITTEES

- 19.1 Voting at a meeting of a committee will normally be by show of hands; but any member may demand a recorded vote and, if one quarter of the members constituting the committee signify their support such a vote will be taken.

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19.2 If there are an equal number of votes for and against, the Chairman will have a second or casting vote. There will be no restriction on how the Chairman chooses to exercise a casting vote.

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19.3 Where immediately after a vote is taken at a committee meeting any member of that committee so requires, there will be recorded in the minutes of the proceedings of that meeting whether that person casts his/her vote for the motion or against the motion or whether he/she abstained from voting.

19.4.3 VOTING ON APPOINTMENTS

- (i) If there is only one nomination for a single position to be filled, the person nominated will fill the position only if a greater number of members vote for the nominee than against. The Chairman may at his/her discretion call for a vote:-
 - (a) by each member when called upon announcing whether they are for or against the appointment of the nominee;
- (ii) If there are two or more people nominated for a single position to be filled, the person having the greatest number of votes will fill the position. The Chairman may at his/her discretion call for a vote:-
 - (a) by each member when called upon announcing the name of the person for whom he/she votes; or
- (iii) Where more than one position or vacancy is involved, voting papers will be distributed and a vote will be taken –
 - (a) by each voter writing on his/her voting paper the names of no greater number of the persons nominated than would be required to fill the positions or vacancies under consideration;
 - (b) the names of such persons having the greatest number of votes in descending order as are required to fill the positions or vacancies under consideration will thereupon be declared by the Chairman to be the names of the persons appointed to fill the said positions or vacancies.

provided that in the event of there being an equality of votes for the only position or vacancy or the last position or vacancy the vote will be taken again between such persons having equal votes. Where the number of persons nominated does not exceed the number of positions or vacancies by more than one, the appointment may be determined on a motion.

2017. ADJOURNMENT OF COMMITTEE MEETINGS

When a committee adjourn, whether by resolution or by decision of the Chairman, the adjournment will by decision taken at that time be to a date, time and place specified, provided that where this is not practicable and a meeting is adjourned for an unspecified period and/or to an unspecified place, all members of the committee will be notified of the new date, time and place when these have been determined.

2118. RIGHTS OF OTHER MEMBERS TO ATTEND COMMITTEE MEETINGS

- (1) A member of the Council who has moved a motion which has been referred to any committee will have notice of the meeting of the committee at which it is proposed to consider the motion. The member will have the right to attend the meeting and, if they attend will have an opportunity of explaining the motion.
- (2) A member of the Council may attend a meeting of any committee of which they are not a member but may not speak without the agreement of the Chairman and may not vote.
- (3) A member of the Council will have the right to attend any public meeting arranged by an officer or any meeting of a committee called to make any inspection of any site or works within their Electoral Division or which is to consider the making of any compulsory purchase order of land or buildings within such Division. The member will have notice of any such meeting and, if they attend will, at the discretion of the Chairman have the right to give their views.

2249. INTERPRETATION OF RULES OF PROCEDURE

The ruling of the Chairman as to the construction or application of these Rules or as to any proceedings of the Committee will be final for the purposes of the meeting at which it is given.

239. CONDUCTING COMMITTEE BUSINESS

Committee Business shall be conducted in accordance with the Protocol for Conducting Committee Business in Annex 1.

244. WORKING GROUPS PROTOCOL

- (i) Working Groups should be conducted in accordance with the Working Groups Protocol set out in Annex 2.
- (ii) Where the findings of a Working Group are being reported back to a committee, they should be presented by members.

ANNEX 1

PROTOCOL FOR CONDUCTING COMMITTEE BUSINESS

In the current financial environment the Council's decision making process should be as efficient as possible, working on the principle that "time is money". This protocol sets out the principles and best practice that will guide the carrying out of Council business. The Council's Constitution sets out the framework for how the Council operates, and this protocol is designed to supplement this through articulating how the structure and processes in the Constitution should operate in practice.

There is an expectation that members will work in accordance with this protocol and it will be for them to enforce the protocol and hold officers and each other to account for its delivery.

BEFORE THE COMMITTEE MEETING

The effectiveness of a Committee meeting is highly dependent on the preparation that goes into it, particularly the content and the length of the agenda, the length of the meeting, the quality of reports and officer advice and the level of member engagement before the meeting.

AGENDA PLANNING AND REPORTS

1. AGENDAS SHOULD:-

- Focus on strategic matters.
- Be based on the Forward Plan, the Committee's risk register and strategic issues.
- Be planned with input from the Chair/Vice-Chair and from Committee Spokespersons.

Matters for information or updates on issues should not be included on committee agendas. Other methods such as seminar, workshops, email updates or information bulletins should be developed to cover these sort of issues.

2. REPORTS SHOULD BE:-

- Timely (i.e. comply with the statutory requirement to be available to members and the public 5 clear days before the meeting).
- Concise, clear and relevant, particularly with regard to the decision(s) required of members. The structure should include a meaningful and self-contained executive summary. Significant additional information should be signposted rather than appended.
- Shared with Spokespersons in outline at the Spokespersons meeting and developed in the light of that early engagement.
- Compliant with a design guide which makes sure that reports will be readable on the ICT equipment members are provided with.

- Corporate and take a whole Council approach.

MEMBER INVOLVEMENT BEFORE COMMITTEE MEETINGS (CHAIR AND VICE-CHAIR PLANNING MEETINGS AND SPOKESPERSON MEETINGS)

1. CHAIR AND VICE-CHAIR MEETINGS (CURRENTLY CALLED PRE-AGENDA OR SOMETIMES AGENDA PLANNING) SHOULD:-

- Review and revise the Forward Plan.
- Consider any discussion from the previous Spokespersons meeting and which reports should come forward to the next agenda and the order in which they should appear.
- Allow the Chair and Vice-Chair to discuss with senior officers the practicalities of the meeting and receive any general committee updates.

2. SPOKESPERSONS MEETINGS SHOULD:-

- Be timetabled and scheduled in the Democratic calendar (as should all member meetings).
- Be attended by all Spokespersons and by the Chair, Vice-Chair, Executive Director and any other appropriate officers.
- Be timetabled in advance to follow the Chair and Vice-Chair meetings and have a record made of their deliberations which can be circulated to other members.
- Have at least one meeting per cycle to allow them to have a meaningful discussion as to the business in the forthcoming cycle and at a stage that will allow Spokespersons to influence matters.
- Review the agenda and ensure that the reports provide the information required to make decisions. The meeting does not need to cover all agenda items but should allow the time to identify issues and themes about how reports are written and presented in addition to actual items.
- Discuss suggestions from members for agenda items.
- Agree where possible areas of consensus exist.
- Recognise that Committees have collective accountability and take a collegiate approach.
- Have access to those officers best able to advise and support them in their role.
- Have an open and frank conversation and be clear as to the balance between the need for members to respect confidentiality against not unnecessarily constraining members in performing their role.
- Have an on-going dialogue between Committee cycles with the Chair and Vice-Chair, between themselves and with officers.
- Operate in an atmosphere of trust and mutual respect between officers and members.
- Agree how they wish to receive briefings/updates from officers in between meetings.
- Discuss and propose amendments to the Forward Plan.

- Be informed of decisions taken by Chief Officers following consultation with the Chair.
- Consider if any issues would be best addressed through task and finish groups.
- Discuss significant issues of concern.
- Enable Spokespersons to fulfil their key role of cascading information to and gathering the views of fellow members of their Group.

COMMITTEE MEETINGS

COMMITTEE MEETINGS SHOULD:-

- Not extend to more than 3.5 hours unless the Committee so agrees.
- Have timed agendas, allocating time for each item.
- Acknowledge where there is consensus and allocate time accordingly – for example a Task and Finish Group report.
- Devote most time to priority strategic issues.
- Have agendas that are realistic in terms of content and length that will allow members to transact the business in an efficient and effective manner.
- Recognise that officer and member time is a valuable resource and should be used effectively.
- Not receive reports that are for information or of interest only to a particular member or division unless the Spokespersons agree otherwise.
- Only call additional meetings for a particular purpose. Other options should be carefully examined if it is suggested calling an additional meeting in response to the general workload of a Committee, such as looking more critically at agendas and considering different ways of dealing with issues such as Task and Finish Groups and Seminars.

OFFICERS SHOULD:-

- Use Agenda tracker to ensure they make best use of their time.
- Only give necessary updates on the contents of their report when introducing it.
- Answer questions in a succinct and relevant manner.

MEMBERS SHOULD:-

- Abide by the protocol and support its enforcement through self-policing and supporting the Chair.
- Take advantage of training and development opportunities relevant to their roles.
- Not seek to repeat points previously made.
- Keep the debate at a strategic level and avoid it becoming parochial.
- Seek information/ask questions regarding reports in advance of the meeting where possible in order to save time at the meetings.

ANNEX 2

WORKING GROUPS PROTOCOL

- Working Groups cannot take decisions. Decision-making is confined to Council, Committees and Sub-Committees.
- A Working Group can make recommendations to the Committee or Sub-Committee that sets it up.
- A Working Group need not be politically balanced. Membership will be determined by the Committee or Sub-Committee that sets it up and can draw in Members from other Committees if required.
- Whilst Working Groups are usually comprised of Members, Officers may be invited to join from time to time. As with reports to Committees reports to Working Groups will be produced by Officers.
- A Working Group may be a 'task and finish group' with a fixed timescale and specific objectives to achieve or may be an 'advisory group' on a particular topic. In such cases the Committee or Sub-Committee will set the terms of reference.
- Working Groups will not meet in public. They are informal meetings for the purpose of deliberation on the specific matters within their terms of reference. Working Groups are not clerked and formal minutes are not kept. This promotes free and frank discussion within the Group and does not create an additional call on resources.
- Terms of reference for the Working Group will be established by the Committee or Sub-Committee that sets it up.
- There will be no substitutes on Working Groups. The meetings are informal, are not decision-making and will benefit most from having regular input from those who have particular knowledge of the Working Group's remit.
- Committees and Sub-Committees are not obliged to accept the recommendations of a Working Group.
- The Committee or Sub-Committee that establishes a Working Group also has the power to dissolve it.
- The Working Group will not issue press statements on behalf of the Council nor speak to the media about its work except at the request of the Committee or Sub-Committee that set it up.

Recommendations from the Children's Services Committee Meeting held on 15 March 2016

1 Norfolk Youth Justice Plan 2016-17

- 1.1 The Committee received the report by the Executive Director of Children's Services updating the Norfolk Youth Justice Plan to outline the actions, risks and opportunities identified to ensure that the desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2016-17. The Plan also sets out the key external and internal drivers behind this area of the County Council's work, which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation) and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.
- 1.2 The Committee **RESOLVED** that Children's Services Committee comment on the details contained in the Norfolk Youth Justice Plan 2016-17 and that a final version (taking on board Committee Members comments) be presented to full Council in April for approval.

Note by Head of Democratic Services

A copy of the report considered by the Committee (at item 7 of the 15 March agenda) can be viewed on the committee papers area on the County Council's website. A full copy will also be placed in the Members' Room.

James Joyce
Chair, Children's Services Committee



Norfolk Youth Justice Plan 2016 - 17

Chris Small – Head of Youth Offending Service

Signed:

A handwritten signature in black ink, appearing to read "Chris Small".

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

Signed:

A handwritten signature in black ink, appearing to read "Wendy Thomson".



Norfolk County Council

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The annual Youth Justice Plan for Norfolk was considered and approved by the Norfolk Youth Justice Board on 9th February 2016 and its recommendations and amendments incorporated.

The annual Youth Justice Plan for Norfolk will be presented to the Children's Services Committee of Norfolk County Council on 15th March 2016 with an accompanying report by the Executive Director of Children's Services.

The existing Norfolk Youth Justice Plan has been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2016 - 17. The Plan sets out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation) and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.

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

1. Our service

Service profile

Our customers

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

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

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

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

What do young people think of us? Norfolk YOT uses an interactive, electronic survey known as Viewpoint to gather the views of service users on the quality and impact of the services they have received. Feedback provided by young people during the period 1st July 2014 to 31st December 2015 is included here as it has not previously been reported. There were 59 completed responses in that period. Nationally completion rates for feedback surveys from young offenders are generally around 20%.

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

Perhaps the most pertinent information is found in the textual responses to the question 'What has been the biggest change for you over the last few months?' many of which focused on stopping offending, not getting into trouble, getting (back) into education training or work, obtaining more suitable accommodation and stopping drinking or taking drugs but responses also included important attitudinal changes:

(My) attitude towards different things like school and people
Not reacting
Matured a bit, calmed down, no offending
The little time that I lost (through having to work with Norfolk YOT) made me realise that it's nothing compared to what it could have been
Returning home, keeping head down and getting out of prison
Getting a house and having 2 kids
Not much
Given trust
The increase in freedoms and responsibilities
Getting out of college and going to Catch 22 to work on my English
My attitude towards the Police
Got a job, behaved better
I have settled better into my apprenticeship with the help of YOT
I am much calmer
Learning to change my attitude and how I act
Not wanting to offend again, help from ETE re course
Feeling settled
I found work and moved out of home

From 2014/15, Her Majesty's Inspectorate of Probation (HMIP) asked all YOTs in the country to complete an ongoing e-survey provided by the Viewpoint organisation. In the year to date¹ a minimum of 53 young people in Norfolk have completed the e-survey against a target of 61 completions² by 31st March 2016 which I am confident will be met. The completed surveys are submitted electronically and anonymously direct to HMIP, and will be aggregated by HMIP to produce a national picture which will help inform HMIP inspections and form part of their annual report on the quality of youth offending work. Norfolk YOT will receive a detailed report of the feedback provided by young people in Norfolk in April 2016 after the closure of the survey.

During the course of 2015/16 service user engagement work within Norfolk YOT has included the involvement of young people in recruitment practices. A number of Norfolk YOT staff, including two volunteers who are ex-service users, have been trained to support young people's participation in the staff recruitment and selection process. Since December 2015 young people have been involved in the design of interview questions, direct involvement in interview panels and contributing to the final selection of candidates. Initially this involved young people not known to Norfolk YOT who had gained relevant experience elsewhere but more recently has involved current, direct service users.

What we deliver for Norfolk

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

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

Our aim is to make Norfolk an even safer place to live and help young people achieve

¹ From mid-February 2015 to 29th January 2016.

² This is a minimum target set by the inspectorate (HMIP)

their full potential in life. We strive hard to work proactively with Norfolk's diverse population.

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

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

Restorative Practices

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

From the 2nd November 2015 responsibility for the corporate development of restorative approaches transferred from Children's Services Joint Commissioning (Health & Disability) to Norfolk Youth Offending Team. This involved the transfer of two posts and the associated funding and accountabilities. These posts are a Restorative Approaches Manager who, together with a separate post of Restorative Approaches Coordinator, will work with a broad range of teams and services to inform on and deliver the NCC Restorative Approaches Strategy as well as lead on restorative approaches training and interventions, including with schools and colleges. This should better align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county, add value to the work we all do, for example by increasing links with schools as well as across Children's Services teams, and widen the funding base and portfolio of activity for which the YOT is accountable.

Our people

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

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

Service level agreements with various partner agencies and other providers are in place where necessary to support this approach.

Offending behaviour programmes are designed to address the risks presented by young people whilst meeting their individual needs. These are delivered within the framework of an *Interventions Strategy* established in 2014 which sets out the principles that staff are

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required to apply when developing, identifying, delivering and evaluating interventions with children, young people and families. The 'Strategy' outlines the strategic and theoretical context for effective interventions and sets out key principles for interventions in the following areas: developing, identifying, delivering, and evaluating effective interventions. The principles set out apply across the full range of Norfolk YOT activity with young people and parents, from prevention to custody, including work delivered by Norfolk YOT staff as part of Family Support Plans, out of court disposals and statutory orders. The strategy covers interventions delivered either in a one to one or group setting, as well as interventions delivered by specialist Norfolk YOT staff, volunteer mentors or external organisations on Norfolk YOT's behalf. The strategy does not seek to prescribe a set 'menu' of interventions and recognises that for interventions with children and young people to be effective they must be responsive to individuals' unique circumstances. Nor does Norfolk YOT want to stifle creative and innovative approaches to work with often hard to engage young people. However, Norfolk YOT expects the interventions its staff deliver to be based on a clear, theoretical rationale, underpinned by research evidence and designed to achieve specific outcomes that can be measured and evaluated.

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

During 2015/16 a new assessment and planning framework, AssetPlus, is being introduced by the Youth Justice Board. AssetPlus is intended to further improve the quality of assessment and consequently, the quality and impact of interventions with young people. Norfolk YOT was an early adopter of AssetPlus and went 'live' on 10th February 2016. AssetPlus has been designed to provide a holistic end-to-end assessment and intervention plan, allowing one record to follow a young person throughout their time in the youth justice system. Most of the available 'early practice change' elements of the AssetPlus framework were implemented in advance of full deployment; these included a range of screening tools (including a speech, language, communication and neuro-disability screen), procedures for transferring cases between YOTs and self-assessment questionnaires for young people and parents.

The implementation of AssetPlus represents a major change for the organisation, which offers significant opportunities for improvements in practice, enables Norfolk YOT to produce better-focused intervention plans and provide improved outcomes for young people currently within the youth justice system and those at risk of entering. From a practice perspective, the shift to a more strengths-based approach (which is mirrored in the wider adoption of Signs of Safety across Children's Services) and increased emphasis on professional judgement, underpinned by defensible decision-making, may present challenges for some staff who have become used to the existing frameworks over a number of years. However, the flexibility, integrated planning processes and more intuitive approaches to the identification of risks offered by AssetPlus should be a welcome change for practitioners, as well as offering some efficiencies, such as time saved on duplication of assessment information at review or transfer points. There will be an increased pressure on Managers during the early stages of implementation to ensure consistency of AssetPlus application and to quality assure judgements and plans; this is, however, a necessary undertaking and is in support of an increased focus on management oversight, advocated by HMIP.

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

The delivery of staff development is managed through a cross-service, non-hierarchical Effective Practice Group under the leadership of the Service Development Support Officer. The Head of the Youth Offending Service is a member of the group. Regular in-unit delivery of training to meet core service development needs is supported by additional internally and externally delivered programmes.

Training in the last year focused on the implementation of AssetPlus which involved extensive training (technical, theoretical and practical skills-based) for the majority of staff in Norfolk YOT, over a three-month period immediately prior to the 'go-live' date. A small group of Norfolk YOT managers and practitioners completed a national 'train the trainer' event, run by the YJB AssetPlus Project Team, and then cascaded the relevant elements to Norfolk YOT staff. The local training schedule and delivery was based on a structured and detailed training needs analysis to identify skills gaps and determine role-specific training requirements.

Other training priorities in the year delivered (or planned to be delivered) identified service-wide development needs particularly Signs of Safety, case management practice including assessment and risk management and sexually abusive behaviour incorporating young people with learning needs and complex cases. Training has also been provided to appropriate staff in assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people such as those with speech, language and communication needs, anxiety, a need to improve literacy, victims of hate crime and Child Exploitation and On-line Protection (CEOP). Training required by our involvement in a range of partnership work has been delivered including: safeguarding, incorporating thresholds, neglect and child sexual exploitation; domestic abuse, integrating migrant communities and the new offence of coercive control; Multi-agency Public Protection Arrangements and the Family Support Process. Staff with discrete specialised roles have been enabled to keep up-to-date with developments in their professional practice including in relation to education incorporating special educational needs and custody, restorative justice and victim contact and substance misuse. Additional opportunities have also been provided in relation to key national drivers and policies including the transfer of information and cases to colleagues in the National Probation Service and Community Rehabilitation Company.

This directly delivered and accessed activity is fully supported by the use of e-learning programmes both internal (to NCC) and external opportunities, such as the Youth Justice Board (YJB) supported Youth Justice Interactive Learning Space (YJILS) and specific programmes which are increasingly becoming available. Use of the YJILs e-learning package is monitored and reported on to operational management.

From a staff development perspective a significant amount of training and informal technical support continues to be delivered by our Performance and Information team to staff at all levels of the organisation in relation to the full and effective use of our case

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management and other information systems including through a unit-based 'clinic' process. This will become increasingly the case throughout the first half of 2016 with the introduction of the new national assessment process AssetPlus, and the substantially revised case management system which incorporates it; ChildView version 3.

Following a structured induction programme and after completion of the probationary period all Norfolk YOT staff are offered the opportunity to undertake the YJB recommended, accredited, national qualification, the current version of which is known as the Youth Justice Effective Practice Certificate and delivered by 'Unitas'. One member of staff completed during 2015/16 and eleven are currently engaged in or waiting to begin the programme³.

All new managers are required to undertake an accredited management or leadership qualification. Other management training opportunities have also been made available for existing and 'aspiring' managers including the *Future Management Development Programme* designed to help grow management capability by proactively developing individuals who have both the skills and the ambition to be leaders and managers in Children's Services and its corporate evolution into the 4 day development programme *Aspiring Managers*. One member of staff completed this in 2015/16 and a second has recently commenced.

The Area Manager in Norwich⁴ has clear aspirations for leadership and commenced an *Aspiring Future Leaders of Youth Justice Services* programme facilitated by the Association of YOT Managers (AYM) in December 2015. Four two-day modules will run between January and June 2016 aimed at developing existing second and third tier managers in YOTs into future heads of services ensuring they are well prepared to take the step up.

Alongside all Children's Services Extended Leadership Team colleagues the Head of Youth Offending Service is currently engaged with the Virtual Staff College *Leadership Development Programme* for Children's Services Professionals in Norfolk which involves an extended series of workshops, masterclasses and seminars.

Our overall learning and development aim is to continue to build a workforce that:

- is assertive and confident
- is able to appropriately challenge service provision by ourselves, partners and stake-holders
- understands the focus of their individual contribution and role
- secures positive outcomes for children and young people who offend and the families and communities in which they live
- has easy and regular access to performance data and routinely scrutinises it to inform improvement.

NCC is committed to promoting the good health of its employees and managing well-being in the workplace. This includes a commitment to the promotion of personal well-being and creating a positive and effective work life balance. NCC recognises that there is a need for well-being and work life support to be available to all staff in all departments. Norfolk YOT

³ With cohorts commencing in October 2015 (4 staff), March 2016 (4 staff), October 2016 (3 staff so far)

⁴ Currently seconded to Children's Services Early Help as Head of Services and Partnerships in South Norfolk

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

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

Activity to amend contracts for NCC employed practitioner and manager staff to Monday to Saturday working and the inclusion of a standby clause for relevant posts has been progressed but following HR advice wholesale changes to existing contracts have not been made. 65% of staff are currently employed on Monday to Saturday contracts. All new employment contracts are Monday to Saturday with stand-by clauses where required. This will assure the ability and resilience of Norfolk YOT to provide a six day a week service with access to management guidance and the provision of safe working practices for staff. As Norfolk YOT develops the range of services it delivers, Saturday working is increasingly becoming the norm and necessary to fulfil statutory duties in relation to Intensive Supervision and Surveillance requirements on Youth Rehabilitation Orders (which require seven-day-a-week contact with young people), the provision of interventions through the Junior Attendance Centres (which meet on Saturdays) and unpaid work (which has to be delivered to young people around their employment and education commitments). All existing staff are already required to work very flexibly to meet the needs of children and young people, their parents/carers and the service. This includes a clear expectation of regular working across evenings and weekends.

Our partners

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

At the end of May 2014 Norfolk and Suffolk Probation Trust ceased to exist. Statutory responsibilities for 'Probation' to contribute to YOT Management Boards now lie with the **National Probation Service (NPS)**.

The national *Transforming Rehabilitation* programme introduced a number of changes in 2015 which brought attendant additional responsibilities for YOTs, including:

- delivery of unpaid work/community payback sentences for 16 to 17-year-olds
- delivery of Junior Attendance Centres
- community supervision of offenders aged over 18 on release from custody who were sentenced as youths and now receive at least 12 months of supervision after release

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- a joint national Transitions Protocol for managing the transfer of cases of young people from Youth Offending Teams to Probation Services which places responsibilities on both parties was launched on 30th November 2015. The Protocol has been developed to support the planned and safe transition of young people and their sentence management from YOTs to probation service providers on or around their 18th birthday. The process is supported by a national, electronic portal known as Y2A (Youth to Adult).

Within Norfolk County Council Norfolk YOT transferred from the former Chief Executives' Department to **Children's Services** in April 2010. It is currently located within Children's Services Early Help and the Head of Youth Offending Service is line managed by the Assistant Director for Early Help and is part of that management team. However Norfolk YOT works with young people across the full spectrum of Children's Services responsibilities including those in universal services, those at risk of falling off the 'universal' pathway, those who are 'looked after' or leaving care and those who are in need of more targeted or intensive support including child protection. Current practice to further build the integration of services between Norfolk YOT and other teams within Children's Services and increase the profile of YOT work in the wider Children's Services includes:

- alongside all areas of NCC Children's Services Norfolk YOT is implementing the Signs of Safety⁵ approach into practice and is represented by a senior manager on the Signs of Safety Steering Group
 - most members of the Norfolk YOT Operational Management Team (OMT) have undertaken the initial two-day introductory Signs of Safety training and the remainder will do so when opportunities are made available
 - seven members of OMT are designated as 'Practice Leads' and attended the full five day training and the introductory development workshop
 - Norfolk YOT staff made a good practice contribution at the first countywide Signs of Safety Celebration of Good Practice Conference on 27th January 2016 when they show-cased their innovative group supervision work within a Signs of Safety framework
- partnership work to assist the development of the Early Help Strategy in Norfolk including participation in and alignment of working processes and practices with the Help Hub model including:
 - active participation in the Admissions to Care Panel in relation to young people active to Norfolk YOT to both advise on risk assessment and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities
 - active participation in care placement decisions in relation to young people active to Norfolk YOT to provide expert advice on issues of risk assessment, public protection and community safeguarding to enable young people to be appropriately placed

⁵ *Signs of Safety* is a simple tool which can be used in a variety of ways and allows us to question and inquire in a positive and active way. It will be used to deliver far more interactive assessments which will allow families to be really involved in the process. Signs of Safety offers a working ethos of engagement and partnership with families and those helping them. It encourages the use of plain and clear language and aims to encourage a more rounded understanding of a child's circumstances

- continued participation in the Children's Case Advisory Panel to both advise on and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of risk assessment, public protection and community safeguarding to enable young people to remain at home and in their communities
- in order to support alternatives to care Norfolk YOT continues to provide limited sexually appropriate behaviour work to some children and young people exhibiting sexually harmful behaviours but not in the criminal justice system
- Norfolk YOT has developed its Step-Up programme to provide intervention work on a 1:1 (and potentially a group-work) basis for children and young people who act in a violent way towards their parents or carers. From April 2016 this will be delivered jointly with Norwich City Council Family Intervention Project (FIP). In due course and in order to support alternatives to care Norfolk YOT continues to explore the potential to offer this intervention to children and young people who are exhibiting the behaviours but are not in the criminal justice system
- The three Norfolk YOT practitioners who lead on Domestic Abuse matters have been trained as Domestic Abuse Champions by their Domestic Abuse Change Coordinator colleagues in Children's Services Early Help and therefore form part of a whole county network of lead staff. Norfolk YOT continues to offer its *This is Abuse* programme on a 1:1 and group-work basis for children and young people who act in a violent or verbally or emotionally aggressive way within their domestic relationships. This intervention too could be offered to children and young people who are exhibiting the behaviours but are not in the criminal justice system

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

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

Development work with **Norfolk Police** in 2015/16 focused on:

- the implementation of a tiered Triage scheme '*Challenge 4 Change*'; screening all young people on the verge of receiving a first Caution and referring, as appropriate, to Norfolk YOT for the direct and indirect provision of 'early help' and intervention services with the aim of reducing the number of children and young people entering the criminal justice system for the first time in Norfolk. As yet it is too early to see direct impacts and outcomes from this initiative which will not be available until March 2016. The number of Youth Cautions issued by the Police reduced by two thirds in the period 1st June - 31st August 2015 compared with the same dates in 2014.
- Work with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of *Ending Gang and Youth Violence* has continued. Joint research with the Police led to a presentation to the Norfolk Youth Justice Management Board in September 2015 and a recommendation that a paper be taken to the Norfolk Children and Young People's Strategic Partnership with a view to agreeing to request

the Home Office Ending Gangs and Youth Violence Unit work with Norfolk on a Local Assessment Process (LAP). This was agreed at its meeting on 7th January 2016 and discussions are taking place with a view to agreeing a LAP before the end of March when the frontline practitioner element of the Ending Gangs and Youth Violence programme ends.

