

Council

Date: **Monday 20 October 2014**

Time: **10.00 a.m**

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

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

This meeting may be recorded for subsequent publication via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded. You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this recording will be retained in accordance with the Council's Records Management Policy.

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

Prayers

To Call the Roll

AGENDA

1. Minutes

To confirm the minutes of the meeting of the Council
held on 21 July 2014

(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. Norfolk County Council Senior Management Review

Report by Managing Director (Page 14)

6. Review of Special Responsibility Allowances

Report of the Independent Remuneration Panel (Page 26)

7. Notice of Motions

Notices of motions have been given in accordance with Rule 9 of the Council Procedure Rules as follows:-

- | | | |
|-------|-------------------------------|-----------|
| (i) | Proposed by Mr T. FitzPatrick | (Page 31) |
| (ii) | Proposed by Mr R. Bearman | (Page 31) |
| (iii) | Proposed by Mr J. Dobson | (Page 32) |

8. Recommendations from Service Committees

Children's Services – 16 September 2014	(Page 33)
Communities - 17 September 2014	(Page 78)

Environment, Development & Transport - 18 September 2014	(Page 114)
Economic Development Sub-Committee –12 September 2014	(Page 115)

9. Reports from Committees

(i) Service Committees (Questions to Chairs)

Adult Social Care – 22 September 2014	(Page 120)
Children’s Services – 16 September 2014	(Page 122)
Communities - 17 September 2014	(Page 125)
Environment, Development and Transport – 18 September 2014	(Page 127)
Economic Development Sub-Committee – 28 July and 12 September 2014	(Page 131)
Policy and Resources – 5 and 29 September 2014	(Page 134)

(ii) Other Committees

Audit Committee – 25 September 2014	(Page 139)
Standards Committee – 1 October 2014	(Page 142)
Personnel Committee	
- 1 September 2014	(Page 143)
- 8 October 2014	(Page 144)
Health Overview and Scrutiny Committee	
- 17 July 2014	(Page 145)
- 4 September 2014	(Page 147)
Health and Wellbeing Board	
- 16 July 2014	(Page 150)
- 10 September 2014	(Page 153)
Planning (Regulatory) Committee	
- 11 July 2014	(Page 154)
- 19 September 2014	(Page 156)
Norwich Highways Agency Joint Committee– 24 July 2014	(Page 159)

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

(i) To note appointments made under delegated powers

- Mr T. Garrod to replace Mr N. Shaw on the Adult Social Care Committee

(ii) To consider any proposals from Group Leaders for changes to appointments

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

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

Date Agenda Published: 10 October 2014

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

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



If you need this agenda in large print, audio, Braille, alternative format or in a different language please contact Greg Insull

Tel: 01603 223100
Minicom 01603 223833

Email: greg.insull@norfolk.gov.uk and we will do our best to help

Norfolk County Council

Minutes of the Meeting Held on 21 July 2014

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

Present: 80

Apologies for Absence:

Apologies were received from Mr B Borrett, Mr S Clancy, Mr J Dobson and Mrs E Morgan.

1 Minutes of the Previous Meeting

- 1.1 The minutes of the meeting of the Council held on 27 May 2014 were confirmed as a correct record and signed by the Chairman.

2 Chairman's Announcements

- 2.1 Following on from an announcement concerning Hilary Cox that was made at the previous meeting, the Chairman handed to Hilary Cox an illuminated address from Members of Norfolk County Council thanking her for all that she had done for the County Council during her demanding year of office.
- 2.2 The Chairman introduced two young people who were attending the meeting to talk about Take Over Day 2014. One of these young people was a member of the UK Youth Parliament for North Norfolk (who had stood for election following Takeover Day last year) and the other was a member of the In Care Council. They explained how this annual event gave young people the chance to work with adults working in all sorts of organisations including Councils, Government departments and businesses and to get involved in making decisions.
- 2.3 It was pointed out that during Take Over Day in 2013 young people had taken on many different roles, including:
- the County Council's Acting Managing Director
 - the Interim Director of Children's Services
 - the Chief Fire Officer
 - a library manager
 - the Police and Crime Commissioner
 - the Managing Directors at KLM Engineering and Norwich Airport
 - the Senior Creative Account Manager at Heart Radio, and
 - the constituency office of a MP
- 2.4 The following examples were given of decisions and issues that young people got involved in last year:
- Young people and the Interim Director of Children's Services decided to give more money to the Norfolk In Care Council so that they could continue to improve the lives of children in care.
 - Some of the young people involved in Takeover Day said that they felt young people often got a bad press. As a result the Council had worked with the EDP to have a section of the paper written by young people. This had given young people a chance to share their experience of life in Norfolk.
 - Young people helped to choose books the Millennium Library in Norwich.
- 2.5 In reply to questions from Members, it was pointed out that last year more than sixty young people from 13 years of age to 19 years of age and from many different backgrounds had taken part in the Take Over Day. This year the event would be held

on 21 November 2014 and involve over a hundred young people. One of the main aims would be to get more organisations involved, including construction companies, catering companies and health services. Another of the aims would be to get more Members to apply to take part in Takeover Day and for a few Members to be involved in the planning for the event. The Chairman said that he would be more than happy to take part in the planning process and for Member participation to extend beyond the day that was set aside for the event. It was noted that information about Take Over Day would be included in Members Insight. Feedback would be provided to Members after the event ended.

- 2.6 The Chairman went on to thank those who had attended the Chairman's Summer Reception and to remind Members of the display of work which the Council did with Children with disabilities that could be found outside of the Council Chamber.

3 Declarations of Interest

- 3.1 Mr Hacon declared an "Other Interest" in the report of the Communities Committee in that he had two sons employed by the Fire and Rescue Service.
- 3.2 Ms E Corlett declared an "Other Interest" in the report of the Adult Social Care Committee in that she was employed by the Norfolk & Suffolk NHS Foundation Trust.

4 Questions to the Leader of the Council

4.1 Question from Mr T FitzPatrick

- 4.2 The Local Member Protocol appeared for the most part to be working very well but on occasions it was not applied evenly across all departments of the Council; could the importance of the protocol be re-emphasised to all officers so that it was applied evenly?

- 4.3 The Leader said that while he agreed that for the most part the local Member protocol worked very well there would always be the odd times where it did not work in the way that it should and that he would discuss the matter with the Head of Democratic Services to see whether any procedural changes were needed.

4.4 Question from Dr M Strong

- 4.5 When the Council had previously discussed the concept of a Living Wage it was felt advisable that the matter should be left until a later date. In the meantime the financial situation for so many people for whom the County Council were responsible had become increasingly difficult. Not only would the Living Wage be good for those who served the county but also for Norfolk businesses generally. Could an assurance therefore be given that at the September 2014 meeting of the Personnel Committee the issue of a Living Wage would be at the top of the agenda?

- 4.6 The Leader said that the Living Wage issue would be placed at the top of the agenda for the next Personnel Committee. Those employed by the County Council were mostly on salaries above the Living Wage and the issue had more to do with when people were employed directly by schools rather than employed by the County Council.

4.7 Question from Dr A Boswell

- 4.8 Why was the contract to move 40,000 tonnes of Norfolk waste to Suffolk for incineration not discussed at the Environment, Development and Transport

Committee prior to the contract being signed?

- 4.9 The Leader said that this was an example of a very good deal that had been achieved by joint working between Norfolk and Suffolk County Councils. The contract related to approximately 10% of all Norfolk's waste and 20% of Norfolk's residual waste which would otherwise have gone to landfill in Norfolk. Mr Coke speaking as Chair of Environment, Development and Transport Committee endorsed the comment that had been made by the Leader and said that this decision had been taken under the previous Cabinet governance system and was in the best interests of Norfolk residents and could not have waited for the issue to be discussed by the Waste Advisory Group.
- 4.10 **Question from Miss Kemp**
- 4.11 Would the Leader commit the County Council to holding high level discussions about the prevention of waste in the county with industry, supermarkets, Suffolk County Council and other Local Authorities?
- 4.12 The Leader said that this was a serious problem which officers took up whenever the opportunity arose. It was however essentially for industry and the supermarkets themselves to tackle issues such as preventing excessive packaging of products.
- 4.13 **Question from Mr P Hacon**
- 4.14 Would the Leader agree to approach the management of Marks and Spencer about the planned closure of their town centre store in Great Yarmouth and work with the Leader of Great Yarmouth Borough Council on this issue?
- 4.15 The Leader said that he would be glad to write to Marks and Spencer on this matter in conjunction with the Leader of Great Yarmouth Borough Council. He also suggested that this should be done with the full support of all the Party Spokespersons at County Hall and the Council agreed to proceed on that basis.
- 4.16 **Question from Mr B Watkins**
- 4.17 Would the Leader report on progress with joint services with Suffolk County Council and the joint initiatives with Suffolk that were planned for the future?
- 4.18 The Leader said that a joint public health appointment had been made for the Great Yarmouth and Waveney CCG area, Norfolk had plans for shared arrangements for the management of property, a deal had been made on the disposal of waste, and a joint approach to customer services was being developed, as well as a joint approach to adult social care consultation and joint working on economic development. These very important initiatives were leading to improved services as well as cost savings.
- 4.19 **Question from Mr R Bird**
- 4.20 Mr Bird said that he had not been consulted in the correct procedural manner concerning changes in the Norfolk coast hopper bus service and asked what could be done to prevent this situation happening again?
- 4.21 The Leader said that he would discuss with Communications and with the Head of Democratic Services whether any changes were needed in the local member protocol.

- 5 **Reports**
 Service Committees (Questions to Chairs)
- 5.1 **Reports of the Adult Social Care Committee held on 16 June 2014 and 7 July 2014**
- 5.2 **Question from Mrs M Somerville**
 Would the Chair comment on the situation regarding the level of social care reserves, the redistribution of funding from preventative care to the provision of essential services and how service committees could work together to identify integrated solutions. She gave as an example a house that was being sold on a county farm near Clinks Farm (Care Farm) and suggested that the funding from this should be used to provide respite care services at Clinks Farm.
- 5.3 The Chair said that that the reserves amounted to £13.3 m and that some of this was set aside for specific social care items. There was a forecast use of reserves of about £4.3 m for this year. Specific issues such as the Care Act and the Better Care Fund would lead to more integrated working. Savings were expected to be made in 2014/15 from improvements in the integrated community equipment service, changes in mental health social work, new joint management posts with other organisations and areas of joint working with Suffolk County Council. It was not within the remit of the Committee to reach decisions on the sale of county farm land.
- 5.4 **Question from Dr M Strong**
 The Council had ceased delivery of social care in the Broadland area by Care UK; could the Chair inform Members which Divisions had people living in them that were affected by this decision?
- 5.5 The Chair said that she would discuss the matter with Dr Strong after the meeting. The Council was working with Care UK on a phased withdrawal of its services and was putting in place alternative arrangements that meant the public should not be affected by the changes.
- 5.6 Council **RESOLVED** to note the reports.
- 5.7 **Reports of the Children's Services Committee held on 17 June 2014 and 15 July 2015**
- 5.8 **Question from Mr S Askew**
 Having received an assurance that Eccles Primary School would not close before the matter was discussed by Members, residents were concerned that a decision had been made before the Committee met. Could an assurance be given that should another school find itself facing closure its future would be discussed and decided at the Committee?
- 5.9 The Chair said that the decision to close Eccles Primary School had been reached in accordance with the Council's previous system of governance and the local Member was kept informed of developments. Eccles Primary School had high pupil costs, had attained fluctuating academic results, subject to a fall in projected pupil numbers and unable to set a balanced budget for future years. The Vice-Chair, Mr Bearman, added that at its meeting on 15 July 2014 the Committee had agreed on the procedure for proposing and deciding on future significant changes to school reorganisation.
- 5.10 **Question from Ms D Gihawi**
 Could the Chair give some indication of the biggest issues for the year ahead and the

financial implications?

- 5.11 The Chair said that the biggest issue for the future was to ensure that the improvement plan was carried through successfully. Significant Early Years improvements had been made in the King's Lynn and West Norfolk area and other significant improvements were being made elsewhere.
- 5.12 Council **RESOLVED** to note the reports.
- 5.13 **Reports of the Communities Committee held on 18 June 2014 and 9 July 2014**
- 5.14 **Question from Mr D Roper**
What steps were being taken to learn from the excellent way in which the Fire and Rescue Service had tackled the issue of flash flooding in Norfolk in recent weeks?
- 5.15 The Chair said that he was due to hold a discussion with officers on this matter later today and he was hopeful of being able to produce a briefing note on this matter for Members in due course.
- 5.16 **Question from Mr J Ward**
Would the Chair of the Committee join me in thanking the Fire and Rescue Service for the excellent way in which they had dealt with the big fire at Pinebanks last week?
- 5.17 The Chair said that he wholeheartedly agreed with this comment and was happy to do so.
- 5.18 **Question from Mr H Humphrey**
There appeared to be some confusion as to what responsibility for flood and water management issues rested with this Committee and what responsibility rested with Environment, Development and Transport Committee; what was being done to clarify the situation?
- 5.19 The Chair said that flood management was the responsibility of Environment, Development and Transport Committee but responsibility for flood resilience was with the Communities Committee. Discussions were taking place between Chairs of both Committees with a view to making the levels of responsibility more clearly understood.
- 5.20 **Question from Mr M Sands**

Could the Chair comment on how the Fire and Rescue Service might be affected by changes imposed by Central Government?
- 5.21 The Chair said as there was insufficient time to answer this question he would discuss the matter with Mr Sands after the meeting.
- 5.22 Council **RESOLVED** to note the reports.
- 5.23 **Reports of the Environment, Development and Transport Committee held on 20 June 2014 and 8 July 2014**
- 5.24 **Question from Mr M Wilby**
Could an assurance be given that no more major decisions would be reached on issues such as waste management without reference to the Committee?

- 5.25 The Chair said that no such assurance could be given. Decisions on a number of waste management issues had been made before the Waste Advisory Group took on responsibility for considering such issues.
- 5.26 **Question from Mr J Mooney**
Surface water flooding difficulties in Wymondham were caused by a lack of maintenance to gullies and street cleaning, could the lack of such maintenance activity across the county be reviewed and a report brought back to the Committee?
- 5.27 The Chair said that a full report on this issue would be brought to the next meeting of the Committee.
- 5.28 **Question from Dr M Strong**
Would the Chair be willing for the Coastal Working Group to seek and evaluate expert opinion on the subject of flood sirens and then report back to the Committee?
- 5.29 The Chair said that he had no objection to the Working Group doing this.
- 5.30 Council **RESOLVED** to note the reports.
- 5.31 **Report of the Economic Development Sub-Committee held on 24 June 2014**
- 5.32 **Question from Mrs C Walker**
- 5.33 Would the Chair give an update on training skills in advanced engineering that were being learnt at the Hethel Innovation Centre?
- 5.34 The Chair said that he would be pursuing this matter with the Hethel Innovation Centre in the weeks ahead.
- 5.35 Council **RESOLVED** to note the report.
- 5.36 **Report of the Policy and Resources Committee held on 23 June 2014 and 14 July 2014.**
- 5.37 **Question from Mr T FitzPatrick**
Should the information contained in the press release about the termination of the waste management contract have been brought before Members at the Committee meeting?
- 5.38 The Chair referred to the factual position concerning the termination of the contract that was fully set out in the press release. He said that nothing that was said in the press release was in any way different from what was said or implied in the Committee meeting and there was no attempt to mislead anyone.
- 5.39 **Question from Mr B Watkins**
What early observations would the Leader like to make about the operation of the Committee?
- 5.40 The Chair said one of the key lessons was that the Committee structure was about reaching informed decisions on important issues rather than having political debates of issues without purpose.

- 5.41 Council **RESOLVED** to note the reports and to endorse the Annual Treasury Management Report 2013-14 that was attached as an annex to the report.

Other Committees

5.42 **Report of the Audit Committee held on 19 June 2014**

- 5.43 Mr I Mackie moved the report. Council **RESOLVED** to note the report.

5.44 **Report of the Personnel Committee held on 24 June 2014**

- 5.45 Mr G Nobbs moved the report including the recommendation that sought approval of the draft 2014/15 Pay Policy Statement.

- 5.46 Council **RESOLVED** to note the report and **to agree** to the publication of the 2014/15 Pay Policy Statement that was attached to the report.

5.47 **Report of the Norfolk Health Overview and Scrutiny Committee held on 29 May 2014**

- 5.48 Mr M Carttiss moved the report. Council **RESOLVED** to note the report.

5.49 **Report of the Planning (Regulatory) Committee held on 6 June 2014**

- 5.50 Mr D Collis moved the report. Council **RESOLVED** to note the report.

5.51 **Report of the Joint Museums Committee held on 27 June 2014**

- 5.52 Mr J Ward moved the report and in so doing highlighted the many good news stories that were mentioned in it.

The Leader spoke about the national recognition that the Museums Service was achieving under its Head of Service, the success of the Roman Empire and Birds exhibitions and the positive impact that the Service had on economic development in the county.

Council **RESOLVED** to note the report and to place on record its congratulations to Jamie Everett of the Museums Service on being recognised by the Collections Trust as being the national collections manager of the year and to Wayne Holland and Dayna Albright who were runners up in the category of young collections manager of the year.

5.53 **Report of the Records Committee held on 27 June 2014**

- 5.54 Michael Chenery of Horsbrugh moved the report. Council **RESOLVED** to note the report.

5.55 **Report of the Norfolk Highway Agency Committee held on 12 June 2014**

- 5.56 The report was moved. Council **RESOLVED** to note the report.

6 **Appointments to Committees, Sub-Committees and Joint Committees for 2014/15**

6.1 The Council **RESOLVED** to ask the Environment, Development and Transport Committee to make the appointments for 2014/15 to the Norfolk Parking Partnership Joint Committee (1 member of the Council) and the Planning and Traffic Regulation Outside London Joint Committee (1 Member of the Council).

6.2 **Chair of the Norwich Highways Agency Joint Committee**

6.3 Tony Adams and Bert Bremner were moved and duly seconded for the position of Chair of the Norwich Highways Agency Joint Committee.

6.4 **RESOLVED** (on a show of hands)
That Mr Adams was elected Chair of the Norwich Highways Agency Joint Committee. There were 35 votes in favour of Mr Bremner and 40 votes in favour of Mr Adams and 4 Abstentions.

7 **To answer questions under Rule 8.3 of the Council Procedure Rules**

7.1 There were none.

8 **Thanks to Anne Gibson for her work as Acting Managing Director**

8.1 Members placed on record their thanks to Anne Gibson who was attending her last meeting of the Council as Acting Managing Director although remaining with the County Council.

The meeting concluded at 11.40 am



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

Senior Management Review

Report by Managing Director

This report sets out proposals to establish a new senior management structure for the County Council. Members are recommended to:

- Approve the proposed management structure
- Approve the deletion of the post of Head of Customer Service and Communications.

1 Executive Summary

- 1.1 This report sets out proposals to establish a new senior management structure for the County Council in order to enable interim to be replaced with permanent appointments. The streamlined structure is designed to deliver the County's priorities and strategically manage services during a period of substantial budget reductions.
- 1.2 The report proposes five Departments, including three Service Departments (Children's, Adults, and Community and Environmental), Resources and Finance. With these changes, the number of top chief officer posts reduces from the ten which there are currently, to five Directors. Posts currently occupied by interim managers will be appointed in line with the Council's constitution and human resources policies. It is important that appointments are made without delay.
- 1.3 A streamlined top team charged with a clear remit will provide more effective leadership, much required to direct the County Council in these challenging times. The organisation must have the capacity to adapt to a constantly changing context. It has a focus on service delivery, on strengthening performance through partnerships and connecting members, managers, front line services, customers and residents.
- 1.4 The rationale for the five departments is provided in the report, as are the financial and personnel implications. The statutory officers will continue to report to the Managing Director, as required by legislation or good governance, including the Section 151 officer (Finance), Director of Public Health, and the Monitoring Officer.
- 1.5 No change to the mandate of Council committees is implied by these proposals. The operation of Committees is subject to the review of the Constitution scheduled to be undertaken in November 2014. That said, the relationship between Committees and the officer structure will be better aligned under these proposals in the ways outlined in this report.

2 Background

- 2.1 Norfolk County Council has experienced significant turnover in its senior team over the past year to eighteen months. During that time, many of the senior leadership positions have been filled, very ably, by several strong and expert interim managers.
- 2.2 In January 2014, Full Council decided to delay the review of the senior management structure until it had recruited permanently to its Managing Director post. My first priority since taking up that role in mid August has been to engage key stakeholders on the challenges that lie ahead and what needs to be done to ensure continued improvement and success.
- 2.3 Informed by those discussions, this report now outlines a proposed senior management structure designed to ensure it is fit for purpose, fully aligned with the Council's priorities, aspirations and improvement objectives and able to achieve them effectively, efficiently and with pace and innovation.

3 Context of the Review

- 3.1 In common with other local authorities and other public sector organisations, Norfolk County Council faces continued challenges, not least of which is declining financial revenues and increased cost pressures. A refreshed view of the organisation's role and capability is required to meet and manage increasing demand in a cost effective way. It underlines the need to work in close collaboration with and through partners and Norfolk communities to achieve more together.
- 3.2 The Council's stated priorities as consulted upon last year through 'Norfolk Putting People First' are:

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.'

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 talents and ability to compete with the best.'

- 3.3 In order for the Council to deliver its priorities, and meet its service responsibilities, it must secure and maintain organisational capacity to:
 - Adapt swiftly and effectively to changing environments and circumstances.
 - Ensure its processes support and enable effective delivery but do not stifle or prevent innovation or the timeliness of its responses.

- Raise the positive profile of Norfolk as a place to live, work, visit and do business in.
- Ensure sufficient intellectual and analytical rigour, strength and evidence-based performance management, to be confident its resources and services are targeted effectively.
- Seize and utilise opportunities to collaborate, share or devolve to others across the sectors where it is in the proven best interests of Norfolk people and taxpayers to do so.
- Maintain a 'whole council - whole community' view of the world – eliminating silo working – making the internal connections necessary to secure and deliver maximum professional expertise and energy into service commissioning and delivery right across the board.
- Enhance financial performance, understanding and accountability – enhanced knowledge and understanding of true costs and performance will help the Council ensure it gets the best possible value out of every penny it spends on behalf of Norfolk residents.

4 Proposed Structure

- 4.1 The present senior management arrangements include both strategic and operational roles reporting to the Managing Director. This does not provide an appropriate capacity at the top management tier to address the major strategic issues which are facing the Authority.
- 4.2 At the same time there is no one senior post accountable to the Managing Director to drive change, integration and improvement in the important corporate services critical to the Council's performance. Such a post is essential if the organisation is to meet the uniquely challenging targets it is facing. It is also necessary to make Finance a 'Director', rather than its current designation as 'Head', in order to more appropriately reflect its importance and communicate the calibre of candidate we will be seeking in a permanent appointment to the post.
- 4.3 The new structure therefore proposes five Executive Director posts reporting to the Managing Director. The functions of each Executive Director are shown in the diagram at Appendix 2.
- 4.4 The span of five direct reports to the Managing Director compares with seven in the present interim structure, and 10 without the Temporary Director of Strategy and Resources. It provides a tighter and more focused senior management team, with a representation better suited to reflect our focus on service delivery, performance and finances.
- 4.5 The proposed allocation of functions brings together services where there are evident synergies and complementary objectives. This will facilitate further organisational and service reviews below the top tier to achieve better streamlining of functions and continue the ongoing process of improving management structures and performance.

- 4.6 In a context of continuing change, managers will be expected to be flexible and recognise when it is necessary to adapt to new circumstances with different organisational arrangements. What I am proposing in this report is designed to provide the managerial leadership demanded by the current set of challenges facing the Council. To facilitate accountability, I will outline some of the key priorities to be addressed by the proposed Directors and their Departments.

Priorities for the new Structure

- 4.7 The Council's financial outlook continues to be challenging - the forecasts show it has to cut its spending by another £200m over the next 3 or 4 years. It must address that challenge with a strategy that targets services to the right people, and delivers them in the right place through the most cost-effective channels.
- 4.8 Even with the forecast revenue reductions, the Council will continue to be the largest public authority in Norfolk, expending over £1billion each year. We need to be confident that the authority uses its resources to best effect for the people of Norfolk, shaping its services through dialogue with partners and stakeholders.

Children's Services

- 4.9 The imperative is to deliver better outcomes for children and young people building on improvements recently achieved in Children's Social Care and Education, thereby aggressively addressing the findings of recent Ofsted Inspections. The professional expertise, drive and energy that are enabling the Council and its partners to see real and necessary improvements must be maintained. Achieving this remains the department's key task and is the Council's top priority.
- 4.10 The Children's Services Department has been the subject of review by the interim Children Services Director, who has conducted extensive consultation on a new organisation for these services. The new structure is designed to better provide the system and organisational leadership essential to deliver improvement to outcomes for Norfolk children, at pace. Greater emphasis will be placed on early help and social work leadership, as part of a strategy aimed at reducing the disproportionate number of Looked After Children.
- 4.11 Much progress has been made since the appointment of the Interim Children's Services Director, and Ofsted recently confirmed that the authority's arrangements for school improvement are now effective. However, internal and external reviews have identified that the current way services are organised is an inhibitor to achieving our overall improvement objectives. This has been addressed by the Interim Director in her restructure of the service and the senior team. Recruitment to the permanent post of Children's Services Director and Assistant Directors is underway.

Adult Services

- 4.12 The better integration of adult social care services with health services is the organisational challenge in this area. This integration process has begun - clearly reflected in the Director's most recent top structure review - but is far from complete. Health care structures in Norfolk are complex and may be expected to be subject to further change alongside social care, after the next general election. It can be expected to require substantial senior attention and expertise.
- 4.13 Services to the vulnerable adult population represent the County's major financial pressure and risk. We need to ensure a tight grip on the costs and quality of service packages, and bring an analytic and evidence-based approach across the commissioning cycle from needs identification and assessment to planning and evaluation.
- 4.14 At a strategic level, we need to design a more sustainable model of care. This represents a major challenge to the leadership of these services. An element of any future service mix will include prevention, early help and more intense support to people living at home with multiple chronic conditions. These services require further development in Norfolk and will be a focus of the new Adult Services organisation.
- 4.15 In order to place these priorities squarely at the centre of the Department's leadership focus, I am proposing to move Cultural Services to a new Community and Environmental Services department.