Health: From 1st April 2015 NHS England funded the implementation of a 'Liaison and Diversion' scheme in all Norfolk Police Investigation Centres (PICs) and courts aimed at diverting those with a range of health needs from the criminal justice system into appropriate 'early help' services. This will be provided by Norfolk and Suffolk Foundation Trust (NSFT) and Norfolk YOT remains fully involved in the operational and strategic development work and a key delivery partner. Work continues with the YOTs in both Norfolk and Suffolk to develop clear pathways for young people to ensure they can always access screening, advice, guidance and rapid intervention or are referred to appropriate services in the community.

Since 2013 the Deputy **Police and Crime Commissioner** (PCC) has very effectively filled a co-opted seat on the YOT Management Board alongside the other major stakeholders in the local youth justice arena. Additionally Norfolk YOT is an enthusiastic member of the PCC led County Board for the Rehabilitation of Offending (established in 2014). Close working with the Deputy PCC and the 'Rehabilitation Board' has positively increased access to rehabilitation services and opportunities and brought clear, tangible benefits for Norfolk YOT staff and more importantly, young people who offend, their families, the victims of their crimes and the communities in which we all live. It also assists the PCC in moving forward those intentions in the Police and Crime Plan which the YOT is also concerned to deliver as part of Norfolk's annual Youth Justice Plan. Supported by Norfolk YOT the Deputy PCC is also working closely with stakeholders on the wider Early Help agenda particularly through the mutual priority of addressing domestic abuse and sexual violence but also to ensure that early help services are available for offenders their families and their victims. Police and Crime Commissioner elections will take place nationally on 5th May 2016 and the Deputy PCC informed the Board of her intention to stand-down following its meeting in February 2016.

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

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

Development work with the **County Community Safety Partnership** (CCSP) and Police remains focused on dealing with children and young people vulnerable to radicalisation. In particular *Prevent*, the strategy to stop people becoming radicalised or supporting terrorism and *Channel*, the process and programme for supporting those who are at risk of being drawn into terrorism. All Norfolk YOT staff have received a WRAP3 (Workshop to Raise Awareness of Prevent) training input, the standardised national programme. The CCSP Plan for 2015 – 18 concentrates on key business areas where a partnership response is required and significant improvements are possible and aims to ensure that the work of the CCSP is effective in adding value to those priority areas which are not

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picked up by other partnerships. This results in four priority areas for the CCSP to focus on over the period 2015/18, all of which Norfolk YOT can make a direct contribution towards:

- Domestic abuse & sexual offences
- Anti-social Behaviour
- Community Resilience
- Prevent Duty⁶

Norfolk's Youth Court is a primary strategic partner and we continue to focus on maintaining positive and effective partnership working and relationships to manage the impact of significant reductions in the resources available to the Court. This includes a well-established annual review day which is conducted jointly. HM Courts and Tribunals Service is currently evolving the way it delivers services including considering the closure of further court-houses regionally⁷; this work is associated with the national 'Transforming Summary Justice' initiative. This includes the separation of 'Guilty' and 'Not Guilty' pleas into different courts and the introduction of a single, centralised 'remand court' for the county based in Norwich. Practice in relation to remand courts to improve efficiency and use resources more effectively continues to evolve with the Kings' Lynn virtual courts pilot in which alleged offenders will 'appear' in Norwich court 'virtually' from the Police Investigation Centre (PIC) at Kings' Lynn. All these proposals will have an impact on the way Norfolk YOT allocates its resources.

Direct **governance arrangements** for the Youth Offending Team are through Norfolk YOT Partnership Board, which is chaired by the Managing Director of Norfolk County Council. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk's Police and Crime Commissioner, Public Health, representatives from Norfolk's Borough, City and District Councils and Her Majesty's Courts and Tribunals Service. Management Board membership has changed significantly over the last twelve months and is set to continue to do so in the immediate future. Changes to the roles of both Karen Hill and Robert Read within their own organisations have meant they have been unable to consistently attend the Management Board as accommodation and County Community Safety Partnership representatives. Bob Cronk, who is the longest standing Management Board member, having represented Norwich City Council since June 2007, has taken up a new role with the Council and announced that the December 2015 meeting would be his last. Discussions and negotiations are currently taking place to find appropriate representatives for all three positions. David Ratcliffe has recently announced his retirement from the Her Majesty's Courts and Tribunal Service at the end of April 2016 and a replacement is yet to be announced. Jenny McKibben is standing down as the Deputy PCC before the PCC elections in May 2016 and her place on the Board will be taken by Vicky Day from the Office of the Police and Crime Commissioner from the June 2016 Management Board meeting. Public Health representation has moved from Sarah Barnes to Stephanie Butcher, then Thomasin Keeble/Martin Hawkings and now Sarah Barnes again. Changes

⁶ The Government has introduced a new *Prevent* duty for local authorities and a range of partners to tackle the risks of radicalisation from extremist ideologies and prevent people from being drawn into terrorism. The Norfolk Public Protection Forum agreed that the CCSP was the most appropriate partnership to lead monitoring and development.

⁷ Bury St. Edmunds and Lowestoft, which will impact on Norwich and Great Yarmouth courts respectively and create additional work for Norfolk YOT staff in managing out-of-county cases in Norfolk courts and liaising both pre and post-court with colleagues in Suffolk Youth Offending Service.

in Tim Eyres role in Norfolk Children's Services have also meant that his attendance as a Board representative is no longer appropriate. Wendy Thomson (Norfolk County Council), Andy Hartland (National Probation Service) and Sal Thirlway (Children's Services) have joined the Board from March 2015 replacing Anne Gibson, Martin Graham and Michael Rosen respectively. At the beginning of February 2016 Andy Hartland announced his own retirement at the end of March 2016 and a replacement is yet to be announced.

Norfolk YOT continues to make a full contribution to the **Norfolk Safeguarding Children's Board** (NSCB) of which it is a statutory member and is represented on the Board, the Performance Improvement and Quality Assurance Group and the working groups on Child Sexual Exploitation and Child Sexual Abuse, especially in relation to children and young people in the criminal justice system with sexually harmful behaviour. At a local level Norfolk YOT is actively involvement in the area-based Local Safeguarding Children's Groups (LSCGs) and regularly participates in the NSCB multi-agency audit programme looking at both themes and cases.

Norfolk YOT completed its required self-assessment against its statutory obligations under section 11 of the Children Act, 2004 in January 2016 and will attend a validation meeting with the NSCB at a 'Challenge and Feedback' session on the 24th February 2016.

Norfolk YOT is currently fully and actively engaged in joint work in support of the following current NSCB priorities⁸;

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

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

The Norfolk YOT Management Board is represented by its Chair on the **Norfolk Public Protection Forum** (NPPF) comprising of all of the chairs of strategic multi-agency groups with a key role to put in place effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected. It is important that there is good coordination between these partnerships to ensure our approach overall is coherent, efficient and effective, that gaps are identified and duplication avoided. The statutory functions of individual partnerships and boards remain, with the NPPF providing a focus for tackling shared challenges to help us ensure that cross cutting agendas affecting vulnerable people are effectively joined up and we use our resources to best effect.

Where we work

Norfolk YOT delivers services across the county of Norfolk and is based in three, main,

⁸ NSCB priorities for 2016/17 will be discussed at a planning day on 5th February 2016
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operational locations: Kings Lynn, Norwich and Great Yarmouth. A single room sub-office which is not permanently staffed is maintained in Thetford.

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

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

The location and volume of Norfolk YOT's work is primarily driven by statutory activity within the youth justice system. Early intervention is based on areas of most need, such as higher incidents of anti-social behaviour.

Service review

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

Performance Report covering the period April to September 2015 (unless stated otherwise).

In summary; Performance in the first half of 2015/16 has been satisfactory with some in year variation between periods. The indication is that the target in relation to reductions in the numbers of First-time Entrants into the criminal justice system will be achieved at year end if current performance trends continue. Achievement of both the reoffending and use of custody local performance indicators are unlikely to be met. However, performance in Norfolk exceeds both of the national and regional comparators and for reoffending (but not use of custody) the 'family' comparator.

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

The absolute numbers of young people reoffending in the 2013 calendar year decreased from 294 to 288 (-2.7%) compared with 2012. The published data (a proportionate measure) shows an increase of 1.4% compared to the previous year⁹. Reoffending in Norfolk is 35.9%, better than the national: 37.9% and regional: 36.2% comparators but below the family comparator of 34.9%. The rate of increase is less than all comparator groups. This performance is achieved despite a larger decrease in the overall numbers offending in the period from 852 to 803 (-5.75%). The continued reduction in First-time Entrants means that those left in the criminal justice system have more persistent, chronic and entrenched offending behaviours which are more difficult to moderate.

First-time Entrants (FTE): The Ministry of Justice employs a metric for the measurement of the FTE Impact Indicator that is derived from PNC data per 100,000 of the 10 -17 population in the county. The number of FTE into the criminal justice system in Norfolk has fallen by over 70% since July 2007 and continues to fall. FTE performance for the period July 2014 to June 2015 shows a 4.9% decrease¹⁰ over the previous year from 603 per 100, 000 to 574. The actual numbers have reduced from 444 to 417 (-6.1%); 27 fewer young people in Norfolk entering the criminal justice system for the first-time in the period as compared to the same period in the previous year. This is the lowest FTEs in Norfolk have been since the target in its current form began. It must be remembered that the baseline period of July 2007 to June 2008 was on average 7% higher than all comparators, following Norfolk Constabulary's success in achieving 'Offences Brought to

⁹ Draft data published by the Youth Justice Board on 24/02/2016 for the Quarter 3, 2015/16 period evidences a 2.8% increase in the April 2013 to March 2014 cohort compared with the same period in the previous year. This remains better than the regional and national comparators by 1.3% and 2.4% respectively. Reoffending in Norfolk is 35.5%.

¹⁰ Draft data published by the Youth Justice Board on 24/02/2016 for the Quarter 3, 2015/16 period suggests performance has been sustained and evidences a 15.6% decrease in the October 2014 to September 2015 cohort compared with the same period in the previous year. Figures are now 512 per 100,000 of the 10 -17 population in Norfolk.

Justice’.

It is still of concern however that the Norfolk rate is 70% higher than the regional, 51% higher than the ‘family’ and 28% higher than the national comparator rates.¹¹

The introduction on 1st June 2015 of Challenge 4 Change (C4C), a joint diversionary scheme between Norfolk Youth Offending Team and Norfolk Constabulary has as its main aim reducing the number of FTEs to the Youth Justice System by diverting young people facing a first youth caution and should make a significant impact.

A report outlining issues and progress in the first 6 months of C4C operation was provided to the Norfolk Youth Justice Board on 7th December 2015. The performance data reported above contains only a single month of overlap with the operation of the C4C scheme so any immediate change is not yet apparent. The first performance report that will indicate the impact of C4C on FTEs will be produced in March 2016. The scheme has become embedded in practice however with an average of 28 cases a month dealt with between July and October 2015. A proxy impact measure can be indicated however from the number of Youth Cautions issued by the Police which fell from 141 between the 1st June and 31st August 2014 to just 47 for the same dates in 2015; a reduction of two thirds¹².

Use of Custody: Data relating to those sentenced to custody is expressed as a rate per 1000 of the Norfolk 10 - 17 population on a rolling 12 month dataset. For the period October 2014 to September 2015 the rate increased in comparison with the same period in the previous year from 0.19 (14 young people) to 0.29 (21 young people). Despite these recent increases in our custody rate our performance is well below the national figure (0.41) but above the regional (0.27) and ‘family’ (0.23) comparators¹³. The relatively small numbers being sentenced to custody means that we are likely to see quarter on quarter fluctuations and longer term comparisons would be of more strategic value. For example, we are at historically low levels when one looks at quarter by quarter data from 2011/12, where the average rolling annual data each quarter was 31. We should guard against reacting to a single good or bad quarter.

Performance in relation to those securely remanded: Local monitoring of Remands to Youth Detention Accommodation (YDA) and Remands to Local Authority Accommodation (RLAA) commencing in the period April to November 2015 shows that there were 8 (4 in 2014) Remands to YDA and 2 (none in 2014) RLAA, for a total of 171 and 47 nights respectively (499 and 0 respectively in 2014)¹⁴. Individual stays ranged from 1 night to 93 nights. These young people were awaiting sentence and not yet convicted. All 10 individual young people involved were male. There have been no new secure remands

¹¹ Draft data published by the Youth Justice Board on 24/02/2016 for the Quarter 3, 2015/16 period suggests the Norfolk rate is 58% higher than the regional, 38% higher than the ‘family’ and 36% higher than the national comparator rates. The gap is narrowing which may be indicative that Challenge for Change is having the desired impact.

¹² This comparison is not definitive, is a proxy and is for indicative use only. There are many variables and it should not be used to indicate the likely number of FTEs for the period

¹³ Draft data published by the Youth Justice Board on 24/02/2016 for the Quarter 3, 2015/16 period suggests that for the calendar year 2015 the rate increased in comparison with the same period in the previous year from 0.22 to 0.36. Despite these continued increases in our custody rate our performance remains below the national figure (0.40) but above the regional (0.25) and ‘family’ (0.24) comparators

¹⁴ A 56% reduction in bed-nights

since early September 2015¹⁵. Total cost to the Local Authority (Children's Services), who are responsible for the cost is currently at £30,587. This represents a significant reduction in the costs incurred by NCC. The budget received from the Ministry of Justice to pay for this is based on previous year's performance¹⁶ and is currently £100, 975 per annum. Whilst there have been more remands than the previous year the average length of remand is substantially lower. Only one young person spent over 80 days on remand awaiting trial, compared with 4 in 2014. Most, but not all of those remanded in custody will subsequently move to being sentenced to custody so there will be an overlap between the two cohorts.

Education, Training and Employment: 2014/15 out-turn was good at 70.6%. Performance was strongest for young people of statutory school age (74.1%). In the first two quarters the overall performance for the year-to-date remains at 70.6% and was strongest and improving in the second quarter at 72.8%.

Quality Assurance: Regular, business as usual audits of practice continue and audits of Enforcement, Referral Order Contract quality and Sexually Appropriate Behaviour work are planned for 2016.

Norfolk YOT has also remained active in inter-agency auditing processes most notably through the Norfolk Safeguarding Children's Board.

An **AssetPlus baseline audit** was carried out in the Autumn of 2015 in order to benchmark the quality of assessment and planning using the current Asset framework, with a view to conducting a similar audit six months after AssetPlus 'go live' to measure improvements in quality. The audit focused on two broad themes: (i) assessment and (ii) intervention planning. The cases audited were drawn from a random sample of statutory cases from across the three operational units. In general the quality of assessments was good, and it was encouraging to see that positive factors were identified in the majority of cases. However, the quality of intervention planning was disappointing. In a number of cases plans did not include appropriate targets, and sequencing of interventions was not evident in the majority of cases. Whilst the findings in relation to intervention planning were disappointing, a number of the areas for development identified should be directly (and positively) influenced by the introduction of AssetPlus. The Pathways and Planning module should lead to improvements in the way in which targets are written, the language used and the way in which targets are sequenced. We are optimistic that the new framework will also ensure that the good standard of assessment is maintained, if not improved.

The practical application of the Norfolk YOT Management Oversight Policy and Procedure continues to take place and managers' audits supported by peer and practitioner self-audit inform practice improvements at a local level. We successfully introduced 'group' supervision with all staff to support established 1:1 case management supervision.

Our ambitions to adopt a 'Total Quality Management' (TQM) approach have been modified as we attempt to integrate the model with our very well established, performance driven management practice and close management oversight and monitoring. This has

¹⁵ However, it should be noted that, as has occurred in the past, it only requires one significant case involving multiple offenders to change the landscape for bed-night's performance

¹⁶ So the more successful the performance (averaged over a three year period) the less funding an authority receives.

led to the acceptance of clear principles for management oversight backed by a moderated version of TQM which concentrates on the individual responsibility of practitioners for the delivery of quality and 'getting it right first time every time'. This should better enable Norfolk YOT to performance manage practice improvements in those areas where quality is in need of additional development and outcomes are not being fully or consistently achieved, with a clear focus on quality and less prominence on process.

Through its Assessment, Planning, Intervention and Supervision (APIS) Effective Practice Group and within the developing Intervention Strategy, Norfolk YOT is also trialling the application of *Theory of Change*¹⁷ modelling, to develop new projects and intervention programmes and evaluate the success of completed interventions or projects from the outset.

In August 2015, Norfolk YOT undertook **an audit of safeguarding practice** based on the findings and recommendations in the HMIP report "*An Inspection of the work of Probation Trusts and Youth Offending Teams to protect children and young people (August 2014)*". The auditors were drawn from the safeguarding leads in NYOT who worked alongside the relevant case managers. All of the cases audited were active cases. The Safeguarding audit findings were summarised for staff in a Signs of Safety format in late October 2015.

- In all but two cases the case managers had a good grasp of their case including the young person's vulnerabilities and safeguarding issues.
- Two cases in particular were considered to have been well evidenced and recorded.
- Some assessments lacked exploration and analysis and this let them down in terms of being of sufficient quality.
- Some plans did not reflect what would address the identified safeguarding issues.
- There were gaps in recording our involvement in social care meetings and recording of safeguarding actions taken.
- Management oversight was not always evidenced on Child View although case managers reported that the cases were discussed in supervision.
- Some information sharing activities were not always recorded.

The annual **National Standards Audit** required by the YJB focused on the themes of Reducing First-time Entrants, including preventing offending and out-of-court disposals (Youth Cautions and Youth Conditional Cautions), and Work with Victims of Crime. This was a joint piece of work with a contribution from the Police. Two of the Standards were 'not met'. An Action Plan to address those areas was subsequently produced and has been submitted to the YJB for a validation process to be carried out.

Diversity: The aggregated annual data for 2012/14 compared to 2010/12 was presented to the Norfolk YOT Management Board on 22nd June 2015 in the Diversity Audit Report and shows that the number of Black and Minority Ethnic (BME) young people involved with Norfolk YOT has increased slightly to 5% and is slightly above the Norfolk population data of 4.4%. However, a variance of less than 1% is insufficient to state that

¹⁷ Theory of Change is a specific type of methodology for planning, participation, and evaluation that is used to promote social change. Theory of Change defines long-term goals and then maps backward to identify necessary preconditions. Theory of Change explains the process of change by outlining causal linkages in an initiative, for instance, its shorter-term, intermediate, and longer-term outcomes

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

Since this period we have experienced complex technical problems in the way that our local case management system exports ethnicity data to the YJB Youth Justice Management Information System (YJMIS) from which the national data is produced. In order to mitigate the position we have introduced our own report that is still subject to ongoing validation. In the final quarter of 2014/15 this local report showed a disproportionate number of Black and Black/British young people. This is a continuation of a longer term and persistent trend. This disposal data suggests some areas for further analysis: Referral Orders and Youth Cautions where the Black/Black British population is especially disproportionate.

For the aged 10 to 17 population of Norfolk as a whole¹⁸ the offending population has reduced from 1.19% in 2012/13 to 1.13% in 2013/14. Over the same period the overall cohort reduced by 1.65% and in absolute comparative terms the offending group reduced by 62 or 6.94%. The number of young people in the criminal justice system in Norfolk has decreased by 42% since 2009/10. In 2013/14 the gender differential of young people in the criminal justice system in Norfolk was male 78%, female 22%. The average over the last five years has been male 76%, female 24%. The peak age of young people in the criminal justice system is 17 years for both genders with a significant increase after the age of 13/14. The number of offences they committed (1,632) decreased by 17% in 2013/14 compared with the previous year and has fallen by 38.2% since 2009/10 but proportionally the average number of crimes committed per young person remains virtually the same. The most frequently committed offences remain violence against the person, theft and criminal damage; drug offences are increasing.

We are committed to developing and practicing in ways that actively promote and value diversity in all areas of our responsibilities. This is essential to every intervention and activity we undertake. Our ability to practice in this respect will be subject to regular review through both supervision and appraisal. We undertake Equality Impact Assessments on all our policies.

In December 2015 Norfolk YOT contributed its actions to address hate crime and specifically disability hate crime to the Norfolk and Suffolk Joint Criminal Justice Board action plan in response to the Criminal Justice Joint Inspection *Joint Review of Disability Hate Crime Follow Up*. As a part of Norfolk County Council, Norfolk Youth Offending Team is a signatory and active participant in the *Hate Free Norfolk* pledge reporting all hate crime incidents in line with that pledge. The information will be used to inform our practice with young people and victims.

The Sophie Lancaster Foundation (Stamp Out Prejudice, Hatred and Intolerance Everywhere) made a presentation to all Norfolk YOT staff at the Norfolk YOT Annual Staff Conference on 15th July 2015. The charity focuses on creating respect for and understanding of subcultures in our communities to ensure individuals who are part of subcultures are protected by the law. The foundation also works in partnership with others to develop educational resources and a group-work programme that challenges the perceptions of young people and professionals about people who are from alternative subcultures. Subsequently the Norwich operational unit of Norfolk YOT developed a Hate

¹⁸ 2012/13 data based on 2012 population estimates of 74,860 and offending population of 894, 2013/14 data based on 2013 population estimates of 73,625 and offending population of 832

Crime Awareness Day programme which was delivered in unit to all staff on 15th October 2015. The programme was principally aimed at assessing and improving staff confidence in working with offenders who had committed a hate crime but also included an exploratory session with a young people's group looking at their experiences of hate crime. The Norfolk Constabulary Corporate Equality and Diversity Manager led an interactive session focussing on Hate Crime, what it is and how to report it, talked about how to challenge it and the approaches and tools staff could use. He also shared his knowledge and experience of working and engaging with people from diverse backgrounds. The session included opportunities for practitioners to reflect and ask questions. The day included practitioner completion of a questionnaire aimed at identifying any development and practice needs the team may have.

The Norfolk YOT *Equality Policy* (formerly the *Diversity and Community Engagement Policy*) was reviewed and refreshed in October 2015 under the guidance of the NCC Corporate Planning and Partnerships Manager with responsibility for Equality and the Norfolk County Council Equality and Cohesion Officer. It includes reference to discrimination against people with 'alternative lifestyles' and those who are transgender, as well as all the statutory protected characteristics. The Policy and Procedure was reissued to staff on 28th October 2015.

In 2014/15¹⁹; 13 children and young people **looked after by the local authority** were subject to a court conviction or formal out-of-court disposal²⁰, 2.3% of the Looked After Children population²¹ (N = 563). The national average comparator for the same period is 5.2%.

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

- Through Digital Norfolk Ambition (DNA) secured an appropriate range of 'devices' to support effective business delivery in all settings
- Supported the implementation of the new Budget Manager system for the Council's financial regulations and procedures in relation to budget planning and monitoring
- Further developed the 'Principles' of Management Oversight which have emerged from the practical application of the Norfolk YOT Management Oversight Policy and Procedure and embedded group supervision and 'Peer and Practitioner Self Audit' as well as management audit
- Implemented a Triage Scheme: *Challenge 4 Change*, screening all young people on the verge of receiving a first Caution which is beginning to suggest early signs of reducing First-time Entrants into the criminal justice system in Norfolk
- Worked with Norfolk and Suffolk Foundation Trust (NSFT) to introduce the new NHS England funded 'Liaison and Diversion' scheme aimed at diverting those with a range of health needs from the criminal justice system into appropriate 'early help' services
- With the Police and Community Safety Partnership and at the behest of the Norfolk

¹⁹ This is a significant improvement over 2013/14 when 25 children and young people looked after by the local authority were subject to a court conviction or formal out-of-court disposal, 4.2% of the Looked After Children population (N = 550) The national average comparator for the same period was 5.6%.

²⁰ Youth Caution, Youth Conditional Caution or the now defunct Police Reprimand or Final Warning

²¹ The National Statistics Code of Practice requires that reasonable steps should be taken to ensure that all published or disseminated statistics produced by the Department for Education protect confidentiality. Figures have been rounded to the nearest 5.

YOT Board further analysed the composition and complexity of the First-time Entrants cohort in Norfolk

- Installed and successfully implement AssetPlus, the new assessment and planning interventions framework developed by the YJB
- Enabled all staff to access both technical and practice skills based training in AssetPlus including the tools and guidance that form part of the proposed 'AssetPlus early practice changes' at an appropriate level
- Provided training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people including Speech Language, Communication and Neuro-disability
- Ensured all staff receive appropriate assessment training within the first year of their employment
- Alongside all areas of NCC Children's Services Norfolk YOT assimilated the Signs of Safety approach into practice through a working ethos of engagement and partnership with families to deliver far more interactive assessments which will allow families to be really involved in the process and encourage a more rounded understanding of a child's circumstances
- Developed an early help /prevention 'offer' which takes into account a reduction in funding and a re-focusing of our resources to both address the continued high levels of first time entrants and continue to meet (and improve on) our performance measure to reduce FTEs and reoffending
- Continued to support the Norfolk Early Help and Family Focus (Troubled Families) programme including in the local design of Phase II of the national programme to ensure that service delivery supports achieving both Troubled Families and YOT outcomes for children and young people working with Norfolk YOT
- Supported the delivery of early help services through a locality-based hub model and needs-led approach
- Reviewed and refreshed the suite of joint protocols with NCC Children's Services simplifying their purpose and reducing their number
- Ensured all staff accurately record Education, Training and Employment engagement hours to improve performance and diversified the types of engagement and positive activities available to young people to align better with learning styles and speech and language difficulties
- Ensured staff accurately record suitability of accommodation to improve performance and worked with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing challenges
- As part of the Transforming Rehabilitation programme implemented the delivery of unpaid work/community payback sentences for 16 to 17-year-olds including the development of the Reparation Worker role to deliver unpaid work, developing working arrangements with local work projects (in particular Norfolk Trails)
- Developed and implemented a local operating model for the delivery of Junior Attendance Centres which is in line with national guidance, and complements existing Norfolk YOT interventions, including the transfer of JAC staff to Norfolk County Council employment, developed the delivery of JAC services across the county on a flexible basis and introduced functional literacy skills development through the Rapid English computer-based intervention
- Strengthened the local commissioning of health services for children and young people in contact with the youth justice system by further developing work with the Looked After Children Health Team and developing closer working relationships with the providers of School Health Service

- Considered the relevant recommendations from the 2011 HMIP thematic inspection report on interventions and developed the Norfolk YOT Domestic Abuse Strategy to include delivery of '*This is abuse*', a healthy relationship intervention for young people
- Worked with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of *Ending Gang and Youth Violence*
- Considered the relevant recommendations from the 2014 Criminal Justice Joint Inspection (CJJI) report on Girls in the Criminal Justice System to ensure that assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender
- Presented a paper on Offending and Looked After Children to the Corporate Parenting Executive Group
- Considered and implemented the relevant recommendations from the 2013 HMIP thematic inspection report on the effectiveness of multi-agency work with children and young people who have committed sexual offences and are supervised in the community
- Considered and implemented the relevant recommendations from the 2014 HMIP thematic inspection report on the work of Probation Trusts and Youth Offending Teams to protect children and young people
- Worked with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour
- Ensured any young people at risk of custody are considered at High Risk Case Management Panels to formulate interventions designed to reduce the risk of custody
- Ensured creative alternatives to custody are presented to sentencing courts in Pre-Sentence Reports (PSRs) which make full use of a range of interventions delivered by both YOT and partners
- Together with Suffolk Youth Offending Service, the National Probation Service (NPS) and the Norfolk and Suffolk Community Rehabilitation Company implemented the national *Transitions Protocol* supported by local practice guidance and the electronic Youth-to-Adult (Y2A) portal to transfer information between Norfolk YOT and NPS at the point young people transfer from youth to adult services
- Provided timely and accurate information to the secure estate about children and young people who are sentenced or remanded to custody
- Collaborated with social care partners (including 'leaving care') to plan and deliver resettlement pathways
- Presented robust bail packages to remand courts to make appropriate use both of Intensive Supervision and Surveillance (ISS) bail and of relevant conditions that do not amount to ISS.

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

Norfolk YOT maintains a Business Risk register which is compliant with current NCC expectations and practices. Nominated risk owners review and update the risk register quarterly and it is collectively reviewed biannually at a strategic management meeting.

The Norfolk Youth Justice Board is briefed biannually on the work undertaken by Norfolk YOT Strategic Management Group in establishing and monitoring business risk and informed of the detail of highest risks identified and the measures taken to mitigate them.

The risk of both short and long-term reductions in funding are highlighted. Specifically the ability of the service to manage further reductions in funding from central government and partner agencies and deliver an effective service within a potentially reduced budget. This could lead to a) impact on the service's ability to deliver against this plan; b) further loss of staff and consequence on service delivery, performance, quality, public protection and safeguarding; c) impact on the wellbeing of the remaining staff; d) impact on Norfolk YOT reputation and e) lead to a reduction in partnership working especially in the wider context of an overall reduction in the size of the public sector. Tasks to mitigate that risk are detailed and regularly updated.

The full realisation of the corporate ICT programme 'Digital Norfolk Ambition' should bring a number of significant benefits to areas of practice. New hardware and associated software was rolled out in a full refresh to all Norfolk YOT staff between September and December 2015.

Benefits delivered and anticipated include:

- the provision of laptops which meet the minimum provider specification for our current case management system which had delivered improvements in speed and efficiency
- the potential to utilise modern internal and external communication methods including social media
- delivered flexible working opportunities to staff through the adoption of Skype for Business providing video-conferencing²² facilities for all, preventing unnecessary travel including to see young people in the secure estate²³
- although not currently scheduled, the provision of tablet devices would allow Norfolk YOT to more fully participate in '*Transforming the Criminal Justice System: a Strategy and Action Plan to Reform the Criminal Justice System*' a national strategy to bring digital working over the two years 2013/15 and create a paperless system in the court setting and associated processes
- iHub should bring about benefits to Norfolk YOT and the wider NCC community by facilitating the more effective and efficient sharing of information for operational use
- the introduction of Federated Identity Management work (Ping) will provide controlled access to systems and data through a single password saving time and frustration and improving staff efficiency

A major upgrade of our case management system, to Childview 3, is due to be implemented in Norfolk in early February 2016 to deliver the implementation of AssetPlus.

²² We also make good use of a larger scale group video-conferencing facility which allows staff from Kings Lynn to effectively participate in meetings in Norwich without travelling and use video links in Norfolk courts, the National Probation Service local offices and the youth secure estate to hold meetings with young people in custody. Video links between the Police Investigation Centre in Kings Lynn and Norfolk Courts are also being piloted to allow remand court hearings without young people having to travel across the county.

²³ Most Norfolk young people in custody are placed at Cookham Wood Young Offender Institution in Kent; 135 miles from Norwich

Business Continuity

Norfolk YOT has recently fully updated its Business Impact Analyses (BIAs) and Business Continuity Plans (BCPs) and amalgamated its previous four, unit-based BCPs into two separate plans, one for operational delivery and the other in relation to the strategic functions delivered through the Headquarters unit. Each plan is compliant with current NCC expectations and practices and follows corporate best practice guidance. The overall purpose of these plans is to support the restoration of Norfolk Youth Offending Team's critical services in a structured and prioritised manner in the event of an incident where normal working environments or practices are not available. The plans contain details of the steps necessary to enable recovery of key business processes in the Norfolk Youth Offending Team. Both plans are routinely updated to incorporate new detail and changed circumstances, most recently in November 2015(BCPs) and January 2016 (BIAs).

2. Our priorities

Our service priorities for the next 3 years

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

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

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

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

The Youth Justice Board's mission statement is '*Working together so every child and young person can live a safe and crime-free life, and make a positive contribution to society*' and its Strategic Objectives for 2014 – 2017 detailed within its Corporate Plan are to:

- prevent offending
- reduce reoffending
- protect the public and support victims, and;
- promote the safety and welfare of children and young people in the criminal justice system
- continue to develop the YJB to deliver our mandate, working closely with the UK and Welsh Governments and other stakeholders to deliver a coherent, distinctive and effective youth justice system in a time of reduced resource. This objective will be delivered through continuous improvement in the way

Youth Offending Team 'Stocktake': in November 2014 Andrew Selous, Parliamentary Under-Secretary of State for Justice wrote to all Local Authority Chief Executives announcing a 'stock-take' of youth justice services provided to young people in the community. Subsequently Deloitte's were commissioned by the Youth Justice Policy Unit in the Ministry of Justice (MoJ) to collect and analyse data on the activities of YOTs in England and Wales. The purpose of the fieldwork research was to establish a picture of

how the 'YOT model' had evolved locally and nationally, including differences in organisational structures, funding arrangements and spending decisions and ways of working. The Stocktake also considered how YOTs had responded to changing demand and the activities they undertake. [Deloitte's report](#), published in May 2015, made a series of recommendations on the delivery of youth justice services in England and Wales in terms of next steps and areas for further research.

Youth Justice Review: on 11th September 2015 the Ministry of Justice launched a review of the youth justice system, to be carried out by the review lead, Charlie Taylor reporting to the Secretary of State in summer 2016. There are a number of drivers which justify a broad review and reform of the youth justice system: in particular the significant changes in the cohort of young people in the system, major changes to the partnership landscape it operates within, and the significant financial pressures faced by youth justice services and their partners. The review presents a welcome opportunity to pursue this type of wholesale reform. The terms of reference for the review are broad, and include developing a clear understanding of needs and complexities of the young people in the system, how the system and its partners are able to respond to these, and whether the governance and leadership of the system supports effective delivery. The role of the YJB will be considered, alongside the role played by government departments and local government in delivering effective youth justice services. Norfolk YOT will want to make sure we take every opportunity to put across our voice in discussions that take place about the operation of the system and the challenges faced.

The emerging thoughts of the review lead were published on 8th February 2016 as [Review of the Youth Justice System: An interim report of emergent findings](#). In brief summary they are:

- A separate youth justice system should be maintained.
- Education must be central to an effective youth justice system.
- There must be fundamental changes to the youth custodial estate with a strong focus on education, creating schools for young offenders not importing education into youth prisons.
- The custodial estate must move to a larger number of small, education-led establishments and consideration should be given to devolving commissioning responsibility to local areas or regional bodies over time.
- Innovative models for delivering youth offending services need to be considered in response to the changing characteristics of the youth offending population.
- The review will consider whether the current inspection regime remains the right arrangement.
- The review is keen to devolve further responsibility and funding for the delivery of youth justice to local areas and to give them greater flexibility to design and manage the system to fit with their priorities and needs.
- This will lead to a much reduced role for the centre which should retain responsibility for the setting of standards, the accountability framework and ensuring sufficient custodial capacity.
- Investment in targeted prevention work should be promoted and opportunities to informally divert young people from the system where appropriate encouraged.
- Children should spend as short a period of time in police custody as possible.
- Opportunities to improve the provision of appropriate adults for children should be considered.
- Accommodation for the children refused police bail must be provided by local

authorities, as should that for those experiencing mental health crises.

- Contact with the criminal justice system must not impact disproportionately on a young person's future prospects, aspirations and place in society
- The over-representation of black and minority ethnic and looked after children in the criminal justice system is concerning and the review will consider what more can be done to address this.

Inspection

Her Majesty's Inspectorate of Probation (HMIP) will conclude their current programme of YOT inspections at the end of September 2016. It is expected that Norfolk YOT will receive an inspection before that time. This is most likely to be a Short Quality Screening although the inspection can take two forms: either a Full Joint Inspection (FJI) over two weeks or a Short Quality Screening (SQS) over two-and-a-half days. The approaches are similar and effectively amalgamate practice from the two previous inspection regimes. Both are undertaken at two weeks' notice. Nationally only six FJIs are planned each year and target poorly performing YOTs and a 'well performing' YOT. HMIP undertake 20 – 30 SQSs a year, selecting YOTs on a random basis. The focus is on the assessment of cases, through examination of case files and interviews with case managers. Cases will be examined that have been through the courts and under supervision for at least four weeks and no more than three months. SQS will be conducted by a small team of HMIP staff, including, wherever possible, a Local Assessor (YOT staff member, from outside of Norfolk) over two and a half days. Norfolk YOT Strategic Management group are familiar with the inspection criteria and have briefed staff in operational units. A local inspection readiness plan is available to assist in rapidly implementing preparations when we are notified of an inspection.

Following a period of consultation HMIP are now planning the implementation of the next iteration of their inspection programme which is likely to commence in October 2016. They are developing an outcomes-led approach to inspection with the working title 'Quality and Impact' which will focus on the impact of YOT work and what difference it makes to people's lives.

HMIP also conduct a number of thematic inspections annually either as a sole inspectorate or jointly with others. In September 2015 Norfolk was asked to participate in a Criminal Justice Joint Inspection (HMIP and Ofsted) thematic inspection of the accommodation of 16 and 17 year olds involved with the YOT who, for whatever reason, are no longer living with parents or carers and the accommodation support services they receive. Essentially the inspection considered whether or not these young people were in suitable accommodation and supported to maintain this and looked both at the YOT and the Children's Services contribution to this work and that of other key stakeholders. As a thematic inspection the final report will not refer specifically to practice in Norfolk YOT but the findings from across the six local authority areas inspected will be amalgamated on publication and only good practice examples will be identified to any individual YOT. A full, national report will be published in the spring of 2016 when the fieldwork has been completed.

The inspectors offered us some detailed verbal feedback on their opinions of practice in Norfolk based on the nine individual cases they looked at and the conversations they had with staff and stakeholders. This was mainly positive; as we believed it would be from our self-assessment. Examples of good practice included how the right decisions had been made about when to accommodate and when not to, good investment in a therapeutic

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residential placement, as well as an investigative attention to the detail of what young people tell us which allowed risk to be more effectively managed. The inspectors also drew attention to some possible areas for development in relation to recording, care planning and risk assessments and suggested that sharing information about risk factors could be improved. The quality assurance of provision in placements for young people was also highlighted, but the inspectors recognised the current changes in the Children's Services Quality Assurance Team and the introduction of the new leaving care service are already putting in place some of the improvements needed.

In January 2016 HMIP asked all YOTs nationally, including Norfolk, to participate in a thematic inspection regarding Referral Orders and in particular information to help HMIP understand services to victims of youth crime and why they do or do not choose to get involved in restorative processes.

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

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

The Council's priorities remain:

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

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

Norfolk County Council faces growing demand for the services it provides and further cuts to our central government grant and therefore needs to radically change the way it operates. A lot has already been done to improve efficiency - saving £245 million over the past three years and freezing council tax for 6 years. But between now and 2019 Norfolk County Council must save another £111m which will not be easy. Much-loved services will need to change and be delivered differently. There is a clear strategy for the future, called *Re-imagining Norfolk*, and it means looking at the whole organisation differently:

- Focussing on our priorities

- One public service - redesigning services around people's lives; achieving better outcomes; improving digital services; new collaborations with our public sector partners and local communities
- A smaller, leaner council – ruthlessly driving out costs, getting more value, understanding the real cost of services

We have a responsibility to future generations – as well as current ones - and want a well-educated Norfolk where people are prepared for real jobs with good wages and prospects, in businesses which can grow in Norfolk or are encouraged to relocate here because Norfolk is so well connected and a Norfolk where vulnerable people are supported to live independent and safe lives in their communities.

The Norfolk Youth Justice Plan 2016 -17 will also support priorities detailed in:

- the Police and Crime Plan
- the County Community Safety Partnership Plan 2015/2018
- the Victims' Code of Practice
- the priorities of the Norfolk Safeguarding Children's Board
- the *Healthy Child* programme of Public Health
- the *Restorative Justice Action Plan for the Criminal Justice System*
- *'Transforming Youth Custody: Putting education at the heart of detention'*
- *Transforming Rehabilitation: a Strategy for Reform'*
- *Transforming the Criminal Justice System: a Strategy and Action Plan to Reform the Criminal Justice System*

Successful delivery of Norfolk YOT priorities would mean that:

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

3. Our budget

The tentative gross income for 2016/17 is £3,792,096²⁴ which includes a predicted 'in-kind' contribution from partners of £1,023,600 in respect of seconded practitioners.

Norfolk YOT does not have a base budget but each year seeks a contribution from the four statutory funding partners and the Police and Crime Commissioner. Additionally a number of grants are also received for specific purposes that are all included within the gross income amount for 2016/17.

At the time of writing²⁵ the financial position for 2016/17 is more uncertain than at any period since YOTs were created on 1st January 2000. The putative budget outlined below is based on the best available information and contains a number of significant assumptions. The background to these is outline below.

Budget savings

Children's Services: the current public consultation on the Norfolk County Council budget for 2016/17 does not specifically include any proposals that would directly impact on Norfolk YOT service delivery. Full Council will make a recommendation at its meeting on 22nd February 2016. It is anticipated that Norfolk County Council Children's Services provision of staffing and funding will be at 2015/16 levels.

Clinical Commissioning Groups (CCGs)²⁶: assumes a best case scenario of a potential 4% reduction in budget to reflect the Cash Releasing Efficiency Scheme (CRES) recommendation contained in 2016/17 planning guidance for Health. This cannot be assumed and a worst case scenario might involve potential for a 0% funding position being taken by some CCGs. Great Yarmouth and Waveney CCG have confirmed the continued provision of funding at the 2015/16 level for a 2-year period from 1st April 2016.

Norfolk Constabulary: have confirmed the continued provision of staffing and funding at 2015/16²⁷ levels.

National Probation Service (NPS): Statutory responsibilities for 'Probation' to contribute to YOT Management Boards lie with the NPS. Historically the former 35 Probation Trusts had separate agreements with their local YOT Management Boards on the contributions that would be made towards meeting their statutory obligations under the Crime and Disorder Act 1998. In some cases this was a cash contribution, in others staff were seconded and in a third group it was a combination of both cash and staff; it is the latter situation which has existed in Norfolk since January 2000. Nationally NPS need to demonstrate that there is a consistent practice across England and Wales and as a result these separate local agreements need to be replaced with a single national agreement. A round of discussions and negotiations relative to developing a single partnership

²⁴ This amount includes £577,351 from reserves. The 2015/16 initial budget anticipated a 'call-on reserves' of £545,285. By period 10 the predicted 'call-on reserves' at outturn had reduced to £373,918 and actual at year end is likely to be lower still

²⁵ 24th February 2016

²⁶ Of which there are 5 in Norfolk

²⁷ These staffing and funding levels have remained consistent since 2014/15

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agreement between the National Probation Service and the YJB have been in place since June 2015 and continue²⁸.

NPS is committed to working with YOTs to ensure that services for young people who offend are maintained but notes that this level of support needs to reflect the workload of YOTs, taking into account local circumstances where relevant. This will result in some YOTs receiving more resource but equally some receiving less than they did under the legacy Probation Trust arrangements. Largely because of its previous success in maintaining strong partnership support and working relationships with the former Probation Trust Norfolk YOT will fall in this latter category and suffer from a significant reduction of financial resources under the new arrangements. Based on the most recent 'advice' the planning assumptions made in the preparation of this budget assume a contribution of 3.5 FTE Probation Officer²⁹ and a tapered reduction in partnership costs over 2016/17³⁰ to a set contribution of £5,000 per annum from April 2017 which will be the same across the country.

Youth Justice Board/Ministry of Justice: The outcome of the Autumn Spending Review announced in November 2015 means that the Ministry of Justice needs to reduce its overall budget by 15% by the end of 2019/20. The Board of the YJB should be in a position to finalise its business plan and approve the YJB budget towards the end of March 2016, resulting in Youth Justice Grant allocations being notified to YOTs in early April 2016. The best case scenario would be that the Youth Justice Grant remains at the level it was at in 2015/16 after the mid-year reductions which were imposed. However, in the context of pressures on the overall budget it cannot be assumed that this will translate into a grant figure matching this year's. The four other grants received by Norfolk YOT from the YJB have also been assumed at 2015/16 levels.

Public Health: In late February 2016 the Director of Public Health confirmed that the provision of direct funding under a *Memorandum of Internal Agreement* to support specialist substance misuse interventions with young offenders which expires at the end of March 2016 would be renewed.

Police and Crime Commissioners: There is a three-year funding agreement between the Office of the Police and Crime Commissioner and Norfolk Youth Offending Team to the end of 2017/18. This may be subject to change following the Police and Crime Commissioner elections in May 2016.

Things we may need to stop doing

Any reduction in funding to the Norfolk YOT partnership will lead to staffing reductions³¹ which mean that it will be unlikely that the current contribution to crime and anti-social behaviour prevention activity can be maintained in its current form. It may become unviable altogether. The service provided is part of Norfolk's Early Help offer, which aims

²⁸ On 5th February 2016 the National Probation Service confirmed that 'Every YOT board will shortly receive a letter from NPS to explain what resource is allocated to their YOT Board and the implementation stage that the YOT falls into and next steps ... '

²⁹ Staffing changes will be made throughout 2016/17

³⁰ Advice is that Norfolk YOT will be able to invoice for half of its previous funding for April 2016. Discussions to take place with senior leaders on the remaining amount at a divisional level taking into account particular issues within individual YOTs.

³¹ As an example and dependent on grade a reduction of £250 000 would reduce staffing by a minimum of 6 and a maximum of 8 from a total complement of around 62 FTE (10 - 13%)

to prevent poor outcomes for children and young people, as well as preventing a future escalation of needs requiring intervention, thereby increasing pressure on other areas of Norfolk's Early Help offer and statutory intervention further downstream. A reduction of this nature could lead to:

- Increased pressure on families and other services that provide support to young people
- Evidence is that it will disproportionately impact on young males, particularly those aged 11-15
- Norfolk YOT's contribution to Early Help services becomes unviable
- The viability of the Challenge for Change (C4C) Triage service would be significantly impacted although a condensed and more narrowly targeted service may remain achievable.
- This is likely to lead to a rise in the number of First-time Entrants into the criminal justice system
- Poorer outcomes for young people relating to health and well-being, offending, employment, education, housing and parenting
- Increased costs in the longer term for statutory services
- Any loss of the contribution to Early Help services has the potential to impact on younger people in the prison population. Analysis shows that Black, Asian and Minority Ethnic populations become more over represented in this group as individuals progress further into the criminal justice system.

It is not possible to scope the detail of the reductions that will be required until the full funding position is clarified but a budget is in position for 2016/17 and arrangements are in place to use 2016/17 as a transitional year to ensure that by 1st April 2017 annual income and outgoings are balanced.

NORFOLK YOUTH OFFENDING TEAM BUDGET 2016/17 (updated as at 24 February 2016)		
	£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET		
Children's Services (verbally confirmed September 2015)	525,240	
<i>Clinical Commissioning Groups</i> (assumed 4% reduction)	113,854	
Norfolk Constabulary (verbally confirmed December 2015)	150,000	
<i>National Probation Service</i>	49,155	
Sub-total		838,249
YOUTH JUSTICE BOARD GRANTS		
Good Practice Development Grant (as per 2015/16 contribution)	768,672	
Restorative Justice Maintenance Grant (as per 2015/16 contribution)	2,000	
Unpaid Work Order Grant (as per 2015/16 contribution)	18,020	
Attendance Centres Grant (as per 2015/16 contribution)	34,274	
Sub-total		822,966
OTHER GRANTS		
Public Health	43,000	
Early Intervention Grant	325,000	
Police and Crime Commissioners (confirmed, 3 year agreement to end of 2017/18 ³²)	114,000	
Children Services – Restorative Approaches	90,930	
Sub-total		572,930
Use of Small Commissioning Fund		534,351
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF		
Children's Services (verbally confirmed December 2015)	616,784	
<i>3fte - Clinical Commissioning Groups</i> (assumed 4% reduction)	125,447	
<i>3fte - Norfolk Constabulary</i> (verbally confirmed December 2015)	143,808	
<i>3.5fte - National Probation Service</i>	137,561	
Sub-total		1,023,600
TOTAL		3,792,096

Italics indicate funding has not been formally agreed

³² May be subject to change following the Police and Crime Commissioner elections in May 2016

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

In 2016/17 these grants are:

- The Youth Justice (YOT) Grant (England)
- The YJB Grant for Junior Attendance Centres (Norwich)
- The YJB Grant for Junior Attendance Centres (Great Yarmouth)
- The YJB YRO Unpaid Work Requirement Grant
- The YJB Restorative Justice Maintenance Grant (anticipated but not confirmed)

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

Various elements of these conditions³³ were lifted in November 2015 for the remainder of that financial year only as a result of the unprecedented in-year reduction in funding required by the May 2015 announcement from HM Treasury asking all government departments to find in year savings of 5% against their resource budgets. This led to an in-year reduction of £90,908 in Norfolk which was met from in-year savings elsewhere in Norfolk YOT.

The Youth Justice (YOT) Grant (England) 2016/17 will be fully spent on delivering the priorities outlined in Section 4 of this plan; specifically but not exclusively including:

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

³³ Removal of ring fencing of grant monies for the Unpaid Work Order and Junior Attendance Centres grants so that once the conditions have been met any unspent grant monies can be utilised for the purpose of the operation of the local youth justice systems and services. Relaxing of in-year reporting conditions for the Unpaid Work Order and Restorative Justice grants.