Community and Environmental Services

- 4.16 The new department of Community and Environmental Services will be organised around places and geared to enabling communities. It will continue to carry out the functions of the existing Environment, Transport and Development department. It will also take on additional functions to fill what I see as a need to place communities more securely in the County's top management structure.
- 4.17 It is proposed to fill this gap with a range of community-oriented services. First the community safety focus will be strengthened by bringing together fire and rescue, emergency planning, resilience, crime reduction, and trading standards in one directorate. In a similar vein, bringing together services such as libraries, museums, adult education, the records office, arts, customer services and Active Norfolk will provide oversight and targeting of place-based services.
- 4.18 Combining these functions under a unified departmental leadership will enable us to strategically review our services – and ensure that they are targeted to the right people, in the right place, through the most cost effective channels (face-to-face, telephone, web, text). Of course such a review will involve services across the Council, but this new department will provide leadership informed by an understanding of the geography of Norfolk's communities and the Council's delivery channels.
- 4.19 The County's ICT function, currently based in ETD, will become part of the new Resources Department, where it fits with other corporate support

services and will contribute to the upskilling of our capacity to make better use of data to inform procurement and performance improvement.

Resources

- 4.20 I am proposing this new department to provide the leadership required to develop the County's support services to ensure they deliver on the drive for greater efficiency and service performance. This department will include Public Health (where they will contribute their unique analytic and data capability), communications, procurement, human resources and organisational development, ICT, legal, planning performance and partnerships, program office, and democratic services. Currently these functions are in separate departments under different management responsibilities. The establishment of an Executive Director of Resources will afford the capacity required to coordinate their efforts and optimise their performance.
- 4.21 For example, improved systems and further analysis is required to establish how our support services compare in terms of cost and effectiveness, and thereby inform how we approach strategic procurement questions. Currently some of these services are trading with other public bodies, some are bought in, and others directly delivered. We need to be satisfied that this is the correct mix and then develop the most cost-effective strategy going forward.
- 4.22 In a similar vein, data and intelligence must be of growing importance in enabling the county to plan its services, invest in evidence-based solutions, evaluate outcomes and monitor performance. Currently the Council has several analytics and information management teams – distributed in the departments of public health, performance and partnerships, and Information and communications technology. As the capacity of the DNA development is realised, it is clear that the Council needs to harness the capacity of these teams in a single department to better exploit the new data environment.
- 4.23 These will be the key priorities of this new Department.

Finance

- 4.24 Given the financial context outlined in this report, it is clear that our financial stewardship and support to Service departments needs to be fit for the demanding times anticipated in the coming months and years. In pursuit of this requirement, new financial systems are being introduced, and more focus given to management of assets such as property.
- 4.25 More improvements will be needed to ensure that services managers have the information they need. For example, areas where services are procured externally, or are trading externally, require timely financial information that reflects the full costs of the product or services, including overheads.
- 4.26 Although it would be possible to include finance in the Resources function, it is my view that it needs the dedicated attention of a Director level post to provide the leadership and capacity the Council requires. This arrangement represents no additional cost.

The Chief Officer Group

- 4.27 The Council's Chief Officer Group will comprise the Managing Director and the five Executive Directors. Other senior officers would normally attend meetings of the Chief Officers' Group in an advisory capacity and in furtherance of their own responsibilities, for example as Monitoring Officer in the case of the Head of Law/Director of nplaw, and Head of Business Intelligence, Performance and Partnerships.

Statutory Officers

- 4.28 The proposed Executive Director posts include some Statutory Officer roles as follows:

Statutory Officer	Proposed NCC Officer
Director of Children's Services	Executive Director of Children's Services
Director of Adult Social Services	Executive Director of Adult Social Services
Section 151 Officer (Chief Finance Officer)	Executive Director of Finance

- 4.29 Other statutory officer roles are not directly affected and remain with the respective officers as presently allocated. The Director of Public Health and the Monitoring Officer (Head of Law) will continue to report directly to me in fulfilling their statutory responsibilities.

5 Deletion of the post of Head of Customer Service and Communications

- 5.1 As stated above, services will be reviewed within the new Directorates to achieve further efficiency and management savings. However the need to plan for savings agreed for 2015 and beyond had already triggered reviews by the relevant managers within key areas, including those within the remit of the current Head of Customer Service and Communications. That review has already identified the opportunity to streamline senior management arrangements within the service in order to meet required spending reductions.
- 5.2 In consultation with members of the Personnel Committee at the start of September I agreed a proposal that the Head of Customer Service and Communications post should be deleted. Since the post is a Chief Officer post, its deletion is a matter for full Council. Subject to that agreement the post will be deleted delivering a full-year saving of £131,921.
- 5.3 Council is accordingly recommended to approve the deletion of the post of Head of Customer Service and Communications Scale Q.

- 5.4 The cost of redundancy and pension strain associated with this deleted post is below the £100,000 threshold agreed by Council, above which severance packages must be referred to Full Council for approval. The severance cost is £49,330, including pension strain (payable to the Norfolk Pension Fund) of £7,529, and the payback period is 4.5 months.
- 5.5 The Personnel Committee have commented on the proposal and were supportive of the post's deletion.

6 Implications for Committees

- 6.1 No change to the mandate of Council committees is implied by these proposals. The operation of Committees is subject to the review of the Constitution scheduled to be undertaken in November 2014. That said, the relationship between Committees and the officer structure will be better aligned under these proposals.
- 6.2 The Department of Community and Environmental Services will better support the Community Services Committee by bringing together under one Director, Cultural Services, the Fire and Rescue Service and Customers Services, units which are currently the responsibility of three different departments.
- 6.3 The Executive Director Adult Services will be responsible exclusively for adult services, rather than exercising additional responsibilities for cultural services.
- 6.4 The functions which report to Policy and Resources Committee will be the responsibility of the Executive Director Resources, rather than four Heads of service.
- 6.5 These changes are intended to better reflect and support the new Committee structure and in this way strengthen leadership and good governance.

7 Financial Implications

- 7.1 Based on the anticipated grade, the annual cost of the new post of Executive Director of Resources is likely to be between £152,812 and £177,152 including employer's pension contributions and national insurance. However it is for the Personnel Committee to approve the grade. This cost is offset by the deletion of the Head of Customer Services and Communications, a saving of £131,817, giving a net cost of between £20,995 and £45,335.
- 7.2 The Executive Director of Finance will replace the Head of Finance, which is the present holder of the statutory Chief Finance Officer role (section 151 officer). It is anticipated that the grade will remain unchanged so there will be no additional cost.
- 7.3 Establishment of the Director of Resources post will enable further reviews and rationalisation of support services functions, with the aim of achieving further efficiency savings.
- 7.4 Since October 2010, when the present Shared Service-based organisational structure was set up, the number of senior manager posts (Scales P to S, not including the Chief Executive/Managing Director) has reduced from 34 to 30, a reduction of 11.8%. The figure of 30 includes the Director of Public Health,

which is a new responsibility of the Council from 2013, so a like-for-like comparison excluding Public Health would give a present figure of 29, a reduction of 14.7%.

- 7.5 The cost of the senior management structure at these levels will therefore have reduced on a like-for-like basis since 2010 by some £600,000 (costed at the top of respective salary scales). The Director of Public Health post has added £131,800, so that the net reduction is about £470,000.
- 7.6 This reduction in cost at the most senior levels, at a time of increased demand for council services, has enabled us to move resources closer to service delivery.

8 Personnel Implications

- 8.1 These proposals represent a change to the roles and responsibilities of a number of the current senior officer team. If agreed there will be a further review of the management structures below the Director level. If this review results in the redundancy or an increase or decrease in responsibilities of those levels, the Council's employment procedures will take effect and redeployment will be sought where possible.
- 8.2 A period of informal consultation with Chief Officers has been taking place and following the outcome of Full Council, formal consultation can be undertaken including the Trade Unions. The role of Personnel Committee is to confirm the grades of senior posts.
- 8.3 The process for the recruitment of Executive Director of Children's Services and senior team, and for three Assistant Directors in Adult Services, is underway. Appointments to the Executive Directors of Resources, Finance, Community and Environmental Services, and the Director of Public Health, will be made by member panels on a competitive basis, in compliance with the Council's constitutional requirements. At levels below Chief Officer, the Council's normal procedures for organisational adjustments will apply.

9 Next Steps

- 9.1 It is intended to implement the proposals as soon as possible following approval of Full Council and on the completion of the formal consultation process with affected senior officers. Interim arrangements will continue in order to minimise any risk to service delivery.
- 9.2 Functions in the new Directorates will be brought together no later than 01 December under the present management arrangements, in readiness for the new top management team to take up their responsibilities on appointment.
- 9.3 The grades of senior management posts will be confirmed by the Personnel Committee.
- 9.4 Personnel issues will be managed on a phased basis, consulting trade unions and in accordance with the Council's established policies.

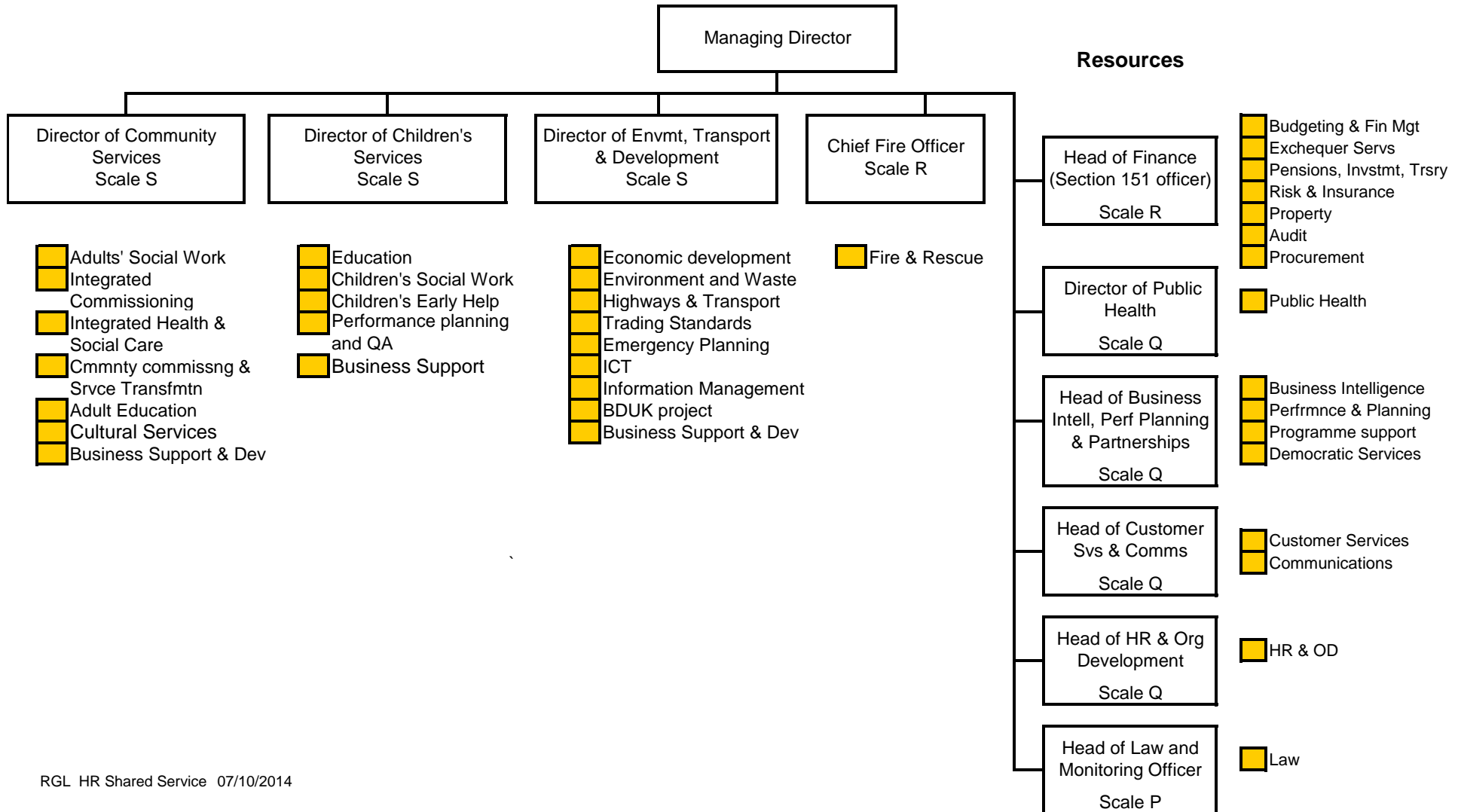
- 9.5 Depending on the progress of recruitment and consultation, the implementation of the senior structure is planned to be completed by 31 March 2015.
- 9.6 These proposals involve changes to the senior staffing arrangements and therefore it is appropriate that they are brought directly to the Full Council without prior consideration by any other forum. Changes to the Council's constitution as a result of this revised senior structure will be brought to Council in due course.

10 Recommendations

- 10.1 Council is asked to:
 - 10.1.1 Approve the proposed management structure
 - 10.1.2 Approve the deletion of the post of Head of Customer Service and Communications.

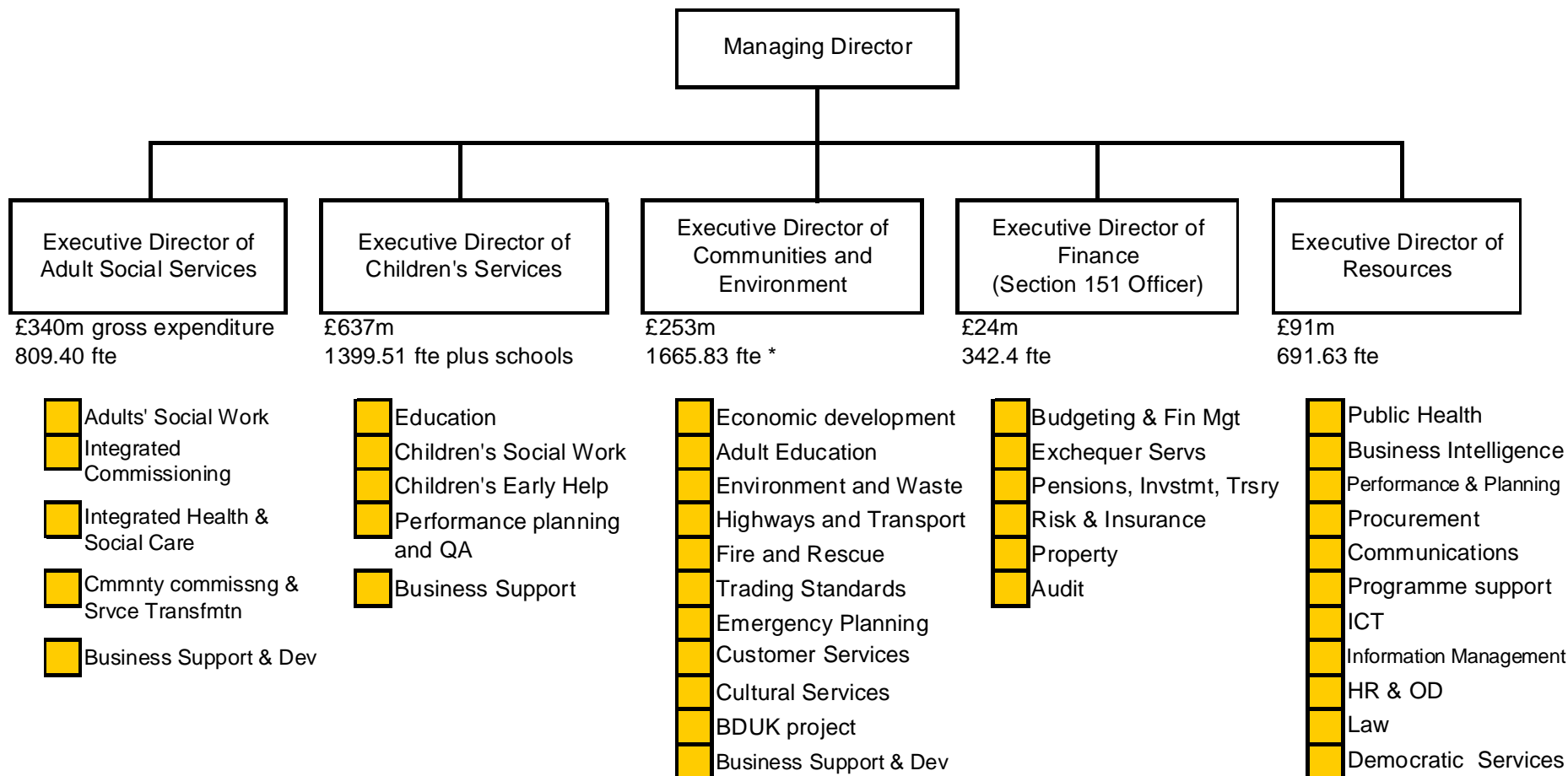
APPENDIX 1

PRESENT SUBSTANTIVE MANAGEMENT STRUCTURE October 2014



APPENDIX 2

PROPOSED MANAGEMENT STRUCTURE



Notes

* Excludes Retained Firefighters.

Fte data other than Fire are actuals on payroll August 2014, excluding casuals and short-term temps.

Fire ftes are taken from Budget Book 2014-17, Staffing Budget, Anticipated March 2015.

RGL HR Shared Service 08/10/2014

Review of Special Responsibility Allowances (SRAs)

Report of the Independent Remuneration Panel

1.0 Introduction

- 1.1 This report presents the recommendations of the Independent Remuneration Panel ("the Panel") to the Council for consideration and approval. The Panel is constituted as follows:

Jonathan Barclay (Chairman)
Richard Curtis
Alan Howard
John Murfitt

- 1.2 The Council is required to make a scheme of allowances for its Members in accordance with the Local Authorities (Members Allowances) (England) Regulations 2003. The process for making and reviewing such a scheme is regulated so that the public can have confidence in the independence and accountability of the process involved. The process requires that the Council must establish a Panel and, before making or amending its scheme of allowances, must have regard to the views of the Panel.
- 1.3 The Council decided in November 2013 that it would move away from a Cabinet system of governance and introduce a committee system. This meant that there were likely to be substantial changes in the roles of its senior members. Subsequently, work was carried out by a cross-party steering group of members to identify a suitable committee system. A proposed model was approved by the Council at a special meeting on 28 April 2014 and was implemented at the Annual General Meeting on 27 May. The Panel carried out a review of the SRAs appropriate for roles within the new governance and made recommendations to Council at its meeting on 27 May. A copy of the relevant minute of the Council meeting is set out below:

10. Review of Special Responsibility Allowance

10.1 The Council received a report about special responsibility allowances that presented the recommendations of the Independent Remuneration Panel for consideration and approval.

10.2 The Chairman moved, seconded by the Vice-Chairman, the recommendations set out in paragraphs 4.3, 5.1 and 6.1 of the report of the Independent Remuneration Panel and to revoke the existing scheme of members' allowances and adopt the revised Scheme of Member Allowances as attached at Appendix 1 of the report of the Independent Remuneration Panel with effect from 27 May 2014.

10.3 Dr Strong moved as an amendment, duly seconded:

“That the Council accept the report of the Independent Remuneration Panel but ask the Independent Remuneration Panel to meet with all Group Leaders at the earliest opportunity to reconsider the report in relation to all its aspects and in particular regarding the new Committee system.”

10.4 On being put to the vote, and on a show of hands, the amendment was **carried** and became the substantive motion.

10.5 Mr Bearman then moved, seconded by Mr Dearnley, the following amendment: “To accept the report of the Independent Remuneration Panel subject to the removal of the qualifying threshold of 9 members for a group leader or deputy leader to receive a SRA. Regardless of the size of the political group extra work is required by the leader in attending additional meetings and responding to requests from the Senior officers of the Council. Thus it should attract an additional allowance over the basic and the table should be amended to include groups with fewer than 9 members at the same rate as 9-20 members.”

10.6 On being put to the vote (and on a show of hands) the amendment was declared **LOST**

10.7 The substantive motion that was on the table was then put to the vote and on a show of hands (with 2 votes against and 2 abstentions) it was carried.

10.8 **RESOLVED**

That the Council accept the report of the Independent Remuneration Panel but ask the Independent Remuneration Panel to meet with all Group Leaders at the earliest opportunity to reconsider the report in relation to all its aspects and in particular regarding the new Committee system.

2.0 Scope of the Review

2.1 In considering Special Responsibility Allowances (SRAs), the Panel had regard to Government Guidance, in particular the following key issues:-

- (i) there must be significant additional responsibilities if an SRA is to be paid;
- (ii) there is no limit on the number of SRAs and a member can receive more than one SRA, although in Norfolk the practice is that a member can hold more than one SRA post but is only paid for one (the highest);

- (iii) if the majority of members receive an SRA the local electorate may question whether this is justified;
 - (iv) not all responsibilities given to particular members may involve significant additional responsibility.
- 2.2 The Panel has also followed the Government Guidance that the first task should be to determine the appropriate SRA for the Leader of the Council and then grade as a percentage of the Leader figure, those posts which are considered to merit the payment of SRAs.
- 3.0 Issues Considered
- 3.1 In carrying out its review the Panel took into account a range of factors. These included:-
 - (i) Review of the existing schedule of SRA payments within the Council's Constitution;
 - (ii) Comparison of the roles of Members as set out in the previous Constitution and in the newly approved Constitution;
 - (iii) The implications of the new system of governance and the new committee structure for the levels of responsibility of Members appointed to senior roles;
 - (iv) Representations of Group Leaders;
 - (v) The implications and consequences for SRAs of the Council's No Overall Control situation.
- 4.0 Meetings with Group Leaders
- 4.1 Further to Council's resolution, all Group Leaders were invited to provide submissions and attend a meeting with the Panel to make representations. 5 of the 6 Group Leaders attended in person or by phone, and a sixth provided a written submission to the Panel. In addition, the Council's then Acting Managing Director, Anne Gibson attended to assist the Panel.
- 5.0 Issues Raised and Response and Recommendations of the Panel
- 5.1 The Panel considered and reflected on the representations made by the Group Leaders. The issues raised and the conclusions and recommendations of the Panel are set out below:-
 - (i). *That SRAs paid to Service Committee Chairmen and Vice-Chairmen be reconsidered and their relative level with regard to the Leader be re-evaluated.*

The Panel agreed that there was no evidence to lead them to change their views as to the appropriateness of the current arrangements for payment of SRAs to Service Committee Chairmen and Vice Chairmen (i.e. £13,186 and £6,593 respectively). The Panel noted a review of the new structures would commence in November 2014 albeit that this had not been scoped yet. The Panel therefore recognised the possibility of needing to review some SRA's after the November governance review.

Whilst the Panel remains open minded to possible changes required in the future, **it was agreed to recommend leaving the current system of SRAs for Service Committee Chairmen and Vice-Chairmen in place until after the next election in 2017.**

- (ii). *The number of Members in a Group (9) to enable an SRA to be paid to a Group Leader, Deputy Group Leader and Group Spokesperson be reconsidered.*

The Panel acknowledged that under the current fragmentation of Political Groups at County Hall the banding system that had been devised created what could be perceived to be a stark dividing line. The Panel modelled at a high level a possible pro-rata system of allowances paid to Political Group Leaders based on a specified amount per member within that Group. The indicative figures made very little difference to the current allocation. This model was based on the current "pot" of SRAs for Group Leaders, however the Panel recognised there were a number of other methodologies that could be applied in order to give different results. It was likely that any methodology would break the logic of tying an allowance to that of the Leader's and potentially raised the issue of what level of "pot" should be established. In conclusion, while recognising and acknowledging the issues raised at this stage, the Panel felt there was no overriding rationale for changing the system of SRAs to Group Leaders. The Panel recognised that a smaller Group may try to cover all areas of Council activity and the Group Leader may have some group management role; however, this was not something that the Panel felt should be reflected with remuneration.

The Panel agreed to recommend no change to the minimum number of Members in a Group (9) to enable an SRA to be paid to Group Leaders, Deputy Group Leaders or Group Spokespersons.

- (iii). *Fostering and Adoption Panels*

The IRP received representations as to the additional responsibilities arising from membership of the above Panels. The IRP accepted the case made as to the additional responsibility for this role and awaited some supporting evidence from the Interim Director of Children's Services to help the Panel set the recommended level of SRA. The Panel felt that councillors undertaking these roles in particular should receive an allowance as the time commitment required of members is

very significant indeed. Panel membership is also associated with other elements which the panel felt should be recognised, not least the requirement to handle a large amount of sensitive information related to individual cases and the consequences for the subjects of these cases of the decisions made. Following consideration of this evidence and additional evidence on comparative figures from other local authorities, **it was agreed to recommend that an SRA be paid at a rate of 10% of the Leaders allowance (£2,638).**

(iv). *Payments to Group Spokespersons*

The Panel had received differing representations. Firstly, that all Spokespersons should be treated equally (i.e. all groups with 9 or more members should receive an SRA). Secondly, it was proposed that the "Opposition" should be entitled to an additional Group Spokesperson on a Committee on which they do not hold the Chairman or Vice-Chairmanship. It was also suggested that there be no SRAs for Group Spokespersons. The Panel concluded that in the current political make of the Council the system commended at the previous meeting and adopted by the Council was fair, but may need reviewing after the next election. **The Panel agreed to recommend no change to the current system of SRAs payable to Group Spokespersons.**

(v). *Health and Wellbeing Board*

The Panel accepted the representations made as to the additional responsibility and equivalence of role of Chairman of the Health and Wellbeing Board to that of the Chairman of Standards Committee/Norfolk Museums Committee and **agreed to recommend that it be paid at a rate of 10% of the Leaders allowance (£2,638).**

(vi). *The Role of other Committees*

The Panel was struck by the very similar representations made by a number of Group Leaders questioning the additional responsibility and appropriateness of paying an SRA to some of the non-service committee chairs. The Panel noted that the change to a committee system had deliberately involved no change with regard to the roles of the other (non-service) committees and in the absence of any evidence that there had been any changes, it was unable to make recommendations but it would be happy to consider this at a future review after the next election if the Council wished it to so do.

6.0 Recommendations

- (i) To approve the recommendations set out in paragraph 5.1 of this report
- (ii) To note that the Panel recognised the possibility of needing to review some SRA's after the November governance review.

Notice of Motions

Notices of the following motions have been given in accordance with Rule 9 of the Council Procedure Rules:-

(i) Proposed by Mr T. FitzPatrick

This Council notes the continued the work of the Broadband, Mobile Phone & DAB Working Group and the recent announcement by Vodafone to offer some solutions to the problems people continue to face with mobile phone coverage.

It also recognises the excellent work of the Digital Divide East Anglia Steering Group, led by George Freeman MP, which made representations to the Minister for the Digital Economy in September.

This Council made bold steps in being among the first to sign the contract with BT and bring super-fast broadband to parts of Norfolk it would not otherwise have reached.

In rural and semi-rural areas across Norfolk, mobile phone coverage remains a challenge not just for members of the public, but people working in services and businesses as well.