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

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

4. Delivering our priorities

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

Service Objective 1	<p>Supporting vulnerable people – We will work to improve and support quality of life, particularly for Norfolk’s most vulnerable people.</p> <p>Excellence in education – We will champion our children and young people’s right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.</p> <p>Reducing the numbers of young people who offend in the first place (First-time Entrants)</p>	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Ensure NYOT recruits sufficiently experienced and qualified staff to deliver high quality outcomes for young people’	<ul style="list-style-type: none"> Develop Norfolk YOT practice guidance and consider a Policy and Procedure document in relation to Safer Recruitment using Warner Principles 	Isabel Davidson & Patrycja Salbut-Jezior
Reduce the numbers of young people who offend in the first place (First-time Entrants)	<ul style="list-style-type: none"> Building upon the anticipated success of the joint Norfolk YOT /Norfolk Constabulary Triage pilot ‘Challenge4Change’ explore the feasibility of adopting the enhanced triage model to increase and widen the impact of Triage including early intervention in FTE cases and subsequent disposals. Continue to work with the commissioners (NHS England) and providers (Norfolk and Suffolk Foundation Trust - NSFT) of the ‘Liaison and Diversion’ scheme 	Tania Fulcher & Val Crewdson Helen Taylor

	aimed at diverting those with a range of health needs from the criminal justice system into appropriate 'early help' services and in particular develop appropriate 'youth pathways'.	
Ensure Norfolk YOT delivers accurate assessments and completes effective Family Support Forms for early help cases using the Signs of Safety approach ensuring that children and families contribute to their assessments and plans and play a key part in achieving their successful outcomes	<ul style="list-style-type: none"> • Install and successfully implement AssetPlus, the new assessment and planning interventions framework developed by the YJB • Embed the delivered practice skills based training in AssetPlus at an appropriate level • Provide training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people • Commissioning of consultation and intervention services from NCC Speech and Language Therapy services • Alongside all areas of NCC Children's Services Norfolk YOT will assimilate the Signs of Safety approach into practice through a working ethos of engagement and partnership with families to deliver far more interactive assessments which will allow families to be really involved in the process and encourage a more rounded understanding of a child's circumstances and perceived risks • Audits and action plans show steady improvements 	<p>Fraser Bowe & Isabel Davidson</p> <p>Isabel Davidson</p> <p>Isabel Davidson</p> <p>Andrew Powell</p> <p>Tania Fulcher & Val Crewdson</p> <p>Operational Management Team [OMT]</p>
Monitor the impact of service development activity in relation to risk, safety and well-being, assessment, management and planning including clear management oversight	<ul style="list-style-type: none"> • Ensure all staff receive appropriate assessment training within the first year of their employment • Implement the Children's Services Guide to Effective Supervision process and amend the supporting 'principles of management oversight' to ensure that robust supervision and management oversight is in place throughout the organisation • Embed 'Peer and Practitioner Self Audit' as well as management audit • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender (CJJI Report, December 2014 on Girls in the Criminal Justice System) • Audits and action plans show steady improvements 	<p>Operational Management Team [OMT]</p> <p>Tania Fulcher, Val Crewdson & Isabel Davidson</p> <p>Operational Management Team [OMT]</p>

	strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities	
Implement the Norfolk Restorative Approaches Strategy 2015-2018	<ul style="list-style-type: none"> • Better align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county • Add value by increasing links with schools and across Children's Services teams • Widen the funding base and portfolio of activity for which the YOT is accountable • Support the NCC Children's Services Restorative Champions' scheme • Support workforce development in relation to restorative practices across NCC and the wider county coordinating training and ensuring consistency of content 	Patrycja Salbut-Jezior
Risks to achieving this objective	<ul style="list-style-type: none"> • Loss of funding in both the short and long -term • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The national implementation by the YJB of the assessment, planning and interventions framework; Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	

Service Objective 2	<p>Supporting vulnerable people – We will work to improve and support quality of life, particularly for Norfolk’s most vulnerable people.</p> <p>Excellence in education – We will champion our children and young people’s right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.</p> <p>Reduce the numbers of young people who re-offend</p>	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Ensure NYOT recruits sufficiently experienced and qualified staff to deliver high quality outcomes for young people’	<ul style="list-style-type: none"> • Develop Norfolk YOT practice guidance and consider a Policy and Procedure document in relation to Safer Recruitment using Warner Principles 	Isabel Davidson & Patrycja Salbut-Jezior
Further reduce the number and proportion of young people who re-offend	<ul style="list-style-type: none"> • Consider the introduction of the YJB ‘Predicted’ binary rate of offending as an additional, relevant benchmark for reporting 	Fraser Bowe
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people subject to Norfolk YOT interventions	<ul style="list-style-type: none"> • Install and successfully implement AssetPlus, the new assessment and planning interventions framework developed by the YJB • Embed the delivered practice skills based training in AssetPlus at an appropriate level • Provide training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people 	Fraser Bowe & Isabel Davidson Isabel Davidson Isabel Davidson

	<ul style="list-style-type: none"> Commissioning of consultation and intervention services from NCC Speech and Language Therapy services Alongside all areas of NCC Children's Services Norfolk YOT will assimilate the Signs of Safety approach into practice through a working ethos of engagement and partnership with families to deliver far more interactive assessments which will allow families to be really involved in the process and encourage a more rounded understanding of a child's circumstances and perceived risks Audits and action plans show steady improvements 	<p>Andrew Powell</p> <p>Tania Fulcher & Val Crewdson</p> <p>Operational Management Team [OMT]</p>
Monitor the impact of service development activity in relation to risk, safety and well-being, assessment, management and planning including clear management oversight	<ul style="list-style-type: none"> Ensure all staff receive appropriate assessment training within the first year of their employment Implement the Children's Services Guide to Effective Supervision process and amend the supporting 'principles of management oversight' to ensure that robust supervision and management oversight is in place throughout the organisation Embed 'Peer and Practitioner Self Audit' as well as management audit Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender (CJJI Report, December 2014 on Girls in the Criminal Justice System) Audits and action plans show steady improvements 	<p>Operational Management Team [OMT]</p> <p>Tania Fulcher, Val Crewdson & Isabel Davidson</p> <p>Operational Management Team [OMT]</p>
<p>Ensure 75% of young offenders are fully engaged in education training and employment</p> <p>Work with young people to help them make their transition into Employment, Education or Training</p>	<ul style="list-style-type: none"> Review the current tools for assessing young people's Learning Styles and revise the approach if appropriate Use AssetPlus to put interventions in place that are appropriate to the young person's identified learning style Diversify types of engagement and positive activities to align better with learning styles and speech and language difficulties. Encourage closer co-management of engagement hours with the Short Stay School. Audits and action plans show maintained performance 	<p>Andrew Powell</p> <p>Operational</p>

		Management Team [OMT]
Ensure 95% of young offenders have suitable accommodation	<ul style="list-style-type: none"> • Work with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing challenges • Ensure closer collaboration with the Children's Services Placements team (including direct sharing of risk assessments) to improve the quality of placement matching and appropriateness • Active participation in care placement decisions in relation to young people active to Norfolk YOT to provide expert advice on issues of risk assessment, public protection and community safeguarding to enable young people to be appropriately placed • Audits and action plans show maintained performance 	<p>Andrew Powell</p> <p>Operational Management Team [OMT]</p>
Ensure that 30% of the parent/carer(s) of young people on statutory programmes receive a parenting intervention	<ul style="list-style-type: none"> • Review, update and revise existing Policy and Procedures • Focus on the quality of recording practice and develop increased accountability for the Norfolk YOT Parenting Coordinators to lead on the improvement of practice and outcomes • Audits and action plans show maintained performance 	<p>Tania Fulcher & Val Crewdson</p> <p>Operational Management Team [OMT]</p>
Further develop service user engagement work within Norfolk YOT to improve young people's ability to have a voice in service design and provision	<ul style="list-style-type: none"> • Embed and effectively support the participation of young people known to Norfolk YOT in staff recruitment and selection practices • Improve the completion rates of service user feedback tools and processes and report regularly on the findings to staff and the Norfolk Youth Justice Board • Act appropriately and proportionately on that feedback • Explore the involvement of young people known to Norfolk YOT in contributing to Equality Impact Assessments of Norfolk YOT procedures, policies and practices • With Norfolk Constabulary explore the use of the Junior Attendance Centres as a forum for providing young people's feedback in relation to both Norfolk 	<p>Chris Small</p> <p>Andrew Powell</p>

	Constabulary and Norfolk YOT	
Maximise the engagement of victims in restorative processes by ensuring at least 50% have a say in the restorative process	<ul style="list-style-type: none"> • Shift the practice emphasis away from securing the young person's consent to ensuring the victim's needs and wishes are paramount and met • Use of the RJ Module in AssetPlus will enable early discussion with young people about the impact of their offending upon the victim and how they can help to repair the harm caused. • Early identification of victims' views, at least in principle on participation in the restorative justice process • Increase positive victim contribution to Pre-Sentence and Referral Order Panel reports • Increase victim attendance at Referral Order Panels • Early identification of young person's views about participation in the restorative justice process • Improve consistency of use of the Writing Wrongs intervention packs across and within units and explore other resources via the Restorative Justice EPG that offer interventions that address RJ. • Consider relevant recommendations from the 2012 joint inspectorate thematic inspection report on restorative practices • Victims' views are fully and effectively represented at appropriate Referral Order panel meetings • Victims' needs and wishes are prioritised in initial Referral Order agreements • Use of the RJ Module in AssetPlus will ensure the needs of the victim are seen as an inherent aspect of the young person's intervention plan. • Audits and action plans show maintained performance 	<p>Helen Taylor</p> <p>Operational Management Team [OMT]</p>
Consider relevant recommendations from the 2013 HMIP thematic inspection report on <i>Victim contact arrangements in Probation Trusts</i>	<ul style="list-style-type: none"> • Ensure Norfolk YOT is fully compliant with the requirements for statutory victim contact work as set out in YJB National Standards and the Code of Practice for Victims of Crime • Work with the National Probation Service according to the protocols and working arrangements in place to ensure that the statutory Victim Contact Scheme is fully implemented in regard to cases supervised by Norfolk YOT 	Helen Taylor

Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals and disproportionate activity is minimised	<ul style="list-style-type: none"> Quarterly reporting on disproportionality and the annual diversity audit shows disproportionate activity is minimised 	Chris Small
Consider relevant recommendations from the 2011 HMIP thematic inspection report on <i>Interventions</i>	<ul style="list-style-type: none"> Further develop the Norfolk YOT Domestic Abuse Strategy to include '<i>This is abuse</i>' a healthy relationship intervention addressing child on parent violence and the '<i>Step-up</i>' programme' which addresses child on parent abuse. From April 2016 the '<i>Step-up</i>' programme will be delivered jointly with Norwich City Council Family Intervention Project (FIP). In order to support alternatives to care Norfolk YOT continues to explore the potential to offer this intervention to children and young people who are exhibiting these behaviours but are not in the criminal justice system In order to support Early Help the <i>This is Abuse</i> programme could be offered to children and young people who are exhibiting the behaviours but are not in the criminal justice system Ensure appropriate interventions are offered to meet the needs of girls(CJJI Report, December 2014 on Girls in the Criminal Justice System) Interventions are evaluated and the results used to inform service development Relevant training and support in intervention delivery is provided to staff 	<p>Tania Fulcher & Val Crewdson</p> <p>Isabel Davidson</p>
Arising from a recent Critical Learning Review improve our understanding of and response to the possible emergence of serious youth violence and gang related behaviours in Norfolk	<ul style="list-style-type: none"> Work with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of <i>Ending Gang and Youth Violence</i> using the YJB <i>County Lines</i> document as a helpful, local, analytical toolkit. With the Home Office <i>Ending Gangs and Youth Violence Unit</i> and Norfolk Constabulary undertake a Local Assessment Process: a programme of guided review designed to assist in ensuring that local areas have effective structures and responses in place to contribute to the shared aim of Ending Gang and Youth Violence Ensure there is effective liaison between Norfolk YOT and other agencies working 	Tania Fulcher & Val Crewdson

	to safeguard girls at risk of sexual exploitation (CJJI Report, December 2014 on Girls in the Criminal Justice System)	
Consider relevant recommendations from the 2016 HMIP thematic follow-up inspection report on <i>Transition Arrangements</i> from youth to adult services	<ul style="list-style-type: none"> • The effectiveness of local arrangements for the transfer of young people from youth based to adult based services, and retention of young adults in youth based services, is monitored and kept under review • Sentence plans in Youth Offending Teams take account of future transfer to adult services where appropriate • Decisions to transfer young people to adult services or to retain young adults in youth based services are recorded in the case record and take into account the views of young people and what work needs to be undertaken to meet the aims of the sentence, to address likelihood of reoffending and risk of harm to others, and to manage vulnerability • Young people are thoroughly prepared for transfer to adult services • Notifications of transfer, and all essential advance information, are sent to the National Probation Service and adult establishments in sufficient time to ensure continuity of delivery of interventions • All intervention providers (including health and education, training and employment providers) are informed of transfers to Probation Trusts and adult establishments in advance and involved appropriately in case transfer meetings to ensure continuity of delivery • Parents and/or carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to aid the young person's progress and engagement • Staff in youth based and adult based services receive sufficient information and training about the work of each other's services to enable them to prepare young people for transfer to adult services and to work effectively with transferred cases.' • Overall, this follow-up inspection³⁴ found there had not been sufficient improvement in the quality of work undertaken during the transfer of cases from youth to adult services and the Youth Justice Board, Youth Offending Team Management Boards, the National Offender Management Service, the National 	Tania Fulcher & Val Crewdson

³⁴ The original inspection was reported on in 2012

	<p>Probation Service and Community Rehabilitation Companies should ensure that that the previous recommendations noted above are implemented fully and effectively</p> <ul style="list-style-type: none"> • Review the local implementation of the Youth to Adult [Y2A] portal 	
Consider relevant recommendations from the 2014 Criminal Justice Joint Inspection [CJJI] report on <i>Girls in the Criminal Justice System</i>	<ul style="list-style-type: none"> • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender • Through the Assessment, Planning, Intervention and Supervision (APIS) Effective Practice Group (EPG) develop gender specific working practices for Norfolk YOT that improve the experience of young women involved in the youth justice system with the aim of achieving better outcomes for them • Exit strategies are developed that ensure girls have access to appropriate ongoing support at the end of their involvement with Norfolk YOT • Work with the Office of the Police and Crime Commissioner in their partnership consultation towards developing a female offender scheme that includes young women • The Norfolk Youth Justice (Management) Board reviews data by gender, uses that data to shape provision of services and evaluates the effectiveness of interventions for girls • Senior Corporate Parents routinely review the offending rates of Looked After Children by gender to ensure patterns of offending by girls are understood and where necessary actions taken to address this • Where they are involved Children's Services social care staff maintain regular contact with girls in custody so that plans for their release are made in a timely manner • Ensure that seconded Health Workers are sufficiently involved in work carried out with girls, in particular, in relation to assessments, interventions and information sharing 	<p>Tania Fulcher & Val Crewdson</p> <p>Chris Small</p> <p>Helen Taylor</p>
Consider relevant recommendations from the 2013 HMIP thematic inspection report on the <i>effectiveness of multi-agency</i>	<ul style="list-style-type: none"> • Working to the emerging Norfolk Child Sexual Abuse Strategy and Action Plan • Embed the recent changes incorporated in the Norfolk YOT Risk to Children Policy & Procedure including the notification of all new 'sexual and violent offence' cases Norfolk YOT is working with to the Multi-Agency Safeguarding Hub (MASH) 	Tania Fulcher & Val Crewdson

<p><i>work with children and young people who have committed sexual offences and are supervised in the community</i></p>	<ul style="list-style-type: none"> • Work with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour • Offer appropriate services to victims of sexually harmful behaviour at the earliest possible stage • Continue expansion of Sexually Appropriate Behaviour (SAB) practice to include work with those aged under 12s and iAIM³⁵ • Refresh Norfolk YOT's joint working practices with the Police in relation to the Police Public Protection Unit (PPU) and Multi-Agency Risk Assessment Conferences (MARAC) 	<p>Helen Taylor & Francesca Burgess</p> <p>Tania Fulcher & Val Crewdson</p>
<p>Consider relevant recommendations from the 2015 HMIP thematic inspection report on the effectiveness of the <i>Community Safeguarding and Public Protection Incident Procedures which are in place in Youth Offending Teams</i></p>	<ul style="list-style-type: none"> • Ensure that partner agencies contribute to Critical Learning Reviews on the children that they are providing a service to (see chapter 3 Learning, Looked After Children) • Hold all relevant agencies to account for the completion of actions made within Critical Learning Reports (see chapter 3 Actions) • Ensure that there is independent scrutiny of Critical Learning Reports and where necessary nominate a Management Board member to undertake this role (see chapter 4 Local Learning) • Refer all serious incidents to the YOT Management Board and Local Safeguarding Children Board, along with an annual report outlining lessons learned and progress against agreed actions (see chapter 4 Local Learning) • Where indicated by the case, invite partner agencies to participate in Critical Learning Reviews and include learning and actions for them within Critical Learning Reports (see chapter 3 Learning) • Allocate Critical Learning Reports to managers with a degree of independence from the case being reviewed and support them to identify both operational and strategic actions (see chapter 3 Quality Assurance, Actions) • Ensure that all Critical Learning Reports are thoroughly quality assured, by a senior manager of sufficient independence who has also reviewed the case 	<p>Tania Fulcher & Val Crewdson</p>

³⁵ iAIM addresses sexual offending and behaviours committed on-line

	<p>record, before submission to the Youth Justice Board (see chapter 3 Quality Assurance)</p> <ul style="list-style-type: none"> • Make more use of the Extended Learning Review in cases where more than one agency is involved and in particular for serious incidents involving Looked After Children (see chapter 3 Learning, Looked After Children). 	
Consider the relevant recommendations from the 2015 Criminal Justice Joint Inspection [CJJI] <i>Joint Review of Disability Hate Crime Follow Up</i> thematic inspection report	<ul style="list-style-type: none"> • Contribute service actions to address hate crime and specifically disability hate crime to the Norfolk and Suffolk Joint Criminal Justice Board action plan in response to this Criminal Justice Joint Inspection 	Andrew Powell
Risks to achieving this objective	<ul style="list-style-type: none"> • Loss of funding in both the short and long -term • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The national implementation by the YJB of the assessment, planning and interventions framework; Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	

Service Objective 3	<p>Improve the quality of life for all the people of Norfolk, and in particular to safeguard vulnerable people throughout the county</p> <p>Excellence in education – We will champion our children and young people’s right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.</p> <p>Reduce the numbers of young people going into custody (prison) either sentenced or on remand</p>	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Maximise the use of community orders and minimise the use of custody.	<ul style="list-style-type: none"> • Within the limitations of Digital Norfolk Ambition (DNA) secure an appropriate range of ‘devices’ to support effective business delivery including digital working at court as part of the national Criminal Justice Service ‘Efficiency’ Programme • Ensure any young people at risk of custody are considered at High Risk Case Management Panels to formulate interventions designed to reduce the risk of custody • Routinely review cases where custodial sentence or remand to youth detention may have been avoided to explore the potential for learning and practice improvement • Ensure creative alternatives to custody are presented to sentencing courts in PSRs which make full use of a range of interventions delivered by both YOT and partners 	Fraser Bowe Andrew Powell
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention	<ul style="list-style-type: none"> • Review the local implementation of the Youth to Adult (Y2A) portal • Ensure the provision of timely and accurate information about children and young people who are sentenced or remanded to custody 	Tania Fulcher Andrew Powell

plans for young people in custody either sentenced or on remand	<ul style="list-style-type: none"> • Ensure collaboration with social care partners (including ‘leaving care’) to plan and deliver resettlement pathways 	
Consider the relevant recommendations from the 2011 HMIP thematic inspection report on <i>Interventions</i>	<ul style="list-style-type: none"> • Interventions are evaluated and the results used to inform service development • Relevant training and support in intervention delivery is provided to staff 	Isabel Davidson
Consider the relevant recommendations from the 2015 HMIP joint thematic inspection report on <i>Resettlement Services to Children by Youth Offending Teams and Partner Agencies</i>	<ul style="list-style-type: none"> • Ensure that partner agencies work collaboratively with the Youth Offending Team to provide appropriate and timely accommodation, education, training and employment, health, social care and other services for children leaving custody well in advance of release (Paragraphs 3.9, 3.16, 3.17, 3.18, 3.19, 3.22, 4.9, 4.11) • Ensure that partner agencies contribute to the constructive use of Release on Temporary Licence, using this effectively as a routine part of resettlement (Paragraphs 3.17, 3.25, 3.34) • Facilitate the Youth Offending Team, helping to deliver the constructive use of Release on Temporary Licence, using this effectively as a routine part of resettlement (Paragraphs 3.17, 3.25, 3.34) • Establish and embed an understanding and delivery of good resettlement practice among all Youth Offending Team management board members and senior staff in local partner agencies including in particular the detailed points specified in this section of the report recommendations • Ensure that the board includes a senior representative from local accommodation commissioners and considers the inclusion of local further education providers too. (Paragraphs 4.9, 4.11) • Establish and embed an understanding and delivery of good resettlement practice among all YOT staff and local partner agencies including in particular the detailed points specified in this section of the report recommendations • Ensure that all staff assess, plan for and manage the risk of harm that children pose to others (Paragraph 3.32) • With partner agencies, plan for and promote the use of constructive activities for 	Andrew Powell

	<p>children leaving custody (Paragraphs 3.15, 3.25, 3.29, 3.30)</p> <ul style="list-style-type: none"> Analyse the success and failure of all resettlement cases across the entire sentence at a three month and six month stage after release, including the contribution or failure of partner agencies, and report the detail to Youth Offending Team management boards with suggestions for improvement (Paragraphs 4.7, 4.8, 4.9, 4.10) 	
Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.	<ul style="list-style-type: none"> Ensure robust bail packages are presented to remand courts which make appropriate use both of ISS bail and of relevant conditions that do not amount to ISS. Close liaison between court officers and duty managers to shape bail proposals 	Andrew Powell
Risks to achieving this objective	<ul style="list-style-type: none"> Loss of funding in both the short and long-term Transfer of risk from central to local government with the potential devolution of the costs and accountability for custody to local authorities Changes to the allocation of central government funding to YOTs lead to a decrease in performance The national implementation by the YJB of the assessment, planning and interventions framework; Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	

Appendix 1 - Staffing by Agency

	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Volunteer	Total
Permanent	0.8	4.0	1.0	6.0	8.89	18.00	4.06	7.0		49.75
Temporary					0.6	5.0	0.5	3.0		9.10
Vacant				1.0	1.37	4.0	2.52	2.0		10.89
Seconded Children's Services						5.0				5.0
Seconded Probation					0.6	2.0				2.6
Seconded Police						3.0				3.0
Other/Unspecified Seconded Health					0.6	2.0				2.6
Seconded Education						3.0				3.0
TOTAL	0.8	4.0	1.0	7.0	12.06	42.0	7.08	12.0		85.94
Disabled (self-classified)		1							1	

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

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

Appendix 2 - Staffing by gender and ethnicity including volunteers

	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	3	2		7	12	30	1	14					10	30	26	83
Other White								1						1		2
White & Black Caribbean													1		1	
White & Black African					1										1	
Caribbean						1										1
Other Black				1												1
Not Disclosed					4	10								1	4	11
TOTAL	3	2		8	17	41	1	15					11	32	32	98

Recommendations from the Communities Committee Meeting held on 16 March 2016

1. Trading Standards Service Plan

1.1 The report from the Executive Director of Community and Environmental Services was received which presented recommendations to Committee on the proposed policies and priorities for 2016/2017 for consideration and comment prior to making recommendations on adoption of the plan to Full Council.

1.2 The Committee **RESOLVED** to;

- Review the Trading Standards Service Plan including Annexes I and II and **recommend** adoption of the plan to Full Council
- Approve the Business Services Policy and its adoption by the Trading Standards Service.

Paul Smyth
Chairman, Communities Committee

Recommendations of the Environment, Development and Transport Committee Meeting held on 29th January 2016

1. **Highway capital programme and Transport Asset management Plan (TAMP)**
- 1.1 The Committee received the report from the Executive Director, Community and Environmental Services which summarised government and other capital funding settlements, and proposed allocations for 2016/17.
- 1.2 The Committee recommends to Full Council that:
 - 1) The reallocation of £0.241m of integrated transport funding to structural maintenance for 2016/17
 - 2) That the Traffic Management programme is ceased, as parking issues are better addressed through the Controlled Parking Enforcement (CPE) forward programme as long as no further financial burden falls to CPE.
 - 3) The proposed allocations and programme for 2016/17 and 2017/18 (as set out in Appendices A, B and C
 - 4) Delegated authority to the Executive Director of Environment, Transport and Development, in consultation with the Chair and Vice Chair of EDT Committee, to manage the two year programme, including the possible virement of funds between the Integrated Transport and structural maintenance programmes in line with the financial delegation scheme to deal with any major scheme cost pressures.
 - 5) The Transport Asset Management Programme (TAMP) for 2016/17 - 20/21 combined with changes to the response standards set out in para 5.4

Recommendations of the Environment, Development and Transport Committee Meeting held on 11th March 2016

1. **Silica Sand Review of the Minerals Site Specific Allocations Plan: Pre-Submission and Submission stages**
- 1.1 The Committee received the report from the Executive Director, Community and Environment Services which provided information on the proposed site and defined areas of search and contains the proposed Pre-Submission document, draft Sustainability Appraisal Report and draft Habitats Regulations Assessment.
- 1.2 The Committee **Agreed** to recommend to the County Council to:-
 1. Authorise the Executive Director of CES to make any further necessary minor corrections, factual updates, formatting changes and other non-material changes that are identified prior to the publication of the Silica Sand Review Pre-Submission document; 73
 2. Agree the publication of the Silica Sand Review Pre-Submission document (incorporating any later suggested modifications approved under recommendation 1), for representations to be made, over a six-week period

during May and June 2016, in accordance with Regulation 20 of the Town and Country Planning (Local Planning) (England) Regulations 2012;

3. Authorise the Executive Director of CES, in consultation with the Chair and Vice-Chair of EDT Committee, to review the Pre-Submission representations made. If no fundamental weaknesses are identified, submit the Silica Sand Review (and supporting/background information) for independent examination in accordance with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
4. Authorise the Executive Director of CES to grant the Inspector the power to formally request that he/she makes any necessary main modifications under section 20 (7C) of the Planning and Compulsory Purchase Act 2004 (as amended) that he/she judges necessary to make the Silica Sand Review of the Minerals Site Specific Allocations Plan 'sound'; and
5. Authorise the Executive Director of CES to propose and/or agree appropriate amendments/modifications to the Silica Sand Review during the examination stage.

Report of the Policy and Resources Committee meeting held on 8 February 2016 and 21 March 2016

A Items from the meeting of 8 February 2016

1 Acquisition of land at London Road, Attleborough for a new primary school building

- 1.1 The Committee received a report by the Executive Director of Finance and Executive Director of Children's Services about a new primary school site in Attleborough that was required to meet the County Council's statutory duty to provide sufficient pupil places across Norfolk. The acquisition would provide the basis for a statutory reorganisation from infant/junior to all-through primary across the town, which was supported locally.
- 1.2 The Committee **RESOLVED** to approve acquisition of the London Road site at Attleborough on terms set out in the exempt section of the report.

2 Norwich Northern Distributor Road Land Acquisition

- 2.1 The Committee received a report by the Executive Director of Finance and the Executive Director of Community and Environmental Services that asked Members to approve a mechanism to agree land acquisition compensation decisions for the construction of the Norwich Northern Distributor Road.
- 2.2 The Committee **RESOLVED** to adopt Option 2 within the report and, provided figures were monitored and remained within the available land acquisition budget of the approved Norwich NDR, delegate all land acquisition decisions for the NDR to the Executive Director CES in consultation with the Corporate Property Officer, Executive Director of Finance, County Council Leader and Chair of EDT Committee.

3 Social Care Systems Re-procurement

- 3.1 The Committee received a report by the Executive Director of Resources and Executive Director of Adult Social Services that proposed to allow an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018. The report also sought authority to permit a phased transition and to replace the current CareFirst social care system through a re-procurement process that would be in place by April 2018.
- 3.2 The Committee **RESOLVED** to:
- a. Allow an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a

- phased transition;
- b. Agree to the procurement of a replacement social care recording system that meets current and future business requirements, effectively
- c. Agree the associated capital funding of £7.926m;
- d. Note the need for up to one-off £0.478m project revenue funding for 2016/17, £0.914m for 2017/18 and £0.879m for 2018/19, for the corporate Social Care System re-procurement as part of the overall NCC budget. These are initial estimates for approval following further scrutiny and annual review, and
 - 1. **Recommend** that Council consider the funding of the project revenue requirement of up to £0.150m for 2015/16 and £0.479m for 2016/17 from the Council's Innovations Reserve
 - 2. **Recommend** Council consider the project revenue requirement of up to £0.914m for 2017/18 and £0.879m for 2018/19 be here. taken into account in the budget planning assumptions in the 2017/18 Medium Term Financial Strategy.
- e. Add the risks associated with the transition to the Corporate Risk Register;
- f. Receive the comments and recommendations from Adult Social Care and Children's Committees that are set out in the report.

4 **Finance Monitoring Report Period 8 - November 2015**

- 4.1 The Committee received a report by the Executive Director of Finance that provided details of the forecast position for the 2015-16 Revenue and Capital Budgets, General Balances, and the forecast Council's Reserves at 31 March 2016, together with related financial information. The report also provided a brief commentary on Resources and Finance budgets which were the responsibility of this Committee.
- 4.2 The Committee **RESOLVED** to note:
 - 1. The period 8 forecast Revenue overspend of £3.133m (previous period 7, overspend £4.280m, period 6 £5.743m) on a net budget of £318.428m, as set out in Appendix 1 to the report;
 - 2. The forecast General Balances at 31 March 2016 of £19.200m, before taking into account any over/under spends;
 - 3. 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;
 - 4. The revised expenditure and funding of the 2015-18 capital programme as set out in Appendix 3 to the report.

5 **Delivering Financial Savings 2015/16- Month 8**

- 5.1 The Committee received a report by the Executive Director of Finance that provided an overview of the progress in delivering the savings agreed by the County Council at its meeting on 16 February 2015.

5.2 The Committee **RESOLVED** to note:

1. The forecast total shortfall of £13.431m in 2015-16, for which alternative savings need to be identified;
2. the budgeted value of 2015-16 savings projects rated as RED of £18.865m, of which £5.277m are now forecast to be delivered;
3. the forecast savings shortfall on AMBER rated projects of £0.204m;and
4. the forecast over-delivery of GREEN and BLUE rated projects totalling £0.361m.

6 Notifications of Exemptions Under Contract Standing Orders

6.1 The Committee received a report by the Executive Director of Resources that set out the exemptions that had been made under paragraph 9.11 of Contract Standing Orders and that were over £250,000 and therefore needed to be notified to the Policy and Resources Committee since 1st October 2015.

6.1 The Committee **RESOLVED**:

1. That as required by paragraph 9.12 of the Council's Contract Standing Orders, Policy and Resources Committee note the exemptions that had been granted under paragraph 9.11 of Contract Standing Orders by the Head of Procurement and Head of Law in consultation with the Chairman of Policy and Resources Committee that were over £250,000.
2. That a report notifying Policy and Resources Committee of relevant exemptions under paragraph 9.12 of the Council's Contract Standing Orders is submitted every 3 months.

7 Decisions Taken Under Delegated Powers

7.1 The Committee received a report by the Managing Director on decisions taken under delegated powers.

7.2 The Committee **RESOLVED**:

1. To note the report.
2. That Members' receive by email the costs of the decisions taken under delegated authority that are mentioned in the report.

B Items from the meeting of 21 March 2016

8 Announcements by the Chair

8.1 The Chair briefly explained the Norfolk features in the East Anglia Devolution agreement that were announced by the Chancellor in his budget speech in the previous week and was an item on the agenda for this meeting. He said

that the Government had also used the budget statement to make a series of other important policy changes. He pointed out that on education the forced academisation of all schools by 2022 was announced by the Chancellor, followed by the publication of a white paper on *Educational Excellence Everywhere*. This set out the Government's intention that all schools would be expected to become, or be in the process of becoming, academies by 2020, with all converted by 2022. The LGA had come out against the forced academisation of schools and the transfer of significant powers to unelected civil servants. The Council would continue to be responsible for school place planning and young people with Special Education Needs and Disabilities (SEND). The white paper would be subject to further consultation in the coming months.

- 8.2 The Chair informed the Committee that the Norse Group had been recognised as one of ten companies across Europe in the category “Business of the Year Award with Turnover of €150M or Higher” by becoming a Ruban d'Honneur recipient for the 2015/16 programme of the European Business Awards. This award was for businesses which demonstrated exceptional financial returns, strong growth, innovation strategies and market leadership in its sector. The final presentation to the judges would be at the London Stock Exchange on 11 April 2016 with the single pan European winner for the category being announced at the final event in Milan on 17 June 2016.

9 **Revenue Budget 2016-17 – Allocation of Transitional Funding and Rural Services Delivery Grant**

- 9.1 The Committee received a report by the Executive Director of Finance that provided an overview of the Transitional Funding and additional Rural Services Delivery Grant for 2016-17, with an outline timetable proposed for the process for agreeing the use of this funding in 2016-17.

- 9.2 The Committee **RESOLVED:**

To agree the proposed timetable and process for decisions about the use of this additional funding in 2016-17 as set out in section 4 of the report.

10 **Performance Monitoring Report**

- 10.1 The Committee received a report by the Head of Business Intelligence and Corporate Planning that provided the latest performance position of services that were covered by this Committee, and brought together a summary of the most recent risk information which had previously been considered by the Audit Committee. In doing so the report presented each Committee's corporately significant 'Vital Signs' indicators. Vital signs were developed to reflect better the Council's priorities, and each committee's service strategies.

- 10.2 The Committee **RESOLVED:**

To note the performance and risk information included in the report.

11 NORSE Governance Review

11.1 The Committee received a report by the Shareholder Representative, the Head of Law and Monitoring Officer and the Executive Director of Finance that set out the results of a review by the Council of governance arrangements in relation to the Norse Group of Companies. The report took account of legislative changes, the growth of the Norse Group, changes to the Council's own system of governance and changes to Senior Management.

11.2 The Committee **RESOLVED:**

1. That the governance recommendations contained in Appendix 1 of the report and the consents recommendations by the Executive Director of Finance set out in Appendix 2 of the report be approved.
2. That the report be forwarded to the Audit Committee so that they can review the progress that has been made with implementing the recommendations of the governance review.
3. That a progress report is brought to a future meeting of the Policy and Resources Committee.

12 Second Enterprise Zone – Establishment of New Anglia “Space to innovate”

12.1 The Committee received a report by the Executive Director of Finance that set out details of the current position of ongoing negotiations between the New Anglia Local Enterprise Partnership (the LEP), County Councils, and relevant District Councils to enable the establishment of a second Enterprise Zone in Norfolk and Suffolk – New Anglia: “Space to Innovate”. The final terms of legal agreements, including the share of income from growth in the zone to be received by the parties to the agreement, needed to be agreed as soon as possible in order to enable the establishment of the new Enterprise Zone, preferably from 1 April 2016. There would be a separate legal agreement between the LEP, County Council and relevant District Council for each site within the new Enterprise Zone. The agreements would have some variations to take account of any site-specific differences or issues.

12.2 The Committee **RESOLVED:**

1. To delegate to the Executive Director of Finance ((after consultation with a group of 4 members that consists of the Leader, the Deputy Leader and 2 Conservative Members of Policy & Resources Committee) the power to negotiate and settle the terms of an agreement for a second enterprise zone with other parties and to complete that agreement with those parties. If the terms of the agreement cannot be agreed then the matter should be reported back to the Policy and Resources Committee to reach a decision at the earliest available opportunity.

2. To note that the proposed agreement includes a review clause by 2020 to reflect the significant level of uncertainty around changes to the Business Rates system.

13 **Direct Property Development**

- 13.1 The Committee received a report by the Executive Director of Finance that supported Norfolk County Council (NCC) priorities by focussing on key objectives of the Council's Asset Management Plan to pro-actively exploit the latent value of the property portfolio and release capital resources for other purposes. In addition, the proposal for creating capability for direct property development supported the Council's Financial Strategy through commercialisation of assets to generate future income streams to support funding for service delivery.

13.2 The Committee **RESOLVED:**

To set up a small Task and Finish Group to consider options for the establishment of a commercial property development company. It was noted that the Task and Finish Group should consider whether to recommend officers to register Repton Homes Limited (RHL) and Repton Properties Limited (RPL) as private companies, with Norfolk County Council as the sole shareholder for both.

14 **Finance Monitoring Report Period 10 - January 2016**

- 14.1 The Committee received a report by the Executive Director of Finance that provided details of the forecast position for the 2015-16 Revenue and Capital Budgets, General Balances, and the forecast Council's Reserves at 31 March 2016, together with related financial information. The report also provided a brief commentary on Resources and Finance budgets which were the responsibility of this Committee.

14.2 The Committee **RESOLVED:**

1. To note the period 10 forecast Revenue outturn of a balanced budget. Before the recent change in MRP policy, the net forecast overspend was £0.817m on a net budget of £318.428m. After taking into account the change to MRP policy agreed at County Council 22 February 2016, a balanced budget is now forecast. (Previous period 9 forecast overspend £2.480m, period 8 £3.133m).
2. To note the creation of a Business Risk Reserve approved (as an integral part of future revenue budgets and reserves projections) by County Council on 22 February 2016. The value of the reserve is forecast to be £9.340m;
3. To note the forecast General Balances at 31 March 2016 of £19.200m, before taking into account any over/under spends;
4. To agree the write off of the three debts > £10,000 totalling £48,362.36 listed in paragraph 4.4 of the report;
5. To note the forecast financial information in respect of Resources and

Finance budgets which were the responsibility of this Committee, as set out in Appendix 2 of the report;

6. To note the revised expenditure and funding of the 2015-20 capital programme as set out in Appendix 3 of the report.

15 **Delivering Financial Savings 2015/16**

- 15.1 The Committee received a report by the Executive Director of Finance that provided an overview of the progress in delivering the savings agreed by the County Council at its meeting 16 February 2015.

- 15.2 The Committee **RESOLVED** to note:

1. The forecast total shortfall of £13.607m in 2015-16, which was being addressed through actions taken within service budgets and the Council's amendment to its MRP policy approved in February 2016, as detailed in paragraph 2.8 of the report.
2. The budgeted value of 2015-16 savings projects rated as RED of £18.865m, of which £4.051m were now forecast to be delivered.
3. The forecast savings shortfall on AMBER rated projects of £0.204m.
4. The forecast over-delivery of GREEN and BLUE rated projects totalling £0.411m.

16 **Decisions Taken Under Delegated Authority**

- 16.1 The Committee received a report that set out decisions taken in relation to property matters by the Managing Director under the "hierarchy of decision making" since the report to its previous meeting.

- 16.2 The Committee **RESOLVED**:

To note the report.

17 **Exemption from Contract Standing Orders in Respect of Mental Health Block Contracts**

- 17.1 The Committee received a report by the Executive Director of Adult Social Services (containing exempt information) about how Mental health commissioners were working across health and social care in the context of the Promoting Independence strategy. The aim over a two year period was to re-design services to provide new pathways and to link payment more closely to results. The Committee was asked to agree the letting of two one-year block contracts for specialist residential services in the greater Norwich area, whilst the service redesign was undertaken.

- 17.2 The Committee **RESOLVED**:

1. To agree an exemption to Contract Standing Orders under Standing Order 9.14 in respect of the services listed in Appendix 1 to the report to allow for the creation of new one year block contracts. The costs of

the contracts were set out in the report. The contracts were with MIND and St Martins Housing Trust for Highwater House.

2. To note that Adult Social Services Committee had endorsed the exemption at its meeting on 7 March 2016 but that under Contract Standing Orders the authority to grant an exemption lies with the Policy and Resources Committee.

George Nobbs
Chairman, Policy and Resources Committee

Report of the Adult Social Care Committee Meetings held on 25 January and 7 March 2016

A Items from the meeting held on 25 January 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 Executive Director reported that the main focus had been the management of the in house financial pressures and the balance with continuing to meet service need.

2.2 There were risks around the delivery of the home care service, especially in North Norfolk and Great Yarmouth and Waveney. There were concerns about the service but it was identified that it was difficult to provide homecare in such a large rural County.

2.3 There had been work carried out around the whole system engaging NHS acute trusts, NCHC and NCC in a session facilitated by Sir John Oldham. There had been agreement made with the three acute trusts and NCHC to oversee a whole system approach.

2.4 It was reported that there were risks around the Better Care Fund as three CCGs had indicated that they wish to consider the amount of support they would input in the next period of the BCF. The Executive Director confirmed that as part of the process the whole system was being reviewed for health and social care funding and analysis of the areas where all the partners could make efficiencies.

2.5 Acute hospitals were focusing on the delayed transfer of care and NCC was engaged with this review.

2.6 It was reported that NCC had agreed and sent a consent order to the court with regards to the Judicial Review. The estimated costs were £25k plus VAT. The consultation on the cost of care had now closed. The results would be analysed and legal advice would be taken before continuing. More detail would be discussed at the extra meeting of the Committee on Monday 15th February 2016.

3. Chair's Update

- 3.1 The Chair reported on meetings she had attended.

4. Adult Social Care Finance Monitoring Report Period 8 (November) 2015-16

- 4.1 The Committee received the report from the Executive Director of Adult Social Services which provided the Committee with financial monitoring information, based on information to the end of November 2015. It provided an analysis of variations from the revised budget and recovery actions in year to reduce the overspend.
- 4.2 The Committee **RESOLVED** to;
- Note the planned outturn position at period 8 for 2015-16 Revenue Budget of an overspend of £3.737m.
 - Note the planned recovery actions being taken in year to reduce the overspend.
 - Note the planned use of reserves.
 - Note the forecast outturn position at period 8 for the 2015-16 Capital Programme.
 - Note the overspend action plan at 2.8 subject to amendments accordingly.

5. Re-Imagining Norfolk – The County Council Plan

- 5.1 The Committee received the report from the Managing Director and the Executive Director of Adult Social Services which provided strategic direction for the Council to guide and shape choices about investments and priorities for the coming medium term period 2016-2019.
- 5.2 The Committee **RESOLVED** to;
- Consider the overall strategy for the County Council as set out in the report.
 - Consider the priority targets for the whole Council as illustrated in the County Plan Tracker Appendix One
 - Consider the service strategy for the areas which are the responsibility of this Committee as set out in section 10.
 - Agree to feedback to Officers by 8th February with any views.

6. Risk Management

- 6.1 The Committee received the report from the Executive Director of Adult Social Services which provided contextual information for many of the decisions taken. The report included the departmental risk summary with an update on progress since the last Committee meeting on 9 November 2015.

- 6.2 The Committee **RESOLVED** to;
- Note and comment on progress with departmental risks since 9 November 2015
 - Note the addition to the Corporate Risk Register of RM014b (inability to reduce the amount spent on adult social care transport)
 - Consider to;
 - Accept the delegation of risk RM012 from the Corporate Risk Register to the ASC Committee
 - Temporarily retain risk RM14149 Impact of the Care Act until 2019/20,
 - Remove of the portal element from DNA risk RM14150

7. Social Care System Reprocedurement

- 7.1 The Committee received the report from the Executive Director of Adult Social Services which set out the proposal to replace the current CareFirst social care system through a re-procurement process to be in place by April 2018.

- 7.2 The Committee **RESOLVED** to;
- Agree to the procurement of a replacement social care recording system that meets current and future business requirements effectively
 - Agree the associated capital funding bid
 - Recommend to Policy and Resources Committee for the £0.478m revenue funding for 2016/17 for the corporate social care system re-procurement, and £1.793m in future years, as part of the overall NCC budget.
 - Add the risks associated with the transition to the Corporate Risk Register
 - Allow an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a phased transition.
 - Receive further information on the financial risks of the project including value for money and benchmarking data,

B. Items from the meeting held on 7 March 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 that had attended.

2. Executive Director's Update

- 2.1 The Executive Director of Adult Social Services reported that there continued to be a

focus on the management of resources with the reduction of the projected overspend a key focus.

- 2.2 It was reported that Equal Lives had expressed severe criticism of practice undertaken by NCC's Adult Social services. NCC had strongly refuted the claim that they were in breach of the Care Act but had taken seriously the criticisms and were investigating. The Local Government Association had been contacted and had agreed to fund an external audit. The audit would be carried out by the Social Care Institute of Excellence who would also assist on further development work on casework. In order to improve direct communication with Equal Lives in the future, the Executive Director reported that a member of staff could be based there for a percentage of their working week. For the Committee's assurance, if another charity came forward asking for a similar opportunity, it would be reviewed and analysed if it would be helpful in the working relationship.
- 2.3 The results of the cost of care exercise was still scheduled to come to an extra meeting of the Committee in the near future. Fair Price for Care had responded to the consultation on the last day and had requested extra information which had been sent to them and as such NCC had given them an extra two weeks to respond on that information. NCC were currently working through the formal offer and the date for the extra meeting for the Committee would be circulated in the next couple of weeks. The Committee asked that the report included comparative figures of neighbouring counties.

4. Chair's Update

- 4.1 The Chair reported on meetings she had attended.

5. Adult Social Care Finance Monitoring report Period 10 (January) 2015-16

- 5.1 The Committee received the report from the Executive Director of Adult Social Services which provided the Committee with financial monitoring information, based on information to the end of January 2016. It provided an analysis of variations from the revised budget and recovery actions in year to reduce the overspend.
- 5.2 The Committee **RESOLVED** to;
- Note the planned outturn position at period 10 for 2015-16 Revenue Budget of an overspend of £2.785m.
 - Note the planned recovery actions being taken in year to reduce the overspend.
 - Note the planned use of reserves.
 - Note the forecast outturn position at period 10 for the 2015-16 Capital Programme.
 - Note the overspend action plan at 2.8.

6. Fee Levels for Adult Social Care providers 2016/17

- 6.1 The Committee received the report by the Executive Director of Adult Social Services

which set out the recommended approach for 2016/17 in setting and maintaining fee levels which could support a sustainable care market in the long term. The price uplifts proposed included recognition of the cost of national living wage legislation on the care markets and therefore some increases proposed were above the inflation included in the growth pressures for the Adult Social Care Committee.

6.2 The Committee **AGREED** that;

- In respect of contract where an inflation index or indices are referenced an uplift is implemented to match any changes in the relevant index or indices.
- In respect of contracts where this is a fixed price for the duration of the contract, no additional uplift in contract prices takes place.
- In respect of contracts with pre-agreed tendered prices, (any uplift that may be agreed is limited to no more than 1.2%)
- In respect of contracts where there is a requirement to consider inflationary effects but with discretion in relation to any changes in rates, any uplift that may be agreed is limited to no more than 1.2% with the exceptions stated in the report.

7. Risk Management

7.1 The Committee received the report from the Executive Director of Adult Social Services which provided contextual information for many of the decisions taken. The report included the departmental risk summary with an update on progress since the last Committee meeting on 25 January 2016.

7.2 The Committee **RESOLVED** to;

- a) Note the progress with departmental risks since 25 January 2016.
- b) Note the reasons for the proposed reasons for the delegations of two risks previously shown on the Corporate Risk Register.
- c) Ask Policy and Resources Committee to accept that two risks outlined at 2.6.1 as follows, remain on the corporate risk register;
 - RM14079; 'Failure to meet the longer term needs of older people'
 - RM0207; 'Failure to meet the needs of older people'
- d) Note the addition to the Corporate Risk Register of the RM019 'Failure to deliver a new fit for purpose social care system on time and to budget'.
- e) Accept a new risk, as outlined in 2.7.1; 'Integrated management arrangements with Norfolk Community Health and Care have a negative impact on the delivery of adult social care quality and performance.'
- f) Agree that risk RM14237 'Deprivation of Liberty Safeguarding' was changed from an amber risk to a red risk.

8. Performance Monitoring Report

8.1 The Committee received the report from the Executive Director of Adult Social Services which reported the quarter three performance results for Adult Social Care with a performance dashboard in Appendix A. In particular, the paper highlighted the 'red' measures that were off target or were getting notably worse.

8.2 The Committee **RESOLVED** to;

- Review and comment on the performance management information, including

the dashboard presented in Appendix A.

- Consider any areas of performance that require a more in-depth analysis.
- Confirm the Committee's set of vital signs performance indicators.

9. Report to the Adult Social Care Committee of the Performance and Placement Rates Task and Finish Group

9.1 The Committee received the report from the Executive Director of Adult Social Services which informed them that at the meeting on 9 March 2015, the Adult Social Care committee resolved to establish a task and finish group to address performance in relation to residential care placements, and wider performance in adult social services.

9.2 The Committee **AGREED** that;

- Monitoring of activity in relation to carers should include not only assessments, but also the activity delivered through the Carers Agency Partnership and should evidence that 'hard to reach' carers were being supported
- The model of the reporting used by Children's Services for Looked After Children should be used to report on adult placements in residential care
- Committee should be provided with an action plan for the delivery of change in learning disabilities services
- A report should be produced which set out how levels of performance impact on budget savings
- Where there is an area of performance concern, the Committee should consider instigating a dedicated meeting of a Performance Task and Finish Group to conduct a 'deep dive' and to report back to Committee with findings and recommendations.
- The Task and Finish Group should be reconvened in 6-12 months to review the implementation of the new performance regime and its impact for adult social care

10. Learning Disability Service Plans

10.1 The Committee received the report from the Executive Director of Adult Social Services which updated Members on the progress of the work undertaken by the Interim Lead for Learning Disabilities, and to explain the key elements of the work aligned to the framework of the 'Promoting Independence' strategy.

10.2 The Committee **NOTED** the contents of the report.

11. Exclusion of the Public

11.1 The Committee excluded the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involved the likely disclosure of exempt information as defined by Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

11.2 The Committee was presented with the conclusions of the public interest test carried

out by the report author and resolved to confirm the exclusion.

12. Exemption from contract standing orders in respect of mental health block contracts

- 12.1 The Committee received the report by the Executive Director Adult Social Services which explained that mental health commissioners had been working across the health and social care in the context of the Promoting Independence strategy with the aim of re-deigning new pathways and to link payments more closely to results over a two-year period.
- 12.2 The Committee **RESOLVED** to endorse an exemption to Contract Standing Orders under Standing Order 9.14 in respect of the services listed in Appendix 1 of the report to allow the creation of new one year block contracts. The contracts involved are with MIND and St Martins Housing Trust for Highwater.

Sue Whitaker
Chair, Adult Social Care Committee

Report of the Children's Services Committee Meetings held on 26 January and 15 March 2016

A: Report of the Children's Services Committee meeting held on 26 January 2016

1 Matters arising from previous minutes

- 1.1 The Executive Director updated the Committee on the progress of the Parker Review and advised Members that, following a meeting with Norman Lamb MP, a letter had been sent to the Norfolk Foster Carers Association in an attempt to resolve an issue of allowing an advocate or representative to be present while interviews were conducted. The original Terms of Reference for the review had not included allowing an advocate to be present whilst interviews were held, but as a result of the meeting, the Terms of Reference had been updated to allow an advocate to support and help people giving their evidence. A letter had been sent to families and the Norfolk Foster Carers Association in December 2015, advising them of this change and asking them to let Norfolk County Council know, by the end of January, if they wished to participate in the Review. Despite the amendment to the Terms of Reference, the Norfolk Foster Carers Association had raised a number of other concerns which was disappointing as it had been considered that agreement had been reached. The Committee was advised that, if the Norfolk Foster Carers Association decided not to participate, the Independent Review report would be published using the information it currently held.

2 Norfolk Youth Parliament – Make your Mark Results.

- 2.1 The Committee received and **noted** the report by the Executive Director of Children's Services, detailing the results of the Make Your Mark ballot, carried out by Norfolk Members of Youth Parliament (MYPs). Make Your Mark highlighted the biggest concerns faced by young people in the county.
- 2.2 The Committee welcomed Jacob Rhodes and Annie Baldwin, Members of Youth Parliament (MYPs), to the meeting. The MYPs updated the Committee about the work they had undertaken during the Make Your Mark campaign.
- 2.3 The Committee congratulated the MYPs for the work they had undertaken during their term of office and thanked them for attending the meeting.

3 Children's Services Integrated Performance and Finance Monitoring Report

- 3.1 The Committee received and **noted** the report by the Executive Director of Children's Services providing an update on operational performance within Children's Services, including Support for School Improvement, Early Help and Social work and finance monitoring information for the 2015-16 financial year. The report set out financial monitoring data for the period ending 31 March 2016 and the variations between the approved budget for 2015-16 and the actual spending during the year to date.

4 Ofsted Improvement Plan

- 4.1 The Committee received the report by the Executive Director of Children's Services detailing the Ofsted Improvement Plan which had been developed through a robust process of consultation and co-production with staff and partner agencies, incorporating the voice of children and young people through representative groups. Members had reviewed the plan at a workshop on 14 January and the proposals in the report incorporated their views.
- 4.2 The Committee unanimously **RESOLVED** to approve the Ofsted Improvement Plan, set out at Appendix 1 of the report) for submission to Ofsted on the due date of 26 January 2016.

5 Social Care Systems Re-procurement

- 5.1 The Committee received the report by the Executive Director of Children's Services setting out the proposal to replace the current CareFirst social care system through a re-procurement process to be in place by April 2018.
- 5.2 The Committee **RESOLVED** to recommend to Policy & Resources Committee that it:
- Agreed, in principle, to the procurement of a replacement social care recording system that meets current and future business requirements and secures value for money effectively;
 - Agreed the associated capital funding bid;
 - Considered a recommendation to Policy & resources for the £0.478m revenue funding for 2016/17 for the corporate social care system re-procurement, and £1.793m in future years, as part of the overall NCC budget.
 - Added the risks associated with the transition to the Corporate Risk Register;
 - Allowed an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a phased transition.

6 The Supply of Childcare and School Places

- 6.1 The Committee received the report by the Executive Director of Children's Services detailing a matter which will be brought before the Policy and Resources Committee on 8 February following consideration by Capital Priorities Group and approval by the Executive Director using Committee's delegated powers – the purchase of the preferred site, on the London Road, for a new primary school building to serve Attleborough.
- 6.2 The Committee **RESOLVED** to:
- a) Adopt the LGIP and CSA as its strategic plans for the medium-long term to develop the supply of learner places;
 - b) Endorse the educational and community reasons for the preference for the London Road site for the new primary school building for Attleborough.
- 7 Consultation on a major change to School Organisation requiring the publication of a Statutory Notice. Brockdish CE VC Primary School.**
- 7.1 The Committee received the report by the Assistant Director, Children's Services, informing Members of the reasons behind, and the current progress of, a statutory consultation on a proposal by Norfolk County Council, in agreement with the Diocese of Norwich and the Governing Body, to close Brockdish Church of England Voluntary Controlled Primary School.
- 7.2 The Committee agreed that the Executive Director of Children's Services should remain in the room to listen to the debate but not take part in the discussions.
- 7.3 The Committee considered the report to help inform the Executive Director of Children's Services reach a decision on whether or not he should publish a statutory Public Notice on the closure of Brockdish CE VC Primary School.
- 8 Determination of Admission Arrangements – September 2017.**
- 8.1 The Committee received the report by the Executive Director of Children's Services summarising the statutory consultation outcomes and proposing Norfolk's admissions coordination scheme and the admissions policy for Community and VC Schools for the academic year 2017/18.
- 8.2 The Committee **RESOLVED**:
- Local Authority admissions co-ordination: The determined 2016-17 coordination schemes and timetables including in-year coordination are approved for 2017-18.
 - Admission arrangements for Community and VC Schools: That an additional criterion is included for children of staff, prioritised after out of area siblings.
- 9 Dedicated Schools Grant**

9.1 The Committee received the report by the Executive Director of Children's Services presenting the changes to the distribution for the Dedicated Schools Grant from April 2016 in line with the Department for Education's Fairer School Funding arrangements. This included the funding distribution formula that delegated the funding into maintained schools and academies who were responsible for using this to ensure the educational outcomes for their children.