Therefore, this Council RESOLVES to:

- write to Norfolk's MPs to urge them to lobby the Government to enact legislation enabling mobile phone users to 'roam' across the signal provided by different mobile network operators.

(ii) Proposed by Mr B. Bearman, seconded by Mr A. Dearnley

This Council agrees not to rule out the possibility of proposing a Council Tax increase in 2015/16 given the continuing and ongoing reduction in central Government funding. We therefore ask officers to work out the financial implications for a Council Tax increase of 1.99%* for both the 2015/16 and future year's budgets. *Assuming this level is below the threshold to trigger an automatic referendum

(iii) Proposed by Mr. J. Dobson, seconded by Mr B. Long

This Council regards as incongruous the fact that in its Waste Site Specification Allocations Development Plan Documents (DPD) the description of the allocation of the WAS 65 (Willows site) still includes provision for the construction of an industrial scale mass-burn incinerator (Energy from Waste plant). In order to discourage would-be developers from pursuing such schemes in the future, this Council instructs officers to process (exceptionally) an amendment to the stated Policy WAS 65 (Willows Site) as follows: (amendment in bold):

"The site is allocated for composting, recycling/processing, anaerobic digestion, thermal treatment and other forms of residual waste treatment **(all excluding incineration with or without energy recovery).**"

Recommendations from the Children's Services Committee Meeting held on 16 September 2014

1 Norfolk County Council Adoption Agency Annual Review

- 1.1 The Committee received a report by the Interim Head of Children's Services setting out the Statement of Purpose. The Statement of Purpose is a public document, approved by the County Council each year before being made available to adoptive families, adopted children, their birth parents and guardians and staff working in the field of adoption. It is also inspected by Ofsted (Office of Standards in Education).
- 1.2 The Committee **RECOMMENDS** approval of the Statement of Purpose (attached at Appendix A).

2 Statement of Purpose of Norfolk's Fostering Services Annual Review.

- 2.1 The Committee received a report by the Interim Director of Children's Services setting out the Statement of Purpose. The Statement of Purpose is a public document, approved by the County Council each year before being made available to foster families, fostered children, their birth parents and guardians and staff working in the field of fostering. It is also inspected by Ofsted (Office of Standards in Education).
- 2.2 The Committee **RECOMMENDS** approval of the Statement of Purpose (attached at Appendix B).

3 Annual Review of Norfolk Residential Service

- 3.1 The Committee received a report by the Interim Director of Children's Services, which provided members with the performance and outcomes achieved by the Norfolk Residential Service.
- 3.2 The Committee **RECOMMENDS** approval of the Statements of Purpose and Functions for all the Local Authority children's homes to comply with the Care Standards Act 2000.

Note by the Head of Democratic Services.

Each unit's Statement of Purpose is available on Members' Insight and hard copies have been placed in the Members' room.

James Joyce
Chairman, Children's Services Committee

Norfolk County Council Adoption Service

Appendix A – Norfolk
Adoption Service Statement of
Purpose 2014/15

Statement of Purpose 2014-15



LOCAL AUTHORITY ADOPTION SERVICE REGULATIONS 2003

CONSIDER Adoption



Foreword from the Interim Children's Services Director, – Sheila Lock

Welcome

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

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

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

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

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

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

A handwritten signature in black ink that reads "S. Lock". The signature is written in a cursive style with a long horizontal stroke at the end.

CONSIDER Adoption

Contents

Foreword from the Interim Children's Services Director, Norfolk County Council –	Page 2
Contents	Page 3
Aims & Objectives of Norfolk Adoption Service	Page 4
Who Are We Looking For?	Page 5
What Skills Do Adopters Need?	Page 5
The procedures for recruiting, preparing, assessing, approving and supporting prospective adopters	Page 6
Flowchart of steps in recruiting, preparing, assessing, approving and supporting prospective adopters	Page 7
Services provided by Norfolk Adoption Service	Page 8
Quality Assurance Mechanisms	Page 9
How to Make a Compliment, Complain or Challenge a Decision	Page 10
Contact Details for OfSTED and the Children's Rights Director	Page 11
Adoption Service Management Arrangements	Page 12
The organisational structure of the adoption service	Page 13
The Structure of Norfolk Adoption Service	Page 14
Synopsis of Norfolk County Council Adoption Agency staff qualifications & experience	Page 15

The Norfolk Children's Services Vision:

'We believe that all children and young people have the right to be healthy, happy and safe; to be loved, valued and respected; and to have high aspirations for their future'

Norfolk's Adoption Service was rated by OfSTED as 'Outstanding' in every category of their most-recent inspection of the service in August 2010

CONSIDER Adoption

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

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



CONSIDER Adoption

Last year we:

- ✓ Completed 69 assessments of prospective adopters – our highest ever
- ✓ Matched 109 local children with adoptive families – again our highest number ever
- ✓ Achieved adoption orders for 85 children
- ✓ Found families for 10 children with complex needs at Adoption Activity Days
- ✓ Continued to run recruitment campaigns at intervals throughout the year using local media. The number of enquiries about adoption rose last year to 424
- ✓ Held an increased number of Information Meetings at monthly intervals for people interested in adoption which have been extremely well attended
- ✓ The new process for assessing adopters introduced in July 2013 is now embedded in our practice and working well Feedback from adopters via online survey was positive.
- ✓ Set up a project to look at the introduction of Concurrency and Foster to Adopt in Norfolk
- ✓ Changed the training we provide for adopters to fit better with the new process, and provided this more frequently at monthly intervals to reduce delay for adopters
- ✓ Completed assessments of applicants within 4 months of commencing their assessment.
- ✓ Proactively matched potential adopters to children at the earliest opportunity
- ✓ Continued to provide high quality adoptive placements for children with as little delay as possible
- ✓ Continuously reviewed our business processes to ensure matches & adoptions are achieved in a timely manner
- ✓ Provided bespoke therapeutic support to children with complex needs
- ✓ 59 families were in receipt of post-adoption support packages
- ✓ 18 families were provided with pre-adoption support out of County financed by Norfolk
- ✓ 253 Adult adoptees received Access to Birth records and Intermediary services

This year we will:

- ✓ Plan and deliver training about adoption for children's social workers
- ✓ Continue to attend and promote regular activity and profiling events for Norfolk children awaiting adoption including the new resource Adoption Link.
- ✓ Develop and implement a training programme for families at the point of placement.
- ✓ Review the support offered to adoptive families via a business process analysis including the preparation and implementation of personal budgets.
- ✓ Launch a group for adopted children
- ✓ Undertake a cost-benefit analysis of inter-agency placements
- ✓ Train adoption workers in Care Assess to understand tracking data and performance information
- ✓ Develop awareness amongst professional partners of concurrency and foster to adopt as placement options in order to ensure that children likely to benefit are identified at the earliest possible stage
- ✓ Recruit a small pool of adopters willing to offer concurrency of foster to adopt
- ✓ Review our recruitment strategy focussing on priority groups

CONSIDER Adoption

Prospective Adopters - Who are we looking for?

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

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



What skills do adopters need?

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

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

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

CONSIDER Adoption

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

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

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

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

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

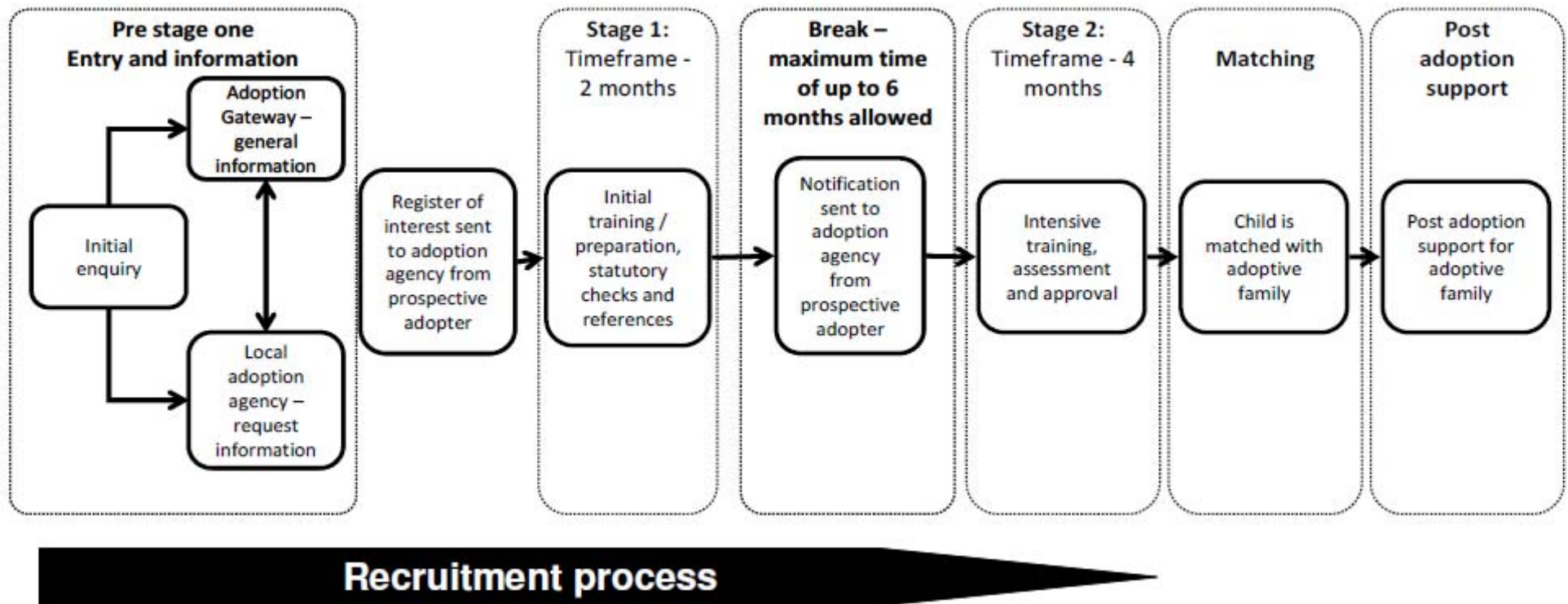
We aim to work in partnership and will seek your views about the assessment process and our relationship with you at regular intervals.



CONSIDER Adoption

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

The Adoption process



CONSIDER Adoption

Services provided by Norfolk Adoption Service

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

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



CONSIDER Adoption

Quality Assurance Mechanisms

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

Internal monitoring is achieved by:

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



We also maintain our quality by:

- ✓ The independent Adoption & Permanence Panels which closely examine the quality of cases referred to Panel, with annual review between the Panel Chair and agency managers and decision-maker
- ✓ Input from specialist external agency staff (e.g. Family Futures) who provide clinical supervision of some aspects of practice and training opportunities
- ✓ Collective scrutiny of regional practice and service delivery through membership of the Eastern Counties Adoption Consortium which includes several other local authority and voluntary adoption agencies
- ✓ Comprehensive, regular inspection by OFSTED which measures the agency's performance against the adoption national minimum standards and regulations.

CONSIDER Adoption

How to Make a Compliment, Complaint or Challenge a Decision

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

The complaints procedure

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

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

The key features of this complaints procedure are:

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

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

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

Compliments and Complaints Manager, FREEPOST IH 2076
Norwich NR1 2BR or at www.norfolk.gov.uk

Challenges to decisions regarding suitability to adopt

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

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

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

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

CONSIDER Adoption



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

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



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

The details are:

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

CONSIDER Adoption

Adoption Service Management Arrangements

The OfSTED named, responsible manager and adoption support services advisor is the Operational Manager (Adoption, Fostering & Residential Care).

Pen picture of Peter Ronan – Adoption, Fostering and Residential Care Operations Manager

- History Honours Degree (University of East Anglia, 1984)
- Diploma in Social Worker (CETSW No 41175, 1993)
- Certificate in Management (NEBS NC970000221711051098, 1998)
- HCPC Council Registered Social Worker (Registration Number SW31989. Renewal Date 13/11/2014)
- Enhanced DBS (formerly CRB) issued 16 March 2013 (001398616817)

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

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

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

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

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

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

CONSIDER Adoption

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

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

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

Norfolk also has service level agreements with Family Futures and Barnardos for the provision of support services for adopted adults, birth family members as well as adoptive families.

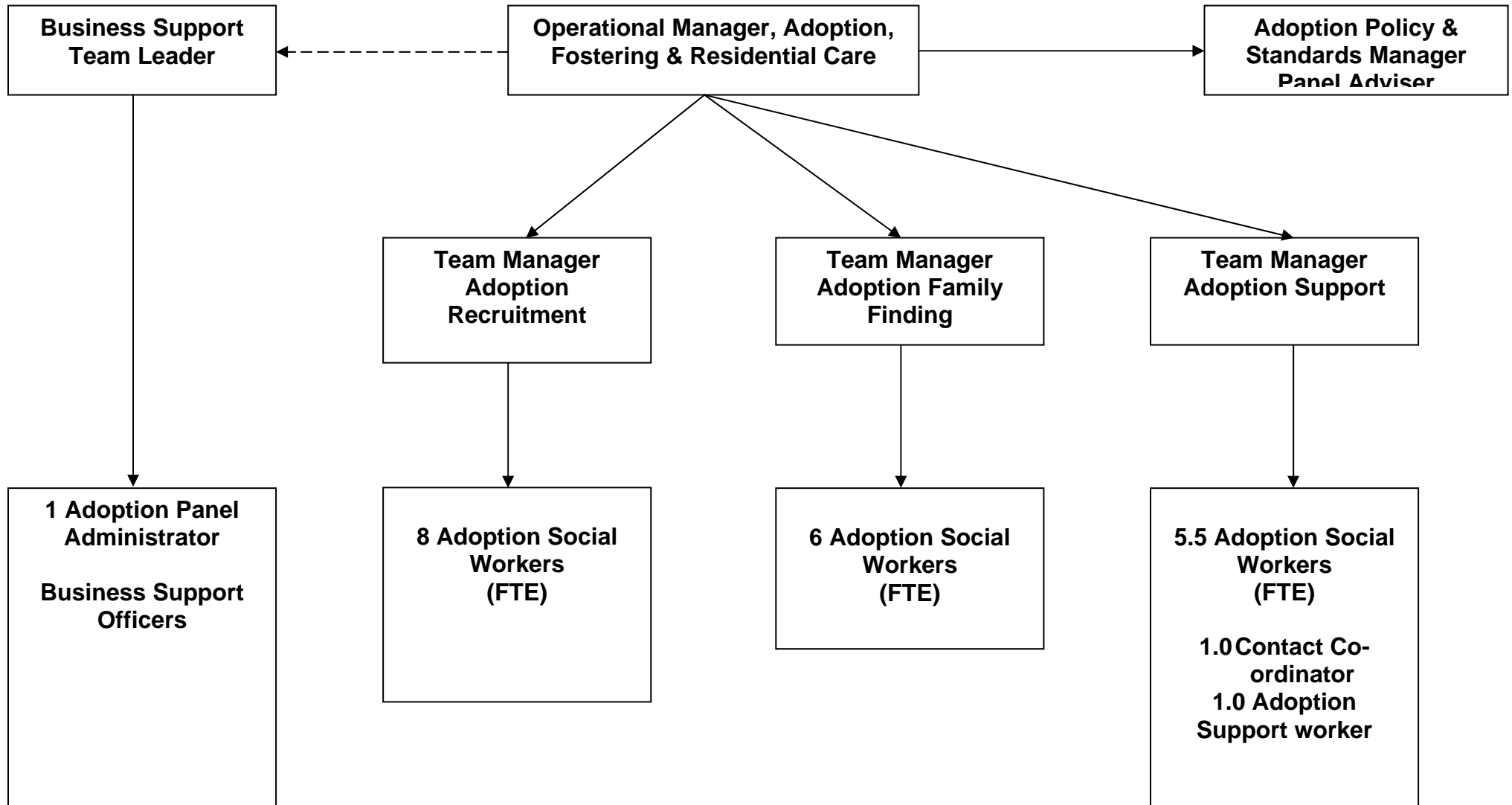
The Adoption Panel, commissioned by the adoption agency, meets once a week to make independent recommendations on the suitability of applicants as adopters and the quality of matches between families and children. The independent chair is a skilled, experienced adoption consultant. The Panel Advisor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

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



CONSIDER Adoption

Diagram 1: The Structure of the Adoption & Family Finding Unit
(from 1 April 2013)



CONSIDER Adoption

Appendix One – Adoption Focussed Staff Employed by Norfolk Adoption Service

POSITION	QUALIFICATIONS	TOTAL SERVICE IN CHILD CARE	EXPERIENCE IN ADOPTION
Social Worker	Diploma of Higher Education in Social Work Studies, Diploma in Social Work, BA (Hons) in Specialist Practice (Children + Families)	14.5 years	2 years
Team Manager, Children's Team	MA DipSW Child Care Award	20 years	11 years
Social Worker	DipSw ; MA in Social Work , PQ Child Care Award BA (Hons)	17 years	13 years
Senior Social Worker	Diploma In Social Work Diploma in Higher Education Degree in Specialist Practice Working with Children and Families Theraplay® Practitioner Level 1 and 2	15 years	9 years
Social Worker	BSc Psychosocial Studies (Hons) MA/DipSW Social worker PQ1. Theraplay Practitioner	15years	12 years
Senior social worker	BA Applied Social Studies; CQSW and PQSW	23 years	13 years
Senior Social Worker	CQSW	9 years	6 years

CONSIDER Adoption

	MPhil Diploma in Therapeutic & Educational Application of The Arts		
Agency Panel Advisor	BA Hons Eng Lit DipSW and MA PQ award	16yrs	16 years
Adoption Support worker	NNEB	26 years	9 years
Team Manager AST	BA (Hons) Philosophy, MA/DipSw, BA Specialist Practice, Theraplay practitioner 1; Cert. in Counselling	15 years	9 years
Social Worker	BSc Psychosocial Sciences MA in Social Work	8 years	2 years
Social Worker	Diploma in Social Work Post Grad Diploma in Play Therapy Introduction to Theraplay Introduction to Filial Therapy	18 years	11 years
Social Worker	BA Hons in social work and welfare studies. Masters degree in social work.	8 years	3.5 years
Social Worker	MSc in Social Work	12 years	4 .5 years
Senior Social worker	B.A Hons M.A. CQSW DASS	24 years	14 years
Senior social worker	NNEB CQSW	23 years	12 years

CONSIDER Adoption

Adoption Support Worker	BA (Hons) Social Studies NVQ 3 Group and Foster Care Associate Theraplay Therapist	18 years	11 years
Social worker	Diploma in Social Work. Foundation in Art Therapy.	18 years	5 years
Social worker	BSC Psychology BA Hons in Social Work	5 years	2 years
Senior Social Worker	DipSW, DipHE, Practice Teaching Award	24 years	7 years
Senior social worker,	MA DipSW DDP1 & 2; NPP 1 & 2; Theraplay 1 Dissociation(RM)	15 years	7 Years
Social Worker	BA (Hons) Psychology MA Social Work	14 years	7 years
Social Worker	BA (Hons) Communication Studies MA in Social Work	9 years.	2 years
Social worker	Dip/S.W. Dip/H.E.	26 years	2 years.
Social Worker	University degree in social work/social pedagogy. Teachers degree Cert. in foundation course in systemic therapy. Cert. in foundation course music therapeutic methods and RA Forest school practitioner level 3	11 years	1.5 years
Social worker	Diploma in Social work/HE PQ in social work	5 years	5 years

CONSIDER Adoption

	BA Specialist practise module- practice education Cert. in counselling skills		
Social Worker	BA Hons in social work	14 years	1 year
Team Manager, Recruitment Team	DipSW; MA Social Worker Child care Award PQ in Advanced practice	20 years	12 years
Social worker	BSc Psychosocial Science MA Social Worker	2.5 years	9 months
Social Worker	BSc (Hons)Psychology MA Social Work ABE; ASI	6 years	1 year

Norfolk County Council Fostering Service

Appendix B – Norfolk Fostering
Service Statement of Purpose
2014/15

Statement of Purpose 2014-15



LOCAL AUTHORITY FOSTERING SERVICE REGULATIONS 2011

My Name is Hope – I Am a Foster Carer



Foreword from the Interim Children's Services Director, – Sheila Lock

Welcome

Foster carers are of critical importance to Norfolk County Council.

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

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

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

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

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

A handwritten signature in black ink, reading 'S. Lock', with a stylized flourish at the end.

Contents

Introduction from the Interim Children’s Director, Norfolk County Council	Page 2
Contents	Page 3
Aims & Objectives of Norfolk Fostering Service	Page 4
Who we are	Page 5
Achievements over the last year and plans for the next 12 months	Page 6
Fostering Service Structure	Page 7
Children with Disabilities Service Structure	Page 8
Types and numbers of foster carers	Page 9
The Fostering Recruitment Team	Page 10
The work of the Fostering Recruitment team	Page 11-12
Fostering Supervision and Support Teams	Page 13
Partnership working	Page 14
Annual foster carers review	Page 14
User Engagement	Page 15
Children with Disabilities Service	Page 16
Learning and Development	Page 17-18
How to Complain or Challenge a Decision	Page 19
Contact details for Ofsted & the Children’s Rights Director	Page 20
Fostering Service Management Arrangements	Page 21
Appendix One - Staffing	Page 22

Aims & Objectives of the Norfolk Fostering Service

Norfolk Children's Services Vision:

'We believe that all children and young people have the right to be healthy, happy and safe; to be loved, valued and respected; and to have high aspirations for their future'

The aims of Norfolk County Council's Fostering Service:

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

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

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

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

The objectives of Norfolk County Council Fostering Service are:

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

My Name is Hope – I Am a Foster Carer

Who Are We?

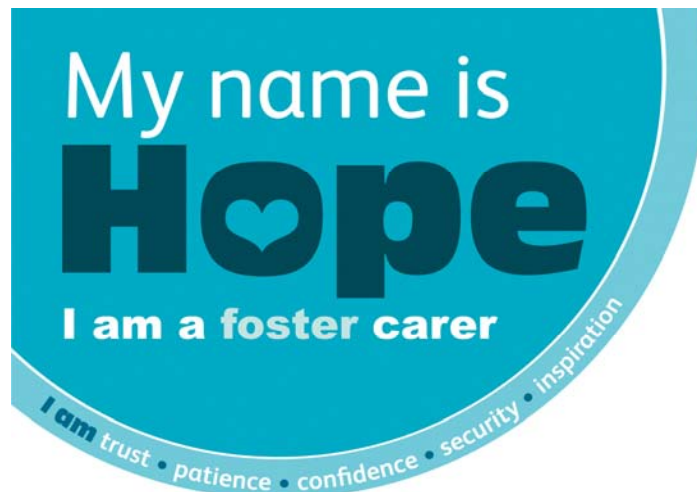
Norfolk Fostering Service comprises 4 teams plus 2 resource centres which offer short-term break to children with a disability:

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

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

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

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



My Name is Hope – I Am a Foster Carer

Achievements in 2013/14 & Plans for 2014/15

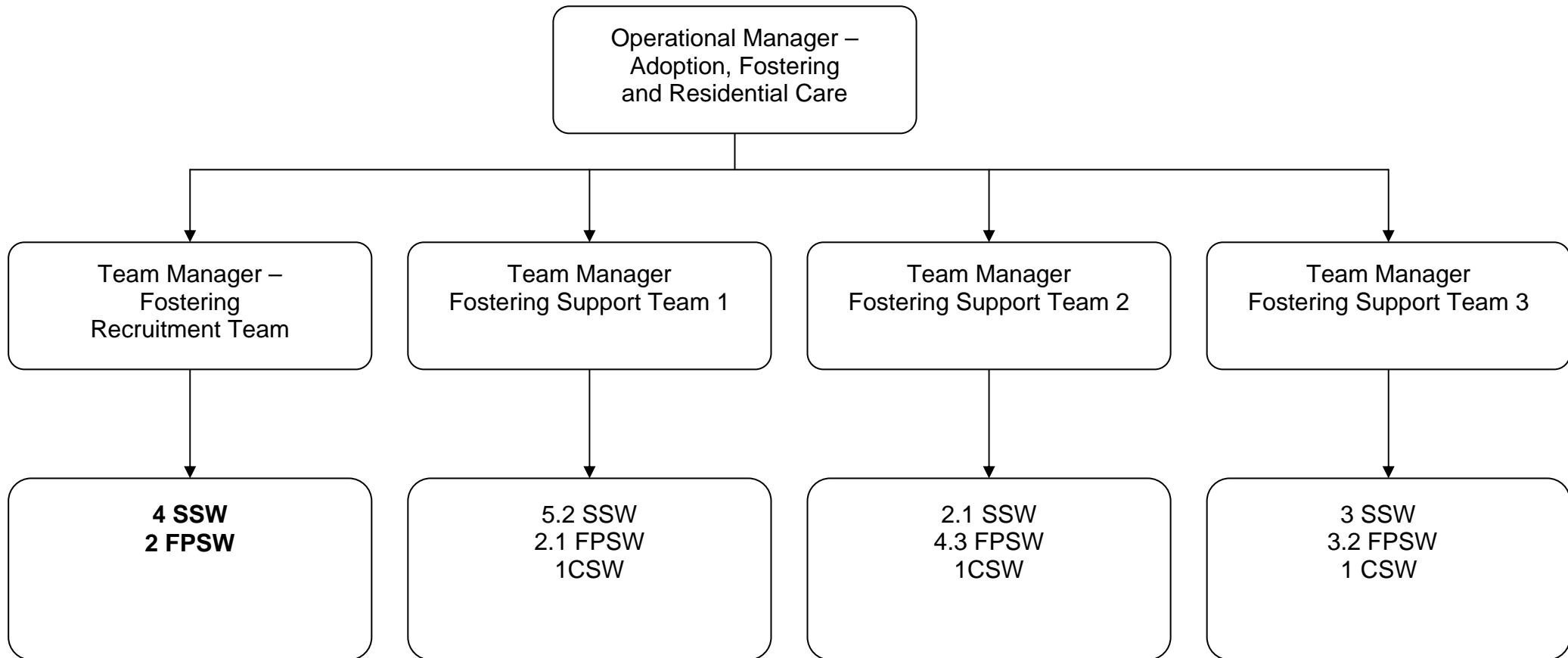
Last year we:

- Consolidated network groups in King's Lynn, Great Yarmouth and Norwich
- Reviewed our accreditation assessment process
- Promoted 2 recruitment campaigns
- Recruited 33 new Task Centered Foster Carers & 11 Family & Friends Foster Carers
- Approved 63 Temporary Foster Carers
- Reviewed & published our children's guides
- Developed a toolkit for the assessment of foster carers' own children
- Established a support group for foster carers' children.
- Reviewed post-18 placement support
- Undertook a systemic audit of files with regard to foster carer supervision
- Develop our cultural offer further with colleagues from museums
- Published a simple card for foster carers to keep by the telephone regarding what to do if a child goes missing from care
- Reviewed the fostering handbook.
- Establish an equal opportunities group led by the Operational Manager – Adoption, Fostering and residential care to include staff, foster carers and panel chair.
- Work with commissioners to ensure sufficiency and value for money of placements.
- Review and business process re-engineer our recruitment

Next year we will:

- Work across children's services to implement the improvement plans and reduce the number of looked after children
- Establish an advisory partnership with our foster carers and chaired by a foster carer
- Form a group of foster carers and key staff to improve team around the child practice.
- Recruit an additional PACE bed
- With Suffolk develop and implement MTF-C programme.
- Continue to gather and implement recommendations from foster carers children's group
- Review and improve the supervision format for foster carers
- Develop our use of electronic tracking/performance system in recruitment (Carefirst)
- Implement Digital Norfolk Ambition within the service
- Further develop our offer to staying put placements
- Work with our foster carers and Norfolk Drug and Alcohol team to develop training for carers
- Develop training in sexual health and teenage pregnancy.
- Work with LAC CAHMS and foster carers to review and revise our attachment training
- Develop restorative approaches training

Norfolk Fostering Service Structure



Glossary to Abbreviations

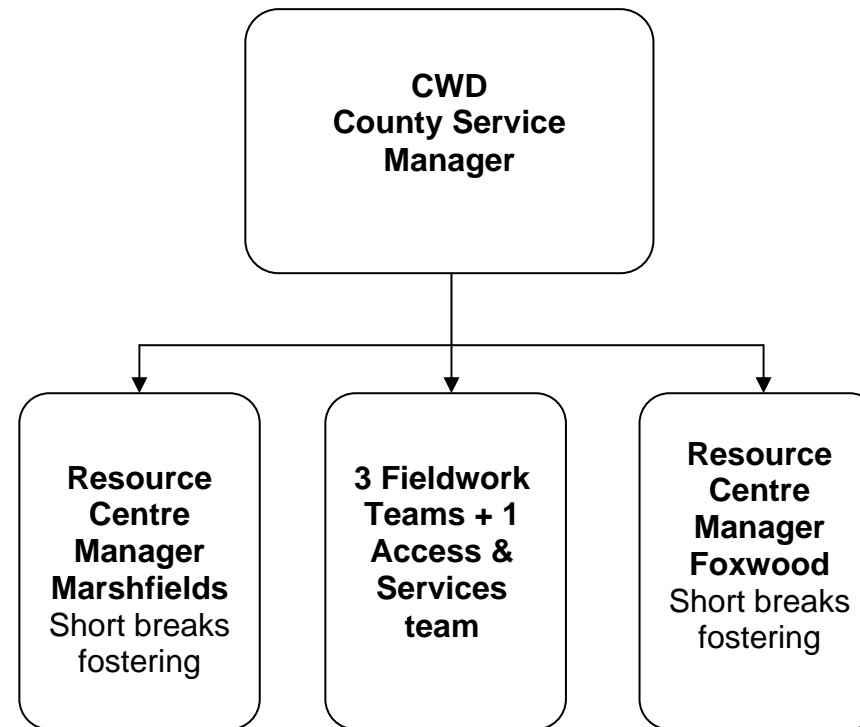
TM : Team Manager

SSW: Senior Social Worker

FPSW: Family Placement Social Worker

CSW: Carer Support Worker

Norfolk Children with Disabilities Service Structure



Types of foster carers, numbers of foster carers and children

Foster Carer Types: who are we looking for?