9.2 The Committee **RESOLVED** to:

- Agree the Dedicated Schools Grant funding and the changes to the funding formula as set out in section 1.25 of the report.

10 Re-Imagining Norfolk– the County Council Plan

10.1 The Committee received the report by the Managing Director and Executive Director of Children's Services bringing together a synthesis of cross-council discussions into a draft County Council Plan for 2016-19, for consideration by all Committees in the January cycle.

10.2 The Committee **RESOLVED** to:

- Note the overall strategy for the County Council as set out in the report.
- Note the priority targets for the whole Council as illustrated in the County Plan Tracker, set out in Appendix 1 of the report.
- Note the service strategy for the areas which are the responsibility of the Committee as set out in section 10 of the report.

B: Report of the Children's Services Committee meeting held on 15 March 2016

1 Update on Parker Review

1.1 The Executive Director of Children's Services updated the Committee on the latest position with regard to the Parker Review. The Committee noted that meetings had been held with the Norfolk Foster Carers Association (NFCA) and it had been agreed that independent legal advice would be sought and there were also discussions about the possibility of the NFCA nominating a carer to sit on the Panel. The deadline for taking part had also been extended. It was expected that the report would be published in July 2016 and, although additional costs would be incurred, a more independent review would be achieved. The Committee also noted that a couple of the requests made by the NFCA could not be complied with due to data protection rules, for example the request to have access to all files. If the NFCA decided they would not take part, the report was likely to be published earlier than July.

2 Items of Urgent Business

2.1 The Committee received an update from the Assistant Director Education, about the recent media reports regarding Dereham 6th Form. The Committee

noted that the Governors at the Neathered site had proposed a new and separate 6th form.

3 Integrated performance and Finance Monitoring Report.

3.1 The Committee received the report by the Executive Director of Children's Services, reporting performance within Children's Services department for the period ending 31 January 2016.

3.2 Following a proposal from Ms E Corlett, seconded by Mr B Long the Committee **agreed** to write, in the strongest possible terms, to Clinical Commissioning Groups and providers to reiterate the Committee's expectations that 100% of looked after children received a timely health assessment.

3.3 The Committee **RESOLVED** to:

Note the performance management information, including the Dashboard presented in Appendix A of the report.

Note any areas of performance that require a more in-depth analysis.

Confirm the committee's set of vital signs performance indicators as set out in the report.

4 Looked After Children (LAC) and Leaving Care Strategy

4.1 The Committee received the report by the Executive Director of Children's Services setting out the Vision for Norfolk looked after children and care leavers, our values and principles, priority areas and described how it was intended to achieve those priorities. The purpose of the document was to give absolute clarity about how it was intended to go about the work with children and their families in Norfolk.

4.2 The Committee **RESOLVED** to endorse and support the Looked After Children and Care Leavers Strategy.

5 Final report by Members of the Children's Centres Task and Finish Group (reconvened): How well do Children's Centres assist in the delivery of healthy child outcomes and contribute to the Healthy Child Programme?

5.1 The Committee received the report by the Executive Director of Children's Services and the Chair of the Task and Finish Group, Cllr E Corlett, presenting the findings from the Children's Centres Task and Finish Group which was reconvened to focus upon how Children's Centres were engaging and delivering activities which support healthy outcomes for children.

5.2 The Committee **RESOLVED** to:

1. Note the findings within the report.

2. Request Officers to provide detailed performance information relating to Children's Centres and report to Committee prior to recommendation 3 (this could form part of a Children's Services performance monitoring report).
3. Consider whether a Task and Finish Group be formed to revisit all aspects of Children's Centres, including contract management and delivery of all identified outcomes in 9 months with a view to reporting findings to Committee in early 2017.
4. Consider whether Officers should be asked to include references in a future report as to how Children's Centres and Early Years Settings are working together to assist the delivery of early years outcomes for Norfolk Children.
5. Consider the recommendation from the Director of Public Health that further joint work be done by Children's Services and Public Health to ensure that appropriate formalised arrangements were in place between Health Visitors and children's Centres focusing upon the following: exploring a shared estate, resources and encouraging shared training and performance/ governance arrangements where possible between Providers.

6 Development of a Norfolk Youth Support Model

6.1 The Committee received the report by the Executive Director of Children's Services outlining changes to the way Children's Services wished to utilise funding to support young people and building on proposals to remove the Youth Support savings from the budget made by Children's Services Committee at its meeting on 26 January and agreed at Policy & Resources Committee on 2 February and ratified at full Council on 22 February 2016.

6.2 The Committee **RESOLVED** to agree:

1. Maintenance of the proposed reduction in funding for infrastructure support within the voluntary sector from April 2016.
2. To maintain current contract commitments in respect of Positive Activities and returning the management of Positive Activities commissioning to Norfolk County Council Children's Services from April 2016.

The Committee **RESOLVED** to agree to consult on:

3. Ceasing commissioning grants to Youth Advisory Boards (YABs) from April 2017 and establish a consultation and involvement fund for YABs.
4. Re-specifying and recommissioning at the end of current contract at March 2017 for Youth Worker Support to YABs.
5. Extending locality delivery of 5-19 Outreach support for young people from April 2016.
6. Development of involvement activity for groups of young people (Looked After Children and Children with Disabilities).
7. Establishment of a fund for the commissioning of Mental Health, Wellbeing and Behaviour Support for young people as part of the Positive Activities Fund (In addition to the existing Edge of Care and NEET Positive Activities funding) from April 2016.

7 Education Inclusion Strategy: Outlining the emerging strategy and key priorities within the education inclusion service.

7.1 The Committee received the report by the Executive Director of Children's Services providing a summary of activity within the overall education inclusion strategy; a strategy which encompasses a wide range of statutory duties for the local authority, education providers and partners. The report provided information within five elements of current priority activity – 1. Our emerging strategy and governance; 2. Priority work within the education inclusion service; 3. Budget pressures and mitigations; 4. Service capacity issues and resource solution recommendations; 5. New Ofsted inspection framework.

7.2 The Committee **RESOLVED** to

- Note the emerging education inclusion strategy, the current priority areas of work and plans to mitigate both budget pressure and service capacity issues.
- Agree plans to establish formal governance arrangements, via the Children and Young People Strategic Partnership, for a range of current stakeholder and partner working groups.
- Agree to receive further reports regarding our readiness for, and self-evaluation of, our current performance within the new SEND Ofsted Inspection Framework.

8 Emotional Wellbeing and Mental Health Task and Finish Group Proposal

8.1 The Committee received the report by the Executive Director of Children's Services setting out a proposal for a Children's Services Committee Members' Task and Finish Review of access to support and interventions for children's emotional wellbeing and mental health.

8.2 Following a suggestion from Ms E Corlett, the Committee agreed to ask the Norfolk Health Overview and Scrutiny Committee to nominate a Member of its Committee to be a Member of the Task and Finish Group.

8.3 The Committee **RESOLVED** to:

Agree the purpose and objectives of the Task and Finish Review Group proposal – Review of access and support and interventions for children's emotional wellbeing and mental health.

9 Road Crossing Patrol Service

9.1 The Committee received the report by the Executive Director, Children's Services, presenting the options for the provision of a Road Crossing Patrol (RCP) Service in Norfolk following the 2014-15 spending consultation (item 29) when it was agreed that the budget for this service would be decreased by £150k in each of the financial years 15/16 and 16/17.

- 9.2 The Committee considered the options and **RESOLVED** to agree Option 3 – Continue the service for those sites that still meet the criteria.

10 Exclusion of the Public

- 10.1 The Committee considered excluding the public whilst agenda item 15 was discussed and was presented with the following public interest test, as required by the 2006 Access to Information Regulations for consideration by the Committee:

“Exclusion of the press and public in relation to agenda item 15 (School Transport in Exceptional Circumstances) is sought under paragraphs 1.2, 1.3 and 2 of part 1 of schedule 12A to the Local Government Act 1972 as it contained specific and very personal information.”

The Committee **RESOLVED** to exclude the public from the meeting while the report was considered.

11 School Transport in Exceptional Circumstances

- 11.1 The Committee received the report by the Executive Director of Children's Services.

- 11.2 The Committee **RESOLVED** to:

Grant the Executive Director of Children's Services delegated authority to confirm transport support in the most exceptional circumstances.

James Joyce
Chair, Children's Services Committee

Report of the Communities Committee Meetings held on 27 January and 16 March 2016

A. Items from the meeting held on 27 January 2016

1. Update on Key Service Issues and Activities

- 1.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided Members with fortnightly updates about key service issues and activities. The update enabled Members to discuss the latest position and identify any areas where the Committee would like to receive further information or updates.
- 1.2 The Committee **RESOLVED** to;
- Review the latest service update at Appendices A to C and identify any areas where the Committee would like to see further information or update.

2. Communities Committee Strategic Plan (verbal update)

- 2.1 The Chairman presented the Committee with an updated version of the Communities Committee strategic plan.
- 2.2 The plan and the progress were **NOTED** by the Committee.

3. County Council Plan – Re-Imagining Norfolk 2016-17

- 3.1 The Committee received the report from the Managing Director, Executive Director of Community and Environmental Services and Executive Director of Resources which provided strategic direction for the Council, to guide and shape choices about investments and priorities for the coming medium term period 2016-2019.
- 3.2 The Committee **RESOLVED** to;
- Consider the overall strategy for the County Council as set out in the report.
 - Consider the priority targets for the whole council as illustrated in the County Plan Tracker, Appendix 1.
 - Consider the service strategy for the areas which are the responsibility of this Committee as set out in section 10.

4. Public Health Strategy: Principles, Priorities and Finance Plan

- 4.1 The Committee received the report from the Director of Public Health which set out a visions and set of guiding principles to inform a public health strategy which was

being developed to ensure that the Council's investment in public health supports the overarching Norfolk County Council strategy and priorities. The report also set out outline proposals for budget adjustments in line with the reduced funding recently announced by the Chancellor in the Autumn Statement as well as ensuring that emerging priorities are considered.

- 4.2 The Committee **RESOLVED** to;
- Set up a Public Health Working Group to help develop the vision and principles to inform public health strategy. The members would be, Mrs J Brociek-Coulton, Mr Jonathan Childs, Mrs A Bradnock, Ms C Rumsby, Mr H Humphrey and Mr D Harrison.
 - Approve the revised public health budget proposals, reducing the offer of cross cutting subsidies to £1.555m in 2016-17 and then to £0.75m from 2017-18 onwards.
 - Approve the current direction of proposals for public health investments and savings subject to developing strategy.
 - Agree priorities for continued investment: outreach and enhanced support for vulnerable groups.
 - Agree that the procurement for an integrated Healthy Lifestyle service should be discontinued and replaced with services for workplace health promotion and specialist stop smoking support only

5. **Norfolk Community Learning Services: Business Plan for the new Vision**

- 5.1 The Committee received the report from the Executive Director of Community and Environmental Services which outlined the business plan which provided the financial justification for the re-visioning of Norfolk Community Learning Service.

- 5.2 The Committee **RESOLVED** to;
- Approve the outline business plan and the on-going delivery of community learning services in Norfolk by NCLS.
 - Delegate to the member steering group the oversight of the development of the detailed business plan and its delivery.
 - Note the change of name for the member steering group from Norfolk Adult Education Service Member Steering group to Norfolk Community Learning Service Member Steering Group.

6. **Finance Monitoring Report**

- 6.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided the Committee with information on the latest monitoring position for the Committee for 2015-2016.

- 6.2 The Committee **RESOLVED** to note;
- The forecast revenue outturn position for 2015-16 as at Period 08.
 - The forecast capital outturn position for the 2015-16 capital programme.
 - The current forecast for use of reserves.

B. Items from the meeting held on 16 March 2016

1.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided Members with fortnightly updates about key service issues and activities. The update enabled Members to discuss the latest position and identify any areas where the Committee would like to receive further information or updates.

1.2 The Committee **RESOLVED** to:

- Review the latest service update at Appendices A to C and identify any areas where the Committee would like to see further information or update.

2. Appointment Norfolk Safety Community Interest Company

2.1 The Committee received the report from the Executive Director of Community and Environmental Services which set that a need had arisen for the Committee to agree a Member to represent Norfolk County Council on the newly created community interest company, 'Norfolk Safety.'

2.2 The Committee **AGREED** to appoint Cllr Harry Humphrey to this role.

3. Public Health Member Working Group – Public Health Strategic Framework 2016-2020

3.1 The Committee received the report from the Executive Director of Community and Environmental Services which set out the agreed terms of reference for the working group and the reviewed Public Health Strategic Framework which set out the public health aims.

3.2 The Committee **RESOLVED** to agree;

- The proposed Public Health Strategic Framework as set out in paragraphs 1.2-1.4.
- An amended terms of reference for the Public Health Working Group to that set out in appendix A of the report.

4. Trading Standards Service – future service delivery model

4.1 The Committee received the report from the Executive Director of Community and Environmental Services which set out a model of a proposed joint service between Norfolk and Suffolk Trading Standards Services which could increase resilience, better enabling them to deliver protective services to vulnerable individuals and communities and to support economic growth across both counties.

4.2 The Committee **RESOLVED** to agree;

- The development of a full business case for a joint service between Norfolk Trading Standards and Suffolk Trading Standards.
- The establishment of a joint Norfolk and Suffolk project board and project team to develop the business case.
- The presentation of the full business case to the Communities Committee at the meeting in October 2016 and,

- The timetable such that, subject to approval of the business case by both authorities, the joint service could be implemented with effect from April 2017.

5. Performance Monitoring Report

- 5.1 The Committee received the report from the Executive Director of Communities and Environmental Services which provided an overview of the key performance issues facing those services that are covered by the Communities Committee in quarter 3 (October to December 2015). The risks presented in the report were the latest risks from March 2016.
- 5.2 The Committee **RESOLVED** to;
- Review and comment on the performance and risk information
 - Agree to hold a workshop to review the performance criteria and the risk pertaining to the Communities Committees remit.

6. Norfolk Armed Forces Community Covenant Annual Report 2015-16

- 6.1 The Committee received the report from the Executive Director of Communities and Environmental Services which detailed the action undertaken to support the Norfolk Armed Forces Communities Covenant (NAFCC) in the past 12 months. The voluntary agreement was signed by all Norfolk local authorities on 7th March 2012.
- 6.2 The Committee **RESOLVED** to;
- Note the progress of the Norfolk Armed Forces Community Covenant.

7. Finance Monitoring Report

- 7.1 The Committee received the report from the Executive Director of Communities and Environmental services which provided the Committee with information on the latest monitoring position for the Committee for 2015-16. It provided information on emerging issues and the position on the expected use of reserves for Communities purposes.
- 7.2 The Committee **RESOLVED** to;
- Note the forecast revenue outturn position for 2015-16 as at period 10.
 - Note the forecast capital outturn position for the 2015-16 capital programme.
 - The current forecast for use of reserves.

Paul Smyth
Chair, Communities Committee

Report of the Environment, Development and Transport Committee Meetings held on 29th January and 11th March 2016.

A – Items from the meeting of 29th January 2016

1. Local Member Issues / Member Questions

- 1.1 The Chairman invited Mrs M Stone to address the Committee. Mrs M Stone informed the Committee about the scheme to build a roundabout in Hales just off the A146, due to the high number of casualties. Unfortunately there was currently no funding for the scheme so the project had been delayed.
- 1.2 Officers informed Mrs M Stone that the department were currently looking to get funding from the LEP for this project but there had been no funding decisions taken by New Anglia on the Growing Places Fund as of yet.

2. Better Broadband for Norfolk (6 monthly update)

- 2.1 The Committee received and noted the report from the Executive Director, Community and Environmental Services which outlined the progress of the Better Broadband for Norfolk contract.

3. Broadband and Mobile Phones – update from Member Working Group

- 3.1 The Committee received the report from the Executive Director, Community and Environmental Services which provided an update from the Broadband, Mobile Phone and Digital Members Working Group in relation to mobile phone coverage in Norfolk.
- 3.2 The Committee noted the information provided and the progress being made.

The Committee **RESOLVED** that the next update to Committee will be in three months as a matter of priority.

4. Update from Economic Development Sub Committee

- 4.1 The Committee received and noted the report from the Executive Director, Community and Environmental Services which provided an update on the issues and actions from the Economic Development Sub-Committee from the 26 November 2015 EDSC meeting.

5. Member Working Group – Wensum Valley Link Road

- 5.1 The Committee received the report from the Executive Director, Community and Environmental Services which outlined the progress made by the group and the current membership which was up for review.

- 5.2 The Committee noted the report and **Agreed** that the membership of the working group should now comprise:
Tim East (Chair)
Stuart Clancy
Bert Bremner
Bill Borrett
Shelagh Gurney (added at EDT Committee on 29 Jan)
Margaret Dewsbury (added at EDT Committee on 29 Jan)

6. Norfolk Parking Partnership - Forward programme and budget report

- 6.1 The Committee received the report from the Executive Director, Community and Environmental Services which included the report which would be considered at the Norfolk Parking Partnership Joint Committee on 18 February 2016, following the completion of the work of the CPE Task and Finish Working Group.
- 6.2 The Committee noted the report and Agreed that the Chairman of EDT write to the Chairman of the Parking Partnership Joint Committee to highlight the concerns of the EDT Committee on this matter.

7. County Council Plan – Re-imagining Norfolk 2016-17

- 7.1 The Committee received and noted the report from the Managing Director which outlined the County Council Plan - this provided the strategic direction for the Council, to guide and shape choices about investments and priorities for the coming medium term period – 2016-2019.

8. Opportunities to increase commercial activity for the highways service

- 8.1 The Committee received the report from the Executive Director of Environment, Transport and Development which sought to inform Members of the options available for delivering Highway Services in a more commercial way and outlined the further work needed to better understand what was required to move to a different business model for the delivery of some services.
- 8.2 The Committee noted the information provided and asked officers to investigate more thoroughly further options and implications in relation to business models for highway services as proposed, analysing the risk and benefits to NCC, to be presented at a future EDT Committee.

9. Finance Monitoring report

- 9.1 The Committee received and noted the report from the Executive Director of Environment, Transport and Development which provided the Committee with information on the latest monitoring position for the relevant services from the Community and Environmental Services department, for 2015-16. It provided information on variances from the original budget (revenue and capital), emerging issues and the position on the use of reserves for those services.

10. Decisions taken under delegated authority

- 10.1 The Committee received the report from the Executive Director of Environment,

Transport and Development which provided an update on decisions taken under delegated powers by the Director in consultation with the Chairman and Vice Chairman up to 15 January 2016.

11. Forward Plan

- 11.1 The Committee received the report from the Executive Director of Environment, Transport and Development which set out the items/decisions programmed to be brought to this Committee for consideration in relation to environment, development and transport issues in Norfolk.

B – Items from the meeting of 11th March 2016.

1. Urgent Business

- 1.1 The Chairman raised as a matter of urgent business the need for the Committee to be regularly kept updated by the working groups for the Wensum Valley Link and the A47 Working Group with a regular standing item on the agenda where members could update the rest of the Committee of any progress made or any issues arising. The Chairman of the Wensum Valley Link Member Working Group gave a short update on discussions at the last meeting of the Group.
- 1.2 The Chairman informed the Committee of an issue that had come to light regarding the failure of the aggregate used by our term contractor, Tarmac. There had been some problems with the surfacing material since December 2015. Tarmac were rectifying the issue with no cost being incurred by Norfolk County Council. 28 sites will be monitored by Tarmac, with 8 sites already confirmed as needing further work.

The Committee highlighted the disruption further works would have on the public, with affected areas including Tombland and The Avenues in Norwich having been affected by this problem already. Members advised officers that the work required should be completed before the summer months.

Officers advised they would be working with Tarmac to ensure the necessary work was completed with as little disruption to the public and in a timely a manner as possible.

2. Local Member Issues / Member Questions

- 2.1 In response to Cllr Kemp's question, members discussed and highlighted that there were certain areas that did not fall within the parish definition in particular unparished District/Borough wards, and therefore were losing out from the opportunities available by the Parish Partnership scheme.

The Committee **Agreed** that the officers should look at the criteria for those qualifying for Parish Partnership Schemes and report back to the Committee.

- 2.2 In response to Cllr M Castle's question about the recent diversions in Great Yarmouth set up as a result of an emergency, members raised concerns over the

lack of communication between the council and Norfolk Constabulary in relation to these routes and asked that the Chairman write to the constabulary to voice the Committee's concerns.

Members also highlighted the fact that there had been further disruption in Great Yarmouth following a burst water main and that the measures that had been put in place were unsuitable. The Executive Director, Community and Environmental Services agreed to pick up this issue and report back to members.

- 2.3 In response to Cllr M Dewsbury's question about providing members with further information about customer contacts in their areas, members were advised that the new Customer Relations Management software was being trialled and members would be involved with work to develop suitable reports from this system.

3. Notice of Motion

- 3.1 Mr M Wilby proposed, seconded by Mr G Plant that this committee:

- was concerned about the flow of HGVs through towns and villages in Norfolk;
- Recognises the concerns of local residents in affected areas about the resulting damage to the natural and built environment, as well as the risk to pedestrians;
- Notes the particular effect of this along the B1111 between the A1066 and the A11 through the villages of East Harling, Garboldisham and Roudham;
- Is aware that the HGV route hierarchy has not been updated for over 20 years, during which time lorry sizes have increased and many roads and villages have changed significantly. And, therefore will:
- Pilot a modest revision of the HGV route hierarchy along the B1111 using the "A" roads i.e. the A11 and A1066 and
- Examine the potential for similar revisions across the county, in other areas seriously affected.

- 3.2 The Committee **RESOLVED** that :-

- There was concern about the flow of HGVs through towns and villages in Norfolk;
- They recognised the concerns of local residents in affected areas about the resulting damage to the natural and built environment, as well as the risk to pedestrians;
- It was noted the particular effect of this along the B1111 between the A1066 and the A11 through the villages of East Harling, Garboldisham and Roudham;
- It was aware that the HGV route hierarchy has not been updated for over 20 years, during which time lorry sizes have increased and many roads and villages have changed significantly.
- Ask officers to investigate what can be done to improve the current situation along the B1111 between Garboldisham and Roudham, and to come back to the EDT committee with options to improve the situation and examine the potential for similar revisions across the county, in other areas seriously affected.

4. Highways England - A47

- 4.1 The Committee received and noted a presentation from representatives from Highways England.

5. Countryside access – ICAT aims and opportunities for funding beyond the public sector

- 5.1 The Committee received a presentation from the Countryside and Coastal Manager and ICAT Trustees and the Committee Agreed to support the project.

6. Update from Economic Development Sub Committee

- 6.1 The Committee received and noted the report from the Executive Director, Community and Environmental Services which provided an update on the issues and actions from the Economic Development Sub-Committee from the 21 January 2016 EDSC meeting.

7. Highway Parish partnership schemes 2016/17

- 7.1 The Committee received the report from the Executive Director, Community and Environment Services which set out the proposed parish partnership programme for 2016/17 following analysis and review of the applications submitted.

- 7.2 The Committee **RESOLVED** to:

1. Approve all bids listed in Appendix C of the report for inclusion in the Parish Partnership Programme for 2016/17
2. Approve the future inclusion of 'School Keep Clear' carriageway markings when supported by the relevant school as viable bids under the scheme.
3. Remove pothole repairs on minor roads (i.e. not A or B roads) within the scope of bids

8. Performance and Risk - Monitoring report (Quarter 3)

- 8.1 The Committee received the report from the Executive Director, Community and Environment Services which provided the Committee with information on the latest monitoring position for the relevant services from the Community and Environmental Services department, for 2015-16.

- 8.2 The Committee **RESOLVED** to:

1. Review and comment on the performance and risk information
2. Consider any areas of performance or risk that require a more in-depth analysis
3. Confirm, subject to comment and any further work, this committee's set of vital signs performance indicators
4. Agree that the vital signs indicators that relate to the economy are reported to the Economic Development sub-committee.

9. Finance Monitoring report

- 9.1 The Committee received and noted the report from the Executive Director, Community and Environment Services which provided the Committee with information on the latest monitoring position for the relevant services from the

Community and Environmental Services department, for 2015-16.

10. Air Quality Management

- 10.1 The Committee received the report from the Executive Director, Community and Environment Services which provided information about the recent DEFRA consultation and the response submitted by Norfolk councils. Statutory air quality responsibilities for Norfolk County Council continue to be implemented in close liaison with the District Councils across Norfolk with the aim of reducing dangerous NOx in the air from traffic emissions.
- 10.2 Mr A Boswell proposed, seconded by Mr T East that the committee consider the 5 point action plan (Appendix C) and ask officers to bring back a report on what might be obtainable.

The Committee **Agreed**.

- 10.3 The Committee **RESOLVED** that:-

- Norfolk County Council continue to work closely and proactively with district council environmental protection colleagues on ensuring appropriate air quality action areas are identified and appropriate mitigation sought and implemented.
- Officers bring back a report on what might be obtainable from the 5 point plan suggested by members.

11. Norfolk County Council Planning Obligations Standards – April 2016 Update

- 11.1 The Committee received the report from the Executive Director, Community and Environment Services which considered the proposed amendments/updates to the County Council's Planning Obligations Standards (2016).
- 11.2 The Committee **RESOLVED** that the amended Standards are adopted from 1st April 2016 and that officers write to the respective District Councils to inform them of the new updated Standards and to consider in partnership with the district planning authorities to look at future health care provision when considering large developments.

12. Great Yarmouth Transport and Infrastructure Steering Group

- 12.1 The Committee received the report from the Executive Director, Community and Environment Services which outlined the revised Terms of Reference for the Great Yarmouth Transport and Infrastructure Steering Group.
- 12.2 The Committee **Agreed** the terms of reference for the Great Yarmouth Transport and Infrastructure Steering Group shown in Appendix A of the report and that the three Norfolk County Council members to be appointed to this group should be:

Mr G Plant
Mr M Castle
Mr B Iles

13. Decisions taken under delegated authority – update

- 13.1 The Committee received and noted the report from the Executive Director, Community and Environment Services which set out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee, since the last meeting on 29 January 2016.