Foster carers are approved to offer:

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

Numbers of carers:

At 31 March 2014, Norfolk County Council supervised and supported 359 foster carer households.

In the year 2013/2014, Norfolk County Council recruited 44 new foster families, 11 of which were kinship foster carers.

Numbers of Children:

At the end of March 2014, there were 432 children living in Norfolk County Council foster homes. The short term break scheme and short term plus scheme for children with disabilities offered placements to 26 children and young people.



The Fostering Recruitment Team

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

Aims and Objectives

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

- ✓ Introduction of open evenings co-presented by experienced foster carers and social workers.
- ✓ recruiting carers and assessing their suitability to offer fostering placements for children aged 0-18 years and into adulthood
- ✓ Assessing carers who wish to transfer to Norfolk from Independent Fostering Agencies or other local authorities
- ✓ Undertaking kinship care assessments (connected person carer assessments) using BAAF (British association of fostering and adoption) form C
- ✓ Developing and maintaining a diverse and experienced staff team which includes qualified social work practitioners and administrative support
- ✓ Raising awareness of fostering with the general public, conducting specific publicity campaigns and promoting fostering as a rewarding and worthwhile activity
- ✓ Supporting the retention of current carers by including them and their children in the recruitment and training process of applicants to foster
- ✓ Offering consultation to those working with family and friends care.



My Name is Hope – I Am a Foster Carer

Work of the Fostering Recruitment Team

Publicity

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

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

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

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

Recruitment and Assessment

(a) All members of the public who make an initial enquiry can do so by either going on line or by contacting Norfolk County Council Customer Services on 0344 800 8020. Information about Fostering for Norfolk Children's Services can be found on the Norfolk Fostering service web site www.norfolk.gov.uk/fostering. If requested an information pack can be posted.

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

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

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

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

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

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

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

Work of the Fostering Recruitment Team – Continued

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

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

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



Fostering Supervision and Support Teams

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

The teams supervise and support two types of foster carers:

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

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

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

Foster carers and their families receive:

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

Fostering Supervision and Support Teams – Continued

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

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

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

Partnership Working

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

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

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

All carers can access the LAC CAMHS Service (A Primary Mental Health Service for Looked After Children and Adopted Children). This service provides consultation and guidance to foster carers and professionals working with looked after children. Each child's situation will be considered individually and may include therapy for the child, work with the family and consultation to the team around the child.

Annual Foster Carer Review

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

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

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

User Engagement

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

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

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

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



Short Term Break Service

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

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

Carers are recruited to provide:

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

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

Short Breaks Plus Scheme

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

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

Learning & Development

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

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

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

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



Training for foster carers ensures the following:

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

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

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

My Name is Hope – I Am a Foster Carer

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

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

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

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

An NVQ Level 3 qualification is available.



How to Complain or Challenge a Decision

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

The complaints procedure

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

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

The key features of this complaints procedure are:

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

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

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

Compliments and Complaints Manager, FREEPOST IH 2076
Norwich NR1 2BR or at www.norfolk.gov.uk

Challenges to decisions regarding suitability to foster

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

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

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

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

My Name is Hope – I Am a Foster Carer



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

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



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

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

Tel: 0800 528 0731
Web address: rights4me.org

Fostering Service Management Arrangements

The OfSTED named, responsible manager is the Operational Manager-Adoption, Fostering & Residential Care.

Pen picture of Peter Ronan – Adoption, Fostering and Residential Care Operations Manager

- History Honours Degree (University of East Anglia, 1984)
- Diploma in Social Worker (CETSW No 41175, 1993)
- Certificate in Management (NEBS NC970000221711051098, 1998)
- HCPC Council Registered Social Worker (Registration Number SW31989. Renewal Date 13/11/2014)
- Enhanced DBS (formerly CRB) issued 16 March 2013 (001398616817)

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

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

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

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

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

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

My Name is Hope – I Am a Foster Carer

APPENDIX ONE: Staffing

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

Adoption, Fostering and Residential Care Operational Delivery Manager

	Total Experience of Children and Families	Experience of Fostering
Peter Ronan	25	3

County Fostering Recruitment Team

	Total Experience of Children and Families	Experience of Fostering
Team Manager Sheila English Certificate in Social Services, PQ Child Care Award, HCPC-registered Social Worker	41 years	21 years
Family Placement Social Workers CQSW, MA Social Work, PQ Child Care Award, HCPC-registered Senior Social Worker	25 years	5 years
DIP SW, BA Specialist Award Children & Families, PQ Certificate HCPC registered Senior SW	13 years	2yr & 3 mths
BSc (Hons), MA Social Work, DipSW, HCPC-registered Social Worker	11 years	5 years
DipSW, PSCC Inservice London, HCPC-registered Social Worker	29 years	11 years
CQSW, BA Specialist Award Children & Families, HCPC-registered Senior Social Worker	27 years	11 years
DipSW (Germany), MA Social Work, PQ certificate, HCPC-registered Senior Social Worker	16 years	5.5 years
DipSW, Degree in Social Sciences, RSA in Counselling Skills, HCPC registered Senior Social Worker, NNEB in Child Development	15 years	13 years

Fostering Team 1

My Name is Hope – I Am a Foster Carer

	Total Experience of Children and Families	Experience of Fostering
Team Manager Mike Woodward CQSW, Cert. Counselling, HCPC Registered SW	27	23
Family Placement Social Workers BA Classical Studies, MA/Dip SW, Child Care Award (MA Route). GSCC registered SW	12	6
DipSW, Practice Teaching Award, Specialist Award (Hons), HCPC Registered SW	22	7
DipSW, PQ1, HCPC registered SW	26	20
CSS. PQ, HCPC registered SW	33	9
BA Hons (First Class) History, MA/DipSW (Distinction), HCPC registered SW	12	6
Dip SW & HE Cert, Cert. Residential Care of Children and Young People, HCPC registered SW	17	11
HNC, DipSW, PQ1. HCPC registered SW	17	7
BA Hons Drama & English Literature, MA in Social Work, HCPC registered SW	9	4
BA Hons Theology, MA/DipSW, HCPC registered SW	6	5
Carer Support Worker NVQ Level 3 – Business Studies	2	2

My Name is Hope – I Am a Foster Carer

Fostering Team 2

Team Manager Suzy Holman, BA (Hons), CQSW, MA Social Work, Practice Teacher Certificate, Counselling cert, HCPC registered SW	26	14
Family Placement Social Workers DipSW, PQ (1), HCPC registered SW	12	8
Dip Sw, PQ, RGN, Management cert, HCPC registered SW	20	0
Dip SW, HCPC registered SW	26	8
DipSW, HCPC registered SW	23	13
DipSW, Montessori Teaching Cert. HCPC registered SW	22	8
Dip SW HCPC registered SW	13	7
BA Hons in Social work, HCPC registered SW	15	5
BA Hons in Social work, PQ, HCPC registered SW	24	5
Carer Support Worker BA English lit, Post graduate cert	5	5

Fostering Team 3

	Total Experience of Children & Families	Experience of Fostering
Team Manager Martyn Lovett NEBS Management Certificate, DipSW, HCPC registered SW	30 Years	3 Years

My Name is Hope – I Am a Foster Carer

Senior Social Worker CSS, HCPC registered SW CSS, HCPC registered SW CSS, HCPC registered SW	24 Years 32 Years 21 Years	7 Years 23 Years 11 Years
Family Placement Social Workers		
MA in Social Work, HCPC registered SW	4 Years	2 Year
MA in Social Work, HCPC registered SW	7 Years	18 Months
MA in Social Work, HCPC registered SW	2 Year	2 Year
MA in Social Work, HCPC registered SW	7 Years	5 Years

Recommendations from the Communities Committee Meeting held on 17 September 2014

- 1 **Environment, Transport and Development Enforcement Policy**
- 1.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the Enforcement Policy. The Policy provides a framework to describe the approach to ensure that we work in an equitable, practical and consistent manner in the way essential regulatory activities and law enforcement are delivered. Government changes mean that some minor amendments need to be made to the Policy, mostly related to some requirements emerging from a new Regulators' Code.
- 1.2 The Enforcement Policy is part of the Council's Policy Framework and as such, any changes can only be made with the approval of the Full Council. It is therefore **RECOMMENDED** that Council approves the proposed revised Enforcement Policy as set out in Appendix A, subject to the note below.

Note by Head of Democratic Services

In discussing the proposed revised Enforcement Policy the Committee agreed to refer Appendices 1 and 2 of the Policy to the EDT Committee for consideration and separate recommendation to Council, as the contents of those appendices fall within that Committee's remit (see separate recommendation from the EDT Committee on page 114 of this agenda).

Paul Smyth
Chairman, Communities Committee



Enforcement Policy

Environment, Transport and Development



If you need this letter in large print, audio, Braille, alternative format or in a different language please contact Trading Standards on 0344 800 8020 or email trading.standards@norfolk.gov.uk and we will do our best to help

August 2014 V2

Contents	Page
Introduction	3
Principles of Inspection & Enforcement	4 - 6
Compliance with Home Authority and Primary Authority Principles	7
Enforcement Actions	7 - 12
Complaints, Compliments and Comments	13
Conflict of Interest in Enforcement Matters	13
Where to get further information	13
Appendices	
Appendix 1 – Local Monitoring and Enforcement Code	
Appendix 2 – Flood and Water Management Enforcement Protocol	

1 Introduction

- 1.1 This document applies to the enforcement activities carried out by the Environment, Transport and Development (ETD) Directorate of Norfolk County Council; including Trading Standards, Highways and Planning Services. The policy does not cover activities undertaken within the Norfolk Fire and Rescue Service, or other regulatory functions outside ETD.
- 1.2 Where appropriate additional enforcement protocols may be developed to support this policy, for example where there are specific provisions or national requirements regarding a particular enforcement process. Such protocols will be appended to this policy as required.
- 1.3 This Policy has been developed in conjunction with a range of stakeholders, including business representatives, and approved by Council members as part of the Council's policy framework. Further details of how we engage with stakeholders to develop our services are available via published service standards.
- 1.4 The purpose of our enforcement policy is to provide a framework to make sure that we work in an equitable, practical and consistent manner. Norfolk County Council is committed to the principles of good enforcement, as set out in the Legislative and Regulatory Reform Act 2006, and we have had regard to the associated [Regulators' Code](#) (the Code) in the preparation of this policy. In certain instances we may conclude that a provision in the Code is either not relevant or is outweighed by another provision. We will ensure that any decision to depart from the Code will be properly reasoned, based on material evidence and documented.
- 1.5 Compliance with this policy will ensure that we will strive to be fair, impartial, independent and objective. The Council is committed to ensuring that the decisions we take and the services we deliver take proper account of equality issues and where necessary, put actions in place to address any barriers faced by protected groups. More details of equality and strong communities are available [here](#).
- 1.6 Within the context of this Policy, 'enforcement' includes action carried out in the exercise of, or against the background of, statutory enforcement powers. This is not limited to formal enforcement action, such as prosecution or issue of notices, and so includes inspection to check compliance with legal or other requirements and the provision of advice to aid compliance.
- 1.7 For the purposes of this document 'formal action' means: Prosecution, Simple Caution, Enforcement Order, Issue of Notices, Seizure, Suspension, Forfeiture, Revocation/Suspension of a licence, registration or approval, Works in Default or any other criminal or civil/injunctive proceedings, applied either separately or in any other combination.

2 Principles of Inspection & Enforcement

2.1 Proportionality

- 2.1.1 We are committed to avoiding the imposition of unnecessary regulatory burdens and will endeavour to minimise the cost of compliance for business by ensuring that any action taken, or advice offered, is proportionate to the seriousness of the breach, as well as the risk to people, property, the community or the environment. In doing so we will choose approaches that are based on relevant factors including, for example, business size and capacity.
- 2.1.2 Inspection visits will usually be carried out on an unannounced basis, particularly where previous visits or intelligence suggest that serious non-compliances have occurred. However, visits will occasionally be arranged in advance for certain situations, for example where inspection controls take the form of a focused audit, or where a particular business operator/representative needs to be present. In such cases prior notification will be provided, but kept to a minimum. All establishments may also be subject to ad hoc visits, which will usually be unannounced.
- 2.1.3 As far as the law allows, we will take account of the circumstances of the case and attitude of the people involved when considering action. We will take particular care to work with businesses and individuals so that, where practicable, they can meet their legal obligations without unnecessary expense to support and enable economic growth.
- 2.1.4 The most serious formal action, including prosecution, will be reserved for serious breaches of the law.

2.2 Accountability

- 2.2.1 We will actively work with businesses and individuals to advise and to assist with compliance and requests for help. Contact points and telephone numbers will be provided for business and public use.
- 2.2.2 We will aim to carry out visits and inspections at a reasonable time and where appropriate to do so. Our staff will show their identification (and authority if requested) at the outset of every visit and explain the reason for the visit, unless the nature of any investigation requires otherwise.
- 2.2.3 Out of hours contact for services will be provided where there is a need for an immediate response/risk to public health, safety or damage to property, infrastructure or the environment.
- 2.2.4 The whole range of enforcement activities will be dealt with as promptly and efficiently as possible in order to minimise time delays.
- 2.2.5 Where appropriate feedback questionnaires will be used to gather and act upon information about the services we provide.
- 2.2.6 We will include information to highlight new legal requirements on our website, with letters sent after an inspection or visit; and in direct mailings to help keep businesses up to date.

2.3 Consistency

- 2.3.1 All officers are required to act in accordance with this enforcement policy and our published service standards.
- 2.3.2 We will carry out our enforcement and advisory functions in an equitable, practical and consistent manner. We will adopt and adhere to relevant policy and guidance and will ensure that our officers are suitably trained, qualified and authorised to undertake their enforcement duties, and understand the principles of good regulation.
- 2.3.3 Where appropriate we will publish clear service standards providing information on:
- a) How we communicate with those we regulate and how we can be contacted
 - b) Our approach to providing information, guidance and advice
 - c) Our risk assessment methodology used to determine inspection activity, clearly setting out what can be expected from us at the time of visit
 - d) Our fees and charges; and
 - e) How to comment or complain about the service provided and the routes to appeal
- 2.3.4 We will also publish, on a regular basis, details of our performance against our published service standards, including feedback received from customer satisfaction surveys, and data relating to complaints about us and appeals against our decisions.

2.4 Transparency

- 2.4.1 In most circumstances we will seek to ensure that people affected by formal action are informed of what is planned, and allow for discussion and time to respond before the action is taken. We will also give them a named officer's contact details. These arrangements must have regard to legal constraints and requirements.
- 2.4.2 When a notice is served it will say what needs to be done, why, and by when, and that in the officer's opinion a breach of the law has been committed and why the notice is necessary. We will also make a clear distinction between legal requirements and recommended works.
- 2.4.3 As part of our commitment to equality we:
- Use INTRAN, the Interpretation and Translation Agency for the Public Services of Norfolk covering telephone interpreting, face to face interpreting, sign language and lip speaking service.
 - Will communicate in a clear, accessible, concise, format using media appropriate to the target audience, in plain language. Where businesses or the public do not have English as a first language we offer translations of correspondence on request via INTRAN.
- 2.4.4 Where businesses or individuals have acted against the law we may use publicity in order to raise awareness, to increase compliance and to improve monitoring of trade practices.
- 2.4.5 We may also publish the results of court proceedings and certain undertakings. The publicity generated by prosecutions and other

enforcement action acts as a deterrent to others. It also reassures the general public that we take a serious view of such behaviour.

2.4.6 In reaching a decision as to whether to publish such information, we will consider the following factors:

- The specific details of the offence committed or detrimental activity.
- The public interest in disclosing personal information e.g. the deterrent effect of the publication.
- Whether the publication would be proportionate.
- The personal circumstances of the offender.
- Community Cohesion

2.4.7 An example of the current published enforcement action is via the [Trading Standards web pages](#).

2.5 Targeted (Intelligence and Risk Led Enforcement)

2.5.1 Enforcement will be primarily targeted towards those situations that give rise to the most serious risks, and against deliberate/organised crime. Other factors will also determine our enforcement priorities, including Government targets and priorities, new legislation, national campaigns and public concerns.

2.5.2 By having a coherent and robust intelligence system, effective strategies can be formed to enable and co-ordinate solutions to particular problems. This enables the identification of new, current and emerging issues, allowing provision of strategic and tactical direction on how the issues can best be tackled.

2.6 Supporting the local economy

2.6.1 We recognise that a key element of our activity will be to facilitate and encourage economic progress against a background of protection.

2.6.2 Wherever possible, we will work in partnership with businesses and individuals, and with parish councils, voluntary and community organisations, to assist them with meeting their legal obligations without unnecessary expense.

2.7 Reducing enforcement burdens

2.7.1 If there is a shared enforcement role with other agencies, e.g. the Police, we will consider co-ordinating with these agencies to minimise unnecessary overlaps or time delays and to maximise our overall effectiveness. We will also liaise with the other regulators to ensure that any proceedings instituted are for the most appropriate offence.

2.7.2 We will follow the principle of “collect once, use many times” and share information that we collect with other local authority regulatory services to minimise business impact.

2.7.3 Partner enforcement agencies routinely exchange information and in doing so we will ensure we follow the requirements of the Data Protection Act 1998 and other relevant legislation.

3 Compliance with Home Authority and Primary Authority Principles

- 3.1** The Home Authority Principle means that Norfolk based businesses, where they trade or provide services that impact beyond Norfolk, are able to get advice and support from us on matters such as legal requirements and changes to the law. This usually takes the form of a semi-formal relationship. In Norfolk, we support the Home Authority Principle, which has been developed to promote good enforcement practice and reduce burdens on business. The primary objective is to create a partnership, which will provide positive benefits to both parties.
- 3.2** We will therefore:
- provide businesses for whom we are the 'home authority' with appropriate guidance and advice
 - maintain records of our contacts with 'home authority' businesses to reduce the amount of information they have to provide to us
 - support efficient liaison between local authorities
 - provide a system for the resolution of problems and disputes
- 3.3** In April 2009, the Regulatory and Enforcement Sanctions Act 2008 introduced the Primary Authority Principle – in contrast to the Home Authority Principle, this is a formal relationship.
- 3.4** A Primary Authority is a local authority registered by the Better Regulation Delivery Office (BRDO) as having responsibility for giving advice and guidance to a particular business or organisation that is subject to regulation by more than one local authority. We will give due consideration to any business, based in Norfolk, who wishes to enter into such an arrangement.
- 3.5** If a business has a Primary Authority (also, if appropriate, a Lead or Home Authority or informal Lead or Home Authority), we will contact the Primary/Home Authority before enforcement action is taken where required to do so, unless immediate action is required because of imminent danger to health, safety or the environment.

4 Enforcement Actions

- 4.1** In deciding what enforcement action to take, we will have regard to the following aims:
- to change the behaviour of the offender
 - to eliminate financial gain or benefit from non-compliance
 - to be responsive and consider what is the most appropriate sanction for the particular offender and the regulatory issue concerned
 - to be proportionate to the nature of the offence and the harm/potential harm caused
 - to repair the harm caused by the regulatory non-compliance where appropriate
 - to deter future non-compliance
- 4.2** Nothing in this policy shall be taken to compel the Council to take enforcement action. In certain instances Norfolk County Council may

conclude that an enforcement response is not appropriate given the circumstances. Any decision to deploy enforcement powers will be taken in the context of operational priorities and this policy.

- 4.3** Any decision to undertake formal enforcement action will be taken in the context of operational priorities, this policy and the [Council Constitution and scheme of delegations](#). Such decisions will include the use of risk based approaches and intelligence in determining the nature of any response, as well as being subject to ongoing monitoring and review.
- 4.4** Where a right of appeal against a formal action exists other than through the courts, advice on the appeal mechanism will be clearly set out in writing at the time the action is taken.
- 4.5** Where more formal enforcement action, such as a simple caution or prosecution, is taken, Norfolk County Council recognises that there is likely to be an ongoing need for compliance advice and support, to prevent further breaches.

4.6 Immediate Formal Action

4.6.1 Whilst recognising that most people want to comply with legal requirements, we also recognise that some will operate outside the law (both intentionally and unintentionally). A staged approach to enforcement will therefore be adopted, with advice and informal action fully explored to resolve the matter in the first instance. However the Council will consider taking immediate formal action for the most serious breaches, which may include any of the following circumstances:

- Where there is a significant risk to public health, safety or wellbeing, or damage to property, infrastructure or the environment.
- Fraud or deceptive/misleading practices that affect the collective interests of Norfolk based businesses or consumers.
- For matters where there has been recklessness or negligence.
- A deliberate or persistent failure to comply with advice, warnings or legal requirements.
- Any act likely to affect animal health or welfare, disease prevention measures, or the integrity of the food chain.
- Obstruction or assault (including verbal assault) of an officer in the execution of their duties.

4.7 Advice, Guidance and Support

- 4.7.1** Norfolk County Council is committed to using advice, guidance and support as a first response to the majority of breaches of legislation that are identified.
- 4.7.2** Any initial requests for advice from individuals or businesses on non-compliance will not in themselves directly trigger enforcement action. We will seek to assist in rectifying such breaches as quickly and efficiently as possible, where there is a clear willingness to resolve the matter, thus avoiding the need for further enforcement action.

- 4.7.3 Any correspondence will clearly differentiate between legal requirements and good practice, and indicate the regulations contravened and the measures which will enable compliance.
- 4.7.4 Follow up checks will be carried out on a risk and intelligence-led basis and where a similar breach is identified in the future, previous advice will be taken into account in considering the most appropriate enforcement action to take on that occasion.

4.8 Verbal or written warning

- 4.8.1 Compliance advice is sometimes provided in the form of a verbal or written warning. In doing so we will clearly explain what should be done to rectify the problem and to prevent re-occurrence.
- 4.8.2 Warnings cannot be cited in court as a previous conviction, but may be presented in evidence.

4.9 Statutory (Legal) Notices

- 4.9.1 Statutory Notices are used as appropriate in accordance with relevant legislation. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/ or, where appropriate, the carrying out of work in default.
- 4.9.2 A statutory notice will clearly set out actions which must be taken and the timescale within which they must be taken. It is likely to require that any breach is rectified and/or prevented from recurring. It may also prohibit specified activities until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Where a statutory notice is issued, an explanation of the appeals process for such notices will be provided to the recipient.

4.10 Fixed Penalty Notices (FPNs)

- 4.10.1 Fixed Penalty Notices may be issued where there is a specific power or delegated authority to do so and under the following circumstances:
- To provide an effective and visible way to respond to less serious crimes without going to court
 - As a response to genuine problems or as part of a wider enforcement strategy
 - Where there is enough evidence to progress with a prosecution or alternative action if nonpayment of a fixed penalty notice follows
- 4.10.2 Any FPN issued that results in the offender not discharging their liability will automatically be considered for alternative enforcement action under this policy (including prosecution of the initial offence). Where prosecution is brought; an assessment will be made for other offences that may also have been committed in order that those charges may be considered at the same time.

4.11 Licences, registrations and approvals

- 4.11.1 Norfolk County Council has a role to play in ensuring that appropriate standards are met in relation to licences, registrations and approvals.

We may seek to review, temporarily remove or revoke any licence, registration or approval if we are made aware that actions have been carried out which undermine scheme objectives and/or would be unlawful. This includes those issued by other agencies.