14. Forward Plan

- 14.1 The Committee received and noted the report from the Executive Director, Community and Environment Services which set out the Forward Plan for the Environment, Development and Transport Committee.

Toby Coke
Chairman

Report of the Economic Development Sub-Committee Meetings held on 21 January and 24 March 2016

A Items from the meeting held on the 21st January 2016

1 Update from Member Working Groups

1.1 The Sub-Committee received verbal updates from members for the following outside bodies:-

1.2 Scottow Enterprise Working Group

- Construction of Phase 2 of the solar farm had begun.
- There was a strong pipeline of inquiries and the interest in Scottow was very strong, in particular the hangars were attracting a lot of interest.
- The EDP had reported that Scottow had only broken even for the last financial year but the Sub-Committee were advised that with agreement from the member steering group that any surplus would be reinvested in current projects to avoid the costs of borrowing.
- The Chairman advised the Sub-Committee that Mr B Spratt had replaced Mr M Baker on the Scottow Enterprise Working Group.
- Mr M Wilby proposed, seconded by Mr A White that the membership of the Scottow Enterprise Working Group be updated to include 2 new members, Mr A White and Mr S Clancy. The Sub-Committee Agreed.
- The next meeting of the Scottow Enterprise Working Group would be on Monday 26th January 2016.

1.3 Norfolk, Suffolk, Essex China Partnership

- There were currently no visits planned and the next meeting of the partnership was scheduled for April.

2. Apprenticeships Update

2.1 The Sub-Committee received and noted the verbal update from the Employment and Skills Manager, Jan Feeney.

3. Next Stage of development for Hethel Engineering Centre/Hethel Innovation Ltd

3.1 The Sub-Committee received a presentation from Mr Simon Coward, Managing Director, Hethel Centre/ Hethel Innovation Ltd.

4. Finance Monitoring Report

4.1 The Sub-Committee received and noted the report from the Executive Director, Community and Environmental Services, which provided the financial position for the service to the end of December, including the planned use of reserves.

5. Norfolk Rail Group

- 5.1 The Sub-Committee received a report from the Head of Democratic Services and approved the proposed amendments to the terms of reference (Appendix B of the report) of the Group. The changes would have the effect of removing the requirement for the Chairman of this Sub-Committee to be a member of and Chair the Rail Group. The report also proposed that the Group elect its Chairman from amongst the four elected Members nominated by Norfolk County Council.
- 5.2 The Sub-Committee further agreed that the Chairman would be appointed at the next Rail Group meeting.

6. Forward Plan

- 6.1 The Sub-Committee received and noted the report from the Executive Director, Community and Environmental Services which set out the items and decisions to be brought to this Sub-Committee for consideration in relation to economic development issues in Norfolk.

B Items from the meeting held on the 24th March 2016

1. Items of Urgent Business

- 1.1 The Chairman advised that vacancies on the following Boards needed to be filled, The LEP Skills Board which the Sub-Committee **Agreed** Mrs C Walker would be the representative.
The Agri Tech Board, which the Sub-Committee **Agreed** Mr J Childs would be the representative.
The Hethel Engineering Centre Board which the Conservative Group would nominate a member to be representative and inform the Sub-Committee.

2. Local Member Issues/ Member Questions

- 2.1 Mr J Childs, the chairman and others raised concerns regarding the planned roadworks around the Britannia Pier area of Great Yarmouth during the Easter Holidays. The closure of road and disruption would affect the local businesses and it was felt that a better time of year could be found when the economic impact of the closure would not be so keenly felt.

The Sub-Committee were advised that the highway needed urgent repairs that had to be carried out in the right weather conditions and the planned works in April were designed to avoid the area being closed for the May Bank Holiday.

The Sub-Committee asked that the Executive Director take this back to the relevant department to be reconsidered and that in future the economic impact of roadworks be paramount in the planning of future works.

The Executive Director agreed to speak with the relevant officers to see if the date of the roadworks could be pushed back to avoid the Easter Break and would

inform committee members and the public of the outcome.

3. Update from Member Working Groups

3.1 The Sub-Committee received verbal updates from members for the following outside bodies:-

3.2 North West Norfolk Economic Development Working Group

- There were no clear outcomes from the work that had been done so far and most of the issues raised were regarding engagement work with the local districts.
- It had been decided that more effective work could be carried out in reference to Thetford and therefore the focus of the working group had shifted.
- There was an interesting piece of work being carried out by Breckland Council on the A11 Corridor which members felt it would be worth working with the district as this was a good opportunity.
- Members agreed that it would be a good idea for the next Economic Development Sub-Committee to be held in Thetford.

3.3 Norfolk Rail Group

- The Rail Group had nominated their new chairman to be Mr T East.
- The group were looking at the franchise and the updating of the stock.

3.4 Scottow Enterprise Park Working Group

- The Royal visit that had been planned for yesterday did not happen.
- There were new signs going up around the site and the zones in the site were being colour coded to assist navigation around the site
- Phase 2 of the solar farm was in progress and was going well.
- British Sugar were moving out of the hangars.
- The project was going well and Mr S Coward's input was proving to be invaluable.

3.5 Norfolk, Suffolk, Essex China Partnership

- There had not been a meeting since the last Sub-Committee but a report would be provided at the next Economic Development meeting.

4. Countryside Access and the Norfolk Tourism Economy

4.1 The Sub - Committee received and noted the presentation from the Countryside and Coastal Manager.

5. Procurement and Impact on the Economy

5.1 The Sub-Committee received and noted the presentation from the Head of Procurement.

6. Apprenticeships – Update

6.1 The Sub-Committee received the verbal update from the Employment and Skills Manager.

7. Norfolk Infrastructure Fund Update

- 7.1 The Sub-Committee received and noted the report from the Executive Director, Community and Environmental Services, which gave a progress update on the activity and spend in 2015/16.

8. Finance Monitoring report

- 8.1 The Sub-Committee received and noted the report from the Executive Director, Community and Environmental Services, which provided the Sub-Committee with the financial position for the service to the end of February 2016, including the planned use of reserves.

9. Forward Plan and delegated decisions

- 9.1 The Sub-Committee received and noted the report from the Executive Director, Community and Environmental Services, which set out the Forward Plan and other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Sub-Committee since the last meeting on 21 January 2016.

Colleen Walker
Chair, Economic Development Sub-Committee

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 3 December 2015

1 NHS Workforce Planning in Norfolk

- 1.1 The Committee agreed that the Chairman and Mrs Margaret Stone (the Chairman of the Scrutiny Task and Finish Group on NHS Workforce Planning in Norfolk) should be co-signatories to a letter to Simon Stevens, Chief Executive of NHS England, about the key issues of NHS workforce planning in Norfolk that were of concern to Members, namely, Service Increment Funding for Teaching (SIFT) and the importance of speeding up the progress towards a fair share of funding for Norwich Medical School.

2. Children's Mental Health Services in Norfolk

- 2.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to the issues and concerns raised in the terms of reference for scrutiny of children's mental health services that were agreed by the Committee in September 2015.
- 2.2 Representatives from Child and Adolescent Mental Health Services (CAMHS), Norfolk County Council, the Norfolk Clinical Commissioning Groups, NHS England Specialised Commissioning, Norfolk and Suffolk NHS Foundation Trust, James Paget University Hospitals NHS Foundation Trust and one of the providers of Tier 2 child and adolescent mental health services were in attendance to discuss the issues.
- 2.3 In the course of discussion the following key points were made:
- Child and Adolescent Mental Health Services (CAMHS) were jointly commissioned by the NHS Clinical Commissioning Groups and Norfolk County Council Children's Services using pooled funds. The services were provided by NHS and voluntary sector organisations.
 - One in ten children and young people needed support or treatment for mental health problems.
 - In Norwich and Great Yarmouth, a higher than average percentage of children and young people with mental health issues entered the youth justice system. Norwich and Great Yarmouth also had a higher than average number of recorded cases of self-harm amongst children and young people.
 - The witnesses were asked to provide details about how the level of self-harm amongst children in deprived areas of Norfolk (particularly Great Yarmouth) compared to the levels in similar areas of deprivation nation-wide.
 - Child and Adolescent Mental Health Services (CAMHS) were making a number of fundamental changes in how mental health services were delivered, moving away from a system defined in terms of the services provided by public and voluntary organisations towards a system that was built around a more co-ordinated approach to meeting the needs of children, young people and their families generally.
 - For instance, steps were being taken to embed Tier 3 teams in children's

centres. Three dedicated teams had been set up in children's centres in King's Lynn, Great Yarmouth and Norwich.

- The Committee was informed that children's centres, schools, school health services, youth centres, primary care and District Councils all had their own important roles to play in providing a means of delivering mental health promotion and prevention activities, and worked best on mental health issues when they operated together on a whole-system basis.
- In Norfolk as a whole there was a 25% year on year increase in the number of children with eating disorders. The CAMHS staff visited schools to work alongside teachers and school staff to tackle this issue.
- The witnesses said that for a number of years the rising number of referrals accompanied with the squeeze on budgets had led to increasing delays for treatment. The award of an extra £1.9m per year of Government funding to develop local provision for children and young people with mental health needs in Norfolk and Waveney was seen by the witnesses as a positive step forward. They said that a large amount of this new money would be invested directly into bolstering the care pathway for children and young people, providing additional support to the Police on mental health issues and in meeting the costs of recruiting and employing additional CAMHS staff, and providing for the training of more "home grown" staff.
- The "Point 1 service" was commissioned to provide a "maximum average" of 6 sessions of support per client. This meant that some children and young people received significantly more than 6 sessions. The witnesses said that in services where there were no limits on the number of sessions, clients on average had 8 sessions.
- Members stressed the importance of regular mental health assessments for "Looked After" Children who needed them.
- The witnesses estimated that only 25% of children with mental health issues were issued with a Statement of Special Educational Needs.
- The witnesses added that Norfolk as a whole was ahead of the average for most of the performance benchmarks and targets for children with mental health needs. For instance, the waiting time in Norfolk for first treatment was estimated at 8 weeks which compared with a national target of 18 weeks and waiting times of up to a year in other parts of the country.
- The witnesses said that it was difficult to put in place meaningful long term performance targets for children's mental health services when many of the leading causes of mental health were linked to family breakdowns and social problems in society generally. However, significant further improvements in CAMHS services should be clearly visible in the next two years.

- 2.4 The Committee agreed to carry out a further assessment of the progress of children's mental health services at a future meeting. Members' were asked to raise any outstanding issues of concern on this subject with the Democratic Support and Scrutiny Team Manager so that they could be considered for inclusion in the forward work programme when the Committee next meets in February 2015.

3 Stroke Services in Norfolk

- 3.1 The Norfolk and Waveney Stroke Network (the Network) updated Members on developments in stroke services following the recommendations made by the Committee in July 2014. The Network's progress report drew together updates from all the organisations to which the Committee had originally made recommendations.

3.2 Representatives from NHS East of England, Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH), and James Paget University Hospitals NHS Foundation Trust (JPH) were in attendance as witnesses to discuss the issues. The Committee also heard from a member of the public about the difficulties stroke carers within the family could experience in getting the right kind of stroke support to be able to provide care at home and the importance of making it easy for people to be referred back into the rehabilitative service if necessary.

3.3 In the course of discussion the following key points were made:

- The witnesses said that the position of clinical lead was shared between consultants in the Network and that the acute hospitals were benefiting from a coordinated approach to best practice.
- The Network was continuing to work with the East of England Ambulance Service on the number and location of ambulance bases in Norfolk. The travelling times to the hyper acute stroke units remained below expectations in some areas of north and south Norfolk.
- The Committee was informed that the JPH continued to experience significant recruitment difficulties. The recruitment process had, however, identified two potential candidates for senior stroke positions at the JPH who were due to complete their training shortly.
- The Committee was pleased to hear that the NNUH had 6 stroke specialist consultants and 5 specialist registrars.
- Overall, the stroke services at the NNUH and at the JPH were in a better position now than they were in 12 months ago.
- Witnesses considered that delays in processing of patients, particularly for entitlement to Continuing Health Care, were a more significant part of the problem than the availability of intermediate care beds. Great Yarmouth and Waveney CCG had commissioned 7 beds where patients could wait for assessment.
- With regard to improving specialist stroke cover, a dedicated stroke consultant was available at the NNUH at weekends. This was considered a significant improvement since the issue was last been reported to the Committee.
- The witnesses said that more in-depth analysis was required of the data that the Sentinel Stroke National Audit Programme (SSNAP) was generating in relation to stroke services in Norfolk.
- The Cardiovascular Strategic Clinical Network Manager (East of England) said that the National Clinical Director for Stroke had been visiting hospitals in Norfolk and would be looking at ways to support links between them.

3.4 The Committee agreed to note the recommendations of the Review of Stroke Rehabilitation report to the Norfolk and Waveney Stroke Network, commissioners and providers and to ask for a further update from Norfolk and Waveney Stroke Network at a future meeting.

4 Forward Work Programme

4.1 A number of detailed changes were made in the forward work programme. (The current programme was agreed at the February 2016 meeting of the Committee).

Michael Carttiss
Chairman

Report of the Norfolk Health Overview and Scrutiny Committee meeting held on 25 February 2016

1. South Norfolk Clinical Commissioning Group – changes to policies and services in 2015-16

- 1.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to the way in which South Norfolk Clinical Commissioning Group had put forward proposals for changes to its policies and services for in-year implementation in 2015-16.
- 1.2 Representatives from South Norfolk CCG were in attendance to discuss the issues.
- 1.3 In the course of discussion the following key points were made:
 - Members considered the extent to which the Norfolk CCGs could and should make their own commissioning decisions that reflected area differences in populations, geography and affordability, and when they should be working together more formally to common service standards, policies and contracts.
 - Where North Norfolk, Norwich and South Norfolk CCGs did work together with the County Council on joint commissioning then this was done through a joint committee.
 - Over the past three years the length of time patients stayed in the majority of intermediate care beds had reduced from around 30 days to 18 days. This had, in effect, increased bed capacity. The South Norfolk CCG wanted the non-NHS providers of intermediate care also to adopt the model of shorter lengths of stay and going forward this would be reflected in a new re-procurement process.
 - The witnesses said that South Norfolk CCG had now reached an agreement on arrangements for the purchase of beds at All Hallows until March 2016.
 - The witnesses said that the intermediate care beds re-procurement process in south Norfolk was not expected to result in a substantial change in service provision. Representatives of South Norfolk CCG would, however, speak to Maureen Orr, Democratic Support and Scrutiny Team Manager, about how they could keep her informed about their commissioning intentions and plans for services in 2016/17.
- 1.4 The Committee noted the witnesses answers to the questions in the report and their assurance of ongoing active engagement with the Committee.

2 Clinical Commissioning Groups – commissioning intentions and plans for services in 2016-17

- 2.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to reports that had been received from NHS North Norfolk, South Norfolk, West Norfolk and Norwich Clinical Commissioning Groups (CCGs) about their commissioning intentions and plans for services in 2016-17.
- 2.2 Representatives from North Norfolk CCG, Norwich CCG, South Norfolk CCG and

West Norfolk CCG were in attendance to discuss the issues.

2.3 In the course of discussion the following key points were made:

- The witnesses said that the commissioning intentions of the Norfolk CCGs reflected differences in populations, the costs of providing local services, as well as differential access to services and the rural isolation of some Norfolk communities. The Norfolk CCGs, and Norfolk County Council did however work formally in partnership to common service standards, policies and contracts.
- The Committee noted that in order to comply with revised NHS planning guidance the Norfolk CCGs had come together to produce a 'Sustainability and Transformation Plan (known as the STP)' to cover the period from October 2016 to March 2021; and a plan by organisation for 2016-17.
- The witnesses said that they wished to reassure the Committee as to the robustness of the methodology and governance arrangements that they would put in place in their CCG areas to involve patients and the public in any proposals to change services that might be included within the STP.
- The witnesses also said that they would be happy to discuss issues of consultation on service changes with Maureen Orr, Democratic Support and Scrutiny Team Manager before they decided on what action they would take.

2.4 The Committee noted the CCG representatives' assurances of ongoing active engagement with the Committee.

3 Continuing Healthcare

3.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to the joint work of the Norwich, North Norfolk, South Norfolk and West Norfolk Clinical Commissioning Groups and other NHS organisations that had taken place with patient groups to define the proposed new guidelines and policy for the provision of NHS Continuing Healthcare (CHC).

3.2 Representatives from the central CCGs and NHS West Norfolk CCG and Adult Social Services were in attendance to discuss the issues. The Committee also heard from Mark Harrison, Chief Executive Officer, Equal Lives, Caroline Fairless-Price, a Continuing Healthcare service user and Alex Steward, Chief Executive of Healthwatch Norfolk.

3.3 In the course of discussion the following key points were made:

- The witnesses said that the approach that was being taken by the four CCGs would be consistent with the latest version of the CHC National Framework.
- Detailed training plans had been prepared for staff and review panel members. The training plans would take account of equality, disability and human rights legislation and the Harwood Care and Support Charter.
- The standardised CHC policy would be implemented when it had been agreed by the governing bodies of all four CCGs.
- Further work on the CHC policy was to be undertaken in conjunction with Adult Social Care.
- Members were concerned to ensure that a "24/7 safety net" was provided for patients receiving NHS continuing health care at home to ensure that they were not placed at a high risk of admission to hospital or a nursing home

when the agency responsible for their care failed to deliver that care.

- The witnesses outlined the practical difficulties with instigating a single joint Complex Case Review Panel for the four CCG areas but also said that it might be possible to move in stages towards a single panel.
- It was noted that Healthwatch would be undertaking a vigorous evaluation and analysis of the impact of the CHC policy six months after the new policy was implemented.

3.4 The Committee **agreed** to return to the subject of Continuing Healthcare in a year's time.

4 **Children's mental health services in Norfolk**

4.1 The Committee **agreed** the areas for scrutiny and the timescales that were set out in the report:

- Stage 1 – 21 July 2016
- Stage 2 – after a full year of operation under the Local Transformation Plan changes (i.e. in April 2017).

5 **Forward work programme**

5.1 A number of detailed changes were made in the forward work programme. Regarding a potential proposal to relocate St James Surgery, King's Lynn, the Committee **agreed** to await further information from NHS England or West Norfolk CCG before deciding whether this should be included.

5.2 Regarding the 'Policing and Mental Health' item postponed from the agenda for this meeting, the Committee **agreed** that it was not necessary for this item to be rescheduled. The Committee did, however, **agree** that Members should receive a copy of the UEA evaluation of the pilot study whereby mental staff worked in the police control room, when the evaluation document was available. Regarding a potential piece of work by Members of Broadland District Council on the cost - benefit value of the Broadland handyman service the Committee **agreed** that the Democratic Support and Scrutiny Team Manager could assist by signposting Members to NHS contacts and information, should Broadland District Council decide to go ahead with the work.

6 **NHS Workforce Planning in Norfolk**

6.1 The Committee awaits a response from NHS England regarding the issue of progress towards a fairer share of Service Increment Funding for Teaching for Norwich Medical School (mentioned in the previous Committee report to the County Council).

Michael Carttiss
Chairman

Report of the Audit Committee Meeting held on 28 January 2016

1 Item of Urgent Business: Data and Staff Leaving Norfolk County Council

- 1.1 The Chairman reminded Members that at its previous meeting the Committee had identified that the County Council's exit interviews and staff leaver processes were not entirely satisfactory, with staff who were either moving internally or leaving the organisation maintaining passwords, ICT and access to data. To address this situation the Chairman had asked that the Information Management Service Manager should attend the meeting to provide Members with an update about the steps that were being taken to secure the Council's data systems, and the information contained within those systems, by ending the ICT systems access of those leaving the County Council. The Chairman agreed that the Committee should consider this matter as urgent business because maintaining the security of the data systems was an essential and integral part of the County Council's work.
- 1.2 The Information Management Service Manager explained the significant steps that had been taken by officers from across the County Council since the previous meeting to enhance the Joiner, Mover and Leaver (JML) arrangements and to give assurance that information, including that relating to vulnerable groups, was secure. He also described how the JML arrangements would be further enhanced as technological solutions continued to be developed. It was noted that a confidential briefing note about the new JML arrangements had been sent to the Chairman of the Committee.
- 1.3 **RESOLVED** that the Audit Committee be provided with an opportunity to consider an action plan and an update about the work that remained to be done on this collaborative project (with input from the various contributors) at a future meeting.

2 External Auditor's Annual Audit Letter 2014-15 and Audit Committee Briefing

- 2.1 The Committee received a report by the Executive Director of Finance that introduced the External Auditor's Annual Audit Letter 2014-15 that was enclosed as Appendix A to the report.
- 2.2 Representatives of the External Auditor, Ernst and Young LLP (EY), were in attendance to answer Members' questions.
- 2.3 **RESOLVED:**
- That the Audit Committee:
- Note the External Auditor's Audit Letter 2014-15 that was attached as Appendix A to the report;

- Note the Briefing Notes to the Committee that were attached as Appendices B and C to the report.

3 Norfolk County Council's Insurance Cover

3.1 The Committee received a report by the Executive Director of Finance that aimed to provide Members with the information and assurances that they had requested about the levels of insurance cover that were in place for Norfolk County Council. The report explained how claims against the County Council were managed by the Insurance Team in the Finance Department, which was overseen by the Policy and Resources Committee.

3.2 **RESOLVED** that the Audit Committee:

- Approve the report;
- Agree that adequate insurance provision exists across the Council and note that, where appropriate, this was confirmed by external and internal audit reviews.

4 Norfolk Audit Services Quarterly Report for the Quarter ended 30 September 2015

4.1 The Committee received a report by the Executive Director of Finance that monitored (for the period that ended 30 September 2015) the adequacy and effectiveness of the systems of risk management, internal control and internal audit in the County Council, as set out in the Committee's terms of reference, its agreed strategy and the relevant regulations.

4.2 **RESOLVED** that the Audit Committee note:

- That the overall opinion on the effectiveness of risk management and internal audit control in the County Council was 'Acceptable' and therefore considered 'Sound';
- That satisfactory progress was being made with the traded schools audits and the preparations for an Audit Authority for the France Channel England Interreg Programme.

5 Risk Management Report

5.1 The Committee received a report by the Executive Director of Finance that set out the Corporate Risk Register at January 2016, along with an update on the Risk Management Strategy 2016-19, and other related matters, following the latest review conducted during December 2015 and January 2016.

5.2 **RESOLVED** that the Audit Committee note:

- A Risk Management Strategy 2016-19 was being prepared;
- The changes to the Corporate Risk Register (that were set out in Appendix A (i) and (ii), and Appendix B of the report).

6 Audit Committee Chairman's Report

6.1 The Committee received a report by the Chairman that summarised the work of the Audit Committee between 1st April 2015 and 31st December 2015, confirmed that its function was consistent with best practice and demonstrated the impact of

its work and how this added value. The Committee's work was reported to Full Council.

- 6.2 The Chairman said that he was continuing to take up with officers the recommendation of the Committee that fraud awareness online training was mandated for all staff.

6.3 **RESOLVED:**

- That the Audit Committee consider the arrangements for monitoring the adequacy and effectiveness of the systems of risk management and internal control, including internal audit, that were set out in the Committee's terms of reference (that formed part of the Council's Constitution) to be satisfactory.
- That the Audit Committee note:
 1. It was independent of the executive function, reported directly to full Council and had terms of reference that were consistent with CIPFA's guidance and best practice;
 2. It provided effective challenge across the Council and independent assurance on the system of internal control, including the management of risk, to members and the public;
 3. It could demonstrate the impact and value of its work; and was monitoring the Secretary of State's plans for the Future of Local Public Audit.

7 Anti-Fraud and Corruption Update

- 7.1 The Committee received a report by the Practice Director Norfolk Public Law (NPLaw) that provided an update on the Council's Anti-Fraud and Corruption activity for the period from April 2015 to December 2015.

7.2 **RESOLVED** that the Audit Committee note:

- The Anti-Fraud and Corruption Strategy 2014 remained fit for purpose and would be fully reviewed in 2016 to incorporate the latest best practice;
- The Anti-Fraud and Corruption Plan at Appendix A to the report;
- There was adequate progress to date.

8 Internal Audit Strategy, Approach, Strategic Plan 2016-2019 and Internal Audit Plan for 2016-17

- 8.1 The Committee received a report by the Executive Director of Finance that explained the effectiveness of the system of internal audit relating to Internal Audit's strategy and Annual Plan for 2016-17 and that these arrangements were compliant with all applicable statutes and regulations, including the Public Sector Internal Audit Standards and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice.

8.2 **RESOLVED** that the Audit Committee note:

- That internal audit's strategy and plan contributed to an effective system of internal audit and that these arrangements were compliant with all

applicable statutes and regulations, including the Public Sector Internal Audit Standards and the Local Authority Guidance Note of 2013 and any other relevant statements of best practice;

- That the strategy and plan were the Internal Audit Strategy 2015-18 (Appendix A to the report), the Approach 2016-17 (Appendix B to the report), the Three Year Strategic Audit Planned Days to support the Audit Opinion (Appendix C to the report), the Summary Internal Audit Plan 2016-17 for work supporting the Internal Audit Strategy (Appendix D to the report) and the Detailed Internal Audit Plan for 2016- 17 (Appendix E to the report).

9 Internal Audit Terms of Reference and Code of Ethics (incorporating the Interreg VA France Channel England Programme Audit Authority)

9.1 The Committee received a report by the Executive Director of Finance that presented the revised Internal Audit Terms of Reference and the Code of Ethics following a review, in accordance with CIPFA's and the IIA's UK Public Sector Internal Audit Standards.

9.2 **RESOLVED** that the Audit Committee

- Note the significant additional function that would be delivered by the team (EU Audit Authority) for the next 10 years and the associated changes to the terms of reference (set out in Appendix A – Part 2 to the report, subject to approval from DCLG);
- Agree the amended Terms of Reference as set out in Appendix A, and the Code of Ethics as set out in Appendix B to the report.

10 Minimum Revenue Provision Policy 2015-16 (revision) and 2016-17

10.1 The Committee received a report by the Executive Director of Finance that proposed a revision to the Council's "Minimum Revenue Provision" policy that would be taken into account when preparing the final report for Policy and Resources Committee and the County Council.

10.2 The Committee also received a presentation from the Executive Director of Finance about the reasons for and the impact of the proposed change to the MRP policy. This can be found on the Committee pages website.

10.3 **RESOLVED** that the Audit Committee approve the Minimum Revenue Provision Policy 2015-16 (revision) and 2016-17 Policy that would be presented through Policy and Resources Committee (as set out in the draft report to Policy and Resources Committee) for decision at County Council.