4.12 Seizure

4.12.1 Some legislation permits our Officers to seize goods and documents that may be required as evidence.

4.12.2 When we seize goods, we will give an appropriate receipt to the person from whom they are taken. On some occasions we may also ask a person to voluntarily surrender and transfer ownership of illegal goods to Norfolk County Council.

4.13 Forfeiture

4.13.1 Where an accused has not agreed to voluntarily surrender any infringing goods then, on successful conclusion of legal proceedings, forfeiture may be applied for. This does not preclude the Council from taking forfeiture proceedings in their own right in appropriate circumstances.

4.14 Injunctive Actions, Enforcement Orders etc

4.14.1 We will consider formal civil enforcement action in pursuance of breaches of law which have a detrimental impact on the collective interests of consumers or businesses.

4.14.2 When considering formal civil enforcement action, an officer will, where appropriate, first discuss the circumstances with those suspected of a breach and, through consultation, attempt to resolve any issues. Alternatively we will look to redress detrimental practices via a range of enforcement actions. These include the following:

- informal undertakings
- formal undertakings
- interim orders
- court orders
- contempt proceedings

4.14.3 We may ask the Court to consider other remedies as part of any proceedings, including compensation for victims.

4.15 Alternative Sanctions

4.15.1 The Council will consider alternative sanctions where these are legally available and it is appropriate to do so. This includes anti-social behaviour or equivalent crime prevention orders to disrupt and/or prevent activities that may contribute to crime or disorder.

4.16 Taking animals into possession/banning orders

4.16.1 Under the Animal Welfare Act 2006, if a veterinary surgeon certifies that 'protected animals' are suffering or are likely to suffer if their circumstances do not change, we will consider taking them into possession and applying for Orders for re-imbursement of expenses

incurred and subsequent disposal. In some circumstances we will also consider applying to the Court to ban a person(s) from keeping animals.

4.17 Simple Cautions

4.17.1 In certain cases a simple caution may be offered as an alternative to a prosecution. The purpose of a simple caution is to deal quickly with less serious offences, to divert less serious offences away from the Courts, and to reduce the chances of repeat offences.

4.17.2 Officers will comply with the provisions of relevant Home Office Circulars. The following conditions must be fulfilled before a caution is administered:

- The offender has made a clear and reliable admission
- There is a realistic prospect of conviction
- It is in the public interest to offer a simple caution; and
- The offender is 18 years or more at the time that the caution is to be administered

4.17.3 A simple caution will appear on the offender's criminal record. It is likely to influence how Norfolk County Council and others deal with any similar breaches in the future, and may be cited in court if the offender is subsequently prosecuted for a similar offence. If a simple caution is issued to an individual (rather than a corporation) it may have consequences if that individual seeks certain types of employment.

4.17.4 Simple cautions will be issued with regard to Home Office Circular 016/2008 and other relevant guidance.

4.18 Prosecution

4.18.1 Norfolk County Council may prosecute in respect of serious or recurrent breaches, or where other enforcement actions, such as statutory notices have failed to secure compliance. When deciding whether to prosecute Norfolk County Council has regard to the provisions of [The Code for Crown Prosecutors](#) (CCP).

4.18.2 The Council recognises that the decision to prosecute is significant and could have far reaching consequences on the offender. Prosecution will only be considered where the Council is satisfied that it has sufficient evidence to provide a realistic prospect of conviction.

4.18.3 Officers will also consider whether or not a prosecution is appropriate by consideration of the factors contained in paragraph 4.6.1 of this policy.

4.18.4 A successful prosecution will result in a criminal record. The court may impose a fine and, for particularly serious breaches, a prison sentence. The court may order the forfeiture and disposal of non-compliant goods and/or the confiscation of assets. Prosecution may also lead, in some circumstances, to the disqualification of individuals from acting as company directors.

4.18.5 Where it is necessary to carry out a full investigation, the case will be progressed without undue delay. All investigations into alleged breaches of legislation will be conducted in compliance with statutory powers, time

limits and all other relevant legislation (and relevant Codes of Practice), including the requirements of:

- Police and Criminal Evidence Act (PACE)
- Criminal Procedure and Investigations Act (CPIA)
- Regulation of Investigatory Powers Act (RIPA)
- the Criminal Justice and Police Act
- Human Rights Act (HRA)

4.18.6 As part of any criminal investigation process, persons suspected of breaching legal requirements will, wherever possible,

- be formally interviewed in accordance with PACE
- be given the opportunity to demonstrate a statutory defence
- have the opportunity to give an explanation or make any additional comments about the alleged breach
- be offered translation services where English is not the first language

4.18.7 Before a decision to prosecute is taken, the alleged offence(s) will be fully investigated, a report compiled by the Investigating Officer and the file independently reviewed by a Senior Manager. We will take into account the views of any victim, injured party or relevant person to establish the nature and extent of any harm or loss, including potential harm and loss, and its significance in making the decision.

4.18.8 Some of our Officers have a wide variety of powers which include the power to enter premises and inspect goods, to require the production of books, documents or records and, when necessary, the power to seize and detain such goods, books and documents that they believe may be required as evidence.

4.18.9 Officers may also take with them such other persons and equipment as may be necessary as part of their investigations, or when exercising their powers. This may include Police Officers where there is the possibility of an arrest. In certain cases, officers may exercise an entry warrant issued by a Magistrate in order to gain access to premises.

4.19 Proceeds of Crime Actions

4.19.1 Where appropriate, we will seek to recover the benefit that the offender has obtained from their criminal conduct through financial investigation.

4.19.2 Financial investigations will be undertaken in accordance with the Proceeds of Crime Act. Such investigations may include applications to the Court requiring financial information to be provided (production orders) or in serious cases applications to freeze and/or confiscate criminal assets (restraint and confiscation orders). Proceedings are conducted according to the civil standard of proof; applications to the Court for confiscation will be made after a conviction has been secured.

4.20 Directors

4.20.1 On the conviction of a Director connected with the management of a company the prosecutor will, in appropriate cases, draw to the Court's attention their powers to make a Disqualification Order under the Company Directors Disqualification Act 1986.

5 Complaints, Compliments and Comments

- 5.1** If you are unhappy with the service you have received, or we have failed to live up to our promises, managers are always willing to discuss with you the cause of your dissatisfaction, and will try to find a solution.
- 5.2** If you wish to make a complaint or send us a compliment or comment about our service please use our online procedure by going to:
www.norfolk.gov.uk/complaints
- 5.3** If you are still not satisfied, and feel you have been caused injustice, our complaints process explains how the matter will be escalated, including how to complain to the Local Government Ombudsman.
- 5.4** If you wish to appeal against any enforcement action taken or have any other comments about this policy, you should write to the Assistant Director - Environment & Public Protection, at the address shown at the bottom of this page.

6 Conflict of Interest in Enforcement Matters

- 6.1** Where a breach is detected in which the enforcing authority is itself the responsible operator, for example operating as a food business, the following protocol will be followed:
- (a) Where a breach of law is sufficiently serious to warrant more than the provision of advice, information, assistance or a written warning, or where the response to remedy the breach is considered insufficient, an authorised officer from another authority within Norfolk will be requested to assist in the decision making process as to the action required. The Managing Director of Norfolk County Council and the Head of Law will be informed of serious breaches without delay.
 - (b) The additional officer's role is to assist and challenge the decision making process to ensure that appropriate, proportionate and consistent action is taken to remedy the breach, prevent re-occurrence and to minimise the risk of 'conflict of interest' for the enforcing authority. An auditable record of the additional officer's involvement will also be kept.

7 Where to get further information

- 7.1** Copies of this document and other advisory leaflets are available from:

Norfolk County Council
Environment & Public Protection Group
Environment, Transport and Development
County Hall
Martineau Lane
Norwich
NR1 2UD

- 7.2** We will make this policy available on tape, in Braille, large type, or in another language on request.



LOCAL MONITORING AND ENFORCEMENT PROTOCOL

**For the Extraction and Processing of
Minerals, Waste Management Facilities and
for County Council Development under
Regulation 3 of the Town and Country
Planning General Regulations 1992**

in

Norfolk

Reviewed: July 2014

CONTENTS

1.0	BACKGROUND.....	3
2.0	GENERAL STATEMENT.....	4
3.0	MONITORING INSPECTIONS.....	5
4.0	INVESTIGATION AND ENFORCEMENT.....	6
5.0	THE RELEVANT ENFORCEMENT AUTHORITY.....	7
6.0	GENERAL GUIDANCE.....	8
7.0	INVESTIGATION PRIORITIES.....	12
8.0	PROSECUTIONS.....	15
9.0	MONITORING OF REGULATION 3 DEVELOPMENT.....	16
10.0	MEMBER PROTOCOL.....	17

1.0 BACKGROUND

- 1.1 This document provides supplemental guidance to the County Council's Environment, Transport and Development policy on enforcement and is provided in the context of specific requirements arising from planning legislation and the National Planning Policy Framework (NPPF).
- 1.2 The new National Planning Policy Framework, March 2012 (NPPF) replaces previous Planning Guidance from Central Government, including PPG18 on Planning Enforcement. Paragraph 207 of the NPPF states, 'Effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local Planning Authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.'
- 1.3 Schedule 1 to The Town and Country Planning Act 1990 as amended sets down the responsibilities for Town Planning within a two tier Planning Authority in England and Wales. Regulation 3 of The Town and Country Planning General Regulation 1992 authorises an authority to determine (subject to regulation 4), an application for planning permission by an interested planning authority to develop any land of that authority, or for development of any land by an interested planning authority or by an interested planning authority jointly with any other person, unless the application is referred to the Secretary of State under section 77 of the 1990 Act for determination by him.

- 1.4 The Development Plan for the County comprises the Norfolk Structure Plan (Saved Policies) (Adopted October 1999), Norfolk Core Strategy and Minerals and Waste Development Management Policies 2010 -2016 (Adopted September 2011) and the adopted Borough and District wide local plans or Development Frameworks where approved. The County Council maintains an up-to-date list of local council policy documents.

2.0 GENERAL STATEMENT

- 2.1 Section 19 of The Waste (England and Wales) Regulations 2011 makes it a duty that where a Planning Authority has planning functions in relation to establishments or undertakings carrying on disposal or recovery of waste, the Planning Authority must ensure that appropriate periodic inspections of those establishments or undertakings are made.
- 2.2 There are two elements within this plan. The first being periodic inspections (Section 3.0), the second being the investigation and enforcement of planning breaches (Sections 4-8).
- 2.3 Planning breaches are normally not criminal offences and no punishment can usually be imposed. However, failure to comply with a formal notice is a criminal offence and making the person committing the breach liable to prosecution.
- 2.4 Where a planning breach occurs a Local Planning Authority (LPA - 'the Authority') is required to consider the expediency of formal enforcement action. Formal enforcement notices may be issued, including a Breach of Condition Notice, Enforcement Notice, Temporary Stop Notice, Stop Notice, Injunction, or Direct Action (following failure to comply with an Enforcement Notice). Enforcement action may result from any of the above or a combination of the above.
- 2.5 The Service of a Planning Contravention Notice constitutes formal action but does not in itself constitute enforcement. Rather it is a request for information relating to interests in the land and the nature of the alleged planning breach, although failure to comply with notice may lead to enforcement action as may the

information contained in the response.

- 2.6 Similarly the serving of a notice requesting information on land ownership and occupation under Section 16 of Local Government (Miscellaneous Provisions) Act 1976 is not considered to be enforcement.
- 2.7 The taking of formal enforcement action is discretionary. The Authority may choose to take no action, but will need to justify any decision not to enforce, and equally, any decision to take proportionate enforcement action. Any decision will be taken in line with the County Council's Environment, Transport and Development policy on enforcement.

3.0 MONITORING INSPECTIONS

- 3.1 To ensure confidence in the planning control system it is essential that the public and operators are conscious of a fair and effective system of monitoring all authorised and unauthorised development.
- 3.2 Monitoring of permitted sites is an essential tool of controlling development and preventing problems from developing. It is this 'pro-active' approach that often enables officers to anticipate likely breaches of planning control arising before they occur. It enables them to take immediate action to ensure that deterioration in the situation does not arise. A 'pro-active' approach can only be pursued with a structured monitoring regime, with sufficient staff and the technical equipment to carry out these duties.
- 3.3 There are currently 220 operational and active mineral and waste sites in Norfolk. As there are no reserves of hard rock in Norfolk recycling of concrete and other rubble is a significant source of sub-base and fill material. The scale of an operation being undertaken at a site is not an accurate yardstick for allocating resources; experience will often show that small recycling and waste transfer sites will give rise to more complaints and the need for more officer time, in comparison with large sites.

- 3.4 Following an inspection of the site and relevant planning permissions, a report shall be prepared and copied to the operator/owner usually within two weeks of such inspection taking place. The report shall amongst other matters detail any breaches identified and specify timescales for compliance with conditions that have been breached.
- 3.5 The Monitoring and Control Team will be consulted on all proposals to permit development by the Development Control Team in particular they will be consulted on the planning conditions intended to be attached to the planning permission.

MONITORING FEES

- 3.6 On 6 April 2006 The Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2006 came into force. This amendment enables Mineral and Waste Planning Authorities (MWPAs) to charge operators, where sites have planning permissions for mineral extraction and/or waste landfill, for the re-imbursement of the average costs calculated over all MWPAs providing a monitoring service.
- 3.7 The Authority has agreed a guidance note with minerals and waste operators on the charging regime for minerals and waste site inspections. The guidance note sets out the categories of sites and associated fees, the methodology for agreeing the number of site visits and the monitoring regime.

4.0 INVESTIGATION AND ENFORCEMENT

- 4.1 In seeking to secure the highest possible level of compliance with relevant legislation whilst conforming with The Human Rights Act 1998, The Police and Criminal Evidence Act 1984 (P.A.C.E.) the Enforcement Concordat, the Code for Crown Prosecutors and the Regulation of Investigatory Powers Act 2000 (R.I.P.A.), the principal enforcement activities of the Authority are directed towards avoidance of infringements. It is nevertheless inevitable that breaches and offences will occur and the purpose of this protocol is to ensure that they are resolved in a consistent, transparent, balanced and fair manner.
- 4.2 Similarly, where an operator carries out development without complying with the

conditions attached to a planning permission and this gives rise to problems leading to an unacceptable injury to amenity, the County Council's approach will be to seek to remedy the injury in the first instance by negotiation and persuasion.

- 4.3 All enforcement action, be it verbal warnings, the issue of written warnings, statutory notices, or prosecution, is primarily based upon assessment of risk to public health, public safety, harm to amenity, economic well being or the environment.
- 4.4 Where appropriate, this Authority will endeavour to recover money under the Proceeds of Crime Act 2002.
- 4.5 This Authority will ensure that all clients subject to any enforcement action are informed of what is expected and the procedures that will be followed. This is to aim to avoid any misunderstandings and ensure transparency of all enforcement action.
- 4.6 This Authority, in exercising its function of ensuring compliance with planning control will:
- where there is serious harm caused to the amenity, take immediate action against a breach of planning control to stop further damage;
 - in all other instances, seek to resolve any problems within a reasonable timescale by discussion and negotiation without the need to resort to legal action;
 - only take enforcement action where it is necessary to do so to protect the public interest or to protect the environment, people and transport systems and the amenity of the area in accordance with the provisions of the local development framework;
 - ensure that action is always commensurate with the breach of planning control;
 - Give due regard to current legislation, policy framework, instructions, appeal decisions and relevant judicial authority;
 - where appropriate take into account comments made by the general public and consultees;

- enable acceptable development to take place, even though it may initially have been unauthorised;
- maintain the integrity of sites having interests of acknowledged importance;
- where appropriate maintain liaison and contact with the general public, and mineral and waste operators.

5.0 THE RELEVANT ENFORCING AUTHORITY

- 5.1 There is often an overlap of enforcement of activities involving waste disposal and recycling between the Authority, the District and Borough Councils' Environmental Health Departments (EHO) and the Environment Agency (EA). Where the unauthorised activity results in, or has the potential to result in, pollution, the EA will normally be the lead Authority. Where the activities involve a statutory nuisance the District Council EHO may be better placed to take action. In all cases that potentially involve the above bodies, consultations and discussions will take place to see which Authority is in the better position to lead the investigation and if necessary, take action.
- 5.2 The Authority will have regard to the fact that unauthorised development and some breaches of planning conditions involving wastes may be a criminal offence under legislation enforced by the EA and the Authority will liaise with the EA accordingly. The EA may be in a stronger position to ultimately remedy harm to amenity by way of prosecution and enforcing cessation of the harmful activities. In cases where unauthorised development causes or has the potential for serious harm to human health the Authority will have regard to the fact that it may be more appropriate for the HSE to be the lead Authority and will liaise with them accordingly.
- 5.3 Norfolk County Council is a two-tier Authority with seven District, Borough and City Councils; King's Lynn and West Norfolk Borough Council, Breckland District Council; North Norfolk District Council; South Norfolk District Council; Broadland District Council; Norwich City Council and Great Yarmouth Borough Council.
- 5.4 It is the intention of the County Council to work closely with other regulatory bodies when investigating and remedying an alleged breach of planning control. The County Council in dealing with all complaints concerning an alleged breach of

planning control will identify the authority responsible for taking action and redirect complaints to other regulating bodies where necessary.

6.0 GENERAL GUIDANCE

6.1 The County Council will have regard to the provisions of the development framework and core strategies for Norfolk and any other material considerations in the enforcement of planning control.

6.2 This Authority remains committed to fostering business enterprise and prosperity, provided that the necessary development can take place without unacceptable harm to local amenity. Whilst the Authority does not condone wilful breaches of planning law, it has a general discretion to take enforcement action, when they regard it as expedient. Nevertheless, in some cases effective enforcement action is likely to be the only appropriate remedy where a breach is causing unacceptable harm. The Authority will be guided by the following considerations:-

- (i) The Commissioner for Local Administration (the local ombudsman) has held, in a number of investigated cases, that there is "maladministration" if an Authority fails to take effective enforcement action which was plainly necessary or where an Authority fails to consider whether to take formal enforcement action or not and be able to show their reasoning for not initiating formal action, often resulting in an award of compensation payable to the complainant for the consequent injustice;
- (ii) The planning regulatory provisions are to ensure proper land use and to resolve breaches of planning control by removing unacceptable impacts on the environment and the amenity of the area. This ensures a 'level playing field' for legitimate businesses to develop and prosper.
- (iii) Enforcement action should always be commensurate with the breach of planning control to which it relates (for example, the Authority would usually consider it inappropriate to take formal enforcement action

against a trivial or technical breach of control which causes no harm to amenity in the locality of the site); and

- (iv) Where the Authority's initial attempt to persuade the owner or occupier of the site voluntarily to remedy the harmful effects of unauthorised development fails, negotiations will not be allowed to hamper or delay whatever formal enforcement action may be required to make the development acceptable on planning grounds, or to compel it to stop.

- 6.3 It is not an offence to carry out development without first obtaining planning permission for it. If the Authority's initial assessment indicates it is likely that unconditional planning permission would be granted for development which has already taken place, the person responsible will be asked to submit a retrospective planning application. However this initial assessment is not binding on the Authority's subsequent decision to grant or not grant planning permission.
- 6.4 While it is clearly unsatisfactory for anyone to carry out development without first obtaining the required planning permission, an enforcement notice will not normally be issued solely to "regularise" development which is acceptable on its planning merits, but for which permission has not been sought. This would only apply to development which would be granted without any planning conditions being attached to control the development.
- 6.5 The Authority will not normally invite an owner or operator to submit a planning application if the unauthorised development is contrary to development plan policies or if it appears that any actual or potential harm cannot be made acceptable by the imposition of planning conditions; however we cannot prevent a landowner who is determined to apply for permission retrospectively.
- 6.6 If an operator or owner submits a planning application that the Authority has requested, the Authority will not normally consider formal enforcement action whilst the application is being considered. If agreement can be reached between the operator and the Authority about the operation being reduced to an acceptable level (e.g. hours of operation, use of plant and equipment, routing of

vehicles etc) during any period between a planning application being submitted and its determination, and the person concerned honours the agreement, formal enforcement action may be avoided

- 6.7 Where the Authority considers that development has been carried out without the requisite planning permission, but the development could be made acceptable by the imposition of planning conditions the owner or occupier of the land will be invited to submit an application, and pay the appropriate application fee, voluntarily. However, if, after a formal invitation to do so, the owner or occupier of the land refuses or fails to submit a planning application in these circumstances within a reasonable timescale, the Authority will consider whether to take formal enforcement action.
- 6.8 Accordingly, where an owner or occupier of land refuses or fails to submit a planning application which would enable the LPA to grant conditional planning permission, the Authority will be justified in issuing an enforcement notice if, in their view, the unauthorised development has resulted in any harm, or has the potential to cause harm, which can only be satisfactorily removed or alleviated by imposing conditions on a grant of planning permission for the development.
- 6.9 If the location of the unauthorised development is unacceptable, but relocation is feasible, it is not the Authority's responsibility to seek out and suggest an alternative site to which the activity might be satisfactorily relocated. However, if an alternative site has been suggested, the Authority will make it clear to the owner or occupier of the site where unauthorised development has taken place that he is expected to relocate to the alternative site within a reasonable timescale. In such circumstances the Authority will usually agree a reasonable time-limit within which relocation should be completed.
- 6.10 What is reasonable will depend on the particular circumstances, including the nature and extent of the unauthorised development; the time needed to negotiate for, and secure an interest in, the alternative site; submit a planning application (if required) for the alternative site; consultation timescales; and the need to avoid unacceptable disruption during the relocation process. If the

owner or operator fails to provide justification for a suggested timescale, the Authority will set a timescale it considers reasonable. If a timetable for relocation is ignored, or it is evident that appropriate steps are not being taken to progress the relocation, the Authority will consider formal enforcement action. In that event, the compliance period in the notice will specify what the Authority regard as a reasonable period to complete the relocation.

- 6.11 Nevertheless if the unauthorised development is causing unacceptable harm to the environment or amenity, the Authority will consider issuing an Enforcement Notice and/or Stop Notice even if an alternative site has been identified and steps have been made towards relocation. The Authority considers that any difficulty or delay with relocation will not normally be a sufficient reason for delaying formal enforcement action to remedy unacceptable unauthorised development.
- 6.12 Where the Authority considers that unacceptable unauthorised development has been carried out, and there is no realistic prospect of its being relocated to a more suitable site, the owner or occupier of the land will be informed that the Authority is not prepared to allow the operation or activity to continue at its present level of activity, or (if this is the case) at all. If the development nevertheless provides valued local employment, the owner or occupier will be advised how long the Authority is prepared to allow before the operation or activity must stop, or be reduced to an acceptable level of intensity. If agreement can be reached between the operator and the Authority about the period to be allowed for the operation or activity to cease, or be reduced to an acceptable level, and the person concerned honours the agreement, formal enforcement action may be avoided. However the Authority will have regard to the possibility of intensification of the development after expiry of the statutory period for enforcement action. If no agreement can be reached, the issue of an enforcement notice will usually be justified, allowing a realistic compliance period for the unauthorised operation or activity to cease, or its scale to be acceptably reduced.

7.0 INVESTIGATION PRIORITIES

- 7.1 It is recognised within the industry that the business of investigating and remedying alleged breaches of control is labour intensive and the quality of the service is directly proportional to the number of officers directly responsible for regulating planning control. The resources allocated both in terms of staff and equipment (including noise monitoring equipment, topographical survey systems, IT and GIS based recording systems) for this purpose will, therefore, need to be reviewed on a regular basis as local circumstances change to take account of a fluctuating workload, advances in technology etc.

COMPLAINTS

- 7.2 A complaint/incident is an event or matter that is either brought to the Authority's attention or that monitoring and control officers may become aware of as part of their duty, and which may have a planning related impact. The type of complaints/incidents received by the Authority are split into 3 priorities:
- 7.3 Priority 1
Immediate or irreparable harm to the environment or immediate and substantial harm to amenity. Harm would be assessed in relation to impact on the environment. e.g. the impact of mineral, waste and Regulation 3 development would often be greater in an area close to residential amenities than it would be in the open countryside. The Authority will respond to the complainant within 24 hours and investigate the complaint within 3 working days.
- 7.4 Priority 2
On-going low-level harm to amenity or moderate and reparable impact on the environment. e.g. HGV's occasionally going in the wrong direction, and causing the road verge to break up. The Authority will respond to the complainant within 3 working days and investigate the complaint within 1 working week.
- 7.5 Priority 3
Occasional harm to amenity or the raising of long-standing issues leading to low level impact on the environment e.g. concerns about the permitted type of material (sand or waste) stored on a site with permission, but in the wrong place

or slightly higher than the agreed height. The Authority will respond to the complainant within 3 working days and investigate the complaint when the relevant officer is next in the area, but no later than one month of the receipt of complaint.

INVESTIGATION OF COMPLAINTS/INCIDENTS

- 7.6 A response to the complaint or incident will also require a record of the outcome of investigation. Where there is continued non-compliance and this results in further visits and investigation then these should additionally be recorded. (i.e. record as if they were new complaints/incidents). However, where the operator is taking known action to resolve the problem then this is classified as an ongoing event. It is not necessary to record this as a new complaint/incident.
- 7.7 Where separate members of the public report complaints/incidents about different issues relating to a site then these should be additionally recorded. Where multiple residents complain about the same incident then this is recorded as one complaint.
- 7.8 As part of our regular monitoring of planning permissions there are matters identified by officers that if reported to us separately would have been dealt with and recorded as a complaint/incident. These should now be recorded and information captured. The same applies as above in that, where there is continued non-compliance then this will be reported as a complaint/incident. However, where there is known action to resolve this then this would be considered an ongoing event and not separately recorded as a complaint/incident.
- 7.9 The Monitoring and Control Team will liaise with the Legal Services; Environment Agency; District Council or any other relevant Authority as necessary throughout the investigation.
- 7.10 When complaints about alleged breaches of planning control are received, they will be properly recorded and investigated. If the Authority decides to exercise its discretion not to take formal enforcement action it should be prepared to explain

its reasons to the complainant, including where complaints are attributable to repeated allegations from vexatious complainants and they have been previously proved unsubstantiated.

- 7.11 The Authority will ensure that anyone who does complain about a breach of planning control is dealt with in a polite, efficient and responsive way. All complaints that are received although confidential will be recorded and stored on a complaints register, which is an electronic and paper based system. The complaints register will enable the receiving officer to detail both the nature of the complaint and the action the Authority has taken to resolve it. Keeping a record of complaints will enable the Authority to assess and improve its overall service.
- 7.12 It may not always be necessary to visit sites to satisfactorily resolve a complaint. However, in most cases it may be necessary to establish whether there has been a breach of planning control by visiting the site. Where, following the investigation of a complaint, the Authority decides not to take formal enforcement action to resolve a substantive issue, the matter being satisfactorily resolved by other methods, the reason for this decision will be explained to the complainant. If, however, the Authority elects to instigate enforcement proceedings against the offender the complainant will be notified of the progress of that action.
- 7.13 The County Council in dealing with all complaints concerning an alleged breach of planning control within their responsibility will:
- treat them confidentially as far as practical;
 - ensure that they are acknowledged and actioned within the timescales prescribed in the priority rating;
 - deal with them expeditiously in a professional and efficient manner;
 - visit the site where necessary, and establish whether there has been a breach of planning control;
 - notify the complainant upon request of the progress of any action taken to resolve substantive matters forming the basis of the complaint;
notify the complainant if the authority elects to commence enforcement action against the alleged breach of planning control and be prepared to explain the

reason in the event formal enforcement action has not been taken.

8.0 PROSECUTIONS

8.1 Persons who fail to comply with a formal notice will normally be prosecuted if the non-compliance meets both of the following criteria:

(i) Evidential test i.e. where the evidence is sufficient for a realistic prospect of successful prosecution; and

(ii) Public Interest test i.e. where the prosecution is in the public interest.

9.0 MONITORING OF REGULATION 3 DEVELOPMENT

9.1 A procedure has been agreed between Norfolk County Council's Children's Services Department and the Monitoring and Control Team where by Schools development which falls within Regulation 3 of The Town and Country Planning General Regulation 1992 can be monitored and a fee levied.

9.2 The developments to be pro-actively monitored will fall into one or more of the following categories:

- Developments where planning permission was granted after 1 January 2009 and includes permanent external substantial building works.
- Major developments where planning permission was granted prior to 1 January 2009 and construction is still in progress.
- Developments where planning permission was granted prior to 1 January 2009, include permanent external substantial building works, and remain unlawful due to the failure to discharge pre-development conditions.

9.3 Prior to the inspection taking place, notification will be passed to the applicant informing them that an inspection will be scheduled for a given school. An initial list of developments has been agreed with Children's Services and notification of future inspections will be sent out to individual applicants.

9.4 Where a development has been permitted on an open school an appointment

will be made prior to inspection. This generally ensures that the school will allow the officer onto the site without issue and, if required, allocate a member of staff to accompany the officer. This will also allow the inspecting officer to check that work has begun prior to going on site.

- 9.5 Where a planning permission is found not to have been implemented it will be removed from the list and an invoice will not be raised. It is generally agreed that a single chargeable inspection will be required for smaller developments such as extensions, although a second non-chargeable visit may be required after completion of the development.
- 9.6 For major developments, such as new schools, two chargeable visits per year for the life of the construction phase will be required. A final chargeable visit to check completion and landscape implementation will also be required.
- 9.7 Failure to comply with all planning conditions could result in further chargeable visits being undertaken until full compliance is achieved. There will be a maximum of two chargeable visits per school in any one financial year.
- 9.8 Once the report has been completed, it will be sent to the applicant along with a copy of the planning permission and an invoice for payment.

10. MEMBER PROTOCOL

- 10.1 The local member will be informed when an Enforcement Notice is served in their constituency.
- 10.2 Members of the Council will be presented on a regular basis of not less than once per year with a report detailing the decisions made under delegated authority, performance statistics and enforcement update for the work of the Monitoring and Control Team.

Norfolk County Council Flood and Water Management Enforcement Protocol

1.0 Introduction

This document provides supplemental guidance to Norfolk County Council's (NCC) Environment, Transport and Development policy on [enforcement](#) and is provided in the context of specific requirements arising from the [Flood and Water Management Act 2010](#) and the [Land Drainage Act 1991](#).

The Flood and Water Management Act 2010 has introduced a new role of Lead Local Flood Authority (LLFA) and this duty has been conferred on Norfolk County Council. This role is fulfilled by the Flood and Water Management team.

This Protocol and guidance note has been adapted from best practice identified within local authorities in England. It is intended for use as guidance by [Risk Management Authorities](#), developers and landowners.

2.0 Justification for Enforcement Protocol

The Lead Local Flood Authority has powers under the Land Drainage Act 1991 to take enforcement action in relation to watercourses outside of Internal Drainage Board areas and where they are not Environment Agency designated main rivers.

The Lead Local Flood Authority will take a risk-based and proportionate approach to enforcement action under the Land Drainage Act 1991, taking into account the location and nature of any nuisance caused by;

- the failure to repair or maintain watercourses, bridges or drainage works
- un-consented works
- impediments to the proper flow of water

This approach will take into account whether the contraventions have or are likely to increase flood risk and what the consequences of any increase in risk may be. Where works are un-consented the Lead Local Flood Authority would require the landowner, person and/or Risk Management Authority responsible for the works to prove that the un-consented works would not cause a nuisance or increase flood risk.

With regards to the causes of the nuisances described above, the Lead Local Flood Authority has powers under Sections 21, 24 and 25 of the Land Drainage Act 1991 to serve notice on individuals who have caused contraventions.

In issuing a notice the Lead Local Flood Authority may set out the works required to resolve the contravention to an acceptable standard and the date by which the works should be completed.

If the works are not completed by the date set out in the notice, the Lead Local Flood Authority may take action to remedy the effect of the contravention or failure and seek to recover the costs incurred, as well as pursue any necessary prosecution.

3.0 Guiding Principles

Enforcement under the Land Drainage Act, 1991 will be carried out using the guiding principles as set out in the ETD Enforcement Policy which is available from www.norfolk.gov.uk

4.0 Enforcement Process

a) Initial response

Where the Lead Local Flood Authority receives a complaint, officers will log the complaint on the County Council's contact database and will aim to carry out an initial assessment within 21 days. The complainant will be informed of the case officer who will follow up the enquiry.

b) Initial assessment

An initial assessment will be based on the Lead Local Flood Authority's [impact criteria](#).

In cases where there is a need for evidence of flooding the submission of one or more of the following types of evidence is required:

- I. An insurance claim
- II. Records of emergency services and utility companies i.e. fire brigade attending to pump out a property
- III. Dated photos of the event
- IV. Written report from a Risk Management Authority

Where assessing the need for enforcement activity to mitigate flood risk reported the LLFA would require in all cases the written consent of those directly affected to evidence the existence of risk.

The Lead Local Flood Authority may close an enforcement case file, where there is a lack of physical evidence to corroborate the impact of a flood event. If further relevant evidence was to come forward then the Lead Local Flood Authority may re-open the case file and undertake a further investigation.

The initial assessment will also consider the on-site conditions, any available historical data and high level indicators of potential risk, such as Environment Agency (EA) Flood Zone maps and the EA updated Flood Map for Surface Water (uFMfSW). It will also consider any other status of land e.g. conservation designations, common land etc.

As part of this process the Lead Local Flood Authority may consult with a number of organisations including other local authorities, Highway Authorities, Environment Agency, Natural England as appropriate.

Where it is in the public interest to evidence risk to inform and enable enforcement activity the Lead Local Flood Authority may require or commission appropriate site surveys and inspections.

Where the Lead Local Flood Authority is made aware of breaches of other legislation it will advise the appropriate authorities.

C) Outcome of initial assessment

Once an initial assessment has been carried out the applicant will be informed in writing as to the next course of action and this may include;

- I. Informing relevant party of works that are required to be undertaken within the set timescale OR
- II. No enforcement action and:
 - referral to the [First Tier Tribunal \(Property Chamber\)](#), [Agricultural Land and Drainage \(AL&D\)](#) where appropriate
 - Informing those of their [riparian responsibilities](#)

Where it is considered that further action needs to be taken by the relevant landowner, person and/or Risk Management Authority responsible this will be explained within the letter explaining the outcome of the initial assessment. This will include the following:

- An explanation of the problem and the remedy required in accordance with the Land Drainage Act 1991.
- Depending on the nature of the problem we aim to ensure that remedial work is carried out within the timeframe specified in the letter (between 7 and 21 days of the date of the letter). However, there will be occasions when it is necessary to extend the period of compliance for more complex matters and/or to accommodate exceptional circumstances e.g. weather, flood conditions, etc. The time allowed will be reasonable in the circumstances. The extent of the work required will be proportionate to the scale of the problem.
- In certain circumstances practicalities may not allow for works to be done within the timeframe specified in the letter. The Lead Local Flood Authority will assess the circumstances with regards to enforcement and whether any works need to be deferred or amended to take into account the impacts of any works on wildlife. Examples where this may occur include:
 - Seasonal farming practices and Environmental Schemes can restrict access or time schedules to carry out works;
 - The nesting season for some birds occurs between the 1 March and 31 August and works might cause disruption if nests are present;

- Presence of protected species will influence when it is most appropriate to carry out work.

Seeking resolution prior to serving notices

The Lead Local Flood Authority will seek to resolve the situation by means of negotiation with the person responsible and obtain compliance with a request to satisfactorily undertake the work required.

Serving notices under the Land Drainage Act 1991

If a positive response to the Lead Local Flood Authority's letter has not been received within the timescale specified and on inspection no work has been satisfactorily undertaken as required, a notice under the relevant section of the Land Drainage Act 1991 will be served. The notice will include the nature of the work to be carried out, the period within which it is to be carried out and any relevant right of appeal to a magistrates' court within 21 days of service of the notice. Notice under the Land Drainage Act 1991 is a legal document formally requesting specific work to be carried out within a set timescale.

A letter will accompany the notice and inform the responsible person that in the event of their failure to satisfactorily undertake the work, the Lead Local Flood Authority may carry out the work itself and recover from the person responsible the expenses reasonably incurred in doing so which will include recovering the costs of pursuing the case.

Enforcement of notices

Following service of the notice, one of four things will happen:-

- The responsible person will carry out the work to the satisfaction of the council.
- The responsible person may appeal the notice.
- The responsible person will fail to carry out the work to the satisfaction of the Lead Local Flood Authority and the Lead Local Flood Authority will seek to recover their expenses
- The Lead Local Flood Authority will, where appropriate, decide whether to take a prosecution against the responsible person, in addition to carrying out the work and seeking to recover the costs of that work.

Completion of proceedings

If the responsible person complies with the notice and completes the work to the satisfaction of the Lead Local Flood Authority, the Lead Local Flood Authority will write to the responsible person confirming the closure of the case and the end of the action.

No enforcement action

The Lead Local Flood Authority may take no action where:

- there is no actual or potential risk to properties or infrastructure; and/or
- that the matter complained of is not the cause of the drainage problem; and/or
- the matter is trivial in nature

If this is the case, the complainant will be advised accordingly and a written communication will be sent to the complainant explaining the reason why no action is to be taken. The complainant will also be referred, where appropriate, to the [First Tier Tribunal \(Property Chamber\), Agricultural Land and Drainage \(AL&D\)](#) who may be able to undertake action. The riparian owner will also be informed, as appropriate.

Examples of matters not requiring action may include minimal silting of the watercourse, slight vegetation overgrowth, the accumulation of a small quantity of debris etc

Advice

The Lead Local Flood Authority will provide basic information and advice to individuals of their riparian ownership responsibilities and of the route for appeal against other riparian owners where appropriate. The Lead Local Flood Authority may suggest that independent legal and/or technical advice is sought, where appropriate.

Further Information

Please click on the attached [link](#) to access the Glossary of terms used within this document

Recommendations from the Environment, Development and Transport Committee Meeting held on 18 September 2014

1. Environment, Transport and Development Enforcement Policy

- 1.1 The Committee received a report by the Interim Director of Environment, Transport and Development, which included specific protocols in relation to Planning and Flood and Water Management enforcement as part of the Enforcement Policy. The Committee noted that as most of the enforcement functions carried out relate to Trading Standards activities, the Communities Committee had taken the lead in the review of the substantive Enforcement Policy. The substantive Policy had been considered by the Communities Committee on 17 September 2014. In agreeing to recommend to Council that the Enforcement Policy be approved, the Communities Committee decided, however, to refer to this Committee for consideration, the specific protocols relating to Planning and Flood and Water Management enforcement. These two protocols are set out within the Enforcement Policy, which is appended to the separate report of the Communities Committee (see pages 92 to 113 of this agenda)
- 1.2 The ETD Committee supported the protocols in relation to Planning and Flood and Water Management enforcement as part of the Department's Enforcement Policy.
- 1.3 The Enforcement Policy is part of the Council's Policy Framework and as such, changes can only be made with the approval of Full Council. It is therefore **RECOMMENDED** that Council approves the protocols in relation to Planning and Flood and Water Management enforcement as part of the Department's Enforcement Policy, as set out on pages 92 to 113 of this agenda).

Toby Coke

Chairman, Environment, Development and Transport Committee

Recommendations from the Economic Development Sub-Committee Meeting held on 12 September 2014

1 Recommendations from the County Farms Working Group.

- 1.1 The Sub-Committee received a report by the Interim Head of Finance, setting out the terms of reference and the remit and working practices for the working group which was to be known as the County Farms Advisory Board. The Committee also received recommendations for some changes to the County Farms Policy.
- 1.2 The Sub-Committee **RESOLVED** to:
 - Agree the Terms of Reference for the County Farms Advisory Board.
 - Note the Board has agreed that those assets shown on the schedule of disposals should be declared surplus and sold.
- 1.3 The County Farms Policy is part of the Council's Policy Framework and as such changes to the Policy can only be made with the approval of Full Council. It is therefore **RECOMMENDED** that the proposed changes to the County Farms Policy be approved as set out in Appendix A.

Bev Spratt
Chairman, Economic Development Sub-Committee

County Farms Policy

Maintain the size of the Estate at 16,000 acres or more. Where land or buildings are declared surplus by the Economic Development sub-Committee upon the recommendations of the County Farms Advisory Board, and subsequently sold, to reinvest the capital receipts in order to support the value of the estate and to help maximise income return. further develop the Estate.

Any areas identified as having development potential shall be actively promoted through the planning system and, when successful, sold with the benefit of a valuable consent and the capital receipt reinvested in the Estate.

Property identified as surplus in the Strategic Reviews shall be sold with vacant possession and any potential valuable planning consent shall be obtained prior to sale to maximise the price realised.

Encourage commercial farm enterprises, maintain farm rental value and charge market rents on new tenancies of larger farms, on acreage over 200 acres and above, where appropriate and viable to do so. and Minimise rent debt and demonstrate sound estate management in practice, having due regard to the interests and aspirations of the tenants and the viability of the holdings. The County Farms Advisory Board shall consider the options for management of the future estate when the current arrangements come to an end -from 2015 onwards, this will include the option of bringing the management back "in- house".

Ensure the provision of viable unit sizes for a range of business models which will support or improve revenue on the Estate.

Provide the best professional standards in management of the contracts and of the Estate together with a close working relationship with the tenants to endeavour to meet their expectations and encourage sustainable farming methods to be adopted on the Estate.

Develop the Estate as an exemplar of innovation, with closer working with Easton and Otley College, the University of East Anglia, Anglia Farmers, Norwich Science Park and others to identify opportunities for partnership working that lead to improvements in training and employment in sustainable farming, local food production and delivering community benefits. working with tenants, the County Council, communities and external partners.

Work closely with Easton College, NRBAS, County Council Departments, tenants, Parish Councils, schools, other Smallholding Authorities and others to identify opportunities for partnership working in enabling improvements to sustainable farming, encouraging local food production, and delivering community benefits.

Work towards reducing carbon usage, for example by identifying sites and investing in farm-based, small-scale single mast wind power generation and utilising the "feed in" tariffs.

County Farms Policy

The county farms estate should prioritise its fundamental aim of supporting new entrants to the market and the Council should manage the estate to reflect this policy aim and consider new ways to support new entrants by providing smaller holdings.

The intermediate and larger sized farms should be encouraged to support employment and training opportunities as well as working with our Children's Services and Adult Social Care departments to maximise healthy living and personal development

~~Provide opportunities for new entrants to farming and for progression of tenants on the Estate~~

Identify opportunities for new entrants to farming in Norfolk and for the progression of existing tenants in the Strategic Reviews, and investigate opportunities to allow older tenants to retire with dignity. This should ultimately increase the number of new entrants on the Estate and reduce the age profile of tenants.

In co-operation with the Environment Section of the Council, develop the Estate as an exemplar of collaboration between landlord and tenant in delivering conservation, biodiversity and access improvements.

Work with tenants and Environment Officers to conserve the historic landscape and identify opportunities to enhance biodiversity; for example, by planting new hedges, woodlands and orchards and by improving field margins, ponds and wetland habitats.

In addition, improve public access on the Estate with permissive walks or bridleways to improve the health and wellbeing of local communities and visitors.

Seek to develop farms to help deliver wider Corporate services and objectives such as use as an educational resource centre or Care Farm, in conjunction with the County Council's relevant departments. Also develop links with local schools.

Promote the use of farms as an educational resource; for example to help deliver the Diplomas for 14-19 year-olds with outdoor learning or employment content.

Promote the development of Care Farms to provide the opportunity for tenants to diversify and deliver a day-care facility for Adult Social Service clients.

Promote links with schools to help them deliver the Sustainable Schools Initiative as defined in the document "Food Policy in Schools" produced by the National Governors' Association in conjunction with the Food Standards Agency (FSA).

The above will ensure that Council assets are fully utilised to deliver a broad range of services on behalf of the Council.

Provide or organise mentoring and training for tenants to encourage better business management and diversification.

Work in collaboration with NRBAS and others to provide training and opportunities to meet to compare and discuss business models in both the East and West of the County.

County Farms Policy

Identify rural exception sites for affordable housing.

Continue to promote rural exception sites to support the Council's commitment to assist District Councils in meeting affordable housing need as part of its Affordable Housing Initiative.

Develop a wide range of farm sizes to encourage a variety of business models and support rural development and economic regeneration. New tenancies should be based on a period of 10 years, with higher preference given to those on successful management and return to the County Council, subject to future availability of the land as identified in the Strategic Management Plan. Subletting outside the scope of the terms of the tenancy shall be actively discouraged.

Encourage tenants to diversify and develop a range of businesses to regenerate the rural economy, create additional job opportunities and help support the services in rural communities.

Offer a range of size holdings for new entrants and new businesses.

Develop 10-year management plans for each Estate to demonstrate what contribution each can make to the various policy objectives and enable tenants to plan and invest in their businesses for the future.

Provide 10-year Strategic Review and Management Plans for each Estate which will give a framework for the development of the Estate within that time scale. Tenants are to be consulted as part of the initial and ongoing review processes and the plans will provide a structure for tenants which will enable them to plan their businesses more effectively.

A cross party 'County Farms Advisory Board ', reporting to the Economic Development sub-Committee, shall be responsible for recommending the over-arching policy for county farms and for the implementation of policy on each estate. It will work to improve relationships between tenants and the County Council to ensure greater transparency in decision making, advise the council on policy matters and will approve strategic management plans for each estate in addition to advising on acquisitions, disposals and the future investment strategy. and for providing recommendations on acquisitions and disposals and financial management of the estate and for developing a closer working relationship between tenants and the County Council as landlord.

~~Establish a forum for tenants' views to be considered on management issues.~~

~~Establish a Tenants' Advisory Board with tenant representatives in both the West and East of the County to meet with Members and Managing Agents to make recommendations to the Property Advisory Panel or the Cabinet Member on management issues.~~

Arrange opportunities for all tenants to meet on a regular basis for communication and networking purposes.

County Farms Policy

Develop an investment programme to improve the infrastructure, buildings and storage capacity for crops on the Estate.

Re-invest in the Estate to make it “fit for purpose” and maintain its capital value. Introduce an annual programme of dwelling refurbishment and improvement, upgrades to or replacement of farm buildings to provide “Farm Assured” quality crop storage facilities, and road and drainage works.
--

Manage the trees on the Estate in the interests of safety.

Implement Norfolk County Council’s Tree Safety Policy in relation to the trees and woodlands on the Estate. Ensure that the woodlands provide an exemplar of good woodland management practice.

Develop strategies to enable older tenants to retire with dignity and the Council to meet its obligations to tenants on retirement tenancies.
--

In co-operation with tenants, seek ways of enabling older lifetime tenants to retire with dignity and thus provide opportunities for new entrants.
--

Actively encourage tenants to support the Campaign for the Farmed Environment.

Promote the National Campaign for the Farmed Environment and provide advice and encouragement for all tenants to adopt management strategies which will protect the land and water courses and improve the habitat for birds and wildlife.
--

[The advisory board will host an annual meeting of the County Farm tenants to update on progress and discuss the future of the estate.](#)

Report of the Adult Social Care Committee Meeting held on 22 September 2014

1 Better Care Fund

- 1.1 Approximately £13 m will be transferred from the Clinical Commissioning Groups to the County Council in 2015/16. This is £6.8m less than originally agreed.

2. Remodelling Home Care for Norfolk

- 2.1 The Committee received a report from the Director of Community Services about Remodelling Home Care for Norfolk.

2.2 The Committee RESOLVED

1. To note the proposed overarching principles for the model of Home Support that were set out in a report from the Director
2. Note the scoping options, including an in-house option, that would need to be appraised in terms of joint working
3. Note the options to be explored through the role of the Public Services Social Value Act 2012 within the tendering process for new provision
4. Note the engagement and interventions proposed to support change within the market and communities
5. Note the risks and actions identified in the report
6. Agree the principle of aligning home care operational blocks within CCG boundaries
7. Note the phased approach to re-commissioning in which existing contract end dates were adjusted.
- 8 A report is to be brought back for further discussion at the next meeting of the Committee on 23 October 2014.

3 Joint Safeguarding Arrangements

- 3.1 The Committee received a report that set out how across both Children's Services and Adult Services all parties could work together to effectively discharge the Council's safeguarding responsibilities, develop joint approaches to learning and development, and develop a greater awareness of the fact that safeguarding was everyone's responsibility.

3.2 The Committee RESOLVED

1. That Members of both Committees commit to the development of a shared Council wide approach to safeguarding work and to hold on an annual basis a joint member seminar on Council wide safeguarding work
2. To endorse the five priorities set out in the report and to recognise the fundamental shift in collaboration across Children's Services and Adult services that this represents
3. Agree to set up a Member safeguarding forum made up of Members from both

Children's Services and Adult Social Care Committees .

4. To support the setting up of a whole council officer forum to raise the profile of safeguarding across the Council.

4 Adult Social Care Finance Monitoring Report Period 4 (July) 2014-15

4.1 The Committee received a report containing financial monitoring information based on the position at the end of July 2014.

4.2 The Committee **RESOLVED** to note:

a) the forecast revenue outturn position for 2014-15 for Period 4 of an overspend of £5.166m

b) The recovery actions being taken to reduce the overspend

c) The current forecast for use of reserves

d) The forecast capital outturn position for the 2014-15 capital programme

5 Budget Discussion Arising from Policy and Resources Committee on 5 September 2014 (Budget 2015/16 to 2017/18)

5.1 The Committee commented upon information contained in a report by the Director of Community Services that was based on details presented to the Policy and Resources Committee on 5 September 2014 that set out the context of the forecast additional funding shortfall of £17.5m for the County Council overall.

6 Resources for Prevention

6.1 The Committee noted a report about resources for prevention.

7. Exemption from Contract Standing Orders for Mental Health Block Contracts

7.1 The Committee **RESOLVED** (as an item of exempt business)

To approve as an exemption to Contract Standing Orders under Standing Order 9.14 in respect of the services listed in the report to allow an extension to the current block contracts for the periods identified and to give the option of a block contract for one year for a new service development.

Sue Whitaker
Chair, Adult Social Care Committee

Report of the Children's Services Committee Meeting held on 16 September 2014

1 Items of Urgent Business

- 1.1 The Interim Director of Children's Services agreed to circulate a summary of the key findings from the Independent Inquiry into child sexual exploitation in Rotherham. The Interim Director also confirmed that the Chief Constable, the Chairman of the Safeguarding Board (David Ashcroft) and herself had considered the findings in the report and carried out a check to ensure Norfolk had the right controls in place to manage incidents. The Interim Director confirmed that no children from Norfolk had been moved to Rotherham and that no staff from that area was working for Norfolk County Council.
- 1.2 The Committee received two written submissions; one from Cllr Chenery and a letter from the Diocese in respect of King George VI School in Great Bircham.

2 Commentary on results of a statutory consultation on a proposal to close King George VI School in Great Bircham.

- 2.1 The Committee received a report by the Interim Director of Children's Services setting out the proposal to close King George VI School in Great Bircham in detail and summarising the responses to the public consultation.
- 2.2 The Committee **RESOLVED** to
- Note the contents of the report.
 - Recommend that the Interim Director of Children's Services, using delegated powers, publishes a formal notice to propose the closure of King George VI School in Great Bircham.

3 Children's Services Integrated Performance and Finance Monitoring report for 2014-15.

- 3.1 The Committee received a report by the Interim Director of Children's Services providing an update on the performance and finance monitoring information for the 2013-14 financial year. The report set out evidence of improvements and trends for a range of measures and indicators within children's social care services support for school improvement and children's services finances.
- 3.2 The Committee **RESOLVED** to note the information contained in the report, in particular:
- The recent Ofsted inspection of Support for School Improvement which had resulted in an 'effective' judgement.

- The new arrangements for risk rating schools in the county.
- Indicators that showed improved social care performance and some which showed movement downwards.
- The improved position on the cost of looked after children and the continued focus that was still required.
- The continued pressure on special education needs home to school transport.

4 Presentation

- 4.1 The Committee offered their congratulations to Jane Kett and Tracy Whitaker, who had recently achieved an Aspiring Leaders Programme Certificate from Virtual Staff College (VSC). Their certificates were presented by the Vice-Chairman.

5 Joint Safeguarding Arrangements

- 5.1 The Committee received a report by the Interim Director of Children's Services and the Director of Community Services highlighting how the Council could improve the council-wide response to safeguarding activity. The report set out how Children's Services and Adult Services could work together to effectively discharge the Council's safeguarding responsibilities, develop joint approaches to learning and development and develop a greater awareness of the fact that safeguarding was everyone's responsibility.
- 5.2 The Committee **RESOLVED** to:
- Commit to the development of a shared council-wide approach to safeguarding work and to consider whether on an annual basis, there should be a joint member seminar on council-wide safeguarding work.
 - Endorse the five priorities in the report and to recognise the fundamental shift in collaboration across Children's Services and Adult Services.
 - Agree to set up a Member Safeguarding Forum, consisting of Members from both Children's Services and Adult Social Care committees.
 - Support the setting up of a whole council officer forum to raise the profile of safeguarding across the council

6 Response to Looked After Children Reduction Strategy

- 6.1 The Committee received a report by the Interim Director of Children's Services providing an update on the progress made so far in implementing the Looked After children (LAC) reduction strategy.
- 6.2 The Committee **RESOLVED** to note the progress made to date and endorse the approach being taken to scale-up performance.