11 Highways Network Asset – impact on 2016-17 Accounts

11.1 The Committee received a report by the Executive Director of Finance that explained a change in the Code of Accounting Practice for 2016-17 that would result in a material change to the Council's policy for accounting for its Highways Network Asset from April 2016.

11.2 **RESOLVED** that the Audit Committee note:

- The impact that the change in accounting treatment of the Highways

- Network Asset would have on the 2016-17 Statement of Accounts;
• Current progress was satisfactory.

12 Audit Committee Work Programme

- 12.1 The Committee received and **noted** a report by the Executive Director of Finance that set out a work programme for the Committee for the period up to September 2016. In doing so, the Committee asked for a report about the Northern Distributor Route project risks in 6 months.

Ian Mackie
Chairman, Audit Committee

Report of the Planning (Regulatory) Committee Meetings held on 8 January and 19 February

A: Report of the Planning (Regulatory) Committee meeting held on 8 January 2016

- 1 Application referred to the Committee for Determination:
Borough of King's Lynn & West Norfolk: C/2/2015/2030: King's Lynn: Construction of a sludge cake reception facility within the operational boundary of King's Lynn Water Recycling Centre: Anglian Water Services Ltd**
- 1.1 The Committee received a report by the Executive Director of Community and Environmental Services seeking planning permission for construction of a sludge cake reception facility within the existing King's Lynn Water Recycling Centre (WRC). The facility would enable sludge cake (dewatered at other Anglian Water sites) to be imported to the site in HGVs and allow the existing Sludge Treatment Centre (STC) to operate at its full capacity of 19,000 tonnes per annum of dry solids.
- 1.2 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.
- 2 Breckland District: C/3/2015/3014: Thetford HWRC: Change of use to a mixed use development to allow the acceptance of trade waste in addition to household waste; and to allow the ancillary small scale sale of nonrecycled products (compost bins, green waste sacks, Christmas trees and logs): Norfolk County Council, Executive Director of Community and Environmental Services.**
- 2.1 The Committee received the report by the Executive Director of Community and Environmental Services seeking planning permission to enable the existing Thetford Household Waste Recycling Centre (HWRC) to accept trade waste in addition to household waste, and to facilitate the small scale sale of non-recycled products such as

compost bins, green waste sacks, Christmas trees and logs in order to promote the recycling service and generate a small income to offset the cost of running the service.

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 South Norfolk District: C/7/2015/7015: Ketteringham: Change of use to a mixed use development to allow the acceptance of trade waste in addition to household waste; and to allow the ancillary small scale sale of nonrecycled products (compost bins, green waste sacks, Christmas trees and logs): Norfolk County Council, Executive Director of Community and Environmental Services

3.1 The Committee received the report by the Executive Director of Community and Environmental Services seeking planning permission to enable the existing Ketteringham Household Waste Recycling Centre (HWRC) to accept trade waste in addition to household waste, and to facilitate the small scale sale of non-recycled products such as compost bins, green waste sacks, Christmas trees and logs in order to promote the recycling service and generate a small income to offset the cost of running the service.

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.

B: Report of the Planning (Regulatory) Committee meeting held on 19 February 2016

- 1 Breckland District: C/3/2015/3017: Dereham HWRC: Change of use to a mixed use development to allow the acceptance of trade waste in addition to household waste; and to allow the ancillary small scale sale of non-recycled products (compost bins, green waste sacks, Christmas trees and logs): Norfolk County Council, Executive Director of Community and Environmental Services.**
 - 1.1 The Committee received the report by the Executive Director of Community and Environmental Services seeking planning permission to enable the existing Dereham Household Waste Recycling Centre (HWRC) to accept trade waste in addition to household waste, and to facilitate the small scale sale of non-recycled products such as compost bins, green waste sacks, Christmas trees and logs in order to promote the recycling service and generate a small income to offset the cost of running the service.
 - 1.2 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.
- 2 Broadland District: C/5/2015/5020: Mayton Wood HWRC: Change of use to a mixed use development to allow the acceptance of trade waste in addition to household waste; and to allow the ancillary small scale sale of non-recycled products (compost bins, green waste sacks, Christmas trees and logs): Norfolk County Council, Executive Director of Community and Environmental Services**
 - 2.1 The Committee received the report by the Executive Director of Community and Environmental Services seeking planning permission to enable the existing Mayton Wood Household Waste Recycling Centre (HWRC) to accept trade waste in addition to household waste, and to facilitate the small scale sale of non-recycled products such as compost bins, green waste sacks, Christmas trees and logs in order to promote the recycling service and generate a small income to offset the cost of running the service.
 - 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.

Brian Long
Chairman, Planning (Regulatory) Committee

**Recommendations from the Standards Committee
Meeting held on 23 March 2016**

1. Independent Person

- 1.1 The Committee received a report from the Head of Law and Monitoring Officer which updated the Committee on the role and the criteria of the Independent Person.
- 1.2 The Committee **RESOLVED**
- To recommend to Full Council that the Independent Person or Persons' remuneration remains at £25 per hour, and that two Independent Persons are recruited. This is common practice now amongst local authorities across the country who are engaged in the same process of replacing or renewing the terms of office of their Independent Person(s) and allows for resilience at no additional cost.

2. Performance and Monitoring Report

- 2.1 The Committee received a report from the Head of Law and Monitoring Officer which updated the Committee on matters of standards and conduct since the last meeting.
- 2.2 The Committee **RESOLVED**
- To note the report.

**Ian Monson
Chairman, Standards Committee**

Report of the Health and Wellbeing Board Meeting held on 3 February 2016

1. Integration in Norfolk and the Better Care Fund Plan

- 1.1 The Board received a report which explained that Norfolk's BCF programme was a key mechanism for the delivery of integration in Norfolk. It was an ambitious programme addressing the suite of national indicators including targeting a reduction in non-elective admissions of 3.5%. This report provided a structured review of progress with Norfolk's BCF plan 2015/16 so far using the national Better Care Fund Self-Assessment Tool. The report also outlined the planning parameters for next year and made proposals for developing the Norfolk BCF programme for 2016/17, building on the BCF 2015/16 programme.
- 1.2 The Board **RESOLVED** to;
- Note the BCF 2015/16 progress submission to NHS England for the period 1 July to 30 September 2015 and commission a 'deep-dive' style review of the position around provision of 7-day services across Norfolk.
 - Provide any final considerations and agree in principle to the overarching proposals for Norfolk's 2016/17 BCF Programme in time for the initial submission on 8 February 2016.
 - Agree what actions the Board / individual members would take to help address key issues in relation to BCF 2015/16 and/or planning for 2016/17.

2. Joint Health and Wellbeing Strategy Implementation Update

- 2.1 The Board received a report which explained that it had been 18 months since the Board had signed off the current Health and Wellbeing Strategy. A review of the Strategy Implementation Group (SIG) had been carried out and the additional Mental Health Priority Plans were underway. Progress continued to be made and the quarterly strategy update was contained within the report.
- 2.2 The Board **RESOLVED** to;
- Confirm agreement of the new Terms of Reference of the board sub-committee – Strategy Implementation Group (SIG) in Appendix 1.
 - Note the summary update on how other board strategy priorities are progressing as shown in Appendix 2 of the report.
 - Note progress being made towards making Mental Health a board priority in Appendix 3.

Brian Watkins,
Chairman, Health and Wellbeing Board

**Report of the Meeting of the
Norfolk Joint Museums Committee
held on 7 January 2016**

1 Norfolk Joint Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16

1.1 Members received a report that (based on budget out-turns as at 31 October 2015) covered progress with the NMS revenue budget for 2015/16, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2016/17. The report also provided the Committee with an update on progress with the management of risk within the NMS.

1.2 In the course of discussion, the following key points were noted:

- Progress with NMS Revenue budgets and Reserves and Provisions indicated that the Service should achieve a break-even position at the year end.
- To meet the savings targets for 2016/17 and beyond the NMS was dependent on strong upward growth in terms of income generation.
- The Building Maintenance Fund was transferred to the Corporate Property Team who were now responsible for the management of this function.
- The work to address previously identified safety and security infrastructure issues and upgrade the CCTV had been completed.

1.3 The Joint Committee **resolved** to note –

- (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16.
- (b) Progress with the management of risk within the NMS.
- (c) The proposed savings for 2016/17 and beyond.

2 Norfolk Museums Service – Performance & Strategic Update Report

2.1 The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2015/16, details as to museum education and learning programmes, marketing and PR, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the HLF Olive Edis project and the Accreditation of NMS museum sites by Arts Council England.

2.2 During discussion, the following key points were noted:

- There was a very slight decrease in visits across all 10 NMS sites for the period 1 April -31 October 2015 when compared to the equivalent period in the preceding year largely due to the impact of development work at Gressenhall Farm and Workhouse and also to the poor weather conditions on some of the museum's special event days.
- School visitor figures remained high. While there had been a slight reduction at some museum sites due to changes in the National Curriculum these changes were not expected to have long term implications for the number of school visits due to the proactive approach taken by the Museums' learning teams.
- Overall, performance in terms of total visitor numbers and school visits showed that the NMS was on track to meet or exceed its visitor targets for 2015/16 as a whole and to equal or better last year's record visitor numbers.
- Members' spoke of the importance of the NMS engaging with hard to reach groups of children (such as Looked After Children and children with special educational needs). Mr Joyce asked for a detailed breakdown of school visits and the names of those Norfolk schools that no longer made use of the NMS which he could share with Children's Services with a view to Children's Services encouraging Norfolk schools to make better use of the NMS.
- The Joint Committee recognised that completion of the work included in the Arts Council England Major Partner Museum Plan, that remained on target to meet or exceed all of the targets set by the Arts Council, was essential in ensuring that the NMS met its financial targets for 2015/16 and beyond and continued to obtain a substantial level of investment from the Arts Council. Ms Fawcett, from the Arts Council, said that during its future funding rounds the Arts Council would continue to prioritise investment in local authority museums that were able to demonstrate a clear commitment to maintaining high standards, learning programmes and the collections in their care and to ensuring a high and continuing level of funding support.
- The Joint Committee's attention was also drawn to the new website for the Norfolk Museums Development Foundation and to the wide range of forthcoming exhibitions, talks, and activities that were listed in the "What's On" guide that was placed on the table in the Committee room.

2.3 The Joint Committee **resolved**:

1. To note the performance for the financial year to date and the delivery of the 2015/16 budget.
2. To place on record Members' congratulations to the team of staff and volunteers at the Ancient House Museum on the award of the prestigious Best Small Visitor Attraction (under 50,000 visits) Award at the EDP/Visit Norfolk Awards.
3. To receive updates at the next meeting on progress of discussions between the NMS and others to make the most of the Deep History Coast project and on the research to extend the funding for the "Skills for the Future" programme.
4. To also receive at the next meeting a report on the work of the NMS in engaging with hard to reach groups of children.

3 Norfolk Joint Museums Service-Collections Review and Rationalisation programme 2015-18

- 3.1 The Joint Committee agreed to the de-accessioning and appropriate disposal of a number of Norwich social history items that were in poor condition, unrelated to Norwich and/or outside of the NMS Acquisition and Disposal Policy. The Joint Committee also agreed to the rationalisation of objects from the archaeological collections.

4 The Voices from the Workhouse Project at Gressenhall

- 4.1 The Joint Committee received a presentation by Rachel Duffield, Museums Learning Officer (recently nominated for the Tourism Superstar Award), Megan Dennis, lead Curator and Dr Robin Hanley, Head of Operations and Learning about the “Voices from the Workhouse” capital development project at Gressenhall that was supported by the Heritage Lottery Fund and other key supporters. The Joint Committee heard that the project was progressing according to schedule and that the main exhibition fit-out contract had been awarded.

5 Museum Friends

- 5.1 The Joint Committee heard about the impressive activities of the Junior Friends of King’s Lynn Museums in promoting museums to the younger generation. It was suggested that the other Friends organisations might like to look at setting up groups of Junior Friends.

John Ward
Chairman

Report of the Norfolk Records Committee Meeting held on 7 January 2016

1. Finance and Risk Report

- 1.1 The Committee received the report from the Executive Director of Communities and Environmental services which covered the forecast position and risk management for the Norfolk Records Committee as at 30th November 2015.
- 1.2 The Committee, having considered the report, **RESOLVED** to;
- Note the performance with the revenue budget and reserves and provisions for 2015/16.
 - Note the management of risk for 2015/16.
 - Note the proposed budget savings for 2015/16 and beyond.

2. Changes to Accommodation at the Archive Centre

- 2.1 The Committee received the report from the Executive Director of Communities and Environmental Services which outlined the proposals for changes at the Archive Centre for the Committee's approval.
- 2.2 The Committee, having considered the report, **RESOLVED** to;
- Approve the implementation of the changes to the Archive Centre as outlined in the report.

3. Re-Imagining Norfolk at the Norfolk Record Office

- 3.1 The Committee received the report by the Executive Director of Communities and Environmental services which outlined the changes if the service would make the budget savings for 2016-2017.
- 3.2 The Committee **RESOLVED** to;
- Note the contents of the report and the changes in the service the Norfolk Record Office would provide.
 - Approve the changes outlined in the report to the service if they were required to make the budget savings for 2016-2017.

Dr C. J. Kemp, Chairman

**Norwich Highways Agency Committee
Report of the meetings held on 21 January 2016
and 17 March 2016**

A: Meeting held on 21 January 2016

1 Public Questions/ Petitions

1.1 Eaton Rise

An extract from a letter to the Chair, from Mr Donald Yates, Welsford Road, Eaton Rise, in response to the Eaton Rise Residents' Association's question calling for a 20mph order for "our small estate" and dated 3 November 2016, was circulated at the meeting, for information.

1.2 A question was asked by a resident of Eaton Rise about the proposal for a 20mph speed limit.

1.3 A question and supplementary question was asked by the Councillor for Eaton Ward.

1.4 Norwich City Football Club – results of consultation on proposed toucan crossing and bus gate.

The Councillor for Thorpe Hamlet ward asked a question about the pressure on Kerrison Road junction if the scheme went ahead.

1.5 The Councillor for Thorpe Hamlet Ward asked if consideration could be given to introducing a roundabout, pedestrian crossing or other traffic control measures.

1.6 Proposed toucan crossing on Newmarket Road

Councillor Lubbock, Eaton Ward Councillor, asked a question about the siting of the toucan crossing on Newmarket Road without a 30mph speed limit being moved further out of the city.

2 Transport for Norwich – Project 19: Hall Road (Bessemer Road to Old Hall Road).

The Committee **RESOLVED**, unanimously, to:

- (1) approve for consultation the proposals included in the Hall Road project, including:
 - (a) conversion of footway on the east side of Hall Road to shared use footway/cycletrack from the newly implemented shared use footway/cycletrack associated with the ASDA works to Old Hall Road;
 - (b) revoke the existing 40mph speed limit on Hall Road and promote a 30mph speed limit;
 - (c) removal of one pedestrian refuge 125 metres south of Robin Hood Road and replace with a larger pedestrian refuge in the same location;
 - (d) removal of one pedestrian refuge 50 metres north of Fountains Road and provide a new pedestrian refuge closer to Fountains Road;
- (2) ask the head of city development services to carry out the necessary statutory procedures associated with advertising the Traffic Regulation Order and notice that would be required for the implementation of the scheme as described in this report.
- (3) agree that the outcome of the proposed consultation will be reported to a future meeting of the committee.

3 Transport for Norwich – Catton Grove Road/Woodcock Road roundabout and 20mph speed limit.

The Committee **RESOLVED**, unanimously to:

- (1) acknowledge the responses to the consultation;
- (2) approve the implementation of the proposals for improvements to Catton Grove Road/Woodcock Road roundabout and extension of the 20mph restrictions along Catton Grove Road, consisting of:
 - (a) reduction of carriageway space on the roundabout by realigning outer kerblines and widening of the perimeter footways, converting these footways to unsegregated shared-use cyclist and pedestrian cycleways on each quadrant.
 - (b) the provision of shared-use pedestrian cyclist zebra 'tiger' crossings on each of the four approach arms to the roundabout, of Woodcock Road and Catton Grove Road; Each of these zebra crossings are to be constructed on speed reducing raised tables; These shared-use zebra crossings on raised tables together with the adjacent converted footways will create a

continuous gyratory for cyclists and pedestrians, based on an adaption of “Dutch-style” roundabouts;

- (c) an extension of the existing 20mph zone restrictions along the southern extent of Catton Grove Road, to replace the existing 30mph speed limit between the crossroads junction of Angel Road, Elm Grove Lane/Philadelphia Lane heading northwards to Lilburne Avenue adjacent to the Woodgrove Parade shopping precinct just south of the roundabout;
 - (d) the provision of four pairs of traffic calming speed cushions within this new 20mph speed zone extension.
- (3) ask the head of city development services to complete the necessary statutory processes associated with the installation of the 20mph Speed Restriction Order.

4 Proposed toucan crossing and Newmarket Road

The Committee **RESOLVED**, unanimously, to:

- (1) note the objections, and the level of support for the new crossing;
- (2) agree to the installation of the proposed toucan crossing as shown on Plan No. PH0079-TS-Sketch 15-10-2015 2 in appendix 1 attached to the report.

5 Norwich City Football Club – results of consultation on proposed toucan crossing and bus gate

The Committee **RESOLVED**, unanimously, to:

- (1) agree the provision of a toucan crossing and a bus gate at the junction of Koblenz Avenue and Geoffrey Watling Way and the removal of all on-street parking on Carrow Road around the football stadium as show on the plans in Appendix 2.
- (2) ask the head of city development services to complete the necessary statutory procedures associated with implementing the traffic management measures as described in this report.

6 Car Club expansion

The Committee **RESOLVED**, unanimously, to:

- (1) approve the new car club bay locations for consultation;
- (2) ask the head of city development services to advertise the necessary traffic regulation orders and notices to provide for 132 new car club bays and associated waiting restriction changes (as

detailed in the plans attached to the report and the list set out in the appendix to these minutes)

- (3) note the fact that there is significant scope for further expansion of the car club if and when new funding becomes available;
- (4) note that any objections received will be considered by a future meeting of the committee.

7 Leonards Street car park to rear of St Augustines Street

The Committee **RESOLVED**, unanimously, having considered the report of the head of city development services, to:

- (1) note the results of the consultation on the proposals on the proposed changes to Leonards Street car park;
- (2) agree to extend the surrounding on-street STA permit zone into the car park with provision for short stay parking for a maximum of 2 hours to allow for parking for visitors to the local shops Monday-Saturday between 8.00am and 6.30pm. With parking unrestricted at other times;
- (3) ask the head of city development services to complete the statutory process to enable the changes to be brought into effect.

8 Night-time economy – Prince of Wales Road (side roads)

The Committee **RESOLVED**, unanimously, to:

- (1) authorise the head of city development services to carry out the necessary statutory procedures to implement a permanent traffic regulation order that will have the following provisions:
 - (a) to prohibit motor vehicle access: 11.00pm – 12.00 midnight and 12.00am – 06.00am on any day except Christmas Day, from the junction of Prince of Wales Road with the following streets:
 - (i) Cathedral Street;
 - (ii) St Faiths Lane;
 - (iii) Recorder Road;with the exemptions detailed in paragraph 14 of the report;
 - (b) to amend waiting restrictions relating to on street charging for pay and display times on bays on Cathedral Street, Recorder Road and St Faiths Lane as shown on the plan in Appendix 2, and detailed in the report;
- (2) continue the discretionary measure that private hire vehicles or taxis may wait at Castle Meadow and Bank Plain during the time of

the Prince of Wales Road side road access restrictions only. This measure will be subject to review by the head of city development in consultation with the chair and vice chair of the Norwich Highways Agency committee, if necessary.

9 **Transport for Norwich – Colegate/St Georges Street junction improvement**

The Committee **RESOLVED**, unanimously, to:

- (1) approve the changes required to implement the scheme, including:
 - (a) extending the shared space environment from the southern part of St Georges Street through its junction with Colegate;
 - (b) install a raised table on Colegate through its junction with St Georges Street;
- (2) ask the head of city development services to carry out the necessary statutory processes to confirm the road hump notice necessary for the scheme.

10 **Miscellaneous waiting restrictions**

The Committee **RESOLVED**, unanimously, to:

- (1) ask the head of city development services to advertise the necessary statutory procedures to introduce traffic regulation orders in the following locations:

Location	Plan number
Bowthorpe employment area	PL/TR/3329/753
Carrow Hill	PL/TR/3329/754
Golden Dog Lane	PL/TR/3329/755
Heartsease Lane	PL/TR/3329/756
(subject to amending the plans to extend the double yellow lines from the junction with Plumstead Road to the boundary of no 164 and no 2 on the southern side of Heartsease Lane	
Partridge Way	PL/TR/3329/757
Sprowston Road/ Gilman Road	PL/TR/3329/758
Sprowston Road/ Shipfield	PL/TR/3329/759
Sprowston Road/ Wall Road	PL/TR/3329/760
White House Court	PL/TR/3329/761

- (2) note that any objections received will be considered at future committee meetings.

11 **Transport for Norwich CCAG1 – Project 19 – traffic calming for 20mph in the city centre**

The Committee **RESOLVED**, unanimously, to:

- (1) acknowledge the response to the consultation;
- (2) ask the head of city development services to complete the necessary statutory processes associated with the installation of the traffic calming as below:
 - (a) Ber Street – Plan No. CCAG-CON-202a;
 - (b) Duke Street – Plan No. CCAG-CON-502;
 - (c) Rouen Road / King Street – Plan Nos. CCAG19-CON-402a and 403;
 - (d) Westwick Street – Plan No. CCAG-CON-302a.

12 Major road works – regular monitoring

The Committee **RESOLVED**, having considered the report of the head of city development services, to note the report.

B: Meeting held on 17 March 2016

1 Public Questions/ Petitions

1.1 Pedalways

The Committee received a question from Margaret Todd, Norwich Cycling Campaign, about the Orange Pedalway route.

2 Transport for Norwich Plan – Finkelgate Improvement

The Committee **RESOLVED**, unanimously, to

- (1) agree the implementation of the proposed light controlled junction and mini roundabout at Finkelgate as shown on Plan no. PK6055-NA-001A in Appendix 1.
- (2) ask the executive head of service for regeneration and development to complete the statutory process to make the Traffic Regulation Orders and to implement the following:
 - (a) to allow two-way traffic on Timberhill between its junction with All Saints Street and Lion and Castle Yard;
 - (b) provide an additional 9 Pay and Display parking spaces at the northern end of Rouen Road, removing two parking spaces at the northern end of Ber Street;
 - (c) provide 4 Blue Badge parking spaces in two separate bays on Ber Street outside John Lewis, removing the existing 2 spaces on the other side of the road;

- (d) remove the existing bus bay outside John Lewis on Ber Street, replacing it with a shorter Coach Bay; and,
- (e) remove the permit parking spaces on Finkelgate replacing them with new spaces in - Horns Lane (one space), Lily Terrace (two spaces) and Mariners Lane (removing two spaces on northern side, providing five spaces on southern side) and installing double yellow lines for the entire length of Finkelgate.

As shown on plans nos. PK6055-MP-007, PK6055-MP-008 and PL/TR/3329/763 in Appendix 2.

- (3) note the re-routing of the Orange Pedalway via the new facilities provided as part of the Golden Ball Street scheme.

3 Transport for Norwich – Cycling Improvements Fifers Lane Area.

The Committee **RESOLVED** to:

- (1) note the results of the consultation;
- (2) approve the installation of :
 - (a) proposed works on Fifers lane, Ives Road and Heyford Road as shown on Plan No.PE4101-R1-031; and,
 - (b) proposed conversion of existing footpath between Bussey Road and Ives Road into footway / cycleway as shown on Plan No.PE4100-R1-010-P1.

4 Transport for Norwich Car Club Expansion 2016

The Committee **RESOLVED**, unanimously, to:

- (1) note the consultation representations received regarding proposed car club bays;
- (2) agree not to implement those spaces detailed in paragraph 14 of this report;
- (3) ask the head of city development services to complete the necessary statutory procedures associated with implementing the following car club bays (and any associated restrictions as noted) as and when cars become available:

All Saints Green
Angel Road
Atthill Road

Norman Road
Northumberland Street (with
associated double yellow lines)

Blackfriars Street	Oak Street
Branford Road	Opie Street
Caernarvon Road (with associated double yellow lines)	Penn Grove
Calvert Street	Pettus Road
College Road	Portersfield Road
Crome Road	Recreation Road
Dover Street	Redwell Street
Edinburgh Road (with associated double yellow lines)	Rouen Road
Girton Road	Rugge Drive
Godric Place	Salter Avenue
Greenways East (with associated double yellow lines)	Silver Road
Greenways West	St Benedicts Street
Guernsey Road	St Giles Street
Havelock Road	St Phillips road
Helena Road	Stafford Street
Marlborough Road	Sussex Street
Maud Street	St Albans Road
Nelson Street (with associated double yellow lines)	The Avenues
	Wingfield Road

- (4) ask the head of city development services to complete the necessary statutory procedures associated with implementing double yellow lines on Silver Road adjacent to letter box;
- (5) defer consideration on the proposals for the implementation of a car club bay in Bethel Street and its associated restrictions to enable other options to be considered and delegate to the head of citywide development in consultation with the chair and vice-chair.

5 Britannia Road area traffic and parking management scheme (Community Infrastructure Levy (CIL) neighbourhood fund).

The Committee noted that the Crome local members supported this proposal.

RESOLVED, unanimously, to:

- (1) note the proposed scheme objectives and associated measures;
- (2) ask the head of city development services to advertise for statutory public consultation the necessary traffic regulation order to provide waiting restrictions and road hump notice for traffic calming measures as detailed in this report.
- (3) note that any objections received will be considered by the committee in future.

6 End of Life Signalled Crossing on Whitefriars

The Committee **RESOLVED**, unanimously, to approve:

- (1) the removal of the existing signal crossing on Whitefriars, and,
- (2) the installation of a zebra with cycle crossing facility with associated works located on St Martin at Palace Plan to the south of the junction leading to Bishopgate as detailed on Plan No. 15-HD-028-12.

8 Committee Schedule of Meetings 2016-17

The Committee **RESOLVED**, having considered the report of the executive head of business relationship management and democracy, to agree, subject to the approval of the city council's annual council, the schedule of meetings for the civic year 2016-17, all meetings to be at 10:00 and held at City Hall:

16 June 2016
21 July 2016
15 September 2016
24 November 2016
19 January 2017
16 March 2017

9 Major Road Works – Regular Roadworks

The Committee **RESOLVED** to note the public statement about the failure in the road surfacing and the report.

Steve Morpew
Chairman, Norwich Highways Agency Committee