7 Children's Services Committee Plan

- 7.1 The Committee received a report by the Interim Director of Children's Services presenting the revised Children's Services Committee Plan. The Plan had been developed since the Committee's last meeting in July to respond to members' feedback about the need to highlight the Committee's new ways of working.

- 7.2 The Committee **RESOLVED** to
1. Agree the revised Committee Plan, and
 - Agree the approach to task and finish in-depth reviews as detailed in the report.
 - Agree the approach to the budget workshops as detailed in the report.
 - Confirm the challenges listed in the report.
 2. Note the draft terms of reference for the three task and finish in-depth reviews (also noting that the detail of these would be reviewed at the first meeting of each group, to ensure a maximum impact for children and young people).

8 Consultation on proposed changes to the School Admissions Code 2012

- 8.1 The committee received a report by the Interim Director of Children's Services setting out the details of the Department for Education consultation on changes to the statutory school admissions code. The Committee asked Children's Services to draft the response and circulate to Members for their comments prior to it being submitted to the DfE by 29 September 2014.

- 8.2 The Committee **RESOLVED** to note the report.

9 Exemption to Contract Standing Orders for Speech and Language Therapy.

- 9.1 The Committee received and **NOTED** the report by the Interim Director of Children's Services setting out the details of an exemption to Contract Standing Orders agreed by the Head of Procurement to allow continuation of the current contracts with Norfolk Community Health and Care and East Coast Community Health for a further year.

James Joyce
Chairman, Children's Services Committee

Report of the Communities Committee Meeting held on 17 September 2014

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

- 1.1 The Committee received a report by the Director of Community Services which outlined the achievements of the Library and Information Service in 2013/14. The report asked Members to discuss the outcomes and to consider elements of service delivery and development that could be built in to service planning for 2015-16.

1.2 **RESOLVED**

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

2. Finance Monitoring Report at Period 4, 2014-15

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

2.2 **RESOLVED**

- To note the forecast revenue outturn position for 2014-15 as at Period 4 of a £0.023m overspend.
- To note the forecast capital outturn position for 2014/15 capital programme.
- To note the current forecast for use of reserves.

3. Performance Monitoring Report

- 3.1 The Committee received a report from the Head of Business Intelligence and Performance Service and Corporate Planning and Partnerships Service which reviewed quarter one (April to June 2014) performance results for the 12 different service areas which are covered by the Communities Committee.

3.2 **RESOLVED**

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

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

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

4.2 RESOLVED

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

5. Forward Plan

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

5.2 RESOLVED

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

Paul Smyth
Chairman, Communities Committee

Report of the Environment, Development and Transport Committee Meeting held on 18 September 2014

1. Hazardous Waste Amnesties at Recycling Centres

- 1.1 Members considered (as an item of urgent business) the hazardous waste amnesties to be a great success and expressed the view that wider publicity should be given to how residents could find out about amnesty events and also about how they could save money by working out in advance how much they actually needed to buy for a specific job and sharing any left over product with their neighbours and friends.

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

- 2.1 In order to inform the budget debate at their next meeting, Members asked officers to prepare a brief summary of ETD services, budgets, spend to date and information on statutory and non-statutory functions. Members felt this information would be useful to help identify where possible further efficiencies or income generation might be possible.

2.2 The Committee **RESOLVED**

To seek from officers the information that Members had requested during the consideration of this item to support the Committee's forthcoming budget debate.

3. Update from the Previous Economic Development Sub Committee

The Committee received a report by the Interim Director of Environment, Development and Transport which provided the first of what will now be regular updates from the Economic Development Sub-Committee.

3.1 The Committee **RESOLVED**

To note the update and actions from the July 2014 meeting of the Sub-Committee.

4. Waste Advisory Group (WAG) and Contract Extension Update

- 4.1 The Committee received a report by the Interim Director of Environment, Transport and Development which explained how the County Council could continue to fulfil part of its statutory function as a Waste Disposal Authority in dealing with household and commercial waste collected by Norfolk authorities left over after initiatives to reduce waste and increase recycling.

4.2 The Committee **RESOLVED**

That the Waste Advisory Group should be requested to provide an update report, future programme and policy recommendations to Committee on 18 November

and Full Council on 15 December 2014.

To acknowledge that existing waste contract arrangements which could end in March 2015 should be allowed to extend to March 2016 as required facilitating the development and implementation of any procurement strategy approved by Full Council based on recommendations from this Committee.

5 Costessey Materials Recycling Facility Update

- 5.1 The Committee received a presentation by Dave Newell, Operations Director of NEWS that updated Members on the new household recycling collection arrangements for Norfolk residents. These had been made possible through a joint procurement by all the authorities in Norfolk as a result of investment in the recycling facility at Costessey which was run by NEWS.

6 Appointments to Norfolk Parking Partnership Joint Committee and Parking and Traffic Regulation Outside London Joint Committee for 2014/15

- 6.1 The Committee appointed Mr Castle (and Mr White as a named substitute) to serve on the Norfolk Parking Partnership Joint Committee and the Parking and Traffic Regulation Outside London Joint Committee, bodies that contributed to the Council's strategic objectives. The Member(s) appointed to the above mentioned Committees were asked to keep the Committee informed about any financial implications relating to parking issues by way of regular additions to the budget monitoring report.

7 Annual Local Levy Setting for the Regional Flood and Coastal Committees

- 7.1 The Committee received a report by the Interim Director of Environment, Transport and Development which asked Members to decide on NCC's preferred position on the annual Local Levy setting to support member appointees in their levy setting vote at the Regional Flood and Coastal Committee meetings in October 2014.

7.2 The Committee RESOLVED

That at the Regional Flood and Coastal Committee meetings in October 2014, the Members appointed by the Council should be allowed to exercise their discretion on an increase of up to a maximum 4.5% in the Local Levy (based on the approximate cost of works % increase).

8 Wensum Valley Link

- 8.1 The Committee received a report by the Interim Director of Environment, Transport and Development which explained how the Wensum Valley Link could provide improved highway infrastructure in response to local concerns about existing traffic impacts on communities, and could provide the potential to improve linkages between housing and employment areas, enhancing job opportunities.

8.2 The Committee RESOLVED

1) To note the outcome of the initial scoping report which had considered 13 options for road schemes as well as a public transport alternative.

- 2) To note the timeliness of feasibility work, which was impacted on by the timing of government decisions in relation to potential investment improvements to the A47 and the delivery of the NDR.
- 3) To agree that the project brief for the next phase of feasibility work included consideration of wider Public Transport and Non-Motorised User benefits (as part of NATS), and that in-combination complementary measures to reduce traffic on the existing routes.
- 4) That Committee agrees the timing of a further report in 2015 that provides an update in relation to the A47 and the Government's Autumn Statement announcement.

9 **Performance of Highway Drainage**

- 9.1 The Committee received a report by the Interim Director of Environment, Transport and Development which was in response to a request from Members for a report about highway drainage in Norfolk and the current position.
- 9.2 The Committee noted that the flooding issue was being addressed and that it was necessary to be more proactive than reactive with this issue.

10 **Strategic Transport Update**

- 10.1 The Committee received a report by the Interim Director of Environment, Transport and Development which explained the strategic road and rail issues of interest to the County Council and set out how the Council was speaking up for Norfolk to secure infrastructure needed for economic prosperity.
- 10.2 The Committee **RESOLVED**
 1. To note the report
 2. To appoint Mr White as a member for the East West Rail Central Section Board.

11 **Finance Monitoring Report**

- 11.1 The Committee received a report by the Interim Director of Environment, Transport and Development which provided the Committee with information on the forecast outturn for the service for 2014-15. It provided information on variances from the original budget, emerging issues and the position on the expected use of reserves for Environment, Transport and Development.
- 11.2 The Committee **RESOLVED**
To note the forecast out-turn position for Environment Transport and Development.

12 **Performance monitoring report**

- 12.1 The Committee received a report by the Interim Director of Environment, Transport and Development which reviewed quarter one (April to June 2014) performance results for service areas that were covered by the EDT Committee. It was noted that overall performance was good, when judged against the indicators that made

up the performance dashboard.

**13 Proposed Amendments to Internal Procedures for responding to:-
Consultations on Nationally Strategic Infrastructure Projects (NSIPs)**

13.1 The Committee received a report by the Interim Director of Environment, Transport and Development which set out proposed amendments to the internal procedures for responding to consultations on Nationally Strategic Infrastructure Projects (NSIPs).

13.2 The Committee **RESOLVED** that:

The Internal Procedures for dealing with consultations on NSIPs be agreed.

14 Carbon and Energy Reduction Programme Report

14.1 The Committee received a report by the Interim Director of Environment, Transport and Development which provided a progress update on the Council's Carbon and Energy Reduction Programme (CERP).

14.2 The Committee **RESOLVED**

1. To note the achievements to date within the existing programme.
2. To support the continued delivery of the Carbon and Energy Reduction Programme going forward to 2020 with the expectation of meeting a 50% reduction in its energy and carbon footprint while continuing to meet its statutory obligations.

15 Forward Plan

15.1 The Committee received a report by the Interim Director of Environment, Transport and Development, which set out the items and decisions programmed to be brought to the Committee in relation to environment, transport and development issues in Norfolk.

15.2 The Committee **RESOLVED** to add to the forward plan that at the March 2015 meeting Members would like to receive a report on an ETD Strategic Review.

Toby Coke
Chairman, Environment, Development and Transport Committee

Report of the Economic Development Sub-Committee Meetings held on 28 July and 12 September 2014

A Items from the meeting of 28 July 2014

1 Presentation on the Norfolk Infrastructure Fund.

- 1.1 The Sub-Committee received and noted a presentation from the Assistant Director Economic Development and Strategy concerning the Norfolk Infrastructure Fund (NIF).

2 Presentation on the New Anglia Strategic Economic Plan (SEP)

- 2.1 The Sub-Committee received and noted a presentation by the Assistant Director Economic Development and Strategy concerning the New Anglia Strategic Economic Plan (SEP).

3 Presentation on the Great Yarmouth/Lowestoft Enterprise Zone / Energy Sector and Update on Offshore Wind Farm Projects off the Norfolk Coast and the Implications for Norfolk.

- 3.1 The Sub-Committee received and noted a presentation by the Economic Development Manager concerning the Great Yarmouth/Lowestoft Enterprise Zone/ Energy Sector and Update on Offshore Wind Farm Projects off the Norfolk Coast and the Implications for Norfolk.

4 Government Consultation on Rail Franchising in the North of England.

- 4.1 The Sub-Committee received a report by the Interim Director of Environment, Transport and Development which asked the Sub-Committee to respond to the relevant question in the consultation supporting retention of the direct Norwich to Liverpool trains, rather than splitting the service between different franchises.
- 4.2 The Sub-Committee **RESOLVED** to note that the Sub-Committee agree the response to the Government consultation on the transPennine Express and Northern Rail franchises, as set out in Paragraphs 1.3 and 1.4 of the report.

5 Finance Monitoring

- 5.1 The Sub-Committee received a report by the Interim Director of Environment, Transport and Development which provided the first financial monitoring information for the financial year 2014/15. The report provided information on variances from the original budget, emerging issues and the position on the expected use of reserves for Economic Development.
- 5.2 The Sub-Committee **RESOLVED** to note the budgets for Economic Development set out in the report and asked for a breakdown of the apprentice schemes

mentioned in the report to be included in the next monitoring report.

6 Budget 2015-18 Developing our Approach

- 6.1 The Sub-Committee received and noted a report by the Interim Head of Finance which had been put together to help deliver the 2015-16 revenue and capital budget and the forward plan for 2016-18, which would constitute the Medium Term Financial Strategy for 2015-18.

7 Forward Planning

- 7.1 The Sub-Committee received a report which set out the items and decisions programmed to be brought to the Sub-Committee for consideration in relation to economic development issues in Norfolk.
- 7.2 The Sub-Committee **RESOLVED** to add the following items to the forward plan for consideration at its next meeting:
- A presentation on the economic development activities of Norse (while recognising that reporting responsibilities for Norse were with Policy and Resources Committee).
 - An update regarding the position at Coltishall.
 - The joint initiatives with Suffolk County Council regarding the County Farms Estate.

B Items from the meeting of 12 September 2014

8 Presentation on the economic development activities of NORSE Group.

- 8.1 The Sub-Committee received a presentation from Mike Britch, Managing Director of NPS and Norse Group.

9 Rural Development Strategy Implementation and the EU funded LEADER Programme.

- 9.1 The Sub-Committee received a report by the Interim Director of Environment, Transport and Development, which provided an update on the Norfolk Rural Development Strategy (NRDS) and the development of the LEADER Local Action Groups in the county.
- 9.2 The Sub-Committee **RESOLVED** to:-
- Note the report and NRDS Annual Review event on 18 November 2014.
 - Receive an annual progress report on the NRDS and the LEADER Programme.

10 Finance and Performance Monitoring Report

- 10.1 The Sub-Committee received the report by the Interim Director of Environment,

Transport and Development, providing the Sub-Committee with the updated financial position to the end of July 2014 (Period 4).

10.2 The Sub-Committee **RESOLVED** to note:-

- Revenue expenditure was forecast to be delivered to a balanced budget.
- The planned use of reserves detailed in Appendix B of the report, which were being used to manage the long-term delivery of a number of Economic Development projects.

11 Forward Plan for Economic Development Sub-Sub-Committee

11.1 The Sub-Committee received the report, setting out the Forward Plan for the Economic Development Sub-Committee.

11.2 The Sub-Committee **RESOLVED** to note the report.

Bev Spratt
Chairman, Economic Development Sub-Committee

Report of the Policy and Resources Committee Meetings held on 5 and 29 September 2014

A Items from the meeting of 5 September 2014

1 Chairman's Announcement regarding the termination of the energy from waste contract.

- 1.1 The Chairman read out a prepared statement that pointed out that as a consequence of the Secretary of State Eric Pickles' failure to make a decision on the Willows application, the Council was well aware that the result of terminating the energy from waste contract would require the Council to pay compensation. Before the contract was terminated the Council had begun to build up a financial reserve to meet this cost. A further payment was recently made by the Council following an assessment and scrutiny by officers of all the information put forward by the contractor.

Note by Interim Director of Environment, Transport and Development

Discussions are ongoing regarding what the final settlement figure will be.

2 2014-15 Revenue Monitoring Report—Month 3

- 2.1 The Committee received a report relating to the forecast outturn position for the 2014-15 Revenue Budget, General Balances, and the Council's Reserves at 31 March 2015, together with related financial information.
- 2.2 The Committee **RESOLVED:**
- To note Revenue expenditure was forecast to overspend by £1m on a net budget of £308.397m.
 - To note General Balances were forecast to be £19.000m at 31 March 2015, before taking into account the forecast overspend.
 - To note the Council had earmarked revenue reserves forecast to be £57.298m at 31 March 2015. The Residual Waste Treatment Contract Reserve, currently £21.9m following payments of £11.8m in July 2014, (and did not reflect the further payments made after the period of this report, which were taken into account in the update by the Leader, at paragraph 1 above, of the most recent position) was forecast to be fully exhausted as a result of contract termination. The Council separately held Reserves in respect of Schools estimated to be £36.469m at 31 March 2015.

3 2014-15 Capital Monitoring Report - Month 3

3.1 The Committee received a report that provided an update on the progress towards the achievement of the capital programme set by the Council in February 2014.

3.2 The Committee **RESOLVED:**

- To note the revised expenditure and funding of the 2014-17 capital programme and the changes which had occurred following the position reported in July 2014.
- To note the progress towards the achievement of the 2014-15 programme.
- To note the proposed changes to the disposals schedule and the impact on the capital receipts reserve.
- To note the impact of using borrowing to finance the programme on future revenue budgets.
- To approve an additional £0.200m prudential borrowing as part of a spend to save scheme to move adult social care services from Holt to Sheringham and enable the sale of property estimated at £0.650m.

4 Strategic and Financial Planning 2014-17-Setting the Budget and Developing the County Council Plan for 2015/18

4.1 During consideration of this item the Committee received a presentation from the Head of Planning, Performance and Partnerships on the impact of efficiency savings to date, the work that was underway, and potential future activity.

4.2 The Committee **RESOLVED:**

- That the Deputy Leader of the Council chairs a group consisting of the Chairs of Service Committees including the Chairman of Economic Development Sub- Committee to consider the Council's approach to its efficiency strategy.
- To ask relevant officers in co-operation with service heads, in the context of the forecast additional funding shortfall of £17.5m overall, to consider and bring forward proposals under the following headings:
 - Better procurement and commissioning
 - Better ways of working –emphasis on opportunities for improved productivity
 - Income generation.

4.3 The Committee also **RESOLVED :**

- To agree the framework and process for the County Council Plan and budget as set out in the report.
- To note the revised financial forecast, and adopt as a basis for budget planning in 2015/16 a further reduction in the Council's overall spending of £17.5m.

- To invite each Committee to consider and comment upon the ambition and priorities as set out in the report.

B Items from the meeting of 29 September 2014

5 2014-15 Revenue Monitoring Report—Month 4

- 5.1 The Committee received a report relating to the forecast outturn position for the 2014-15 Revenue Budget, General Balances, and the Council's Reserves at 31 March 2015, together with related financial information.
- 5.2 The Committee **RESOLVED** :
- To note revenue expenditure was forecast to overspend by £0.948m on a net budget of £308.397m.
 - To note General Balances were forecast to be £19.000m at 31 March 2015, before taking into account the forecast overspend.
 - To note the Council had earmarked revenue reserves forecast to be £47.766m at 31 March 2015. The Residual Waste Treatment Contract Reserve was £20.6m following payments of £13.1m in July and August 2014, with further payments made in September. The Council separately held Reserves in respect of Schools estimated to be £33.483m at 31 March 2015.

6 2014-15 Capital Monitoring Report - Month 4

- 6.1 The Committee received a report that provided monthly updates on the progress towards the achievement of the capital programme set by the Council in February 2014.
- 6.2 The Committee agreed to defer until the next meeting the spend to save scheme in relation to the Oaks site, Harvey Lane, Norwich, that was set out in the report, including the requirement for £0.100m of prudential borrowing to fund initial investment in the site, in order for a business case and appraisal of the scheme to be brought forward.
- 6.3 The Committee **RESOLVED**:
- To note revised expenditure and funding of the 2014-17 capital programme and changes which had occurred following the position reported on 5 September 2014.
 - To note progress towards the achievement of the 2014-15 programme.
 - To note the proposed changes to the disposals schedule and the impact on the capital receipts reserve.
 - To note impact of using borrowing to finance the programme on future revenue budgets.
 - To support and encourage member attendance at the 28 October 2014 Property Workshop.

7 Performance Monitoring Report

7.1 The Committee received a performance monitoring report that enabled it to review performance results for the Council as a whole and also for those specific service areas that it covered.

7.2 The Committee **RESOLVED:**

- To note the performance monitoring report and confirm that the performance indicators included in the report enable a robust assessment of performance across the service areas that are covered.

8 Norfolk Communities First; Norfolk's Transformation Challenge Award Bid

8.1 The Committee received a report that outlined the proposals for Norfolk's Transformational Challenge Award 2015/16 bid.

8.2 The Committee supported the proposals for the bid.

9 Shared Services – Financial Prospects 2015/18

9.1 The Committee received a report that summarised the approach taken to efficiency and improvement and savings across shared services. The Committee agreed to give further consideration to the proposals for shared services at its meeting on 27 October 2014.

10 Procurement Overview

10.1 The Committee received a detailed presentation from the Head of Procurement that set out the Council's current approach to procurement and potential opportunities for savings in the future.

10.2 Members asked to be informed of the level of savings on procurement as a percentage of total procurement expenditure.

11 Strategic and Financial Planning 2015/18

11.1 The Committee received a presentation from the Head of Business Intelligence and Performance Service & Corporate Planning and Partnerships Service about the budget planning context, the current forecast, the breakdown of the remaining £13m "gap" against forecast, an illustrative allocation and a suggested approach.

11.2 The Committee Chairs gave verbal updates on progress to date concerning Committee discussions about how to close the budget gap.

11.3 The Committee **RESOLVED :**

To note the Council's latest financial position, specifically:

- The provisional Better Care Fund (BCF) position for 2015/16;
- The confirmation of an overall savings target for 2015/16 of £17.5m ;
- The risks that were set out in the report.

To request Committees to:

- assure themselves of continued tight control on revenue budgets in this financial year;
- ensure early notice to Policy and Resources Committee of any potential overspends;
- ensure delivery of savings already agreed for 2015/16.

To note verbal reports from Chairs of service committees on progress to date to close the budget gap, and the schedule of savings identified to date.

Noted any further actions for Committees to ensure any residual gap was closed and savings proposals were developed in readiness for consultation at the end of October 2014.

12 Digital Norfolk Ambition – update

- 12.1 The Committee received a report by the Interim Director of Environment, Transport and Development providing an update on the Digital Norfolk Ambition Programme.
- 12.2 The Committee **RESOLVED**:
- To note the progress in the delivery of the DNA programme;
 - To receive a further progress report in two months.

George Nobbs
Chairman, Policy and Resources Committee

Report of the Audit Committee Meeting held on 25 September 2014

1 Norfolk County Council and Norfolk Pension Fund Audit Results reports – Audit Committee Summary for the year ended 31 March 2014.

- 1.1 The Committee received and **noted** the report by the Interim Head of Finance introducing the External Auditor's (EY) Norfolk County Council and Norfolk Pension Fund Audit Results reports for the year ended 31 March 2014.

2 Annual Statement of Accounts and Annual Governance Statement 2013-14.

- 2.1 The Committee received the report by the Interim Head of Finance introducing the Statement of Accounts and Annual Governance Statement of Norfolk County Council for 2013-14 which had been subject to external audit by EY. The Interim Head of Finance anticipated that the Council would receive an unqualified audit opinion.

- 2.2 The Committee **RESOLVED** to:

- note that, following annual reviews, the system of internal control and internal audit are considered adequate and effective for the purposes of the relevant regulations.
- Approve the Annual Governance Statement (Appendix 2 of the report) and commend the statement for signature by the Leader and the Managing Director.
- Approve the Council's 2013-14 Statement of Accounts (Appendix 3 of the report).
- Note the summary of the Statement to the Accounts (Appendix 4 of the report) to be published alongside the full accounts.

3 Letters of Representation 2013-14

- 3.1 The Committee received the report by the Interim Head of Finance providing details of the letters of representation in connection with the audit of the financial statements of Norfolk County Council for 2013-14.
- 3.2 The Committee **RESOLVED** to endorse the letters of representation in respect of the Norfolk Pension Fund and of Norfolk County Council, subject to the satisfactory production of details from the Norse Accounts for inclusion in the Norfolk County Council Group Accounts. The Chairman of the Audit Committee and Interim Head of Finance signed the Letter of Representation on behalf of the Council.

4 Norfolk Pension Fund Governance Arrangements

- 4.1 The Audit Committee received and **noted** the report by the Interim Head of Finance and Head of Pensions outlining the ongoing governance arrangement of the Norfolk Pension Fund.

5 Governance, Control and Risk Management of Treasury Management.

- 5.1 The Committee received the report by the Interim Head of Finance providing assurance to the Committee as to the adequacy and effectiveness of the governance, control and risk management arrangements for Treasury Management during 2013-14.
- 5.2 The Committee **RESOLVED**:
- To note the report.
 - To recommend the Treasury Management Panel be reinstated as part of the committee structure review when it was carried out in November 2014.

6 Risk Management Report

- 6.1 The Committee received and **noted** the report by the Interim Head of Finance, providing it with an update of the Corporate Risk Register and other related matters following the latest quarterly review conducted during the second quarter of 2014/15. The update included details of twenty-one risks proposed for inclusion within the Corporate Risk Register.
- 6.2 The Committee was pleased to note that the Service Committees would be considering both corporate and departmental risks for their service areas at their future committee meetings and that performance reports would be updated to include a section on risk management. Audit Committee Members would continue to monitor the reporting of risk at future service committee meetings.
- 6.3 The Committee requested that, where the prospects or current risk score had moved from amber to red, senior officers from the service departments attend a future Audit Committee meeting to update the Committee on the actions and mitigation actions that had been taken on those risks.

7 Norfolk Audit Services Quarterly Report for the Quarter ended 30 June 2014.

- 7.1 The Committee received the report by the Interim Head of Finance summarising the results of recent work by Norfolk Audit Services (NAS) to give an overall opinion on the adequacy and effectiveness of risk management and internal control within the County Council and to give assurance that, where improvements were required, remedial action had been taken by Chief Officers. The report also provided an update on changes to the approved Norfolk Audit Services audit plan, traded Schools audits and the preparations for an Audit Authority for the France Channel England Interreg VA Programme.

- 7.2 The Committee considered the report and **RESOLVED** to note:
- The overall opinion on the effectiveness of risk management and internal control being 'acceptable' and therefore considered 'sound'.
 - The summary of high priority findings results at Appendix B of the report being satisfactory.
 - The changes to the approved 2014-15 Norfolk Audit Services audit plan, as set out in Appendix E of the report.
 - Satisfactory progress regarding the traded schools audits and the preparations for an Audit Authority for the France Channel England Interreg Programme.

8 Internal Audit Plan 2014-15 for Quarters 3 and 4

- 8.1 The Committee received and **noted** the report by the Interim Head of Finance setting out the changes made to the Annual Internal Audit Plan for 2014-15. Audit topics had been drawn from the Audit Needs Assessment process and following consultation with departmental managers.

9 Audit Committee Work Programme

- 9.1 The Committee received and **noted** the report by the Interim Head of Finance setting out the programme of work for the Committee.

I Mackie
Chairman, Audit Committee

**Report of the Standards Committee
Meeting held on 1 October 2014**

1. Appointment of Chairman

- 1.1 The Committee elected Ian Monson as Chairman for the ensuing year.

2. Appointment of Vice-Chairman

- 2.1 The Committee elected Alec Byrne as vice-Chairman for the ensuing year.

3. Standards and Conduct: Performance and Monitoring Report

- 3.1 The Committee received a report from the Head of Law and Monitoring Officer which updated the Committee on member standards and conduct at the County Council from March 2014 to September 2014.

- 3.2 The Committee **RESOLVED**

- To note the Council's performance in relation to member standards and conduct during the period March 2014 to September 2014.

4. Standards and conduct: Update on Standards Matters

- 4.1 The Committee received a report from the Head of Law and Monitoring Officer which updated the Committee on any significant law, legislation, guidance or policy that impacted on local authority member standards and conduct.

- 4.2 The Committee **RESOLVED**

- To note the update.

**Ian Monson
Chairman, Standards Committee**

Report of the Personnel Committee Meeting held on 1st September 2014

1. Senior Management Arrangements

- 1.1 The Committee received the exempt report which sought members' views on initial proposed changes to the senior management arrangements within the Council. The views of the Committee were noted and the proposals will be reported to full Council on 20th October 2014 as part of the Senior Management Review.

2. Living Wage

- 2.1 Preliminary work was carried out in September 2013 to estimate the potential impact of the Living Wage were it to be introduced in the Council. It was agreed at this meeting that a review would be undertaken in 12 months' time.
- 2.2 In light of this decision the Committee received an exempt report summarising the County Council's considerations to date to investigate the adoption of a Living Wage policy and has agreed that the Acting Head of Human Resources should undertake further work to research possible approaches. A progress report will be brought back to the Committee on 1st December 2014.

George Nobbs
Chairman, Personnel Committee

Report of the Personnel Committee Meeting held on 8th October 2014

1. Senior Management Review

- 1.1 A report was received from the Acting Head of Human Resources clarifying the Committee's remit in respect of the Senior Management Review being undertaken by the Managing Director. Full Council will be receiving a report on the proposals for the Chief Officer structure on 20th October 2014 which will result in revised roles and numbers of Chief Officers. The Personnel Committee will decide pay grades for the new senior management posts, when that point is reached in the project.
- 1.2 The Committee **RESOLVED** to note the contents of the report.

2. Grading of Senior Management Posts

- 2.1 The Committee received the exempt report from the Acting Head of Human Resources and agreed to approve the grades of six senior management posts in Children's Services and Community Services.

George Nobbs
Chairman, Personnel Committee

Report of the Norfolk Health Overview and Scrutiny Committee Meeting held on 17 July 2014

1 Access to NHS Dentistry

- 1.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Manager to the report from NHS England (East Anglia Area Team) updating members on the current position regarding access to NHS dentistry in Norfolk.
- 1.2 The Committee received evidence from Katie Norton, Director of Commissioning and Fiona Theadom, Contact Manager from East Anglia Area Team, NHS England.
- 1.3 The Committee agreed:

To support the suggestion from the Norfolk Local Dental Committee that to make the post of part time consultant in restorative dentistry more attractive to prospective candidates two more sessions could be funded by the Area Team.

To receive a copy of the Oral Needs Assessment report when it was finalised and that NHS England and the Norfolk Local Dental Committee should be invited to attend a meeting in Spring 2015 if the Committee considered there were issues that still needed addressing.

2 Stroke Services in Norfolk

- 2.1 The Committee received a report from the scrutiny task and finish group on Stroke Services in Norfolk.
- 2.2 The NHOSC agreed to endorse the working group's report and the actions as outlined in the report.

3 Delayed Discharge from Hospitals in Norfolk

- 3.1 The Committee received the report from the scrutiny task and finish group on Delayed Discharge from Hospitals in Norfolk.
- 3.2 The NHOSC agreed to endorse the working group's report and the actions as outlined in the report.

4 Norfolk Health Overview and Scrutiny Committee Appointments

4.1 The Committee agreed to appoint to the following vacancies:

- Great Yarmouth and Waveney CCG – HOSC link
Shirley Weymouth
- Norwich CCG – HOSC link
John Bracey

5 Forward Work Programme

5.1 The Chairman reminded the Committee that it was important to focus on those areas where they could have influence however it was important not to be too narrow in what areas they looked at. He suggested that any future work could relate specifically to the NHS recruitment problems in Norfolk for instance in areas such as primary care, midwifery and stroke services.

Michael Carttiss

Chairman, Norfolk Health Overview and Scrutiny Committee

Details of the full discussion can be found in the minutes of the meeting.

Report of the Norfolk Health Overview and Scrutiny Committee Meeting held on 4 September 2014

1 Service-wide review of health services in west Norfolk

- 1.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to a report from NHS West Norfolk Clinical Commissioning Group on the review of health and social care systems in West Norfolk in response to financial pressures, demographic trends and rising demand for healthcare.
- 1.2 The Committee received evidence from Kathryn Ellis, Director of Operations and Strategic Planning, West Norfolk CCG.
- 1.3 In the course of discussion the following key points were made:
- The system wide review of services in west Norfolk was being driven by the West Norfolk Health and Social Care Alliance which was a partnership of statutory and non-statutory agencies involved in delivering health and social care in west Norfolk.
 - Each of the organisations that made up the Alliance was reviewing and re-shaping the way their staff worked to make better use of their collective expertise and to allow greater flexibility for staff to work with colleagues from other organisations, as well as exploring how to get the best from their collective infrastructure and money.
 - Monitor was working closely with the Alliance to ensure that services were redesigned in a way in which they were financially sustainable in the long term.
 - This approach, which had already been tested in a series of collaborative pilot projects, was designed to respond more effectively to the current and anticipated future healthcare needs of the west Norfolk area while alleviating pressure on emergency care and preserving services for the future.
- 1.4 The Committee noted the current position regarding the system sustainability work and an assurance from West Norfolk CCG that NHOSC would be alerted to any proposed substantial service changes.

2 Changes to Mental Health Services in central Norfolk and west Norfolk

- 2.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to an update from the Clinical Commissioning Groups and Norfolk and Suffolk Foundation Trust concerning mental health services in central and west Norfolk.
- 2.2 The Committee welcomed witnesses from the central and west Norfolk CCGs and from the Norfolk and Suffolk NHS Foundation Trust.

2.3 In the course of discussion, the following key points were made:

- Michael Scott, Chief Executive, Norfolk and Suffolk NHS Foundation Trust said that the number of out of area placements had reduced from around 30 when he took up his appointment as Chief Executive to 7 such placements at the present time. Steps were continuing to be taken to prevent patients having to travel long distances for non-specialist inpatient beds.
- During the last 12 months the Trust had taken on approximately 200 new clinical staff, a net increase during that period of 50 new staff.
- The assessment of those requiring specialist out of county placements took place in Norfolk.
- The Trust was working on the possibility of opening 10 new beds at Hellesdon Hospital.

2.4 The Committee agreed that the Democratic Support and Scrutiny Team Manager should write to the Chair of Adult Social Care Committee proposing a task and finish group consisting of 3 or 4 Members from this Committee and 3 or 4 Members from Adult Social Care Committee to examine the transition of mental health social care from Norfolk and Suffolk NHS Foundation Trust to Norfolk County Council and its impact on service users. The Committee also agreed that the CCGs and NSFT should be asked to send information that had been requested in the covering report to the Democratic Support and Scrutiny Team Manager for circulation to Committee members.

3 Working Protocol with Healthwatch Norfolk

3.1 The Committee agreed a revised working protocol with Healthwatch Norfolk that reflected the current system of governance at Norfolk County Council. The outcomes of routine meetings between Healthwatch and Committee Chairmen will be reported back to Committees by way of Member Briefings.

4 Forward work programme

4.1 The Committee agreed the list of items on the Forward Work Programme subject to the addition of 'Policing and Mental Health' for the meeting on 16 October 2014. This item had been withdrawn from the agenda for the September meeting because a witness from the office of the Police and Crime Commissioner was ill and had given her apologies. By deferring the item to October the Police and Crime Commissioner, whom had given apologies for today's meeting, would be able to attend together with a representative from the Norfolk and Suffolk NHS Foundation Trust.

4.2 The Committee appointed Mr Tony Wright as the Committee's link member with the Queen Elizabeth Hospital NHS Foundation Trust and Michael Chenery of Horsbrugh as the substitute.

5 Proposed relocations of NHS community healthcare services

5.1 The Committee received a suggested approach from the Democratic Support and Scrutiny Team Manager to proposed relocations of NHS community healthcare services in Norfolk as part of a rationalisation of the Norfolk Community Health and Care NHS Trust estate.

- 5.2 The Committee received a short Powerpoint presentation about the proposed relocations of NHS community healthcare services.
- 5.3 The Committee welcomed witnesses from Norfolk Community Health and Care NHS Trust. The Committee also heard from Mr Keith Cameron, Chairman, Sheringham Medical Practice Patient Participation Group, who spoke as a member of the public about the proposed relocation of a number of clinics from the Sheringham Practice to Kelling Hospital.
- 5.4 In the course of discussion, the following key points were made:
- Mr Keith Cameron, Chairman, Sheringham Medical Practice Patient Participation Group, said that there had been little consultation within the Sheringham area about the proposed relocations of NHS community healthcare services. He said that as far as he could ascertain the period of consultation covered a month when a number of leading clinicians had been on two weeks holiday and therefore no clinics were held. He said Sheringham had a high proportion of elderly and vulnerable patients and it seemed that these were the groups of patients who would be most affected by the changes.
 - The witnesses said that they did not agree with a suggestion that the proposals would have an impact on the continuity of care for housebound patients nor did they agree with a suggestion that the small amount of additional travelling for patients would cause them hardship and stress and that their continuity of care would be put at risk.
 - The witnesses also did not agree with a suggestion that there had been any lack of proper consultation with patients and pointed out that a number of “patient engagements” and “drop in sessions” had been held in order for Norfolk Community Health and Care NHS Trust to receive feedback on the proposals.
- 5.5 The Committee agreed that Norfolk Community Health and Care NHS Trust’s proposed relocations of services were not a substantial variation in service that required consultation with the Committee. It was also agreed to recommend that Norfolk Community Health and Care NHS Trust should meet with Mr Keith Cameron, and other members of Sheringham Medical Practice Patient Participation Group, to discuss any issues of concern. Mr Cameron was advised to raise any outstanding issues with Healthwatch Norfolk.

Michael Carttiss
Chairman, Norfolk Health Overview and Scrutiny Committee

Details of the full discussion can be found in the minutes of the meeting.

Report of the Health and Wellbeing Board Meeting held on 16 July 2014

1. Election of Chairman

- 1.1 Cllr Dan Roper, Norfolk County Council was elected Chairman of the Health and Wellbeing Board.

2. Election of Vice-Chairman

- 2.1 Cllr Yvonne Bendle; South Norfolk District Council, and Dr Ian Mack; West Norfolk Clinical Commissioning Group were elected Vice-Chairmen of the Health and Wellbeing Board.

3. Services for Adults with a Learning Disability: Outcomes of the Winterbourne View Enquiry

- 3.1 The Board considered a report on progress in Norfolk that has been made in responding to the recommendations of the Winterbourne View Enquiry Report into abuse in a private sector assessment and treatment facility for adults with a learning disability.
- 3.2 The Board **APPROVED** the Joint Strategic Plan for Norfolk and asked for an update on progress on its implementation in a year's time.

4. Director of Public Health – Annual Report 2013/14

- 4.1 The Board received a presentation from the Interim Director of Public Health which gave the headlines of her Annual Report 2013/14. Whilst based on the most recent published national data, and therefore sets the context for the Board's work.
- 4.2 Tim Winters, Head of Public Health Information, spoke to second part of the presentation exploring how we might monitor performance of the Board's Health & Wellbeing Strategy and the kinds of measures or indicators which might be useful.
- 4.3 **RESOLVED.**
- To note the report

5. Norfolk's Child Poverty Strategy

- 5.1 The latest version of the draft Norfolk Child Poverty Strategy was received and discussed. The multi-agency strategy had been developed during the end of 2013/2014 with the involvement of members of the Health and Wellbeing Board and wider partners.

- 5.2 The Board **AGREED** to form a working group to progress delivery of the strategy and agree a way forward.

6. Children's Services Improvement Update

- 6.1 James Joyce, Chairman, NCC's Children's Services Committee and Michael Rosen, Interim Assistant Director, Early Help, gave a verbal update about the external reviews of Children's Services, the improvement planning and the progress being made.

7. Joint Strategic Needs Assessment (JSNA)

- 7.1 Judy Lomas, JSNA Manager, gave a presentation on the 2013/14 review of the JSNA and outlined recent developments and activities, including the work of the JSNA Officer Group.

8. Norfolk Joint Health and Wellbeing Strategy 2014-17 - Implementation

- 8.1 The Board considered progress being made with implementation including the proposed delivery model for the dementia priority and the early work on developing a communications strategy. The Board reviewed and refreshed the JH&WB Strategy Group to ensure it was well positioned to drive implementation of the Strategy and agreed three 'priority champions' who will act as a change agent, helping drive improvement across the priority area and holding the H&WB to account.

The Priority Champions are:

- Promoting the social and emotional wellbeing of pre-school children – **Richard Draper**
- Reducing obesity – **Cllr Yvonne Bendle**
- Making Norfolk a better place for people with dementia and their carers – **Joyce Hopwood**

9. Community Based Health Improvement

- 9.1 The Board received a verbal update from Tracy Dowling, Director of Operations and Delivery, NHS England East Anglia Team and **noted** feedback on the Local Quality Surveillance Group (QSG).

10. Norfolk Better Care Fund – update on preparation for implementation

- 10.1 The Board received and discussed a report which updated them on the Norfolk Better Care Fund Plan which the Board had approved in April for submission to NHS England. The final, formal approval of plans was subject to further assurance processes from NHS England and therefore no plans had yet been approved.

11. Healthwatch Norfolk Minutes

- 11.1 The Board received and **noted** the minutes of the meetings on 17 March 2014 and 19 May 2014.

12. NHS England Update

- 12.1 Tracy Dowling, Director of Operations & Delivery, East Anglia Area Team, NHS England gave a verbal update outlining the outcome of the recent round of annual assurance with the 5 CCGs in Norfolk and confirmed that there were high standards of management and clinical quality in all. Members were also updated on the activity of the East Anglia Quality Surveillance Group and how it was now starting to focus on thematic elements across Norfolk.

13. Norfolk Health Overview and Scrutiny Committee Minutes

- 13.1 The Board received and **noted** the minutes of the meetings on the 17 April 2014 and 29 May 2014

Dan Roper
Chairman, Health and Wellbeing Board

Report of the Health and Wellbeing Board Meeting held on 10 September 2014

1. Norfolk Better Care Fund – final submission

- 1.1 The Board received the Norfolk Better Care Fund Plan for approval. The Health and Wellbeing Board (H&WB) had approved the plan in April, but subsequent national guidance had required further revisions to the plan and a resubmission by 19th September 2014.
- 1.2 The report set out the changes in guidance, progress on resubmission and notes that the Council and Clinical Commissioning Group had not yet been able to clarify how the Better Care Fund would be apportioned.
- 1.3 **RESOLVED**
- To note the positive progress on developing the resubmission of the Better Care Fund plan for Norfolk and the issues which remained outstanding.
 - To delegate the authority to approve the Better Care Fund plan for Norfolk to the Chair and Vice Chairs of the Board.

Dan Roper
Chairman, Health and Wellbeing Board

Report of the Planning Regulatory Committee Meeting held on 11 July 2014

1 Urgent Business

The Planning Services Manager updated the Committee about the outcome of the Public Inquiry into the Haddiscoe application which had been refused by the Committee in January 2013 against officer advice. The Committee was advised that the Public Inquiry had found in favour of the County Council with the appeal being dismissed. The claim for costs by the appellant had also been dismissed.

2 North Norfolk District: C/1/2013/1012: East Beckham: Holt Road, East Beckham, Sheringham: Excavation, processing, bagging and sale of sand and gravel: Gresham Gravel Ltd.

2.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the planning application following the resolution at the Planning (Regulatory) Committee meeting on 25 April 2014 to defer the application to allow further consideration of the highway issues.

2.2 The Interim Director of Environment, Transport and Development was authorised to:

- i) Grant planning permission subject to the conditions outlined in section 12 of the report.
- ii) Discharge conditions (in consultation 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 (in consultation with the Chairman and Vice-Chairman of the Committee) to deal with any on-material amendments.

3 Development by the County Council. Great Yarmouth Borough Council: Application Y/6/2013/6008: Caister-on-Sea: Erection of modular building for office/welfare purposes: Director of Environment, Transport and Development.

3.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the planning application which related to the provision of a single

storey modular administration building at a County Council Highways Depot at Pump Lane, Caister-on-Sea.

3.2 The Interim Director of Environment, Transport and Development was authorised to:

- i) Grant planning permission subject to the conditions outlined in section 11 of the committee report.
- ii) Discharge conditions (in consultation 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 (in consultation with the Chairman and Vice-Chairman) to deal with any non-material amendments to the application that may be submitted.

David Collis
Chairman, Planning (Regulatory) Committee

Report of the Planning Regulatory Committee Meeting held on 19 September 2014

- 1 Broadland District: C/5/2013/5013: Reephams Road, Attlebridge: Variation of conditions 1, 3 and 10 of planning permission ref. C/5/2008/5016 to extend working and restoration until 31 December 2017, amend the timing of the phased extraction, and amend the arrangements for re-spreading of topsoil and subsoil: Cemex UK Operations Ltd.**
 - 1.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the application. Planning permission was sought to vary 3 conditions of planning permission reference C/5/2008/5016 to allow a further period of time until 31 December 2017 to complete working and restoration, amend the timing of the phased extraction and amend the arrangements for re-spreading of topsoil and subsoil as part of the restoration arrangements.
 - 1.2 The Interim Director of Environment, Transport and Development was authorised to:
 - i) Grant planning permission subject to a Section 106 Legal Agreement in respect of the restoration and after care management and traffic routing of the site and the conditions outlined in section 12 of the report.
 - ii) Discharge conditions (in consultation 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 (in consultation with the Chairman and Vice-Chairman of the Committee) to deal with any on-material amendments to the application that may be submitted.
- 2 Development by the County Council. Applications Referred to Committee for Determination. Great Yarmouth Borough Council: Application C/6/2014/6003: Caister-on-Sea: Use of land for processing, storage and sales of inert highway materials: Director of Environment, Transport and Development.**
 - 2.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the planning application which related to the proposal to use the land for the processing, storage and sale of inert highway materials within an existing highways depot.

- 2.2 The Interim Director of Environment, Transport and Development was authorised to:
- i) Grant planning permission subject to the conditions outlined in section 12 of the committee report.
 - ii) Discharge conditions (in consultation 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 (in consultation with the Chairman and Vice-Chairman) to deal with any non-material amendments to the application that may be submitted.
- 3 South Norfolk District Council. Y/7/2014/7004. Installation of solar panels on roof of existing building at Harford Park and Ride. Interim Director of Environment, Transport and Development**
- 3.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the planning application for the installation of 14 photovoltaic panels on the roof of the existing single storey storage/ticket office building at Harford Park and Ride site.
- 3.2 The Director of Environment, Transport and Development was authorised to:
- i) Grant planning permission subject to the conditions outlined in section 12 of the committee report.
 - ii) Discharge conditions (in consultation 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 (in consultation with the Chairman and Vice-Chairman) to deal with any non-material amendments to the application that may be submitted.
- 4 South Norfolk District Council: Y/7/2014/7003. Installation of solar panels on roof of existing building at Thickthorn Park and Ride. Interim Director of Environment, Transport and Development**
- 4.1 The Committee received a report by the Interim Director of Environment, Transport and Development setting out the planning application which related to the installation of 14 photovoltaic (PV) Panels on the roof of the existing single storey storage/ticket office building at Thickthorn Park and Ride site.

4.2 The Interim Director of Environment, Transport and Development was authorised to:

- i) Grant planning permission subject to the conditions outlined in section 12 of the committee report.
- ii) Discharge conditions (in consultation 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 (in consultation with the Chairman and Vice-Chairman) to deal with any non-material amendments to the application that may be submitted.

David Collis
Chairman, Planning (Regulatory) Committee

Norwich Highways Agency Joint Committee Report of the meeting held on 24 July 2014

1 Governance arrangements

The Committee was advised that Norfolk County Council had elected Councillor Adams as Chairman for the ensuing civic year.

2 Petition

The Committee received a petition about Push the Pedalways – Park Lane to Vauxhall Street.

3 Public Questions

The Committee received a public question from Mr Kevin Marsh about Thorpe Hamlet flooding.

4 Permit parking review.

The Committee **RESOLVED**, unanimously, with all 4 voting members voting in favour, to:

- (1) Agree the recommendations and changes to the visitor permit parking scheme to replace the current visitor permit scheme with:
 - (a) A new short-stay visitor permit offering two hours of parking for visitors (operated by a 'clock'): this would be offered free to households on certain means tested benefits.
 - (b) Up to 60 'pay as you go' day permit scratchcards per household per year.
 - (c) The charges being set as follows:
 - i. Shortstay visitor permit at the rate of £10 administration charge and 75p per month for enforcement ie £14.50 for 6 months and £19 for 12 months, with a maximum period of 18 months;
 - ii. Scratchcards to be a maximum of 60 for each household at a cost of £1 each in inner city zones, and 50p for the outer Norwich zones.
- (2) ask the Head of City Development Services to consult on the proposals in autumn 2014.
- (3) hold an extraordinary meeting of the Norwich Highways Agency Committee on 23 October 2014 at 10am to consider the outcome of the

consultation.

5 Push the Pedalways – The Avenues

The Committee **RESOLVED** unanimously, to:

- (1) note the results of the consultation on the options for The Avenues.
- (2) Ask the Head of City Development Services to carry out public consultation and the necessary statutory procedures in relation to introducing the proposals shown on plan numbers PE4073-MMD-301739CA04-fea-0090 & 0091 and listed below:
 - (a) Continuous one way cycle tracks 2m-2.2m in width on both sides of The Avenues between Bluebell Road and Colman Road built over the verge with a low kerb separating them from the carriageway.
 - (b) Speed reducing crossing tables for cyclists and pedestrians travelling The Avenues at the following side roads: George Borrow Road, Lovelace Road, Stannard Road and the entrances to Bluebell allotments; at the junction of Bluebell Road and Cow Drive; and across Bluebell Road north of The Avenues.
 - (c) The provision of cycle tracks partly separated from the footway on the north side of The Avenues linking to the toucan crossing over Colman Road.
 - (d) Extending the existing 20mph restrictions so that all streets within the area bounded by Earlham Road, Bluebell Road, Jessop Road and Christchurch Road are covered by a 20mph restriction. Bluebell Road between Earlham Road and North Park Avenue and North Park Avenue will also be subject to the 20mph restriction. The area is shown on the plan attached as appendix 8.
 - (e) The reinforcement of sufficient verge space with a porous material on The Avenues between Stannard Road and Bluebell Road to allow residents' to park cars off the carriageway, without obstructing the cycle tracks and access parking within the curtilage of their properties while minimising damage to verges and trees and with vehicles physically prevented from accessing other areas of verge.
 - (f) Alterations to the traffic signals at the junction of Colman Road and The Avenues to:
 - i. Give cyclists dedicated signals that release them to cross Colman Road several seconds ahead of vehicles;
 - ii. Provide a signalised pedestrian crossing over Colman Road immediately to the south of The Avenues with raised table courtesy crossings at the entrances to the service lanes;
 - iii. Convert the crossing over Colman Road immediately to the north of The Avenues into a toucan crossing that cyclists

- can ride across alongside pedestrians.
- iv. Advanced stop boxes enlarged to 7.5m.

6 Push the Pedalways – Park Lane to Vauxhall Street

The Committee **RESOLVED**, unanimously, to:

- (1) Note the results of the consultation on the options for the Park Lane to Vauxhall street area;
- (2) Ask the Head of City Development Services to carry out public consultation and the necessary statutory procedures in relation to introducing the proposals shown on plan number 301739-ca08-500 and listed below:
 - (a) The introduction of a road closure on Park Lane to the immediate north of the junction with Avenue Road and a road closure on Avenue Road to the immediate east of Maida Vale. Cyclists and emergency vehicles will be exempt from those closures.
 - (b) The introduction of a no waiting at any time restriction on the entire length of the northern side of Avenue Road, including the removal of the bus stop cage, the replacement of the bus stop cage and a 9m length of double yellow line on the southern side of Avenue Road with a permit parking restriction and the transfer of Maida Vale from parking zone R to parking zone P.
 - (c) The realignment of the junction of Park Lane with Unthank Road to provide wider shared-use footpath cycleways in the vicinity of the junction.
 - (d) The removal of the existing signalled crossing on Unthank Road by Essex Street and the provision of a new type of shared-use pedestrian / cyclist crossing on a raised table on Unthank Road between Park Lane and Essex Street.
 - (e) The introduction of contra flow cycling on the section of Rupert Street between Trinity Street and Cambridge Street.
 - (f) Introduce a signed only contra flow cycle lane on Essex Street and explore the possibility of designating Essex Street as a Cycle Street.
 - (g) Extend the existing 20mph restriction on Unthank Road to the north of the Essex Street junction.
- (3) Consider the solution for the routing of the pink pedalway in a southwest direction between Vauxhall Street and Park Lane that will be presented at the meeting and ask the Head of City Development Services to undertake public consultation and any necessary statutory procedures required in relation to those proposals, including the extension to the 20mph zone on Unthank Road.

7 Push the Pedalways – 20mph

The Committee **RESOLVED** unanimously, to ask the Head of City Development Services to carry out the necessary legal consultation in regards of a 20mph Speed Restriction Order for the areas shown on plan nos PL/TR/4142/225/1, 2 and 3, with the addition of Bull Close Road between Magdalen Road and Charlton Road and for a consolidation Speed Restriction Order for the whole of the Norwich area.

8 Push the Pedalways – Magdalen Street and Cowgate cycle contraflow.

The Committee **RESOLVED** to:

- (1) Note the results of the consultation on the proposals to introduce contra flow cycling on Magdalen Street between Edward Street and Bull Close Road and on Cowgate between Magdalen Street and Peacock Street.
- (2) Ask the Head of City Development Services to progress statutory procedures associated with implementing the legal orders and notices that are associated with the scheme as shown on drawings 301739 CA11 P34080 PRE-02b and 03b and plan PL/TR/4142/224.2 and 3 which will have the effect of:
 - (a) Banning the right turn from Magdalen Street into Bull Close Road;
 - (b) Introducing a mandatory southbound cycle lane on Magdalen Street between Bull Close Road and Edward Street and an advisory westbound cycle lane on Cowgate between Peacock Street and Magdalen Street.
 - (c) Amending the position of the parking and loading bays on Magdalen Street and the disabled bay on Cowgate;
 - (d) Removing the signalled crossing on Magdalen Street by Magdalen Close.

9 Sprowston Road ALDI Traffic Regulation Order representations received.

The Committee **RESOLVED**, having considered the report of the head of city development services, to authorise the Head of City Development Services to arrange for the necessary statutory procedures to implement waiting restrictions to extend the existing double yellow lines on Sprowston Road south to a point 16 metres south of the new access road to the ALDI store, and along the entire length of the new access road as shown on Plan No. A1-12062 S278/38 in Appendix 1 of the report.

10 Annual report of the Norwich City Highways Agency 2013-14

The Committee **RESOLVED**, having considered the report of the Head of City

Development Services, and the Director of Environment, Transport and Development to approve the highways agency annual report for 2013-14.

11 Roadworks Regular monitoring report

The Committee **RESOLVED**, having considered the report of the Head of City Development Services, to note the report.

Tony Adams
Chairman, Norwich Highways Agency Joint Committee